

Case Study

Seven-Eleven Japan Co.

Established by Ito Yokado in 1973, Seven-Eleven Japan set up its first store in Koto-ku, Tokyo, in May 1974. The company was first listed on the Tokyo Stock Exchange in October 1979. On September 1, 2005, Seven & i Holdings Co. Ltd., was established as the holding company for Seven-Eleven Japan, Ito-Yokado, and Denny's Japan. As a result, detailed financial results for Seven-Eleven Japan have not been available since then and are only reported as the convenience store portion of Seven & i Holdings. Seven-Eleven Japan realized a phenomenal growth between 1985 and 2009. During that period, the number of stores increased from 2,299 to 12,753 and annual sales increased from 386 billion to 2,785 billion yen in Japan. Globally, the firm had over 40,000 convenience stores by January 2011 and was the world's largest chain in terms of retail outlets. Global revenues for Seven & i from convenience store operations were 1,968 billion yen in 2009 with an operating income of 183.8 billion yen. The firm was present in 38 of Japan's 47 prefectures and opened 966 stores in Japan while closing 511 stores in 2009. Customer visits to Seven-Eleven outlets totaled 4.1 billion in 2007, averaging almost 35 visits to a Seven-Eleven annually for every person in Japan.

Company History and Profile

Both Ito-Yokado and Seven-Eleven Japan were founded by Masatoshi Ito. He started his retail empire after World War II, when he joined his mother and elder brother and began to work in a small clothing store in Tokyo. By 1960, he was in sole control, and the single store had grown into a \$3 million company. After a trip to the United States in 1961, Ito became convinced that superstores were the wave of the future. At that time, Japan was still dominated by mom-and-pop stores. Ito's chain of superstores in the Tokyo area was instantly popular and soon constituted the core of Ito-Yokado's retail operations.

In 1972, Ito first approached the Southland Corporation about the possibility of opening Seven-Eleven

convenience stores in Japan. After rejecting his initial request, Southland agreed in 1973 to a licensing agreement. In exchange for 0.6 percent of total sales, Southland gave Ito exclusive rights throughout Japan. In May 1974, the first Seven-Eleven convenience store opened in Tokyo.

This new concept was an immediate hit in Japan, and Seven-Eleven Japan experienced tremendous growth. By 1979, there were already 591 Seven-Eleven stores in Japan; by 1984, there were 2,001. Rapid growth continued (Table 3-2), resulting in 12,753 stores by 2009.

On October 24, 1990, the Southland Corporation entered into bankruptcy protection. Southland asked for Ito-Yokado's help, and on March 5, 1991, IYG Holding was formed by Seven-Eleven Japan (48 percent) and Ito-Yokado (52 percent). IYG acquired 70 percent of Southland's common stock for a total price of \$430 million.

Table 3-2 Stores and Annual Sales for Seven-Eleven Japan

Year	Number of Stores	Annual Sales (billion yen)
1974	15	0.7
1979	801	109.8
1984	2,299	386.7
1989	3,954	780.3
1994	5,905	1,392.3
1999	8,153	1,963.9
2000	8,602	2,046.6
2001	9,060	2,114.0
2002	9,690	2,213.2
2003	10,303	2,343.2
2004	10,826	2,440.8
2005	11,310	2,498.7
2006	11,735	2,533.5
2007	12,034	2,574.3
2008	12,298	2,762.5
2009	12,753	2,784.9

Seven Eleven Japan Case Study

J Dewey



Seven Eleven Japan Case Study:

Seven-Eleven Japan Co Sunil Chopra,2003 The goal of this case is to illustrate how a firm can be successful by structuring its supply chain to support its supply chain strategy Once Seven Eleven Japan decided to provide responsiveness by rapid replenishment it then structured its facilities inventory information and distribution to support this choice The case also brings up the question of whether the same approach can work in the United States especially given the greater distances and lower store density

Frameworks and Cases on Evolutional Supply Chain Higuchi, Toru,2022-04-29 Although most supply chains have changed dramatically over the years the dynamic aspects of supply chains such as changes in the suppliers factory and storage locations production processes and distribution structures are rarely studied and considered Further study on the evolution of supply chains is crucial in order to ensure they are working as efficiently as possible Frameworks and Cases on Evolutional Supply Chain considers the dynamic aspects of the supply chain and provides frameworks of the evolutional supply chain through symbolic case studies Covering a range of topics such as industrial clusters food loss and the global supply chain this reference work is ideal for industry professionals researchers practitioners scholars academicians policymakers business owners government officials instructors and students

