

超市标准化运营管理丛书第二册

戴春华 著

超市标准化运营管理 生鲜管理

C超市经营管理工作者实务手册

本丛书以“营运培训”、“生鲜”、“商品管理”、“电脑中心”、“盘点”、“收银”、“客服”、“企划”、“安全与防损”、“收货”十个分篇，全面涵盖超市营运的各个流程和管理环节。

本丛书吸收国外零售企业先进管理理念，结合中国本土特色，是一套操作性极强的超市经营管理工作者实务手册。

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总 序

自从国外超市进入中国，零售行业在中国发生了历史性的变革，全国各种各样的超市、量贩店此起彼伏，超市越开越多，竞争越来越激烈。中国超市现在处于“春秋战国”时代，格局在重新划分，市场在重新组合。目前中国零售行业的现状是：

零售行业发展的10年间，强者几乎都是外资的零售企业，中国本土的超市可以做大，却很难做强；

本土超市需要迅速扩张，实行多店连锁经营，但店多后却面临失控的危险；

有的实行“拿来主义”，照搬国外的模式，但拿来后并没有达到预期的效果；

在某一个城市或区域做得好，离开特定的区域就达不到效果，甚至是离总部越远就越做不好。

零售行业本不是高科技的行业，难点和关键究竟在哪里？是业态的问题，资金的问题，经验的问题，模式的问题，还是什么其他的问题？目前，针对零售行业这种现状，各家学派争鸣，各种药方流行，“灵丹”“妙药”层出不穷。

不难看出，零售行业的本质就是规模经营，无论是大店还是小店，只有连锁才可能形成规模，规模多就意味着门店多，门店多就不可能简单限定在某一个城市或某一个国家，势必要经历跨城市、跨区域甚至跨国度发展。家乐福（CAREFOUR）与沃尔玛（WAL-MART）、购物广场（SUPERCENTER）模式相似，麦德龙（METRO）和山姆会员店（SAM CLUB）形式类似，它们却都可以在全世界的范围内连锁发展。可见，业态和模式并不是解决连锁发展的根本，好比是一棵大树，业态和模式是地上的部分，是叶子、鲜花和树干，但没有树根，这棵树就无法长期生存，如果根基强大，小树也可以发展成大树。

连锁发展的根基是什么呢？

是“系统”。系统的目的就是要实现统一的控管，任何一个强大的连锁企业都必须有一个强大的管理系统来支撑！这就是零售行业真正的心脏所在，关键所在。系统支持连锁，对所有的连锁企业都适合，只不过当今世界，零售业比其他任何一个行业的连锁规模都大，因此，它比任何一个连锁业态都更需要系统的建设。“系统化”的概念绝不是简单等同于电脑系统，它是一个管理的总体系，只有系统才能完成对连锁营运的控制和管理，才能支持连锁的扩张和发展。零售企业如果只做或学做别人的业态和模式，不进行系统建设工程，则等同于无本之木、无源之水。

如何实现“统一的系统化”建设？

我们看一看“麦当劳”。“麦当劳”可以在全世界任何一个地方为顾客提供同样的服务、环境甚至是食物，关键在于推行标准化的管理。“标准化”可以解决所有因地域不同、人种不同而引起的差异，只有标准化，才可能统一。因此“系统化”要靠标准来建立。所以你看到的是全世界的“麦当劳”，无论门店的面积大小和形状是多么的不同，但给顾客的感觉都是一样的，这就是标准化的威力！

那么如何实现硬件和软件上的“标准化”？

在机械设计中，我们知道所有厂家生产的螺钉、螺母规格都是统一的，不同厂家的商品可以互换，就是因为所有的生产厂家都按国家的设计标准来做。因此“标准化”是靠制度做出来的，是靠“规范化”来实现的，规范的制定是“三化”理论的第一块基石，规范的执行是“三化”理论的第一基础实践。

零售行业是“人”的行业，不是机械化的生产行业，规范与制度是唯一可以去约束和指导人的行为的手段。而培训和接受培训则是最佳和最快的规范化的途径。因此，在家乐福（CAREFOUR）的第一句名言是“接受培训和培训他人是您的首要职责和任务”。这也是本套丛书为什么全部阐述的是营运规范，为什么又将营运培训从人事培训中单独分离出来，并作为整个系统中一个重要组成部分的原因所在。如果我们用“金字塔”比喻本篇提出“系统化、标准化、规范化”体

系的建立，那么规范是建造金字塔的基石，标准是建造金字塔的工具，系统则是建造整个金字塔的原理。

综上所述，正是为了解决中国本土超市出现的问题，笔者经过长期的实践、研究、探索，提出只有走“系统化、标准化、规范化”模式，才有可能形成不断扩张的同时也能实现良性发展。整套丛书正是在这一中心思想的指导下完成的，不仅仅只提理论，并且以大型综合超市为例子，将如何在超市中实现“系统化、标准化、规范化”理念付诸实践。全套丛书不仅要教会读者收银怎么做，收货怎么做，门店怎么管理，更重要的是要体会到系统建立和规范执行的重要性。这好比是解数学题，不光解决 $4+3=3+4$ ，而是要阐述 $A+B=B+A$ 的数学原理。

