



# 中华人民共和国国内贸易行业标准

SB/T 10962—2013

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## 商品经营企业服务质量评价体系

Service quality evaluation system of commodity management enterprises

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## 前 言

本标准按照 GB/T 1.1—2009 给出的规则起草。

本标准由中国商业联合会提出。

本标准由中华人民共和国商务部归口。

本标准起草单位：中国商业联合会、商业科技质量中心、雄风集团有限公司、北京海德国际认证有限公司、北京海德国际咨询有限公司、北京财贸职业学院、北京甘家口大厦有限责任公司。

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# 商品经营企业服务质量评价体系

## 1 范围

本标准规定了商品经营企业服务质量评价体系的术语和定义以及评价要求等。  
本标准适用于为顾客提供商品和服务的商业组织(以下简称组织)。

## 2 规范性引用文件

下列文件对于本文件的应用是必不可少的。凡是注日期的引用文件,仅注日期的版本适用于本文件。凡是不注日期的引用文件,其最新版本(包括所有的修改单)适用于本文件。

GB/T 16868—2009 商品经营服务质量管理规范

## 3 术语和定义

下列术语和定义适用本文件。

### 3.1

**服务文化 service culture**

服务文化是企业长期对用户服务的过程中所形成的服务理念、职业观念等服务价值取向的总和。

### 3.2

**服务系统 service system**

具有相互联系和相互作用的要素,共同构成特定结构和服务功能。

### 3.3

**标杆 benchmark**

针对相似的活动,其过程和结果代表组织所在行业的内部或外部最佳的经营实践和绩效。

### 3.4

**评价方式 evaluation mode**

一种对过程的评价方式(ADLI),通过分析过程在实施前是否确定了方法(A),过程是否得到了实施(D),是否分析了和同行的差距并寻求改进方向(L),是否明确相关部门接口和要求(I)来对过程实现程度进行评价。

## 4 评价内容

4.1 评价的内容包括服务文化、领导力、人力资源及服务战略、服务系统和服务过程 6 个方面。

4.2 评分项与分值表见附录 A。

4.3 评分指南见附录 B。

## 5 评价要求

### 5.1 服务文化

#### 5.1.1 服务文化体系建立

建立一套以愿景、使命、价值观为核心理念的适合组织发展的企业文化体系,在文化体系中充分体现服务的理念。

#### 5.1.2 服务文化宣传

向全体员工、供方和合作伙伴沟通组织的服务价值观和提升、完善服务体系发展方向,并确保双向沟通。

#### 5.1.3 服务文化测评

建立服务文化测评体系,评估服务文化在企业发展过程中的作用,将其服务价值观转变为所需员工的行为,并对员工的服务文化认同度进行测评。

### 5.2 领导力

#### 5.2.1 高层领导的领导力

建立高层领导能力持续提升系统、高层领导能力评估系统,并根据评估结果实施持续改进。

#### 5.2.2 高层领导的作用

高层领导应营造基于服务的环境氛围,促进组织学习和员工学习的环境,遵守法律法规的环境;恪守诚信经营等道德规范,并影响组织的相关方。

### 5.3 服务战略

#### 5.3.1 战略的制定、总体战略对服务的规划

5.3.1.1 制定战略应预测多种因素,如客户期望值、新业务及合作机会、员工发展和人才需求、技术发展、市场和顾客细分的变化、竞争对手的战略转移等,战略目标和资源分配应适应这些影响因素。

5.3.1.2 明确总体战略对服务规划的规定,并体现以客户为中心的思想。

5.3.1.3 确保服务战略、营销战略与组织的总体战略和目标相一致。

5.3.1.4 建立长期和短期的服务目标。

5.3.1.5 制定具体的行动计划来实现总体战略和目标。

#### 5.3.2 战略部署、指标分解及监测、改进

5.3.2.1 制定与实现服务战略需要分配的资源,包括人力、时间、空间和资金和以客户为中心的各级活动等。

5.3.2.2 有适当的指标和信息用来定期监测、跟踪其以客户为核心的绩效情况,并定期反馈。

### 5.4 基于服务能力提升的人力资源管理体系

#### 5.4.1 人力资源规划

5.4.1.1 建立基于以客户满意为核心的人力资源战略规划。

5.4.1.2 评估潜在新员工的服务定位以支持以客户为中心的文化。

## 5.4.2 员工的学习与发展

### 5.4.2.1 员工的教育、培训

针对不同岗位和职位制定员工的教育、培训计划,实施以增强追求卓越的服务意识、提高服务技能、实现顾客满意为核心的教育培训,鼓励员工实现职业发展、提高技能。结合组织的长短期目标与员工的发展的需求,包括教育方式、培训对象、目标发展、经费和设施等。

### 5.4.2.2 员工的职业发展

帮助员工实现学习和发展目标,使员工的职业发展符合企业服务质量的提升,对包括高层领导在内的所有员工的职业发展实施有效的管理。

### 5.4.3 员工绩效考核

使用各种绩效和褒奖方法,比如物质的和非物质的、个人的和团队的,让员工了解提供卓越的服务将会受到奖励。描述员工的绩效评价、认可、晋升、报偿和奖励系统如何与以客户为核心的目标和顾客满意相结合。

