
Seven-Eleven Japan Co.

Established 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. In 2004 it was owned by the Ito-Yokado group, which also managed a chain of supermarkets in Japan and owned a majority share in Southland, the company managing Seven-Eleven in the United States. Seven-Eleven Japan realized a phenomenal growth between the years of 1983 and 2003. During that period, the number of stores increased from 2,259 to 10,303, annual sales increased from 386 billion to 2,343 billion yen, and net income increased from 9 billion to 91.5 billion yen. Additionally, the company's return on equity (ROE) averaged around 14 percent between 2000 and 2004. In 2004 Seven-Eleven Japan represented Japan's largest retailer in terms of operating income and number of stores. Customer visits to Seven-Eleven outlets totaled 3.6 billion that year, averaging almost 30 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 Mr. Masatoshi Ito. He started his retail empire after the Second World War when he joined his mother and elder brother and began 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 (see Exhibit 1), resulting in 10,326 stores by 2004.

On October 24, 1990, the Southland Corporation entered into bankruptcy protection. Southland asked for Ito-Yokado's help, and on March 5, 1991, IYO Holding was formed by

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Higuchi, Toru



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The Success of 7-Eleven Japan Akira Ishikawa, Tai Nejo, 1998 When analyzing 7 Eleven Japan's advanced and innovative management style the authors of this book explore and highlight the existence of the integrated information system a symbol of the competitiveness of 7 Eleven Japan This is because of the key role it plays not only in forming 7 Eleven Japan's corporate strategy but also in developing its functional strategies for logistic support merchandising and store operations

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

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

The Changing Face of Retailing in the Asia Pacific Elizabeth Howard, 2013-10-18 Retailing in the countries of Asia Pacific is changing dramatically Changes which took decades even centuries elsewhere are happening in a few years The growth of larger firms and the arrival of international retailers are changing the business landscape bringing the consistent supply and presentation of wider ranges of goods to consumers and leading to the development of new kinds of retail stores and modern shopping malls often in new locations All of these developments are important for economic growth and for consumers and their lifestyles They raise questions for governments about foreign investment about social and environmental change and about the fate of traditional retailers This book examines the trends seeking to understand how far they are global and how local circumstances affect developments International retailers have spread across the region but not always successfully Studies in several countries look at their processes of growth and some of the reasons for success and failure A review of changing regulation across the region suggests regulators should be concerned to avoid the problems of overconcentration of retail power and country studies reflect on the effects of regulation as well as cultural and other influences on change This book was published as a special issue of Asia Pacific Business Review

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

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

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

Knowledge Emergence Ikujiro Nonaka, Toshihiro Nishiguchi, 2001-01-25 This book brings together the research of a number of scholars in the field of knowledge creation and imparts a sense of order to the field The chapters share three characteristics they are all grounded in extensive qualitative and or quantitative research they all go beyond the mere description of the knowledge creation process and offer both theoretical and strategic implications they share a view of knowledge creation and knowledge transfer as delicate processes necessitating particular forms of support from managers

Japan, Moving Toward a More Advanced Knowledge Economy, 1 Tsutomu Shibata, 2006-01-01 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

Supply Chain Management Dr. Nitin Junnarkar, Dr. Muppavaram Gowri Shankar, Dr. P. Muralidharan, *Handbook of Research on Contemporary Consumerism* Kaufmann, Hans Ruediger, Panni, Mohammad Fateh Ali Khan, 2019-09-20 Societal marketing has gained widespread recognition in the marketing discipline both in academia and the professional industry The Handbook of Research on Contemporary Consumerism is an essential reference source that provides an in depth understanding on the various aspects and issues of consumerism and reveals the critical success factors and conceptual and theoretical frameworks of these concepts from recent contexts and perspectives Additionally it examines the impact of identity on marketing and branding from the consumerist perspective discusses consumerism as a source of innovation and product development and provides insights on consumerism and profitability Featuring research on topics such as circular economy digital marketing and social media this book is ideally designed for practitioners managers marketers academic researchers and students

Economics Of Incentives For Inter-firm Innovation Yasuhiro Monden, 2018-02-23 In the current environment of severe global competition an uncertain business future as well as shorter product life cycles companies have a pressing need to develop new products and businesses rapidly In this book Professor Yasuhiro Monden expounds on his theories about inter firm networks and incentive price systems as important mechanisms to encourage innovation The author has coined the term incentive price system to explain profit allocation systems which will motivate inter firm collaboration to develop new customer pleasing products or businesses He notes that such a comprehensive concept of incentive price has not been studied in conventional economics but is invaluable for solving various profit allocation problems The theories in the book are richly illustrated by many case studies from the automobile auto parts smartphone semiconductor convenience store and nuclear power electricity industries Examples from the automobile industry account for more than half of the case studies because the author has accumulated much practical knowledge and experience from research and related activities in the Japanese automobile industry over several decades This book will be of interest to researchers and practitioners of lean or just in time production as well as those involved in related areas such as managerial accounting managerial economics corporate finance organization theory and cooperative game theory

