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## MARKETING MANAGEMENT

### SBS MBA/MSc

### Assignment – Bahrain 2020

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UNIT TITLE / CODE:

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#### GENERAL INSTRUCTIONS

- All assignments are to be submitted 7<sup>th</sup> May 2020 on to [examinationboard@atmsedu.org](mailto:examinationboard@atmsedu.org) and cc to [azrafatima@atmsedu.org](mailto:azrafatima@atmsedu.org), [assignmentsubmission2019@gmail.com](mailto:assignmentsubmission2019@gmail.com)
- If assignment is not submitted on date, will follow with penalty of 10% deduction of marks for every day.
- Similarity between students work is strictly not accepted, any student found with similar work will be graded Zero and fail for the course. However, Plagiarism is an academic offence and will not be tolerated under SBS
- Assignment once submitted to exam board is final for marking.
- Total 100 marks

#### GUIDELINES FOR ASSIGNMENT

1. If assignment is Question & Answer based then.
  - Introduction is needed for each question.
  - Question has to be answered based on the mark allotted for each question with references if any idea or information is taken from other source.
2. If assignment is case based then,
  - Executive summary
  - Table of content
  - Body of assignment (questions related to case need to be answered)
  - Conclusion / Recommendation if any
  - References (in-text + citation) to be used

Total Marks \_\_\_\_\_ / 100

## **Chapter 1: Executive Summary**

7-Eleven, Inc. is an international franchise retailer chain of convenience stores with 70,000 outlets in seventeen countries and regions across the world. It has earned its reputation as the world's most widespread convenience retailer, focusing on excellence in franchise systems and high standards in day-to-day operations. In spite of its almost a hundred years' worth of history, it was only in 2015 that the very first Middle Eastern 7-Eleven store opened in Dubai.

This marketing strategy is an analysis of the 7-Eleven brand in the United Arab Emirates (UAE). First, it introduces the brand in the global scene and then in the UAE. Second, it examines the competition landscape in the UAE, and how 7-Eleven fits amongst its competitors. Third, it sets the different market segments present in the country according to different segmentation approaches. From these market segments, the researcher defines and studies 7-Eleven UAE's target market – his/her needs and wants, preferences, buying behaviour, and influential factors. After the analysis of customers, the researcher proceeds to analyse the brand itself – its strengths and weaknesses in the internal environment, as well as its opportunities and threats in the external environment. Assembling this information into market research then allows the researcher to review 7-Eleven UAE's marketing mix – its product, place, price, and promotion – and how 7-Eleven UAE utilizes these aspects to guide and influence its marketing plans, strategies, activities, and programs. Indeed, in order to create a strong marketing organization, the brand should emphasize interdepartmental teamwork to manage key processes. Finally, after thorough research on the brand, the researcher imparts the conclusion and marketing recommendations derived from the results and analysis of this study.

It is deemed that customer engagement, customer loyalty, customer empowerment, and customer relationship management should be priorities for the c-store operator, for these approaches are crucial in order for it to determinedly build brand awareness, brand recognition, and brand equity.

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## **Chapter 2: Brand Overview**

### **2.1) The Brand in the Global Scene**

7-Eleven, Inc. (“7-Eleven”) is a Japanese-American international franchise retailer chain of convenience stores headquartered in Irving, Texas that is a subsidiary of Tokyo-based Seven & I Holdings Company. It is known as the premier name of and largest chain in the convenience-retailing industry. Its humble beginnings commenced in 1927, when Jefferson Green approached young Joe C. Thompson about selling everyday staple goods, such as milk, bread, and eggs, from the local icehouse store front in Dallas, Texas. Several years later, by 1963, as more and more retail goods were offered, 7-Eleven had opened a thousand stores across the United States. Today, the brand operates, franchises, and licenses a total of 70,000 stores in seventeen countries and regions across the Americas, Europe, Asia, and the Middle East. It has earned its reputation as the world’s most widespread convenience retailer, focusing on excellence in franchise systems and high standards in day-to-day operations (7-Eleven, 2020).

### **2.2) The Brand in the United Arab Emirates**

While 7-Eleven has a unique history in each of the seventeen countries and regions in which it has set up operations, the brand’s narrative in the United Arab Emirates (UAE) shall be this paper’s focal point of analysis.

7-Eleven in the UAE began in 2014, when Seven Emirates Investment LLC undertook a Master Franchise Agreement with 7-Eleven, Inc. to launch stores throughout the country. By October 2015, the very first Middle Eastern 7-Eleven opened in Dubai.

The brand’s arrival into the UAE market came at a time when the country’s economy witnessed one of its strongest years to date. In 2015, growth in real GDP registered AED 1.58 trillion, realizing growth of approximately 3.6%. This was reinforced by the robust performance of the non-oil sectors. Furthermore, with the country’s hosting of Expo 2020 soon approaching, innovations such as the union railway and air and land transport means, touristic roads, transports and facilities, electronic infrastructure, retail

structures, real-estate, financial and industrial services all contributed to the state's reputable economic performance (Annual Economic Report, 2016).

The government's continuous and active promotion of tourism and a knowledge-based economy has also influenced the population in the country to increase at a steady rate. In 2015, the population grew 0.8% to 9.15 million. A significant portion of this number are expatriates, who make up approximately 80% of the population (Global Media Insight, 2017). According to a study conducted by career website LinkedIn, as reported in Gulf News (Maceda, 2015), the UAE, particularly Dubai, is found to be the most popular destination for expatriate workers emerging from a wide range of occupations and industries. A separate report conducted by Aetna International further asserts that expatriates are drawn to the country's safe environment, employment opportunities, and international lifestyle (Maceda, 2015; Bouyamourn, 2015).

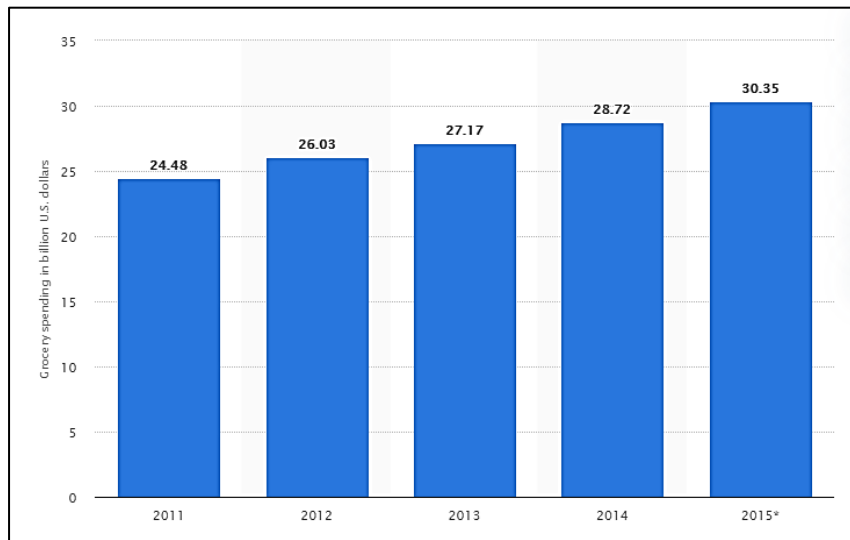
This increasing population was met, naturally, with a growing demand for staple goods and other grocery items. As may be observed in Figure 2.1, the UAE's grocery spending in 2015 was an aggregate US\$ 30.35 billion, up from US\$ 28.72 billion in 2014 (Statista, 2020).

By 2012, a total of 9,428 grocery stores were dispersed across the UAE, of which 8,485 are traditional grocery stores and only 943 are modern grocery stores (7-Eleven, 2020). Traditional grocery stores - colloquially termed 'mom-and-pop stores' or 'baqalas' and customarily referred to as 'cold stores' in the Middle East - are typically small family-owned or independent retail businesses located in local neighbourhoods. These stores are considerably smaller compared to modern grocery stores in the country, such as Lulu Hypermarket and Carrefour Hypermarket.

Between traditional grocery stores and modern grocery stores lie convenience stores, such as 7-Eleven. Convenience stores (also known as c-stores or corner stores) are more developed than traditional cold stores, but are less sophisticated than supermarkets or hypermarkets. In an interview with The National Newspaper, Seven Emirates Investment LLC released a statement, maintaining that "7-Eleven's entry into the country provides a

solution to the UAE government’s strategic initiative to modernise the small-retail environment and bring greater convenience to shoppers” (Sahoo, 2014). In the same article, Sahoo (2014) also noted that in 2013, convenience stores were the fastest-growing grocery retailer in the country in terms of number of outlets, according to research company Euromonitor International.

**Figure 2.1 Grocery spending in the UAE from 2011 to 2015  
(in billion U.S. dollars)**



Source: Adopted from Statista.com

These factors – the high GDP per capita of the region, decreasing dependency from an oil-based economy, rise in the number of small-scale and large-scale retail spaces and infrastructure projects, as well as surge in population numbers and expatriate workers, among others - have significantly complemented the growth of the UAE retail market, and has therefore set the stage for the launch of the 7-Eleven brand in the country.

The brand’s UAE website has identified the following core values for their business:

#### “Our Standards

- *Clean and comfortable store environment at 7-Eleven standards;*
- *Role as an infrastructure of local society, available 24 hours and 365 days;*
- *Place for bonding in the neighbourhood;*
- *Compliance and integrity as a member of the society.*



### Premium Quality

- *Temperature control throughout the supply chain;*
- *Technology to support day-to-day operations;*
- *One-stop services (ATM, money transfer, bill payments, Wi-Fi connection, etc.).*

### Our Principles:

- *Future franchising existing grocery can join 7-Eleven;*
- *Assort more than 2,800 items in 150-200 square meters of sales floor;*
- *Correspond to change of customers' demand by location and occasion;*
- *Stores are owned and run by franchise owners.*

### Contribution of 7-Eleven

- *Develop safe and comfortable neighbourhood shopping location;*
- *Assure product safety and quality (especially temperature control) throughout the entire process, which includes production, logistics, and sales;*
- *Welcome diverse people from different countries by wide range of products and services at affordable prices;*
- *Provide franchise opportunities to those who are interested in the 7-Eleven business, including existing groceries and supermarkets” (7-Eleven UAE, 2020).*

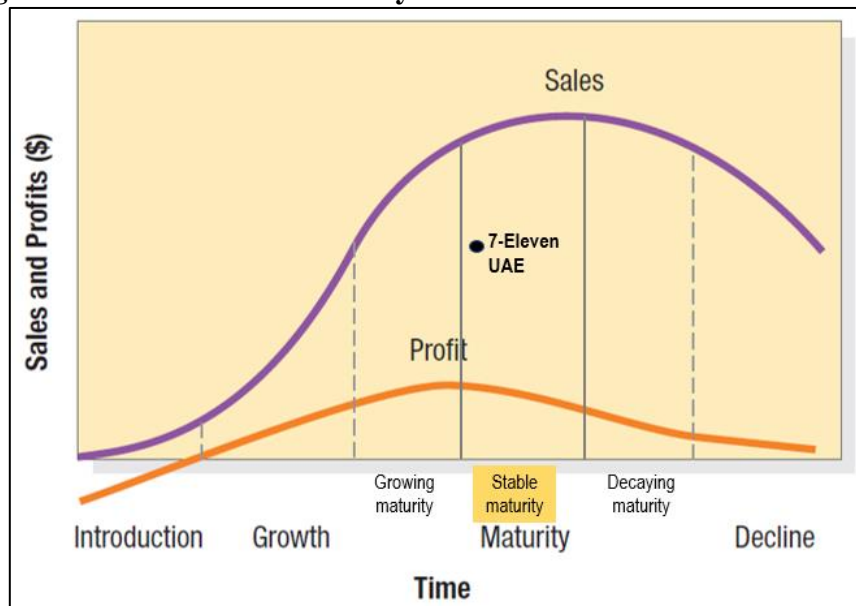
At the core of 7-Eleven's existence lies its commitment to deliver convenience. Joe C. Thompson Jr., the brand's founder, strongly believes this philosophy should be present in each and every 7-Eleven store around the world, when he said: “Give the customers what they want, when and where they want it” (7-Eleven, 2020). And so, in majority (if not all) of the 7-Eleven stores globally, including those in the UAE, a variety of services are offered for the convenience of customers - such as free home delivery, free Wi-Fi, automated teller machines (ATMs), multi-service kiosks, mobile repair, courier service, and being open and available 24 hours a day, 7 days a week.

Aside from these services and of course a variety of staple goods, the stores also offer a wide range of fresh and locally prepared on-the-go meals (7-Eleven UAE, 2020).

There are twelve 7-Eleven stores dispersed throughout the different emirates of the UAE, as of May 2020.