### 5.4.4 人员能力评估体系

5.4.4.1 员工追求卓越服务管理所需能力的评估。

5.4.4.2 员工现有能力与未来需求能力的比较分析。

5.4.4.3 员工特点和服务技能的识别。

### 5.4.5 员工权益与员工满意

#### 5.4.5.1 工作环境

不断改善工作环境中的职业健康安全条件,规定每个关键场所工作环境的测量项目和标准,确保对工作场所的紧急状态和危险情况做出应急预案。鼓励员工积极参与多种形式的群众性质量管理活动,对群众性质量管理活动实施科学管理,提供必要的资源,并对活动成果进行评定、认可,以提高员工参与的积极性。

#### 5.4.5.2 对员工的支持和员工满意程度

确定影响员工权益、满意程度和积极性的关键因素,及这些因素对不同员工的影响。根据不同员工的需要,为员工提供个性化支持。高层领导应及时调查、了解员工的意见和建议,以便做出积极的反馈和处理,确定评估方法和指标,测量员工的满意程度。

## 5.5 服务过程

### 5.5.1 组织架构确定及流程梳理

5.5.1.1 建立组织架构以确保其适宜性、符合性,确保其能够与组织发展目标相匹配。

5.5.1.2 定期进行以服务为核心的流程梳理,建立符合发展的组织架构,促进组织内部的合作,调动员工的积极性、主动性,促进组织的授权、创新、完善和发展组。

### 5.5.2 服务过程的管理

5.5.2.1 识别并确定主要产品、服务及经营全过程的关键过程,分析这些过程对赢利能力和组织取得成功的贡献。

5.5.2.2 确定服务过程的要求应清晰并可测量,必要时在全部要求中确定关键和特殊要求。

5.5.2.3 对服务过程的设计应满足其主要要求。过程设计应考虑所识别出的过程要求,特别是关键和特殊的过程要求。有效的过程设计必须考虑价值链中的所有相关方的要求,包括变化的要求。

5.5.2.4 有效地实施服务过程,以确保满足设计要求。组织应确定服务过程的主要绩效测量方法和指标,在管理这些过程中,应用过程测量指标和使用相关方的信息,使服务过程整体成本最小化,确保这些过程的日常运行满足服务过程的要求。

5.5.2.5 评价服务过程实施的有效性和效率,不断改进过程,减少过程波动,使过程与战略规划和发展方向保持一致,并在各部门和各过程分享这些改进的成果。

### 5.5.3 关键过程的设计

关键过程的设计要考虑顾客、供方和合作伙伴的信息,及融合时间周期、生产率、成本控制等有效性因素,还要考虑安全、长期绩效、环境影响、测量能力、过程能力、应变能力、供应能力、服务保障能力等。

## 5.6 服务系统

### 5.6.1 顾客与市场

确定顾客和市场的需求、期望和偏好,建立良好的顾客关系。确定影响赢得、保持顾客,并使顾客满意、忠诚的关键因素。

#### 5.6.1.1 顾客和市场的了解

5.6.1.1.1 根据战略和竞争优势确定目标顾客群,划分和细分市场。根据产品和服务的特点,确定目标顾客群,目标顾客群可包括直接顾客和间接顾客;细分市场可以是区域性的、顾客层次的、年龄的、性别的等;还应分析竞争对手的顾客及其他的潜在顾客。

5.6.1.1.2 了解关键顾客的需求和期望,以及这些需求和期望对于顾客购买决策的影响。应针对不同的顾客群采取不同的了解方法,例如问卷调查、访谈研究等。可以使用当前和以往顾客的相关信息,包括投诉、顾客满意度调查结果、顾客流失信息等,并将这些信息用于产品和服务的策划、营销、过程改进和其他业务的开发。

5.6.1.1.3 定期评价了解顾客需求和期望的方法,并对这些方法的适用性、有效性进行分析和改进,使之适应组织的战略规划与发展方向。

#### 5.6.1.2 新服务开发

在新服务开发的过程中,系统梳理服务传递的全过程,方便顾客活动,管理者在进行任何承诺之前,能对书面的服务定义进行检查,有效辨别潜在的失败。将对顾客与市场的了解情况作为新服务开发的输入,提供与竞争对手有所不同的服务概念,以实现顾客关系和顾客满意。

#### 5.6.1.3 顾客关系与顾客满意

建立和完善顾客关系,以赢得和保持顾客,增加顾客忠诚,吸引潜在顾客,开拓新的商机,并测定顾客满意,提高顾客满意度。

##### 5.6.1.3.1 顾客关系的建立

建立顾客关系的过程包括:

- a) 建立顾客关系,如:与关键顾客建立战略伙伴关系,满足并超越其期望,以赢得顾客,提高其满意度和忠诚度,增加重复购买的频次和获得积极的推荐。
- b) 明确顾客查询信息,交易和投诉的主要接触方式,例如,直接拜访、定货会、电子商务、电话、传

真等。确定关键顾客对接触方式的要求,并将这些要求传达到组织内有关的每一位员工。

- c) 明确组织的投诉管理过程以及相关职责,确保投诉能够得到及时有效的解决,例如向顾客承诺处理的时限和内容,并履行承诺。组织应收集、整合和分析投诉信息,将其用于组织的改进,并关注处理投诉和改进的过程等。
- d) 根据建立的服务标准、服务管理制度进行测量、分析和改进,定期评价建立顾客关系的方法,并对这些方法的适用性、有效性进行分析和改进,使之适合组织的战略规划与发展方向。

