Research on the Management and Countermeasures of CR Vanguard

Shufan Li
School of Management, Xi'an Polytechnic University, Xi'an, Shaanxi 710000, China

Abstract: Supermarkets, as a kind of commodity retail model, have been developing rapidly in our country in recent years. Therefore, whether they develop healthily or not has been closely related to residents' lives. Through the analysis of the problems existing in the warehouse of China Resources Vanguard, this paper finds that the enterprise has serious problems of brain drain, food safety and personnel safety. In view of these problems, suggestions are put forward to strengthen social supervision, strengthen capital and equipment investment, personnel education and social supervision.

Keywords: CR Vanguard; Management; Brain Drain; Food Safety.

1. Introduction

China Resources Vanguard is the largest retail chain enterprise brand under China Resources (Group) Co., LTD. It belongs to China Resources Venture Co., LTD. After years of development and changes, today, it has become the largest supermarket chain brand in China and has become the main force in the retail of China Resources Group.

The predecessor of China Resources Vanguard was founded on February 14, 1984, at the beginning of its establishment under the name of China Resources Purchasing Co., LTD. The main business is supermarket business and wholesale business. In the late 1990s, it entered East and North China. Since 2000, the performance of China Resources Vanguard has successively ranked first in Guangdong Province. The business of China Resources Vanguard is a retail industry closely related to people's lives, so it always adheres to the business philosophy of "fashion, quality, intimate, fresh, low price and convenience", and ensures the quality with the concept, which makes the sales increase year by year in recent years.

After more than 30 years of development, China Resources Vanguard has become one of the best large supermarkets in China and entered most of the country's markets. In the process of development, it has undergone various problems and tests. From the perspective of 2013, due to the macroeconomic situation and changes in various factors such as rent and manpower, the slowing growth will be a serious problem faced by domestic supermarkets in the next few years. In 2013, China Resources Venture released the third quarter performance report, and as the representative of China Resources venture retail business, the performance of China Resources Vanguard was sluggish, although from the perspective of retail revenue, there was a certain growth, but the net profit area fell sharply. In the third quarter, the turnover of the retail business of China Resources Venture increased by 14.2% year-on-year, but the net profit fell sharply by 82.8%. However, this decline is not only in this year, the profit of China Resources Vanguard has continued to decline in recent years. In addition, in the first three quarters of 2013, the turnover of China Resources Vanguard reached HK $71.827 billion, an increase of 13.9% compared with the previous year; Net profit of HK $721 million, down 67.8 percent year on year, is the worst net profit performance of China Resources Ventures.

China Resources Venture for the fall in net profit, the claim is due to the local increase in minimum wage standards, while the industry's normal pay rise caused a decline in profits. In addition, with the increase of store rents and the development of online retailing, rapid expansion is also under pressure, which is another reason for the supermarket industry's generally low net profit growth, in addition to labor costs and inflation.

According to a series of data released by the National Business Information Center, the total sales of 100 large retail enterprises in China have shown a downward trend since 2017. In recent years, due to the vigorous development of online retail, the new retail industry has achieved rapid development, so traditional physical retail enterprises have been greatly affected in this environment, their market share has been continuously eroded, coupled with the rising rent of physical stores, the increasing investment of labor costs and other factors, the survival of traditional retail industry has become more difficult. As an important representative of the top 100 traditional retail industry, China Resources Vanguard is also facing this dilemma, so the management of the enterprise itself has become an important factor to get out of the dilemma.

As long as there is management, there will be problems, and in recent years, major supermarkets have frequent safety problems. Safety accidents such as warehouse fires, fake goods and expired food are not uncommon. The occurrence of safety accidents and the increase in turnover rate of enterprises reflect the management problems of supermarkets, but there are always defects in management, and the existence of these defects will not only affect the production, operation and reputation of supermarkets. More serious will affect the interests of consumers and physical and mental health, in real life, these problems in supermarkets are often not paid attention to. Therefore, it is very important to understand and solve the management problems of a supermarket, especially in the stage of rapid development of the supermarket industry in our country, to improve the management problems of a supermarket not only means the improvement of the operating performance and reputation of a supermarket, but more importantly, the life and property of the majority of consumers.

The above data and analysis have roughly summarized the
current situation of CR Vanguard in recent years. Through the analysis, we can see that although as a state-owned enterprise, it has great development prospects and enjoys a prosperous development in China, it cannot be denied that there are still many problems and many pressures, which restrict the development of the enterprise. So to sum up, if you want to change the current situation, it is very important to improve the management.

