

EMBEDDING FOOD SAFETY IN STARBUCKS CHINA'S CULTURE AND STRATEGY

让食品安全扎根于星巴克中国的文化和战略

Starbucks China is the first major food retail chain to be FSSC 22000 certified. With catering being a relatively new scope for FSSC 22000, Starbucks has shared its learnings from the FSSC 22000 certification process to inspire and help other catering organizations elevate their food safety and quality standards. Linda Zhang (Vice President, Product Innovation, Food Safety, Quality & Regulatory of Starbucks China and AP) and Stam Yang (Vice President, Food Safety & Quality of Starbucks China) present Starbucks China's approach to food safety.

星巴克中国是国内首家获得 FSSC 22000 认证的大型食品餐饮连锁企业。鉴于餐饮是 FSSC 22000 新近纳入的认证类别，我们有幸邀请到星巴克中国及亚太区产品创新、食品安全、质量及法规副总裁 Linda 张玲女士和星巴克中国食品安全及质量副总裁 Stam 杨琦先生分享申请认证的心得体会，希望能够为其他餐饮企业提升食品安全和质量标准提供帮助和启迪。



STARBUCKS CHINA: 'GOLD STANDARD' VISION

星巴克中国：食品安全“金标准”

Since entering the Chinese mainland market more than 20 years ago, food safety has always been a key element in Starbucks' strategy. This is reflected in Starbucks aspiration to achieve a comprehensive 'Gold Standard' for food safety that leads the industry in China. In 2016, Starbucks

China started researching into food safety management systems, eventually making the decision to adopt FSSC 22000.

自二十多年前星巴克进入中国内地市场以来，食品安全始终是其立身之本。这一点从其行业领先的食物安全管理“金标准”中不难得到印证。2016年，星巴克中国开始深入研究食物安全管理体系，并决定申请 FSSC 22000 认证。

Linda explained, “The framework for Starbucks Gold Standard in food safety consists of eight elements. One of these is running an excellent and advanced food safety management system. In order to set a benchmark, we conducted thorough research on existing standards in the food and beverage industry. There were three deciding factors that made us choose FSSC 22000.”

Linda 解释说，“星巴克中国食物安全‘金标准’由八大要素构成，其中之一便是构建和推行先进、卓越的食物安全管理体系。为设定对标基准，我们对食品饮料行业的现有标准进行了深入研究，选择 FSSC 22000 主要有三个决定性因素。”

“Firstly, we wanted a Food Safety Management System certification that is recognized by the Global Food Safety Initiative, so that we are benchmarking ourselves to leading global standards. Secondly, FSSC 22000 has its roots in food manufacturing in contrast to other retail based food safety management systems, which is a better fit for our business. Finally, FSSC 22000 uses a risk based approach which helps to make our approach towards food safety more thoughtful and systematic, based on an evaluation of the risks existing in our activities.”

“首先，我们想要选择全球食物安全倡议（GFSI）认可的食物安全管理体系认证，这样我们可以对标全球领先的标准。其次，相较其他基于零售的食物安全管理体系，FSSC 22000 以食物生产为本，与我们的业务更加匹配。再者，FSSC 22000 基于风险评估的认证方法，针对业务活动中存在的风险，有助于促进我们的食物安全方案更加严谨且系统化。”

“QUARTER OF QUALITY” PROGRAM

“质量季”活动

With over 50,000 partners (employees) working across over 4,400 stores in China, Food Safety Culture is of utmost importance to Starbucks food safety strategy. Stam explains how it is embedded in every Starbucks store, “We have a diverse portfolio of stores, operated by different partners in different environments. Every partner in every store has to take responsibility in ensuring food safety. Therefore, we have to work hard to create a sense of ownership on food safety within our culture.”

星巴克中国拥有 4400 余家门店和 5 万多名伙伴（员工），食物安全文化建设对于推动星巴克食物安全战略显得至关重要。Stam 介绍了星巴克中国如何将食物安全文化渗透到每一家门店中，“我们拥有不同类型的门店，在不同环境中由不同的伙伴负责运营。每一家门店的每一位伙伴都应对食物安全负责。因而，我们必须在企业文化中努力树立对食物安全的责任意识”。

“An example of how Starbucks engages our partners on food safety is our ‘Quarter of Quality’ program. We run this Food Safety and Quality campaign every year since 2014, with the purpose of engaging all partners on the topic in a fun and engaging way, to make sure it is top of mind for our partners. During the campaign, we leverage our internal social media platform to run interactive quizzes to refresh partners’ knowledge. Furthermore, we organize competitions where partners can share their best practices, and even show their artistic flair by designing their own symbol for food safety.”

