



J*S JOURNAL

January, 1956

J. S. JOURNAL

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Letters and contributions are invited from all members of J.S. Staff. Photographs of Staff Association activities will be particularly welcome. A fee of half a guinea will be paid for any photograph by a member of J.S. Staff which is published in J.S. JOURNAL.

All communications should be sent to

The Editor, J.S. JOURNAL,
Stamford House, Blackfriars,
London, S.E.1.

OUR COVER PICTURE:
Mr. Alan at Kentish Town self-service shop talking to Miss Barber who was the first customer in the new shop when it opened on December 6th. Miss Barber told us that she has been a customer of Sainsbury's all her life and well remembers, at the age of 10, going with her mother to the Queen's Crescent shop where the founder and his wife and Mr. John were pointed out to her.



Happy Birthday to Mr. John

JANUARY 8TH, 1956

ON January 8th Mr. John celebrated his 85th birthday. We are sure that everyone in the firm, and our many other readers and friends, will join us in offering him our warmest wishes on this occasion which marks the 71st year of his work for the firm.



On Monday, December 5th, at 5.30 p.m., poultryman Herbert Pither closed the shutters of 194 Kentish Town for the last time. Mr. Pither joined J.S. in February 1919 as a delivery lad and worked at 194 until December 5th. He is now poultryman at the new self-service store but has no shutters to close there. In the doorway is Mr. Farrow, Superintendent of the area.



Mr. Alan Sainsbury exchanges a few words with Mrs. Newman, the last customer at 194, who had done her shopping there for 13 years.



The new shop is on the corner of Islip Street and Kentish Town Road, with an all-glass front extending round the corner. It is a handsome addition to the district.

Self-service gets a big welcome at Kentish Town

FOR our latest self-service shop, opened December 6th in Kentish Town Road, there was a warm local welcome. Housewives in Kentish Town have been shopping in J.S. branches since 1876 and young and old took the introduction of self-service in their stride. The shop is almost square in plan with a floor space of about 3,000 square feet, and five check-outs which have been satisfactorily busy since opening day.



Contrast

On this page 194 Kentish Town as it was about a year ago. At the bacon counter on the left is Mr. Selley who was manager at the time and who is now managing our Lambeth branch. Below is part of the meat department and the cooked meats counter. Opposite are two general views of the new shop taken a few minutes after opening, which accounts for the comparative lack of customers.





G S

E G G S



Miss Blomfield,
Grocery supervisor,
fills up gaps in the
impressive egg dis-
play. The new self-
service cartons for
eggs have proved to
be very popular
with customers.

• • • • • • •



With Christmas very
close, the new shop
opened with gener-
ous displays of cakes,
nuts, puddings and
mincemeat. At the
gondola, Mrs.
O'Donoghue and,
behind, Mr. Reynolds,
deputy-manager.



Above : Another sign of Christmas is the large confectionery display on the gondola which Mrs. Bilbow is dressing.

Right : Mrs. Russell, one of the gondola operators, at the push-up head in the buffer room.



Another view of the buffer room. Mrs. O'Donoghue loading a trolley.







• • • • • Meat. In the meat department at the new shop self-service and counter service are catered for. Above, opposite, is the refrigerated wall cabinet for fresh meat self-service. Mr. Boulwood, Head Butcher, is advising a customer. Opposite, below, is the counter service section. From left to right are Meat Supervisor Polson and Messrs. Welch, Gindi, and Dickenson. On this page, above, are the team of butchers at work preparing meat for sale. They are, left to right, Messrs. Hammond, Crowley, Willey, Thompson and Assistant Head Butcher Hanlon. Communication with the shop floor is by means of microphone and speaker. On the right, butcher Hammond speaking to the sales counter. Orders called down come through the suspended speaker seen to the rear, almost over Mr. Hanlon's head.

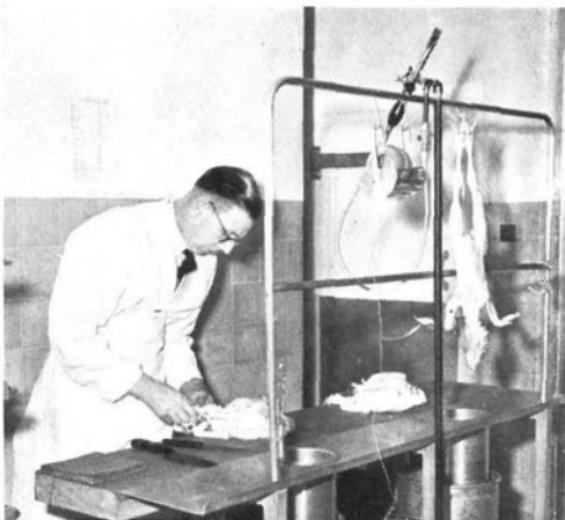




Packing meat for self-service is done at this table, at the back of the meat preparation space. At the balance is Mrs. Edwards, and behind her can be seen Mrs. James.