书中以门店为例，完成了理论到实践的执行和转变，特别是对一些管理概念，全书用了具体例子来说明。如在商场里如何体现“顾客是上帝”这个理念，在整套丛书10大分篇中都有对应的制度和规范来实现这一宗旨，如

“收银分篇”中是收银员是否向顾客问好或微笑？等等；

“客户服务分篇”中是顾客的投诉是圆满地解决了吗？等等；

“培训分篇”中是顾客手中没有购物车，送给他了吗？顾客询问时，怎样回答？等等；

“商品管理分篇”中是商品陈列是否使顾客容易看到？价格牌，顾客看得清楚吗？等等；

“安全与损耗预防分篇”中是地板上有积水，有无及时处理以避免顾客滑倒？顾客在商场有不舒服时，怎样解决的呢？等等；

“生鲜分篇”中是服务顾客的速度是否很快？顾客想尝尝商品，被许可吗？等等。

任何一个零售企业，如果能在制度上去这样要求，顾客服务的水平还会不提高吗？

在全书写作过程中，我学习国外零售企业的先进管理理念并吸收其本土化的经验，结合实际，用10大分篇的流程规范来搭建大型超市“营运系统化、标准化、规范化”的构架，整个营运体系的设计清晰严

谨，完整统一，概念、形式和内容尽量做到与国际化接轨。本套丛书不一定能解决所有的问题，但可以作为指导实践和解决实际问题的良好参考。希望本书能够起到一个“抛砖引玉”的作用，让更多的有识之士来关注和研究中国零售行业的发展，在现代化超市经营的舞台上，有更多的新理论、新模式涌现，以提高整个零售企业的竞争力和管理水平，在 WTO 的时代，有能力和国际企业在市场中共同竞争、共同发展。

作者是本着创新、严肃的态度来写作本书的，但由于学识有限，经验不足，错误和疏漏难免，恳请广大读者、海内外零售行业的专家予以批评指正。

戴春华

2002 年 8 月

Foreword

Since foreign retailers entered China, a historical revolution has been happening in Chinese Retail Industry. In China, various supermarkets and stores appeared while some others disappeared. With the opening of more and more supermarkets, the competition in this field is getting more and more intense. Chinese supermarkets are experiencing the “Spring and Autumn Fighting Period”. The market structure is being reset and the market is being reorganized. Following is the current situation of Chinese Retail Industry:

- ◇ During the 10 year development of Retail Industry, almost all the strong ones are foreign retailers, local supermarkets could be large in size, but hardly strong;
- ◇ Local supermarkets need to expand rapidly and have more chain stores, but having more chain stores also means to face the risk of out of control;
- ◇ Some retailers undertake the policy of “Bring-ism”, and copy foreign retailer’s operation model, but could not achieve expected result;
- ◇ Some retailers operate perfectly in one city or one area, but could not continue their glory when leaving their home, and sometimes more far away they are, more worse they perform.

The Retail Industry is not a hi-tech field, but what on earth is the key problem, the problem of operation model, the problem of capital, the problem of experience, or any other problems? To treat the problem of Chinese Retail Industry, many specialists are arguing, various kinds of prescriptions are being issued and a lot of “catholicon” and “effective medicine” appear.

It is easy to say that the essence of retail industry is operation in scale. No matter big or small, only chain stores could achieve the benefit of scale. Large scale means more stores that could not be limited simply in one city or one country. The development of chain stores will certainly go beyond cities, areas and even expand internationally. Carrefour and Wal-Mart belong to Supermarket model. Metro and Sam's Club belong to Member Club model. They all operate global chain stores successfully. So the operation model is not the root of the development of chain stores. It is just like a big tree. The operation model is the over-ground part, leaves, flowers and the stem. Without the root, the tree could not live. If its root is strong enough, a small tree could grow up to a big tree.

Then, what is the root of chain store development? It is the "System". The purpose of having a system is to control undividedly. A strong chain store enterprise should have a strong management system to support it. It is the real heart, the key point of the Retail Industry. Systems support all chain-operations and apply to all chain enterprises. Because the Retail Industry has larger scale of chain-operation than other industries in the world, it is more necessary for retailers to set up Systemization than any other chain-operation industry. The concept of "Systemization" is not simply equal to the computer system. It is the whole system of management. Only Systemization could accomplish the control and management of chain operation and could support the development and expansion of chain stores. If retailers only pay attention to the operation model or imitate others' model and do not set up their own system, they will become a tree without root, a fountain without source.

How to set up "Unified Systemization"? Let's take a look at McDonald's. McDonald's could offer its customers at any place in the world the same service, the same environment and even the same food. The key point is its standardized management. "Standardization" could

solve all the discrepancy created by the difference of places and people. Only Standardization creates unification. And Standardization sets up Systemization. That's why all the McDonald's stores in the world, no matter large or small, give the same impression to its customers. That's the power of Standardization!