2. Problems in Management

2.1. Salary and Treatment of Warehouse Management Personnel

In today's increasingly fierce market competition, the competition between enterprises actually relies on talents, and economic globalization has brought about the globalization of talent competition. Therefore, the future competition is the competition for talents, and a company that cannot attract and retain talents is doomed to be unable to grow and be eliminated.

2.1.1. Pay is Underpaid or Unfairly Distributed

As a state-owned holding enterprise, the key reason why China Resources Vanguard is attractive is its good welfare treatment. The various insurance and other welfare systems provided by the enterprise can relatively meet the needs of employees' safety and stability. Entering a state-owned enterprise means holding an "iron rice bowl", but the biggest problem reflected in the survey is precisely salary. Nearly 75 percent of respondents chose low income or unfair income distribution. There are several reasons for this.

First of all, from the perspective of low income, material benefits are the basic conditions of people's life and the basic driving force of work. For most people, high salary is an effective incentive means. At the same time, salary is also a recognition for an employee. The amount of salary represents the level of the employee's ability, and is an affirmation of an employee's work ability, work enthusiasm and contribution to the company. In this era of talent competition, when the economic income of talent is very low or can not reflect the personal value, then the talent will certainly find another way out.

For others, however, income inequality may lead to a more direct loss of talent. This kind of income injustice is not the injustice of wages, because a person's ability determines his salary, a person with stronger ability than you get a higher salary than you, this is not called income injustice. Real income inequality reflects the ratio of effort to return. Imagine that one and two employees of the same ability and the same position, one works hard every day, the other is as lazy as possible, but because of the lax supervision, but still enjoy the same salary, this is called income injustice. Due to the long history of state-owned enterprises, there are too many retired people, so they retain surplus personnel in order to maintain social stability. At the same time, the egalitarianism of state-owned enterprises emphasizes the average income distribution, so there is no balance between contribution and income, which makes some outstanding talents and outstanding talents get and pay different, resulting in the loss of talents.

2.1.2. The Welfare System is Inadequate

Another reason for the loss of talent in the compensation of China Resources Venture is that employees are not satisfied with the current benefits. For employees, in addition to working to make money to meet the needs of life, there are many problems and contradictions in life to be solved, there are other needs, when these needs exist, money is no longer the only driving force to meet their needs.

First of all, there is no overtime pay. This is an almost universal problem, and companies these days are trying to squeeze as much labor out of their employees as possible. On the surface, it is said to pay overtime according to national regulations, but in fact, it has its own set of rules to evade. First, it is stipulated that overtime pay is available only after two hours of overtime work, from this point, the overtime pay of most employees has been saved, and then for more than two hours of overtime work, the department needs to sign and then approve the overtime pay. The cumbersome steps in the middle, coupled with the intentional difficulties of the manager, it can be said that it is difficult for employees to get a satisfactory overtime pay. For example, I had to work overtime almost every day for a month, and even worked nearly 10 hours overtime one day, and then when I settled my salary, I only got 7 hours of overtime pay in a month. In addition to overtime pay, the triple salary of various holidays is not paid in accordance with national regulations. Welfare is the material basis for employees to realize their own value and pursue self-development, which is irreplaceable. Therefore, incomplete, unfair and unreasonable benefits have also become an important factor in employee turnover.

2.2. The Lack of Development Space and the Lack of Personal Ability

The lack of personal development space, the lack of personal ability to play or not promoted is also an important reason affecting the resignation of employees. In the survey, many people who quit are college graduates in recent years or young people who have been struggling in society for a while, because when they entered the enterprise with integrity, young and ambitious, they have a vision for their future development. However, after several years of work, they find that perhaps their own ability is insufficient or the enterprise is not suitable for them. Or they found a new company where they could prove themselves, so they chose to quit. The impact of such brain drain on enterprises is very serious. However, the reason for the brain drain is also the defects in the management of enterprises themselves.

The reason why there are these problems, the first is that there are problems in the employment mechanism of state-owned enterprises, which is a common phenomenon in terms of seniority. There is a common situation in state-owned enterprises such as China Resources Vanguard. If a person has a position, as long as he has not made a big mistake, under normal circumstances, his position will not change. Therefore, some talented young people have no chance to exert their talents, and talents lack opportunities to prove themselves, which greatly affects the enthusiasm and enthusiasm of young people in work. So this career is inevitable. Secondly, state-owned enterprises do not pay attention to the development of human resources, do not realize the importance of talent training and re-education, only want talents to contribute to the enterprise, do not want to cultivate talents, ignore the needs of talents themselves, which makes employees in the enterprise feel that development is hindered, there is no future, so job-hopping for new development.