Poultry • • •

Mr. Pither at his new preparation table soon settled in the new shop after he had lowered the shutters of 194 for the last time.



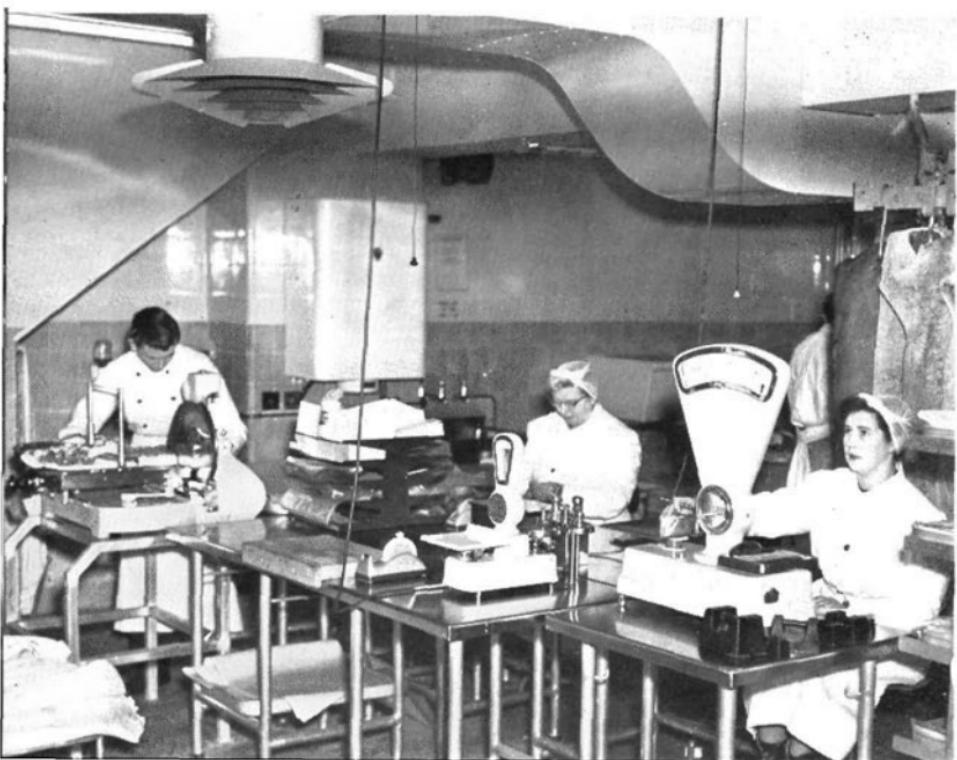


Tea Break

On the left are Mrs. Berryman, Senior House-keeper, who is temporarily at Kentish Town and, pouring tea, Mrs. Mears, the house-

keeper. The canteen is a roomy one, of which only part is seen here. In the picture can be seen Miss Parker, Miss Rata, Mrs. Lane, Miss Brendl, Mrs. Boyle, Mr. Welch, Mr. Gindi and others.





Preparation

Above : The bacon preparation section with Mr. Ball at the machine and Mrs. Holmes and Mrs. Finnerty wrapping and weighing.

Right : Mrs. Harrison, with a well-loaded trolley of eggs, takes them up by lift. Delivery of heavy and fragile goods is by lift but a chute similar to that at Lewisham is used for most incoming goods.





Above: The cooked meats preparation table and, behind, the butter preparation tables which are always enclosed in a glass-lined room.
L. to r.: Miss Masters of Southampton, Miss Milmore, Mrs. Andrews, Mr. Sampson, Miss Brendl and Mrs. Tarsey.

Below: Cheese preparation; l. to r.: Mr. Lomax, Mrs. Mitchell, Mrs. Williams, Miss Burrows, Mrs. Lebovic (in the foreground) and Miss Phillips, another helper from Southampton.

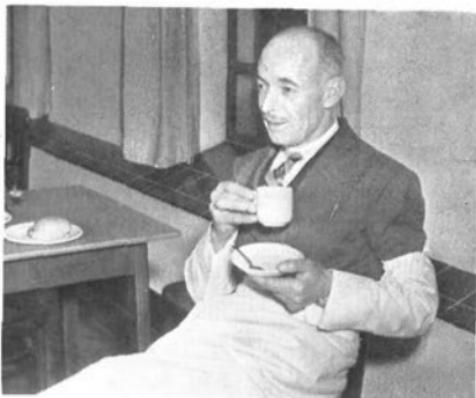




In the office, Superintendent Mr. Farrow on the phone, and Mrs Goodall.

Right: Mr. Keleher, manager of the new shop, takes a hasty cup of tea.

Below: Mr. Lawrence, assistant manager, at the cakes and biscuit wrapping table.



Above: Mr. Reynolds, deputy manager, phones down instructions to the preparation rooms.

Left: Mr. Dever, on the door, makes a new customer welcome.