#### 5.6.1.3.2 顾客满意的测量

测量顾客满意的程序包括:

- a) 测量方法应因直接顾客群和间接顾客群的不同而异,测量能够获得可用的信息,可用信息可包括竞争对手或标杆的顾客满意信息,并将顾客满意的信息用于活动改进。
- b) 对顾客进行产品及服务质量的跟踪,及时获得可用的反馈信息。例如产品开箱合格率和故障率、顾客投诉量的异常变化等。
- c) 获取和使用与竞争对手或行业标杆相比较的顾客满意信息,以了解组织在行业中的竞争地位,获得竞争优势。
- d) 定期评价测量顾客满意的方法,并对这些方法的适用性、有效性进行分析和改进,使之适应组织的战略规划与发展方向。

#### 5.6.2 供应商管理

建立供应商管理,对在执行服务中的所有活动进行管理和协调。其主要内容包括:

- a) 服务能力的管理。考虑招聘、培训和监督员工的费用,以及企业在解雇人员时所造成的开支和公司名誉的损害。考虑顾客长时间等待所带来的当前和今后业务的损失,以及过剩的服务对增加服务成本等存在的风险。
- b) 等待时间的管理。以顾客为导向,关注排队系统的设计合理性,关注实际等待时间和顾客的“感觉”等待时间。
- c) 分销渠道的管理。关注如何在合理的时间和正确的地点为顾客提供满意的服务。如服务与娱乐相结合的方式、开展特许经营、国际化扩张、建立互联网分销战略等。
- d) 服务质量的管理。关注在服务过程中传递的服务质量,包括顾客和服务人员之间的互动,以达到或超越顾客的期望,在这一系统中确立服务质量标准、对不良服务质量进行及时纠正和补救。

#### 5.6.3 服务信息和知识管理

5.6.3.1 获取和开发内外部关于服务信息的资源,如市场、顾客、员工、供方和合作伙伴等方面的信息资源,确保组织对这些信息资源的识别和提供。

5.6.3.2 有效的管理组织关于服务方面的知识资源,收集和传递来自员工、顾客、供方和合作伙伴的知识,识别、确认、分享和应用最佳实践。

5.6.3.3 配备获取、传递、分析和发布数据、信息和知识的设施,建立和运行信息系统,确保信息系统硬件和软件的可靠性、安全性、易用性。并使得信息系统适应组织的发展方向和服务需要。

5.6.3.4 在进行信息和知识管理的过程中,应建立标杆管理的思路,广泛收集和应用标杆数据,并根据对比明确在服务方面改进的优先次序,并识别创新机会。

#### 5.6.4 技术管理

5.6.4.1 对其拥有的服务创新软、硬技术进行评价,与同行先进水平进行分析比较,为制定战略提供充

分依据,为增强顾客满意提供技术保障。

5.6.4.2 以国际先进技术为目标,积极开发、引进和采用适用的先进技术和先进标准,提高组织的技术改进和创新的能力。

5.6.4.3 加强对服务请求、服务活动、投诉及分析等功能进行服务模式的创新,以适应组织发展方向和服务的需要。

5.6.4.4 重视技术创新在服务前台的体现,重视对员工在掌握服务技术方面的培训。

#### 5.6.5 服务支持设施

确定和提供所必需的基础设施,包括:

- a) 在选择服务设施时,组织应考虑地理位置、设施数量和优化标准等内容;
- b) 制定并实施用于服务的基础设施的预防性和故障性维护保养制度。



附录 A  
(规范性附录)

## 商品经营企业服务质量评价体系评分项分值表

表 A.1 评分项分值表(总分 1 000 分)

评分项		分值	
5 评价要求 (1 000 分)	5.1 服务文化	130	
	5.1.1 服务文化体系建立		40
	5.1.2 服务文化宣传		40
	5.1.3 服务文化测评		50
	5.2 领导力	130	
	5.2.1 高层领导的领导力		70
	5.2.2 高层领导的作用		60
	5.3 服务战略	150	
	5.3.1 战略的制定、总体战略对服务的规划		75
	5.3.2 战略部署、指标分解及监测、改进		75
	5.4 基于服务能力提升的人力 资源管理体系	150	
	5.4.1 人力资源规划		30
	5.4.2 员工的学习与发展		30
	5.4.3 员工绩效考核		30
	5.4.4 人员能力评估体系		30
	5.4.5 员工权益与员工满意		30
	5.5 服务过程	210	
	5.5.1 组织架构确定及流程梳理		70
	5.5.2 服务过程的管理		80
	5.5.3 关键过程的设计		60
	5.6 服务系统	230	
5.6.1 顾客与市场		50	
5.6.2 供应商管理		50	
5.6.3 服务信息和知识管理		50	
5.6.4 技术管理		40	
5.6.5 服务支持设施		40	

附 录 B  
(规范性附录)

商品经营企业服务质量评价体系评价要素和评分指南

B.1 评价要素

B.1.1 概述

本附录评价是指组织为实现本标准 4.1~4.6 中各评分项要求所采用的方法、展开和改进的成熟程度。用方法-展开-学习-整合(Approach-Deployment-Learning-Integration, 简称 A-D-L-I)的四个要素评价组织的过程处于何种阶段。

B.1.2 “方法”评价

要点如下:

- a) 组织完成过程所采用的方式方法;
- b) 方法对标准评分项要求的适宜性;
- c) 方法的有效性;
- d) 方法的可重复性,是否以可靠的数据和信息为基础。

