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Towards more unified work

A study of City Gross Meat departments

Master's thesis in Quality and Operations Management

Erika Andersson

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Gothenburg, Sweden, 2015

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Abstract

Top managing a grocery store line is complex, consequently derived from local market expectations and varying resources. The purpose of this thesis is therefore to describe and analyse the work procedures at City Gross meat departments and give suggestions on how to improve City Gross meat departments' performance by making the work procedures more unified between the different stores. Even though grocery stores affect the daily lives of an enormous amount of people, academic research in the field of grocery stores gets little attention compared to for example manufacturing. This thesis highlights the managing of grocery stores for better and more consistent quality, by using the methodology of micro-ethnography. Micro-ethnography has been performed in mainly three meat departments of City Gross, where the researcher took an active overt role and participated in the daily work. The data collection from the observations was complemented with literature review and interviews.

Given the quest of becoming more unified between different stores, standardisation was considered. However pure standardisation opposes City Gross meat departments' ability to adjust themselves to certain local market expectations, which is essential for success. In order to adjust to local market, customisation would be beneficial, but pure customisation was rejected due to the severity of top managing and resource ability. This thesis presents a solution where attractive parts from both standardisation and customisation are used in a model called Framed Customisation. Also, a few practical recommendations and managerial implications are presented for supporting the Framed Customisation model.

Keywords: Operations strategy, Grocery stores, customisation, standardisation

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A handwritten signature in black ink, appearing to read 'Erika Andersson', followed by a horizontal dotted line.

Erika Andersson,
Gothenburg, June 2015

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1 Introduction

Swedish supermarket customers become more and more aware of what they put into their bodies and a huge trend of healthy eating is inundating the country (Svensk Handel, 2014). This movement goes hand in hand with an environmentally friendly attitude, which have led to an increased interest of the organic sector and the Swedish produced food. Swedish food is becoming more and more demanded since it is “locally” produced or at least *more* locally than other alternatives (Halldestam, 2014). Swedish supermarkets need to follow the trend in order to satisfy their customers. Grocery stores within the Swedish market are ICA, COOP, Hemköp, Willys, City Gross and some smaller actors. City Gross is, aside from just an ordinary store, specialised in Swedish meat that are cut, sliced and packed in-store. Each City Gross store is owned by City Gross Sverige AB, which in turn is owned by Bergendahl Food AB. The meat department is an important operation of the store, since City Gross promote themselves with good meat. Therefore Bergendahl Food AB wants the meat departments to be and deliver their best.

Bergendahl Food AB wants the different meat departments to be more unified in their performance in order to learn from each other, minimize wastage and be a company that the end customer can trust in having the same quality in each store. But in the meantime, each store has to be adjusted to its specific market. For example, the store in Malmö Rosengård cannot have the same campaigns or exactly the same assortment as the store in Lund, since the customers’ behaviours are different. Also, there are differences between customers’ behaviour within each store as well, not just between them. Therefore City Gross has to offer a range of assortments. The fact that the customers’ behaviours are different within each store, as well as between stores, makes it complex to standardize the work procedures. The stores have standardized product instructions and working instructions for some procedures. However these instructions have to be adjusted to the settings of each store (Härle, 2015).

In 2012, a customer survey was done in order to improve the meat department. The study showed that the meat department often is the reason for choosing City Gross before other grocery stores. Hence, the meat department is essential and therefore important to continuously improve (Högberg, Hedberg & Nyman, 2012). From Bergendahl Food AB’s point of view this thesis clarify how to improve their work, with better customer satisfaction, higher quality, easier to switch employees from one store to another and reduction of wastage.

The unique situation of having the will to unify the work procedures and in the same time make each store market-oriented is relevant from the academic point of view, since it could give new generalizable solutions to such problems.

1.1 Purpose

The purpose of this Master thesis is to describe and analyse the work procedures at City Gross meat departments and give suggestions on how to improve City Gross meat departments’ performance by making the work procedures more unified between the different stores.

The expression “work procedures” is referred to “how the meat department employees operates in their daily work”, such as the processing of meat, but also displaying of meat, customer relations and everything else that is a part of their daily work.

The purpose is related to quality in operations, with standardisation, customisation and operations strategy as well as quality management system. The purpose is therefore connected to the MSc Quality and Operations Management, which involves such topics.

1.2 Problem analysis

Following research questions supports fulfilment of the stated purpose. Since one part of the purpose implies analysing and describing the current work procedures, research question one is:

RQ1: Which operations are included in the working procedure of the meat departments?

Given research question one, some underlying questions are suitable to answer in order to fulfil the purpose. These are:

RQ1a: Do different City Gross meat departments have similar work procedures?

RQ1b: Do different City Gross meat departments provide similar products in terms of correspondence to competitive priorities?

RQ1c: Which factors determine the working procedure?

RQ1d: Are the given work instructions and product descriptions used, to what degree and when?

When the analysing and describing part of the purpose is fulfilled, the unifying task could be investigated by research question two and three.

RQ2: Could more standardized work procedures lead to better support of the market expectations?

RQ3: Could City Gross meat departments become more unified by the use of customisation?

1.3 About Bergendahl Food AB

The family-owned company *Bergendahl & Son AB* is a big player within the Swedish retail business, serving the food consumers as well as fashion accessory buyers and interior decorators. Bergendahl & Son AB has an affiliated company called Bergendahl Food Holding AB, which in turn is the mother of Bergendahl Food AB (please see Appendix 1 for a company group tree). Bergendahl Food AB is involved in five different grocery store brands; “EKO”, “MAT”, “Den svenska matrebell”, “Matöppet”, and “City Gross”. Of these five, the last mentioned is the biggest with 37 stores in different sizes around Sweden. Each City Gross store (further referred as CG) has one meat department, which dismembers, cuts, slices and grinds Swedish meat daily. Customers can either buy meat that is already packed by the store or order meat from the employees (Härle, 2015).

All CGs is owned and top managed from Bergendahls Food AB’s headquarter in Hässleholm, a town in southern Sweden. A meat category manager manage the meat departments’ interests at the headquarter level. The meat category manager has various tasks, such as to agree upon prices with the butchers, making campaigns and works to facilitate and improve meat departments in the stores. Each store also has a store manager, a perishables manager and a head of meat. Hence, many people are involved in managing each meat department (Härle, 2015).

2 Theoretical Framework

The theory for the thesis is presented below. Focus is on becoming more uniformed between the different CGs, therefore theory about standardisation and strategies is presented. Due to the fact that CG will and would like to offer great service to the customers, theory about quality and customisation is also introduced. Thereafter the term trade-off is described, since it is something that CG has to consider.

2.1 Operations strategy

Strategy is defined as “the determination of the basic long-term goals and objectives of an enterprise, and the adaptation of courses of actions and the allocation of resources necessary for carrying out these goals” (Chandler, 1962:15). There are different strategies for the different managerial layers within an organisation and these strategies have to be related to each other. Foremost there is the strategy called *corporate strategy*, stating the way to fulfil goals of an aggregated kind (Gong, 2013). The corporate strategy should be connected to the company’s vision, mission, values and goals (Hamel & Prahalad, 1994). Other strategies are related to the corporate strategy by being hierarchically below the corporate strategy (Gong, 2013). One of these strategies is *operation strategy*, which involves all people of an organisation who are involved in the operations and the long-term management of these operations (Greasley, 2007). Operations strategy is sometimes referred to as *manufacturing strategy*, which Skinner defined already in the sixties (Dangayach & Deshmukh, 2001). According to Skinner (1969) manufacturing strategy implies using the manufacturing function as a competitive weapon. Later on, researchers declared manufacturing strategy to be a set of decisions for reaching desirable goals (Hayes & Wheelwright, 1985). Hill (2000) is along with Slack & Lewis (2011) and other researchers eminent in the strategy research field. However, Hill (2000) has chosen to focus on just manufacturing, while Slack and Lewis (2011) focus on operations. The reason for preferring the term operations strategy rather than manufacturing strategy is the breadth of concepts. Operations strategy is more likely to also include service operations. Service operations are equally important to highlight as the manufacturing operations, since services become more and more important in all markets (Anderson, Cleveland & Schroeder, 1989).

Slack and Lewis (2011:7) wrote; “Operations strategy is concerned less with individual processes and more with the total transformation process that is the whole business. It is concerned with how the competitive environment is changing and what the operation has to do in order to meet current and future challenges. It is also concerned with the long-term development of its operations resources and process so that they can provide the basis for a sustainable advantage.” A fitted operations strategy can lead the organisation to success (Greasley, 2007). A company always has an operations strategy, if not spoken, it is unspoken. This since a company always have “a way of doing things”, and sometimes it is written down and sometimes it is not. Likewise, sometimes one strategy is written down and another one is used in practice (Winroth, 2015).

There is no universal way to define exactly what an operations strategy is since operations strategy means different for different stakeholders around and in one organisation (Slack & Lewis, 2011). Slack & Lewis (2011) argues that there are four “perspectives” of the operations strategy, and that these four views together can bring a hint of the operation strategy. The four perspectives are visualized in Figure 1 (based on Slack & Lewis, 2011:2) and described below.

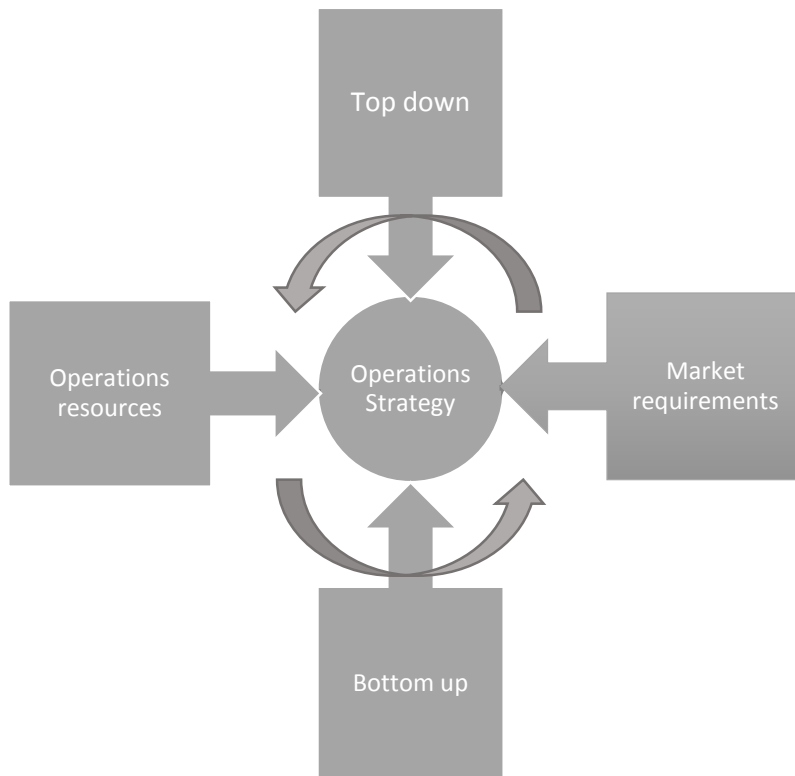


Figure 1 The four perspectives of Operations Strategy. Based on Slack & Lewis (2011:2).

2.1.1 Top down

The top down perspective should answer the question of how operations strategy should reflect the aggregated strategy and decisions made from top management. The top down perspective contains different aspects depending on the size of the organisation. As stated above, three layers of strategies for guiding the operations strategy exist. These are, in hierarchical order, corporate strategy, business strategy and functional strategy. Operations strategy is in the functional strategy layer. The bigger the organisation, the bigger the distance between the different layers which makes it more likely that the strategies are made by different people. In smaller organisations, the different strategies can be formed by the same people (Slack & Lewis, 2011). The strategy of a company is linked to its organisational structure. Strategy and organisational structure affect each other (Miles & Snow, 2003). For example, if the strategy means moving fast in the industry the organisation is preferable slim and easy (Vitez, 2015). The ordinary organisational structure is *functional structure*, which is a very hierarchical organisation; driven from top-management down to grass roots in a cone shape (Davis & Lawrence, 1978). The functional structure is, as the name implies, very good for the functionality of the company. But a functional structure is lacking the customer- and market perspective. Companies that would give attention to both market and functionality have the structure called *matrix organisation*. Each task in a matrix organisation has two managements from different units of the company, which become forced to collaborate. This situation creates great information exchange and a flatter organisation with more motivation, but also complexity in decision-making and more salary expenses (Johnson, 2015).

2.1.2 Bottom up

The bottom up perspective should answer the question of how “the operations strategy could learn from day-to-day experience” (Slack & Lewis, 2011:12). Taking a bottom up perspective means “shape the operation’s objectives and action, at least partly by the knowledge it gains from its day-to-day activities” (Slack and Lewis, 2011:13). It requires an ability to learn from both good and bad experiences

and a willingness to transform it into the process of strategy building. Involving the individuals from the bottom of the organisation can benefit the operations strategy since they often know the customers and the best practise for performing the organisation's operations (Slack & Lewis, 2011).

2.1.3 Market requirements

The market requirements perspective should answer the question of how the operations strategy could become influenced by the market requirements. The operations strategy must reflect the market demands and claims in order to sustain in a long-term perspective. The term *Market* is referred to stakeholders operating in the same market as the company operates in, particularly customers and competitors. Internal customers are also included in the term customer (Slack and Lewis, 2011).

However, the market consists of more actors than just customers and competitors. For example, the word competitor can mean more than just the direct competitor (Porter, 1974). Mikael Porter (1979) presented five competitive forces within the market, which affect a firm's competitive position within a market. These forces are listed below and visual in Figure 2 (Porter, 1979).

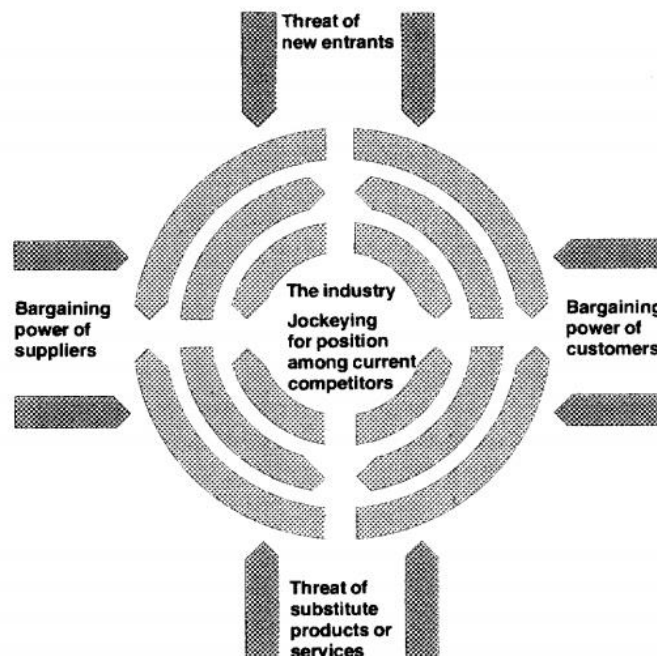


Figure 2 The five forces (Porter, 1979)

The force *threat of new entrants* stands for factors that might do the entry to a specific market difficult. The factors could be for example governmental policies, the ability to enter the distribution channel and capital requirement. Some researchers argues that governmental legislations is a force itself, hence a sixth force. However, Porter underlines that the governmental legislations is just a factor within the forces, not a force itself (McGinn, 2010). In the Swedish food industry there are many legislations and many of them has their origin from the European Union (Notisum, 2015). Legislations and control of food and its handling exists in order to protect consumers and other actors within the food chain (Livsmedelsverket, 2015a). Food handling is controlled by the law "Livsmedelslag (2006:804)" (the Swedish Food Act) and most of the verification of if legislations are followed is made by each municipality (Notisum, 2015). To facilitate that the Swedish Food Act is interpreted in the same way by all municipalities, the National Food Administration ("Livsmedelsverket") has given guidelines of how the law should be interpreted (Livsmedelsverket, 2015b).

The force displayed in the centre of the picture represents the force that is commonly referred to as *competition*, i.e. the force that the direct competitors exert against the firm. The force is most powerful if the offerings are very similar or if the companies themselves are similar in size, appearances, approaches etc. The worst threat comes if two competitors choose to butt against each other, giving the market what the other one just gave but in a slightly better way, and instead of coming up with something of their own they invest just to win over the other (Porter, 1979).

The force *bargaining power of the customers* stands for threats exercised by customers' power. An example of this threat is the customers' ability to barge and protrude companies against each other. Moreover, the threat is high if the customer group is concentrated and are used to buy big volumes to fixed prices. Customers' purchase which leads to low profit exerts is also a big threat since customers tend to be more price-focused and therefore more willing to bargaining (Porter, 1979).

The suppliers also have a bargaining power, which for example can mean that they raise prices or lower quality in order to earn more money. This force is strong if the suppliers are few and concentrated and deliver to an industry that is not concentrated. High switching costs i.e. if it is expensive to change supplier exert is also a big threat. Likewise, if the customer is small and unimportant for the supplier, the threat from the supplier is higher and can therefore decide more in the arrangement between the customer and the supplier (Porter, 1979).

In addition, there are threats from the force of substitute products or services, meaning threats executed by other products or services that can be used for the same purpose as the company's product. This substitutes' existence can steal customers and change consumer behaviours (Porter, 1979).