At present, the brand is considered “stable and mature” in the Sales & Profit Life Cycle illustrated in Figure 2.2. In this phase of stable maturity, the market is saturated and sales per capita is at a plateau. Majority of potential customers are aware of the brand and have tried its products and offerings. Future sales, therefore, are hinged on population growth and replacement demand (Kotler & Keller, 2011, p. 313). In order to boost sales and profits over time, modifications should be established either through markets, products, or marketing programs. The researcher shall be discussing these in the following sections of this marketing plan.

**Figure 2.2 Sales & Profit Life Cycle of the 7-Eleven brand in the UAE**



Source: Adapted from Kotler & Keller (2011, p. 310)

### **Chapter 3: Competition Overview**

Kotler (2001, p. 8) defines competition as the “actual and potential rival offerings and substitutes a buyer might consider”. In the case of the 7-Eleven brand in the UAE, competitors by segment include other convenience stores, mini-marts, hypermarkets, supermarkets, and the traditional cold stores. By brand, major competitor convenience stores in the country include Zoom, Circle K, Allday Minimart GBS, and ADNOC Oasis, among others.

#### **3.1) Different Store Types in the UAE**

In order to comprehensively grasp the competition facing the 7-Eleven brand in the UAE, it is crucial to differentiate the available store types in the country.

Convenience stores are small-sized shops with extended opening hours that stock a limited range of household goods and grocery items. These stores are intended to provide customers with basic needs such as food (dry, canned, instant, or easy cook), drink, and toiletries, as well as items such as cigarettes, batteries, and newspapers, among others. Some also offer on-the-go meals. Mini-marts are almost identical to convenience stores, except that the former also sell a small assortment of fresh fruits and vegetables.

With the advent of the Industrial Revolution, supermarkets emerged across the country. The invention of the automobile and the itinerant opportunities provided by mass transportation signified that customers were no longer limited to their neighbourhood cold stores or ‘baqalas’. Additionally, as mass manufacturing processes enabled businesses to manufacture goods in large quantities, supermarkets were empowered to feature greater varieties of brands with differentiated prices displayed in multiple aisles. The development of home refrigeration further encouraged customers to purchase stocks sufficient for a longer period of time. Hypermarkets, meanwhile, are a combination of a supermarket and a department store. This indicates that along with food products and other grocery items, hypermarkets also offer clothing, electronic appliances, toys, books, and furniture. Because supermarkets and hypermarkets amass extensive

quantities of goods, they are able to retail stocks at a lower mark-up than convenience stores and mini-marts (Quain, 2018; Pradhan, 2009, p. 63).

### **3.2) Convenience Stores in the UAE**

The main component that distinguishes convenience stores from other store types is convenience itself. Analysts from the National Association of Convenience Stores (NACS, 2015), a leading global trade association and advisor, examined the consumer market in the UAE and observed that more and more residents preferred weekly trips to convenience stores instead of shopping at larger hypermarkets. A major reason is that going to supermarkets and hypermarkets, many of which are found within the country's biggest malls, mean that customers have to fight for parking spaces or taxi cabs, through crowds and queues. Many hypermarket chains, such as Carrefour and Lulu, have responded to this trend by developing small convenience store outlets within communities in order to boost revenues. Diana Jarmalaite, a research analyst at Euromonitor International, expect that 2015 would see a double increase in the number of convenience stores over the next five years (Scott, 2015). Ardent Advisory also asserts this trend, emphasizing that convenience stores were the fastest-growing retailer segment in the UAE in 2016, from 336 in 2014 and expected to reach 443 in 2018 (Ardent Advisory & Accounting, 2016, p. 11). Indeed, as 7-Eleven launched its first UAE store in 2015, many other convenience store businesses also aimed to expand their reach to customers. Canadian-owned convenience store operator Circle K, for instance, was currently operating 38 stores in the UAE, but in 2015 planned to expand with another 28 new stores (Nagraj, 2015).

Aside from Circle K, there are other convenience store brands in the country. Zoom is a homegrown operator and the first modern c-store in the region 25 years ago, now encompassing 234 stores in the UAE (ENOC Group, 2020). Allday Minimart GBS, meanwhile, is an Indian brand that was launched in 2006 in the UAE and has 50+ stores, consisting of hypermarkets, supermarkets, and c-stores (Allday Retail, 2020). ADNOC Group, an Abu Dhabi-based diversified group of companies, has 600 retail tenants and 360 retail fuel service stations (ADNOC Group, 2020).

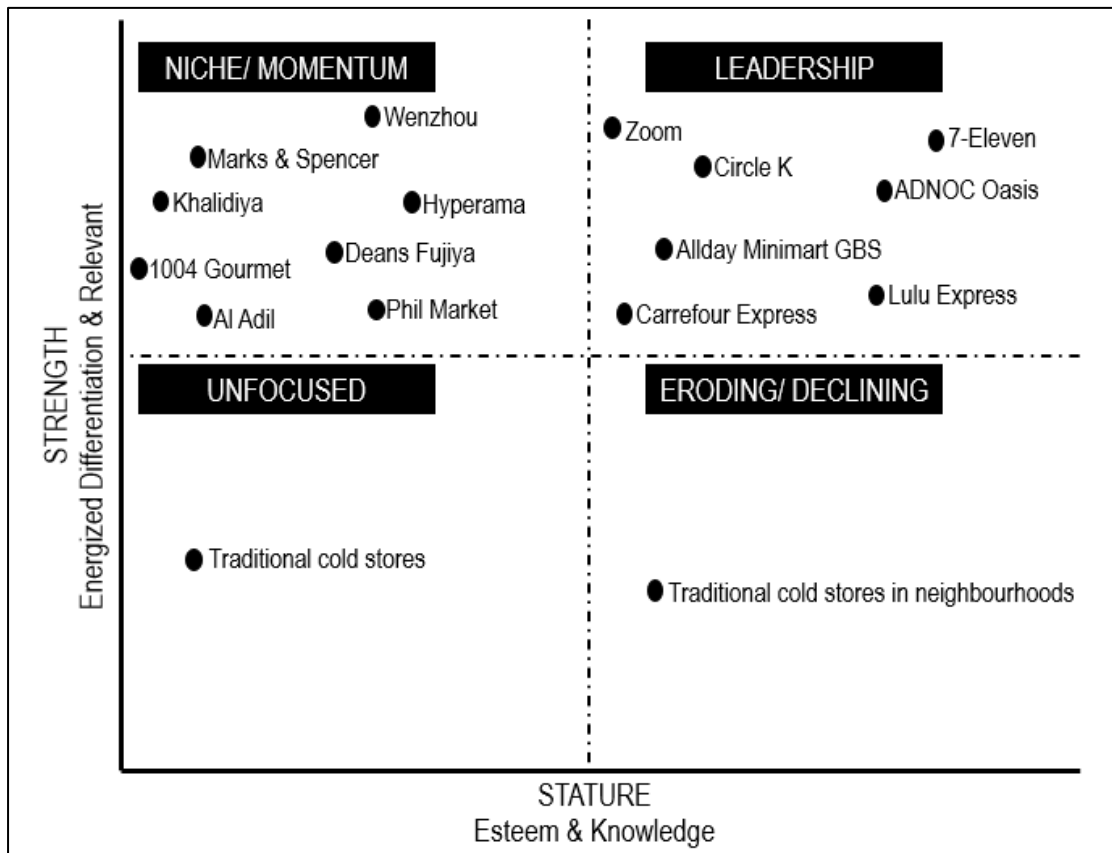
Figure 3.1 illustrates a model of brand equity called the Universe of Brand Performance, particularly focusing on the convenience store-type brands in the UAE.

7-Eleven belongs to the upper right quadrant of the Universe of Brand Performance. This zone is called the ‘Leadership Quadrant’, in which brands listed have high brand strength (which is a predictor of future growth and value) and high brand stature (which is an indicator of past performance and current value). These brands have high earnings, high margin power, and the greatest potential, compared to brands in the other quadrants, to produce future value (Kotler & Keller, 2011, p. 245). Other brands that belong to the Leadership Quadrant are Zoom, Circle K, ADNOC Oasis, Allday Minimart GBS, Carrefour Express, and Lulu Express.

Brands in the ‘Niche/ Momentum Quadrant’ are strong and relevant, but are acknowledged only by comparatively less consumers than those in the Leadership Quadrant (Kotler & Keller, 2011, p. 245). For instance, some brands in this zone, offer products tailored to specific nationalities only, such as Deans Fujiya (Japanese) and Hyperama (South African) stores.

Traditional cold stores dispersed in the city corner streets of the UAE are deemed appropriate in the lower left zone termed the ‘Unfocused Quadrant’, as they typically sell whatsoever stocks of goods they have, without targeting a specific audience. The ‘Eroding/ Declining Quadrant’, meanwhile, comprises also traditional cold stores, but specifically those that are contained within residential areas and neighbourhoods. Customers are excessively familiar with these stores and their offerings, and this may be a disadvantage to the stores, as they may struggle to go beyond what consumers already know about them and expect from them (Kotler & Keller, 2011, p. 245).

**Figure 3.1 Universe of Brand Performance: Convenience Stores in the UAE**



Source: Adapted from Kotler & Keller (2011, p. 247)

## **Chapter 4: Target Market**

### **4.1) Significance of the Target Market**

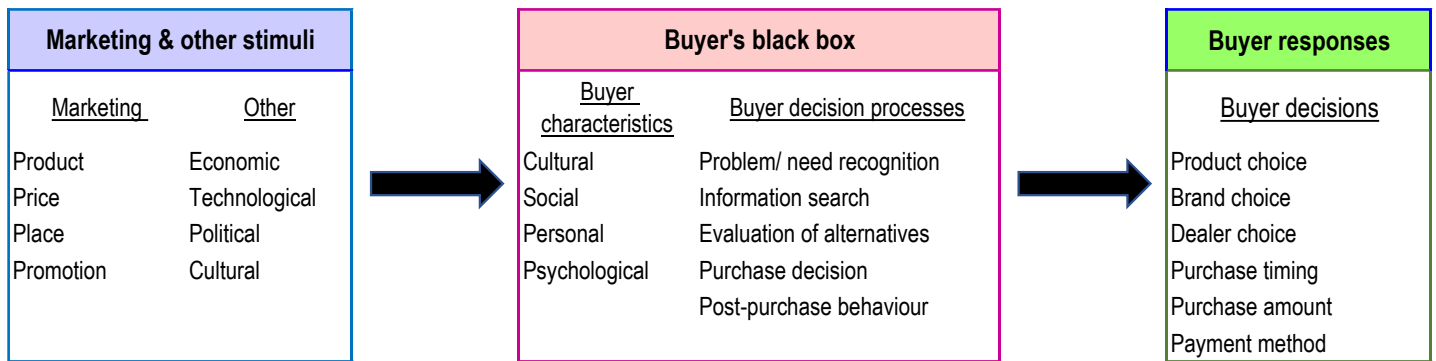
In general, convenience stores serve the purchasing population of its geographical reach as a whole, yet in order to concentrate marketing efforts in the most cost-efficient and cost-effective manner possible, it is crucial that management have a pre-determined target market. Temmerman (2011) of Management Science Associates (MSA) asserts that setting a target market allows management to have a more in-depth understanding of their customers, specifically their high-frequency, high-value shoppers, and to continuously develop marketing strategies to retain and attract new loyal customers. Furthermore, having a target market in place also directs the brand's appropriate distribution and promotion strategies, as well as its consumers' buying opportunities (Ferrell & Hartline, 2017, p. 513).

In the case of 7-Eleven UAE, the brand is targeted towards late-night shoppers, quick shoppers, travellers, commuters, students, young to middle-aged working professionals, locals, and mostly expatriates.

Such information in itself, however, is not enough. Peterson (2010) asserts that c-store operators and managements should pay attention to how they may influence consumers' authentic shopping behaviour or "need states" to boost purchases, and to how they may more accurately identify what consumers are looking for at a specific point in time. In doing so, brands may better understand and correspondingly channel their strategies consistent with consumers' needs for a particular product throughout the day or on specific occasions (Ritacco, 2020).

However, in order to influence consumer behaviour, we must first understand consumer behaviour itself – why individuals and households buy certain goods and services, instead of other goods and services, for personal consumption. To do this, the researcher shall employ Kotler & Armstrong's (2008) Stimulus-Response Model of Buyer Behaviour illustrated in Figure 4.1. According to this model, marketing and other stimuli (acting as influences) are intercepted through any one buyer's "black box" (acting as responses) which, in turn, yields specific responses from this buyer.

**Figure 4.1 Stimulus-Response Model of Buyer Behaviour**



Source: Adapted from Kotler & Armstrong (2008)

The left-hand blue box records stimuli in the external environment that may either motivate or demotivate consumers from buying. These are the what's, when's, and how's of buyer behaviour. Meanwhile, the middle pink box details internal stimuli about the buyer – the why's of buyer behaviour (such as, “why did/ should I buy this?” or “why did/ should I not buy this?”). The first section of this box, Buyer Characteristics, influences how the buyer perceives and responds to the stimuli in the environment (such as, “how does cultural and social characteristics influence why or why I will not buy a particular product, price, place, or promotion?”). The second section, Buyer Decision Processes, affects how the consumer makes buying decisions (such as, “I recognize I have a need for a particular good, so should I buy this brand?”). Finally, the right-hand green box records the final decisions of the buyer.