2.3. Warehouse Food Problem

Food safety is related to the health and life safety of the
broad masses of the people, and is related to the healthy development of the entire national economy and social harmony and stability. With the improvement of people's living standards and the change of consumption concepts, supermarkets have gradually replaced traditional markets and small vendors and become the main channels for urban families to purchase food. Therefore, whether the food in supermarkets is safe is very important. However, in the news of the past two years, we can see food problems in supermarkets everywhere, food deterioration, expired food sales and other problems emerge in endlessly, and there are still many safety risks in supermarket food, and the safety situation of food is worrying.

2.3.1. Food Storage is Not Standard

Food storage is very important for the quality of a food. China Resources Vanguard, does not do well in food storage. Although there are specialized quality warehouses and cold storage, only a small portion of the food enters them, and most of the food is in a poor storage environment. For example, a three-storey underground garage is rented as an underground warehouse, and the rice oil stored below is not yet transported into the main warehouse, and the staff often accidentally spoil the packaging of the rice noodles on the way and do not clean it in time, resulting in food safety risks. At the same time, the three underground layers are cold and wet, and there is a risk of leakage. Secondly, in the main warehouse, there is a garbage dump dedicated to dumping some garbage, and some fresh vegetables that have just been transported to the warehouse are placed next to the garbage, and the garbage is accompanied. Imagine how such a storage environment cannot appear food problems.

2.3.2. The Food is not Displayed Correctly

The placement of food is also an important factor related to food safety in a supermarket, and according to the operation requirements of supermarket food, food should be placed in accordance with temperature and hygiene requirements. And this China Resources Vanguard does not do well. The first is the placement of some cooked food, in some supermarkets that are still being renovated before the opening, the internal shelves already have some cooked food such as bacon, salted fish placed on the shelves, and these cooked food is without any cover, so exposed to the air. Just imagine, usually decoration dust and paint volatilized formaldehyde will contaminate the food. Secondly, the placement of some pastries, normally the sales of pastries have to be made on the same day or within a day or two to sell out, and some supermarkets, due to their own management problems, resulting in the opening of the day delayed into two weeks, and some pastry vendors in the supermarket will have been done in the open air display until the opening, which of the food safety who can guarantee?

2.4. The Warehouse Security Problem Exists

2.4.1. Employee Safety Issues

Although working in a supermarket is not a high-risk industry, there are still certain dangers. Then, these dangers will occur or have a certain relationship with the management problems of the supermarket. Take China Resources Vanguard for example, in the warehouse often need to put the goods on the third floor of the shelf, then you need to use the ladder. However, this is only an ideal situation, in the real work, a large warehouse plus a small warehouse a total of two ladders, in the case of tight time and heavy tasks is basically not enough, not to mention the two ladders will occasionally appear in the store, so that employees often climb the shelves at work with their bare hands, thus burying security risks. Secondly, the placement of shelf items also has a great security risk, in the warehouse, often because the lower shelf is not enough and the whole row of goods (a tool used to load the warehouse) to three, which leads to the top of the shelf accumulation is very high. Although measures will be taken to put on the packaging film, sometimes the weight of the goods placed is too large, and the shelf is only made of a layer of steel plate, causing serious security risks. The personnel safety problems caused by this security hazard also reflect the management problems of CR warehouse.

2.4.2. Warehouse Cargo Safety Problem

The safety of the goods in the warehouse is related to the operation of a supermarket, and the safety of the goods can best reflect the management problems of the supermarket, and China Resources Vanguard also has certain problems in this point. First of all, although there are signs in the warehouse that prohibit taking things without permission, human greed is the most difficult to restrain, especially when there is no supervision, the loss of goods is inevitable. Some large goods in CR warehouses have barcode, which are not easy to steal, while some large but small bulk goods lack management and are very easy to take away without being detected. In the cleaning process of some warehouses, it is often found that empty beverage bottles and food bags have been drunk, which are not valuable to a large company, but have to say that they reflect management problems.

Then there is the issue of supervision, generally speaking, if the supervision is sufficient, there will be no theft, and there are big loopholes in the supervision of China Resources Vanguard. There are cameras in the warehouse of China Resources, this is indeed a good way, although there are some blind spots, but also played a certain deterrent role. However, in the monitoring office of some loss prevention departments, sometimes there is no warehouse monitoring in the monitoring screen, that is, it is possible that the camera of the warehouse is not used, so the existence of stealing behavior is not surprising. Secondly, the manager obviously also considers the situation of stealing, so a self-test area is set up in the place where employees enter and exit, but the real use is very little. First, the operation of the self-test button is through the random appearance of red and green, and those who appear green can pass directly without self-test; secondly, even if red appears, they only need to pretend to touch their pockets. There is no one to supervise whether something is taken out or whether there is something, so there are also great omissions in the supervision of this layer. It is precisely with such regulatory problems that the safety of goods will appear, and perhaps for a large company, the loss of one or two goods is nothing, but the problems reflected in it should be thought-provoking.