Hence, the market consists of different stakeholders and to be able to understand the whole markets requirements it is necessary to involve all of them. Thereafter, the market requirement should be translated into "performance objectives for the operation" (Slack and Lewis, 2011:16). These performance objectives should be categorised in the dimensions of "quality, speed, dependability, flexibility [and] cost" (Slack and Lewis, 2011:16).

2.1.4 Operations resources

The perspective of operations resources should answer the question of how "the intrinsic capabilities of an operation's resources influence operations strategy" (Slack and Lewis, 2011:17). In order to understand the essence of a resource, a starting point is to investigate "the totality of the resource owned by, or available to, the operation" (Slack & Lewis, 2011:17). A resource can be tangible or intangible. The intangible resources are for example knowledge, experiences, relationships and contacts, and are therefore difficult to control. After the resource investigation, in order to involve the operations resources in the operation strategy, it is important to link the capabilities of the resources to the things that need to be done. The capabilities of the resources include, besides the resources themselves, the interaction between the different resources (Slack and Lewis, 2011). Slack & Lewis (2011:18) discuss the resources' importance for the company's routines (i.e. both formal and informal processes) by saying "it is a combination of a formal and informal process, explicit and tacit knowledge, the intrinsic attributes of the company's resources and the way these resources are deployed that describes an operation's ability." By taking the resources into account, the operations strategy's decision areas are built. These decision areas are "decision that it takes concerning resource

deployment” (Slack and Lewis, 2011:23) and involves e.g. capacity, supply networks and process technology (Slack and Lewis, 2011).

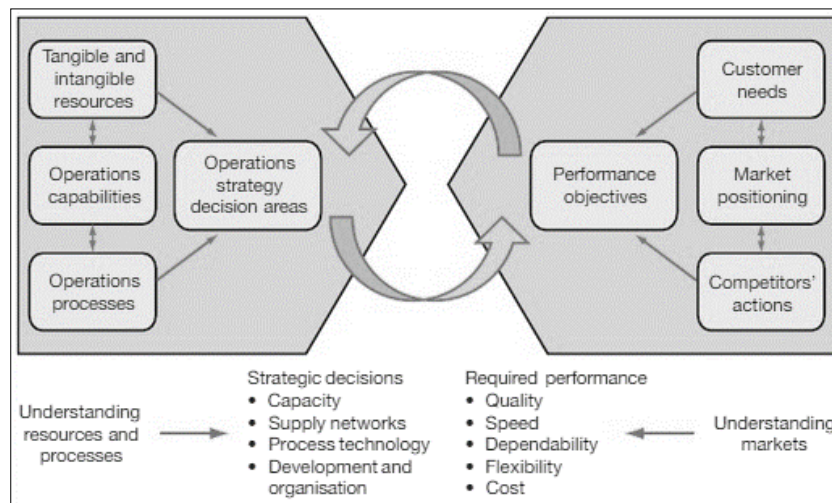


Figure 3 Collaboration of Decision areas and Performance objectives. (Slack & Lewis, 2011:23)

As said, performance objectives are built in the base of the market requirements. The performance objectives need to meet the decision areas if a proper operations strategy should be developed (Slack and Lewis, 2011), please see Figure 3 (Slack & Lewis, 2011:23).

One can argue that the four perspectives will continuously conflict with each other, but that do not have to be the case. Operation managers should be able to contemplate all four different views concurrently since it is only different views, which have their starting point in the same procedure. Making an outspoken operations strategy can make the gap between management in the top and workers in the bottom smaller and the trade-off (the term is described below in 2.5 *Trade-off*) between market requirement and operations resources more easily managed. These two meet in *the operations strategy matrix* (see Figure 4 (Slack & Lewis, 2011:30)), which could be applied in order to understand the current operations strategy or to build an operation strategy. As can be seen in Figure 4 (Slack &

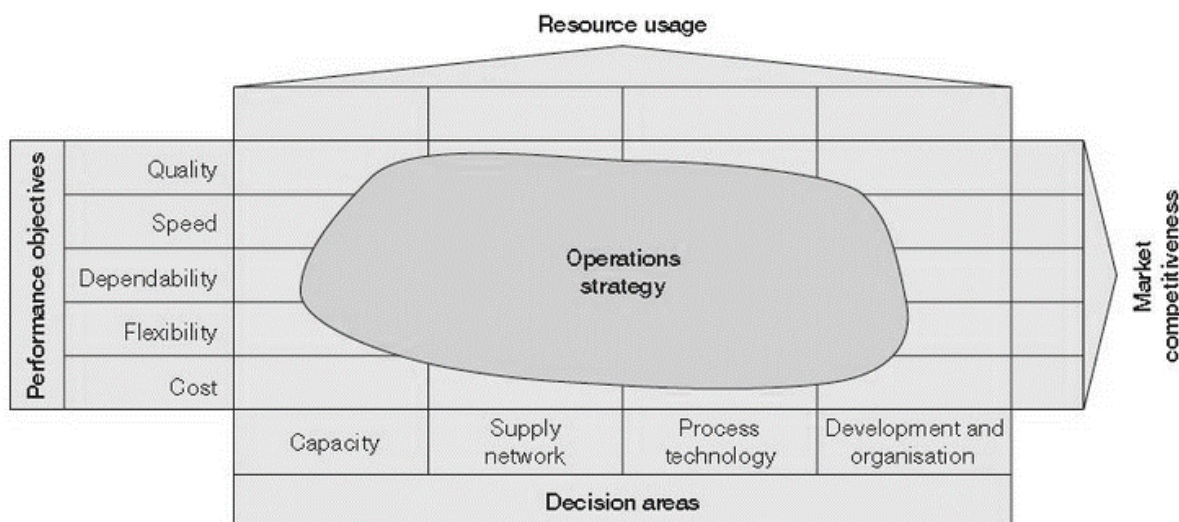


Figure 4 The Operations strategy Matrix (Slack & Lewis, 2011:30)

Lewis, 2011:30), the performance objectives (build on market requirement) meet the decision areas (which are based in the operation resources) (Slack & Lewis, 2011). However, the precedence of each

element (i.e. each box, each “meeting”) will diverge, since it is depending on the position of the company and which market it is active in (Cross, 2015).

2.2 Quality focused work

The word *quality* is a word with many meanings. Quality is a product’s or service’ ability to fulfil and hopefully exceed customer expectations and needs. Therefore the term quality refers to different things depending on the offering; examples of quality aspects are *delivery performance*, *product features*, *services* and *customisation ability*. All of above are important to highlight (Bergman & Klefsjö, 2007). Why is it important to underline quality then? From the industrialization up to today there has been a paradigm shift. From a producer-driven market, where producers decide what should be consumed within a mass-production and mass-marketing era, to a customer-driven market where the customer becomes more and more knowledgeable and therefore can sort out and choose from different suppliers. By enhancing the quality that the producers deliver, the producers can gain customers. Thus, quality is the key to survive in today’s market. A producer or supplier therefore needs to know who their customers are and what their expectations are, otherwise they would not outlast (Ericsson, 2011).

In order to deliver quality to the customers, the firm needs to work quality-focused and the bigger the firm is the more resources need to be added to work quality-oriented (Bergman & Klefsjö, 2007). For making the work quality-focused a Quality Management System is needed (Arbogast, 2009).

2.2.1 Quality Management System

A Quality Management System (QMS) is a framework of tasks and developments that are needed for ensuring quality in the organisation (Arbogast, 2009). The QMS should be in close connection with the company strategy, otherwise it will not be tied to the company and the effort will fail (Markgraf, 2015). Hence, the operations strategy should be in close connection to the QMS.

According to Nanada (2005:8) quality management consists of four dimensions; “*Quality planning*, *Quality control*, *Quality assurance* [and] *Quality improvement*”. Quality planning involves planning for the quality work, e.g. setting quality goals and plans. Quality control means the knowledge of how to check if the quality is fulfilled, for example by checking the products with tests (Nanada, 2008). Furthermore, quality assurance means, “all the planned and systematic activities implemented within the quality system that can be demonstrated to provide confidence that a product or service will fulfil requirements for quality” (Nanada, 2008:14). The last dimension, quality improvement, stands for the importance of always improving the quality (Nanada, 2008).



Figure 5 The cornerstones of TQM. Based on Bergman & Klefsjö (2003:38).

The quality improvement dimension is very important for one type of Quality Management System called Total Quality Management (TQM) (Deming, 2000). TQM exists in different varieties, depending on the company setting where it is active (Choppin, 1995), but the main characteristic is the quest for the cornerstones; *“focus on customer, improve continuously, based decisions on fact, let everybody be committed, focus on processes and committed leadership”*, (Bergman & Klefsjö, 2003:38) see Figure 5 (Based on Bergman & Klefsjö, 2003:38). A brief description of each cornerstone is given below.

2.2.1.1 Committed leadership

A company's effort to improve itself will fail if the leadership is not 100% committed to it, and therefore is committed leadership important for TQM. With management commitment the organisation gains “credibility within the organisation for the concept, assure continuity and establish longevity” (Dale & Cooper, 1994). Quality efforts in such scale are not about implementing a method, it is about changing the organisation lifestyle and embracing a philosophy of quality. This philosophy demands full commitment from all layers of management in order to survive (Dale & Cooper, 1994). Committed leadership is also important for the motivation in the organisation (Amabile, 1998), which is further discussed below.

2.2.1.2 Focus on customers

Focus on customers means focusing on “anyone who is affected by a set of activities” (Sandholm, 2000:14), henceforth focus on both internal and external customers is included. Internal customers are a part of the own organisation, while the external customers are not (Sandholm, 2000). In order to focus on customers, the firm needs to know the customers' wants and needs and act thereafter (Bergman & Klefsjö, 2003). According to Lagrosen (2001) it goes beyond just focusing on customers to *understanding* customers. This means acting on a basis of customer wants and needs, before the customers are aware he/she has them and thereby win market shares. The other cornerstones of the model should be controlled by this head building block (Bergman & Klefsjö, 2003).

2.2.1.3 Focus on processes

A process is “a limited number of activities, which together have a definite purpose” (Sandholm, 2000:85). These activities should be monitored so unwanted variation within its performance can be detected and countered. The activities, which also can be called process steps, should be measured against performance indicators (ASQ, 2015). The performance indicators should be built upon customer focus (Bergman & Klefsjö, 2003).

2.2.1.4 Base decision on facts

Basing decisions on facts is important in order to deliver pure customer-focused quality with as little variation as possible. The measuring standards for this should be based on wants from customers as well as how these wants are measured best. It demands knowledge within the operations variation, both about natural variation and variation with detectable causes. Data should be collected, processed, presented and used. Too often data is collected and presented, but never used. For TQM the data should be the base for every move. The facts can be processed with help from the Seven Improvement Tools, which is a chart toolbox (Bergman & Klefsjö, 2003).

2.2.1.5 Let everybody be committed

An equally essential part of a successful TQM as the previously stated importance of management commitment, is commitment from the remaining individuals in the organisation. It is solely the individual himself/herself who can decide what he/she should become committed to, however the organisation can give him/her the tools and incentives to commit to their goal. Communication, delegation of responsibilities and training are vital aspects to get the organisation to strive towards customer focus (Bergman & Klefsjö, 2003).

The staff needs to be motivated in order to be committed. Motivation exists in two forms, Amabile (1993) wrote; “Individuals are *intrinsically* motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work. Individuals are *extrinsically* motivated when they engage in the work in order to obtain some goal that is apart from the work itself”. The best result will be obtained if both intrinsic and extrinsic motivation are present (Amabile, 1993). The extrinsic motivation can be maintained by the use of carrot or stick, but more effort is needed to encourage intrinsic motivation. Giving the staff challenges and freedom in their work will enhance the intrinsic motivation. Also, teamwork, supervisory encouragement and organisational support ignite intrinsic motivation (Amabile, 1998).

2.2.1.6 Improve continuously

Customers today become more and more aware and knowledgeable about products and its features, which tighten their requirements of good products (Ericsson, 2011). The customer demands changes continuously and the firm must keep up with this. The fundamental rule is that everything should be done better today than it was done yesterday. It should be a win-win situation, where both the customer and the firm win. Hence all focus should not be on improving the output, but also on improving how the output is made, i.e. optimize resource utilization. From this a win-win situation is created, and by continuous improvements, continuous wins are generated (Bergman & Klefsjö, 2007).

2.3 Lean Production

Like for TQM, continuous improvement is also important for another quality philosophy called *Lean Production*. Lean Production (often shortened to “Lean”) (Bergman & Klefsjö, 2007) strives to create a win-win situation by knowing what customers perceive as value adding and then arrange the processes thereafter (Lean Enterprise Institute, 2015). Lean advocates reduction of all waste in the processes. Waste is everything that is not necessary for value perceived of the customer. Waste is usually categorized into seven groups (Bergman & Klefsjö, 2007), see Figure 6 (based on Delta Qualified Solutions, 2015) for an overview.

Over production	•Are we producing what is required?
Inventory	•Where and how can we reduce our stock?
Motion	•How can I make my job easier in order to avoid too much motion?
Transporting	•How can I avoid moving parts from one place to another?
Waiting time	•Are people waiting too long for material to be processed?
Rework / Rejects	•How can I avoid mistakes?
Over processing	•Can operations be eliminated from my work?

Figure 6 Seven forms of waste (based on Delta Qualified Solutions, 2015)

Another important part of Lean is the focus on flow and pace. Lean strives to have continuous flow with the pace of the demand. This is closely connected to the work with eliminating waste, since that work enables the flow and pace (Lean Enterprise Institute, 2015).

Lean uses different tools in order to avoid waste. One of the tools is 5S, which strives to get everything neat and tidy. 5S makes hidden problems visible and makes the working area more flow-friendly (Liker,



Figure 7 5S (based on FormSpace, 2015).

2009). See Figure 7 (based on FormSpace, 2015) for a description of what each S stands for. Note that the procedure of 5S is continuous and never ends. This means that standards need to be updated when the work tasks change (Liker, 2009).

2.3.1 Uniformity and Standardisation

Uniformity means “doing things the same” (Lave, 2011) and is strongly related to the word *standardisation*, which implies a standard procedure of doing things. In other words, standardisation is uniformity in a given context (Business dictionary, 2015). Having a given standard of how to perform a task reduces the variability of the procedure itself as well as the outcome. Also the quality of the outcome can become much better (March, 1991). Standardisation enhances control and coordination, since it is easier to apply rules and manage operations that are standardised (Dimitrova & Rosenbloom, 2010).

Fredrick Winslow Taylor (1856-1915) (Mee, 2014) is the father of Scientific Management, also called Taylorism, which is considered to be organisation research’s number one reference (Abrahamsson et al, 2002). Scientific Management’s goal is to be as efficient and productive as possible with the overall principles of “right man at the right place” and “the one best way of working”. The right man at the right place means that each workstation should have the right worker for its task. This approach avails skills for both better result and employee development (Taylor, 1913). By the term “the one best way of working” Taylor (1913) referred to the work of first finding the best way of doing a task and later standardise that procedure.

The procedure of sharing the labour was not something new, historically people have always strived to become more efficient, but Taylor made it more systematic (Sandkull & Johansson, 2000). A few years later Henri Ford introduced the balanced assembly line with standardised cars as output, standardised work tasks for every worker and movement with a certain pace of the products. Ford’s approach to managing his manufactories gave rise to the name “Fordism”, which can be seen as an extension and a more advanced form of Taylorism (Sandkull & Johansson, 2000:37).

Moreover, standardisation for operational efficiency became more and more important along with the mass production (Sandkull & Johansson, 2000). But with time, quality became an essential aspect and from that TQM (described above) was developed and could be seen as a further development of

Taylorism. Just like Taylorism, TQM uses standardisation, but with the purpose of minimising costs of quality deficiencies (Abrahamsson et al, 2002). Also, Lean emphasises standardisation as a tool for better flow without waste (Anvari, Ismail & Hojjat, 2011) Hence, standardisation can be used both in order to have efficient production and to deliver good quality.

2.3.1.1 How to standardise

As described above, 5S is one way of involving standardisation in the daily work. It also says that it needs sorting, arrangement cleaning and sustainable, long-term thinking in order to succeed with standardisation (Liker, 2009).

Standardisation of a procedure can also be called Standard Operation Procedure (SOP) (Duggan, 2015). It is important to first explore how a task is best executed and thereafter develop manuals. One important part is to gather information about the task in order to find the best practise. This gathering could be done by e.g. observation and interviewing of operators (Scholtz & Maher, 2014). Another important part is to consider the whole chain of tasks and therefore start with the last task to have the goal in mind during the SOP development (Humphrey, 2011).

Lorette (2015) describes a work plan for developing SOP manuals, which includes;

1. Outline the tasks that should be written down.
2. Write an introduction to the manual, so the person using it later can understand why and how to use the standard manual.
3. List the first task
4. Give the manual to another reader, preferably someone who will use it, for feedback.
5. Consider the feedback and make corrections.
6. List the other tasks and repeat step 4-5 until every task is listed and approved by an external reader.
7. Make the manual easy to read and easy to get, for example make many copies and in a design that suits the task situations.
8. Deliver it to every involved employee and embolden regular feedback and updates (Lorette, 2015).

