



# **Perspective**

FOURTH QUARTER 2010

Unity | Profit | Communication

A publication of the 7-Eleven Franchise Owners Association of Southern California • "The Largest FOA in the USA"

## **Featured in this Issue**

**"The President's  
Message"**



**"Trade Show  
Information"**



**"BT- How Can I  
Increase Profits"**



**"Growing Sales in  
a Tough Economy"**



**"Leadership Style  
& Your  
Employees"**



**"Photo Candids  
from the Holiday  
Event"**

**&**

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More...**



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Association of Southern California  
2010  
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**PERSPECTIVE**

*The capacity to view things in their true relations or relative importance and to view your own task in a larger framework'*

We chose to name our publication 'PERSPECTIVE' simply because of its traditional meaning. It seemed to encompass in one word the overall philosophy of the small group which formed our Association way back in the early seventies.

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*Perspective Magazine*  
*7-Eleven Franchise Owners*  
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**2011 Calendar of Events**

**February 24**  
 Board of Directors Meeting  
*La Canada/Flintridge Country Club*  
**March 17**  
 Board of Directors Meeting  
*Location TBD*  
**March 23**  
 Trade Show  
*Pasadena Convention Center*  
*Exhibit Hall B*  
**April 21**  
 Board of Directors Meeting  
*Location TBA*  
**May 19**  
 Board of Directors Meeting  
*Location TBA*  
**August 8**  
 25th Annual Joe Saraceno Invitational  
*La Canada Flintridge Country Club*



**Southern California**

"The Largest Association in the USA"

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## **HAPPY NEW YEAR TO ALL OF YOU**

Last year was challenging for all of us. Sales, customer counts and gross profits were all down. Franchisees income went down and labor went up. The Franchise community has been under pressure by SEI to learn new ways of doing business.

Business Transformation was introduced in four markets affecting 373 stores. The start of the program did hit some bumps, but things have settled down. There is a big difference between what SEI claims and what the Franchisees are telling us.

Regarding Business Transformation, it seems SEI has improved on the distribution side. This is a positive step in the right direction. SEI's Business Transformation Team provided the following update on the pilot:

Looking at a comparison between the four Business Transformation markets (2171,2172,2174 and 2175) and the three Control Markets (2133,2136 and 2173), in October BT same store sales were up \$842 per store versus being down \$760 in control stores. The Average Per Store Month Merchandise Gross Profit was up \$178 in BT stores, while down \$500 in Control Stores. Labor as a Percent of Sales was favorable in BT stores versus Control Stores by 0.1 percent. Franchisee Gross Profit LESS Labor increased in BT Markets by \$218, while it was down \$79 in the Control Stores.

The Franchisees tell a different story. Labor costs in lower volume stores are up. One franchisee reported that labor went up by 17 hours per week. Not one franchisee has told me that they are making more money. SEI has acknowledged that they are not satisfied with the increase in the BT stores and has decided to put the expansion on hold for the time being. SEI has done the right thing and work on the main concern of the franchisees, their INCOME.

We also need to be concerned about the expansion plans of stores in the coming year. With every new store that is opened, the sales of nearby existing stores are affected. SEI wants to open more BCP's this year.

The coming year will have more challenges. Remember, that every new contract will have additional provisions that will affect your bottom line than the current one.

Karam Dhaliwal  
President  
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"The Largest Association in the USA"

# 2011

# TRADE SHOW

## March 23, 2011

Noon to 5 p.m.