As this section of the paper is about the target market, the researcher shall emphasize on the middle and right-hand boxes in the interim, and the left-hand box shall be discussed in detail in Chapter Seven.

## **4.2) Buyer Characteristics**

### 4.2.1) Cultural Factors – Culture, Subculture, Social Class

Culture refers to the sum total of basic values, perceptions, wants, and behaviours learned and acquired by a member of society from his/her family and other important institutions (Kotler & Armstrong, 2008, loc. 5940; Sahney, n.d., p. 4). A child growing up in the Philippines is exposed to a particular external environment, and may therefore possess a unique view of



self, relationship to others, and traditions that are different from those of a child growing up in the UAE. Moreover, as culture entails further subcultures (such as nationalities, religions, racial groups, and geographical regions), his/her differences become more segregated. Kotler and Keller (2011, p. 153) emphasize that successful marketers thoroughly look into the cultural and subcultural values and idiosyncrasies specific to each country in order to understand what product and promotion strategies work best accordingly.

The 7-Eleven global brand internationally maintains its overall concept in the eyes of consumers as the best convenience store in the world, and yet the brand is able to differentiate itself even among its own stores in each of the seventeen countries wherein it is present - across the Americas, Europe, Asia, and the Middle East. Choice of services and products - such as which baked goods and which Slurpee flavours to serve in its American or Indonesian stores – are all analysed in detail, as based on the customer's cultural and subcultural values. When considering the 'nationality' subculture, for instance, and how it influences the customer's choice of food, Japanese 7-Eleven stores serve mochiwa pancakes and yakisoba buns, while Thai 7-Eleven stores offer spicy minced pork and chicken sticky rice burgers, which are exclusively available at these 7-Eleven stores only. This permeates to the 7-Eleven UAE stores as well, which recommend chicken biryani and desserts such as dates and the traditional sweet pastry called baklava. These differentiation strategies and corresponding specialized marketing programs are a result of the brand's extensive knowledge of each of the markets wherein it is present (Huber, Diers, & Gulisano, 2013).

In terms of social class – which refer to relatively homogeneous and enduring divisions in a society that are hierarchically structured and with members who share parallel values, interests, and behaviour – 7-Eleven UAE offers a variety of brands that cater to the different social classes represented in the country.

#### 4.2.2) Social Factors – Reference Groups, Family, Role & Status

Reference groups denote all the groups that have a direct or indirect influence on a person's attitudes or behaviour. In addition to examining 7-

Eleven UAE's target market, it is as important to study the target market's reference groups, as reference groups influence the why's of the target market's buying behaviour. Reference groups are further subdivided into primary groups (such as family, friends, neighbours, and co-workers) and secondary groups (such as religious and professional groups). Kotler & Armstrong (2008, loc. 6071) maintains that the significance of reference groups becomes all the more apparent when they expose customers to new behaviours and lifestyles, motivate their attitudes and self-concept, and form pressures to conform that may affect the customers' product and brand choices.

7-Eleven UAE's target market includes late-night shoppers, quick shoppers, travellers, commuters, students, young to middle-aged working professionals, locals, and mostly expatriates. In the case of working professionals, for instance, their primary reference group that may be considered is their colleagues. Many of the 7-Eleven stores in the UAE are located inside or near office buildings and business centres, among others. Customers tend to frequent the c-store in or nearest their office building for a quick snack, to grab on-the-go meals for lunch, or to purchase a box of cigarettes. Some customers may have regular visits to their local 7-Eleven during the work day, and so have developed a liking for specific products. Even some may visit the store with their colleagues. Word-of-mouth influence among colleagues support the brand in marketing its goods and services.

Family is another social factor vital for consideration, and consists of parents, siblings, spouse, and children. Kotler & Keller (2011, p. 154) notes that there is a rise in the sum of dollars spent and the direct and indirect impact that children and teens exercise in the family's buying patterns. There are a number of 7-Eleven stores near universities and residential towers, and university students in particular tend to patronize the nearest c-store during lunch breaks or for late night study sessions, using their allowances provided by their respective families.

A customer's role and status also have a bearing on his/her buying behaviour. Many customers appreciate that 7-Eleven stores are open 24/7.

After all, it is the customers, particularly students in an Austin-based university way back in 1963, that were the reason why 7-Eleven stores today are open 24/7 (7-Eleven, 2020). Yet along with university students, employees who work round the clock or in shifts (such as call centre agents and salespeople in shopping malls) are also observed to be regulars in the globally renowned c-store, because of the shopping convenience it provides even during late hours. As people tend to choose products appropriate to their roles and status, a person working in the industry of business process outsourcing (BPO) may consider his/her role as a call centre agent and corresponding status to influence his/her buying patterns. 7-Eleven UAE's task therefore is to be aware of the status-symbol potential of the products and brands that it retails.

#### 4.2.3) Personal Factors – Age & Life Cycle Stage, Occupation & Economic Circumstances, Personality & Self-Concept, Lifestyle & Values

Personal factors have a substantial influence in customers' retail preferences. 7-Eleven's target market value the brand because it is able to provide what that they need and want through its Point-of-Sales (POS) systems and networks. The customer and purchase data gathered through the database enables the company to track which goods and services are most purchased among customers of varying ages and life cycle stages, occupations and economic circumstances, personalities and self-concepts, as well as lifestyles and values.

In terms of age & life cycle stage and occupation & economic circumstances, youth and the middle-aged working class are deemed regulars in 7-Eleven UAE stores. Studying in a university or climbing the corporate ladder while balancing personal life may accumulate to a full and demanding schedule, and c-stores are there for the people's convenience, when they would rather not go to a hypermarket that may be farther away.

Indeed, 7-Eleven has invested much in establishing its brand personality as being convenient, innovative, the best kind of neighbour, and fuelled by customers' needs (7-Eleven, 2020). Its target market is familiar

with the brand's traits, but they can always expect something new from this digital-savvy retailer. Speaking of

Concerning lifestyle & values, in a report published by research house Alpen Capital (2019, pp. 5 & 17) that studied the GCC food industry, the escalating rate of obesity and other lifestyle-related diseases has led the demand for organic and healthy food products. The UAE specifically experienced an increase of 60% in the estimated retail space stocking organic products over the last four years, while approximately 38% of the consumers bought more organic products in the last 12 months in contrast with the preceding year, since the report was published last year. 7-Eleven stores in the country are able to provide for its target market's demand for healthy goods by supplying products such as Sport Bar muesli, cereals, multi-grains, among others.

#### 4.2.4) Psychological Factors – Motivation, Perception, Learning, Emotions, Memory

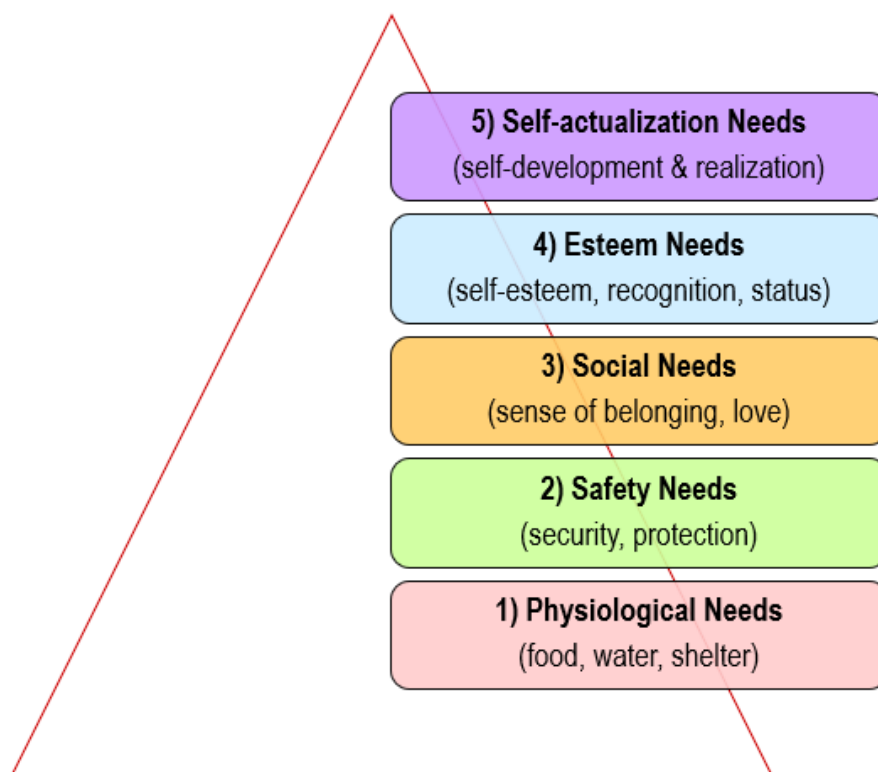
Kotler & Keller (2011, p. 160) identifies three theories of human motivation, yet for this particular paper, the researcher shall utilize Maslow's Hierarchy of Needs to analyse 7-Eleven UAE's target market.

According to Maslow (1987), human needs are organized in a hierarchy from most to least urgent. In Figure 4.2, people will aim to satisfy their most urgent need first (such as their physiological needs) and then effort to satisfy their next most urgent need. (such as safety needs).

7-Eleven UAE's primary purpose is to provide convenience for its customers. This convenience primarily means provision for physiological needs, such as for food and water. As people's needs are becoming more and more dynamic and diverse, the brand has expanded its products and services to not only perishable goods and toiletries, but also to include items such as cigarettes, souvenirs, and even a few makeup products. 7-Eleven UAE has also been analysing the brands it chooses to display on its shelves, as people have become more analytical in comparing labels.

Perception is another psychological factor crucial to understanding the target market. Berelson and Steiner (1964, p.88) define perception as the process by which we select, organize, and interpret information inputs to produce a meaningful depiction of the world. People come up with different perceptions of the same object due to the perceptual processes of selective attention, selective distortion, and selective retention. The 7-Eleven global brand in itself evokes optimistic memories and happy times among consumers, and especially among expatriate consumers who refer to their local 7-Eleven back in their home country. 7-Eleven UAE benefits from these positive connections and is able to correspondingly build positive perceptions about the brand in the UAE. One 7-Eleven UAE flyer (see Appendix 1) advertising the grand opening of its store in Abu Dhabi greets its reader: ‘Hello Neighbor’, referring to customers as fellow neighbours, as the 7-Eleven brand personality portrays itself as the “best kind of neighbour” (7-Eleven, 2020).

**Figure 4.2 Maslow’s Hierarchy of Needs**



Source: Adapted from Maslow (1987).

Indeed, even before 7-Eleven came to the UAE, the brand's international popularity and expatriates' rewarding experiences with the brand have induced positive emotional and behavioural responses among customers

as the brand established its first store in the Middle East. These factors, among others, contribute to 7-Eleven UAE's brand associations that positively reinforce customers' learning, emotions, and knowledge about the brand.

#### 4.3) Buyer Decision Processes

In addition to the buyer's characteristics, analysing the buyer's decision processes is equally important in order to analyse the why's of consumer behaviour. These processes are part of the buyer's black box, yet are provided below in Figure 4.3 for easier reference.

**Figure 4.3 Five-Stage Model of the Consumer Buying Process**



Source: Adopted from Kotler & Keller (2011)

Possessing a degree of knowledge about their target market's buying process will support 7-Eleven UAE fulfil its promise to "give customers what they want, when and where they want it" (7-Eleven, 2020). Its established POS systems and networks support the brand in this regard by generating a pattern of their target market's buying behaviour when in the store. However, researchers assert that the buying process starts long before the actual purchase and has consequences long afterward (Luce, Bettman, Payne; 2001), and while the brand ought to analyse all the five stages of the process, it is in

the first and last stages that 7-Eleven UAE ought to pay special attention to. Understanding consumers' problem/ need recognition will give the brand a step ahead of its competitors by having the needed products and services ready in the convenience store. Moreover, monitoring their post-purchase behaviour by monitoring post-purchase satisfaction, post-purchase actions, and post-purchase product uses and disposal will allow 7-Eleven UAE to evaluate its marketing communications and strategies.

## **Chapter 5: Segmentation**

### **5.1) Bases for Segmenting the UAE Consumer Market**

This section of the paper aims to identify and understand the suitable number and nature of 7-Eleven UAE's market segments. Consumers have wide-ranging needs and preferences. Dividing the market into appropriate segments shall empower 7-Eleven UAE to more accurately identify and provide for each segment that comprises a group of customers who exhibit similar needs and wants, as well as support the c-store operator to allocate resources efficiently and effectively.