B.1.3 “展开”评价

要点如下:

- a) 为实现标准评分项要求所采用方法的展开程度;
- b) 方法是否持续使用;
- c) 方法是否使用于所有适用的部门。

B.1.4 “学习”评价

要点如下:

- a) 通过循环评价和改进,对方法进行不断完善;
- b) 鼓励通过创新对方法进行突破性的改变;
- c) 在组织的各相关部门、过程中分享方法的改进和创新。

B.1.5 “整合”评价

要点如下:

- a) 方法与在标准其他评分项中识别出的组织需要协调一致;
- b) 组织各过程、部门的测量、分析和改进系统相互融合、补充;
- c) 组织各过程、部门的计划、过程、结果、分析、学习和行动协调一致,支持组织的目标。

B.2 评分

B.2.1 说明

在确定分数的教程中应遵循以下原则:

- a) 给一个评分项评分时,首先判定哪个分数范围(如 50%~65%)总体上“最适合”组织在本评分项达到的水平。总体上“最适合”并不要求与评分范围内的每一句话完全一致,允许在个别要素(过程的 A-D-L-I 要素或结果要素)上有所差距;
- b) 组织达到的水平是依据对 4 个要素整体综合评价的结果,并不是专门针对某一个要素进行或对每一个要素评价后进行平均的结果;
- c) 在适合的范围内,实际分数根据组织的水平与评分要求相接近的程度来判定;
- d) 评分项分数为 50%,表示方法符合该评分项的总体要求并持续展开,且展开到该评分项涉及的大多数部门;通过一些改进和学习的循环,满足了关键的组织需要。更高的分数则反映的成就,证实了更广泛的展开、显著的组织学习以及日趋完善的整合性。

## B.2.2 评分指南

评分指南如表 B.1 所示。

表 B.1 商品经营企业服务质量评价体系评分指南

分数	过程
0%或 5%	显然没有系统的方法;信息是零散、孤立的。(A) 方法没有展开或仅有展开。(D) 不能证实具有改进导向;已有的改进仅仅是“对问题做出反应”。(L) 不能证实组织的一致性;各个方面或部门的运作都是相互独立的。(I)
10%,15% 20%或 25%	针对该评分项的基本要求,开始有系统的方法。(A) 在大多数方面或部门,处于方法展开的初级阶段,延误了达成该评分项基本要求的进程。(D) 处于从“对问题做出反应”到“一般性改进导向”方向转变的初级阶段。(L) 主要通过联合解决问题,使方法与其他方面或部门达成一致。(I)
30%,35% 40%或 45%	应对评分项的基本要求,有系统、有效的方法。(A) 尽管在某些方面或部门还处于展开的初期阶段,但方法还是被展开了。(D) 开始有系统的方法,评价和改进关键过程。(L) 方法处于与在其他评分项中识别的组织基本需要协调一致的初级阶段。(I)
50%,55% 60%或 65%	应对该评分项的总体要求,有系统的、有效的方法。(A) 尽管在某些方面或部门的展开有所不同,但方法还是得到了很好的展开。(D) 有了基于事实的、系统的评价和改进过程,以及一些组织的学习,以改进关键过程的效率和有效性。(L) 方法与在评分项中识别的组织需要协调一致。(I)
70%,75% 80%或 85%	应对该评分项的详细要求,有系统的、有效的方法。(A) 方法得到了很好的展开,无显著的差距。(D) 基于事实的、系统的评价和改进,以及组织的学习,成为关键的管理工具;存在清楚的证据,证实通过组织级的分析和共享,得到了精确、创新的结果。(L) 方法与在其他评分项中识别的组织需要达到整合。(I)
90%,95% 或 100%	应对该评分项的详细要求,全部有系统、有效的方法。(A) 方法得到了充分的展开,在任何方面或部门均无显著的弱项或差距。(D) 以事实为依据、系统的评价和改进,以及组织的学习是组织主要的管理工具;通过组织级的分析和共享,得到了精细的、创新的结果。(L) 方法与其他评分项中识别的组织需要达到很好的整合。(I)

### B.3 等级

#### B.3.1 等级划分

将商品经营企业服务质量评价体系成熟度等级设为三级,即五星级、四星级和五星级。级别越高标识其商品经营企业服务质量评价体系成熟度越高。

#### B.3.2 等级确定

根据评价得出的分数,依据表 B.2 等级标准评判商品经营企业服务质量评价体系成熟度的等级水平。

表 B.2 等级标准评判确定

商品经营企业服务质量评价体系评价等级	得分区间	绩效等级分类	标识
五星级	600~799 分	基本履行	★★★
四星级	800~899 分	良好	★★★★
五星级	900~1 000 分	优秀	★★★★★

中华人民共和国国内贸易  
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商品经营企业服务质量评价体系  
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Industrial standards for domestic trade of the people's Republic of China

SB/T10962-2013

Service quality evaluation system of commodity management enterprises

Service quality evaluation system of commodity management enterprises

Issued on April 16, 2013

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# Preface

This standard is drafted according to the rules given in GB / t1.1-2009.

This standard is proposed by China Federation of Commerce.

This standard is under the jurisdiction of the Ministry of Commerce of the people's Republic of China.