**Pasadena Convention Center**

Exhibit Hall B

300 East Green Street

Pasadena, California

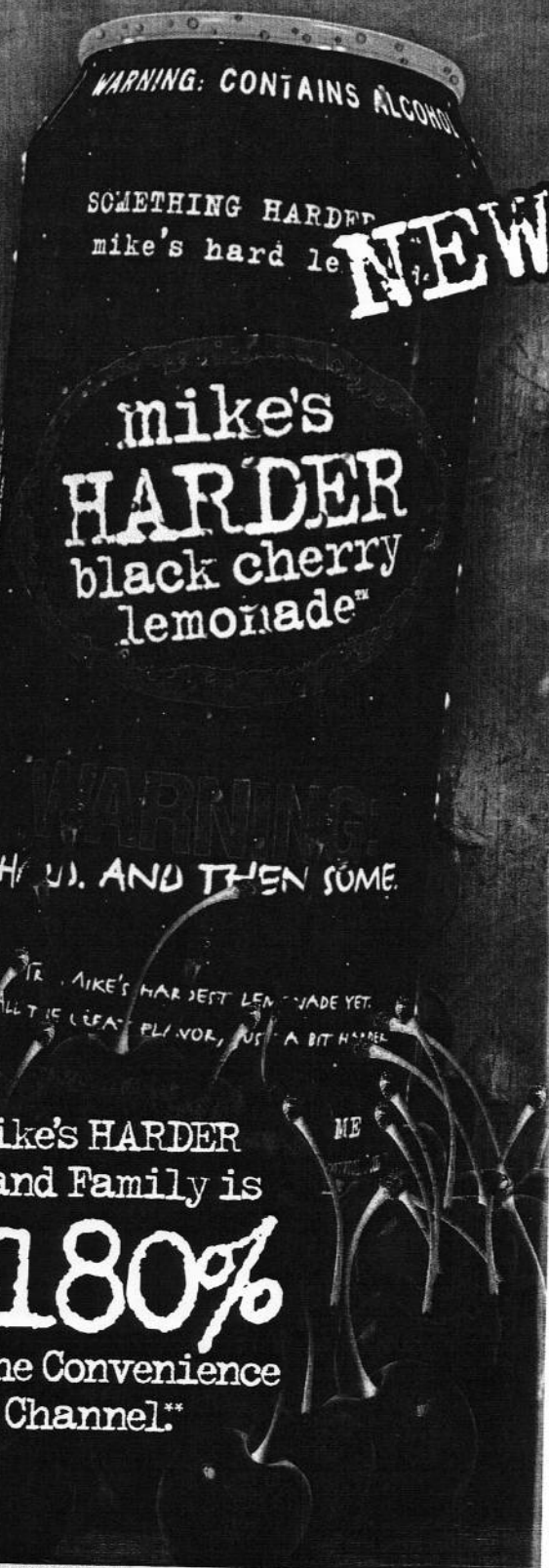
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lemonade™ 16oz 8% 24 Loose Tray



6 35985 25897 1

FOD

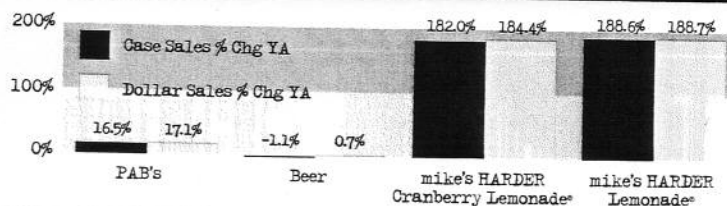
08/02/2010

SLIN

102357

ITEM DESC

Mikes Hdr BlkCherry 16zCn





# BUSINESS TRANSFORMATION

DELIVERING THE FUTURE

## How Can I Increase Profits?

All of us can use a refresher every now and then on some basic things that we should all be doing to help increase our store's profits.

There are things that we have learned from the BT preparation in the pilot markets that can be **helping you build your store's profits now.**

- Build the right infrastructure – the people and the processes
- Apply the Retailer Initiative tools
- Improve product assortment rationalization

| Building Infrastructure<br>(people & processes)                                                                                                                                 | Apply Retailer Initiative<br>(RI) Tools                                                                                                                        | Execute Product<br>Assortment<br>Rationalization                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Trained Order Writers</li> <li>• Empowered ordering</li> <li>• Set financial goals</li> <li>• Develop by-Store Action Plans</li> </ul> | <ul style="list-style-type: none"> <li>• FMIO</li> <li>• Balanced ordering</li> <li>• Data review</li> <li>• Store Walk</li> <li>• Shelf-sequencing</li> </ul> | <ul style="list-style-type: none"> <li>• Execute Weekly Merchandising Cycle (WMC) / Delete dead &amp; slow items</li> <li>• Expand Top Sellers</li> <li>• Eliminate out-of-stocks</li> </ul> |

Ask yourself these questions...

### Monthly Financial Planning

- **Do you have monthly financial goals established for key financial lines: sales, margin, payroll, shortage, net income before G&A?**
  - *Setting financial goals is the 1<sup>st</sup> step to profitable growth. Goals help you define success and stay on track to achieving it.*
- **Is your Store Action Plan linked to your financial goals? Is progress against these goals tracked weekly?**
  - *Once your financial goals are set, you need a mechanism to achieve them – an Action Plan. Regular verification helps measure progress and tracking helps hold yourself and your team accountable.*

### Electronic Ordering

- **Are you transmitting all Soft Drink, Beer, Ice Cream and McLane's orders electronically (via the RIS system) and are you following the ordering formula (F+M-I=O)? Are your minimums current and reflect seasonality?**
  - *The RIS System is a powerful RI tool that helps the order writer make the most accurate forecast based on sales history, trends, weather, etc. Orders placed through the RIS are based on the Forecast (F), Minimum (M) and Inventory on Hand (I), so each of them needs to be accurate in order for the order to be accurate.*