The researcher shall utilize demographic segmentation to divide the UAE market.

(It is important to note that while 7-Eleven UAE and the local 7-Eleven stores in other countries employ demographic segmentation, the 7-Eleven brand as a global brand applies geographic segmentation. With geographic segmentation, the global brand divides the market into geographical units such as nations. This empowers the international franchise retailer to operate in seventeen countries while still offering local variations. In this way, marketing programs are customized according to the needs and wants of local customer groups).

Demographic segmentation entails dividing the market based on several variables, such as age, family size, family life-cycle, gender, income, occupation, education, religion, race, generation, nationality, and social class. In the case of 7-Eleven UAE, demographic segmentation by age & life-cycle stage, income, as well as race & culture are deemed appropriate. In order to construct the necessary segments, the UAE population statistics are discussed first.

### **5.2) UAE Population Statistics**

According to the World Bank, as noted by Global Media Insight (2020), UAE population in 2020 is approximately 9.89 million, up from 9.77 million in 2019 and 9.54 million in 2018. The country's historical populations continue to increase at a steady rate, as may be observed in Figure 5.1.



Of the total population in 2018, majority are males, comprising 6.89 million (72%), while females total to 2.65 million (28%) only.

Concerning age and life-cycle stage, many are in the working-class, which is expected, as the country is considered an international business hub in the Middle East. As observed in Figure 5.2, 6.29 million people belong to the age group 25-54 years old (65.9%), followed by 1.36 million young children aged 0-14 years old (14.2%) and teens aged 15-24 years old (12.7%). The remaining percentages are baby boomers, aged 55-64 years old at 0.54 million (5.7%) and 65+ years old at 0.14 million (1.5%). The median age is 33.5 years old.

Meanwhile, of the 9.54 million people in 2018, only 11% are UAE locals and citizens, while the remaining 89% are expatriates who reside in the country for work or business. The top three nationalities with the greatest number of expatriates are from Asia: A large percentage are Indians, who number approximately 2.62 million, followed by Pakistanis at 1.21 million and Bangladeshis at 0.71 million. Figure 5.3 breaks down the different nationalities and their totals in the UAE.

**Figure 5.1 UAE Historical Population over Ten-Year Period 2010-2020**

Year	Population
2020	9.89 million
2019	9.77 million
2018	9.54 million
2017	9.40 million
2016	9.27 million
2015	9.15 million
2014	9.07 million
2013	9 million
2012	8.90 million
2011	8.67 million
2010	8.27 million

Source: Adopted from Global Media Insight (2020)

Among the seven emirates of the UAE, Dubai and Abu Dhabi are the most populated, accounting for 3.32 million (35.7%) in the former and 3.23 million (34.7%) in the latter.

**Figure 5.2 Age-wise Population in the UAE in 2018**

Age Group	Women	Men	Total
0-14 years	0.67 million	0.69 million	1.36 million
15-24 years	0.40 million	0.81 million	1.21 million
25-54 years	1.46 million	4.83 million	6.29 million
55-64 years	0.09 million	0.45 million	0.54 million
65 years and over	0.03 million	0.11 million	0.14 million

Source: Adopted from Global Media Insight (2020)

**Figure 5.3 Expatriate Nationality Breakdown of UAE Population in 2018**

Nationality	Population in Millions	%
India	2.623	27.49%
Pakistan	1.211	12.69%
Bangladesh	0.706	7.4%
Philippines	0.530	5.56%
Iran	0.454	4.76%
Egypt	0.404	4.23%
Nepal	0.303	3.17%
Sri Lanka	0.303	3.17%
China	0.202	2.11%
All other countries	1.711	17.94%
<b>Total Expat Population</b>	<b>8.447</b>	<b>88.52%</b>

Source: Adopted from Global Media Insight (2020)

### 5.3) By Age and Life-Cycle Stage

7-Eleven UAE may analyse the UAE market through the age & life-cycle stage of its customers. As discussed above and as may be observed in Figure 5.2, the segments defined according to age group and their corresponding life-cycle stage are as follows:

- *0-6 years.* This segment, in essence, has no buying power but have some influence in the kinds of products that its older guardians choose to purchase in 7-Eleven UAE stores.
- *7-17 years.* There is a shift in buying patterns witnessed, wherein parents and/or guardians have spent an increasing amount of money for members of this segment. This increase is partly due to the segment's rising direct and indirect influences on the family's buying choices. Direct influence (Kotler & Keller, 2011). Direct influence refers to children's hints, requests, and demands, while indirect influence purports that parents are familiar with the brands, product choices, and preferences of their children. (Kotler & Keller, 2011, p. 154).
- *18-24 years.* Members of this segment are recognized to be in either groups: (1) in their college or university years, and therefore receive allowances from their parents; or, (2) have jobs, whether regular or part-time, and therefore receive salary payments. They may be single or married, though majority may be single. Buying choices may be limited to personal needs and wants.
- *25-54 years.* Members of this segment are in the process of settling down, or have already settled down. They may have a spouse and/or child/children, and therefore are providing not only for themselves, but for their family as well.
- *55-64 years.* Segment members are approaching retirement age, or are already in retirement. Buying choices are limited to their families as well, wherein influence of their families' buying behaviour tend to increase.
- *65 years & over.* Segment members have specific needs and wants. As they grow older, they tend to be loyal to the products and services which they are familiar with, and tend to stick to these instead of exploring other alternatives.

#### **5.4) By Income**

The UAE Federal Competitiveness and Statistics Authority (May 2019) notes that private consumer expenditure grew to AED 586,203 million in 2018, a 14.2% increase from AED 513,397 million in 2017. While this

percentage is observed to increase as it has in previous years, employees' compensation across sectors, however, is fluctuating. Data provided in Appendix 2 illustrates the distribution of employees' compensation by economic sector for the years 2017 and 2018 (UAE Economic Report, 2019).

Employees in the "public administration, defense, and compulsory social security" sector accounts for 18.7% of the total compensation value of employees at AED 90,550 million. This is followed by the "wholesale and retail trade and repair of motor vehicles" sector at AED 66,201 million (13.7%) and the "construction and building" sector at AED 52,338 million (10.8%). (Other sectors are illustrated in Appendix 2).

Utilizing these data, 7-Eleven UAE may segment the market in terms of income or compensation. The c-store may display products that have expensive, mid-range, and inexpensive brands that will enable the c-store operator to cater to customers of various income levels, such as:

- *Lower income class.* Leibtag and Kaufman (2003, p.7) found out that low-income households economize on food by purchasing products that are on sale, private-label (fixed-weight) products, and varieties of meats, fruits, and vegetables that are less expensive. They also tend to buy pre-cooked food (such as instant noodles and instant oatmeal) more than those in higher income levels.
- *Middle income class.* According to Euromonitor International (2015), middle class consumers are often the principal target of consumer-focused businesses such as convenience stores due to their large size and discretionary spending power. Those belonging to this income level are also avid of retail promotional offers, but are not as limited than those in the lower income class.
- *Upper income class.* Members of the upper income class are exceedingly particular with the products and services they purchase. Many engage in research prior to acquisitions and also order their goods online. Some may even have their own personal buyers, in different cases. Upper income class individuals plan ahead for the

future, and put emphasis on their image. They are also progressively health-conscious and eco-friendly.

### **5.5) By Race & Culture**

Furthermore, the brand may analyse its market by race & culture. The UAE is populated not only with locals, but with almost 200 different nationalities. Figure 5.3 illustrates the different expatriate nationalities who reside in the country. By segmenting the market by race & culture, the brand is able to offer products that cater not only to the Middle Eastern taste, but to Asian and Western palates as well. In fact, according to Alpen Capital in its research on the GCC food industry, the rising affluence and a high percentage of expatriates (89.7% of the total UAE population 2019) in the UAE has cultivated an international palate stipulating a wide range of international cuisines (Alpen Capital, 2019). This multicultural marketing approach acknowledges that different ethnic and cultural segments have adequately different needs and wants (Kotler & Keller, 2011, p. 222). As such, 7-Eleven UAE may cater to these segments by customizing products and services, marketing messages, media, and channels, among others. These segments are as follows:

- *Arab & African.* These are peoples from the Middle East and African countries.
- *South Asian.* These are peoples from countries such as India, Pakistan, Bangladesh, Sri Lanka, and Nepal, among others.
- *Southeast Asian.* These are peoples from the Philippines, Indonesia, and Thailand, among others.
- *East Asian.* These are peoples from China, Japan, and South Korea are
- *Western & European.* These are peoples from the United States of America, United Kingdom, and Europe.

## Chapter 6: SWOT Analysis

In order to monitor and evaluate the environment to which 7-Eleven UAE belongs, a SWOT Analysis is undertaken. This analysis details the strengths and weaknesses (that is, in the internal environment) and the opportunities and threats (that is, in the external environment) that 7-Eleven UAE witnesses. Figure 6.1 illustrates the SWOT Analysis, followed by detailed discussions.

**Figure 6.1 SWOT Analysis for 7-Eleven UAE Breakdown of UAE**

INTERNAL	
<u>Strengths</u>	<u>Weaknesses</u>
Overall brand equity Convenient locations Exclusive 7-Eleven branded products Product innovation Franchise model Provision of trainings & seminars	High rental costs High staff compensation costs High staff workload High day-sales inventory
EXTERNAL	
<u>Opportunities</u>	<u>Threats</u>
E-commerce Increase in social media use Increase in population Increase in strategic alliances Increase in average household income Boost in tourism Conducive regulatory environment Commencement of the Dubai World Expo 2020/21	Technological developments by competitors New competitors Increasing competition among current competitors Online delivery services offered by hypermarkets Increased bargaining power of suppliers Changing consumer tastes Falling oil prices

### 6.1) Internal Environment: Strengths

- *Overall brand equity.* 7-Eleven is a global brand and is distinguished as the market leader in the realm of convenience stores. 7-Eleven UAE stores therefore are at an advantage over its peers.
- *Convenient locations.* 7-Eleven UAE stores are situated at prime locations inside or near office buildings and business centres, as well as metro stations, universities, residential towers, and shopping malls. Where the people are, there a 7-Eleven store will be.

- *Exclusive 7-Eleven branded products.* 7-Eleven has its own branded product offerings, such as the famed Slurpee and Big Gulp. Aside from these cold drinks, other 7-Eleven products are coffee beans, potato chips, cookies, and on-go-meals.
- *Product innovation.* The 7-Eleven global brand has a proven track record for innovating and developing new products, and 7-Eleven UAE benefits from these by having the same products instore.
- *Franchise model.* 7-Eleven as a global brand is the world's largest convenience retailer and is consistently ranked as a top-10 franchisor. In fact, it was named the top franchise of Entrepreneur's "Franchise 500 List" in 2017, as based on franchise costs and fees, size and growth, support, brand strength and financial strength (Bennett, 2018). With 70,000 stores around the world, the brand is indeed able to sell itself. With 7-Eleven's franchise model, franchisees are also provided with thorough an in-depth trainings and seminars.
- *Provision of trainings and seminars.* The global brand offers 7-Eleven Franchise Seminars to its franchisees for a number of reasons: (1) To inform and educate on the topics of brand history, training, technology financials, and the famed 7-Eleven gross-profit split; and (2) to learn from an expert Franchise Sales Representative, 7-Eleven franchisees, merchandisers, and real estate professionals, among others (7-Eleven, 2020). Not only will this develop Brand Equity, but it will also offer further incentive for franchisees to build their respective outlets' sales and revenues.

## **6.2) Internal Environment: Weaknesses**

- *High rental costs.* As 7-Eleven UAE stores are generally positioned in prime locations, they are likely to incur high rental costs.
- *High staff compensation costs.* 7-Eleven stores are open 24 hours and 7 days a week, which means they may have a higher operating cost structure, compared to its peers.
- *High staff workload.* Because the stores are open 24/7, employees have greater workload compared to c-stores that have regular timings. This

greater workload may cause physiological stress among staff, resulting to less productivity.

- *High day-sales inventory.* 7-Eleven UAE has the tendency to have high inventory levels as

### **6.3) External Environment: Opportunities**

- *E-commerce.* 7-Eleven UAE has developed a delivery service app downloadable on both the App Store and Google Play. In addition to its own app, the c-store operator is also able to deliver to customers when they order via the food delivery service app Talabat. Through these online sales channels, 7-Eleven UAE has greater opportunity to cater to its current customers as well as lure new customers. It will also be able to keep track of their customers' needs and wants, the timing of their orders and deliveries, and any trends in their choices, among others.
- *Increase in social media use.* More and more people use social media on a daily basis. 7-Eleven UAE may increase brand awareness by engaging with its customers through social media networks, such as Facebook, Instagram, YouTube, and Twitter. Brands that are active online tend to have more loyal customers.
- *Increase in population.* With the rise of population and economic activity comes the demand for more goods and services. This is an opportunity for 7-Eleven UAE to develop new market segments and target non-buying customers in currently targeted segments.
- *Increase in strategic alliances.* American business magazine Forbes has asserted that the rise of the 21<sup>st</sup> century has seen an increasing need for strategic alliances (Vitasek, 2020). 7-Eleven UAE already offers a variety of services, such as laundry, ATMs, multi-service kiosks, mobile repair, courier service, free Wi-Fi, and free home delivery. By partnering with other businesses, the c-store operator may be able to offer a greater variety of services for the convenience of customers.
- *Increase in average household income.* Consumer spending has been on the rise over recent years, providing 7-Eleven UAE with



opportunities to encourage increased spending among its regular customers and to attract new market segments.