Drafting units of this standard: China Federation of Commerce, Xiongfeng Group Co., Ltd. of commercial technology quality center, Beijing Haide International Certification Co., Ltd  
Beijing Haide International Consulting Co., Ltd., Beijing Vocational College of Finance and trade, Beijing Ganjiakou Building Co., Ltd.

Main drafters of this standard: Wang Yuetao, Wang Haizhou, Zhao Hongyu, Chen Jindi, Zhou Ping, Wang Chengrong, Wang Xun and Du Yaqin

Service quality evaluation system of commodity management enterprises

## 1 Scope

This standard specifies the terms, definitions and evaluation requirements of service quality evaluation system of commodity operation enterprises

This standard is applicable to commercial organizations (hereinafter referred to as organizations) that provide goods and services to customers.

## 2 normative references

The following documents are essential for the application of this document. For dated references, only the dated version applies. For undated references, the latest version (including all amendments) is applicable to this document.

GB / t16868-2009 commodity operation and service quality management specification

## 3 terms and definitions

The following terms and definitions apply to this document

### 3.1

#### Service culture

Service culture is the sum of service values such as service concept and professional concept formed by enterprises in the long-term service to users

#### Service system

Shell has the elements of mutual connection and interaction, which together constitute a specific structure and service function

### 3.3

#### Benchmark

For similar activities, the processes and results represent the best business practices and performance within or outside the industry in which the organization operates

### 3.4

#### Evaluation mode

There are three ways to evaluate the process (ADL). By analyzing whether the method (a) is determined before the process is implemented, and whether the process is implemented. Whether the implementation (d) analyzes the gap with peers and seeks improvement direction (L), and whether the interface and requirements of related departments are clear (I) to implement the process

Evaluation of present degree

## 4 evaluation content

4.1 the evaluation includes six aspects: service culture, leadership, human resources and service strategy, service system and service process.

4.2 see Appendix A for scoring items and score table

4.3 see Appendix B for scoring guide



5 evaluation requirements

## 5.1 service culture

### 5.1.1 establishment of service culture system

Establish a set of corporate culture system with vision, mission and values as the core concepts, which is suitable for the development of the organization and is fully integrated in the culture system

Now the concept of service.

### 5.1.2 service culture publicity

Communicate the service values of the organization to all employees, suppliers and partners, improve and perfect the development direction of the service system, and ensure two-way

Communicate.

### 5.1.3 service culture evaluation

Establish a service culture evaluation system, evaluate the role of service culture in the process of enterprise development, and transform its service values into required employees

And evaluate the service culture identity of employees

## 5.2 leadership

### 5.2.1 leadership of senior leaders

Establish a continuous improvement system for senior leadership and an evaluation system for senior leadership, and implement continuous improvement according to the evaluation results

### 5.2.2 role of senior leaders

Senior leaders should create an environment based on service, promote organizational learning and employee learning, and abide by laws and regulations

Abide by ethical standards such as integrity management, and influence relevant parties of the organization.

## 5.3 service strategy

### 5.3.1 strategy formulation, overall strategy and service planning

5.3.1.1 the formulation of the strategy should predict a variety of factors, such as customer expectations, new business and cooperation opportunities, employee development and talent demand and technology development

Changes in exhibition, market and customer segmentation, strategic transfer of competitors, etc. strategic objectives and resource allocation should adapt to these factors

5.3.1.2 define the provisions of the overall strategy for service planning, and reflect the customer-centered idea

5.3.1.3 ensure that the service strategy and marketing strategy are consistent with the overall strategy and objectives of the organization.

5.3.1.4 establish long-term and short-term service objectives

5.3.1.5 develop specific action plans to achieve overall strategy and objectives

5.3.2 strategic deployment, index decomposition, monitoring and improvement

5.3.2.1 resources to be allocated for the development and implementation of service strategy include human time, space and funds, and customer-centered activities at all levels

Move and so on.

5.3.2.2 there are appropriate indicators and information to regularly monitor, track and feed back their customer-centric performance.

5.4 human resource management system based on service ability improvement

### 5.4.1 human resource planning

5.4.1.1 establish human resource strategic planning based on customer satisfaction.

5.4.1.2 evaluate the service orientation of potential new employees to support the customer-centric culture

#### 5.4.2 learning and development of employees

##### 5.4.2.1 education and training of employees

Develop education and training plans for different posts and positions, and implement them to enhance service awareness and improve service skills

To achieve customer satisfaction as the core of education and training, and encourage employees to achieve professional development and improve skills. Combine the long-term and short-term objectives of the organization with the employee's

Development needs, including education methods, training objects, target development, funds and facilities, etc

##### 5.4.2.2 career development of employees

Help employees to achieve their learning and development goals, and make their career development in line with the improvement of the service quality of the enterprise

To manage the career development of all employees effectively.

#### 5.4.3 employee performance assessment

Use various performance and reward methods, such as material and non-material, personal and team, to let employees understand and provide excellent service

Will be rewarded. Describe how the employee's performance appraisal, recognition, promotion, reward and reward system is related to the customer-oriented goals and customers

Combination of satisfaction.

