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ABSTRACT

In the late 1980's Thailand was going through a period of rapid economic development and with it came a demand for new types of goods and services. One of the new industries that come out of this time was the convenience store, replacing the more traditional mom and pop shops that have been in Thailand prior. The evolution of the convenience store industry in Thailand is one that revolves around one major driving force, CP ALL, the parent company of 7-Eleven in Thailand. Throughout the time since its introduction in 1990, 7-Eleven has revolutionized its industry through innovation, on its way to becoming "Thailand's one and only company amongst 100 World's Most Innovative Companies" (CP ALL, 2019, p.8).

In this paper, I will take a look at the position that 7-Eleven has carved out for themselves in the convenience store market. I will analyze how 7-eleven gained its market dominance and wild popularity in the country, as well as how they used their market leader position to push this new industry to unimaginable heights as they continue to expand and innovate the industry.

INTRODUCTION TO THE CASE

According to Hays (2014) "Thailand had the world's fastest-growing economy for about a decade in the late 1980s and early 1990s." This fast-growing economy made Thailand an area that was being flooded with newfound wealth. This new-found wealth brought an increased demand for luxuries and services of the western world. During this period in 1988 CP ALL Public Company Limited then known as "C.P. Convenience Store Co., Ltd. was granted a license by 7-Eleven, Inc., USA, to use the trademark of 7-Eleven" (CP ALL, 2019, p.33). This began the rise of one of the biggest and most recognizable and successful brands within all of Thailand.

RESEARCH METHODOLOGY

Data was gathered through a variety of secondary sources including CP ALL Annual reports from the years 2003 to 2018, news articles, case studies, and statistics gathered from Krungsri.

MARKET CAPTURE

"In 1987, the convenience store was first developed by Big C and Central Minimart but soon were drove off the business by the expansion of 7-Eleven of CP group, am-pm, and FamilyMart which started in 1989, 1990 and 1992 accordingly" (Tokrisna, 2005, p.2). These three companies were the major players during the 1990s, but from the very start, 7-Eleven was growing much faster. By 1996 7- Eleven had 715 stores compared to 15 for family mart and 190 for am-pm (TDRI, 2002, as cited in Tokrisna, 2005). The rate of

growth was also much higher for 7-Eleven compared to their competitors; by the time 7-Eleven had 1100 stores in 1998, Familymart only had 73 and am-pm had 300(TDRI, 2002, as cited in Tokrisna, 2005). The complete growth in number of stores during the 1990s is shown in table 1.

Table 1. Convenience stores in the 1990s (TDRI (2002) as cited in Tokrisna, 2005)

Year	1995	1996	1997	1998	1999	2000	2001
7-Eleven	na	715	880	1100	1200	1501	1701
Family Mart	na	15	40	73	93	100	160
am-pm	na	190	260	300	330	330	256

From very early on 7-Eleven had established itself as the market leader. But, how was one company able to completely take over a market so early in the life cycle of this new market? The major factor of the early success of 7-Eleven in Thailand is the ownership of CP ALL's parent company, the Charoen Pokphand Group. Today the Charoen Pokphand Group is not only one of the biggest conglomerates in Thailand, but also one of the biggest in the entire world. As of 2018 Charoen Pokphand Group is a \$63 billion a year, food, retail, and telecom empire (Yuda, 2019). However, the true size of the conglomerate is impossible to know as so much of the conglomerate is privately held (A bruiser from Bangkok, 1994, para. 4-5). Charoen Pokphand Group started out as a seed shop in the 1920s when brothers Chia Ek Chor and Chia Siew Whooy came to Thailand from China (Charoen Pokphand Group History, para. 1). In the 1950s when the original owner's sons took over that it took its current name and started to grow (Charoen Pokphand Group History, Sowing the Seeds of a Thai Feed Giant in the 1920s, Para. 3). The company entered the feed business and "By the end of the 1960s, CP was already able to claim the position as Thailand's leading feed producer" (Charoen Pokphand Group History, Para. 4) This is around the time that Dhanin Chearavanont took over as a leader, under his guidance the company would see the growth to its current position (Charoen Pokphand Group History, Para. 5). In the following couple of years CP was assisted by domestic political changes in the early 1970s. The collapse of the military regime in 1973 hastened the end of the government monopoly of livestock slaughtering and offered the company an important niche to fill" (Hewison, 1989, p. 144; Suehiro, 1996, p. 230, as cited in Goss, Burch, Rickson, 2000, The historical development of Charoen Pokphand, para. 2). It did not take long for CP to rise to the top and become a leader in this industry. During the 1970s and 1980s, CP made substantial investments in China in a variety of markets including, "the manufacture of motorcycles, machinery, televisions (including satellites), power generation and telecommunication" (Ampalavanar-Brown, 1998, p.620). Additionally, "CP emerged as the largest, broiler chicken and animal and fish feed producer in China by 1990" (Ampalavanar-Brown, 1998, p.625). By the time that CP acquired the rights for 7-Eleven in Thailand, they were already at the top of different industries within the Asian market. As they started to really grow the 7-Eleven brand in "the mid-1990s CP had become Thailand's largest transnational company and Asia's largest agro-industrial conglomerate" (Goss, Burch, Rickson, 2000. The historical development of Charoen Pokphand, para. 6).