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- **Are you forecasting each item during every open order window for that item?**
  - *This allows you to always stay in stock, because the order writers will make their forecast based on correct sales data.*
- **Are you using the MOT for all categories orderable through the RIS system?**
  - *The MOT gives the order writer the information they need to create the most accurate forecast possible.*
- **Is your shelf sequencing current for all sections of the store?**
  - *Shelf-sequencing makes ordering faster and easier and also enables the schematics sales tool for managing product assortment and display.*

#### **Product Assortment Rationalization**

- **Have you established monthly sales and GP goals for key categories (Fresh Food, Proprietary Beverages, Vault, Cigarettes, Confectionary, Snacks) and communicated them to store associates?**
  - *Monthly sales and GP goals for key categories help you hold your store team accountable for achieving your monthly financial goals.*
- **Do you have monthly category action plans in place that are linked to the category goals? Is progress verified weekly?**
  - *Monthly category action plans help Category Managers stay on track with achieving category sales and GP goals. Weekly verification allows you to ensure your store team follows the established plans for their categories and to provide coaching as needed.*
- **Do you have Sales Hurdle Rates established for key categories? Is category performance evaluated on a weekly basis?**
  - *"Hurdle Rates" are used to determine the minimum APSD Sales Unit threshold that should be met before you consider the item for deletion. Weekly evaluation of category performance allows you to stay on track with the set sales and GP goals. It also helps you continue to manage the category by adding and deleting items, adjusting forecasts, remerchandising and reallocating shelf space.*
- **Have you eliminated dead items?**
  - *Dead items do not produce revenue. They create clutter and occupy shelf space that could be allocated to the revenue producing items.*
- **Do you have accurate by-SKU reporting of sales and write-offs?**
  - *Accurate reporting of sales helps order writers create an accurate by-item forecast which helps prevent out-of-stocks. Inaccurate scanning, on the other hand, creates incorrect sales history and may lead to inaccurate forecasts and out-of-stocks. The same applies to reporting of write-offs.*

If you need help getting started or making improvements in any of these areas, talk to your Field Consultant.

I hope this has served as a helpful reminder of many of the tools you already have in your store and why they are important. All of these actions are geared towards helping to meet your customer's needs and increase sales and profits in your store.



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## Growing Sales in a Tough Economy

*By Daniel Garcelon*

*Sales & Marketing Merchandising Director, 7-Eleven Southwest Division*

Hello Southwest Division Franchisees!

My name is Daniel Garcelon and I am the Sales and Merchandising Director for the Southwest Division. Karam has graciously given me this space to give your Franchisee a top level overview of our go to market strategy for 2011.

First the CSA – Although the economic situation has stabilized, we continue to be saddled with a tough economic environment:

- The good news is that, after rising for 48 consecutive months (since December of 2006), unemployment in California has stabilized at just over 12% (14%+ in Riverside and San Bern./Riverside Counties)
- The bad new is that unemployment is still over 12% and shows little signs of significantly improving through 2011
- The State budget is tens of billions of dollars in deficit
- EBT (food stamp) usage has hit a record high (over 40 million Americans are on the program)

Our CSA continues to dictate that we focus on providing our customers with great values. At the same time we need to do this in a way that stabilizes margin, grows GP\$ and drives unit sales (keeping the customer coming to our stores as prosper despite the economic storm).

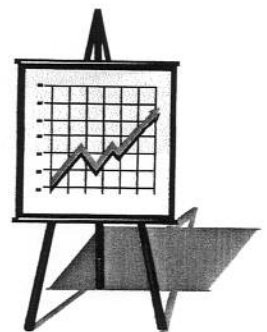
Our strategy can be divided in three main buckets:

**Key Value Items:** These are items that disproportionately impact the customers' perception of 7-Eleven as a value retailer. KVIs drive trips into our stores and solidify 7-Eleven as integral part of our customers' daily lives in a difficult economy. These items include (among others): multi-pack beer, gallon milk and cigarettes.

**Market Basket:** This is a total purchase a customer makes. By focusing on items with a large market basket we can increase avg. transaction size and grow total gross profit dollars

**Day Part Offerings:** If we ensure we have compelling offers that appeal to consumers during each key day part, we can grow sales throughout all "selling windows" within the week. This is a change in thinking for us, rather than being item driven our items need to be driven by the day part mission trip they satisfy.