3. Solution Measure

3.1. In Terms of Salary

In order to prevent the loss of talents in enterprises, an important management problem to be solved first is to strictly manage the recruitment. In the recruitment process, it is necessary to be careful about recruitment and make clear the recruitment requirements of the talents needed. In addition to examining the knowledge, skills and abilities that the candidates should have, the most important thing is to let the candidates have enough understanding of the work that they
may be engaged in after entering the enterprise and the future development situation, and at the same time, it is also necessary to properly explain the salary and welfare status of the enterprise. Only when the two sides fully understand each other, In order to avoid as far as possible after employees enter the enterprise psychological gap and quit.

3.1.1. Establish a Good Salary System

Nowadays, enterprises retain talents, it is very important to establish a good and effective salary system, which is a strategic, overall and stable event for an enterprise. Only by establishing a good and effective salary system, correctly evaluating the value and ability of employees and their contribution to the enterprise, developing a competitive salary in the industry and attractive to talents, and avoiding the phenomenon of unequal ability and salary, talents can have passion and motivation in their work. To establish a good salary system, first, with the development of the enterprise, it is necessary to continuously improve the wages of employees, and according to the size of individual contributions, fair and appropriate income levels. The second is to establish an open and transparent salary standard and clarify the salary standard for positions at different levels to avoid unfair income. Linking employee's contribution to salary can effectively motivate employees to work. Third, we need to improve the reward system. Establish an enterprise reward system to reward employees with outstanding contributions in order to achieve the purpose of motivation.

3.1.2. Improve the Welfare System

In view of the welfare issue, another way to retain talents is to establish a good welfare system, which can not only make employees more loyal to the company, enhance the cohesion of the enterprise, express the company's care and love for employees, but also create a good working and living atmosphere, improve the sense of belonging of employees, so that employees can work and live easily and happily. And protect the interests of employees, reduce the worries of employees, and retain talents for the development of enterprises. In fact, a good welfare system is not necessarily to give employees more money, but to ensure that everything is issued in accordance with the regulations, can do not evade, do not withhold benefits, so that employees can get every entitlement to welfare benefits is the most important.

3.2. Measures to Solve the Lack of Development Space

3.2.1. Establish a Good Cultural Atmosphere

An important means for enterprises to reduce brain drain is to use corporate culture to retain employees and establish the dependence and sense of belonging of talents to the enterprise. In this way, even if talents are not satisfied with the current development or feel that their abilities have not been developed, they will not consider resigning because of their love and belonging to the enterprise. Therefore, it is necessary to establish a good corporate culture and a comfortable workplace. Therefore, in the establishment of corporate culture, the first thing to do is to respect, understand, support and trust employees, and tolerance, and considerate employees, so as to maximize the enthusiasm of employees to work, to achieve emotional retention; Second, we should establish a "people-oriented" management thought, form a corporate culture of discovering talents, valuing talents and cultivating talents, shape a good image, form a proactive and competitive enterprise atmosphere, promote the unity and cooperation of enterprises, and enhance the cohesion and combat effectiveness of enterprises.

3.2.2. Strengthen the Training and Re-Education of Employees

In view of the lack of space for talent development, the most important thing is that enterprises should enhance the training of employees. Talent is relative and dynamic, and if a person does not continue to learn, the knowledge and skills will soon age and fall out of date, so that they can no longer meet the needs of society. Similarly, a company that can't learn can't retain talent. Therefore, the talents in the enterprise, only through continuous learning, can ensure that they never lag behind, and can adapt to the needs of social development for a long time. As an important subject of talent training, enterprises should assume the obligation to train talents, incorporate the re-education of talents into the enterprise development plan, establish a fund guarantee system and a paid learning system, and implement an open selection and competition system to enhance the awareness of competition and risk of talents, and stimulate the learning needs and motivation of talents. Establishing a training mechanism that is compatible with the career development goals of employees and providing talents with learning and training opportunities can not only give talents space for development, fully tap the potential of employees, enable talents to play their personal abilities, and avoid the loss of talents. More importantly, the trained talents have a better sense of belonging to the enterprise. In the end, the play of these talents will feed back to the development of the enterprise, which is crucial for the development and strength of an enterprise.