During their time in the Chinese market, the Charoen Pokphand Group showed exactly how they are able to be successful in the majority of ventures that they take on. The Charoen Pokphand Group throughout its history was very aware of exactly how business works in their country and the surrounding region. They forged relationships with the local government of China which assisted in their emergence in that market. For example, Ampalavanar-Brown (1998, p.611) explains that "CP's excellent relations with the Beijing

government and Shanghai municipal authorities also assisted their entry into the telecommunications, television and satellite and petrochemical industry". The Charoen Pokphand Group also maintained its good relationship with the Thai state. "In 1992, CP joined forces with the Thai state in an aggressive move into the petroleum industry in China." (Ampalavanar-Brown, 1998, p.630). Within this venture with the Thai state, they displayed another one of their keys to success. In this venture, their goal was to "establish an integrated oil/gas enterprise encompassing exploration, production, transportation, and retail of fuel as well as the manufacture of chemicals and plastics" (Ampalavanar-Brown, 1998, p.630). This is the model that the Charoen Pokphand Group likes to operate under, a fully integrated enterprise as it allows them to reach economies of scope and scale to get the most out of each company that they are focused on. The Charoen Pokphand Group also put on display their ability to finance their expansion and growth.

There are several major sources of finance for the CP group in China: the incredibly high ratio of profits accruing to the separate companies; generous bank credit, particularly large syndicated loans from off-shore banks; access to international capital markets; joint-venture finances; and the equally colossal speculative profits from its real estate investments (Ampalavanar-Brown, 1998, p.631).

This conglomerate had and still has access to astronomical amounts of funding so when they want to do something they do it the right way. When they set their sights on the convenience store market in Thailand they went all in, using their experience in other markets and relationships they have built to go in and immediately capture a huge market share.

INNOVATION & GROWTH

After the initial capture of the market, 7-Eleven did not stop, but instead, continued on a path toward success. There were many factors that led to the success of CP ALL and 7-Eleven in Thailand but chiefly among them was their desire for growth and their ability to innovate. Using the status, connections, and business strategy that the Charoen Pokphand Group brought they set out to push the convenience store market to new heights. On their way to achieving this, one of the things that they did was investing in opening a number of supporting the business to help grow 7-Eleven. This has been a tactic that their parent conglomerate had used throughout their rise to the top of the Asian business world.

CPRAM

When the Charoen Pokphand Group first joined the convenience store market they set up C.P. Retailing and Marketing Co., Ltd. (CPRAM, 2019). "C.P. Retailing and Marketing Co., Ltd. was created to support the expansion of their businesses in Thailand. The frozen ready to eat food business was set up in 1988 while the bakery business came a year later in 1989" (CPRAM, 2019, ERA 1: ESTABLISHMENT ERA, para. 1). According to CPRAM's (2019) website, they started very small only having a small bakery style set up in the early days; while frozen food was nothing more than frozen fruits and vegetables in the packaging. However, these early days did bring an innovation that is still a staple of Thailand to this day. 7- Eleven when still in its infancy stage started to sell siu mai and steamed buns, an idea they got while on a business trip in Taiwan (CPRAM, 2019, ERA 1: ESTABLISHMENT ERA, para. 5). These foods are extremely easy for customers to enjoy quickly as they are hot and ready anytime for customers- this is part of the reason why they caught on so quickly with the people of Thailand. CP ALL was constantly trying to create products that would help integrate them into the daily lives of the Thai people and with this invention, they did just that. Nowadays it is not just 7- Eleven that has these products, you can find them all over the city of Bangkok and Thailand as a whole. After the initial phase of this subsidiary, they expanded their operations.