By integrating these strategies into our overall strategy of growing Fresh Foods, expanding regional products assortment, accelerating product innovations, excelling at item-by-item management and improving customer service we can ensure a prosperous 2011 for everyone in the 7-Eleven System.



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## COMMONLY ASKED QUESTIONS ABOUT SERVICE ANIMALS IN PLACES OF BUSINESS



### 1. Q: What are the laws that apply to my business?

A: Under the Americans with Disabilities Act (ADA), privately owned businesses that serve the public, such as restaurants, hotels, retail stores, taxicabs, theaters, concert halls, and sports facilities, are prohibited from discriminating against individuals with disabilities. The ADA requires these businesses to allow people with disabilities to bring their service animals onto business premises in whatever areas customers are generally allowed.

### 2. Q: What is a service animal?

A: The ADA defines a service animal as any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability. If they meet this definition, animals are considered service animals under the ADA regardless of whether they have been licensed or certified by a state or local government.

Service animals perform some of the functions and tasks that the individual with a disability cannot perform for him or herself. Guide dogs are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar. But there are service animals that assist persons with other kinds of disabilities in their day-to-day activities. Some examples include:

Alerting persons with hearing impairments to sounds.

Pulling wheelchairs or carrying and picking up things for persons with mobility impairments. Assisting persons with mobility impairments with balance.

A service animal is not a pet.

### 3. Q: How can I tell if an animal is really a service animal and not just a pet?

A: Some, but not all, service animals wear special collars and harnesses. Some, but not all, are licensed or certified and have identification papers. If you are not certain that an animal is a service animal, you may ask the person who has the animal if it is a service animal required because of a disability. However, an individual who is going to a restaurant or theater is not likely to be carrying documentation of his or her medical condition or disability. Therefore, such documentation generally may not be required as a condition for providing service to an individual accompanied by a service animal. Although a number of states have programs to certify service animals, you may not insist on proof of state certification before permitting the service animal to accompany the person with a disability.

### 5. Q: What must I do when an individual with a service animal comes to my business?

A: The service animal must be permitted to accompany the individual with a disability to all areas of the facility where customers are normally allowed to go. An individual with a service animal may not be segregated from other customers.

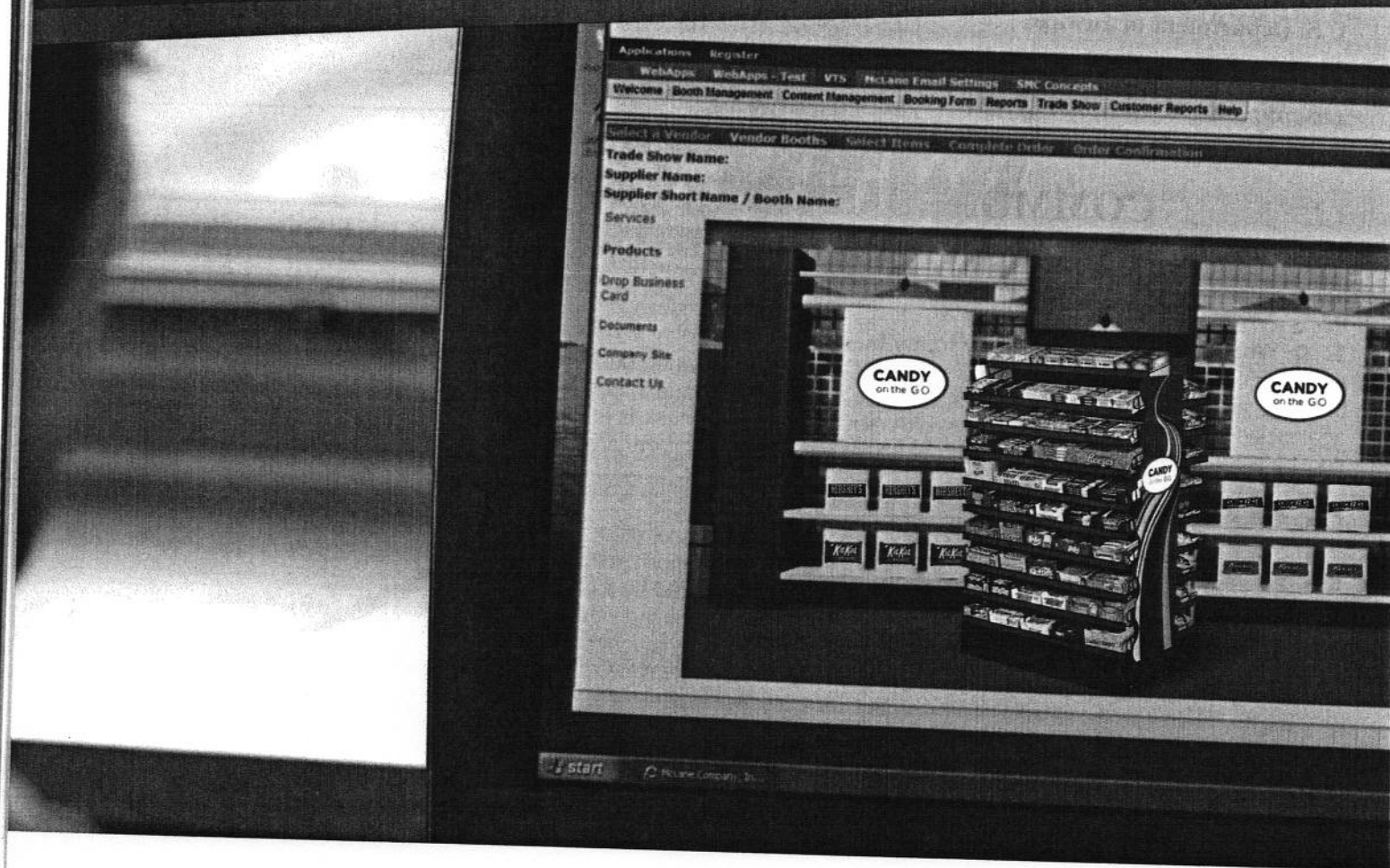
### 6. Q: I have always had a clearly posted "no pets" policy at my establishment. Do I still have to allow service animals in?

