

# FRANCHISE BUSINESS PLAN

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## I. EXECUTIVE SUMMARY

### Company Overview

Since its opening in 1927, **7-Eleven** has established itself as one of the most prominent names in the convenience store industry worldwide. The top notch quality of both service and goods has remained consistent across the 60,000 locations, giving rise to their remarkable ascent to success.

Home to the nation's busiest airport, East Point, Georgia provides an impeccable environment for a **7-Eleven** establishment to flourish. The addition of a convenient store will complement the fast moving surroundings; from the Atlanta International Airport (1.4 miles away) to the Holiday Inn Express, known for its great value (1.5 miles away), this location submerges itself in the quintessential customer pool. East Point **7-Eleven** will take advantage of these favorable conditions, setting the company up for smooth and successful operation for years to come. Through the devotion of our employees, and, of course, the financial generosity of investors, we are confident that our ambitious endeavors will ultimately come to fruition.



### Target Market

The current target market for **7-Eleven** aligns with both the demographics and psychographics of our chosen franchise location. As seen in the chart below, **7-Eleven** targets customers that need to pick up necessities on-the-go. Considering its close proximity to the Atlanta International Airport, this location is primed to match these customers' needs.

7-Eleven Market		East Point, Georgia	
DEMOGRAPHICS	PSYCHOGRAPHICS	DEMOGRAPHICS	PSYCHOGRAPHICS
<ul style="list-style-type: none"><li>• Primarily 18 - 45 years old</li><li>• Lower middle class</li><li>• Living in residential and commercial areas</li><li>• Millennials eager to save time and money</li></ul>	<ul style="list-style-type: none"><li>• People on the go looking for a quick stop</li><li>• Productive individuals seeking fast, convenient service</li></ul>	<ul style="list-style-type: none"><li>• Primarily 18 - 45 years old</li><li>• Median age of 34</li><li>• Lower average income</li><li>• Poverty rate of 21%</li></ul>	<ul style="list-style-type: none"><li>• Airport travelers in a rush</li><li>• Looking for a quicker and cheaper option</li><li>• Frugal individuals looking to save money on quality snacks and meals</li></ul>

### Competitive Edge

**7-Eleven's** primary competitors, Wawa, Alimentation Couche-Tard, and Walmart, while popular companies on their own, still do not pose a major threat to **7-Eleven**. Considering there are very few competitors in close proximity to the East Point location, it is not to be seen as a significant concern.

**Distinctive branding** through items like the Slurpee and Big Gulp gives customers a reason to remember the company and return.

The franchise uses **community outreach**, seen through their countless donations to nonprofits like Feeding America, to enhance brand perception.

**Large-scale expansion** through the U.S. has made the company a household name, while **quality products, pricing, and customer service** establishes loyalty.





## Projected Growth

### Delivery Services

7-Eleven's presence on delivery service apps has magnified over time, complementing the drastic increase in users on apps such as Grubhub, UberEats, and even the company's own app, 7Now. This growth has been consistent, with the number of users almost doubling from 2015 (66 million) to 2020 (111 million), 63% of people between the ages of 18 and 29 reported to frequently use these apps. As the company expands delivery app partnerships, there will be more room for growth in revenue as consumer behavior favors online purchasing.

### Convenience Store Popularity

Almost half of millennials have reported to regularly purchase from convenience stores, with 20% of people aged 18 to 29 reporting the same. This statistic is one that has steadily increased over the past five years, and is projected continue increasing. It was also reported that the average individual spends \$10 to \$15 weekly solely at convenience stores. These factors leave much room for potential growth.

There are two primary focal points when it comes to growth for the franchise: online delivery and convenience store popularity. Both sectors have experienced exponential growth over the past five years, foreshadowing continued success in the years to come. These growth potential opportunities center around the ages of 7-Eleven's target market.

## Financial Information

	<b>Franchisee Investment</b> The three franchisees, Ainsley Abell, Bella Lago, and Brooke Jolliff will each contribute \$400,000 for a total of \$1,200,000.	= \$3,219,400
	<b>Bank Loan</b> A bank loan totaling \$1,009,700 and will be financed over a five year period with a 5% interest rate	
	<b>Capital Investors</b> A total of \$1,009,700 is sought from investors in order to fulfill the \$3,219,400 needed to operate the location	

## Exit Strategy

Following our fifth operating year, the franchisees will be granted the opportunity to exit the franchise contract. They will either make a smooth departure from the agreement with their earnings from the past five years or renew the previous contract for an additional five years under the same terms, unless modifications are deemed necessary. In the case of departure, 7-Eleven will go through an extensive interviewing process to find suitable candidates for the previous three franchisees.





## II. BUSINESS HISTORY, BACKGROUND, AND OBJECTIVES

### A. Company Description

**7-Eleven**, the largest convenience store chain in the nation, is the perfect blend of affordability and satisfaction, rendering itself as one of the most successful franchises in the United States. With more than 9,500 domestic locations as well as over 60,000 worldwide locations, **7-Eleven** has become an essential pitstop for citizens all across the globe since its inception in 1927. Founded by Joe C. Thompson in Dallas, Texas, initially as an ice house for refrigerating food, it held the title *Southland Ice*, where its reputable image originated. Following the Great Depression, the company established itself as **7-Eleven** — a convenience store that prioritized selling quick food and drink. This new emphasis worked in accordance with new extended hours of operation that sought to maximize profit, resulting in the **7-Eleven** America knows and loves today.

Over the years, the company has blossomed into a multi-billion dollar franchise. Home to their signature Slurpee and a myriad of goods, we plan to deliver the comfort and convenience of **7-Eleven** to **East Point, Georgia**. Our projected location has been strategically placed between several hotels such as Holiday Inn Hotel and the Hartsfield-Jackson Atlanta International Airport — the nation's busiest airport. Opening up **7-Eleven** in an area of such high traction will provide easy access to our target market, consisting of those looking for an on-the-go snack. Through developing on existing customer loyalties whilst implementing new additions to attract first-time shoppers, **7-Eleven**, East Point, Georgia will follow the successes of its sister locations and manifest itself as a staple within the community for years to come.

### B. Short-term (next 12 months) and Long-term Objectives

**#1: QUALITY TEAM** In the short run, East Point **7-Eleven** aims to establish a quality team of staff members while also partnering with local organizations to foster a welcoming environment for all potential customers. In order to create the ideal team of employees, all new hires will be required to complete a 14-day training program, including a five-day annual refresher to maintain a high standard of service. Additionally, there will be monthly staff bonding activities to maintain a positive and productive environment within the employee team.

**#2: COMMUNITY AWARENESS** Alongside this, East Point **7-Eleven** plans to increase community awareness on the harms of drugs by 10% by getting involved with the Red Ribbon Campaign from October 1st through the 31st of 2024, our first operating year. By implementing red cups in the chain's signature Slurpee and soda fountain, attention will be brought to the largest drug-use prevention campaign in the United States. Facts about substance abuse will be plastered on the cups, as pictured. This



Figure 1: Model of our original Red Ribbon Campaign cups





collaboration will allow East Point 7-Eleven to gain and maintain local trust and further enhance brand perception.