Throughout the 1990s they went away from the bakery-style that they used in the early days and became a more streamlined factory-style set up to keep up with the growing demand from all of the new 7- Eleven locations (CPRAM, 2019, ERA 2: DEVELOPMENT ERA, para. 3). This factory-style enabled 7-Eleven to continue to grow over the coming years.

C.P. Retailing and Marketing Co., Ltd and CPRAM as it would later be known as was and still is innovative in many ways. In the early 2000s they put an emphasis on performance measurement according to international standard systems whether Quality Standard Management ISO 9001:2000, Hazard Analysis Critical Control Points (HACCP), Environmental Standard Management ISO 14001, Health and Safety Management system TIS 18001, and Total Quality Management (TQM) (CPRAM, 2019, ERA 3: GLOBALIZATION ERA, para. 1).

Adopting these standards facilitated growth for the company as it helped improve the quality and efficiency of the company's products (CPRAM, 2019, ERA 3: GLOBALIZATION ERA, para. 2). Another benefit of adopting these international standards is them being recognized by other countries so they could export their products easier (CPRAM, 2019, ERA 3: GLOBALIZATION ERA, para. 2). Over the next several years CPRAM would continue to innovate their operations and would be recognized for their efforts when they won the Total Quality Control (TQC) Award in 2005 (CPRAM, 2019, ERA 4: AIMING TOWARDS EXCELLENCE ERA, para. 2). In pursuit of being the best, CPRAM also invested in technology being used from other parts of the world like an ERP system developed by SAP (CPRAM, 2019, ERA 4: AIMING TOWARDS EXCELLENCE ERA, para. 2). This technology helped integrate the whole company's operations in real-time. Adopting technology like this allowed them to stay ahead of smaller competitors that did not have the capital to make investments like this. The desire to innovate their operations has continued all the way up to today as CPRAM has continued to invest in new technologies to make their operations run smoother. These investments have helped CPRAM become a strong organization that is able to assist the overall operations of CP ALL.

Retailink

Having the ownership of Charoen Pokphand Group and the capital that comes with it allows for investment in vertical integration by creating businesses to develop inputs for the 7- Eleven stores. Normally a convenience store would have to pay a 3rd party for all of the machinery in their store along with the maintenance of it. However, with the establishment of Retailink (Thailand) Co., Ltd. in 1999 CP ALL had a company to operate the business of selling and maintaining retail equipment under their corporate umbrella (CP ALL, 2019, p.33). This gives CP ALL a distinct advantage over their smaller competitors as something as simple as a refrigerator breaking could cripple a small family run business, but for 7- Eleven is just a phone call away from being fixed. This type of vertical integration was very common for the Charoen Pokphand Group. While they were operating their chicken business in China they were involved in all parts of the business.

Of three billion chickens eaten in China in 1994, 300 million were reared by CP while it also exported 220,000 tons of chicken meat as part of the forward integration into meat processing and fast-food retailing which led to joint ventures with KFC (Ampalavanar-Brown, 1998, p.626).

This vertical integration puts up barriers for competitors entering their industry as they have cut down on so many costs by having more control over the supply chain. Another benefit of this vertical integration is that 7-Eleven is able to gain a profit from other people starting up a convenience store, as they are a trusted name when it comes to equipment and maintenance needs.

Counter Service

One of the first businesses that they established was Counter Service Co., Ltd. a value-adding business of bill payment collection (CP ALL, 2019, p.33). They introduced this in 1994, allowing customers to pay bills directly at 7- Eleven locations (CP ALL, 2007, p.7). This was a revolutionary change, as it completely changed the way that the people of Thailand pay their bills forever. Over time CP ALL improved this service drastically. In 2007 they added a service that acted as a secretary to remind users of upcoming bills (CP ALL, 2007, p.7). Counter service also continued to add additional services that you could pay for including vehicle license plate fees, refilling money into Easy Pass, payment for bus tickets of Transport Co., Ltd., and payment for overdue water bills (CP ALL, 2013, p.26). Today “It offers payment service through more than 600 vendors, providing over 1,300 types of services” (CP ALL, 2018, p.41). With each added service it has brought in new potential customers into their 7- Eleven stores who may have come into the location to pay a bill but ended up buying something that they need.