A: Yes. A service animal is not a pet. The ADA requires you to modify your "no pets" policy to allow the use of a service animal by a person with a disability. This does not mean you must abandon your "no pets" policy altogether but simply that you must make an exception to your general rule for service animals.

### 7. Q: My county health department has told me that only a guide dog has to be admitted. If I follow those regulations, am I violating the ADA?

A: Yes, if you refuse to admit any other type of service animal on the basis of local health department regulations or other state or local laws. The ADA provides greater protection for individuals with disabilities and so it takes priority over the local or state laws or regulations.





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**8. Q: Can I charge a maintenance or cleaning fee for customers who bring service animals into my business?**

A: No. Neither a deposit nor a surcharge may be imposed on an individual with a disability as a condition to allowing a service animal to accompany the individual with a disability, even if deposits are routinely required for pets. However, a public accommodation may charge its customers with disabilities if a service animal causes damage so long as it is the regular practice of the entity to charge non-disabled customers for the same types of damages. For example, a hotel can charge a guest with a disability for the cost of repairing or cleaning furniture damaged by a service animal if it is the hotel's policy to charge when non-disabled guests cause such damage.

**9 Q: I operate a private taxicab and I don't want animals in my taxi; they smell, shed hair and sometimes have "accidents." Am I violating the ADA if I refuse to pick up someone with a service animal?**

A: Yes. Taxicab companies may not refuse to provide services to individuals with disabilities. Private taxicab companies are also prohibited from charging higher fares or fees for transporting

individuals with disabilities and their service animals than they charge to other persons for the same or equivalent service.

**10. Q: Am I responsible for the animal while the person with a disability is in my business?**

A: No. The care or supervision of a service animal is solely the responsibility of his or her owner. You are not required to provide care or food or a special location for the animal.

**11. Q: What if a service animal barks or growls at other people, or otherwise acts out of control?**

A: You may exclude any animal, including a service animal, from your facility when that animal's behavior poses a direct threat to the health or safety of others. For example, any service animal that displays vicious behavior towards other guests or customers may be excluded. You may not make assumptions, however, about how a particular animal is likely to behave based on your past experience with other animals. Each situation must be considered individually.

Although a public accommodation may exclude any service animal that is out of control, it should give the individual with a disability who uses the service animal the option of continuing to enjoy its goods and services without having the service animal on the premises.

**12. Q: Can I exclude an animal that doesn't really seem dangerous but is disruptive to my business?**

A: There may be a few circumstances when a public accommodation is not required to accommodate a service animal—that is, when doing so would result in a fundamental alteration to the nature of the business. Generally, this is not likely to occur in restaurants, hotels, retail stores, theaters, concert halls, and sports facilities. But when it does, for example, when a dog barks during a movie, the animal can be excluded.

If you have further questions about service animals or other requirements of the ADA, you may call the U.S. Department of Justice's toll-free ADA Information Line at 800-514-0301 (voice) or 800-514-0383 (TDD).