Knowledge Creation Nonaka, Ikuo, 2016-04-30 The creation and management of knowledge has become a central concern to business and management both as a source of value and as an opportunity to achieve and sustain competitive advantage This new book brings together leading thinkers in the area of knowledge and innovation management in a state of the art collection of studies in this field

Uplifting Leadership Andy Hargreaves, Alan Boyle, Alma Harris, 2014-06-23

What does it take to do more with less How can you do better than before or better than others How do you turn losses into wins or near bankruptcy into strong profitability or abject failure into stellar success The power of uplift enables any organization to do more with less beat the competition and perform better than ever Leaders who uplift their employees passions intellects and commitments produce remarkable results Based on original research from a seven year global study Uplifting Leadership reveals how leaders from diverse organizations inspired and uplifted their teams performance Distilling the six common characteristics of leaders at high performing organizations across business sports and education authors Andy Hargreaves Alan Boyle and Alma Harris explore the nature of uplift its impact on performance and the ways to achieve it within and beyond an organization s walls revealing how leaders Identify and articulate an inspiring dream that is coherently connected to the best of what the organization has been before Pursue that dream at a sustainable pace without squandering resources incurring excessive debt or burning people out Forge paths of innovation and improvement that others have overlooked or rejected Monitor progress by using metrics and indicators in a mindful and meaningful way Build teams that naturally pull people into change rather than pushing them through it Featuring case studies of organizations as diverse as Shoebuy com Fiat Dogfish Head Craft Brewery Marks Spencer Cricket Australia Burnley Football Club and the Vancouver Giants as well as world leading educational systems Uplifting Leadership provides tools for leaders to incorporate these performance driving strategies into their own For leaders who want their people to try harder transform what they do reach for a higher purpose and stay resolute and resilient when opposing forces threaten to defeat them Uplifting Leadership provides a path to better performance across any organization

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

The Internationalisation of Retailing G. Akehurst,Nicholas Alexander,2013-05-13 The large retail enterprise which does not think on an international basis faces marginalization by competitors building international operations Here management researchers in the areas of international retailing offer an insight into the mechanisms of the internationalization of retailing

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

International Retailing Plans and Strategies in Asia John A. Dawson, Jung-Hee Lee, 2004 International Retailing Plans and Strategies in Asia examines the strategies of Western retailers entering into Asian markets and provides specific case examples showing why some companies have failed in Asia as well as factors that helped others succeed Important concepts for international retailers exploring Asian markets are explained and the material is particularly relevant to current WTO and UNCTAD debates about the globalization of retail markets Helpful tables charts and illustrations make complex information easy to access and understand

Transforming Japanese Business Anshuman Khare, Hiroki Ishikura, William W. Baber, 2019-12-06 This book explores how the business transformation taking place in Japan is influenced by the digital revolution Its chapters present approaches and examples from sectors commonly understood to be visible arenas of digital transformation 3D printing and mobility for instance as well as some from not so obvious sectors such as retail services and fintech Business today is facing unprecedented change especially due to the adoption of new digital technologies with a noticeable transformation of manufacturing and services The changes have been brought by advanced robotics the emergence of artificial intelligence and digital networks that are growing in size and capability as the number of connected devices explodes In addition there are advanced manufacturing and collaborative connected platforms including machine to machine communications Adoption of digital technology has caused process disruptions in both the manufacturing and services sectors and led to new business models and new products While examining the preparedness of the Japanese economy to embrace these changes the book explores the impact of digitally influenced changes on some selected sectors from a Japanese perspective It paints a big picture in explaining how a previously manufacturing centric successful economy adopts change to retain and rebuild success in the global environment Japan as a whole is embracing yet also avoiding innovating but also restricting various forms of digitalization of life and work The book with its 17 chapters is a collaborative effort of individuals contributing diverse points of view as technologists academics and managers

e-Business Fundamentals Peter Eckersley, Lisa Harris, Paul Jackson, 2003-05-29 This comprehensive textbook considers all of the key business management and technical issues of e Business examining and explaining how technologies can help organizations in both the public and private sectors conduct business in new ways After addressing the changing nature of the e Economy and the impact of the dot com bubble of the late 19

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