**#3: ENVIRONMENTAL FOOTPRINT** 7-Eleven anticipates pursuing is to shift away from plastic straws to reduce our environmental footprint by 5%. East Point 7-Eleven will make recyclable cup lids with built-in straws, the standard for beverages, eliminating the need for plastic straws and further mitigating the damage they inflict. These new cups, made of polypropylene, will be used as a marketing tool to attract the younger generation, as the majority of recyclers are between the ages of 18 and 32, with 92% of that group recycling regularly. This market segment conveniently aligns with the target market of 7-Eleven, appealing to our customer pool and incentivizing support. Since the switch may not appeal to everyone, 7-Eleven has a plan; reusable metal straws will be available to purchase for \$2. Plastic straws will still be available — though not encouraged — to avoid



Figure 2: Model of our new 7-Eleven branded metal straws

the possibility of losing customers over the new policy. This will give 7-Eleven leverage over competing stores with a similar target market, as this environmentally conscious decision appeals to the given cohort, influencing potential customers to indulge in the new store over other alternatives.

**#4: EVOLUTION STORE** The primary long-term objective, part of a larger, franchise-wide goal to add ten more in the coming years, is to develop the East Point, Georgia location into the franchise's newest concept, an *Evolution Store*, and ultimately increase our inventory by 5%.



Figure 3: The new section brought by the Evolution Store, featuring more Shurpee flavors, on tap alcoholic drinks, fresh-baked goods & more.

7-Eleven has recently introduced the new Evolution Store, an experimental outlet for the company to test out new innovations on site. Evolution stores raise the standard on product quality and shopping experience by implementing new ideas directly, allowing the changes to be made based on customer feedback. With better quality products and a minimal change in price, East Point 7-Eleven will be able to deliver the convenience it is known for while maximizing customer satisfaction. This increase in quality and inventory is anticipated to drive customer traffic and sales. Ranging from artisan craft sodas to freshly baked cookies, the expansion to an Evolution Store is projected to add 125 different products/brands, increasing inventory up 5% from the previous 2,500, ultimately increasing sales.

**#5: INCREASE REVENUE** East Point 7-Eleven plans to increase annual revenue by 6% by the third year of operation. The business conversion franchising process for 7-Eleven typically takes six months to two years, so it is expected for our sales to stabilize around the

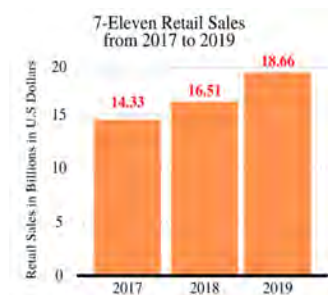


Figure 4: 7-Eleven Retail Sales growth chart







completion of this process. Between 2017 and 2019, the franchise overall saw a 4.33% increase in revenue. East Point will follow the current structure of 7-Eleven that has granted it its spot as the second most profitable franchise in the world, as well as adding our own modifications. To prevent stunted sales after this location has stabilized, a series of marketing techniques will be implemented in order to continue increasing revenue.

**#6: ELECTRIC VEHICLE PUMPS** The location will add electric vehicle charging sites within the next 36 months. Over the last decade, the demand for electric cars has grown exponentially, from only a few thousand annual sales in 2010 to 231,000 in 2020. East Point 7-Eleven anticipates to cater to this growing market by implementing car charging ports, the equivalent of a gas pump for electric cars. The charging sites will be supplied by Black & Veatch, a construction engineering company and one of the largest electric vehicle charging site distributors. The company supplies Tesla with their chargers and has a reliable reputation. This is expected to increase fuel profits by expanding our stations to meet the needs of a larger audience.



Figure 5: Step-by-step plan to increase revenue by 6%



Figure 6: Outline of all short-term and long-term goals

### C. Major Successes and Achievements

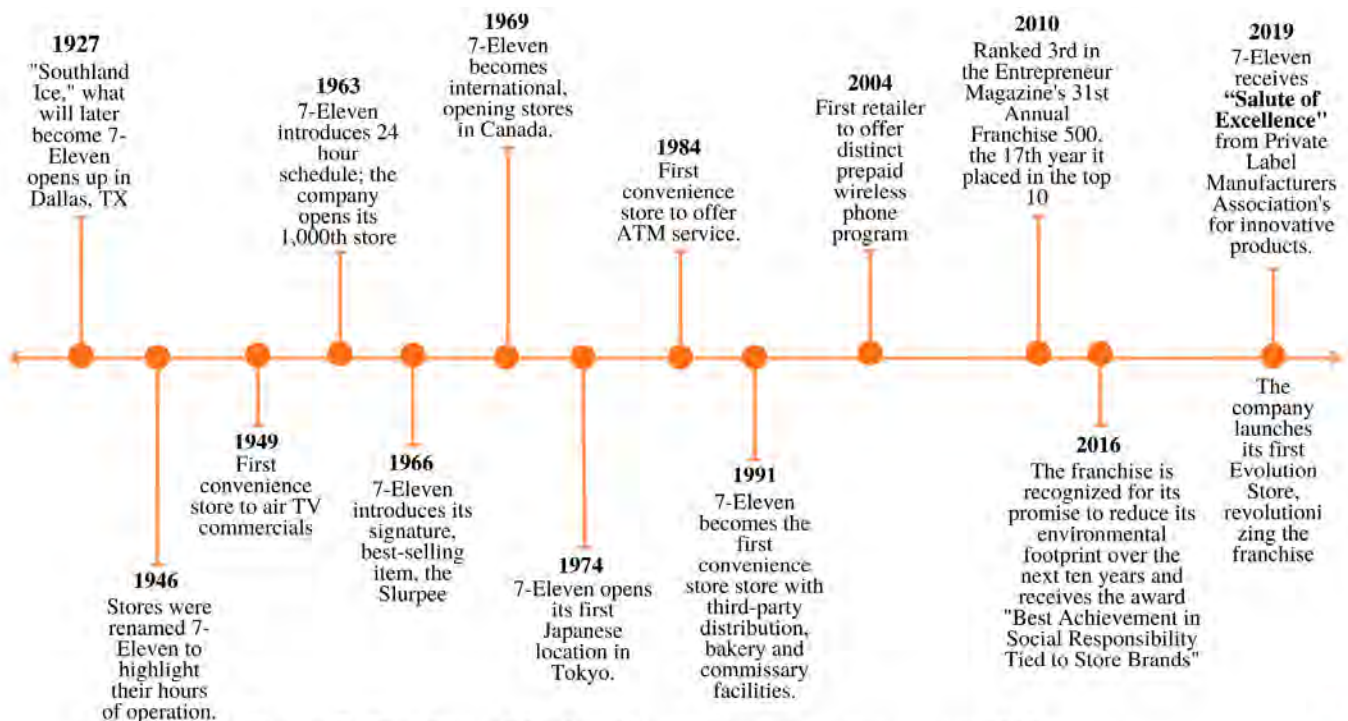


Figure 7: Timeline of the franchise's most prominent accomplishments



## D. Company Challenges and Obstacles

The recent labor shortage has made it difficult for convenience stores all across the nation to remain open for 24 hours a day, and 7-Eleven anticipates to face a similar problem. Our goal to hire 40% more employees than the average 7-Eleven will be an especially concerning threat to the East Point location specifically.. Nonetheless, the competitive pay that the company offers will encourage employment in comparison to nearby positions, as will the lack of competing entry level jobs in the area.