If the company have different locations and the standardisation should be valid for all of them, the information gathering is even more important. It should also be possible to adjust the standards if the companies' different plants have varying preconditions (Richen & Steinhorst, 2005).

2.3.1.2 Drawbacks of standardisation

Along with benefits of standardisation, such as efficiency, more safety and better quality (Bergman & Klefsjö, 2007) there are drawbacks. Strain (2015) presents four drawbacks that standardisation brings. These are discussed below.

2.3.1.2.1 Loss of Responsiveness

According to Strain (2015) a company's different locations can counteract standardisation. Different locations can mean different demands, which in turn can complicate the use of standardisation. More standardisation means more boundaries and less responsiveness to local markets.

2.3.1.2.2 Loss of Uniqueness

The ability to be unique and offer a possibility for the customers to order a specialized product becomes miner when standardisation increases (Strain, 2015).

2.3.1.2.3 Unsuitable to Some Aspects of Business

Standardisation can be suitable for some aspects of the business and unsuitable for other aspects. For example, standardisation could be suitable for production but unsuitable for customer services or advertising (Strain, 2015).

2.3.1.2.4 Stifles Creativity and Response Time

Implemented standards could become imbedded in the company culture and in that way harm change when it is needed. This situation can constrain the company to become a slow adapter to market changes, which can mean less customers. Standards could also harm free thinking and creativity, especially when it comes to product development (Strain, 2015).

2.4 Customisation

Customisation is a customer-focused tactic for handling customer's wants and needs. It is about making the product as the customer wants it (Sievänen, 2002). Customisation of capital goods have been popular for decades, but customized products for the end-user have become more and more popular since the introduction of Internet. Internet is often the platform for choices between colours and features of a product (Sievänen, 2002). Services can also be customised (Fogliatto & Silveira, 2011).

Customisation researchers are often focused on *mass customisation*. Mass customisation is customised products that are built on ordinary mass production thinking (Fogliatto & Silveira, 2011). For example, Gilmore & Pine (1997) pointed out four ways of mass customisation that companies could

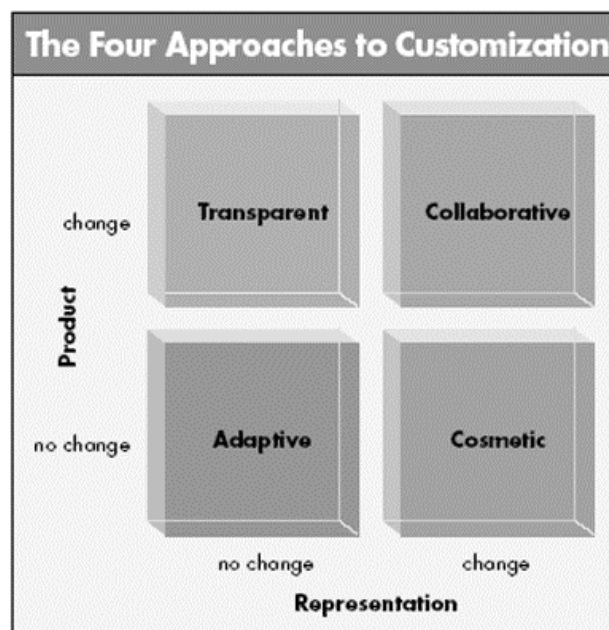


Figure 8 The four Approaches of Customization (Gilmore & Pine, 1997)

use depending on their offering, see Figure 8 (Gilmore & Pine, 1997). The four ways of mass customisation can also be called four types of mass customisation. Degree of changeability in representation and product decides which type the products get categorized as. The more changeability the company offers, either it is changeability of product or representation, the less standardisation are the company able to use (Gilmore & Pine, 1997).

Transparent approach is used by companies that try to mass customise products by giving the customer the ability to change it, e.g. its colour or appearance. This could be done by help of modularisation (Gilmore & Pine, 1997).

The *adaptive* approach means that the customer cannot change the product nor the representation, but the company offers such a wide range of products that are close to each other in appearance that it has become customised by the width of the assortment (Gilmore & Pine, 1997).

Cosmetic approach of mass customisation is used by companies that offer the customer to change the representation of the product. For example, the customer can choose label and colour of the package, but they are not able to change the product itself (Gilmore & Pine, 1997).

The last approach is the approach that contains most changeability, the *collaborative* approach. Here the customer is able to change both the product itself and its representation. It is like a collaboration between the producer and the customer (Gilmore & Pine, 1997).

2.4.1 Mass customisation vs customisation

As the name implies, mass customisation is customisation on a bigger scale, to a bigger mass. But when do they start to differ from each other? And where do you draw the line between mass customisation and *just* customisation? Gardner (2010) describes it like this:

"I define 'mass customisation' as the ability to produce a single, customized product with the same efficiency as a mass produced product. [...] For example, while Blank Label, a custom dress shirt manufacturer has a configurator front-end to their business to configure and order custom dress shirts, they presently produce products using craft production techniques. Given that, is Blank Label a 'mass customizer?' No. They are, however, a customizer. Any restaurant that allows any form of modification to a menu item could claim to be a customizer from fast food ('hold the pickles') to high end. Are they a 'mass customizer?' No."

Thus, it is not the volume that defines a company as mass customizers or customizers, it is their handling of order and manufacturing that decides it (Gardner, 2010).

Mass customisation has different meanings depending on if the producer or the customer is asked. For the customer, mass customisation means that they are able to get a customized product. But for the producer mass customisation often means working with modules, hence closely linked to ordinary standardisation approach since the modules are standardized (Johansen, Comstock & Winroth, 2004). Compared to *just* customisation, where the customer experiences a customized product, like they do when it is mass-customized, but here the producer also needs to handle the product differently and in a non-standardized way (Gardner, 2010).

2.4.2 Customisation vs. adaption

Many times, the terms adaptation and customisation are used interchangeably (Hussein & Khan, 2013). According to Medina & Duffy (1998) adaptation is the opposite of standardisation and is defined as "the mandatory modification of domestic target-market-dictated product standards – tangible and/or intangible attributes – as to make the product suitable to foreign environmental conditions." Hence, adaptation is when companies change their products and services according to local laws and legislations of that country (or part of a country) that the offering will be offered to (Medina & Duffy, 1998).

Medina and Duffy (1998) defines customisation as "the discretionary modification of domestic target-market-dictated product standards – tangible and intangible attributes – as to make it economically and culturally suitable to foreign customers". At the first glance of the definitions of adaptation and customisation seems to be the same, but there are two main differences. As described above, adaptation is about changing mandatory things, while customisation is about changing optional things. That is one difference. The other disparity is about the grounds for the changes of the offering. For an

adaptation the grounds for the changes of the offering are usually tangible and physical, like a written law. But for a customisation the grounds can be cultural aspects such as traditions, taboos or right-now aspects such as economic crises, i.e. intangible and non-physical (Medina & Duffy, 1998).

2.4.3 Difficulties of customisation

Customisation demands variety and the request for more variety means more operation costs for the firm. This problem occurs since more variety means more flexibility, which in turn costs money and time. Also, customisation demands lots of communication. It is often marketing and/or salespersons who meet the customers and thereafter it is very important, but hard, to transfer the customers wish to the organisations production operators (strategy+business, 2014).

Zipkin (2001) describes three capabilities of mass customisation, which the firm have to struggle with if it should offer mass-customisation. The first capability is *elicitation*, which involves the process of interacting with customers and finding the needed information. This capability could both be expensive, take much time and be challenging, since sometimes not even the customer knows what they wants. The second capability is *process flexibility*. Besides more costs, process flexibility could also be harmed by the evaluation of machines. For some industries customisation is impossible due to a production technology innovation gap. The last customisation capability according to Zipkin (2001) is *logistics*, which means “subsequent processing stages and distribution that are able to maintain the identity of each item and to deliver the right one to the right customer”.

2.5 Trade-off

In Oxford Dictionary (2015) trade-off is described as “A balance achieved between two desirable but incompatible features; a compromise: a trade-off between objectivity and relevance”. Skinner (1974) highlights the dilemma of trade-offs in operations strategy in his paper *The focused factory*. He points out ordinary trade-offs that firms struggles with, such as cost vs. flexibility, quality and delivery time. Skinner (1974) argues that a firm that strives to “be the best” in every category, hence having best flexibility, lowest costs, best quality and shortest delivery times, becomes no more than second in all of them. This because a firm can focus on just one dimension at the time, e.g. focus on just having low-cost products gives no good flexibility. Focused firms are firms that follow Skinners advice and focus only on one dimension at a time. In order to focus just on one dimension, firms need to view their corporate strategy and hereinafter rank objectives and decide the objective for targeting (Skinner, 1974). Hence, Skinner decides to solve the trade-off problem by focusing on solely one part of the trade-off at a time.

However, in contrast to Skinner, Ferdows & De Meyer (1990) presented a model that enhances many objectives simultaneously. The model is called the *sand cone model*, due to its shape, see Figure 9 (Ferdows & De Meyer, 1990).

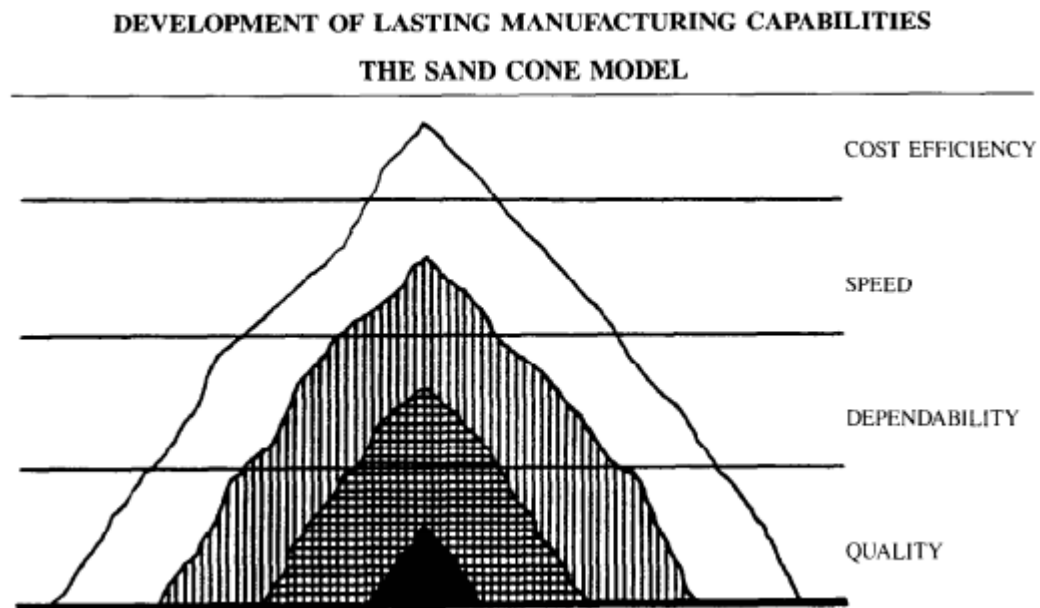


Figure 9 The Sand Cone Model (Ferdows & De Meyer, 1990)

The idea of the sand cone model is to begin with decent quality, and when quality is present, the focus will be on maintaining quality and work with the dependability. After that, the firm should maintain good quality and dependability and add speed to these, so the product can be delivered within demanded time. First after these efforts are done the focus can be on costs. But it should be about cost efficiency, not cost elimination. The speed, dependability and quality must be present and the cost efficiency should be made around it (Ferdows & De Meyer, 1990). Usage of this model will make world class companies and as Ferdows & De Meyer (1990) describes; “a manufacturing capability developed in such a cumulative manner is likely to be more deeply ingrained in deep organisational abilities, hence will be more lasting.”

3 Methodology

A proper methodology is essential for a valid conclusion. The method for this thesis is stated below. The different approaches are described and it is also discussed how the research gains high validity and reliability. The ethics around practising this method is also conferred.

3.1 Thesis enunciation

This thesis had a social perspective with a qualitative approach, because the meat departments' operations are dependent on and built upon social settings. The investigated operations were not quantifiable and the research questions demanded investigation of attitudes and activities, which emphasized the use of a qualitative approach (Bryman & Bell, 2011). The approach is developed around the step model for qualitative research by Bryman & Bell (2011:390), see Figure 10 (based on Bryman & Bell, 2011:390).

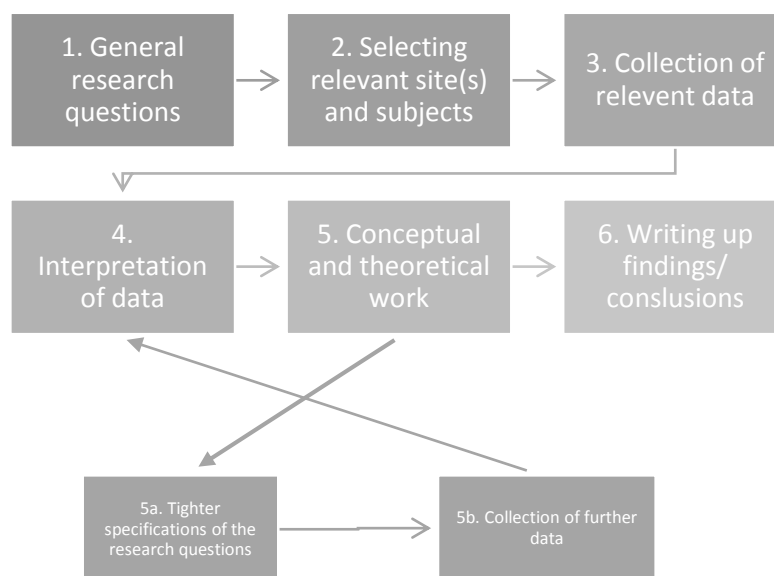


Figure 10 Qualitative Research Steps. Based on Bryman & Bell (2011:390).

The first step, concerning the research questions is visualised in the Problem analysis in chapter 2.1 *Problem analysis*.

The second stage, which includes the choice of sites, was done in agreement with Härle (the supervisor at the company). The sites were chosen by the use of criteria such as if they had the possibility to have a visitor, if the site was a generalizable site in comparison to other sites and the location of the sites. Three stores were chosen, City Gross in Höör (hereinafter referred as CGHö), City Gross in Hyllinge (hereinafter referred as CGHy) and City Gross in Uddevalla (hereinafter referred as CGU). The major research was done in these three. However, in order to get an overview of what is included in the work of a meat department at CG, the researcher observed two stores, City Gross in Ytterby (hereinafter referred as CGY) and CGU with a meat coach.

The collection of data, the third step, was executed by ethnography (explained in 3.2 *Ethnography*), interviews (explained in 3.3 *Interviews*) and literature reviews (explained in 3.4 *Literature reviews*). Also numerical primary data from the company are used in order to get an understanding of the size of the firm and the sales.

Step four means interpretation of the data, see heading *3.5 Interpretation of data*.

In step five the research questions were rearranged along with findings in the analysis. After this, the results were written, followed by step six, which contained writing conclusions.

3.2 Ethnography

Ethnography is a type of action research, concentrating on observations. By use of ethnography the researcher was able to understand spoken and unspoken interactions and activities from an insider's point of view. This thesis included micro-ethnography, due to its length. Micro-ethnography is ethnography that is shorter and tighter in its scope than ordinary ethnography (Bryman & Bell, 2011).

The researcher took an active overt role as observer-as-participant and acted as a trainee in the visited meat departments in order to understand and see how an employee of a CG meat department worked. The researcher became "one of the staff" and gained much knowledge of the work by taking such role. The key informants were the supervisor at Bergendahl Food AB T and the meat coach, since they have much knowledge, experience and contacts. It was easy for the researcher to become a participant, since the researcher is used to grocery store conditions due to earlier work experience. The researcher enjoyed the observations because the researcher was genuinely interested and the staff was happy to show their workplace.

3.2.1 Field notes

During the observations the researcher took brief notes (so called jotted notes) and when the observation ended for the day the researcher made full field notes that were as detailed as possible. The note writing was overt as well as the observations.

3.2.2 Ethics

It is important to consider ethics when observing. The observed people could be in a difficult situation and since the researcher exerted observation at different occasions it was very important that the researcher was aware of the situation and acted in a way that made the observed people feel safe (Bryman and Bell, 2011).

One of the most important aspects when considering ethics is to as detailed and understandably as possible describe the purpose and approach (Bryman & Bell, 2011). The researcher explained the purpose of the observation to all stakeholders involved, e.g. to the meat departments' employees and to managers in the store as well as on aggregated head quarter level.

The researcher also found it important to use ordinary human and social skills in order to make observed people feel safe and comfortable in the situations. Skills that are usually used in regular friendly settings were needed.

3.3 Interviews

Most of the interviews were held during the observations, hence in a relaxed setting. All of the interviews were semi-structured since it gave the respondent the opportunity to speak more freely about certain topics (Bryman & Bell, 2011).

Interview guides (an example is visual in Appendix 2) were used in order to ask the right question and get structure frames for the interviews.

Initial interviews were held with following persons:

- The thesis supervisor, key informant and head of the meat category, Bergendahl Food AB
- The meat coach, Bergendahl Food AB
- Head of meat department, City Gross Höör
- Head of meat department, City Gross Hyllinge
- Head of meat department, City Gross Uddevalla

The same interview guide was used for the three “head of meat department” interviews, see Appendix 2.