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## Leadership Style & Your Employees

By Wendy Friede, Ombuds for 7-Eleven®

1-866-711-2221/ wfriede@comcast.net

*For years, leaders have struggled with the question of “what is the best leadership style?” In the eyes of management educators and authors Ken Blanchard and Paul Hersey, the answer is “it depends.”*

Hersey and Blanchard developed a model they call “Situational Leadership”, which asserts that a leader must observe and evaluate the employee’s “readiness” for the task before the appropriate leadership style can be determined. In other words, a leader needs to be ready to provide a different level of support to his or her employees depending on the level of each employee’s readiness for the specific task at hand.

The **4 levels of employee readiness** for any specific task are:

**R1:** Low ability (never done it!) and low motivation (unwilling or insecure about the task)

**R2:** Low ability, but willing and confident that he/she can be successful at the task

**R3:** High ability (done it successfully before) but low motivation (lost the will or has become insecure about the task)

**R4:** High ability and high motivation (able and willing)

Once a leader has assessed the employee’s readiness for the task, they can apply the appropriate level of support. The **4 levels of leadership support** that match the 4 levels of readiness are:

**S1:** Directing – tell the employee what to do, demonstrate the desired behavior, observe / give feedback

**S2:** Coaching – explain the steps and why the task is important, demonstrate the task, observe / give feedback

**S3:** Motivating – share ideas and try to tap into finding the motivation and incentive for the employee to successfully complete the task

**S4:** Delegating – delegate, but check in periodically (not too often!) to give feedback and ask if the employee needs anything

| SITUATIONAL LEADERSHIP MODEL                                                                   |                                                                                                               |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>R1/ S1</b><br>R1 employee (Low Ability/ Low Motivation) =<br>S1 leadership support (Direct) | <b>R3/ S3</b><br>R3 employee (High Ability/ Low Motivation) =<br>S3 leadership support (Motivate/Participate) |
| <b>R2/ S2</b><br>R2 employee (Low Ability/ High Motivation) =<br>S2 leadership support (Coach) | <b>R4/ S4</b><br>R4 employee (High Ability/ High Motivation) =<br>S4 leadership support (Delegate)            |

The situational model is complex in that employees don’t always stay at one readiness level for a task. Some will build readiness and some will drop backward based on changes in the organization or personal situations. The leader needs to adjust their leadership style accordingly.

If you find you have employees who are struggling with a certain task or responsibility, try applying this model and you are likely to find yourself rewarded with a high performing and happy employee.

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- Nachhattar Bhullar
- ‡ Jagtar Samra
- Bobby Kumar

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- Noel Ibardolaza
- ♦ Rajeev Walia
- ‡ John Shin
- ‡ Inderbir Nat

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- ‡ J.B. Sethi
- Gursharan Nat
- Jasbir Randhawa
- Inderbir Nat

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- Jasbir Randhawa
- Inderbir Nat
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## 2010 Holiday Event - Knots Berry Farm





OFF-PREMISE

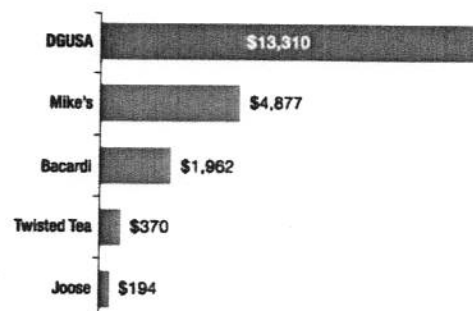
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2008 New Item Sales (\$M)<sup>1</sup>