Many changes have been necessary in order for 7-Eleven to stay compliant with modern needs, which can pose a challenge at times given the rapid advancements in societal desires. Currently, there has been a major shift in online shopping, especially due to the COVID-19 pandemic, encouraging people to stay at home and limit their social contact. 7-Eleven swiftly adapted to this situation, partnering with Uber Eats, Grubhub and Instacart in an effort to meet customer demands. Furthermore, 7-Eleven recently opened its first drive-thru location, emphasizing their easy, on-the-go method of shopping. 7-Eleven has proved that they are able to adapt and quickly exceed expectations in lieu of unexpected challenges. However, to ensure that East Point, Georgia, will follow this pattern of success, a three-step plan has been developed to use these previously encountered obstacles to our advantage. We have carefully analyzed the mistakes of other locations, and, through the implementation of this plan, hope that East Point 7-Eleven will surpass all expectations and become one of the most successful locations to date.



**Figure 8:**  
East Point  
Original  
three step  
plan to  
success

## E. Requirements to Franchise

7-Eleven franchise requirements, for locations opened in the United States and Canada, include having five to ten years of multi-unit management experience, preferably in the convenience, retail, or foodservice industries. Other fundamental requirements include being 21 years of age, a United States or Canadian Citizenship (in one's native country), passing an extensive background check, and not owning any other businesses that would compete or oppose the success of the 7-Eleven. In order to become a franchisee, a minimum liquid asset of \$100,000 is required. During the business conversion process, there are three major costs that exist for the initial investment, including an



**Figure 9:** Requirements provided by 7-Eleven



**Figure 10:** Requirements obtained by franchisees



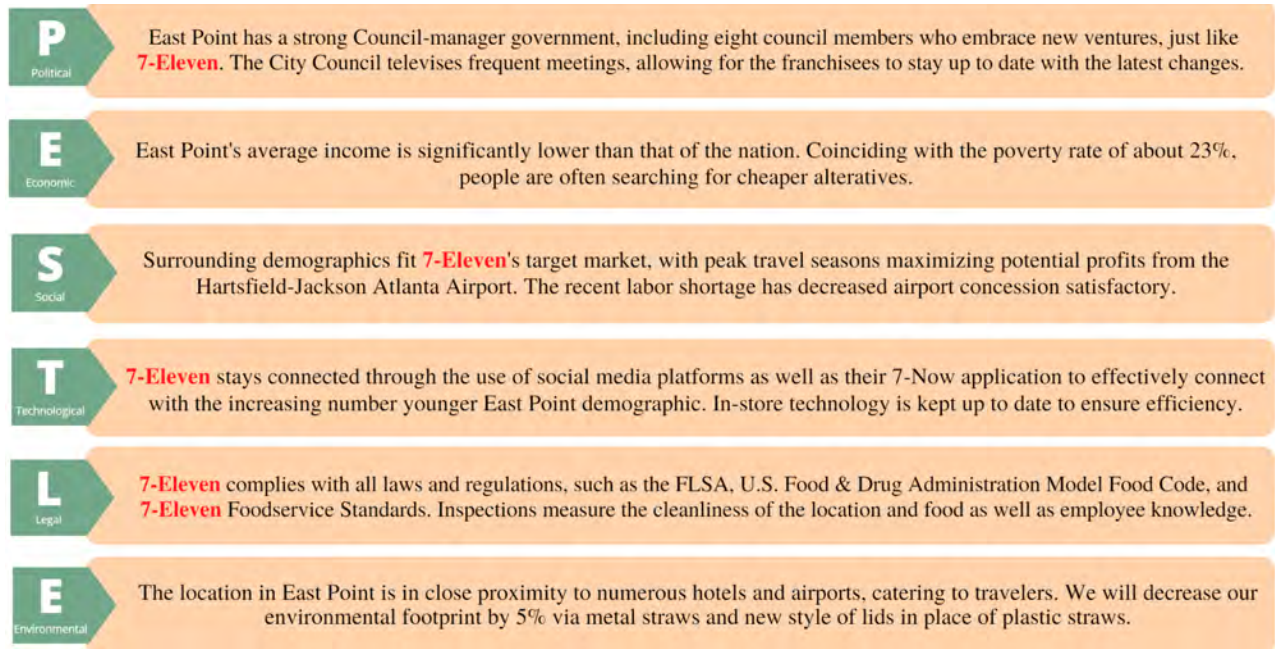


initial franchise fee of \$25,000, an inventory down payment that ranges from \$20,000 and \$40,000 (including the cash register fund), and the land and building improvements.

### III. BUSINESS ENVIRONMENT

#### A. Environmental Factors

To accurately gauge the influence of East Point surroundings on **7-Eleven**'s prosperity, a PESTLE analysis was conducted. This method revealed that the chosen location maximizes growth and revenue potential of the venture.



*Figure 11: PESTLE Analysis Chart*

#### Travel Season Population Fluctuations

**HOLIDAY INN:** Our **7-Eleven** has been strategically placed within close proximity to several hotels, specifically the Holiday Inn Hotel. This location will serve as a convenient pitstop for travelers on-the-go, attracting those who are unwilling to pay for in-house meals. On average, Holiday Inn charges approximately \$18.27 per person for their breakfasts, making **7-Eleven** products the clear alternative. Holiday Inn is a great value hotel, so it is expected that the majority of the consumers residing here are looking to save money where they can. Given the inexpensive nature of our products, providing a **7-Eleven** within walking distance of a hotel with consumers that operate on a budget is only projected to further profits, setting our **7-Eleven** up for success.

**ATL AIRPORT:** As the COVID-19 pandemic has progressed throughout the United States, airports have become far more crowded. As a result, customer satisfaction at these airports is declining, with food availability playing a major role in this abrupt dip. In fact, Hartsfield-Jacksonville Atlanta Airport, ten minutes from our location, is one that has struggled significantly with opening concessions to





full capacity in the wake of the pandemic. Airports are continuously losing these customers to long wait times, which is where **7-Eleven** will come into play. Offering snack options of similar value at lower prices, we anticipate that customers will turn to our convenient store as a faster alternative as they exit the airport, filled with frustration from the overbearing food court lines. This provides another potential revenue stream to maximize success.

Peak travel seasons, primarily winter, summer, and spring months, are projected to bring the most significant impact on our location. In both cases of the hotel and airport, natural trends in travel will result in seasonal increased traction. The significant increase in the pool of consumers alongside dramatized promotion will allow **7-Eleven** to reap the benefits of these peak seasons while increasing revenue.

