1. **In bullet points**, list the business decisions that Seven-Eleven made with analytics and describe the business value they derived from each application.

* Freshness of produce
* Investing in information systems
* Store Layout
* Merchandising (what products to stock)
* New store openings/LTA analysis
* Joint Delivery Program/Supplier warehouse
* Delivery operations (routes, schedules, modes of transport)

1. **In one paragraph**, give one example of how collecting or analyzing data more quickly provides greater value to Seven-Eleven. Be sure to articulate how faster analysis leads to greater business value.

In Seven-Eleven’s case, being able to determine what products are selling well, and what products are not selling well, will allow them to place accurate orders as well as how to configure the store layout. The faster analysis will also help them determine any in-store sales and any changes to the shipping schedules/routes. For Seven-Eleven, their profits come from less waste and more efficient deliveries.

1. **In one to two paragraphs**, how would you hypothesize that Seven-Eleven Japan's analytics capability evolved? While some evidence in the case supports a response to this question, your intuition and experience will need to play a large role in your response.

I would suspect that SEJ’s analytics capabilities expanded as their information systems became more complex based on ideas that employees had to reduce waste at each store. A simple idea that works at one store may be able to be implemented at other stores with a potentially high rate of success. Analytics capabilities for the company will develop as part of a positive feedback loop where the company is rewarded with higher sales volume due to a new business insight.