#### 5.4.4 personnel capability evaluation system

##### 5.4.4.1 assessment of employees' ability to pursue excellent service management

##### 5.4.4.2 comparative analysis of the existing ability and future demand ability of employees.

##### 5.4.4.3 identification of employee characteristics and service skills.

#### 5.4.5 employee rights and interests and employee satisfaction

##### 5.4.5.1 working environment

Continuously improve the occupational health and safety conditions in the working environment, stipulate the measurement items and standards of the working environment in each key place, and ensure that

Emergency plan shall be made for the emergency and dangerous situation in the workplace. Encourage employees to actively participate in various forms of mass quality management activities,

Carry out scientific management of mass quality management activities, provide necessary resources, evaluate and approve the results of the activities, so as to improve employee participation

**Positive.**

##### 5.4.5.2 support and satisfaction of employees

Determine the key factors that affect employee rights, satisfaction and enthusiasm, and the impact of these factors on different employees. According to different employees

To provide personalized support for employees. Senior leaders should investigate and understand employees' opinions and suggestions in time so as to make positive feedback

And processing, determine evaluation methods and indicators, and measure employee satisfaction.

### 5.5 service process

#### 5.5.1 organization structure determination and process sorting

##### 5.5.1.1 establish the organizational structure to ensure its suitability and compliance, and ensure that it can match the organizational development goals

##### 5.5.1.2 regularly organize the service-oriented process, establish the organizational structure in line with the development, promote the cooperation and mobilization within the organization

The enthusiasm and initiative of the workers can promote the authorization, innovation, improvement and development of the organization.

#### 5.5.2 management of service process

##### 5.5.2.1 identify and determine the key processes in the whole process of main products, services and operation, and analyze the impact of these processes on profitability and organizational achievement

Contribution to success.

##### 5.5.2.2 requirements for determining service process shall be clear and measurable, and key and special requirements shall be determined in all requirements if necessary

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5.5.2.3 the design of service process shall meet its main requirements. Process design shall consider the identified process requirements, especially the key and special process requirements. Effective process design must consider the requirements of all interested parties in the value chain, including the requirements of changes.

5.5.2.4 effectively implement the service process to ensure that the design requirements are met. The organization shall determine the main performance measurement methods and indicators of the service process. In the management of these processes, process measurement indicators and information of relevant parties are applied to minimize the overall cost of the service process and ensure these. The daily operation of the process meets the requirements of the service process.

5.5.2.5 evaluate the effectiveness and efficiency of the implementation of the service process, continuously improve the process, reduce the process fluctuation, and make the process and strategic planning and development. Alignment of direction and sharing of these improvements across departments and processes

### 5.5.3 design of key processes

The design of key processes should consider the information of customers, suppliers and partners, and the effectiveness of time cycle productivity cost control. Factors include safety, long-term performance, environmental impact measurement capability, process capability, contingency capability, supply capability, service assurance capability, etc.

## 5.6 service system

### 5.6.1 customers and market

Determine the needs, expectations and preferences of customers and the market, and establish a good customer relationship. Determine the impact on winning, maintaining and satisfying customers. The key factors of intention and loyalty.

#### 5.6.1.1 understanding of customers and market

5.6.1.1.1 determine the target customer group, divide and segment the market according to the strategy and competitive advantage. Determine the project according to the characteristics of products and services. Target customer group, the target customer group can include direct customers and indirect customer segments, which can be regional customer level and age. Others, etc.; should also analyze competitors' customers and other potential customers.

5.6.1.1.2 understand the needs and expectations of key customers and the impact of these needs and expectations on customers' purchase decision-making. Should be different. The customer group of our company adopts different understanding methods, such as questionnaire survey, interview research and so on. Information about current and past customers can be used, package. Including customer loss information of customer satisfaction survey results, etc., and use this information for product and service planning, marketing, process improvement, etc. And other business development

5.6.1.1.3 regularly evaluate and understand the methods of customer needs and expectations, and analyze and improve the applicability and effectiveness of these methods, so as to. It adapts to the strategic planning and development direction of the organization.

#### 5.6.1.2 new service development

In the process of new service development, the system manages the whole process of service delivery to facilitate customer activities. Before any commitment, the manager. Be able to check the written service definition and effectively identify potential failures. Take customer and market understanding as new service development. Lose people and provide different service concepts from competitors to achieve customer relationship and customer satisfaction

#### 5.6.1.3 customer relationship and customer satisfaction

Establish and improve customer relationship to win and maintain customers, increase customer loyalty, attract potential customers, open up new business opportunities, and determine customers. Customer satisfaction, improve customer satisfaction.

##### 5.6.1.3.1 establishment of customer relationship

The process of establishing customer relationship includes

Establish customer relationship, such as: establish strategic partnership with key customers, meet and exceed their expectations, so as to win customers and improve their satisfaction. Intention and loyalty, increase the frequency of repeat purchase and get positive recommendation

b) Clarify the main contact methods of customer inquiry information, transaction and complaint, such as direct visit, order meeting, e-commerce, telephone, fax

- Really wait. Determine the requirements of key customers on contact methods, and convey these requirements to each employee concerned within the organization.
- c) Clarify the organization's complaint management process and relevant responsibilities, and ensure that complaints can be resolved in a timely and effective manner, such as commitment to customers
- Time limit and content of processing, and implementation of commitments. The organization shall collect, integrate and analyze complaint information for improvement of the organization, and
- Focus on complaint handling and improvement process, etc.
- d) Measure, analyze and improve according to the established service standards and service management system, and regularly evaluate the method of establishing customer relationship,
- The applicability and effectiveness of these methods are analyzed and improved to make them suitable for the strategic planning and development direction of the organization