### Consumer Income and Behavior

Economically, changes in consumer income will impact the stability of **7-Eleven** sales. In fact, the United States Census Bureau recorded a decline of 2.9% in median household income, as well as a 1.2% decline in the median income of workers all-around between 2019 and 2020. The COVID-19

Median Annual Income	
East Point, GA	\$43,453
United States	\$65,712

Figure 12: East Point income vs. USA income

pandemic has only exacerbated this decline, pushing consumers to opt for cheaper alternatives for their meal needs. The income status of East Point gives **7-Eleven** leverage over other costly restaurants, or even grocery stores. On average, a meal at **7-Eleven** would cost \$6 or less per person, in comparison to an average of \$13.75 per person at a casual restaurant, excluding tip. Moreover, a 2019 survey reported that the average American has less than 30 minutes of free time per week- a number that has been declining over the last decade. As a result, there has been a rise in popularity of snacking to fulfill hunger over

Price Comparison	
7-Eleven	8 Boneless Chicken Wings = \$3.69 46 Cents per Wing
Applebee's	10 Boneless Chicken Wings = \$10.49 (Excluding tip) \$1.04 per Wing = 184% increase

Figure 13: 7-Eleven pricing vs. Restaurant pricing

time-consuming, home-made meals. Consumers turn to convenience stores to meet these needs, as the average time spent in one is less than four minutes. **7-Eleven** serves as the perfect remedy for a nation that is running low on both time and money.

### Labor Shortage

The labor shortage that has been worsened by the pandemic is anticipated to play in favor of **7-Eleven**. Airports have suffered greatly as a result of being understaffed, and as a result, fewer food courts are open while lines are longer. Given the existing frantic nature of airports, consumers have become increasingly dissatisfied as the already long wait times have become even more grueling. Consumers looking for a quick bite on their way out from Atlanta Airport, but unwilling to wait in the unruly lines, will turn to the convenience store located just 1.4 miles away.



## IV. PRODUCTS AND/OR SERVICES

### A. Products and Services

A vast selection of delicious foods and drinks are offered at **7-Eleven**. From delectable, on the go, snacks and meals, to refreshing hot or cold beverages, a quick stop at this convenience store is guaranteed to meet the needs of customers. **7-Eleven** provides simple, yet delicious foods including burgers, hot dogs, wings, subs, and salads. They also offer snacks and desserts to accompany these meals such as chips and ice cream. As for their beverages, **7-Eleven** sells a variety of drinks, from hot coffee, to cold pressed juices, and of course, their famous signature Slurpees. In addition to convenience store items, the majority of **7-Eleven** locations double as gas stations. As a gas station, the store is able to attract road-side customers looking for a place to stop and fill up on fuel. Oftentimes, these drivers make a quick stop inside the store as well, increasing foot traffic.

**7-Eleven** also has a Rewards Program to encourage loyal customers to return. Joining the program through the **7-Eleven** mobile app offers fun and innovative ways to earn one of a kind deals. Points can be earned by purchasing products as well as playing various games, and customers can then redeem these points in store. The program has grown to include over forty million participants nationwide, keeping customers active and satisfied. Delivery services are also offered through the app, where customers can order their favorite snacks with just a few clicks. Products are delivered as soon as one hour following the order, demonstrating how customer satisfaction is a priority of the company.

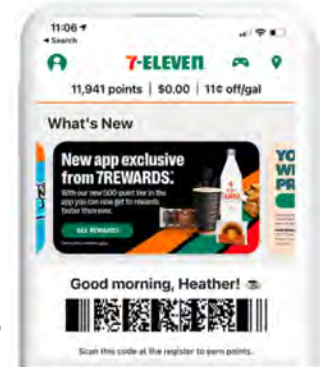


Figure 14: Glimpse of the 7NOW app

### B. Planned changes/additions to products/services within the next year

As a convenience store, **7-Eleven** will always have its standard selection of products that can be found at any location. However, implementing new products and services into the mix is vital for maintaining customer interest. Specifically, one of East Point **7-Eleven**'s short term objectives is to introduce metal straws as a purchasable product. These straws will promote an environmentally friendly message while advertising the company name. This will both foster a positive brand image and appeal to an environmentally conscious audience to facilitate sales.

Evolution Store	Standard 7-Eleven
✓ Wine Cellar and Beer Cooler	✗ Small fridge for alcoholic beverages
✓ Extensive range of artisan craft sodas	✗ Limited soda flavors
✓ Customizable coffee bar	✗ Standard coffee options

Figure 15: Evolution Store additions vs. Standard 7-Eleven

To build upon our environmentally friendly image at East Point **7-Eleven**, charging stations will be introduced to accommodate the new and rapidly growing sector of electric cars. This will be







implemented within the first three years of operation, 2024 to 2027, contributing to a portion of East Point **7-Eleven**'s fuel profits.

Moreover, East Point **7-Eleven** will develop into an Evolution Store within the next 36 months. In this process, inventory is expected to increase by 5% with the introduction of 125 new product brands and flavors. This addition includes items brand new to the company, such as espresso and taco bars, but also extensions on existing products, such as adding more flavors to the signature Big Gulp. Hence, not only will customers have a broader range of options, but the quality of existing fan-favorites will enhance.

## V. PRESENT MARKET

### A. Present Market

**DEMOGRAPHICS** **7-Eleven** franchises are often located in residential and commercial areas, targeting a wide audience, although primarily lower-middle class adults and youths. While the company services a variety of customers, **7-Eleven** primarily targets individuals aged 18 to 45. The company markets their products as suitable for people on-the-go, lacking the time to browse a grocery store. This attracts working adults as the main target market, both those living alone and those supporting a family, low on free time. Youthful, low-income individuals are more likely to shop somewhere affordable in a quick manner for the items they need. Millennials tend to shop on a more impulsive basis, making this market more likely to patronize somewhere fast and convenient, like **7-Eleven**. The demographics of East Point, Georgia align particularly well with that of **7-Eleven**, making the city a suitable location for the franchise. As of 2019, the median age of East Point is 34 years old and maintains a standard income of around \$43,453 a year, which is fairly low for the United States. This population will provide the franchise with copious potential customers to market to, setting the location up for immediate success.

**PSYCHOGRAPHICS** Since its opening in 1927, **7-Eleven** has marketed itself as a quick, energetic pitstop. The business has tailored its services to meet the needs of customers on-the-go, or taking trips. These psychographics are especially fitting given the nature of our projected location. Placing the business right between the nation's busiest airport and a valued hotel chain provides the perfect opportunity to promote to our target audience. Airport food has been recorded as 10% to 15% more expensive than real world prices; with **7-Eleven** matching the quality of these snacks, the nearby convenience store becomes a clear alternative. With the 23% poverty rate in East Point according to the United States census, saving money is essential in the lives of much of the population. With the

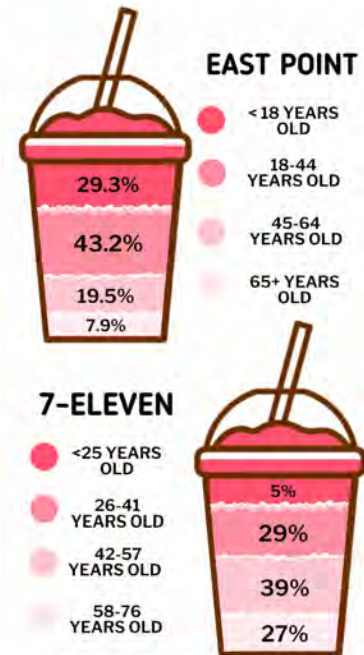


Figure 16: **7-Eleven** and East Point demographics





exaggerated prices of Holiday Inn and airport food, East Point, Georgia is the perfect spot to open our new **7-Eleven** franchise.