3.3.1 Recording

Most of the interviews were held in direct contact during observation, which meant that no recording was possible wherefore notes were used instead. Recordings of the interviews with the head of the meat category and the meat coach were made and were later transcribed.

3.4 Literature reviews

RQ2 and RQ3 (described in 1.2 *Problem analysis*) demanded literature review about how to be more unified and what is necessary in order to be so. Literature about standardisation and customisation were suitable, also studying of trade-off concepts. In addition, operations strategy was also important to highlight. For example, Slack & Lewis (2011) ’s model of the Operations strategy’s four parts is a good base for finding factors that affect the possibility of more uniformity of the work procedures. Hill (2000) do not consider services in operations and is thereby neglected since CG meat departments offers both products and services.

3.5 Interpretation of data

The fourth step concerned the analysis and interpretation of collected data. The notes and the transcribed material were analysed through categorisation. Categorisation means finding themes in the material in order to answer the research questions. It is important that the themes and categories do not overlap each other because it can complicate the final analysis (Larsson, 1986).

The analysis began with providing an overview of the operations strategy of City Gross’ meat department, i.e. a hint of the operations strategy was presented. This means that the whole operations strategy was not presented, just characteristics of it. The reason for giving just a hint of the operations strategy and not a full investigation were due to time and data constraints. However, the reason for investigation of the operations strategy in the first place was in order to see if standardisation and/or customisation fits to their “way of working”, and to get an indication of whether their operations strategy gave answer to that.

The operations strategy indication was provided by the use of Slack & Lewis (2011). The reason for using Slack & Lewis (2011), even if a full investigation and formulation of the operations strategy was not done, is because of the four perspectives that Slack & Lewis (2011) present (described in section 2.1 *Operations strategy*). These four perspectives were used in order to understand what to look for when understanding a company’s “way of working”, or operations strategy.

After the analysis of the “way of working” a hint of the operations strategy was formulated.

Based on the knowledge of the operations strategy indication analysis, the use of standardisation and customisation at City Gross meat departments was analysed.

3.6 Validity and reliability

In order to have good external reliability (a study that is replicable), internal reliability (this thesis have just one researcher, which makes internal reliability irrelevant), internal validity (if observations matches the conclusions) and external validity (if the study is generalizable) *triangulation* was used. Triangulation means collecting data from more than two different methods (Bryman & Bell, 2011). The data collection for this thesis was e.g. built on observations as well as interviews and literature review, hence triangulation.

4 Empirical findings

The empirical findings are written below. First, one day at the meat department is described in order to give the reader a view of the work at a meat department. Thereafter, some important aspects of the content are more deeply explained. Followed by numerous empirical findings from primary database.

4.1 One day at the meat department

“No days are ever the same” is a quote that is well suited for describing the work in the meat department. But there are still aspects and routines that are the same every day. The researcher has seen them during the visits’ observations. Some routines seem to be connected to a certain meat department, some to certain individuals and some are general for CG meat departments. However, the common work pattern is stated below.

The department is in general staffed from 7:00, one hour before store opening. All CGs that the researcher visited opens at 8:00 and closes at 21:00, the meat departments are open between 8:00 and 18:00. It seems to generally be one person that open the meat department, then another person comes around 8:00 or 9:00. CGHy were manned with two persons from 7:00, but the other stores had one person who opened the meat department. The first thing to do is to assemble the tools. Tools for assembling are the mincing machine, the mangle, the slicing machine and the cutlasses. The machines have been washed during the previous evening by cleaners or the ordinary personnel. It depends from CG to CG how much and which machines they have to wash by themselves and which the cleaners take care of.

The next step is usually to go and check the counter. The meat that has the expiration date of tomorrow should be carried away. Minced meat that is 24 hours old is discarded; therefore the staff needs to look at the time stamp on each package. CGHö and CGHy sells minced meat that is about to expire soon to restaurants. They sell it frozen, so the packages need to be delivered to the freezer.

The meat that has an expiration date of tomorrow becomes minced meat. By doing this the expiration date does not become extended, since minced meat have an expiration date of 24 hours.

Every other day they check temperatures according to their measurement control system. This is usually done before opening. The temperature is measured in the counter, in “slussen” (the cold storage of packed meat that the counter does not have room for) and in the refrigerator. However, the researcher has only seen this happen in CGHy.

Cleaning the counter is also included in the morning routines, but the researcher only saw this happen at CGHö. Also the definition of a clean counter seems to vary.

When the morning routines are done the staff usually make a list of what needs to be prepared and done for the moment. Usually they take a look in the counter and then decide what is needed. It requires experience in order to know what and how much that should be prepared. The routines of what and how much should be in the assortment seem to differ from CG to CG, see heading *assortment* below.

Then it is usually time for breakfast. The cohesion among the staff seems to be good at all the visited sites and the break seems to be a welcomed part of the day.

After the break, no schedule is used anymore. Hence until closing hour, the staff has to do what is best for the moment. For example, maybe a customer ring the bell/phone that is next to the counter and order something or ask something. Also, more meat might have to get minced and the list is followed and checked. Around 11:00, the counter is filled with meat. Then the staff makes another list of what

is needed again. Often the preparation of meat trays that are in ads or that have a lower price than usual becomes the main activity. How the work is divided, or how much of the work that is divided between the different workers varies from CG to CG, see heading “division of labour” below.

To order meat is also part of the daily work. Some stores order each day for delivery the day after and some stores order a couple of days a week and do not have the possibility of getting the meat each day. CGHö have the possibility to get meat the day after, but that is not possible for CGU or CGHy. The ordering process looks the same in every CG, regardless of when the orders take place. The ordering process involves going and look what is left in the refrigerator, make assumptions, checking sells in the computer and discuss with each other within the department. The order is made over phone to the butchery. Ordering meat that should last for a couple of days means more assumptions and guessing than ordering meat that only needs to last for one day.

If the department have received product pallets, these have to be unpacked and put in the right place. This procedure can differ between the different CGs. For example, in CGHy the refrigerator is very small, in comparison to the other ones. This in combination with having to order much at a time since they cannot get delivery every day, makes the procedure of unpacking the pallets time consuming and heavy with many lifts. Looking at for example CGU where they have very much space in their refrigerator, they can leave the pallets packed and unpack them when they have time, since the pallets do not take space from something else.

At 17:00, the staff starts the closing procedure. This includes disassembling tools and changing location for some tools for easier cleaning. However the department is open until 18, meaning they have to be able to take customers’ orders until then. Which tools they disassemble by themselves and which the cleaners disassemble seem to differ between the different CGs. All the meat departments is open until 18:00 originally, but at CGHy one of the employees was on vacation, so they decided to close the department earlier that week, either 15:00 or 16:00. This was made instead of replacing the employee with another person.

4.2 Assortment

According to the meat category manager the assortment needs to be a bit diverse in the different CGs because of the locations of the stores. The location becomes a factor for the assortment selection because of the three aspects, *culture*, *placement in the country* and *the distance from the city centre*. The culture aspect is visual in the CGs whose majority of customers comes from a different culture; they might not eat pork for example. This affects the assortment, which has to contain less pork and more of something else; lamb for example.

The aspect “distance from the city centre” means differences in the assortment that exists between CGs that are located in the city centre contra those which are located outside the centre. The meat coach indicates that the CGs within the city centre have difficulties selling big packs and mixed meat boxes. This since the customers of city centre CGs often walk to the store and shop more often while customers of the CGs that are located outside the centre have to drive to the store and shop less frequently. The last mentioned customer group are more willing to buy bigger packs as they might put them in the freezer, since they do not go to the store that often.

Regarding the aspect of placement in the country it reflects the differences in meat consumption within Sweden. According to the meat category manager the consumption of pork is much higher in the southern parts of Sweden and then becomes less and less consumed in the northern part of Sweden. In CGHy and CGHö these changes are not visual since they are both in the southern part, but they sell much more minced pork meat than CGU, there are the differences visual. CGU barely sells

minced pork meat, for them the mixed minced meat is a big seller. More about that in section 4.9 *Numerical data*. Further, looking at for example CG in Sundsvall they do not sell much mixed minced meat; they just sell minced beef meat in the minced meat category. The same scenario is for e.g. cutlets with rind, which can be regarded as Danish, and therefore more popular in parts of Sweden that are close to Denmark.

Each CG meat department needs to have 100 predetermined articles in the assortment, these are decided by the managers at aggregated level and the reason for it is to be more alike between the stores, according to the meat category manager. One of the meat managers that have been interviewed points out that it is better if the store can decide assortment by themselves, since that makes it possible for them to adapt the assortment to their customers. However, the meat coach said that it is common that an article that a store does not think they can sell is sellable if they just give it time. He also emphasized that the time needed is seldom given and therefore some articles become neglected.

If a consumer demands a certain meat article that does not exist in the assortment, then the article needs to be registered in the computer system on the aggregated level. Otherwise, the article could not be sold in the stores. That system precludes the meat department employee from selling new articles without permission from the aggregated level, according to one of the meat managers that were interviewed.

Regardless what the assortment in the store contains, the fill factor is not the same in CGHy, CGHö or CGU. This means that the counter is more filled in some of the stores than others. For example, there are maybe eight packages of cutlets as maximum in the CGU counter, while it is maybe 20 packages in CGHy. One employee of the meat department in CGU said that it is better to make fewer packages of an article and then make a few packages more a couple of times a day than make a bigger batch in the morning. This should be better for the minimisation of wastage, according to the employee.

Some stores, for example CGY, sell meat that is locally produced. These producers need to be approved by the managers at aggregated level. The locally products are offered as a complement to the ordinary assortment.

Some stores are more likely to buy cheaper meat at a promotional price than others; this also leads to variation in the assortment according to one meat manager.

4.3 Assortment's hidden differences

Even if the assortment seems to be the same on paper, it could be different in appearance and taste from CG to CG. The researcher observed for example ordinary cutlets that were one centimetre thick in one CG and three centimetres thick in another CG even if it is the same article since it has the same PLU¹. Differences like this is hidden for the aggregated level, since it is not visual in the computer. Another difference is the way the meat lays in trays. The meat category manager talked about the picture folder ("bildbank", see Appendix 3 for example) that should be used by the meat departments in order to make articles that have the desired taste and appearance. However, the researcher did not observe the usage of any picture folder and the meat managers said that they knew what it was, but do not use it since they already know how to do the articles. One employee said that he sometimes find it challenging to know how to make an article or what the article should look like. The researcher

¹ PLU = Price-look-up code. A code that identifies which price an article without EAN code should have. It could also be used as identified the article itself, i.e. as an article number.

asked about the picture folder, but the employee did not know it existed but thought it was a good idea to use it.

Another hidden difference is the pork schnitzels. In CGHy it is mangled twice, one on each led. CGU mangles it two to three times, depending on the thickness of the piece. CGHö mangle each piece once. They said it saves time. According to one meat department employee the pork pieces are mangled to make them tenderer, and to just mangle a piece once means less tender schnitzels.

The mixed meat boxes are also a bit different from CG till CG. There are boxes that are local, e.g. “Uddevallalådan” at CGU, but there are also boxes that should look the same but do not look the same. An example of this is the mixed beef box that has different appearance in different stores.

Another difference is the degree of trimming of the meat. The researcher found that it is individual how much trimming is done; it differs from employee to employee. Also, how the trimming is done differs and it creates various amount of wastage. Some employees follow the role “put the meat in the trays in a way that you would like to have it yourself as a consumer” while others say things like “there are requirement specifications that the incoming meat should be measured against, therefore trimming on this is unnecessary”.

4.4 Work organisation

For each meat department exists many managers who have responsibility for the meat departments. First, each meat department have one *meat manager*, and on store level their closest bosses are the *perishable managers*, who in turn are subordinates to the *store manager*. The meat departments are also a responsibility for the *meat category manager*, hence meat management on an aggregated level. Between aggregated level and store level is the *meat coach*, who has the function of driving between and visit the different CGs in order to help and control the work. This different management groups can make the work confusing for the meat departments some times. For example, what the category manager wants may go against the goal the store has set.

4.5 Division of labour

The different meat departments operate in different ways. Quoting a employee who said “everyone have their own way of doing things”. The researcher has found that there are differences in the operations within each meat department and between different meat departments.

In CGU one meat department employee said that they have an informal division of the work. The employee said that there is almost always one person in particular who does the unscheduled cleaning, of for example carriers. Otherwise it seems after observation like everyone does the same type of things within the department. Except for CGHy, where it seems to be one person who only do the cutting and more rarely pack or put things in the counter. This also seems to create some discord within the staff team.

In CGY the division of labour was clear but informal, and only one employee could fix the packing machine if it was broken. The researcher asked what would happen if this person is sick one day and received the answer from the meat manager that they “will work it out”. No instructions were written down.

All of the CGs’ meat departments are open originally from 8:00-18:00, but how the workforce is divided during the day differs. In CGHy they were two staff members opening for example and in the other visited CGs only one staff member opened.

4.6 Meat differences

The observed stores have different main suppliers, and even though requirement specification are clear from Bergendahl Food AB, the incoming quality do differ. CGHy had big problems with too much fat in the incoming meat, a problem which CGHö does not have very much of. Also the different CGs have various possibilities to order and get quick deliveries. CGHö for example can order during the day and get the meat delivered the morning after, which is impossible for both CGY and CGU.



Figure 11 Difference of size of Strip loins (Andersson, 2015)

Besides, meat is varying in quality since it origins from unique animals. This means that one pork side can be of bad quality and one of good, even if they are delivered in the same batch. Sizes could also differs a lot, see Figure 11 (Andersson, 2015). The strip loin to the right is much smaller than the one to the left.

4.7 Work instructions

According to the meat category manager there exists work instructions (see Appendix 4). However these are not applicable for every CG. These have to be modified into the settings of each CG, according to the meat coach. Work instructions were just visible at one CG and in another it was in a folder. At the CG where they didn't have any work instructions visual, the meat manager said "here is always someone who knows how it should be done, we have been working with this for such a long time".

The other meat managers said like the previously quoted, that the staff working in the meat department often is people who have been working in that environment for a long time.

The meat coach check if the department have work instructions and if they are visible. The meat coach however thinks that it is okay if the store has its own way of doing things as long as the results are good.

Some managers also point out the importance of fewer regulations and standards in order to let the employee think more freely and take their own initiatives. This will create motivation and job satisfaction they said.

There are also additional instructions for ready-to-fry products, which were used in one store according to observations.

4.8 Activities for similarity

The CGs are treated similarly at the aggregated level. The reason for equality is first of all that it is easy. It is easier to deal with for example strategic purchasing if the mind is concentrated on one type of store and its settings and prerequisites. Another reason for equality is to ensure good quality to the customers. In order to have some uniformity there exists common activities and papers, for example strategic purchasing of meat and trays. The meat has also joint requirement specifications, approved by Bergendahl Food AB. The picture folder is also joint and for all meat departments to use, see Appendix 3 for a view. Every week data of sales and wastage are gathered from all stores and presented in Excel documents. These can be used by the store in order to understand how their stores are doing in comparison to others and in comparison to themselves earlier. The researcher saw these documents used in one store. That store had weekly meetings with the meat employees so they would understand the business and the purpose of their work.

The meat coach is also part of the equality. He drives from CG to CG, and gives and receives tips. He also controls how the work at the meat departments proceeds. He has a checklist that he follows and checks against in every store. The researcher got the impression that the coach was very welcomed to the store. However, some employees said that they did not like his changes and thought the changes were unfounded. They did not see the reason for change and they said that they would like to change it back after the meat coach had left.

The meat coach said that his help is very important for some stores and less important for other stores. It is related to the fact that the meat departments' employees' experiences vary. Some stores have many employees that are able to and have the right experience to be meat managers and other stores have lack of employees with these experiences.

There is also a Meat policy ("Köttpolicy", please see Appendix 5) and the reason for its presence is, according to the meat category manager, "to ensure that everything is handled well, according to routine and in compliance with current laws." This policy contains rules for the meat departments about e.g. hygiene, opening hours and vision. The policy has to be signed by every meat department employee. When the researcher observed the meat departments the researcher realized that the signed policy is not fully followed. For example, the meat department in CGHy was not open until 18:00, which the policy says. Also the change of clothes each day was something that was lacking in more than one store. The meat category manager does not understand why the clothes are not changed, since every employee have many sets of clothes for changes and it easy to just put the used ones in the bin. Each CG has an agreement with a company that provides clean working clothes.

4.9 Numerical data

In the fall of 2013 CGHy was remodelled. After the remodelling the counter became much smaller, approximately 1/3 of what it was earlier. The CGHy's meat department sales have therefore decreased and less money is earned. However, the meat department still make much money, as can be seen in table 1. Table 1 also shows that CGHö do not have as high meat turnover as the other two studied. This difference could be due to many various reasons.