Joint Ventures

According to an article in America banker from 1995 “NationsBank Corp. said it is the first bank to implement a pilot of the Visa Cash Card” (NationsBank, 1995). CP All wasted little time in adopting this new technology in Thailand when they Incorporated Thai Smart Card Co., Ltd. a few years later in 2001(CP ALL, 2019, p.33). These cards allow users to buy goods and services on a card that is pre-loaded with cash. When empty these cards can be reloaded at 7-Eleven locations all over the country, giving people another reason to go into 7-Eleven on a regular basis. This is a joint venture with Government Saving Bank, Krung Thai Bank Public Company Limited, which is two of the largest banks in Thailand (Thai smart card, 2019, About Thai Smart Card, para. 1). They are also partnered with some of the biggest companies in Thailand including True Corporation Public Company Limited, NTT DATA Corporation, Loxley Public Company Limited, and SVOA Public Company Limited (Thai smart card, 2019, About Thai Smart Card, para. 1). CP ALL is a company that was and still is trying to introduce new and exciting technology not only to their industry but their country as a whole.

An area that they did not innovate was opening up convenience stores in gas stations. By the year 2002 7-Eleven only had 180 convenience stores in gas stations compared to 1,120 for the rest of the market (CP ALL, 2004, p.15). This is surprising because as the market leader you would expect them to be to have the majority of locations. However, this position would quickly change when CP ALL and PTT Public Co., Ltd. co-operated to open 7-Eleven stores exclusively at national PTT locations (CP ALL, 2004, p.15). An important thing to note about PTT Public Co., Ltd. is that they are a state-owned organization and also one of the biggest gas stations throughout the country. A unique aspect of doing business in Thailand is the clear favoritism given to people and organizations that are closely tied to the government. 7-Eleven used this relationship that the Charoen Pokphand Group has with the Thai state to completely flip the script on their competitors and by 2010 they had 870 stores in gas stations while their competitors had 1,205 (CP ALL, 2011, p.39). 7-Eleven managed to achieve amazing growth through this co-operation, in the 8 years since it started they opened up 690 new stores, while their competitors only added 85.

Other Subsidiaries

Another factor to the success of CP ALL was instead of outsourcing functions of the business, they created subsidiaries to handle those parts of the operation. These include Gosoft Co., Ltd. to handle Information technology services, MAM Heart Co., Ltd. in charge of marketing and advertising activities, and Dynamic Management Co., Ltd. who was in charge of logistics services and distribution of merchandise (CP ALL,

2019, p.34). Having all of these functions in house gave them a competitive advantage over their competitors as all parts of their business were strategically aligned. This enabled CP ALL to create a company that had complete control of their industry.

Through the early years of 7-Eleven and CP ALL one thing is very clear, they were willing to spend money on new emerging ideas and technology. This forward-thinking attitude helped them quickly gain a dominant position within their industry. By the year 2003, they held a total of 2,397 stores out of 4,462 in the country (CP ALL, 2004, p.15).

Franchisee Model

A major factor that contributed to 7-Eleven's growth is the franchise model that they were partially operating under. 7-Eleven operates 3 different types of stores, corporate-owned stores, franchised stores and sub-area lease stores (CP ALL, 2019, pp.39-40). By the time of 2001 7-Eleven had 355 franchised stores and another 89 sub-area license stores accounting for 25% of all stores (CP ALL, 2004, p.15). There are many different reasons to adopt a franchising strategy, for 7-Eleven it was a way for them to reduce the costs of opening up all their stores as corporate-owned stores while still gaining the benefits of growth. These new stores also helped build up brand awareness throughout the country. These stores served as a way of expanding into new untested markets without assuming all the risks of doing so. There however may be another reason why 7-Eleven has used franchising in their growth, a complete lack of regulation. In Thailand "Franchises per se are governed by contract, and there is no franchise registration system requiring submission of documents (Wong, 2019, Thailand, para. 1)". This means that the deal is completely up to the franchisor and the franchisee, leaving the franchisee with little bargaining power. Despite the concerns of not having protection from the Thai government, many Thai people open up 7-Eleven franchises, as it gives entrepreneurial people an opportunity to run a franchise of a proven business model. According to Hofstede insights, Thailand has a moderately high level of uncertainty avoidance (Hofstede, 2019). This indicates that the Thai people would prefer to go with what is known instead of doing something new. Once 7-Eleven was able to build brand awareness they became a very popular destination for aspiring entrepreneurs. The result of this is that over time the amount of franchise has grown substantially.