## B. Growth Potential

### CONVENIENCE STORE POPULARITY

Within the East Point location, the franchise predicts exponential growth over the next five years as convenience store popularity rises. A 2019 survey conducted by GasBuddy reflected that citizens ages 23 to 38 years old are gravitating

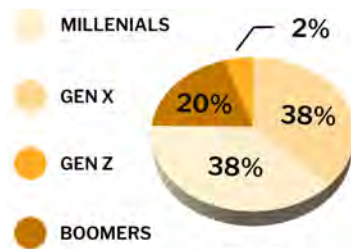


Figure 17: Distribution of convenience store shoppers

towards the convenience of grab-and-go services. In fact, 20% of adults under 30 reported to spend \$10 to \$15 weekly at convenience stores alone, with Millennials reporting \$6 to \$10 weekly. The overlap of these statistics with our target market will aid in solidifying this sector of growth potential. These consistent numbers will be used to support **7-Eleven**'s prosperity for years to come, allowing for a smooth operation beyond our opening year.

### DELIVERY SERVICES

To ensure that the franchise continues to appeal to Millennials, we will prioritize the timely customer service the franchise is known for. As timely customer service leads more consumers towards convenience stores for their impulsive needs, it is imperative that our location is minimizing wait times while maximizing supply. There has been a shift in consumer behavior favoring online shopping for goods that **7-Eleven** provides. Since 2018, online shopping via smartphones has more than doubled. Third party apps, such as UberEats and Instacart, have seen tremendous growth in active users as the world, and naturally people, have become more technologically

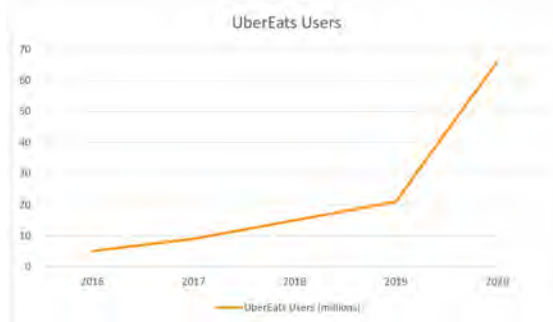


Figure 18: UberEats user growth over the past few years

advanced. The number of UberEats users has skyrocketed over the past few years, jumping from 21 million in 2019 to 66 million in 2020, with the majority of users ranging from 18 to 29 years old. **7-Eleven** is a major player in these apps, with their delivery sales growing by over 500% in 2020. Partnerships, such as UberEats, Instacart, and even their very own delivery app, **7Now**, have

allowed the company to seamlessly adapt to this new transition. As online behavior amplifies, **7-Eleven**'s revenue margins will follow suit, allowing for plenty of room to grow. With the planned location of East Point following in the footsteps of recent global trends, the establishment is projected to exceed the **7-Eleven** standards in terms of revenue and service.

## C. Current Pricing Policy

The prices at **7-Eleven** are affordable in comparison to restaurants and supermarkets. Generic items that can be found at any common grocery store, such as chips and soda, usually hold lower,

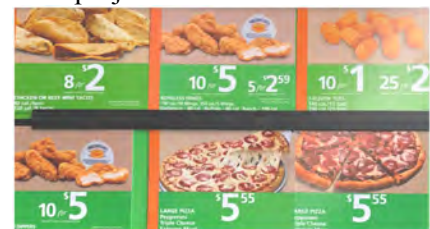


Figure 19: Photo of 7-Eleven's menu inside the establishment



more competitive prices, costing only a few dollars for small meals and snacks. However, privately labeled **7-Eleven** products, such as Slurpees and Big Gulps, are priced higher due to brand recognition. The business makes up for these prices, however, with numerous coupons and cash-saving deals that appeal to customers, as well as the efficiency of a one-stop shopping experience.

## D. Seasonal Factors

While **7-Eleven** is not a seasonal business, it tailors its products to keep up with changes in weather and trends. During the months of October and November, the franchise welcomes Autumn with select-fall



Figure 20: A sample of 7-Eleven's seasonal items

goods, including the classic Pumpkin Spiced Latte - one of the most popular hot beverages each year - alongside ample seasonal treats, consisting of cream cheese-filled pumpkin spice muffins, pumpkin cheesecake, caramel apple snack pies, s'mores deluxe sandwich cookies, and more. To make these options unique to the company, these products fall under the category of *7-Select Seasonal Items*. Similar goods are offered during the holiday season, as **7-Eleven** adds a range of festive themed treats to their menu. All items are exclusive to **7-Eleven**. During their respective seasons, these temporary items become the focal point of advertising, allowing customers to enjoy each season to the fullest.

## VI. COMPETITION

### A. Primary Competition

The main competitors of **7-Eleven** are other convenience and grocery stores. Arguably the biggest competitors include Alimentation Couche-Tard (ACT), Wawa, and Walmart.

More specifically within East Point, the main competition for this location's prosperity is a nearby RaceTrac. This franchise provides many of the same services as **7-Eleven**, including a gas station and convenience store snacks. However, RaceTrac is not one of the primary competitors of **7-Eleven**, allowing it to be overlooked as a rival.

The planned location is also within close proximity of a pre-existing Dairy Queen. However, the target market of **7-Eleven** varies greatly from that of Dairy Queen, so it will not be a matter of competing for passerby customers. In fact, this could be an advantage, serving as a quick detour following a trip to Dairy Queen. The products of both companies do not substitute one another, so the presence of this chain serves no real threat to the opening location.

Alimentation Couch-Tard	
Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Steady cash flow despite COVID-19</li> <li>Tremendous growth and significant size</li> <li>Extensive line of private brands</li> </ul>	<ul style="list-style-type: none"> <li>Limited e-commerce presence</li> <li>Not present in emerging potential countries such as India and Russia</li> </ul>
Walmart	
Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Considered retail 'legend' in United States</li> <li>Large scale of operations, about 10,500 locations across 24 countries</li> </ul>	<ul style="list-style-type: none"> <li>Poor product and labor qualities</li> <li>Not present in most developing nations</li> </ul>
Wawa	
Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Rapidly expanding: plan to open 120 locations in 2022 (on East Coast)</li> <li>Quality products and services</li> <li>Own line of branded foods and drinks</li> </ul>	<ul style="list-style-type: none"> <li>Only located on East Coast of the U.S.</li> <li>Less global brand name</li> <li>Limited product selection size</li> </ul>

Figure 21: Competitors' advantages and disadvantages





## B. Advantages

**RECOGNITION** 7-Eleven has become a staple pitstop for almost every American family, especially those accustomed to frequent travels. 7-Eleven's individually branded products offer an added advantage, items such as the Slurpee and the Big Gulp bring in new customers wanting to try the popular brand, while pulling back fans of the products, strengthening customer loyalty. Products such as these give 7-Eleven a unique value proposition, setting our location apart from potential competitors.