Table 1 Turnover

Store	Total store turnover 2014	Total meat turnover 2014	Ratio
CGHö	251 096 004	17 351 457	6,91%
CGHy	183 263 522	20 009 788	10,92%
CGU	201 684 461	21 759 350	10,79%

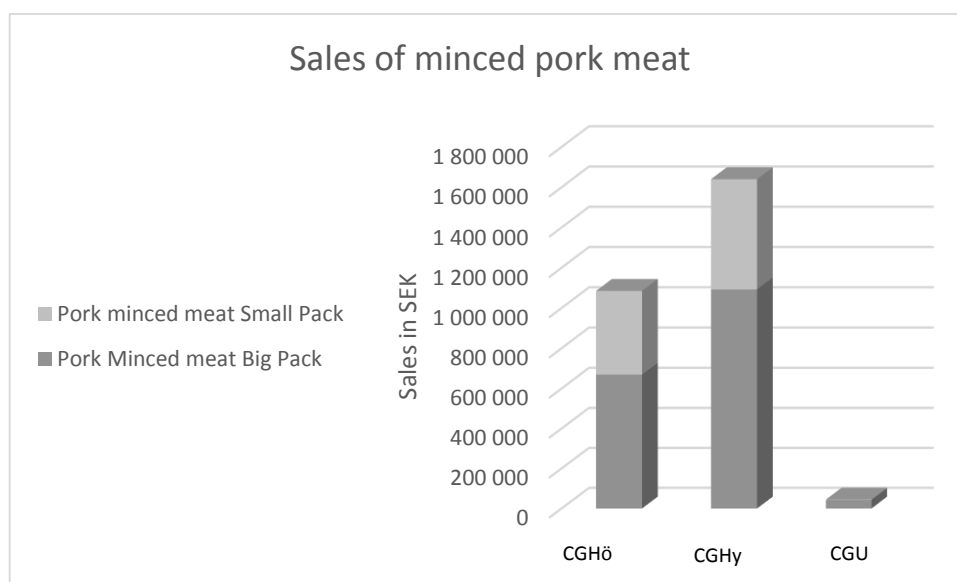
The 30 articles with highest sales during 2014 in each investigated store is visual in Appendix 6. In top it is minced meat, especially minced meat mixed with both pork and beef, called “blandfärs”. The letters STP stands for “big pack” and means boxes that contains around two or three kg depending on the store. This depends on what the customers are used to, according to the meat category manager.

Pre-packaged meat is sometimes included in the category. That kind of meat is excluded from the list in Appendix 6, since it is not included in the work at the meat department and it often stands for a certain campaign. For example, packed Christmas ham is originally included in the list.

Moreover, as can be seen in the list, CGHö have a “slop group” called “SLASKPLU KÖTT ÖVRIGT”. It is an aggregated group that includes meat that have not been registered on its proper PLU when it was sold. CGHö usually use the slop group PLU when they sell meat to restaurants, which they do a few days a week.

The numbers are strongly affected by previous campaigns. The campaigns can also differ from CG to CG, which could be one thing that contributes to the fact that the top 30 articles are different from CG to CG. Also, the campaigns could be different from region to region. CGHö and CGHy are both included in the southern region, while CGU is included in the middle region. Then there is a northern region as well. The campaigns could be different in the different stores due to diverse special price offerings from the butchers. On regional levels the meat campaigns can be different because of two reasons. First, there are not enough Swedish strip loin to feed all of Sweden with it at a low price. Second, as discussed earlier above, the consumption of meat looks different within the country depending on where you live regionally. As can be seen in Appendix 6, minced pork meat (called “fläskfärs”) are more popular in the southern regions than in CGU, it is not even popular enough to be present in the top 30 list. The sale of minced pork meat is visualized in Table 2 below.

Table 2 Sales of minced pork meat



Along with the declining pork consumption further up in the country, the beef consumption is less in the southern part. Minced beef meat does not even have the same name in the south part, as in the rest of the country. In the southern part it is called “oxfärs” while in the northern parts is called “nötfärs”. This is not a problem in the daily work, but it is a bit tricky considering PLU number, since one PLU number can only be assigned one name, hence, the two names demands two different PLU, which makes the viewing of sales a bit harder and more complicated.

5 Analysis

The empirical findings in interaction with the theory are analysed below. First, the characteristics of operations strategy of CG is analysed. Followed by an investigation of quality work in settings of CG. Customisation and standardisation in settings of CG are thereafter analysed.

5.1 City Gross and Operations Strategy

At the level of Bergendahl & Son AB (see Appendix 1 for a view of the company structure) a corporate strategy is present and supported by vision, values and long-term goals (see Appendix 7). The corporate strategy should be a base for underlying strategies (Gong, 2013). This means that Bergendahl Food Holding AB should have a strategy for running Bergendahl Food AB and its sister companies, which should be based on the corporate strategy. Bergendahl Food Holding AB's strategy is unwritten. Hereinafter, Bergendahl Food AB should have strategies for running their underlying companies, among these, City Gross Sverige AB. Bergendahl Food AB also contains different units and one of them are the meat category. One could argue that Bergendahl Food AB is a matrix organisation. This since the head of each meat department both is the store itself and the category units, see Figure 12.

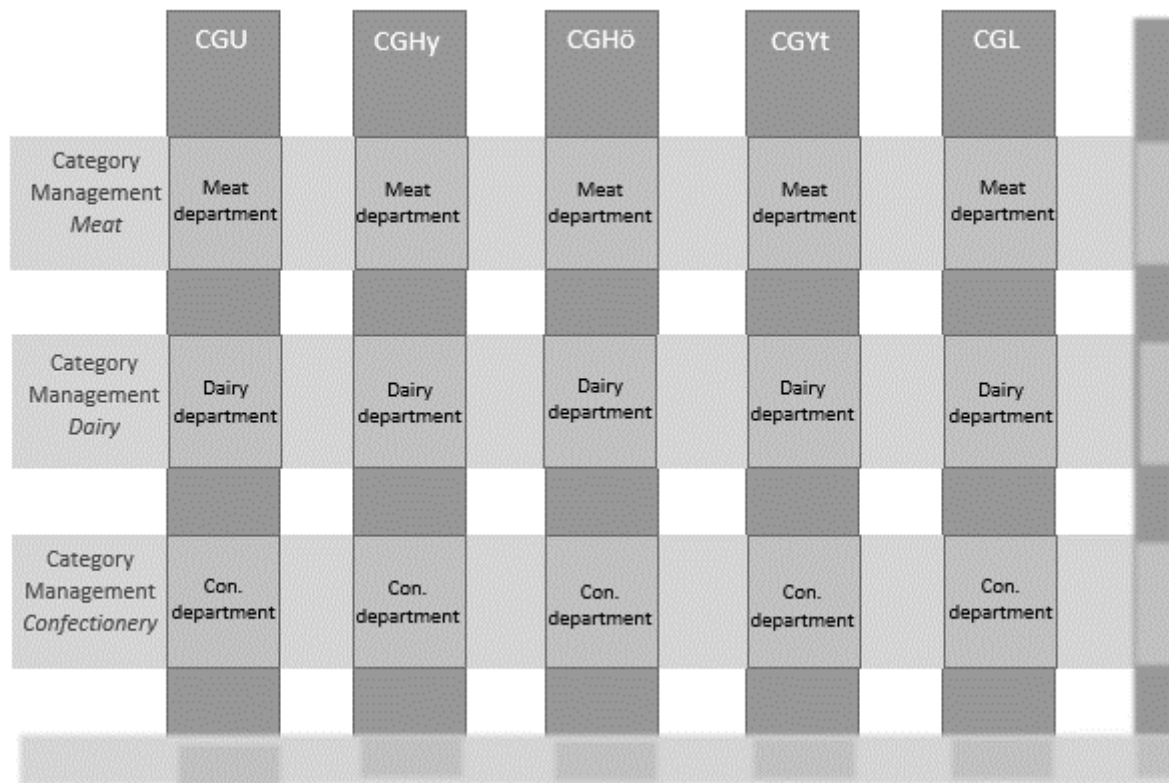


Figure 12 Matrix Organisation of City Gross Sverige AB

A consequence of their matrix organisation is that one strategy can come from the store management and one from the category unit, and thereby create a conflict for the department, as Johnson (2015) described. In order to avoid conflicts, it is very important that the store and the category unit have the same strategy to follow from Bergendahl Food AB. But Bergendahl Food AB do not have their own written strategy, nor do City Gross Sverige AB. The lack of written strategy, other than at corporate level, leaves the meat departments without a written strategy to follow. However, the meat department has a "way of working" which is their operation strategy. This since the unspoken strategy, such as "have a way of working" is also strategy (Winroth, 2015).

An analyse CG meat departments' "way of working" i.e. their strategy would be suitable to state. What would an attempt to put "their way of working" on paper look like? The best way to evaluate their current strategy is to use the operations strategy matrix (Slack & Lewis, 2011), but it demands a huge amount of data, which this thesis do not have nor is able to collect within the timeframe. In order to make a proper operations strategy matrix a lot of information is needed about market requirement (Slack & Lewis, 2011), which this research does not give. However, in the base of this thesis' collected data the strategy of the CG meat departments is analysed by the help of Slack & Lewis (2011) four Operations Strategy perspectives. This could not properly define the joint operations strategy of the CG meat departments, but it will give a hint of what it looks like, which Slack & Lewis (2011) also advocates. This indication will thereafter be used in order to understand whether the meat departments should use standardisation or customisation. Advantages and disadvantages of both standardisation and customisation in a CG setting are discussed later below.

5.1.1 Investigation: The indication of an Operations Strategy

The investigation takes the starting point in the top-down perspective, which should answer the question of how operations strategy should reflect the aggregated strategy and decisions made from top management (Slack & Lewis, 2011). In order to see if the aggregated strategy influences the meat departments' work, the aggregated strategy (see Appendix 7) is investigated. The first point of Bergendahl & Son AB's strategy says that "Bergendahls should be long-term investors in entrepreneurial companies/business areas within trade". Bergendahl food AB invest in the meat departments, besides that this strategy part is not directly related to the work at the meat departments. The investment in equipment is more or less the same in each store, but differs a bit. For example, CGY do not have a slicer. The lack of a slicer leads to challenges in making products with consistent quality. The other equipment in CGYs meat department is bought second-hand, which makes the relying of the equipment difficult.

The investment difference is connected to the fact that there exist two different managements over one meat department, the store management and the meat category management. This situation could lead to stores that are more adapted to their specific market, but it can also lead to a wider spread of dissimilarities between different CG stores.

The meat departments are more likely to become influenced by the store managements than by the category unit, observation showed. The reason for the significant influence seems to be daily contact and physical connection between store management and meat department. So, if the store manager does not think a slicer is needed, then no slicer is bought. The meat category unit can argue for a purchase, but the store manager decides.

The meat category manager said that decisions from the headquarters are always taken seriously, but the observations indicate the opposite. Some employees think it comes a lot of decisions all the time and that many are ungrounded. It became apparent in one CG when the employees said they, after the meat coach leaves, properly restore the changes he did. The researcher got the impression that many decisions from the top became delivered to the meat departments' employees without any explanations to why the changes is needed. And without an explanation the staff did not become motivated to change. Like Amabile (1998) pointed out; encouragement and communication is essential to be motivated to do tasks.

Taking the second part of the aggregated strategy under consideration. The second part is "that the dominant modes of operation for retail business must be wholly owned stores in the segment "value for money"". The part about "value for money" is directly visible in the work of the meat department, since they have Swedish meat to a fair price. A fair price means not always to a cheap price, but to a

price that is affordable. That is “value for money”. Also the meat departments actively seek affordable meat to purchase in order to sell it to a pleasant price to the consumers, in that sense the meat department strive to fulfil the “value for money” concept.

The third part of the strategy means “that the Group must manage retail business under the Group-owned wholesale/procurement operations, which requires a high degree of integration between wholesale and retail”. This is strongly visual in the work of the meat department, since the relationship/partnership between the butchery and the meat department in each CG is extensive. Staff at the meat department and staff at the butchery talk to each other on a daily basis, at least for some CG that have delivery daily, but not on weekends. Other CG speaks with the butchery approximately three times a week. Hence all meat departments have a deep relation to the connected slaughterhouse. It could be called partnership, since the slaughterhouse and the store strive to support each other. If the meat departments’ staff have ordered too small amount and need more, the butchery will help if possible. Likewise if the butchery has too much stock of a certain detail, the store can support and purchase more of that detail.

The fourth and last part of the strategy denotes “that the Group should provide, among other things, financial and administrative services, import services and other commercial services to customers, partners and consumers.” Bergendahl Food AB’s staff at the headquarter do financial reports for each store’s meat department. These reports can later become a base for comparison of each store or between stores. Some stores, among these CGU, use these reports for their weekly meat department meeting. The perishable manager said it makes the staff motivated to work if they know what they work for and how their work can contribute to better numbers. This thought is in line with Amabiles (1998) theory. Giving the staff the supervisory encouragement and working in teams for a common goal will rise the intrinsic motivation and thereby the results (Amabile, 1998).

The next perspective to view for the hint of the operations strategy is the bottom-up perspective. This perspective means, “shape the operation’s objectives and action, at least partly by the knowledge it gains from its day-to-day activities” (Slack and Lewis, 2011:13). The objective of the meat departments is, according to the meat policy; “We will continue to be the best in Swedish quality meat. The consumer should always be able to trust us and find a wide range of newly cut/freshly ground meat products in our stores”. However, when talking to the staff within the meat departments the most common goal seems to be “making meat products that I would like to buy if I were the buyer/consumer”. This last mentioned goal could be directly correlated to the goal stated in the meat policy, but it of course depends on the staff. Since the meat department contains different people, it also contains different personalities, which in turn have different perceptions and would perhaps prefer to buy the meat in a variety of forms.

Due to the variety and amount of interpretations that the policy includes, it is challenging to decide how the goal in the policy is used for shaping the work. According to the meat category manager it is a common thought that permeates all the meat departments, and the researcher concluded that the goal is fulfilled to different degrees depending on which store is observed. For example, some stores are more willing to have a broader assortment than other. Common for all the observed staff is the willingness to sell good things in the counter, which helps to fulfil the first paragraph of the policy.

Moving to the next perspective, operations resources, which is about how “the intrinsic capabilities of an operation’s resources influence operations strategy” (Slack and Lewis, 2011:17). These capabilities could be both tangible and intangible. The tangible resources are for example the meat departments’ equipment, their facilities, their available working hours and the size of the counter.

This research has compared following tangible resources:

- The equipment
- The size of storage, working area and counter
- The manning levels
- The availability to clothes that follows the hygiene restrictions
- The supply network of meat

As said above, almost every store has the same type of equipment. CGY is lacking a slicer, even though the meat category management think they should have one the store management have chosen not to invest. Also, CGY have old equipment and they usually get second-hand equipment when they need something new. This creates annoyance in staff members, because second-hand equipment needs more services and is more likely to malfunction which affect their ability to make a good work. In addition is the manning level less in CGY comparing to the other sites studied. Relating CGY's settings with CGU shows the big difference in operations resources. This difference since CGU have very big storage, very big operation areas, huge counter and more manning hours to arrange with. Viewing CGHy, they have a very small storage and an operation area that is approximately one third of CGU's operation area. On the other hand, CGHy do have a scale with price marking features, which allows them to sell to the industrial kitchen using the ordinary PLU number. This type of scale is lacking in CGHö, instead they have to sell industrial kitchens orders outside the ordinary PLU system and thus outside the usual comparable sales figures.

Towards the intangible resources of the operation resource; e.g. experience, knowledge, commitment and job satisfaction (Slack and Lewis, 2011). According to the meat coach the experience and knowledge among the meat departments' employees differs. Some stores can have more than one staff member that is very good professionally, while it could be difficult to find *one* experienced and professional in another store. The different degree of experience makes the work procedures different, which may affect the result of the working procedure. For example, there is an informal process of how to make pork schnitzel in each observed store. As described above, the process of making them is informal and therefore also the result varies since less mangling equals less tender schnitzels. According to Slack and Lewis (2011) are informal processes built on intangible resources.

All observed stores seem to have happy and overall satisfied employees. Amabile (1998) wrote about both intrinsic and extrinsic motivation, and the employees seem to have both. The extrinsic motivation is fulfilled by the salary but also by the resources given to their work. The intrinsic motivation is present e.g. because of the amount of freedom that each employee have. According to the meat category manager commitment to the work of a meat employee makes the work and the result better. The meat category manager thinks that too tied restrictions could harm the job satisfaction and the result, hence affecting the consumers in the end. The meat category manager thoughts are right according to Amabile (1998).

Further, the perspective of market requirement means heed the stakeholders of the market that the firm are in (Slack & Lewis, 2011). As seen in both the financials and the observation of stores, the assortment are dissimilar and it is partly due to different locations, which leads to different demands. The market should affect the operations strategy if the company should win shares and sell more (Slack & Lewis, 2011). The market affects the "way of working" in all the observed CGs. For example, after the morning routines are done the staff starts to just serve the counter based on what the customers buy. They have also the bell/telephone where customers can call and order or ask questions. One meat manager said that they sometimes could feel precluded to fulfil customer wants by the system. The meat manager said e.g. if a customer asked for a detail that does not exist in the PLU system, it could

be more challenging to fulfil their wish. All the details for selling have to be computerised at the head quarter level.

Viewing the competitors of the CGs; regardless of where the CG is located the big actors such as ICA, COOP, Willys and Hemköp are their major competitors. These competitors affect the customers, but the CGs have one difference that most of the others are lacking, the good meat department. The big assortment and the freshness are hard to find in the stores of the competitors. That is why it is important to have the 100 have-to-have articles that the meat category management have decided upon. Hence, the 100 articles exist of two reasons, in order to be more alike between the stores and in order to show the customers the big range of assortment, according to the meat category manager.