- *Boost in tourism.* The UAE is a leading tourism destination in the region and in the world. In the past decade, Dubai, its most famous Emirate, has consistently graced the lists of one of the top 10 most visited cities in the world. This is a great opportunity for 7-Eleven UAE to boost sales.
- *Conducive regulatory environment.* In 2019, the UAE ranked 16<sup>th</sup> among 190 countries (and 1<sup>st</sup> in the Middle East) in terms of ease of doing business, according to World Bank annual ratings. This index ranks countries based on how the regulatory environment is conducive to business operations. Economies with a high rank (such as, within the ranks of 1<sup>st</sup> to 20<sup>th</sup>) are deemed to have simpler and friendlier business regulations (Trading Economics, 2020). This conducive regulatory environment has enabled the c-store operator to open several outlets throughout the UAE.
- *Commencement of the Dubai World Expo 2020/21.* The World Expo 2020/21 (which is now rescheduled to open in October 2021) is a celebration of the UAE Vision 2021 by reinforcing the growth of tourism, fuelling the development and expansion of innovative businesses in the UAE, and boosting the country's international reputation as the place to do business (Nag, 2019). This is an opportunity for 7-Eleven UAE to develop marketing strategies customized to the Expo and expand its customer base.

#### **6.4) External Environment: Threats**

- *Technological developments by competitors.* These may disrupt its customer flow or even cause the brand's regular customers to shift loyalty.
- *New competitors.* Analysts from the National Association of Convenience Stores (NACS, 2015) have observed that convenience stores are becoming favourite sites for shoppers in the UAE. With this trend comes an upsurge in the number of convenience stores, therefore competitors, throughout the country. Many in the UAE are well-known

c-store brands, such as Canadian Circle K and home-grown UAE brand, Zoom.

- *Increasing competition among current competitors.* As the industry becomes more saturated, competitors are becoming more aggressive in gaining market share. This could lead to reduced revenues for 7-Eleven UAE.
- *Online delivery services offered by hypermarkets.* Some supermarkets already offer online delivery services. With this offering, convenience stores are at a disadvantage, as supermarkets and hypermarkets offer a greater variety of brands and products.
- *Increased bargaining power of suppliers.* The increased bargaining power of suppliers, due to the decrease in the number of suppliers, means that 7-Eleven UAE's inputs are more expensive.
- *Changing consumer tastes.* 7-Eleven invests considerable amounts to examine and develop products and services that cater to dynamic consumer tastes. However, as tastes are ever changing, it may prove costly to the brand to do so, or the brand may not be able to meet consumer preferences.
- *Falling oil prices.* A severe supply-demand imbalance experienced by oil markets in the second quarter of 2020 have led analysts to believe that a global recession is underway (John, 2020). This is especially distressing for countries in the Middle East, wherein large percentages of economies are oil-dependent.

## **Chapter 7: Market Research**

In light of the above discussions, the researcher shall, in this chapter, utilize primary and secondary data in order to carry out market research and examine marketing strategies deemed efficient and effective by utilizing the c-store operator's strengths, improvising on its weaknesses, taking advantage and profiting from its opportunities, and defending against its threats. These strengths, weaknesses, opportunities, and threats are observed in terms of 7-Eleven UAE's marketing mix; that is, its product, place, price, and promotion.

### **7.1) Product**

As a c-store, 7-Eleven UAE offers a variety of products and services for the convenience of its customers. A sample of its offerings are as follows. Appendix 3 displays 7-Eleven UAE's fresh foods menu as well.

#### Product Categories:

- Foods - baby; bread & bakery; breakfast & cereal; canned goods & soups; condiments; cookies, snacks, & candies/ dairy, eggs, & cheese/ grains, pasta, & sides/ frozen/ organic/ vegan/ traditional desserts (dates, baklava), etc.
- Beverages – teas & coffees/ soda/ juice/ water, etc.
- Miscellaneous – batteries, stationery items such as ballpoint pens, paper pads, pencils, magazines, accessories, etc.
- Paper & plastic products – toilet paper/ tissues/ paper plates, cups, etc.
- Cleaning supplies – laundry detergent/ dishwashing soap, etc.
- Health, beauty, & personal care – shampoo/ toothpaste/ facial wash/ shaving cream/ petroleum jelly, etc.
- Pharmacy – pain killers, etc.
- Souvenir – T-shirts, mugs, etc.
- Deli, bakery, & canteen – heat-and-eat and on-go-meals (rice, salad, noodles, pasta, etc.)/ sandwiches/ hotdog buns/ siomai/ siopao/ shanghai rolls/ pastries (Krispy Kreme doughnuts, etc.)

### Service Categories:

- Free Wi-Fi
- Free home delivery
- Automated Teller Machines (ATMs)
- Multi-service kiosks for bills payments
- Photocopying machines
- Laundry
- Mobile repair
- Courier service (in partnership with FODEL)

In order to cater to different customers, these product varieties are offered in different brands. These brands are differentiated according to product name, quality, design, features, packaging, and size, among others.

Moreover, 7-Eleven UAE also exclusively retails private-label products under the brand 7-Select, with food items such as potato chips, cookies, and coffee espresso beans, among others, that are available in global 7-Eleven outlets. 7-Eleven Senior President Kevin Elliot affirms that the brand's primary requirement in developing products under the 7-Eleven name is to create high-quality products that are equal to or better than national brands (Convenience Store News, 2008). The global brand's emphasis on quality was further highlighted when three of 7-Select-branded products received the Private Label Manufacturers Association's (PLMA)'s 2019 "Salute to Excellence" awards out of 750 product submissions and 60+ retailers (Gustafson, 2019). In addition to 7-Select products, the famed Slurpee and Big Gulp beverages are available at all its outlets, offered in a variety of flavours.

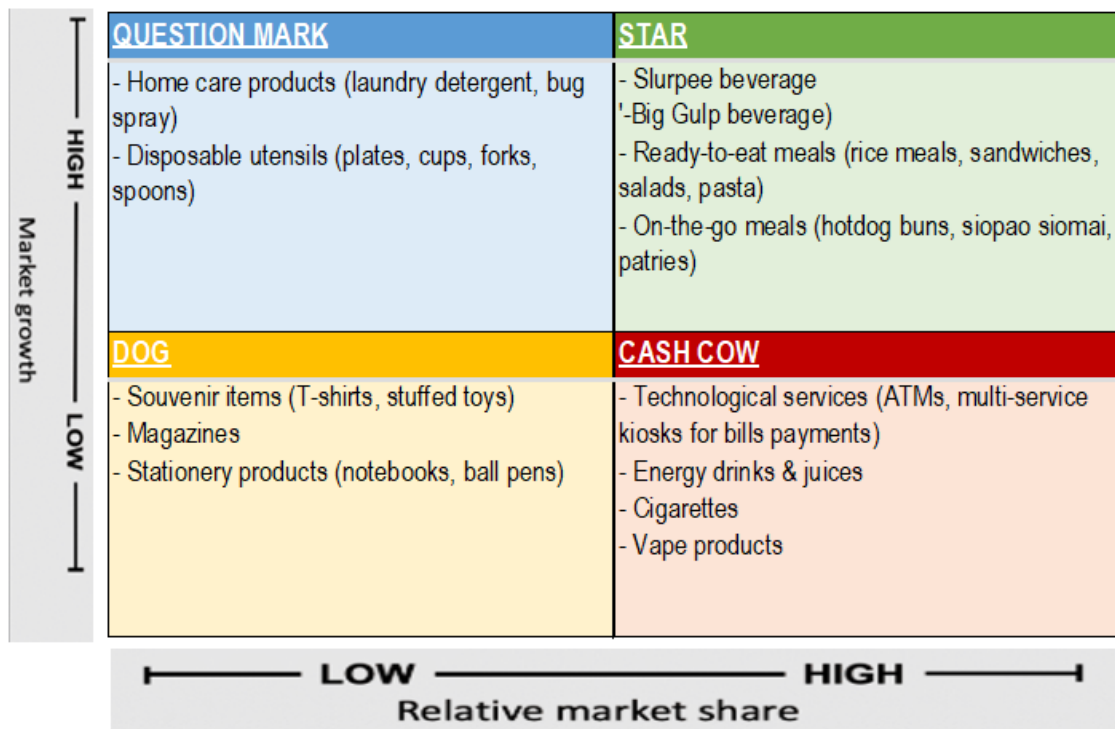
Indeed, 7-Eleven is popular worldwide for its exclusive 7-Eleven branded products. Yet aside from these, it also offers a variety of heat-and-eat and on-the-go treats and meals, such as its make-your-own hotdog buns (with buns and sausages sold in different flavours) and meals of rice/ noodles/ salads/ baked goods of different cuisines, such as the Filipino chicken adobo & rice, the Indian buttered chicken, the Indonesian nasi goreng, the Japanese sushi, and the traditional chicken biryani.

Aside from products, 7-Eleven UAE further demonstrates its commitment to customers' convenience by offering a variety of services, as identified above. These services differentiate the brand from its competitors, increase customer footfall, and boost impulse purchases.

To support long-term strategic planning, a comprehensive review of 7-Eleven UAE's product portfolio is deemed vital. Figure 7.1 illustrates Boston Consulting Group's (BCG)'s Growth Share Matrix that shall assist the c-store operator to decide how to prioritize its different business units by their degree of profitability.

In Figure 7.1, the upper right-hand box displays the 'stars', or the best-sellers of the brand, which exemplify high market share and high market growth. These products tend to be market leaders and are monopolistic in nature, such as the Slurpee and the Big Gulp beverages. Heat-and-eat and on-the-go meals are very popular among 7-Eleven UAE's target market, such as working professionals, call centre agents, and university students. These product categories resonate the most with customers and generate the most Return on Investment (ROI) compared to others. 7-Eleven UAE should ensure to sustain investments in these product categories in order to maintain market leadership status in these fronts.

**Figure 7.1 BCG Growth Share Matrix**



The lower right-hand box, meanwhile, are the ‘cash cows’, which exhibit high market share and low market growth. These products generate a significant amount of cash, despite requiring little investment. This allows 7-Eleven UAE to invest in other merchandise and innovative ideas. In fact, the simple yet famous rule for cash cows are to milk these products as much as possible without killing the cow (Reeves, Moose, & Venema, 2014). Often mature and well-established products belong to this zone, such as technological services in the form of ATMs and multi-service kiosks, energy drinks and juices, cigarettes, and vape products.

The upper left-hand shows the ‘question marks’, which have low market share and high market growth. These products consume significant amount of cash to supply, yet do not generate much in revenue. For instance, home care products such as laundry detergent and bug spray, as well as disposable products such as plastic plates are not really the types of products that customers go to a convenience store for. 7-Eleven UAE may develop marketing strategies and tactics focused on creating a demand for these product categories.

Finally, the lower left-hand box locates the ‘dogs’, which demonstrate low market share and low market growth. Because the market for these product categories are not growing, dogs contribute low margins in existing sales and cash flow. In the case of 7-Eleven UAE, these are souvenir items, magazines, and stationery products. The c-store operator may do one of two things: (a) Withdraw from supplying these product categories altogether and direct its investments into faster-growing units; or (b) create demand for these product categories.

## **7.2) Place**

As of May 2020, 7-Eleven UAE has twelve outlets, of which eight are in Dubai, three are in Abu Dhabi, and one is in Al Ain. Their exact locations are as follows:

- 1) Bay Square Building, Number 4, Business Bay, Dubai
- 2) Opposite JW Marriot Hotel, Business Bay, Dubai
- 3) Sultan Business Centre, Oud Metha, Bur Dubai, Dubai
- 4) Zarooni Building, Opposite Burjuman, Karama, Dubai
- 5) Arcade Building, GGICO Metro, Garhoud, Dubai
- 6) Elite Business Centre, Al Barsha-1, Dubai
- 7) Modern Barsha, Opposite GEMS Dubai, American Academy, Dubai
- 8) Platinum Tower, JLT-Cluster 1, Dubai
- 9) Hazza Stadium, Al Ain
- 10) Al Mamoura, Abu Dhabi
- 11) United Square, Abu Dhabi
- 12) Nation Towers, Floor 9, Abu Dhabi

These outlets are located primarily in busy districts, such as inside or near office buildings and business centres, metro stations, universities, residential towers, and shopping malls.