**PHILANTHROPY** The franchise also stands out amongst competitors in terms of its positive community outreach and charitable donations. For example, the company makes frequent donations to Feeding America. In 2020 alone, 7-Eleven donated \$100,000 in honor of its 93rd anniversary as well as another \$1 million generated via in-store campaigns, providing 10 million meals to families across the United States. The franchise's association with Feeding America, the Shelter Makeover Project, Food Banks, Red Cross, among many others, demonstrates the charitable nature of 7-Eleven, giving the money consumers spend at the store a deeper meaning. Thus, these relationships build trust and loyalty, providing leverage against competitors.

**EXPANSION** 7-Eleven is the largest convenience store chain by far, coming in at over 9,500 locations in the United States alone, with the next franchise (Alimentation Couche-Tard Inc.) falling short at just 7,000. Aside from numbers alone, customer and employee surveys have shown that when it comes to quality of products, pricing, and customer service, 7-Eleven surpasses Alimentation every time. 7-Eleven also takes pride in its expansion into 17 different countries throughout Asia, Europe, Australia, and North America, giving them an advantage as a leader in global franchising.

## C. Disadvantages

The most imminent disadvantage the franchise encounters is predicting the demand for certain products compared to their competitors. Forecasting sales has led to problems with inventory management. Some days, inventory may be too high for certain goods, while others may be out of stock. Unlike 7-Eleven's competitors, the company has not invested their profits into new technological advancements. The amount of expansion and franchise locations does not correlate with the amount of new technological advancements the company has integrated into the chain.

Many locations struggle with the high cost of rent and staff salaries. These issues are primarily due to the urban areas that the majority of the 71,800 locations across the world are based in. Most of these locations are open 24 hours a day, posing problems with the cost of operations at times that contain less foot traffic. The franchise model also removes control of day-to-day operations from the large corporate team, and is run by the franchisee, leading managers in this structure to hold many job requirements, causing another increase in staff salary and possible operational bias.



## VII. MARKETING PLAN

### A. Existing Marketing

The marketing plan in place can best be broken down into three categories: primary, secondary, and tertiary marketing. Primary consists of advertising and branding, secondary consists of distribution and promotional mix, while tertiary consists of charitable work.

**1 PRIMARY:** Alongside the creation of the **7-Eleven** mobile app and Rewards Program, the company takes advantage of the ever-growing platform of social media. With profiles on sites such as Twitter, Facebook, Instagram, and TikTok, the company remains updated on current media culture. By regularly posting about promotional events or participating in entertaining social media trends, **7-Eleven** maintains engagement with their younger demographic. **7-Eleven** has launched a brand campaign, “Take it to Eleven”. The campaign reportedly embraces a youthful, energetic vibrancy. The company pursued this new brand by collaborating with 360i, a creative media agency that helps brands tap into shifts in culture, behavior, and technology, to create several advertisements that would air on TV, billboards, social media, radio and digital audio.

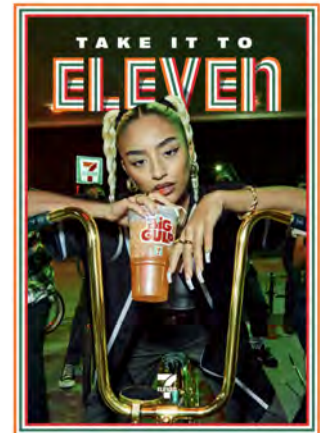


Figure 22: Advertisement from the “Take it to Eleven” marketing campaign.

**2 SECONDARY:** Holding the title of the largest convenience store chain worldwide with more than 71,800 locations, **7-Eleven** adapts their marketing methods based on geographical distribution. Doing so is made easy by utilizing online platforms, allowing the company to display advertisements to users that are nearby the location to drive sales from individuals already within close proximity. For the promotional mix, one of **7-Eleven**’s significant promotional efforts is **7-Eleven** day, in which all stores offer free Slurpees to customers on July 11th. This marketing strategy is designed to not only attract new consumers through promoting their best-selling product, but demonstrate the company’s virtue of caring for their customers.

**3 TERTIARY:** **7-Eleven** takes pride in serving its community, specifically doing so by donating to a variety of organizations such as Feeding America, Food Banks, and Red Cross. **7-Eleven** has also engaged in events such as the Shelter Makeover Project and the Unisel Voice for Refugees. These events helped to improve **7-Eleven**’s brand image, bringing people together to help the community, which led to increased sales and boosted loyalty and trust with consumers.

### B. Future Marketing

**7-Eleven** will take advantage of social media to effectively reach the target market. An Instagram and Tik Tok account dedicated solely to the East Point establishment will help consumers stay updated on sales, new additions, and more. For example, the new metal straw endeavor will be advertised on Instagram and Tik Tok, as the age group for such apps align with a more environmentally conscious



audience. Additionally, since most users of these platforms are college-aged individuals with little labor experience, it will be used to connect with potential employees, as most **7-Eleven** positions are entry level. When applicable, open positions will be advertised on social media, as well as *Indeed* and *LinkedIn*, two of the most prominent job websites for this age group. The red cups for the October Red Ribbon Campaign will also be advertised on social media to spread awareness for the cause while simultaneously driving sales. Posters nearby Atlanta Airport will be the primary advertising tactic to better reach travelers seeking a quick pit stop. The advertisements will place an emphasis on the cost-friendly and on-the-go products, appealing to our target market. The promotion of the red Slurpee and soda cups in partnership with the Red Ribbon Campaign will aid in fostering a positive image for the new business.



**Figure 23:** Model of the location's new Instagram account

Promoting **7-Eleven**'s Rewards Program will be another key aspect implemented at the East Point location. Since program members spend about 29% more than the amount spent by nonmembers on an average visit, the more program members in East Point, the greater the revenue this location can produce. This will be executed through advertisements tailored to reach Millennials, part of the target market. In addition to these new marketing efforts, cashiers will advertise the benefits and savings of downloading and joining the rewards mobile application.

## VIII. MANAGEMENT AND ORGANIZATION

### A. Management Team

**7-Eleven**'s current management structure ranges from Franchisees to miscellaneous Sales Associates. For over 90 years, the franchise has succeeded in delivering consumers with friendly service and a wide range of quality goods, fostering a welcoming environment through an effective chain of staff members. Current teams, consisting of 14 positions, have proven to be successful in fulfilling the



**Figure 24:** The franchise mission statement

**7-Eleven** mission statement, so East Point will follow suit. Salaries will vary greatly, with the average being \$26,805 and determined based on hierarchical position, with Sales Representatives, Field Consultants, Store Managers and Assistant Managers earning higher wages. For higher positioned employees, an almost \$60,000 salary sharply contrasts to that of a cashier, which is about \$21,000. With the help of this management team, East Point will be able to deliver the comfort and convenience that **7-Eleven** is known for to locals. When working in upper management specific to convenience stores, franchisees have the ability to control their workload and can create flexibility, but this comes with the challenge of creating a passive income and it's a large commitment level.







