

# 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

**Gary E. Clayton**



## **Seven Eleven Japan Case Study:**

**Case Studies in Japanese Management** Parissa Haghirian, Philippe Gagnon, 2011 Provides an opportunity for corporate strategy analysis within a Japanese context This textbook regroups case studies to decorticate key concepts in Japanese management It also includes over 11 cases that depict issues in entering the Japanese market strategic issues when managing in Japan marketing management and crisis management

**Business Innovation with New ICT in the Asia-Pacific: Case Studies** Michitaka Kosaka, Jie Wu, Ke Xing, Shiyong Zhang, 2020-09-09 This book clarifies the direction of business innovation using new ICT such as the Internet of things IoT artificial intelligence AI smartphones and cloud computing through a series of case studies on successful trials and advanced businesses in the Asia Pacific where many industry sectors have been growing successfully in the 21st century ICT has been playing an important role in value creation for customers and in profit generation for providers contributing to various service innovation and business innovation Now digitalization using IoT and AI provides solutions to address various issues in the human society which is transforming services and businesses in the 21st century What is the direction of the business innovation using new ICT is a highly concerned question for business researchers and practitioners Aiming to answer the question this book conducts a number of cases studies in the Asia Pacific region including the Mainland China Taiwan Japan Malaysia Vietnam as well as Australia Among the studies there are 4 cases from ICT providers 4 cases from traditional and services and 6 cases from new ICT applications and businesses Each case analyzes social needs and human desires new value created roles of new technologies processes and difficulties in developing new businesses the relationship among customers providers and stakeholders value chain co creation and optimization factors of success and business models Finally the direction of business innovation with new ICT in the Asia Pacific is suggested by summarizing the findings from the case studies through the lens of the theoretical analysis in service science

*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

**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

*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

**Business Method Patents** Gregory A. Stobbs, 2011-10-25 In a landmark decision the Federal Circuit Court of Appeals in *Signature Financial v State Street Bank* held that business methods may be patented Recently the US Supreme Court in *Bilski v Kappos* left the door open for the availability of patents for business methods These holdings together with the explosive growth of electronic commerce and technology make the business method patent an important growth area of intellectual property Now in a revised Looseleaf format this completely updated Second Edition of *Business Method Patents* is your guide to the unique opportunities and risks in this emerging area of intellectual property law *Business Method Patents Second Edition* is your authoritative source for expert guidance on The landmark Supreme Court decision in *Bilski v Kappos* USPTO view on business method patents including an overview of BPAI rulings Mechanics of the patent application Prior art searches Drafting claims for business method or model and e commerce inventions Drafting the complete specification Drawings required for business method patents Building a strategic patent portfolio Litigating business method patents International protection for business methods

*50 Corporate Success Stories in Asia/Pacific*, 1991

**Japanese Marketing Channels During the 1980s to the 1990s** Jun Oheki, 2006

*International Marketing and Export Management* Gerald S. Albaum, Edwin Duerr, Jesper Strandskov, 2005 Albaum Duerr and Strandskov offer a unique focus on export management The comprehensive coverage provides a wealth of examples and cases with a good spread of academic and non academic sources The balance between theory and practice is just right I highly recommend this text Geraldine Cohen Lecturer School of Business and Marketing Brunel University Looking to learn about marketing decisions and management processes needed to develop export operations either in a small to medium size business or in a global corporation With changing opportunities and challenges in the global environment *International Marketing and Export Management 5th edition* provides the most comprehensive and up to date coverage on the topic In my opinion Albaum Duerr and Strandskov have written an excellent text book on the subject of *International Marketing* and students will find it both readable and extremely informative David Demick Senior Lecturer School of Marketing Entrepreneurship and Strategy University of Ulster Geared to both undergraduate and

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*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

**Japan, Moving Toward a More Advanced Knowledge Economy: Advanced knowledge-creating companies** Tsutomu Shibata, Hirotaka 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 pillars 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

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