Legislation is also something that affects firms (Porter, 1979). The CG meat departments have to follow the legislations of Livsmedelsverket and are controlled by respective municipality. CG strives to tighten the rules even more in order to deliver their best. For example, the legislation says that fresh minced meat should have the use-by date two days after its produced, but Bergendahl Food AB have decide that CG should just have 24 hours for use-by date.

The suppliers are also part of the market (Porter, 1979). The CG meat departments have different main suppliers, but some have the same. According to one meat manager, the meat from the different suppliers can be of diverse quality since all the suppliers do not process the meat the same way. For a meat department this problem can mean that they get meat that have much fat, and therefore can take more time to make ready for counter, since they have to trim it. The meat manager said that the differences in the incoming meat could make the result different.

5.1.2 The indication of an Operation Strategy

Summarized, the operations strategy for CG meat department is characterised by following:

A matrix organisation with two managements: category management and store management. The managements occasionally give conflicting orders. The working procedure of the staff is imbued with a desire to put the customer first and the staff strives to make a result that they themselves had wanted to buy. The staff adjusts the offering to the local market, and are more willing to do so than to adjust to aggregated decisions regarding assortment. The work procedures are characterized by craftsmanship, experiences and professional pride. The category managements strive to give the stores support, rules to follow and space to act after own incentives in some manners.

5.2 City Gross and Quality work

According to Arbogast (2009) is Quality Management System a framework of tasks and developments that are needed for ensuring quality in an organisation. Such a framework is not seen at CG meat department. However, they have a strong entrepreneurial culture.

5.2.1 City Gross and Standardisation

Standardisation means standards for a specific task (Business dictionary, 2015). CG meat departments have a downloadable picture folder, which could be seen as a standard for the work they should do. However this standard needs to be adjusted to the certain setting of the store and it does not contain instructions for how to do all the products. These standards were not seen or used in the observed stores. The reason for not using standards is probably the amount of experience the staff has, and they argue that they know how to do a task. Also standards give the workers less freedom (Dimitrova & Rosenbloom, 2010), which they seem to be afraid of losing if using standards. According to Amabile (1998) freedom enhances motivation, and perhaps it is the freedom the staff is afraid of losing if standards would be a rule.

5.2.1.1 Does pure standardisation fit into CG meat departments' settings?

The positive effects of standardisation are better output and less variability of the outcomes (March, 1991). So, based on just the positive effects standardisation seems to be a key component for CG meat departments' long-term success. But, standardisation means some negative aspects as well (Strain, 2015). For example, standardisation means that it becomes more challenging or impossible for the company to adjust to local market expectations, a downside of standardisation that CG meat departments would have hard to manage. This, since the store are located differently around the country and demands slightly different things from the stores, e.g. different assortment. In addition, the fact that each store serves a wide range of customers makes standardisation hard. Also, standardisation would be difficult due to slightly different resource capabilities from CG to CG. Besides, the incoming meat is also different due to each animal uniqueness, it can also make standardisation challenging.

Another downside of standardisation that could be challenging for CG to manage is the "Loss of Uniqueness". Loss of Uniqueness means that standardisation harm the ability to do something special for a certain customer or take a special order (Strain, 2015). Since CG meat departments offers the ability for the customer to ring the bell/the phone and order directly from the staff. A regulated standardisation would harm that freedom that such offers demands.

Also standardisation could stifle creativity and make the response time slower (Strain, 2015). That stifling of creativity and the decreasing motivation is also the reason why the meat category manager thinks strict standardisation could be bad for the employees. The response time could also be inferior, which could lead to slower adaption to market wants, needs and trends. This could lead to customers choosing other stores instead.

So, no, pure standardisation does not fit CG meat departments. However some things could CG standardise, for example the measurements control system and cleaning.

5.2.2 City Gross and Customisation

The meat departments' employees are used to customisation, at least to some degree. Customisation means adapting to a certain customer wishes (Sievänen, 2002) and since they have given that possibility, at least to a certain degree, they practice customisation. Are they mass-customizers or customizers? The difference of mass customisation and *just* customisation lies in the operations (Gardner, 2010). If the operation is more like mass-production with standardized models that are waiting to be assembled for a certain order it is mass customisation (Johansen, Comstock & Winroth, 2004). But if the operation means making the product tailored to a customer it is customisation (Gardner, 2010). For the end customer the result will be the same: a customized product, even if it originated from mass customisation (Johansen, Comstock & Winroth, 2004) or just customisation (Gardner, 2010). Clearly, since CG meat departments do not use mass-production approaches, they tend to use customisation and not mass-customisation.

Are they using *adaptation* or *customisation*? Since adaptation means adaptation to legislation and not adaptation to soft aspects (Medina & Duffy, 1998), it could be stated that CG meat department uses customisation and not just adaptation. This could be stated since they do more to adjust themselves to customers and markets than just following mandatory legislations.

5.2.2.1 Do pure customisation fits in CG meat departments' settings?

Going all in for customisation means that the CG meat departments' offers would be in a big variety and top managing and overall decision would therefore be hard to manage (Sievänen, 2002). However it would give them satisfied customers and it would be easy to adapt to local market wants and needs.

Customisation demands money and flexibility (Zipkin, 2001). This flexibility is something that CG meat departments do not have, since even if the staff itself is flexible the other important prerequisites are not. For example, the ability to order meat is not flexible nor is the laws, e.g. food handling is surrounded by many laws in order to protect its users (Livsmedelsverket, 2015a).

Since CG meat department does not have the proper surrounding resources that customisation requires, a pure customisation approach would not be suitable for CG meat department.

5.2.3 Customisation and Standardisation – the trade-off

Customisation's purpose is to fulfil customers wants and needs by serving the customer what the customer wants (Sievänen, 2002), while standardisation's purpose is rather to optimize the operations, even if the customers is a part of it (March, 1991). Customisation and standardisation can only be used at the same time if mass customisation is used and standardisation therefore is needed for modularization. However, CG cannot have mass-customisation, neither pure standardisation nor pure customisation.

But CG meat department would benefit from having little standardisation thinking, because it will make them more unified between the different stores, which would mean less variability in the procedures/results that should be the same. On the other hand, they would benefit of having customisation and the freedom to decide how to do by themselves, since the market requirement are different from CG to CG. There is a trade-off if the market requirements difference or the unification is the most important factor. Trade-off between customisation and standardisation can also be translated to Skinner's (1974) trade-offs between quality and cost-efficiency. According to Skinner (1974), trade-offs can be solved by focusing on one aspect at the time, however, Ferdows & De Meyer (1990) think that the trade-offs situation is unravelled by the sand cone model. Neither Skinner (1974) nor Ferdows & De Meyer (1990) present models that are directly applicable for CG meat departments.

6 Results

The result presents the research questions and the answers of them.

6.1 Research question 1

Which operations are included in the working procedure of the meat departments?

Some underlying research questions were given to support research question one. These underlying questions will be answered first. The answers to them will later support the answer to research question one.

RQ1a: Do different City Gross meat departments have similar work procedures?

First, the phrase *work procedure* includes many different aspects. The most outstanding ones are discussed below.

The procedures of making the products are overall similar from store to store. But, differences do exist. For example, the schnitzels are handled differently as described earlier. Also the usage of the slicer and/or not slicing by hand differs from CG to CG. Also the assortment do differ a bit from CG to CG, but the working procedure of concluding which assortments should be offered seems to be the same in each store, with a clear focus on local market.

The procedure of meeting and helping the customers is similar between the stores. All of the observed employees seem to in general have the same strive to fulfil customers' wishes.

The procedures of maintenance of the spaces, such as cleaning the counter, preparation room, refrigerator and so on, are also overall the same but with some differences. The differences lies e.g. in the division of labour between the cleaners and the meat department employees. It differs a bit from store to store which tools that are cleaned by the cleaners or by the staff.

There are also differences in ordering and handling of delivered meat, which are present due to diverse suppliers, locations and storage possibilities.

RQ1b: Do different City Gross meat departments provide similar products in terms of correspondence to competitive priorities?

First, Bergendahl Food AB does not have any stated competitive priorities for every meat detail, but the picture folder serves partly as a support to it. The policy clearly states that CG should be best within the meat sector in Sweden and the category manager has the belief that every employee shares the same interpretation of that statement. Hence, the culture contains a common idea of good meat and customer relations.

The produced results are overall the same from CG to CG. The results are more similar between the different stores than the work procedures discussed above. However, dissimilarities in the results exist. For example, the different procedure of making the schnitzel creates different results. The schnitzel is tenderer in some stores than in other.

In additional, the appearances of the products are sometimes diverse. Even if it is decided which tray to use for each product, it differs from CG to CG which tray to use. Which tray to use can be read in the picture folder (see Appendix 3), but this document is not complete nor used in the observed stores. Even if the stores have some differences in the result, it seems like it is more alike within each store than between. Thus, each store has their way of working which hopefully corresponds with the intended results. However, the researcher has also observed differences in the result within store. For

example, buying cutlets in one of the observed stores means a variety in the thickness from 1-3 cm depending on which meat department employee has made them.

Also, the products can be different in weight. The weight difference is obvious, since it is sold by the weight. But the difference lies also in that different stores can have dissimilar main targets in the trays. For example, minced meat big pack means approximately three kilograms in some stores and about two kilograms in other stores.

RQ1c: Which factors determine the working procedure?

How they do things and why they are doing them like they do, seems to be determined by the experience, routine, facilities and customer requests. Most of the dissimilarities between CG and CG lie in the fact that the different stores have slightly different requirements, possibilities and preconditions.

Laws and other rules determine the working procedure also. The departments are strongly regulated by the Swedish Food Act. Rules are also dictated from the category unit in the policy. Besides the policy, no rules are left to the meat departments from the category management.

RQ1d: Are the given Working instructions and the Product descriptions used?

The working instructions given at their web page were not used by any observed store. However, one store has made own instructions, which were attached to the wall in the preparation room. One store had it in a folder. The picture folder was not used the stores, but a guide for making ready-to-fry products were used in one store.

Viewing the head question of research question 1 again:

Which operations are included in the working procedure of the meat departments?

An abridgement of the answered questions shows that operations included in the work procedures of the meat department are preparing products, follow stated regulation, serve and deliver value to the customers and maintain the department areas.

6.2 Research question 2

RQ2: Could more standardized work procedures lead to better support of the market expectations?

More standardised work leads to products with less variety, better quality and more satisfied customers. Besides, it can give easier managed procedures and make it simpler to switch and introduce staff. But standardisation requires loss of both responsiveness and uniqueness, which is essential in the grocery market, which CG is active in. Customers become more and more aware and therefore demands better quality (in different aspects) from the stores. Additionally, for Bergendahl Food AB the market differs depending on locations and therefore makes standardisation challenging. Standardisation demands consistent quality of incoming goods (meat from the butchery), which is very hard since meat is a living material.

Standardised work procedures could lead to better support of the market expectations, if the market expectation is consistent and well investigated. Standardised work procedures could not lead to better supporting the market expectations of Bergendahl Food AB, since the market is inconstant and requires responsiveness as well as uniqueness. Also, the requirements that the standardised procedures demand cannot be delivered by the CGs.

6.3 Research question 3

RQ3: Could CG meat departments become more unified by the use of customisation?

Customisation means adapt to customers wants and needs per request. The departments could not become more unified by the use of customisation, since it means that the staff should produce what the certain customer demands. On the other hand, customisation can also lead to more uniformity between the different departments, since it means that all departments have the same mind-set. Hence, then the uniformity would rise from the unitary mind-set and not in the work procedures itself. Further, the results would not be unitary or consistent, since the working procedure would vary a lot. The working procedure would vary since the customer's request would be the number one base for the choice of how to perform the needed task and these requests would vary.

Giving the preconditions in the meat departments, pure customisation might be challenging to accomplish. This challenge has its ground in the amount of flexibility that customisation requires, flexibility that CG today do not have or are possible to begotten.

7 Discussion

Viewing the problems that ignited this master thesis; the dilemma of that CG meat departments serve slightly different things with slightly different quality. Therefore they had to become more alike in order to give their customers a more consistent experience, quality-wise, regardless of which CG they choose to visit.

Furthermore there is a difference in market expectations depending on the location of the store, which in the end affects the customer experience. After observations and investigations it could be concluded that the stated problems do exist, but how can they be managed?

Standardisation would solve the problem of spread in the quality level between different stores, i.e. the stores work procedures would become more unified by the use of standardisation. But pure standardisation would also prevent the stores ability to adjust themselves to local market expectations. Regarding the challenges of adjustment to local market expectations, customisation could have solved that, either by seeing the whole customer group as one customer and adjust to it, or customise each product after customer requests. But seeing the whole customer group as one is difficult since the customers within each store are different. The typical Swedish consumer is not used to be offered customized meat products based on special requests, apart from specialized Market Halls. This is something CG could benefit from. Customers are given the option of ordering specialized meat products, but unfortunately it seems like the majority of customers do not know of this service and/or do not use it.

However, given the both problems that Bergendahl Food AB deals with, a kind of Quality Management System would be beneficial. They rely on their culture today, which is very enjoyable, built upon customer focus and logical thinking. But this culture is not present among all the observed employees, which means that 'culture', as a system for quality insurance, is unreliable. The culture becomes mixed with subjective thinking, which results in different procedures as well as different results. Bergendahl Food AB believes every employee, who works within the meat category unit, have a joint understanding of what the meaning of "Swedish best meat" means. But what speaks in favour for that allegation? And what is the real meaning of "best"? Is it "conformance to requirements"? If so, what are Bergendahl food AB's requirements? These are non-existent. Bergendahl food AB would benefit from using Slack & Lewis (2011:16) dimensions "quality, speed, dependability, flexibility [and] cost" in order to state what Bergendahl Food AB should offer to the customers. These dimensions could help build up the requirements.

Furthermore, today the employees do not even have a shared understanding of what "clean counter" means. This divided view of result is probably a consequence of a company growing too fast and this expansion pace will give Bergendahl Food AB more problems in the future. Hence, if nothing is done and the organisation continues to rely on just the culture, more and bigger challenges of managing and unifying could be present in the future. As stated before, the culture becomes mixed by subjective thinking, which by time changes the culture. A bigger organisation means more staff and therefore more subjective thinking leading to even bigger challenges obtaining the good culture.

Anyway, the culture is good (since the employees seems to feel satisfied in their work) but it needs to be supported by a system. For example, the culture leads to the approach of "everyone having their own way of doing things" which necessarily do not have to be bad as long as the result stays consistent. To ensure the same result a system for that is needed. Today, the picture folder exists, which is a part of a system for equal result, but it is not used. The meat coach is also a part of that system, and his help is very useful.

As stated before, neither pure customisation nor pure standardisation is suitable for CGs settings. But, how about combining them? By doing this Bergendahl Food AB could benefit from both, and it would help solving both problems. Therefore Bergendahl Food AB do not need to have trade-off between unifying offers and local market expectations.

Customisation involves the possibility to serve a specific customer request, the possibility to adjust to certain market expectations and motivation triggering along with creative thinking. The aspects of standardisation that would benefit CG meat departments are standardisations in some operations, e.g. when to use slicers, cleaning and standardise how the result should be. The suggestion is to use standardisation aspects for setting frames for the work in the meat departments. By combining aspects of standardisation and customisation the local market expectation could be fulfilled, the result could be equal, the organisation easier managed and it would be easier to share staff between the stores. The combination is called *Framed Customisation* and is visualized in Figure 13.

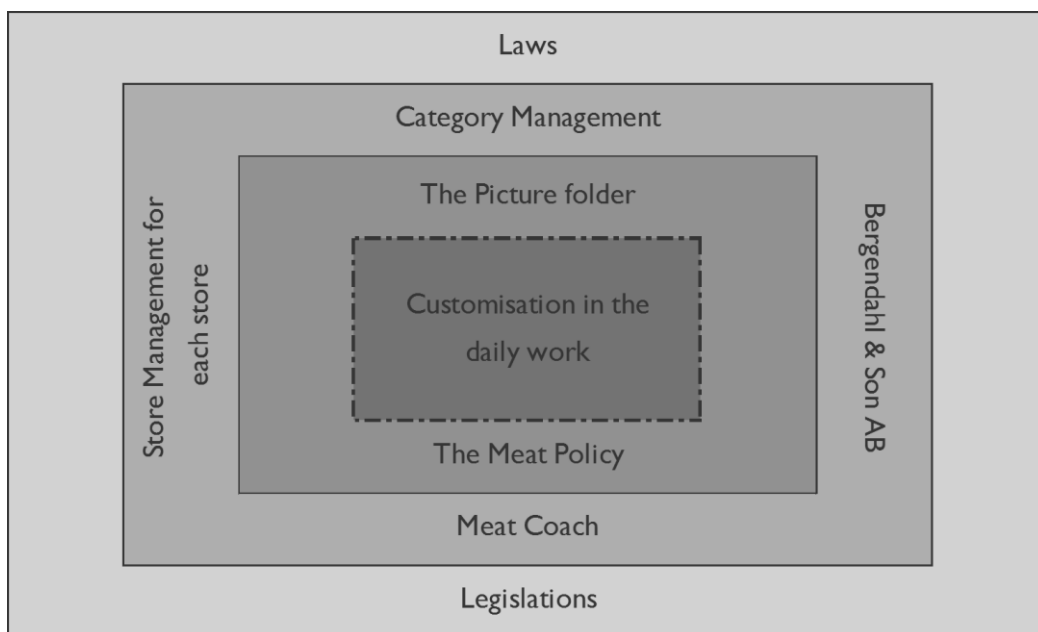


Figure 13 Framed Customisation.