## **B. Plan to Develop Management Team**

East Point **7-Eleven** will hold high standards for the management team. The franchisees will be traveling to Dallas, Texas for the LAUNCH orientation, a three day introduction to the **7-Eleven** brand. The team will then be sent to in-store training at C.O.O.L. (College of Operations Leadership) within the East Point community. Aside from this support system set up by **7-Eleven**, our leadership team will do their best to work hands-on with East Point **7-Eleven** through hours spent in the store. By supervising the day-to-day operations at our location, our team will ensure that employees are doing their best to serve customers efficiently and effectively. If any employee fails to follow these protocols, it will be brought to the attention of the team immediately and the issue will be addressed directly.

## **C. Succession Plan**

With the three franchisees, if there is a circumstance in which someone is unfit to continue their role in the franchise, the other two franchisees will continue business as usual. Each franchisee is capable of running the business to ensure operations are not disrupted by the absence of others. If needed, an existing employee will be considered to assume one of the lost franchisee positions. Convenience store employees will become familiar with various aspects of each position, to prepare them to assume the responsibilities of their superiors if necessary. Given employee turnover, the most qualified employee will enter this position, with their permanence determined on a case-by-case basis. Potential personnel will be scouted and their applications evaluated to find the perfect fit in the case of extended absence, resignation, or the previous replacement deemed unfit for the position. All personnel will work collaboratively to ensure they are able to fill in for someone's absence, whether it is short term or extended.

## **D. Additional Personnel**

To maintain the efficiency and quality performance of East Point **7-Eleven**, additional personnel will be recruited as deemed necessary. Through emphasizing a friendly work environment and treating employees with respect, we will shine a positive light on our job opportunities. Using paid promotions on *Indeed* and *LinkedIn*, which are both popular with the **7-Eleven** employee demographic, we will promote open positions at our location. Bringing in new employees will offer not only a cushion in case of unfortunate circumstances, but will provide more helping hands when necessary as demand for products increases.

# **IX. BUSINESS RESOURCES**

## **A. Major Operating Equipment**

**7-Eleven** specifies exactly what equipment franchisees need to establish a location. To maximize customer experience and uphold the high quality standard set by the franchise, all equipment will be new and of utmost value. The estimated cost totals \$65,125. A breakdown of all costs and equipment can be found below.



ATMs	Hot/Cold Food Cases	Cappuccino Machine	Chili-Cheese Dispenser	Cigarette Fixtures	Coffee Brewers & Grinders	Condiment Station	Icemaker
\$3,500	\$10,000	\$4,000	\$695	\$1,000	\$1,200	\$180	\$4,500
Open-Aire Fresh Food Cases	Beverage Dispensers	Registers	Counters	Roller Grills	Slurpee Barrel Dispensers	Microwave	Ice Cream Case
\$2,700	\$3,800	\$2,900	\$4,000	\$400	\$3,900	\$450	\$4,300
Backroom Shelving	Water Filter	Exterior Trash Cans	Window Graphics	Banner Boards	Exterior Signage	Gondolas Shelves	Freezer
\$4,900	\$150	\$1,400	\$150	\$250	\$250	\$7,000	\$3,500

**Figure 25:** Chart of operating equipment that must be acquired and paid for.

## B. Major Suppliers, Location, and Payment Terms

Mclane Company Inc., one of the United States' largest supply chain service leaders, signed a deal with **7-Eleven** to supply the business's U.S. stores with grocery, non-food products. **7-Eleven** also partnered with BakeFresh LLC and UST INC. as reliable, efficient suppliers in 2006. UST, a holding company for its principal subsidiaries, U.S. Smokeless Tobacco Company, makers of Copenhagen and Skoal and International Wine & Spirits Ltd., have contributed substantially to the **7-Eleven** organization. Taking a collaborative approach to merchandising while providing high-quality products has provided superior value to customers and allowed **7-Eleven** to prosper. BakeFresh functions as a team merchandising leader for **7-Eleven** locations in the Chesapeake and New England regions. The proposed East Point location plans to follow suit and partner with the familiar and reliable company, which produces fresh bakery items that can be found in the convenience store. These suppliers will keep the **7-Eleven** business running smoothly at peak performance.

## C. Outside Resources

While Mclane Company INC is the main supplier for **7-Eleven**'s U.S. locations, there are a few other services offered that are not supplied by the company. The majority of the **7-Eleven** locations partner with the gas company CITGO to supply their gas. This Venezuelan-owned company replaced the previous gas supplier for **7-Eleven** in 2006. While this is the dominant gas brand among their locations, **7-Eleven** is also co-branded with Fina, Exxon, Gulf, Marathon, BP, Shell, Chevron, and Pennzoil.

## D. Quality Control Procedures

The location will ensure customer satisfaction is maximized through three channels: **SUPPLY**, **SERVICE**, and **ENVIRONMENT**. To monitor **SUPPLY**, the location will have a buffer inventory in the case of a negative supply shock, as well as a backup supplier on standby. To monitor **SERVICE**, employees will complete an annual refresher training course to keep them well-versed on their duties. To monitor **ENVIRONMENT**, weekly machinery checks will be conducted by the franchisees and all equipment will be cleaned daily.



## E. Availability of Skilled Labor

**7-Eleven**'s current employee demographics coincide with that of East Point, Georgia. With a diverse staff, 49.3% female and 43.5% ethnic minorities, the company welcomes anyone qualified to



**Figure 26:** Adults vs those under 18 within the East Point population

become part of the **7-Eleven** family. In terms of age, **7-Eleven** employs a wide range of individuals. However, due to the alcoholic selection available in the store, employees must be over the age of 18 to be qualified for hire. The residency of East Point, Georgia is currently made up of 70.5% adults, over the age of 18, allowing the majority of citizens to apply for positions at **7-Eleven**. Application through **7-Eleven** is simple, considering part of the hiring process and available job postings are online. The low-skill nature of the job makes the youth population adequate potential employees.

## F. Necessary Training to Upgrade Skills

Although normally just the franchisees receive training for about 300 hours in the Support Center located in Texas, the employees within the franchise will also undergo consistent training to ensure that employees will be able to complete their jobs to the best of their ability. Initial training will last for 14 days, alongside a five day annual refresher program. These trainings will help familiarize employees with the items offered in-store, making them more knowledgeable for when a customer has a question.