MARKET GROWTH

Over the past 30 years, 7-Eleven has been operating in an industry that has rapidly grown. In the early days, the growth was very rapid however, this pace would only pick up as 7-eleven and other convenience stores expanded their operations exponentially. In 2005 7-Eleven operated 3311 out of a total of 6452 stores in Thailand (CP ALL, 2006, p.31). However, by 2018 Thailand had a total of 17,205 stores, of which 10,988 were 7-Eleven's (CP ALL, 2019, p.42). Over the past several years "Convenience stores have shown the highest rates of growth in investment of all modern trade store formats and have also taken the greatest market share from traditional retailers" (Ninkitsaranont, 2019, convenience stores, para. 1). This growth can be attributed to the expansion strategy that had been the aim of CP ALL from the moment they first entered the market. The early investments that the company made had started to pay off as they facilitated the rapid growth of the company and the industry. Table 2 illustrates the growth that the company has seen from 2005 to 2018.

Table 2. Growth of the convenience store market

Year	2005	2006	2007	2016	2017	2018
7-Eleven	3,311	3,784	4,279	9,542	10,268	10,988
Other	3,661	3,954	4,244	5,622	5,983	6,217
Total	6,972	7,738	8,523	15,164	16,251	17,205

CP ALL, 2008, p.39. CP ALL, 2019, p.42.

POPULARITY

I have discussed how the company grew their company throughout the years, but this perspective does not show just how popular 7-Eleven has become to an average person in Thailand (Thai, or otherwise). “On average, a total of 12 million customers nationwide per day purchased products and services from 7-Eleven stores in 2018” (CP ALL, 2019, p.40). According to the World Bank (2018), Thailand has a population of 69 million people, so this means that every day about 16% of the entire country goes to 7-Eleven. While this figure is not perfect, as it does not include tourists in the total population, it is still very clear that 7-Eleven has ingrained themselves into the culture of the Thai people. 7-Eleven has also managed to capture the tourist market and has become a place that they can always rely on during their travels in Thailand. The tourism industry is one of the biggest industries in Thailand, “tourism now rivals manufacturing in economic importance to Thailand when tourist reached 30 million in 2015 and tourism revenue accounted around 11% of GDP” (Amornvivat, Pruedsaradch, Akaraphanth, Charoenphon, Bunsupaporn, 2016, p. 9). As a retail company, 7-Eleven greatly benefits from this booming industry that helps bring in new customers.

Thai People

The fit of 7-Eleven into the lives of the Thai people has been a seamless fit. The Thai people have adopted 7-Eleven as their own and have made it an icon of the country. One of the major things that 7-Eleven offers is of course food. 7-Eleven offers all types of food from frozen foods to ready to eat snacks. This is very important for Thailand because as Panrit "Gor" Daoruang (2007, para. 2) says in his blog “In Thailand, we have 3 meals the same as other countries. Breakfast, lunch, and dinner are the main meals but Thai people like to have snacks between meals. A lot of snacks.” 7-Eleven serves as a place that the Thai people can go for any meal of the day when they are going about their lives. The most important aspect of this is the tendency for the Thai people to snack a lot. The way that 7-eleven set up their operations was getting people to come in the store as often as possible, this was achieved through the previously mentioned services that 7-Eleven offers. When the Thai people go into 7-Eleven for one of these services it is very likely that they will also use that opportunity to grab a snack and as a result, give 7-eleven more business. The people of Thailand have a notorious sweet tooth, putting sugar on pretty much any food they eat.

In 1997, the average Thai person consumed 19 teaspoons of sugar a day. That's more than three times the amount of daily sugar intake recommended by the World Health Organization (WHO), which is only six teaspoons. A decade later, the Thai number had risen to 25 teaspoons per day. A further decade-plus has passed and, despite various campaigns and initiatives to tackle the nation's excessive sugar intake, it is currently around 28 teaspoons - more than four times the WHO's recommended amount (Pisuthipan, 2019, para. 1-2).

This is a serious problem for the country as a whole as this level of sugar intake can have disastrous effects on one's health. For 7-Eleven, on the other hand, this sweet tooth is a source of revenue from customers that come searching for a sugar fix. 7-Eleven is open 24/hrs in most of their locations in Thailand, so they are always there for people that need something sweet.