The idea of Framed Customisation is to support the core, i.e. the daily work of fulfilling customer requests, by the use of frames. These frames are dominant and act for more unification among the stores and more control of them, in order to be able to deliver (as the policy calls it) the best quality. The first frame stands for legislations and laws that the meat department and the whole organisation have to follow. These legislations set boundaries to the whole organisation, and is therefore the outer frame. After this comes the frame of management organisation, both at group level and at category and store level. This frame also sets boundaries to the work of the meat department and needs to have high profile in a supportive way. Regarding the frame closest to the core, it is the frame that should be a part of every procedure in the daily work. It is about the policy and the picture folder. Hereinafter is the customisation, which in terms of CG meat departments means doing their daily work. For example, adjust themselves to market or taking a special request order.

In addition, since the market and the organisation continuously change, the frames need to be updated in order to fit to prevailing situations. It is important to clarify what procedures are most important and involve them in the frames continuously. For example, it is essential that the schnitzels are made the same to become equally tender in each store, this could be standardised in the picture folder. In

addition, the 100 articles that are mandatory should be described thoroughly. Furthermore, there are also some standardisations that can directly generate more incomes. Taking the discussed difference in the minced meat products for example, having more kilograms in the big packs gives more sales and generates more money. Therefore that would be another smart procedure to standardise.

7.1 Suggestions to the company

Based on the empirical findings, the literature review and the analyses, the following suggestions are recommended:

7.1.1 Framed Customisation

Bergendahl Food AB needs to take certain actions in order to be successful with their Framed Customisation. These actions are described below.

7.1.1.1 Picture folder

The picture folder needs to be updated. It should include pictures of every product, description of which tray to use, the approximate weight, PLU, name and comments, see Figure 14 for an example. The comments should include necessary information for producing the certain product. The necessary information includes information about thickness of the product, settings of the machine used for the preparation of the product, information about if trimming is needed and other product specific information. The information should be based on facts and have clear customer focus. The information in the comments therefore needs to be tested and made sure it is reliable, before it is written in the folder. It could be beneficial to involve employees from different stores, and in that way make the employees more committed.

By following this extended picture folder, the meat products have a greater chance of being alike between the different stores. Besides, it makes the work in the meat department easier and it also becomes easier for understudies.

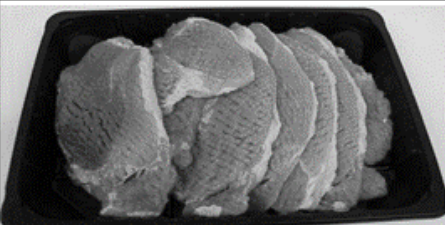
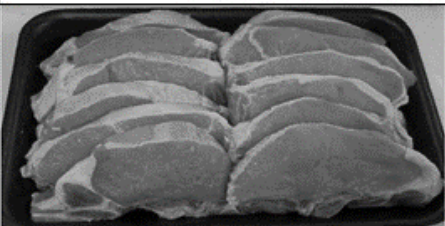
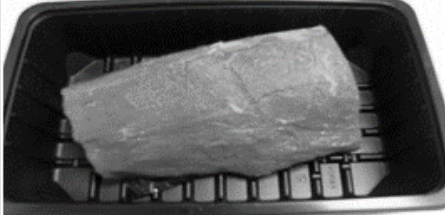
PLU	BENÄMNING	TRÅG	VIKT	KOMMENTAR	BILD
4132	VAG FLÄSKSNITZEL STP AV BOG	1444	1000g	Tjocklek: 1 cm Slicer: 7 Manglas 2 ggr, en gång på varje ledd	
4044	VAG KOTLETTER M BEN STP	1121	1200g	Huggaren: 3 Ben vänds neråt i tråget	
4211	VAG OXFILE MITTBIT	1443	400g	Fett och silverhinna putsas bort	

Figure 14 Extended Picture Folder

Furthermore, this extended picture folder should preferably be made by the meat coach in interaction with meat department employees. The meat coach has an enormous knowledge of the products and the work of the meat department. It is essential that the picture folder becomes finished and correct, otherwise the attempt of using it in every meat department will fail. The extended picture folder underlines that the category management find the correct product important. A detailed and carefully conducted extended picture folder would, besides giving the staff right guidance, also sponsor management commitment. Management commitment is essential for such work of quality to be successful.

In addition, when the extended picture folder is finished it is essential for the category management to “sell” it to the meat department. The word *sell* here is not referred to a transaction, but rather an attempt to get buy-ins for the idea. Otherwise no meat department would use the picture folder. The category management could buy stands for the picture folder and explain where it should be installed. A good example is to have the picture folder like CGU have their PLU list, by the packing machine. The extended picture folder needs to be thoroughly sponsored, it could be promoted by the meat coach when he visits stores, by e-mail and telephone calls or in meetings. As a part of the process of getting the meat department to use the extended picture folder, it is very important to understand and tell *why* it is needed. During observation it became clear that many changes decided by category meat management lacks motives, and therefore become neglected by an unmotivated staff group.

7.1.1.2 *The meat policy*

An extension of the meat policy would, just like the extended picture folder, benefit the work of the meat department and the unification between them. It is suggested that work procedures that do not have to be adjusted to certain market requirements should be fully described. For example, it is written in the meat policy that the counter should be clean at 8:00 am, but it does not describe the meaning of *clean*. Thereby gives the staff the ability to subjectively interpret the word clean, which leads to different degree of cleaning depending on executer. To solve this problem, the policy needs to include e.g. a picture of a clean counter and a manual of how it should be done. The manuals must be based in best execution of the task. Aside from cleaning, there are other procedures that need to be described, and it is suggested that meat department employees and category management discuss it together. The meat policy should also include a requirement saying each department should have a job description. Then both the meat policy and the job description should be visible in the preparation room.

Another suggestion is that the meat category management and meat department employees note the work procedures of the meat department and consider whether the procedures belong to the heading “needs to be market adjusted” or the heading “can be standardized”, and thereafter standardize the possible procedures. This action could be done by a workshop.

7.1.2 Other suggestions

For the sake of all the departments of Bergendahl Food AB it would be beneficial to state how the matrix organisation should be managed, i.e. who have authority for each task. That would ease the problem of confusing directives.

In addition, it would be easier to fulfil customer requests if each meat department have the possibility to create PLU in the system. It could perhaps be a collaboration between the aggregated level and the store level.

Also, since it seems like the customers do not know how to order meat from the meat departments employees by using bell/phone, this action needs to be better described. A suggestion is a bigger size

of the information about ordering or a text saying something like “Are you not finding what you are looking for?”, “Would you like to have ideas of what to eat for dinner?”, “You can order (almost) everything from us, press the bell!”.

Another suggestion is to standardise the procedure of weekly meetings, like CGU. This meetings makes the staff knowledgeable and increase motivation.

7.1.2.1 Outcomes

Following the Framed Customisation, including extended picture folder and meat policy would benefit many aspects for Bergendahl Food AB. The quality of the products will be more consistent, the staff will have the possibility to adjust to local market expectations and the result and procedures become more unified. The frames around customisation make the organisation more easily managed, while in the meantime the frames become mainstays for the meat department staff in their daily work. In addition, this approach gives the category management more control over the category, but it does not constrain the motivation and creativity of the meat department employees since they have the ability to customise as well.

8 Conclusions

The purpose of this Master thesis was to describe and analyse the work procedures at City Gross meat departments and give suggestions for how to improve City Gross meat departments' performance by making the work procedures more unified between the different stores.

The work procedures were analysed after observation and the overall impression is that the work procedures from CG to CG do differ, and so is also some of the results of the work procedures. Given the circumstances of local market adjustment and different resources, the ability to use pure standardisation were declined. Due to these circumstances pure customisation would be more suitable, but that would not make the stores more unified. A suggestion of combining customisation and standardisation were therefore presented and called Framed Customisation see Figure 13. This suggestion serves the CG meat departments wish to be adjustable to local market and make the store more unified in their offerings and procedures.

8.1 Further research

First, research on a practical example of where Framed Customisation is used would be beneficial. In addition, more research needs to be done about the combination of customisation and standardisation in order to find more options.

Furthermore, work of grocery store settings are less researched compared with for example manufacturing. Since every human is affected by the work in the grocery stores, this area needs to get more attention and it is therefore suggested to be further researched.

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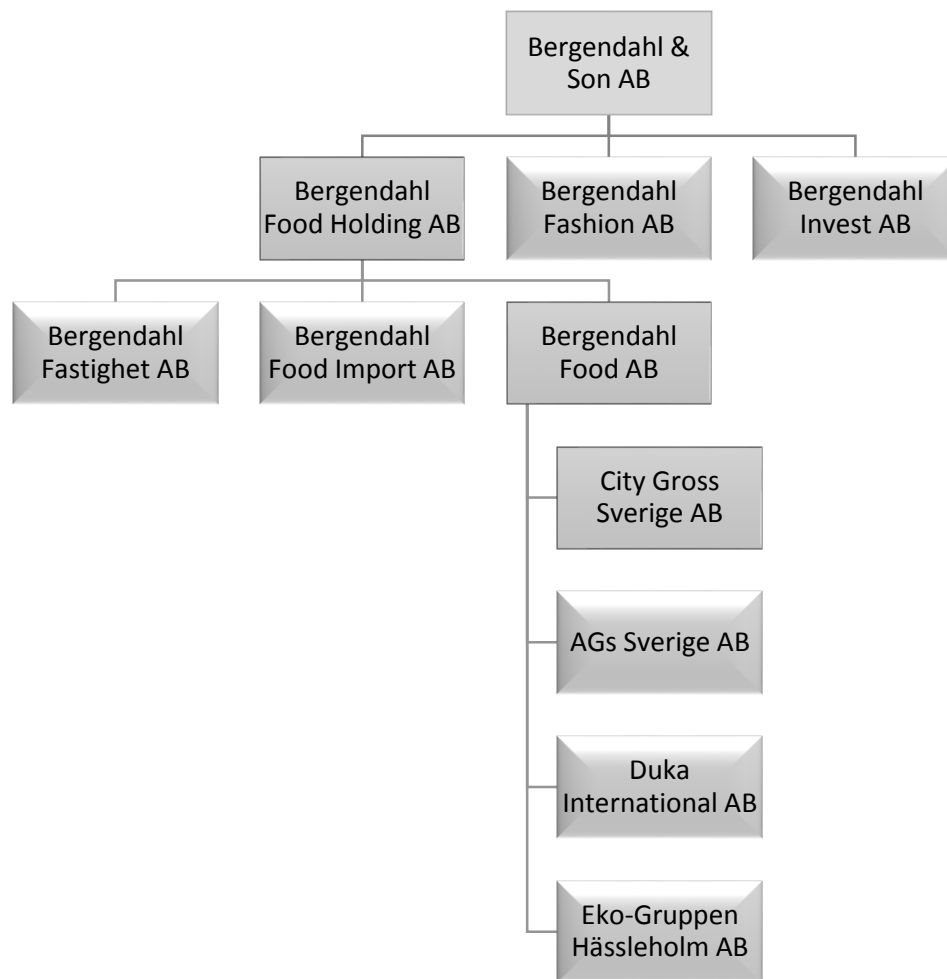
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- Mats Winroth, meeting 2015-03-03.

Bergendahls Group

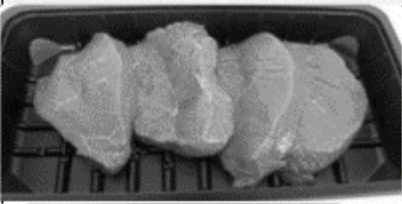
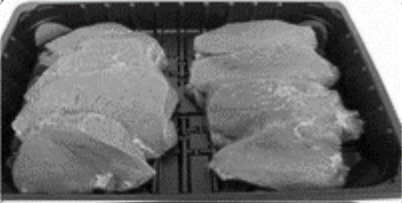
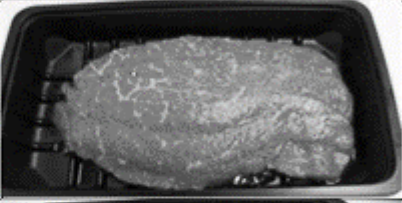
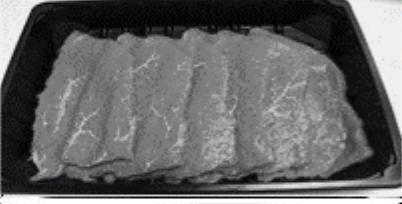
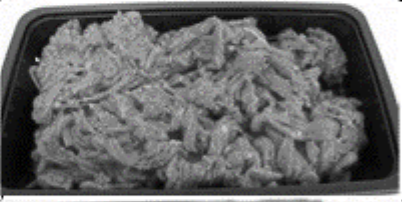
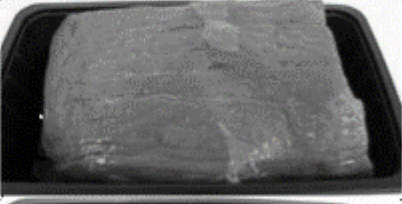

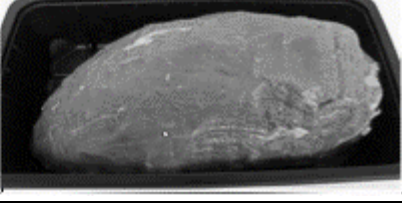


Interview Guide for Head of meat department interview

To be executed in Swedish, therefore are questions in Swedish.

1. Vad tycker du ingår i en köttanställds ansvar?
2. Har ni skrivna arbetsinstruktioner? På vad?
 - a. Följs de? Varför/varför inte?
3. Använder ni er av bilderna i Bildbanken?
4. Tror du att alla butiksstyckare har ett eget förfarande?
 - a. Tror du att det leder till samma kvalitet på produkterna?
5. Tycker du att ni har de förutsättningar som krävs för att göra den kvalitet som Bergendahls profilerar sig ha?
6. Tycker du det är viktigt att ni olika butiker erbjuder likvärdiga/lika produkter i butikerna?

A part of the picture folder (Bildbank)

NÖTKÖTT				
PLU	TRÄG	VIKT	BENÄMNING	BILD
4201	1442	300g	VÄG OXBIF FAR	
4202	1444	800g	VÄG OXBIF FAR STP	
4203	1442	300g	VÄG LÖVBIFF	
4204	1444	800g	VÄG LÖVBIFF STP	
4208	1442	500g	VÄG LÖVSKURET INNANLÄR	
4218	1443	600g	VÄG INNANLÄRSSTEK	
4219	1442	400g	VÄG FONDUEKÖTT	
4220	1443	800g	VÄG FRANSYSKA	

Arbetsrutiner Köttavdelningen City Gross

Måndag

5-6 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad. Plocka även in kött som är skämt och tappat lyster.

6-7 Skär ned allt kött och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Städa ur Köttdisken grundligt. Ta bort förra veckans annonsskyltar. Malla in nya annonsvaror och skylta upp. Avsluta de prisbuffertar som ska avslutas, starta ev. köttprisändringar samt annonser. Mal färs i mindre volym – tänk på klockan på etiketten. Skriv ut nötköttets Ut-journal för förra veckan.

7-8 Varumottagning. Gör order för onsdag. Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinnet. Prioritera annonsvaror. Kolla över kundbeställningar.

8-17 Produktion. Prioritera ordinarie sortiment och marginal starka varor. Sortera upp leverans och plocka i ordning på köttkylslagret. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

17-19 Gör In-journalen för dagens leverans av nötkött. Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

19 Hemgång. Lämna av till kvällsjouren.

Tisdag

6-7 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad.

Plocka även in kött som är skämt och tappat lyster. Skär ned allt kött och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Mal färs i mindre volym – tänk på klockan på etiketten.

7-8 Varumottagning. Gör order för torsdag. Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinnet. Prioritera annonsvaror. Kolla över kundbeställningar.

8-17 Gör order till KM-pack före kl 16. Produktion. Prioritera ordinarie sortiment och marginal starka varor. Sortera upp leverans och plocka i ordning på köttkylslagret. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

17-19 Gör In-journalen för dagens leverans av nötkött. Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

19 Hemgång. Lämna av till kvällsjouren.

Onsdag

6-7 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad. Plocka även in kött som är skämt och tappat lyster. Skär ned allt kött och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Mal färs i mindre volym – tänk på klockan på etiketten.

7-8 Varumottagning. Gör order för fredag. Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinnet. Prioritera annonsvaror. Kolla över kundbeställningar.

8-17 Produktion. Prioritera ordinarie sortiment och marginal starka varor. Sortera upp leverans och plocka i ordning på köttkylslagret. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

17-19 Gör In-journalen för dagens leverans av nötkött. Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

19 Hemgång. Lämna av till kvällsjouren.

Torsdag

6-7 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad. Plocka även in kött som är skämt och tappat lyster. Skär ned allt kött och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Mal färs i mindre volym – tänk på klockan på etiketten.