Initially, when UAE-based Seven Emirates Investment LLC undertook a Master Franchise Agreement with 7-Eleven, Inc. in 2014 to launch stores throughout the country, the company had planned to open 800 stores and recruit 10,000 employees over the stretch of ten years. By the end of 2016 alone, Seven Emirates Investment had projected to establish 40 outlets in

Dubai (Abbas, 2015). Five years later, however, in 2020, the number of outlets has not reached even half the originally proposed count, with only 12 built stores throughout the entire UAE.

This wide discrepancy between what was originally planned and what is present today should be of great concern not only to 7-Eleven, Inc. as the global brand, but to Seven Emirates Investment as the Master Franchisee, and to the individual franchisees as well. There may be a number of reasons for this slowdown. First, there is intense retail competition in the UAE among convenience stores, as well as supermarkets and hypermarkets, mini-marts, and traditional cold stores or baqalas. Even within the realm of convenience stores, by the time 7-Eleven had entered, its contenders are already mature and well-known by its customers. Home-grown operators Zoom and ADNOC Oasis, for instance, are prominent market leaders in the country, with the former encompassing 234 stores and the latter comprising 600 retail tenants and 360 retail fuel service stations.

Nonetheless, 7-Eleven UAE may successfully compete with its competitors by asserting the market concentration strategy and the intensive distribution strategy. Utilizing these strategies means opening a high concentration of stores to achieve high store density across different locations:

- Metro stations
- Outside metro stations
- Residential suburbs
- Inside high-density urban commercial districts
- University campuses, hospitals, and business sites
- Alongside highways and roads

By aiming to compete successfully within a single industry, the market concentration and intensive distribution strategies aim to realize the following advantages: (1) greater familiarity with customers; (2) efficient construction of production bases; (3) effective sales promotions; (4) efficient construction of distribution structures; (5) improved quality of management consultation services for franchised stores; and, (6) increased store-visit frequency.



To enhance the logistics system, 7-Eleven UAE may also implement item-by-item management, which links the Master Franchisee, the franchisees' stores, combined distribution centres, and suppliers via information and distribution networks. Through these networks, 7-Eleven UAE would be able to track data real-time, supporting the brand to maximize efficiency of store operations and profits.

This item-by-item management philosophy becomes increasingly important for 7-Eleven UAE, as the c-store operator also retails a wide range of products, from fresh meals to frozen food items. These products have different storage and temperature requirements, and these requirements ought to be maintained even when transporting these products from the distribution centres to the stores. To facilitate this, 7-Eleven UAE should utilize special trucks that allow delivery of different products to be loaded onto one truck that has temperature-separated compartments. This maintains the appropriate temperature of different products from supplier and manufacturer to the store, thereby facilitating fresh quality and efficient delivery (Seven & I Holdings, 2020).

The 7-Eleven UAE delivery service mobile app, meanwhile, transcends location, because through it, customers may order online and simply have their ordered products delivered to them. Furthermore, the c-store operator is also able to deliver to customers when they order via the food delivery service app Talabat. Through these online sales channels, 7-Eleven UAE has greater opportunity to cater to its current customers as well as lure new customers. It will also be able to keep track of their customers' needs and wants, the timing of their orders and deliveries, and any trends in their choices, among others.

Additionally, the support program provided by the headquarters at Tokyo-based Seven & I Holdings Company and master licensor 7-Eleven, Inc. is a vital factor to Seven Emirates Investment and the franchisees. This program was specifically developed to improve the operational levels of area licensees globally, therefore promoting co-existence and co-prosperity between the headquarters, the Master Franchisee, and the franchised stores.

The global brand also stipulates a clear division of roles and profits between the Master Franchisee and the individual franchisees.

The 7-Eleven support program's core responsibilities are as follows:

- 1) Provide support and advice for store operations, etc.
  - Methodologies for quality improvement of existing products and development of new products with a focus on fast food;
  - Methodologies for store operations by area and counselling skills of operation field consultants for forecasting product assortments;
  - Comprehensive support for store development, logistics, construction & equipment and IT systems, etc.
- 2) Establish a model store
  - Remodel an existing store and execute enhanced product assortment and display, as well as friendly service in line with local characteristics, based on Seven-Eleven Japan's experience;
  - Roll out successful cases of model stores to other existing stores, build model areas, and support franchise business management methods.
- 3) Management candidate training at Seven-Eleven Japan
  - Accept trainees from three departments, store operations, merchandising and store development;
  - Conduct classroom and on-the-job training at each department (Seven and I Holdings Company, 2020).

These strategies, when implemented appropriately and successfully, shall not only enable 7-Eleven UAE to reach more markets, but shall also aid it to sell what customers need and want, “when and where they want it”, as 7-Eleven Founder Joe C. Thompson Jr. promised. This differentiates the brand from a simple c-store – that sells a range of everyday and impulse products at easy-to-access locations with extended hours and quick checkout – to a store of convenience, the “best kind of neighbour” (7-Eleven, 2020).

### 7.3) Price

Located at busy districts, 7-Eleven UAE stores are able to price their products and services at a premium (compared to supermarkets and hypermarkets), because customers are willing to pay for the premium price. Primarily, customers enter 7-Eleven stores because they value the convenience of having a store nearby that offers a variety of products and services, instead of driving or commuting to a hypermarket which may be farther away and have longer lines.

Nonetheless, price differences in 7-Eleven UAE are not remarkably dissimilar from price differences in other convenience stores. The brand employs the competitive pricing strategy for the majority of products, which involves setting a price that is based on what the competition charges. Most c-stores utilize this pricing strategy, largely to remain in the competition.

However, for its exclusive 7-Eleven branded products – such as the famous Slurpee and Big Gulp as well as the range of 7-Select goods including coffee beans, potato chips, and cookies – the c-store operator employs value-based pricing. This pricing strategy means setting a price based on how much the customer believes what the product is worth. The Slurpee and Big Gulp are trademark products of 7-Eleven, known all around the world. The c-store operator uses its appeal to its advantage. (Appendix 3 shows a fresh foods menu, with corresponding prices).

There are other factors that point to 7-Eleven's pricing strategies. First, stores are located at prime districts, which imply high rental costs. Second, because stores are open 24/7, staff are working long and late hours, which translates to high compensation costs. Third, stores offer a wide range of services not glimpsed in other c-stores; mobile repair, laundry, and pick-up points for courier service are just to name a few. The use, maintenance, and repair of machines that are employed to provide these services incur costs. And fourth, the marketing strategies and programs that the brand uses share a portion in the premium prices.

Even so, customers are willing to pay more because they perceive the brand to be on a higher scale than its competitors. Indeed, 7-Eleven's brand equity and brand recognition is what sets it apart from others.

#### **7.4) Promotion**

7-Eleven UAE uses a combination of push and pull promotional strategies through traditional and digital means. These strategies are discussed in detail in the following sections.

##### Push Promotional Strategy

This strategy is sales-oriented and is focused on creating customer demand by taking the product directly to the customer via different means and ensuring that the customer is aware of the brand at the point of purchase (Mandour, 2014). 7-Eleven engages in different push tactics such as trade show promotions, efficient supply chains and distribution channels, point-of-sale (POS) displays to generate exposure, and packaging design to build brand recognition. Specifically, these tactics mean 7-Eleven UAE is bringing the product to the customer.

The 7-Eleven global brand organizes annual convention and trade shows that gives 7-Eleven headquarters, master franchisees, local franchisees, and representatives from different 7-Eleven departments to get together with one another and with attending brands. These assemblies enhance visibility and allow small and large vendors to introduce new products to the market and give franchisees the chance to participate in merchandising, logistics, and operations workshops with company leaders.

Another push tactic for which 7-Eleven is most famous for is its implementation of logistics and distribution systems, as well as its information management networks. By utilizing such these systems and networks shall enhance 7-Eleven UAE's item-by-item management philosophy that enable it to track data real-time. By doing so, the c-store operator becomes more familiar with information such as: (1) what products and services customers buy; (2) at what points in time do they buy it (i.e., morning, afternoon, evening, or midnight?); (3) what products need replenishing; and (4) what

machines need repairing, among others. Possessing such real-time data allows the c-store operator to track trends and to act accordingly and in a timely manner when matters arise that demand attention. For instance, when the store manager notices in the data that there is a noticeable demand for a particular product during certain times of the day, he/she may be able to prepare in advance for this demand by ensuring that suppliers have sufficient stocks. Through the centralized logistics & distribution systems and information management networks that are integrated across the company with distributors and suppliers, the c-store operator is well prepared to observe the issue early and respond in a timely and appropriate manner. Indeed, not only do these linkages ensure that 7-Eleven UAE brings the product or service to the customer; it also enriches the brand to maximize efficiency of store operations and profits.

Aside from distributions and networks, a promotional strategy as simple as packaging design also an effective technique to build brand recognition. The brand's private-labelled 7-Select products are marketed in the familiar and consistent 7-Eleven brand, design, and colours (see Appendix 5). Tom, Gerrity, the Senior Director of Merchandising and Processed Foods at the headquarters, asserts that packaging design was the most vital key they used in creating customer awareness about 7-Select goods, especially since they opted not to use traditional advertising to introduce it (Packaging World, 2009).

### Pull Promotional Strategy

This strategy is marketing-oriented and is focused on building up customer demand by motivating customers to seek out the brand actively (Mandour, 2014). Through word-of-mouth referrals, advertising and mass media promotion, customer relationship management, and sales promotions and discounts, 7-Eleven UAE employs a wide selection of pull tactics in order to build brand equity. Specifically, these tactics mean getting the customer to come to 7-Eleven UAE stores.

The 7-Eleven brand in itself evokes optimistic memories and happy times among consumers, and especially among expatriate consumers who

refer to their local 7-Eleven back in their home country. Through word-of-mouth referrals as well as perception and history with the brand, 7-Eleven UAE benefits from these connections and is able to correspondingly build positive perceptions about the brand in the UAE.

This is further enhanced by how 7-Eleven applies the ‘glocalization’ strategy approach to building a strong brand. Through this approach, the brand develops and distributes products and services globally, yet does so while taking into account the buying behaviour and preferences of consumers in the local market (Hayes 2020). Specifically, glocalization is implemented in the following ways: (1) adjusting to local-style stores and improving the stores; (2) adjusting to local habits and cultures (also popular culture); (3) adjusting to local systems (i.e., merchandising); (4) adjusting work practices and policies; (5) adjusting promotional strategies; and, (6) practicing corporate and consumer citizenships (IRMA International, 2019, p. 355). Because 7-Eleven is a superior and strong brand, it is able to be local, yet still maintain its global identity.

By now, it is apparent that the global brand invests extensively in marketing strategies and programs, and 7-Eleven UAE is not an exception. The local c-store operator engages in advertising and mass media promotion through television commercials, internet advertisements, flyers, posters, and partnerships. For instance, one 7-Eleven UAE flyer advertising the grand opening of its store in Abu Dhabi greets its reader: ‘Hello Neighbour’, referring to customers as fellow neighbours. In its corporate website, the 7-Eleven brand personality portrays itself as the “best kind of neighbour” (7-Eleven, 2020).

Moreover, 7-Eleven UAE makes use of visual platforms in-store that highlight brand essence and diversity of products, while guaranteeing a consistent look and feel. Through the instruction of Seven Emirates Investment, Dubai-based global retail consultancy agency ODG delivered four levels of in-store communications to enhance ease of customer navigation, product selection, and sales conversion. The purpose of such was to transform

customer experience and communicate promotions and activations in an impactful communication platform (Elaouad, 2017).

7-Eleven UAE also has its own website and Facebook, Instagram, YouTube, and Twitter accounts, through which it builds brand awareness and engages with customers. Its website, for instance, illustrates its offerings in easy-to-read, easy-to-spot design and appealing colours (see Appendix 4). It also has a 'Find A Store' feature, which lists down all its outlets and provides a Google Map link to the 7-Eleven outlet nearest you. Aside from latest news, promotions and franchise opportunities, the website also has an online menu through which customers may order (see Appendix 3).

Another promotional strategy that 7-Eleven UAE may use is the 7-Rewards loyalty program. This program allows customers to receive points whenever they shop at any local 7-Eleven store, and they may use these points to claim any of the store's promotional discounts and combos. 7-Rewards is popular in 7-Eleven stores in other countries, such as the United States and the Philippines. By rewarding its loyal customers, 7-Eleven UAE may increase customer footfall and average revenue per customer, collect customer insight, enhance brand loyalty, and build sustained relationships with customers.