Day	Description
<b>Day 1:</b> Communications Workshop	Workshop teaching basic day-to-day skills with roleplay.
<b>Day 2:</b> Basic Protocol	How-to orientation on how to use and clean Slurpee and coffee machines.
<b>Day 3:</b> Emergency Preparedness	Red Cross members come in and teach emergency skills and CPR.
<b>Day 4:</b> Customer De-escalation	How to deal with more difficult customers (roleplay with senior staff).
<b>Day 5:</b> Summary	Employees will rotate between all jobs to gain experience if needed to fill in

**Figure 27:** Five-day refresher workshop schedule

## G. Projected Full Time and Part Time Employees

In 2020, the franchise announced their plan to employ 20,000 more employees — a 40% increase from their current status quo. To comply with these new standards, East Point **7-Eleven** will hire 16 employees, with 2 employed full-time and the remaining 14 as part-time. This number is a 40% increase from 11, which is the typical amount of total employees at a **7-Eleven**. In order to maximize success, our location will mimic the **7-Eleven** pattern by hiring the following (most important) positions: 1 Field Consultant, 1 Store Manager, 1 Assistant Manager, 3 Shift Leaders, 3 Store Associates, 2 Customer Service Representatives, and 5 Cashiers. By hiring extra employees, the possibility of running short-staffed in an emergency is mitigated.

## H. Organizational Chart

The hierarchical organization of staff is depicted to the right.



**Figure 28:** Hierarchical chart of the location's staff



## X. FINANCIAL PLAN AND DATA

### A. Sales and Profit Trends

Collectively, **7-Eleven** has been widely successful in earning a substantial sum of yearly gross profits, with each franchise averaging over \$1,000,000. After accounting for numerous expenses, derived from food, labor, rent, royalties, and general operation, the average net profit of a **7-Eleven** location is \$100,000 a year. As for East Point **7-Eleven**, the projected gross income and profit will amount to \$1.3 million and \$200,000, respectively, during its first year of business. This is expected to be more than the average due to the new franchise's optimal location near the airport.

### B. Strategy for Obtaining Capital

A combination of investments from the three franchisees as well as loans from the bank will be the source of funding for the East Point location. Each of the three franchisees, Ainsley Abell, Bella Lago, and Brooke Jolliff, will each invest \$400,000. We are seeking a Wells Fargo bank loan of \$1,009,700 with a 5% interest rate to be paid back over the course of five years. These funds will help alleviate the start-up costs for the grand opening of the new location.

### C. Two-year Projected Operating Statement

Obtaining the necessary capital to successfully operate East Point **7-Eleven** will begin in 2023, where permits, licenses, and finances will be required, and sustain us through the grand opening in 2024. The projected capital is based on a five year plan to pay back franchisees as well as the bank loan with a 5% interest rate, which totals approximately \$201,940 yearly. The first operating year of the East Point location will have a projected revenue of \$3,780,060 and \$5,126,540 for the second operating year.

### D. One-year Projected Cash Flow Statement

The operational costs for the first quarter will be negative due to the building construction and supplier payment.

Operating Expenses	2024	2025
Costs to Franchise	\$525,000	-
Building	\$800,000	-
Site Development	\$298,000	-
Training Expenses	\$9,000	\$4,500
Inventory	\$64,500	\$64,500
Store Equipment, Fixtures, and Signs	\$270,500	-
Licenses and Permit	\$10,000	-
Insurance	\$7,500	\$7,500
Grand Opening Fee	\$8,000	-
Company Royalties and Related Fees	\$1,250,000	-
Electronic Cash Register	\$1,500	-
Employee Uniforms	\$1,200	-
Bank Loan Repayment	\$201,940	\$504,850
Employee Salaries	\$242,200	\$242,200
<b>Estimated Operating Expenses Total</b>	<b>\$3,689,340</b>	<b>\$823,550</b>
Operating Revenue	2024	2025
Product Sales	\$2,500,000	\$3,500,000
Fuel Profits	1,750,000	\$2,450,000
Investor, Bank, and Franchisee Contributions	\$3,219,400	-
<b>Estimated Total Revenue</b>	<b>7,469,400</b>	<b>\$5,950,000</b>
<b>Net Income</b>	<b>\$3,780,060</b>	<b>\$5,126,450</b>

Figure 29: Two year projected operating statement

First Operating Year: 2024				
Cash Flow	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Operational</b>				
Customer Purchases	\$625,000	\$625,000	\$625,000	\$625,000
Fuel Profits	\$437,500	\$437,500	\$437,500	\$437,500
Products	(\$16,125)	(\$16,125)	(\$16,125)	(\$16,125)
Employee Salaries	(\$60,550)	(\$60,550)	(\$60,550)	(\$60,550)
Employee Training	(\$9,000)	-	-	-
Supplier Payment	(\$2,500)	-	-	-
Site Development	(\$298,000)	-	-	-
Net Cash from Operating Activities	\$676,325	\$985,825	\$985,825	\$985,825
<b>Investments</b>				
Franchisee Contribution	\$1,200,000	-	-	-
Bank Loan	\$1,009,700	-	-	-
Net Cash from Investment	\$2,209,700	-	-	-
<b>Financing</b>				
Franchisee Reimbursement	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)
Loan Financing	(\$50,485)	(\$50,485)	(\$50,485)	(\$50,485)
Net Cash from Financing	(\$110,485)	(\$110,485)	(\$110,485)	(\$110,485)
Net Cash Flow	\$2,775,540	\$875,340	\$875,340	\$875,340
Cumulative Cash Flow	\$2,775,540	\$3,650,880	\$4,526,220	\$5,401,560

Figure 30: One year projected cash flow statement





## XI. CONCLUSION

As one of the leading franchises in the nation over the last decade, **7-Eleven** has become a nationwide staple in the routine of time-savvy individuals in search of a refreshing remedy. Given the widespread acclaim and success of existing locations, East Point **7-Eleven** will be held to this standard, and is expected to exceed these expectations. Our expansion to an area in close proximity to two prominently busy locations will maximize traffic. The fast-paced nature of the surrounding area will complement the grab-and-go sentiment that the East Point location seeks to emphasize, launching the proposed business into prosperity. The increasing popularity for both delivery services and convenience store shopping gives our proposed location plenty of room for growth, paving the way for future milestones and affluent returns.

In just the first operating year, the East Point **7-Eleven** location will obtain a cumulative cash flow of an estimated \$5,401,560. This projected profit covers all expenses, including initial expenditures such as site development and employee training. These operational expenses and fees will be financed through capital investors, franchisee investments, and the proposed bank loan. All funds will be obtained during the franchisee application process in the year of 2023. Today, we are seeking a total of \$1,009,700 through the investors. This total will allow **7-Eleven** to meet and exceed all expectations, ensuring there is sufficient capital to run the company as well as see returns, all within the first 12 months. Given the appropriate capital to adequately fund the company in its first operating year, returns will be projected to be profitable, setting a trend for years to come. By the fifth year of operation, both investor returns and the bank loan are expected to be paid back in their entirety. The repayment of borrowed funds will be executed through 5% interest annually with a 15% investors stake.



With a total start-up capital of \$3,219,400, we will develop the location to its fullest potential so the East Point location can stand out amongst not only competitors, but other **7-Eleven** establishments as well. Through excellent marketing development, awareness campaigns, the gradual elimination of plastic straws, and affordable products, **7-Eleven** will draw in new customers while continuing to satisfy existing ones. Achieving these goals will put the new location on the map, leaving East Point patrons *thanking heaven for 7-Eleven*.

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