#### 5.6.1.3.2 measurement of customer satisfaction

Procedures for measuring customer satisfaction include

- a) The measurement method should be different between direct customer group and indirect customer group. The available information can be obtained by measurement, and the available information can be packaged
- Include customer satisfaction information of competitors or benchmarks, and use customer satisfaction information for activity improvement.
- b) Follow up customer's product and service quality, and get available feedback in time. For example, product open box qualification rate and failure
- Abnormal changes in the rate of customer complaints, etc.
- c) Obtain and use customer satisfaction information compared with competitors or industry benchmarks to understand the competitive position of the organization in the industry,
- Gain competitive advantage.
- d) Regularly evaluate the methods of measuring customer satisfaction, and analyze and improve the applicability and effectiveness of these methods to make them adapt to the group
- Strategic planning and development direction of weaving

#### 5.6.2 supplier management

Establish supplier management, manage and coordinate all activities in the execution of services. Its main contents include

- a) Management of service capability. Consider the costs of recruiting, training and supervising employees, as well as the costs incurred by the company in dismissing employees and
- Damage to the company's reputation. Consider the loss of current and future business caused by customers' long waiting time, and the excess service
- Increase the service cost and other risks.
- b) Management of waiting time. Customer oriented, pay attention to the design rationality of the queuing system, the actual waiting time and the customer's
- Feel "waiting time.
- c) Management of distribution channels. Focus on how to provide customers with satisfactory service at a reasonable time and in the right place. Such as service and entertainment
- The combination of music and franchise, international expansion and Internet distribution strategy.
- d) Service quality management. Focus on the quality of service delivered in the service process, including the interaction between customers and service personnel, to
- To meet or exceed the expectations of customers, establish service quality standards in this system, timely correct the poor service quality and
- Remedy.

#### 5.6.3 service information and knowledge management

##### 5.6.3.1 acquire and develop internal and external information about service information, such as market customers, employees, suppliers and partners

Resources to ensure the organization's identification and provision of these information resources.

##### 5.6.3.2 effectively manage the organization's knowledge resources on services, collect and transfer the knowledge from employees, customers, suppliers and partners

Identify, identify, confirm, share and apply best practices

##### 5.6.3.3 equip with facilities to acquire, transmit, analyze and release data, information and knowledge, establish and operate information system, and ensure that the information system is hard

Reliability, safety and ease of use of components and software. And make the information system adapt to the development direction and service needs of the organization.

##### 5.6.3.4 in the process of information and knowledge management, the idea of benchmarking management should be established, benchmarking data should be widely collected and applied, and

Prioritize improvements in services and identify opportunities for innovation

#### 5.6.4 technical management

##### 5.6.4.1 evaluate the soft and hard technology of service innovation, analyze and compare with the advanced level of the peers, and provide sufficient information for the formulation of strategies

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To provide technical support for enhancing customer satisfaction

5.6.4.2 take international advanced technology as the goal, actively develop, introduce and adopt applicable advanced technology and standards, and improve the organization's technology

Ability to improve and innovate

5.6.4.3 strengthen the innovation of service mode for service request, service activity, complaint and analysis to adapt to the development direction of the organization and

### Service needs.

5.6.4.4 pay attention to the embodiment of technical innovation in the service front desk, and pay attention to the training of employees in mastering service technology.

### 5.6.5 service support facilities

Identify and provide the necessary infrastructure, including

- a) When selecting service facilities, the organization should consider the geographical location, number of facilities and optimization standards;
- b) Develop and implement preventive and breakdown maintenance systems for service infrastructure.

## appendix

(normative appendix)

Score table of service quality evaluation system of commodity management enterprises

Table a.1 score table of scoring items (1000 points in total)

	Score item	Score
5 evaluation requirements (1000 points)	5.1 service culture	130
	5.1.1 establishment of service culture system	40
	5.1.2 service culture publicity	
	5.1.3 service culture evaluation	50
	5.2 leadership	130
	1 leadership of senior leaders	
	5.2.2 role of senior leaders	
	5.3 service strategy	150
	3.1 strategy formulation, overall strategy and service planning	
	5.3.2 strategic deployment, index decomposition, monitoring and improvement	
	5.4 manpower based on service ability improvement	150
	Resource management system	
	5.4.1 human resource planning	
5.4.2 learning and development of employees		
5.4.3 employee performance assessment		
Personnel capability evaluation system		
5.4.5 employee rights and interests and employee satisfaction		
Service process	210	
5.5.1 organization structure determination and process sorting	70	
5.5.2 management of service process		
5.5.3 design of key processes		
5.6 service system	230	
5.6.1 customers and market		
5.6.2 supplier management		
5.6.3 service information and knowledge management	50	
5.6.4 technical management	40	
5.6.5 service support facilities		

## Appendix B (normative appendix)

Evaluation elements and evaluation guide of service quality evaluation system of commodity management enterprises

### B. 1 evaluation elements

#### B.1.1 overview

The evaluation of this appendix refers to the mature process of methods, development and improvement adopted by the organization to achieve the requirements of each scoring item in 4.1-4.6 of this standard

### Degree. Four elements of approach deployment Learning Integration (adl1)

Evaluate the stage of the organization's process.

#### B. 1.2 "method" evaluation

The main points are as follows

- a) Ways and methods used by the organization to complete the process
- b) Methods the suitability of the standard items was evaluated;
- c) The validity of the method;
- d) Whether the repeatability of the method is based on reliable data and information.