Another strategy related to the 7-Rewards loyalty program is the omnichannel content strategy. This strategy was first used by 7-Eleven Japan stores, and the UAE-based c-store operator may benefit significantly from this. Omnichannel refers to the uniform management of customer information, which may be utilized to implement meticulous personalized sales and promotions. For instance, in addition to delivery service, the 7-Eleven UAE mobile app may also be used in-store to check 7-Rewards. The app has a barcode, which through scanning, gives the c-store operator insight into what customers are purchasing. If the brand detects that a customer generally buys a certain product, it can organize an offer through the app that the customer may find relevant (Dupre, 2016).

Other pull promotional strategies that 7-Eleven UAE may borrow from 7-Eleven Japan and 7-Eleven United States are the 'Bring Your Own Cup Day' (complete with #BYOCupDay hashtag) and the 'National 7-Eleven

Day'. The former is a promotion in which customers pay a certain amount to fill any cup they choose with the famous 7-Eleven Slurpee, as long as the container can fit through a 10-inch-diameter hole. The latter, is a day of celebration (usually a Monday) wherein 7-Eleven stores offer free Slurpees for a certain time period. Laura Gordon, 7-Eleven's Vice President of Marketing and Brand Innovation, articulates that every year, the 7-Eleven Day is an opportunity for the brand to say thank you to its customers and to celebrate its birthday Slurpee style (Taggart, 2016).

Partnerships with vendors to create proprietary products has also proven to be successful in encouraging customers to shop at 7-Eleven stores. For instance, Coca-Cola invented the blue vanilla flavour for the Slurpee, and Nestle's Wonka division created the Blue Vanilla Laffy Taffy Rope candy, both of which are exclusive 7-Eleven products (Lamb, Hair, & McDaniel, 2011, p. 170).

By utilizing the above-mentioned combination of push and pull promotional strategies, the 7-Eleven UAE brand will be able to build intense consumer loyalty, as enhanced by a great variety of products and services, and as established by its long-term commitment to value and relationship.



## **Chapter 8: Conclusion and Recommendations**

This section of the paper imparts the conclusion and marketing recommendations derived from the results and analysis of this research. 7-Eleven UAE began in 2014, when Seven Emirates Investment LLC undertook a Master Franchise Agreement with 7-Eleven, Inc. to launch stores throughout the country. Today, the c-store operator has twelve outlets throughout the country.

While 7-Eleven UAE has engaged in a handful of marketing strategies, activities, and programs, it still has not fully utilized the brand's global position and platform as the market leader of convenience stores around the world. Therefore, the researcher recommends that 7-Eleven UAE revisit the global brand's vision, mission, and goals; understand the local market, its preferences, and buying behaviour; evaluate its status as compared to the global brand's and its local competitors' brand positions, respectively; and, create or utilize the strategies, activities, and programs discussed in the above sections that are deemed fitting to the local market.

Because customer preferences are changing dynamically, so does the meaning of convenience. It is vital, therefore, that 7-Eleven UAE recognize this truth and respond accordingly. The global brand's commitment to nonstop innovation and customer obsession has paved the way for the creation of many new, fresh, and high-quality products and services, as well as the development of apps, systems, and networks that ably track customer data. Such commitment through traditional and digital means must also be continually evident in 7-Eleven UAE, and all the more so.

Nonetheless, in light of all these product and market developments and technological advances and omni-channels, 7-Eleven UAE cannot overlook the significance of good human-to-human interaction in-store. Customer engagement, customer loyalty, customer empowerment, and customer relationship management should be priorities for the c-store operator, for these approaches are crucial in order for it to determinedly build brand awareness, brand recognition, and brand equity.

## Appendices

### Appendix 1: Advertisement of one 7-Eleven store in Abu Dhabi

**الإفتتاح الرسمي**

**Hello Neighbor**

**GRAND OPENING**

أبو ظبي، شارع المرور، مبنى الفلاح  
**AL FALAH BUILDING**  
AL MUROOR ROAD, ABU DHABI

**12<sup>th</sup> April 2018**

The largest convenience store chain in the world

From 12th April to 22nd April, 2018 من ١٢ أبريل ٢٠١٨ حتى ٢٢ أبريل ٢٠١٨

**Amazing Deals!**

**Slurpee Large** (LARGE SIZE) فقط 10 Dhs ONLY

**Chicken Biryani 400g** فقط 10 Dhs ONLY

**Spaghetti Bolognese 400g** فقط 10 Dhs ONLY

**Assorted Mini Pizzas 140g** فقط 5 Dhs ONLY

**Assorted Siopao 180g** فقط 5 Dhs ONLY

**Hotdog Beef 300g** فقط 4 Dhs ONLY

\*Prices are including VAT

www.7emirates.ae

Source: Google

**Appendix 2: Distribution of Employees' Compensation by Economic Sector (2017-2018) in AED million**

Sectors	Compendiums of Employees 2017	%	Compendiums of Employees 2018	%
 Agriculture, Forestry and Fishing	3,791	0.8%	3,895	0.8%
 Extractive Industries (including crude oil and natural gas)	19,419	4.0%	20,326	4.1%
 Manufacturing	44,523	9.2%	45,777	9.3%
 Electricity, Gas, Water and Waste Management Activities	7,411	1.5%	7,509	1.5%
 Construction and Building	52,338	10.8%	52,959	10.7%
 Wholesale and Retail Trade and Repair of Motor Vehicles and Motorcycles	66,201	13.7%	62,857	12.7%
 Transport and Storage	41,210	8.5%	41,662	8.4%
 Accommodation and Food Service Activities	16,851	3.5%	16,745	3.4%

Source: UAE Economic Report 2019

## Appendix 2 (Continued): Distribution of Employees' Compensation by Economic Sector (2017-2018) in AED million

Sectors	Compendiums of Employees 2017	%	Compendiums of Employees 2018	%
Information and Communications	13,121	2.7%	13,087	2.6%
Financial Activities and Insurance Activities	25,579	5.3%	29,307	5.9%
Real Estate Activities	8,707	1.8%	8,479	1.7%
Professional, Scientific and Technical Activities	26,623	5.5%	26,466	5.4%
Administrative and Support Services Activities	16,649	3.4%	16,801	3.4%
Public Administration, Defense & Compulsory Social Security	90,550	18.7%	95,803	19.4%
Education	17,300	3.6%	17,985	3.6%
Activities of Human Health and Social Service	18,155	3.8%	18,326	3.7%
Arts, Entertainment, Promotion and Other Service Activities	5,103	1.1%	5,212	1.1%
Household Activities as Employer	9,480	2.0%	10,049	2.0%
<b>Total</b>	<b>483,011</b>	<b>100.0%</b>	<b>493,246</b>	<b>100.0%</b>

Source: UAE Economic Report 2019



### Appendix 3: 7-Eleven UAE fresh foods menu

#### HOT COMBO MEALS

CHICKEN DRUMSTICKS COMBO (Chicken Drumsticks 3pcs + Fries + Pepsi Can 355ml)	16.75	كومبو افخاذ الدجاج (٣ دجاج افخاذ الدجاج + بطاطا مقلية + بيبسي ٣٥٥ مل.)	
CHICKEN STRIPS COMBO (Chicken Strips 5pcs + Fries + Pepsi Can 355ml)	17.00	كومبو ستريبس الدجاج (٥ دجاج ستريبس الدجاج + بطاطا مقلية + بيبسي ٣٥٥ مل.)	
CHICKEN WINGS COMBO (Chicken Wings 5pcs + Fries + Pepsi Can 355ml)	14.50	كومبو اجنحة الدجاج (٥ دجاج اجنحة دجاج + بطاطا مقلية + بيبسي ٣٥٥ مل.)	
BEEF BURGER COMBO (Beef Burger + Fries + Coke Can 330ml)	15.00	كومبو برغر لحم البقر (برغر لحم البقر + بطاطا مقلية + كوكاكولا ٣٣٠ مل.)	
HOTDOG SANDWICH COMBO (Hotdog Sandwich + Fries + Coke Can 330ml)	13.00	كومبو ساندوتش الهوت دوغ (ساندوتش الهوت دوغ + بطاطا مقلية + كوكاكولا ٣٣٠ مل.)	

#### LUNCHBOX

BEEF TAPSILOG	16.75	تابسيلوغ لحم البقر	
CHICKEN SHISH TAWOOK W/ RICE	15.75	دجاج الشيش توك مع ارز و الشعيرية	
HYDERABADI CHICKEN BIRYANI	15.50	برياني دم حيدرآبادي	
MEXICAN GRILLED CHICKEN W/ RICE	16.50	دجاج مكسيكي مشوي مع ارز و الفاصوليا	
NASIGORENG RICE W/ BBQ CHICKEN	16.00	ناسي غورانج مع دجاج البريكيو	
PEPPER BEEF W/ JASMINE RICE	17.00	تندرلون لحم البقر مع الفلفل و الليمون	
CHICKEN TERIYAKI W/ RICE	16.50	دجاج تيريكي مع الفلفل و الدمايق	
CHICKEN SISIG WITH JASMINE RICE	16.50	دجاج سيسيج مع ارز الليمون	
BEEF STEAK MUSHROOM W/ RICE	16.50	ستيك لحم البقر مع الفطر و الارز	
CHILI BEEF W/ RICE	17.00	لحم البقر الحار مع الارز	
BISTEK TAGALOG W/ RICE	16.50	بيستيف تاغالوغ مع ارز	
CHILI CHICKEN W/ RICE	15.25	دجاج مع الفلفل و الارز	

#### NOODLE & PASTA

PANGIT CANTON	14.75	بانسيت كانتون	
FETTUCINE ALFREDO CHICKEN	18.00	فتوتشيني الفريدو مع الدجاج	
ITALIAN CHICKEN PASTA OREGANO	15.75	باستا الدجاج و الوريقاتو اليطاليه	
PINOY STYLE SPAGHETTI W/ CHICKEN	14.50	سباغيتي على الطريقة الفلبينية مع الدجاج	
KUNG PAO CHICKEN W/ NOODLES	15.75	دجاج كونغ پاو مع هكا نودلز رامن	

and many more..

All prices are in AED & Inclusive of VAT

وجبات كومبو

علب الغداء

نودلز مع باستا

#### 7-Eleven® Dubai Store Address and Phone number

##### Al Barsha

- Elite Business Centre - 04 325 5099
- Modern Al Barsha - 04 225 1921

##### Jumeirah Lake Towers (JLT)

- Platinum Tower, Cluster 1 - 04 558 8651

##### Burjuman Area

- Zarooni Building - 04 337 0711

##### Business Bay

- Bay Square Bldg # 4 - 04 453 3042
- Iris Bay - 04 513 9711

##### Bur Dubai

- Sultan Business Centre - 04 397 9711

##### Al Garhoud

- Arcade Bldg, CGICO Metro - 04 221 0711

##### Abu Dhabi Stores

- Al Dhafrah Al Falah - 02 677 7116
- Al Mamoura Bldg. - 02 671 5039

##### Al Ain

- Al Ain Square - 03 751 9711

توصيل مجاني للمنتج

**FREE HOME DELIVERY**

7-Eleven UAE | use\_7eleven | use\_7eleven



## TAKE AWAY MENU

**Order Now!**  
Through **Whatsapp**



**+971 52 220 4368**  
**+971 52 118 9374**

Free Delivery at your door steps  
within 750m radius

























Source: 7-Eleven UAE (2020)



