

# 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 Answers

**Lei Shi**



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

### **Success Of 7-eleven Japan, The: Discovering The Secrets Of The World's Best-run Convenience Chain Stores**

Akira Ishikawa, Tai Nejo, 2002-10-28 When analyzing 7 Eleven Japan's advanced and innovative management style the authors of this book highlight the existence of the integrated information system This is because of the key role it plays not only in forming this firm's corporate strategy but also in developing its functional strategies for logistic support merchandising and store operations The authors explore the integrated information system a symbol of the competitiveness of 7 Eleven Japan

### **Business Models and Firm Internationalisation** Christian Nielsen, Svetla T. Marinova, Marin A. Marinov, 2021-12-21

Internationalisation has been a binding request for firms dealing with the challenges of the present day realities Extant international business publications have recently begun to point out the relationship between the notions of business model and internationalisation yet the field needs considerably more attention The core aim of this book is to provide a comprehensive analysis of the ways in which business models and internationalisation impact one another in the process of initiating and expanding international business activities The analysis makes it feasible to detect the core issues of the interdependences between business models and internationalisation to facilitate management decision making and implementation of pertinent firm internationalisation incorporating the application of appropriate business models In this book the business model is applied to explore the specifics and aspects of firm internationalisation processes Innovating the business model is analysed as a persuasive means for augmenting the propensities of firms to internationalise The book enriches the comprehension of the significance of business model innovation as an enabler of firm internationalisation in view that it shows in what manners business model innovation facilitates firm internationalisation The book chapters address a broad range of issues encompassing the general roles of business model in firm internationalisation the relationships between digital business models and platforms on one side and firm internationalisation on another how business models determine the internationalisation of services firms the interplay between business models and firm internationalisation in specific contexts It will therefore be of interest to researchers academics and advanced students in the fields of international business and management

### **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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