Maybe the most important thing about 7-Eleven is the convenience of it. In a big city like Bangkok, there is always a 7-Eleven within a 5-minute walk from where you are. There are often times where you can quite literally see another 7-Eleven from the inside of a 7-Eleven. In Bangkok alone, there are just under 5000 7-Eleven stores (CP ALL, 2019, p.30). This means that everyone in Bangkok has a local 7-Eleven that they can run to when they need something quickly. This is a model that Thailand has been using for a long time as 7-Eleven runs a somewhat similar model to the traditional mom and pop shops that they have been replacing.

While 7-Eleven is replacing some small mom and pop shops in Thailand, they are assisting other small businesses in running their operation. In a recent partnership “Counter Service and SCB is introducing “SCB Service,” a banking agent service at over 11,100 7-Eleven Counter Service locations nationwide” (SCB, 2019, para. 1). This new service allows customers to use 7-Elevens as a bank outside of regular banking hours. This partnership “offers not only digital deposit and withdrawal services, but we also serve non-digital users with deposit service requiring an account number and a mobile phone number to proceed” (SCB, 2019, para. 5). With so many small Thai businesses running only on a cash basis, a place where they can deposit their money securely is a huge advantage. This also helps the older Thai generation who are not up with the latest technology to have banking services around the clock. Once again CP ALL has shown a desire to be at the forefront of change in what it means to be a convenience store.

Tourists

During the past 30 years that tourism has become a huge driving force for the economy of Thailand. Tourists from all over the world come to Thailand for a variety of different reasons. These reasons include vacation to see the beautiful scenery, backpacking, business, medical tourism, and sex tourism among others. In diagram 1 it shows the breakdown of the nationalities of tourists in Thailand. As you can see the country with the highest number of tourists is China with almost 10 million a year. There is also a lot of western tourists, with a lot coming from Russia, the United States and the U.K.



(Thailand’s tourism accelerates, 2018)

7-Eleven relies on the tourism industry in order to open so many locations across the country, while Tourist relies on 7-Eleven for reliable consistent prices. In Thailand, there is a dual price structure where there is a local price and a tourist price. For example “Tourists in Thailand now pay almost 10 times more than local residents to visit national parks” (Mullin, 2015, para.1). This dual pricing exists for almost everything in the country. Smaller shops in Bangkok have this dual pricing policy in effect on the goods in their shops so many tourists just stick to 7-Eleven for a fair price. Another issue in smaller shops is there not being any posted price, so they can make up a price on the spot.

7-Eleven strives to be as accommodating as possible for all tourists no matter where they come from. 7-Eleven offers their employees training on different languages, including Chinese, English, Russian and Khmer (CP ALL, 2019, p.92). This makes 7-Eleven a very attractive location to go as you know you will be able to communicate with the store employees. There are many stores and places in Thailand where it is next to impossible to communicate with locals. When there is a store that actively encourage their employees to take language courses through their training program it instantly becomes a go-to for tourists.

7-Eleven has a huge advantage over their competitors because of the worldwide brand of 7-Eleven. Even if you come from a country that doesn't have 7-Eleven you have definitely heard of it through movies and television. For tourists coming from North America 7-Eleven serves as a reminder of home while far away from it. Even though 7-Eleven is very different in Thailand they still offer the comforts of home that you come to expect from 7-Eleven. The main attraction of 7-Eleven for any western tourists is the toastie. A toastie is a grilled cheese that you can get from 7-Eleven's in Thailand. 7-Elevens are often packed in busy areas of Bangkok at 2 am as hungry tourists wait around for their toasties. With the toastie, 7-Eleven has discovered the power of nostalgia as many westerners grew up on very similar food growing up and when they are able to get it again they are drawn to it. This brand awareness helped with people from Japan as well because they are the only country in the world that has more 7-elevens than Thailand. 7-Eleven also has products catered towards people from Japan with the sushi cubes and noodles that they offer. 7-Eleven does a very good job of identifying and meeting the needs of customers that aren't even from Thailand.

CONCLUSION

The last 30 years have seen the rise of one of the most successful and popular companies in all of Thailand. From the moment of the initial market capture, 7-Eleven has been on a path of growth and innovation in their industry. Using the knowledge and assistance of their parent company they were able to capture the position of early market leader and start on a path towards growth. This growth has been facilitated by the vertical integration that they have invested in to make their operations more cost-effective and run much smoother. 7-Eleven has continued to look for areas that they can add value, either in their own processor for their customers. 7-Eleven in Thailand is a company that is aimed to satisfy the needs of its customers and to offer them the best possible experience. 7-Eleven has ingrained themselves into the market that they serve in Thailand, so it is hard to imagine a future of Thailand without 7-Eleven.

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