3.3. Warehouse Food Problem

3.3.1. Strengthen Internal Supervision

The guarantee of food safety is the most important thing in the operation of a supermarket, so the first thing to do is to strengthen internal supervision on food safety issues. Supermarkets should set up independent food safety supervision departments to strengthen the safety inspection of the self-picked food in each store, the investment part and the food directly delivered to the store by suppliers. Secondly, establish and improve the supermarket food quality self-inspection system, food storage and sales operation standards, unqualified food handling procedures, food safety responsibility system and other enterprise rules and regulations. Third, focus on the supermarket's homemade, bulk, fresh and other food storage methods, shelf life and other links are illegal inspection and monitoring. Finally, establish a tracking and commitment system for food sales, in accordance with the principle that every link from production to sales can be traced to each other, establish a food production and operation record system to achieve food safety traceability, so as to ensure that safety problems can be dealt with in time.

3.3.2. Increase Funding for Facilities and Personnel Education

Another important measure for supermarkets to increase food safety is to first increase investment in relevant facilities, increase video storage capacity, improve food cold chain facilities and equipment, and improve food quality monitoring technology. Secondly, the education and training of supermarket managers and practitioners is also very important, and many food safety accidents are often caused by managers' lack of rigor and practitioners' lack of attention. Therefore, in order to ensure food safety, it is necessary to
effectively enhance the integrity and law-abiding management awareness of supermarket operators and their employees, and improve the standardization level of supermarket food safety management.

3.3.3. Social Supervision
It is difficult to improve the management defects of food safety in supermarkets only by relying on the supermarkets themselves. At this time, the supervision role of society should be played. First of all, as a law enforcement party such as industry and commerce, after finding problems, it should implement a backward responsibility investigation mechanism for relevant managers, investigate the legal responsibilities of the parties, and ensure strict law enforcement and investigation of violations. For the food safety accidents that have occurred, in addition to serious investigation and punishment of the parties involved, it is also necessary to implement a backward investigation and investigation system for the competent departments. Secondly, as consumers, when discovering food quality problems in supermarkets, they should have the courage to supervise and report, assume their due obligations, and timely reflect the problems to relevant departments to prevent the expansion of sales of problematic food.

3.4. Warehouse Safety Problem
3.4.1. Strengthen Supervision and Improve the Roving Inspection System
If you want to solve the problem of employee safety at work, you need to solve the problem of supervision. First of all, it is essential to strengthen the supervision of the supermarket, the staff of the loss prevention department should effectively implement the system of itinerant inspection, inspect the staff during the work, and find that the illegal operation is stopped and warned in time, and the multiple times can be punished. In fact, China Resources Vanguard has a role in the supervision of this aspect, sometimes found in the employee channel of illegal operations reported pictures, but the strength of supervision is not enough to form constraints on employees.

3.4.2. Increase Funding for Warehouse Equipment and Personnel Education
To fundamentally change this phenomenon, you can invest money to increase the number of stairs, ensure that employees have equipment that can be used, and strictly regulate the scope of use of stairs, prohibit entering the store or equipping the store with special equipment. At the same time, strengthen the education and training of employees, all safety accidents are caused by people, due to people's carelessness, no safety awareness, so the supermarket should be more education of employees, to enhance the purpose of employees' sense of belonging to the enterprise, so that employees can integrate into the enterprise as their own home, in order to solve the problem of cargo safety to the greatest extent.

3.4.3. Improve the Supervision and Punishment System
To solve the problem of cargo safety, it is very important to improve the supervision and punishment system. First of all, it is necessary to ensure the monitoring operation of the warehouse, and the method of reporting criticism through the monitoring screenshot can let employees know that the warehouse monitoring is always in the running state, which is a good supervisory role for employees. At the same time, do not let the self-test area become a decoration, and set up a special person to strictly and seriously manage the self-test area to prevent someone from stealing it. The second is to clarify the punishment system, employees who steal or intentionally damage the company's goods are required to pay compensation and fines, and serious cases are dismissed. This severe punishment will better ensure the safety of goods.

3.4.4. Strengthen Ideological and Moral Education for Employees
Finally, it is necessary to strengthen the ideological education of employees and enhance the education and training of employees' ethics. One purpose of enterprise training is to strengthen the influence of corporate culture on employees, to enhance the purpose of employees' sense of belonging to the enterprise, so that employees can integrate into the enterprise as their own home, in order to solve the problem of cargo safety to the greatest extent.

References