#### B. 1.3 "launch" evaluation

The main points are as follows

- a) The expansion degree of the methods used to achieve the requirements of standard scoring items;
- b) Whether the method is used continuously;
- c) Whether the method is applied to all applicable departments.

#### B. 1.4 "learning" evaluation

The main points are as follows:

- a) Through the evaluation and improvement of circulation, the method is improved continuously;
- b) Encourage breakthrough changes in methods through innovation
- c) Share the improvement and innovation of methods in all relevant departments and processes of the organization.

#### B. 1.5 "integration" evaluation

The main points are as follows:

Methods need to be coordinated with the organizations identified in other scoring items of the standard

- b) Organize the measurement, analysis and political progress system of all processes and departments to integrate and supplement each other;
- c) Coordinate the planning, process, result, analysis, learning and action of all processes and departments to support the objectives of the organization.

## B.2 score

### 2.1 description

The following principles should be followed in the course of determining scores:

a) When scoring a score item, first determine which score range (e.g. 50% - 65%) is "most suitable" for the organization in this score

The level reached by. In general, the "best fit" does not need to be completely consistent with each sentence in the scoring range, and it is allowed to use the

There is a gap in the element (ADLI element or result element of the process)

b) The level reached by the organization is based on the results of the overall comprehensive evaluation of the four elements, not specifically for a certain element or

The average result of each element after evaluation;

c) Within the appropriate range, the actual score is determined according to the degree that the organization's level is close to the scoring requirements

d) The score of the scoring item is 50%, indicating that the method meets the overall requirements of the scoring item and continues to expand, and the expansion to the scoring item involves

Most of the departments have met key organizational needs through some cycles of improvement and learning. Higher scores reflect success

Therefore, it is proved that more extensive development, significant organizational learning and increasingly perfect integration are available

## B. 2.2 scoring guide

The scoring guidelines are shown in table B.1.

Table B.1 scoring guide for service quality evaluation system of Commodity Operation Enterprises

Fraction	process
0% or 5%	<p>There is clearly no systematic approach; information is fragmented and isolated. (A)</p> <p>Method does not expand or only expands</p> <p>It can't be proved that there is improvement orientation; the existing improvement is only to "react to the problem". (L)</p> <p>The consistency of the organization cannot be confirmed; all aspects or departments operate independently of each other. (I)</p>
10%, 15%	<p>According to the basic requirements of this scoring item, there is a systematic method. (A)</p> <p>In most aspects or departments, it is in the initial stage of method development, which delays the process of meeting the basic requirements of the scoring item. (D)</p> <p>20% or 2% are in the initial stage of the transformation from "responding to problems" to "general improvement orientation". (L)</p> <p>Mainly through joint problem solving, make the method reach an agreement with other aspects or departments. (D)</p>
30%, 35%	<p>There are systematic and effective methods to meet the basic requirements of scoring items. (A)</p> <p>Although in some aspects or departments are still in the early stage of development, the method has been developed. (D)</p> <p>40% or 45% start to have systematic methods to evaluate and improve key processes. (L)</p> <p>The method is in the initial stage of coordination with the basic needs of organizations identified in other scoring items. (D)</p>
50%, 55%	<p>There are systematic and effective methods to meet the overall requirements of the scoring item. (A)</p> <p>Although there are some differences in some aspects or departments, the method has been well developed. (D)</p>
60% or 65%	<p>There is a fact based, systematic evaluation and improvement process, as well as some organizational learning to improve the efficiency and effectiveness of key processes</p> <p>Sex. (L)</p> <p>Methods need to be coordinated with the organizations identified in the scoring items. (D)</p>
% , 75%	<p>There should be a systematic and effective method to meet the detailed requirements of this scoring item. (A)</p> <p>The method is well developed and there is no significant gap. (D)</p>
80% or 85%	<p>Fact based, systematic evaluation and improvement, as well as organizational learning, become key management tools; there is clear evidence to prove that</p> <p>Through organization level analysis and sharing, we get accurate and innovative results. (L)</p> <p>Methods need to be integrated with the organizations identified in other scoring items. (D)</p>
90%, 95%	<p>There are all systematic and effective methods to meet the detailed requirements of this scoring item. (A)</p> <p>The method has been fully developed, and there is no significant weakness or gap in any aspect or department. (D)</p>
Or 100%	<p>Based on facts, systematic evaluation and improvement, as well as organizational learning are the main management tools of the organization</p> <p>Share, and get the result of fine innovation. (L)</p> <p>The method needs to be well integrated with the organizations identified in other scoring items. (D)</p>



## B.3 level

### B. 3.1 classification

The maturity level of service quality evaluation system of commodity management enterprises is set as three-star, four-star and five-star. Higher level mark  
The more mature the service quality evaluation system of commodity management enterprises is.

### B. 3.2 level determination

According to the scores obtained from the evaluation, evaluate the maturity level of service quality evaluation system of commodity operation enterprises according to table B.2  
**level**

Table B.2 determination of grade standard evaluation

Evaluation grade of service quality evaluation system of commodity management enterprises	Scoring interval	Performance level classification	Identification
Samsung	600~799 score	Basic performance	
Four star	800~899 score	<b>good</b>	
Five-star	900~1000 score	excellent	

Domestic trade of the people's Republic of China

**Industry standard**

Service quality evaluation system of commodity management enterprises

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