## Appendix 3 (Continued): 7-Eleven UAE fresh foods menu

HOT BEVERAGES		مشروبات ساخنة	NO PRICES ARE IN FULL & Inclusive of VAT
ESPRESSO	3.00	اسبريسو	
CAFÉ AMERICANO	5.00	قهوة امريكانو	
CAFÉ LATTE	6.00	قهوة لاته	
CAPPUCCINO	6.00	كابوتشينو	
HOT CHOCOLATE	5.00	شكولاته ساخنة	
KARAK TEA	2.00	شاي كرك	
COLD BEVERAGES		مشروبات باردة	
SLURPEE SMALL	6.00	سلوربي صغير	
SLURPEE MEDIUM	8.00	سلوربي وسط	
SLURPEE LARGE	10.00	سلوربي كبير	
PATISSERIE		معجنات	
PLAIN CROISSANT	6.50	كرواسون ساده	
CHOCOLATE CROISSANT	6.50	كرواسون بالشوكولاته	
ZAATAR CROISSANT	6.50	كرواسون بالزعتر	
CHEESE CROISSANT	7.00	كرواسون بالجبنه	
ALMOND CROISSANT	7.00	كرواسون باللوز	
MUFFINS & DOUGHNUTS		مافن و دونت	
MUFFIN (Chocolate / Vanilla / Blueberry / Nutella / Oreo)	8.50	مافن (شكولاته / فانيليا / ثوت بري / نوتيللا / اوريو)	
DOUGHNUT (Sugar / Filly Cocoa Crème / Filly Nuts / Strawberry / Hazlenut / Chocolate / Oreo / Crème Brûlée)	6.00	دونت (سكر / كريم الكاكاو / كريم الفستق / كراميل / بنديق / شكولاته / اوريو / كريم برولييه)	
CHOCOLATE FONDANT CAKE	6.00	كيك فوندون الشكولاته	
BREADS		خبز	
RIOCHE BREAD	7.50	خبز البريوش	
MULTI CEREAL BREAD	8.50	خبز الحبوب	
HIGH PROTEIN MULTI CEREAL BREAD	10.00	خبز البروتين و الحبوب	
DESSERTS		حلويات	
CHIYA'S PISTACHIO MILK CAKE	13.00	كيك الحليب بالمشيا و الفستق	
CHIYA'S SAFFRON MILK CAKE	13.00	كيك الحليب بالزعفران المشيا	
CHIYA'S ROSE MILK CAKE	13.00	كيك الحليب بالورد و المشيا	
OVEN BAKED SNACKS		سناك مخبوز هفي الفرن	
MEXICAN CHICKEN ROLL	5.75	لفيفة الدجاج المكسيكيه	
MEXICAN EGG MAYO ROLL	5.75	كيك الحليب بالزعفران و المشيا	
CHICKEN TIKKA PUFF PASTRY	4.75	بف دجاج تكة	
CHICKEN PUFF	4.75	بف الدجاج	
CHILY CHICKEN ROLL	4.75	لفيفة الدجاج الحار	
QUICHE TURKEY & CHEESE	9.50	كيش لحم الدجش و الجبنه	
QUICHE CHICKEN	8.00	كيش الدجاج	
PIZZA		بيتزا	
MINI PIZZA (Chk BBQ / Chk Shawarma / Chk Sausage / Chk Fajitha / Tuna Olive / Veggie)	5.75	بيتزا صغيره (دجاج بريكور / دجاج شاورما / صوص الدجاج / دجاج فاجيتا / تونة / زيتون / نباتيه)	
STEAMED DUMPLINGS		دميلنغ ميكره	
BEEF SIOMAI 3 PCS	6.50	شوماي لحم البقر ٣ حبات	
CHICKEN SIOMAI 3 PCS	6.50	شوماي الدجاج ٣ حبات	
PRAWN SIOMAI 3 PCS	7.50	شوماي الجمبري ٣ حبات	
SIOPAO ASADO	9.50	شاوباو اسادو	
SIOPAO BOLABOLA	9.50	شاوباو بولا بولا	
FRIED SNACKS		سناكات مقليه	NO PRICES ARE IN FULL & Inclusive of VAT
FRENCH FRIES REGULAR	5.00	بطاطا مقليه عاده	
FRENCH FRIES SEASONED	6.00	بطاطا مقليه منليه	
SPICY CRISPY CHICKEN 2 PCS	5.75	دجاج مقلي حار ٢ حبه	
CHICKEN NUGGETS 4 PCS	5.75	ناجيت الدجاج ٤ حبه	
HASH BROWN 3 PCS	5.75	هاش براون ٣ حبات	
CHICKEN SAMOSA	3.25	سموسه دجاج	
PUNJABI SAMOSA	3.25	سموسه بنجابي	
ARABIC SAMOSA	3.25	سموسه عربيه	
CHEESE SAMOSA	3.50	سموسه دجاج	
CHICKEN SPRING ROLL	3.50	لفيفة الدجاج المقليه	
VEGETABLE SPRING ROLL	3.25	لفيفة الخضرا المقليه	
CHICKEN CUTLET	3.50	كتلت الدجاج	
CHICKEN DRUMSTICK 3 PCS	12.00	افخاذ الدجاج ٣ حبات	
CHICKEN STRIPS 5 PCS	12.00	اصابع الدجاج ٥ حبات	
CHICKEN WINGS 5 PCS	10.00	اجنحة الدجاج ٥ حبات	
CHK / BEEF FRIED HOT DOG SKEWER 2 PCS	7.50	دجاج او هوت دوج لحم البقر ٢ حبه	
FRIED CHICKEN BALLS SKEWER 2 PCS	7.50	كرات الدجاج المقليه ٢ حبه	
PARATHA ROLLS		لفافيت الباراتا	
CHILI CHICKEN PARATHA	10.75	باراتا الدجاج و الفلفل	
CHICKEN PARATHA	6.00	باراتا الدجاج	
CHICKEN TIKKA PARATHA	7.75	باراتا دجاج التكه	
CHICKEN SHAWARMA	7.75	شاورما دجاج	
CHEESY OMELETTE	7.75	اومليت الجبنه	
EGG MAYONNAISE	5.25	بيض و مايونيز	
TORTILLA WRAPS		لفيفة التورتيللا	
CHICKEN PESTO	15.50	دجاج مع البستو	
CHICKEN CAESAR TOMATO	13.00	دجاج سيزر و طماطم	
CHICKEN QUESADILLA	13.00	دجاج كاساديللا	
CHICKEN BURITTO	13.00	بوريتو الدجاج	
SALADS		سلطات	
QUINOA WITH PULLED CHICKEN	13.50	كينوا مع الدجاج المسحب	
TUNA NICOISE & HONEY MUSTARD	13.50	تونه نيسوار مع كزبر و عسل	
CHICKEN CAESAR	15.50	دجاج سيزر	
TURKISH	15.00	تركي	
CHICKEN SQUASH	15.50	دجاج و قرع	
GREEK	15.00	اغريقيه	
SANDWICHES		سندويشات	
CIABATTA SMOKED TURKEY	13.75	شاباتا مع لحم الدجش المدخن	
CIABATTA FALAFEL ONION	12.75	شاباتا مع الفلفل والصل	
CROISSANT TURKEY & CHEESE	14.00	كرواسون لحم الدجش و الجبنه	
CROISSANT EGG CHEESE TOMATO	12.50	كرواسون بيض جبنه و طماطم	
FOCACCIA LEMON CHICKEN	10.50	فوكاشه دجاج مع الليمون	
FOCACCIA MIX HERB CHICKEN	11.50	فوكاشه دجاج مع مشكله دجاج سيزر	
ENGLISH MUFFIN TURKEY & EGG	10.75	لفغش مافن لحم الدجش و البيض	
ENGLISH MUFFIN CHICKEN & EGG	10.75	لفغش مافن دجاج و بيض	
TRIANGULAR TURKEY EGG MULTIGRAIN	11.75	توست الحبوب مع لحم الدجش و البيض	
TRIANGULAR CHICKEN CAESAR	14.75	سندويشة توست دجاج سيزر	
TRIANGULAR CHICKEN TIKKA	10.00	سندويشة التوست مع دجاج التكه	
TRIANGULAR CHICKEN MAYO	10.00	توست الدجاج مع المايونيز	
TRIANGULAR TUNA	15.75	سندويشة توست التونه	
TRIANGULAR EGG	11.75	سندويشة توست البيض	
TRIANGULAR CHEESE	12.75	سندويشة توست الجبن	
GRILLED CHICKEN BURGER	8.75	برغر الدجاج المشوي	

Source: 7-Eleven UAE (2020)

#### Appendix 4: 7-Eleven UAE website promotional offers

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*\*Toppings of your choice*

*\*Chicken or Beef*

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انضم إلى سفن إيلفن وعزز  
مستقبلك مع علامة تجارية عالمية

**Join 7-Eleven®**  
Build your future with a global brand

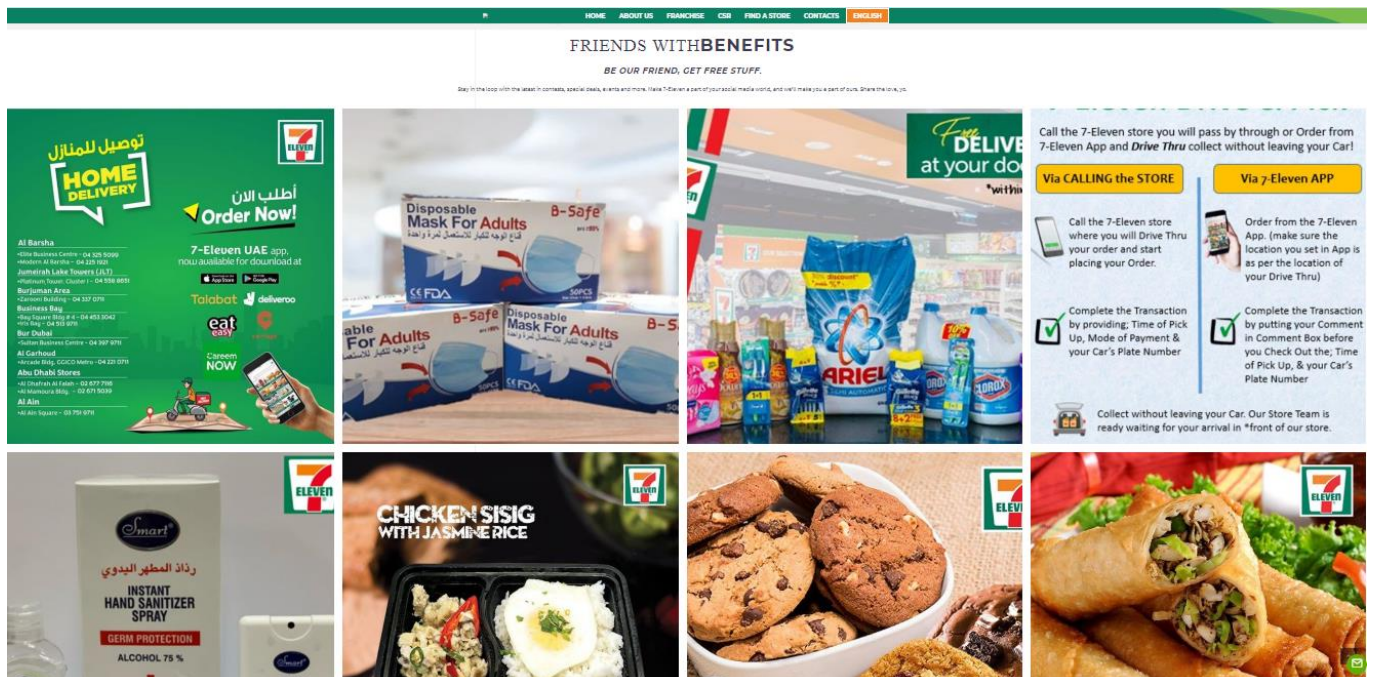
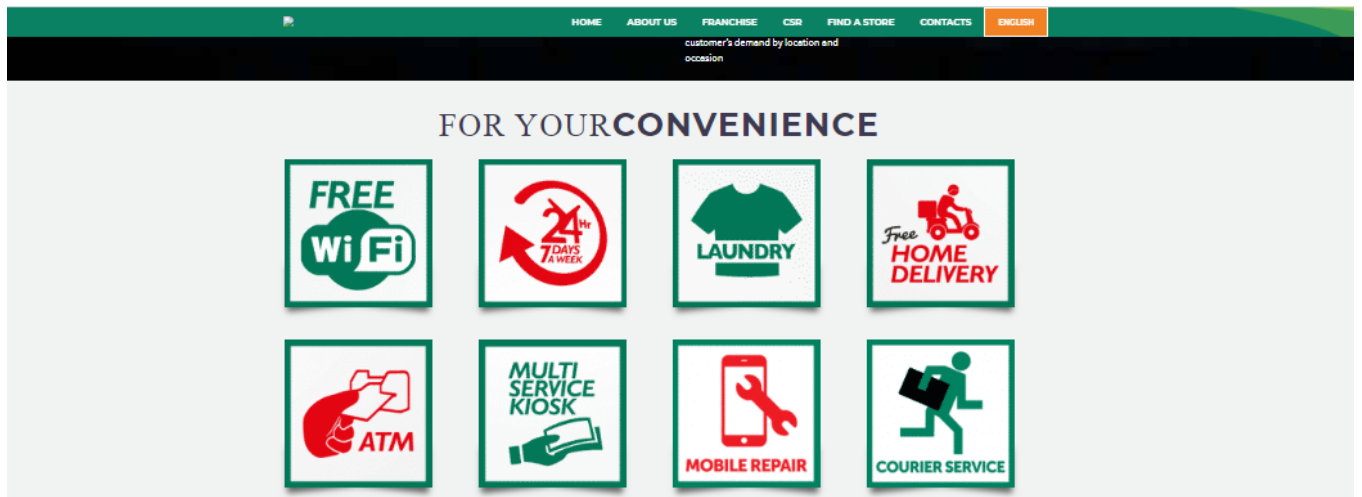
**CLICK HERE**  
To know more about

**7-ELEVEN  
FRANCHISE**

Source: 7-Eleven UAE (2020)



## Appendix 4 (Continued): 7-Eleven UAE website promotional offers



Source: 7-Eleven UAE (2020)



## Appendix 5: 7-Select Products



Source: 7-Eleven (2020)

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