How to achieve the Standardization on software and hardware? We know that in mechanical manufacture, the screws and screw caps made by all factories in one country are of the same size and could be replaced by each other. That is because all factories make screws and screw caps according to the national design regulations. So Standardization is achieved by adhering to regulations and is based on Regularization. The establishment of regulations is the first foundation stone of the "Three-isms" theory. The implementation of Regularization is the first basic step of using the "Three-isms".

The Retail Industry is a field of "human", not of "machines". The regulation and standard is the only way to instruct and restrict human behaviors. And training and being trained is the best and most efficient way of Regularization. So the first maxim in Carefour is "Being trained and Training others is your first task and responsibility." This is why in this series all the content is about operation regulations, and Operation Training has been separated from the training of Human Resources as an important independent part of the whole system. If we compare "Pyramid" to the set-up of "Systemization, Standardization and Regularization" in this foreword, the Regularization will be the foundation stone of the Pyramid, the Standardization will be the tool of constructing the Pyramid and the Systemization will be the theory of constructing the Pyramid.

To summarize above information, in order to solve the problem of Chinese local supermarkets, I have experienced a long period of practice, research and exploration. I would like to tell readers that only choosing the model of "Systemization, Standardization and Regulariza-

tion”, could supermarkets get good development while expanding consistently. This series was completed on the basis of this central idea. These books not only talk about theories, but also give the examples of many large comprehensive supermarkets to explain how to apply the theory of “Systemization, Standardization and Regularization” into the practical operations of supermarkets. This series tells readers not only how to operate the Cash Receiving Department, the Receiving Department and how to manage stores, but the more important thing is to find the importance of establishing the whole system and implementing regulations. It is just like solving math problems, these books not only want to tell readers $4+3=3+4$, but also explain the math theorem of $A+B=B+A$.

This theory has been used and transformed into practices in this series through store examples. These books cited some particular examples to explain some management concepts. For instance, to explain how the idea of “The Customer is God” shows in supermarket operations, all the 10 sections of this series have related regulations and standards. For example:

- ◇ Do cashiers greet and smile to customers? Etc. In the Cash Receiving Section
- ◇ How to satisfactorily solve customers’ complaints? Etc. In the Customer Services Section
- ◇ Do you give the customer a shopping cart? How to answer a customer’s question? Etc. In the Training Section
- ◇ Is the merchandise display convenient to customers? Are price labels and signs unmistakable? Etc. In the Merchandise Administration Section.
- ◇ Has the water on the floor been cleaned up in time to prevent customers from slip? How to handle the customer feeling unwell in the store? In the Security and Loss Prevention Section
- ◇ Is the customer service quick enough? Is it allowed for customers to try

the merchandise? Etc. In the Fresh Food Departments Section

If a retailer could achieve the aforesaid requirements from store regulation level, how come its customer service could not be improved?

Absorbing from advanced management theories of foreign retailers, extracting from the experiences of local retailers and combining the practical situation of Chinese Retail Industry, this series established the frame of the “Systemization, Standardization and Regularization” of operation for large supermarkets through the regulations of 10 sections. The design of the whole operation system was be precise, clear, complete and unified. The concepts, the style and the content of this series are intended to meet international standards. Although this series could not solve all the problems of Chinese Retail Industry, it could become a good reference to guide retail practices and solve practical retail problems. I hope this series could “cast a brick to attract jade”, offer a few commonplace opinions so that more people with insights could study and pay attention to the development of Chinese Retail Industry, and more new theories and new models could appear on the modernized supermarket operation stage, so the competitiveness and the management level of Chinese Retail Industry could be improved and Chinese retailers could have the ability to compete and develop with international retailers during the WTO era.

It is based on the attitude of innovation and discreetness that I wrote these books. Errors and neglects could not be avoided because of the limitation of my knowledge and experience. I sincerely hope dear readers and the specialists of foreign retail industry could give me your precious comments.

Christine Dai

August 2002

Fresh Food Departments

Introduction

This section of Fresh Food Departments is an important part of the standardized, regularization, systemization system for large commercial supermarkets' operation. Fresh Food Departments is the most distinguishing division in supermarkets, which is also the most difficult part to operate, the most professional sector that involving various knowledge. To the whole supermarket, the role of Fresh Departments is to attract customers and set up the image of the company.

How to operate Fresh Departments is a question faced by many supermarket operation managers at all times. These series give a lot of attention to introduce the operation of Fresh Food Departments. Based on the practical situation in China and according to the direction of standardization, regularization and systemization, this section, from a theoretical height, for the first time, elucidates the basic theory of operating Fresh Food Departments completely and profoundly and sets up a basic frame for the operation of Fresh Food Departments. This section is an example of combining operation theories with operation practices in these series.

This section includes the operation of all the Fresh Food Departments, the Produce, the Meat, the Seafood, the Bakery and the Deli etc. The important content includes: freshness control, operation schedule, order and quality control, food processing, storage and display, sales, shrinkage control, gross profit and fresh inventory etc.

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