“星巴克中国的‘质量季’活动是我们鼓励伙伴积极参与食品安全工作的一个例子。从2014年起，每年我们都会举办食品安全和质量活动，用充满乐趣和吸引人的方式让所有伙伴参与其中，确保大家都意识到食品安全的重要性。在‘质量季’活动中，我们通过内部社交媒体平台开展互动问答，让伙伴们温故知新。此外，我们还组织全国挑战赛，让伙伴们分享最佳实践，甚至通过设计食品安全标志展示艺术才华。”



FOOD SAFETY DURING A GLOBAL PANDEMIC: COVID-19

全球新冠疫情(COVID-19)下的食品安全

During the COVID-19 pandemic, companies faced lots of challenges. For Starbucks some of those challenges led to holistic rethinking and changes of its ways of working, which helped to enhance the company's effectiveness and efficiency.

在 COVID-19 疫情期间，企业均面临着诸多挑战。对星巴克中国而言，这些挑战让其对工作方式进行全面反思并作出改变，这有效提升了公司运作效率。

“During the pandemic, we closed some of our stores. Demand shifted towards digital ordering and delivery. Starbucks China created contactless experience to embrace the changes in consumer behavior. This entailed a thorough review of the risks and our approach to food safety in these areas,” according to Linda.

“疫情期间，我们一度暂时关闭部分门店，之后还创新推出‘无接触式星巴克体验’。通过数字化点单和外送服务高效满足消费者行为的转变，同时也对相关食品安全风险和管控对策进行了彻底的核查”，Linda 表示。

“Another challenge was that we couldn’t perform audits of our supplier and production processes during the lock down. That drove us to explore creative solutions using virtual technology and artificial intelligence, such as joining audits through digital video devices in our supplier plants.”

“另一个挑战在于疫情期间因交通受限我们无法对供应商和生产流程进行现场审核。这让我们尝试使用虚拟技术和人工智能等创新方式，比如通过视频装置对供应商工厂进行审核。”

“We also changed how we trained our partners. We were used to giving food safety training to our partners in-person in the stores. With the pandemic, we ran trainings via a streaming service instead. It is a more efficient approach and our broadcasts have been well received. As the sessions were recorded, our partners can also view them again when needed.”

“我们改变了伙伴的培训方式。过去食品安全培训通常在门店开展，疫情期间我们则通过直播进行线上培训。这一方式效率更高，深受好评。因为录制了培训课程，伙伴们可以在需要时重复观看”。

LEARNINGS FROM THE FSSC 22000 CERTIFICATION PROCESS

申请 FSSC 22000 认证的心得体会

Overall there are three important lessons that Starbucks China has learned and implemented from the FSSC 22000 certification process:

总体来说，在申请 FSSC 22000 认证的过程中，星巴克中国将三个重要心得付诸实践：

1. SYSTEMATIC MANAGEMENT

1. 体系化管理

One of the main reasons for Starbucks China striving for FSSC 22000 certification was to establish a standardized food safety management system. This systematic approach has helped Starbucks to connect the dots and create one integrated approach.

建立一套标准化的食品安全管理体系，是星巴克中国申请 FSSC 22000 认证的其中一个重要原因。体系化的管理帮助星巴克有效联结各项食品安全工作，并形成整体规划。

2. RISK BASED APPROACH

2. 基于风险评估的方法

The second learning is adopting a risk based approach towards food safety. As Linda explained, “Starbucks is in the process of implementing food safety assessment for all stores around the globe. We noticed that audits based on performance scores help us identify hidden food safety risks. Another new element is the ‘self-check approach’: store partners need to perform their own self-assessments, which motivates them to take up more ownership and commitment in ensuring food safety.”

第二点心得是对食品安全采取风险评估。正如 Linda 介绍，“星巴克对全球范围内的所有门店均进行食品安全评估，我们注意到基于绩效评分的审核有助于我们发现潜在的食品安全风险。另一个新方法是‘自我检查’：门店伙伴需要进行自我评估，这让他们对食品安全肩负起更多的责任和承诺”。

3. FOOD SAFETY BY DESIGN

3. 食品安全设计

“We have incorporated the risk based model into our design processes. When we design a new store or a new product, one of the lead questions is ‘How do we ensure food safety?’. This way, food safety is embedded in all our processes right from the very beginning.”

“我们已经将风险模型纳入设计流程。每当我们设计一家新门店或者研发一款新产品时，其中一个指导性问题是‘我们如何确保食品安全？’。通过这一方式，食品安全意识从一开始就深深植根于整个流程中。”

END