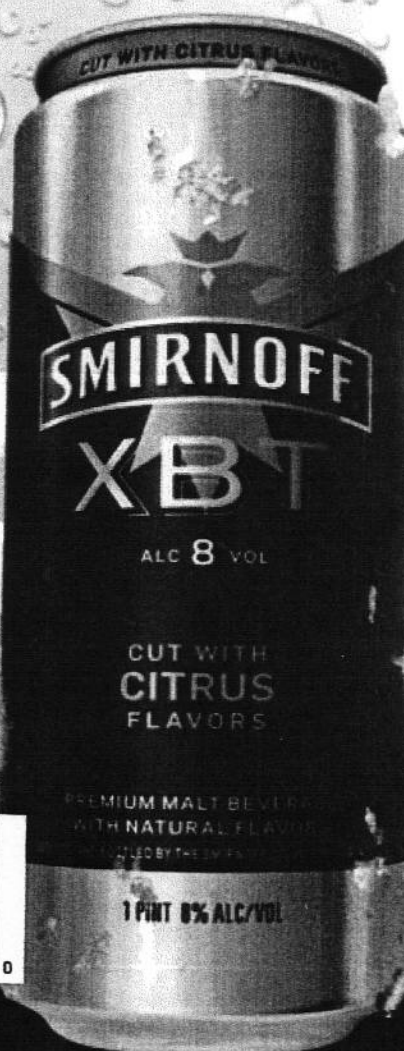


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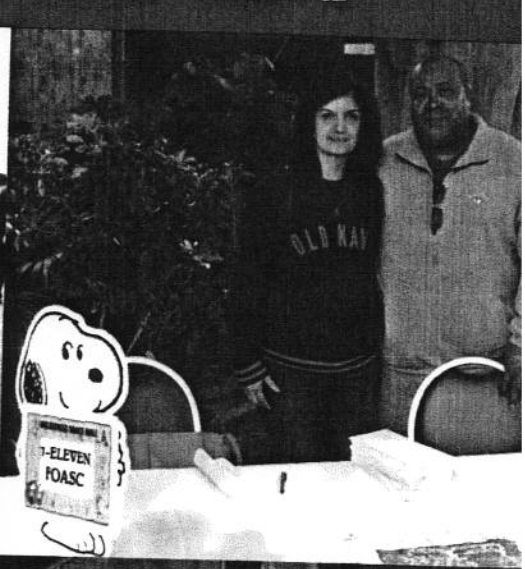
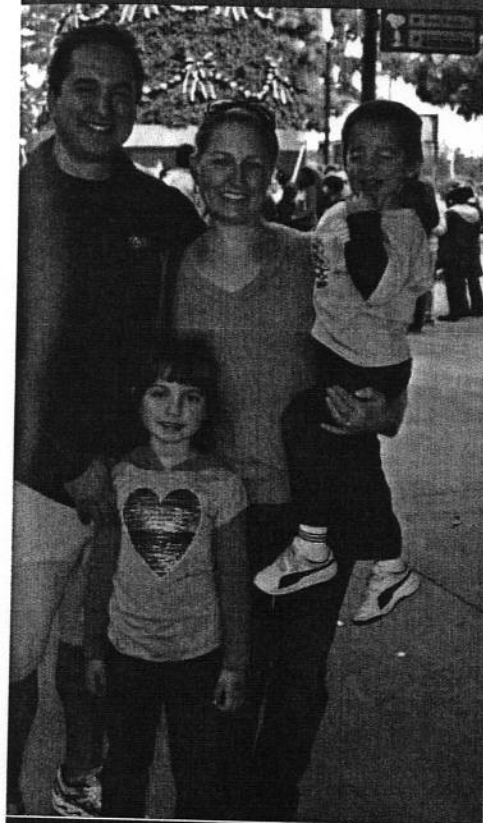
<sup>3</sup> Tampa and Baltimore focus groups, 2008

<sup>1</sup> IRI, F&D, 52 weeks ending 12/28/08; all PAB items introduced during 2008

<sup>2</sup> Nielsen, 52 weeks ending 12/20/08 and 52 weeks ending 12/20/08



# 2010 Holiday Event - Knots Berry Farm- Cont'd



## 2010 Los Angeles Martin Luther King Day Parade



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<sup>1</sup> Beverage Marketing 2010

<sup>2</sup> The Nielsen Company C-Store FY 2010

<sup>3</sup> 7-Exchange 2008, 2010

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## 7-ELEVEN FOASC MEMBERSHIP BENEFITS

**National Coalition:** Free Membership

**Activities:**

Quarterly Members Stated Meetings

Monthly Board of Directors Meetings (*e-mail the office at foasc711@yahoo.com or Mr. Dhaliwal at kmd1948@yahoo.com if you would like to participate as an observer*).

Trade Show

Annual Golf Tournament (*Supports our Scholarship program*)

Holiday Party

**Scholarship Program:** Open to Franchisees dependent children and grandchildren. One \$8000.00 four year scholarship per year, Multiple \$2000.00 Grants, and Multiple \$500 Awards. Contact Scholarship Chairperson, Barry Gauthier at 714-637-0307 or call or e-mail the office.

**Workers Compensation:** The most competitive group rates in the state through John Barbot Services. Call 1-888-505-7110.

**Accounting:** Free Consulting Services by Ser.Vis.Etc. Contact Norm Winslow at 559-251-0717 or Richard Schwarz at 562-438-6832.

**Credit Union:** Free Membership to South Western Credit Union. Membership can save you thousands of dollars in auto financing fees as well as offering many additional benefits. Call 562-694-8296 and mention that you are a member of 7-Eleven Franchise Owners Association of Southern California.