Place to Space Peter Weill,Michael Vitale,2001-05-28 Place to Space is the essential e business playbook that will give leaders the insight and confidence they need to operate successfully in both place and space The book explains how traditional companies can adapt their bricks and mortar legacies to complement and bolster their online ventures Based on extensive research into dozens of e business initiatives this book provides the first systematic practical analysis of eight viable e business models an adaptable hybrid model for competing against online pure plays and revolutionary schematic tools for analyzing current business models and evaluating promising new web initiatives Through illuminating case studies of Lonely Planet General Electric CDNow Reuters and others the authors show how each model works in practice from how it makes money to the core competencies and critical factors required to implement it

Enterprise Architecture as Strategy Jeanne W. Ross,Peter Weill,David Robertson,2006 Enterprise architecture defines a firm s needs for standardized tasks job roles systems infrastructure and data in core business processes This book explains enterprise architecture s vital role in enabling or constraining the execution of business strategy It provides frameworks case examples and more

Supply Chain Management Dr. Nitin Junnarkar,Dr. Muppavaram Gowri Shankar,Dr. P. Muralidharan,

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Jesper Strandskov is a Professor of International Business at Aarhus School of Business Denmark He has been visiting professor at universities in the USA and Australia He also acts as an international business consultant to several business companies and public institutions Japanese Marketing Channels During the 1980s to the 1990s Jun Oheki,2006

International Marketing and Export Management Gerald Albaum,Gerald S. Albaum,Jesper Strandskov,Edwin Duerr,2002 Rev ed of International marketing and export management Gerald Albaum et al 2nd ed c1994 **Japanese Yearbook on Business History** ,1997 *Japanese Technical Abstracts* ,1988 **Japan, Moving Toward a More Advanced Knowledge Economy: Assessment and lessons** Tsutomu Shibata,Hiroataka Takeuchi,2006 These two volumes analyze Japan from the Knowledge Economy perspective covering a wide range of sectoral issues in development including the macro economic framework education and skills training the national innovation system science and technology information and communication technology and infrastructure While Volume 1 explores the four pillare of the Knowledge for Development framework the second volume presents up to date case studies of outstanding Japanese private companies that each characterize different aspects of the Knowledge Economy By combining economics and business these volumes allow readers to grasp the full scope of today s knowledge economy **Venture Japan** ,1992 **Insead Case Bibliography** ,2003 **Index to Theses with Abstracts Accepted for Higher Degrees by the Universities of Great Britain and Ireland and the Council for National Academic Awards** ,1999 Theses on any subject submitted by the academic libraries in the UK and Ireland Economics Gary E. Clayton,2008 **Food Retailing** Nobuhiko Hibara,2000 *Current Contents of Academic Journals in Japan* ,1998 **Knowledge Management** ,2008-01-01 This is the defining reference source for all theories concepts and methodologies within the KM discipline It includes chapters on Implementing KM in Organizations KM Systems Acceptance KM Communication Knowledge Representation Knowledge Sharing KM Success Models Knowledge Ontology and Operational KM and provides libraries with the defining reference to the field Provided by publisher

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Table of Contents Seven Eleven Japan Case Study

1. Understanding the eBook Seven Eleven Japan Case Study
 - The Rise of Digital Reading Seven Eleven Japan Case Study
 - Advantages of eBooks Over Traditional Books
2. Identifying Seven Eleven Japan Case Study
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Seven Eleven Japan Case Study
 - User-Friendly Interface
4. Exploring eBook Recommendations from Seven Eleven Japan Case Study
 - Personalized Recommendations
 - Seven Eleven Japan Case Study User Reviews and Ratings
 - Seven Eleven Japan Case Study and Bestseller Lists
5. Accessing Seven Eleven Japan Case Study Free and Paid eBooks
 - Seven Eleven Japan Case Study Public Domain eBooks
 - Seven Eleven Japan Case Study eBook Subscription Services

- Seven Eleven Japan Case Study Budget-Friendly Options
- 6. Navigating Seven Eleven Japan Case Study eBook Formats
 - ePub, PDF, MOBI, and More
 - Seven Eleven Japan Case Study Compatibility with Devices
 - Seven Eleven Japan Case Study Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Seven Eleven Japan Case Study
 - Highlighting and Note-Taking Seven Eleven Japan Case Study
 - Interactive Elements Seven Eleven Japan Case Study
- 8. Staying Engaged with Seven Eleven Japan Case Study
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Seven Eleven Japan Case Study
- 9. Balancing eBooks and Physical Books Seven Eleven Japan Case Study
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Seven Eleven Japan Case Study
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Seven Eleven Japan Case Study
 - Setting Reading Goals Seven Eleven Japan Case Study
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Seven Eleven Japan Case Study
 - Fact-Checking eBook Content of Seven Eleven Japan Case Study
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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web 3 do not spend too long on any one question if you do not know the answer and think you may have time at the end move
on to the next item and comeback to it 4 do not leave any questions unanswered at the end it is always better to take a guess
you have a one in four chance of being right if you do not answer at all you have no chance

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