7-8 Varumottagning. Gör order för måndag. Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinnet. Prioritera annonsvaror. Kolla över kundbeställningar.

8-17 Produktion. Prioritera ordinarie sortiment och marginal starka varor. Ta emot K-M packs leverans och plocka i ordning på den. Sortera upp leverans och plocka i ordning på köttkylslagret. Kolla över förhandsordrar. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

17-19 Gör In-journalen för dagens leverans av nötkött. Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

19 Hemgång. Lämna av till kvällsjouren.

Fredag

5-7 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad. Plocka även in kött som är skämt och tappat lyster. Skär ned allt kött och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Mal färs i mindre volym – tänk på klockan på etiketten.

7-8 Varumottagning. Gör order för tisdag. Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinnet. Prioritera annonsvaror. Kolla över kundbeställningar.

8-18 Produktion. Prioritera ordinarie sortiment och marginal starka varor. Sortera upp leverans och plocka i ordning på köttkylslagret. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

18-20 Gör In-journalen för dagens leverans av nötkött. Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

20 Hemgång. Lämna av till kvällsjouren.

Lördag

6-7 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad. Plocka även in kött som är skämt och tappat lyster. Skär ned allt kött och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Mal färs i mindre volym – tänk på klockan på etiketten.

7-8 Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinnet. Prioritera annonsvaror. Kolla över kundbeställningar.

8-16 Produktion. Prioritera ordinarie sortiment och marginal starka varor. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

16-17 Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

17 Hemgång. Lämna av till kvällsjouren.

Söndag

7.30-8.30 Sätt ihop maskiner. Gå igenom datum i köttdisken. Plocka bort kött som går ut dagen efter så du har möjlighet att bereda produkten innan bäst före dagen är passerad. Plocka även in kött som är skämt och tappat lyster. Skär ned allt kött

och väg av vikterna. Lägg även in kött som ej kan användas till färs i Store Office som svinn. Mal färs i mindre volym – tänk på klockan på etiketten.

8,30-9 Fyll på köttdisken med eventuella vagnar från gårdagen. Gör lista på vad som ska styckas. Stycka mindre serier för att minimera svinn. Prioritera annonsvaror. Kolla över kundbeställningar.

9-15 Produktion. Prioritera ordinarie sortiment och marginal starka varor. Näst siste man hem hjälper till att plocka isär maskiner, går ut med skräp samt SRS backar.

15-16 Fyll upp trågvagnen. Fyll på köttdisken och fronta upp den.

16 Hemgång. Lämna av till kvällsjouren.



2015-02-05

BUTIKSPACKAT KÖTT

POLICY

Vi ska fortsätta vara bäst på svenskt kvalitetskött. Konsumenten ska alltid kunna lita på oss och hitta ett brett sortiment av nystyckade/nymalda köttprodukter i våra butiker.

Ansvar

- Köttchefen/färskvaruchefen ansvarar för all köttantering samt att köttpersonalen är informerad om vilka regler som gäller. Butikschefen har dock det yttersta ansvaret.
- All personal som arbetar med köttantering har ett personligt ansvar för att lagar och uppsatta regler efterföljs. Den som medvetet bryter mot reglerna begår tjänstefel och kommer att bli avstängd med omedelbar verkan. Alla anställda uppmuntras att till sin närmaste chef föreslå hur vi kan bli bättre på att hantera de köttvaror vi säljer på ett sätt som gynnar våra konsumenter och effektiviserar vår verksamhet.

Utbildning

- Grundläggande livsmedelshygienutbildning är obligatorisk för alla involverade i köttantering inklusive lagerchef, färskvaruchef och butikschef.
- Köttchefen/färskvaruchefen ska ha relevanta styckningskunskaper/styckutbildning. Repetition av utbildningen ska ske minst vart tredje år och dokumenteras. Utbildad personal är skyldig att tillrättavisa medarbetare som omedvetet/medvetet gör fel.
- Personal involverad i butikens egenkontroll ska genomgå utbildning för att kunna hantera nödvändiga kontroller och ha förståelse för de risker som finns. Butikschefen är skyldig att löpande anmäla personal till dessa kurser.

Klädsel och personlig hygien

- Alla som arbetar på köttavdelningen ska bära vit klädsel och skyddsutrustning; rock, byxor, mössa med heltäckande hårmät, strumpor, vita skor, engångsförkläde och engångshandskar. Skyddskläder (handskar, förkläde och underarmsskydd) ska bytas vid behov och slängas när vederbörande lämnar köttavdelningen.
- Rock och byxor ska bytas varje dag och lämnas till tvätteri. Skor ska lämnas för rengöring vid behov.
- Enbart rena händer och friska personer får hantera rått kött. Minsta misstanke om smitta eller återkommande slarv betyder omplacering till annan avdelning. Salmonellaprovtagning görs via Previa på alla som varit utanför Norden 5 dagar OCH vid misstanke om salmonella.

Bemannning

- Köttavdelningen ska minst vara bemannad fram till kl.18.00 vardagar och minst till kl.16.00 på helger.

Besök i köttavdelningen

- Obehöriga (t ex personal på annan avdelning, hantverkare, säljare m fl.) äger ej tillträde till köttavdelningen utan skyddsutrustning.
- Det ska finnas extrakläder alternativt skyddskläder för besökare som behöver gå in i verksamheten.
- Köttavdelningen skall vara låst mot butiksytan, i syfte att förhindra obehörigas tillträde.



2015-02-05

Produktion

- Ankomstkontroll ska göras på varje leverans inkluderat temperaturprovtagning. Temperaturgränsen står på varje kolli.
- Kött ska direkt in i kylrum efter ankomst. Kylkedjan får aldrig brytas.
- Träpallar och ytteremballage (kartong)får ej förekomma i styckrummet.
- Max +12 grader i styckrum, +2 grader i kylrum och +4 grader i kyldiskar.
- Malning sker alltid i kyla och flera gånger per dag.
- Bäst före-dag används på finstyckat kött och pannfärdigt.
- Sista förbrukningsdag ska användas på köttfärs, färsk fågel, råkorv och organ.
- 24-timmarsregeln gäller enbart för köttfärs.
- Det är förbjudet att förlänga datum på en redan butiksförpackad vara och utgången kött kasseras alltid.
- Leverantörsvaccat helt nö- och kalvkött som finstyckas i butik och butikspackas får packas ut senast på bästföre-dagen, packdag + 4 dagar. En konsumentförpackad köttvara får endast brytas och packas om när emballaget är skadat.
- Undantagsvis kan konsumentförpackning brytas för att förädlas (t ex. malas, marineras, kryddas) innan hållbarhetstiden har gått ut, om kvaliteten bedöms vara OK. Hållbarhetstiden får dock aldrig förlängas, endast förkortas.
- Fläskkött får aldrig passera ursprunglig bäst före-dag från styckeriet

Infrysning av kött

Marginell infrysning i butik är ett sätt att ta tillvara fullgoda livsmedel och för att minska svinet i butik. (Se infrysningsrutiner i DIGIT).

Lokaler och rengöring

- Vi värnar om god hygien samt ordning och reda på arbetsplatsen.
- Maskiner, inredning och utrustning ska hållas i gott skick och rengöras enligt fastställda rutiner. Kvittenser på rengjorda ytor ska signeras av den som städad/rengjort.
- Städkontroller görs varje vecka i Mätman (butikens egenkontroll) samt av externa företag.
- Städredskap ska hållas rena och i gott skick. När de inte används, ska de hängas på väggen och självtorka. Endast godkända rengöringsmedel får användas (VISAB).
- Underhållsplan rörande lokaler, inredning och utrustning ska ständigt uppdateras och följas upp så att åtgärder kontinuerligt görs för att förhindra kontamination.
- Endast nödvändig inredning och utrustning får förekomma i styckrummet i syfte att underlätta städning. Målet är en miljö lika kliniskt ren som inom industrin.
- Kontorsplats får ej förekomma i styckrummet.

Förvaring och ovidkommande föremål

- Rengöringsmedel och kryddor ska förslutas och sättas i skåp. Ev. radioapparater, högtalare, telefoner etc. ska plastas in.
- Innerförpackningar innehållande tråg ska alltid förvaras förslutna på lagerplats för att ej blandas med andra varor samt för att undvika förorening av t ex damm eller förekomst av främmande föremål.
- Tråg som ska användas under produktionsdagen ska förvaras i kyla och upp och ned och på trågvagn. Ovidkommande föremål får INTE förekomma i beredningsrummet (t



2015-02-05

ex glas, snus, tuggummi, väskor, smycken, telefoner, skruvar, kemtekniska produkter
- utöver VISABs sortiment) då det kan hamna i våra livsmedel.

Övervakning och incidentrapportering

- Alla kylar och kylrum är kopplade till larm som utlöser om temperaturen överstiger tillåten förvaringstemperatur.
- Alla anställda är skyldiga att göra en avvikelserapport eller incidentrapport vid misstanke om driftstörning eller andra fel som negativt kan påverka kvaliteten på det kött vi säljer.

Jag har läst och förstått innehållet i City Gross interna köttpolicy

.....

Datum	Butik	Namn (signatur)
-------	-------	-----------------

Namnförtydligande.....

Kontakta närmsta chef om du har praktiska frågor kring kött och köttthantering.

Vid osäkerhet som har med vår köttthantering att göra skall kontakt tas med någon av följande (i fallande ordning):

Kategorichef Kött	Tobias Härle	0451-48 055
Miljö- och kvalitetschef	Annica Hansson Borg	0451-48 327
AO Chef Färskvaror	Michael Riedel	0451-48 234
Färskvarucoach Kött	Tommy Nilsson	0451-48 814

Vid mediefrågor kontakta Mikael Lagerwall 0708-47 21 00, 0730-64 55 00 24/7-jour

Vi ska fortsätta vara bäst på butikspackat kött!

CGHö			CGHy		CGU	
Article	Sales	Article	Sales	Article	Sales	
1 VÅG BLANDFÄRS 50/50 STP	1 766 008	VÅG BLANDFÄRS 50/50 STP	1 785 471	VÅG BLANDFÄRS 50/50 STP	2 156 404	
2 VÅG BLANDFÄRS 50/50	1 236 822	VÅG FLÅSKFÄRS STP	1 092 524	VÅG BLANDFÄRS 50/50	1 083 432	
3 VÅG FLÅSKFÄRS STP	669 265	VÅG BLANDFÄRS 50/50	961 134	VÅG NÖTFÄRS STORPACK	1 074 119	
4 VÅG OXFÄRS 10%	503 888	VÅG FLÅSKFILE LÅNG	602 303	VÅG OXFILÉ I BIT	957 159	
5 VÅG KARREKOTLETTER MED BEN STP	451 732	VÅG FLÅSKFÄRS	547 640	VÅG NÖTFÄRS	793 435	
6 VÅG FLÅSKFÄRS	415 968	VÅG OXFÄRS 10% STP	498 063	VÅG FLÅSKFILE STP	649 222	
7 VÅG KOTLETTER M B STP	395 805	VÅG KARREKOTLETTER MED BEN STP	490 319	VÅG FLÅSKFILE LÅNG	467 900	
8 VÅG OXFÄRS 10% STP	373 235	VÅG KOTLETTER M B STP	417 293	VÅG KOTLETTER M B STP	458 341	
9 VÅG FLÅSKFILE LÅNG	335 757	VÅG ENTRECOTE I BIT	348 186	VÅG ENTRECOTE I BIT	356 467	
10 VÅG OXFILÉ I BIT	327 582	VÅG KOTLETTER BFR SKIV STP	344 254	VÅG KARREKOTLETTER MED BEN STP	335 928	
11 VÅG LÖVBIFF STP	326 791	VÅG FLÅSKSTEK BFR	317 700	VÅG BIFFMIXLÅDA	318 121	
12 SLASKPLU KÖTT ÖVRIGT	306 695	VÅG KARRE SKIV BFR STP	297 773	VÅG HÖGREV BFR	313 424	
13 VÅG HÖGREV BFR	276 524	VÅG SPARERIBS AV SIDA STP	296 268	VÅG ENTRECOTE SKIV STP	296 011	
14 VÅG KARRE SKIV BFR STP	270 249	VÅG OXFÄRS 10%	287 927	VÅG LÖVBIFF STP	281 974	
15 VÅG FLÅSKSTEK BFR	266 132	VÅG HÖGREV BFR	273 126	VÅG RYGGBIFF I BIT	275 408	
16 VÅG FLÅSKFILE STP	259 351	VÅG OXFILE HEL/HALV	272 582	VÅG RYGGBIFF SKIV STP	259 024	
17 VÅG FLÅSKYTTERFILE	245 164	VÅG LÖVBIFF LÅDA	270 323	VÅG KARRE I BIT BFR	235 518	
18 VÅG ENTRECOTE SKIV	232 490	VÅG OXFILÉ I BIT	258 047	VÅG FLÅSKYTTERFILE STP	230 058	
19 VÅG ENTRECOTE I BIT	225 978	VÅG RYGGBIFF I BIT	236 779	VÅG HAMBURGAREFÄRS AV HÖGREV	225 215	
20 VÅG LÖVBIFF	221 477	VÅG FLÅSKYTTERFILE	230 442	EXTRA PRIMA GRILLSKIVA AV KALVSTEK LJUST	211 088	
21 VÅG KOTLETT BFR BIT	193 486	VÅG SKINKSCHNITZELLÅDA	212 437	VÅG KARRE SKIV BFR STP	199 917	
22 VÅG HERRGÅRDSSTEK	178 537	VÅG KAMBEN AV KOTLETT	203 655	VÅG ENTRECOTE SKIV	199 636	
23 VÅG KOTLETTER BFR SKIV STP	166 602	VÅG NÖTRULLE I BIT	197 506	VÅG FLÅSKYTTERFILE	196 736	
24 VÅG KOTLETTER M B	160 628	VÅG LÖVBIFF STP	194 997	VÅG VINTERLÅDA	183 943	
25 VÅG RYGGBIFF I BIT	160 393	VÅG SIDFLÅSK STORLÅDA	189 023	VÅG KOTLETTER BFR SKIV STP	176 909	
26 VÅG RYGGBIFF SKIV	159 391	VÅG ROSTBIFFSTEK	187 355	VÅG RYGGBIFF SKIV	170 218	
27 VÅG NÖTBOG	151 543	VÅG HAMBURGAREFÄRS AV HÖGREV	177 694	VÅG AMERICAN BBQ LÅDA	169 751	
28 VÅG KARRE I BIT BFR	150 829	VÅG NÖTBOG	174 081	VÅG KARREKOTLETTER M BEN LÅDA	166 319	
29 VÅG KARREKOTLETTER M B	136 506	VÅG KOTLETT BFR BIT	151 341	VÅG SKINKSCHNITZELLÅDA	163 284	
30 VÅG KARRE SKIV BFR	136 424	VÅG ENTRECOTE SKIV STP	150 558	VÅG SKINKSTEK BENFRI	161 162	

Bergendahl & Son AB's values, visions, goals and strategy

Below are the written values, vision, goals and strategy presented and translated.

Written Values:

Vi skapar vinst som ger oss resurser.

We create profit that gives us resources.

Vi är nytänkare som vågar vara annorlunda.

We are innovators who dares to be different.

Vi tar socialt ansvar och värnar om vår omvärld.

We have social responsibility and care about our environment.

Vi söker kontinuitet och präglas av långsiktighet.

We seek continuity and are characterized by long-term thinking.

Written Vision:

Visionen är att Bergendahls på sikt skall uppnå och bibehålla en resultat- och avkastningsnivå som överträffar konkurrenternas, samt uppfattas som mest attraktivt av kunder, medarbetare och övriga intressenter.

The vision is that Bergendahls ultimately achieve and maintain a result and return level that surpass competitors, and is perceived as the most attractive of customers, employees and other stakeholders.

Written Long-term goals:

Tydliga värderingar förankrade i en stark företagskultur.

Clear values rooted in a strong company culture.

Högt anseende och starkt varumärke.

Good reputation and strong brand.

God samhällsmedborgare.

Good member of society.

Finansiell stabilitet och riskbalans.

Financial stability and risk balance.

Written strategy:

Strategin för att nå visionen innebär;

The strategy for reaching the vision is;

att Bergendahls skall vara en långsiktig investerare i entreprenörsinriktade bolag/affärsområden inom handel.

that Bergendahls should be long-term investors in entrepreneurial companies / business areas within trade.

att den dominerande driftsformen för detaljhandelsverksamheten skall vara egenägd detaljhandel inom segment "value for money".

that the dominant modes of operation for retail business must be wholly owned stores in the segment "value for money".

att koncernen skall bedriva detaljhandelsverksamhet med stöd av egenägd partihandel/inköpsverksamhet, vilket förutsätter en hög grad av integration mellan partihandel och detaljhandel.

that the Group must manage retail business under the Group-owned wholesale / procurement operations, which requires a high degree of integration between wholesale and retail.

att koncernen skall kunna erbjuda bl a finansiella och administrativa tjänster, importtjänster och andra kommersiella tjänster till kunder, samarbetspartners och konsumenter.

that the Group should provide, among other things, financial and administrative services, import services and other commercial services to customers, partners and consumers.