**Wage Hour Consultant:** Human Resources program specializing in wage/ hour and labor issues through C.P.E. HR Corp. Call 800-850-7133 and ask for Thi Ha or Michael Holmes.

**Communications:** We will continue to be involved at all levels of communications with 7-Eleven Inc. We will continue to analyze and monitor programs, policies and important developments within our franchise system.

**7-Eleven Ombuds Program:** A confidential, neutral, informal resource established to help the franchisees and SEI raise and resolve issues without fear of retaliation and with the confidence that the issue will remain "off the record". Call 1-866-711-2221 from 8 a.m.- 6 p.m. Central Standard Time.

**The Greatest Benefit:** In the final analysis, the only justification for creating an association is to be of service to our members, consequently the greatest benefit may very well be to 'be there, when you need us'. Feel free to contact the association at foasc711@yahoo.com anytime, or contact any Director listed in *Perspective*.





# 7-Eleven F.O.A.S.C.- MEMBERSHIP APPLICATION

The undersigned hereby applies for membership in the 7-Eleven Franchise Owners Association of Southern California, with the understanding that I/we are entitled to receive a copy of the By-laws upon receipt of the initiation fee, and upon acceptance into the Association as a full member. I/we further understand that I/we have a seventy-two (72) hour recession period (from the date below) in which to change my mind about joining this Association and will receive my initiation fee in full, if I/we exercise this right. The initiation fee to join the association is \$100.00, with \$15.00 monthly dues.

My check/money order for \$100 payable to the Association as an initiation fee accompanies this application.

## HOME INFORMATION

Name: \_\_\_\_\_

Spouse's Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone #: (\_\_\_\_) \_\_\_\_\_ Cell Phone #: (\_\_\_\_) \_\_\_\_\_

E-mail Address: \_\_\_\_\_

## STORE INFORMATION

Market Area: \_\_\_\_\_ Store Number: \_\_\_\_\_

Store Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Store Phone #: (\_\_\_\_) \_\_\_\_\_ Fax #: (\_\_\_\_) \_\_\_\_\_

Date franchisee acquired store: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Franchisee(s) signature(s): \_\_\_\_\_

## First Store - Accounting Authorization

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Market Area: \_\_\_\_\_

Store Number: \_\_\_\_\_

I/We \_\_\_\_\_ franchisee(s) of the 7-Eleven Store located at \_\_\_\_\_

have joined the 7-Eleven Franchise Owners Association of Southern California and do hereby authorize 7-Eleven, Inc., DBA 7-Eleven Stores, to charge \$15.00 initiation fee and \$15.00 monthly dues to my open account #97. This authorization is to be effective until written notification by me/us to terminate this deduction. The check is to be made payable to:

7-Eleven Franchise Owners Association of Southern California  
11145 Tampa Avenue, Suite 12B  
Northridge, CA 91326

Franchisee(s) signature: \_\_\_\_\_

Store Stamp

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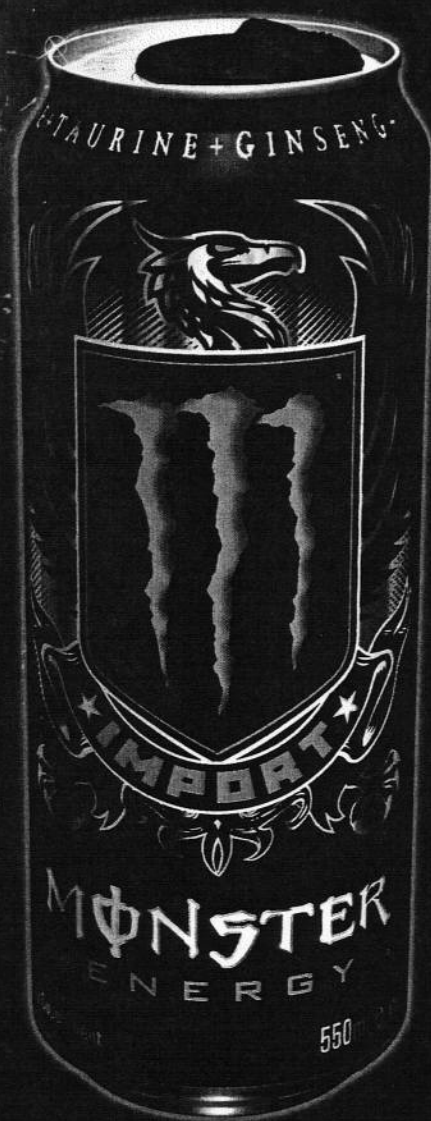


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