A



B



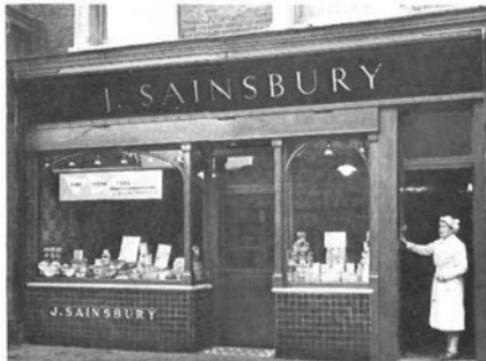
C



D

At Kentish Town checkouts valuable aid was given by helpers from Southampton and 31 Eastbourne. In each of the four pictures above the girls from the south coast are on the left. A. Miss Taylor of Eastbourne and Mrs. Boyle. B. Miss Ward of Eastbourne and Miss Rata. C. Miss Tucker of Southampton and Miss Greenwood. D. Miss Collingwood of Southampton and Miss Cartwright.

Well, it certainly all seems a very long way from this one which is 80 years old this year (see p. 16).





A view of the interior of 159 Queen's Crescent, originally a dairy and the founder's first step in expansion. At the counter is Mrs. MacDonald.

Jubilees for J.S. Branches 1956

IN 1956 one J.S. branch celebrates its 80th birthday. 159 Queen's Crescent, the second shop opened by the founder, began trading in 1876. The year was memorable also for Mr. Gladstone's victory in a general election in which the major issue was the atrocities committed by the Turks against the Bulgarians. Twenty years later the expansion of the firm was well under way. Diamond Jubilees are shared by 16 Enfield and Blackheath, where shops were opened in 1896, a year still remembered as the year the Prince of Wales' horse Persimmon won the Derby. Great Britain was fighting three small African wars that year. The Ashanti and Dongola campaigns were under way and the Matabele rising was being put down.

1906 was a year remarkable for a Liberal landslide in a January election. It was also the year in which the 1914-18 war nearly



Another view of the interior of the shop showing the tiled walls with elaborate pictures of birds in full colour. At the counter is Mrs. Butler, the manageress.

got off to an early start. Conflict between the great European powers blew up over Morocco but nobody was quite ready to take the plunge. Everton beat Newcastle 1—0 at Crystal Palace in the cup-final and morning coats began to displace frock coats as formal business wear. J.S. opened ten shops : Willesden Green, Guildford, Bournemouth, Norbury, 87 Ealing, Southall, 48 Islington, 34 Ilford, 73 Kingsland and Wood Green all celebrate Golden Jubilees this year. Twenty-five years ago, in 1931, morning coats had become a kind of fancy dress worn for weddings, race-meetings and investitures. Unemployment continued to rise, Britain abandoned the gold standard and a National Government replaced the Labour Government after an acrimonious election. The world's land speed record was taken to 245.7 m.p.h. by Sir Malcolm Campbell, and the firm in these troubled times opened five more shops who celebrate Silver Jubilees. They are 14 Cricklewood, 277 Leyton, Cheam, Peckham, The Grove.

At some point in human history the increase of population may become so great as to create a world-wide shortage of food. What steps are being taken in densely populated Asia to avert this danger? How effective are these steps in relation to the world situation?

how many people ?

B. T. Ramm, J. S. statistician, in this article outlines the nature of the problem and some possible solutions.

EACH year the number of people in the world increases by about 35 million, a figure not far short of the present population of England. What are the reasons for this increase and what are its likely consequences?

In a primitive society a precarious balance is held between a large number of births and a large number of deaths. Births would probably total about forty a year for every 1,000 population, but a large proportion of these would not live to become adults, whilst disease, famine and war would take their toll of those who do. The result of this uneasy equilibrium is a population that can vary rapidly in numbers in a short period but which over a long period remains fairly constant in size.

The first effect of such a society coming under the influence of modern industry and science is a reduction in the death rate of about a half, whilst the birth rate is left unaltered. The obvious result is a steady increase in population of from ten to

twenty each year per 1,000. Eventually the spread of education and a desire for higher living standards brings down the birth rate and stability is again reached — but with a much larger population. Great Britain passed through these stages in the 180 years from about 1750 to 1930 and in the process its population was multiplied six-fold.

Within fifty years of the start of this period of growth, thinking people began to have doubts as to the possibility of feeding the larger population. In 1798 these doubts found expression in Malthus' famous "Essay on the Principle of Population," the publication of which started one of the longest and most bitter controversies in history. Malthus pointed out that the increase in population would itself beget a further increase and thus the addition to the population would each year become larger. No such progressive increase in the annual addition to the resources from which the population is fed could be expected, in fact it would steadily become harder to get the same increase each year. Given these premises a time must come when there would not be enough food to go round and what Malthus called the "positive checks" on the size of the population — pestilence, famine and war — would operate. The alternative is the use of "preventive checks" on population growth; as a clergyman, the only one of these that Malthus advocated was that of moral restraint, mainly in the form of later marriage. Twenty years later contraception was publicly advocated for the first time by Francis Place (who, incidentally, also played an important part in making Trade Unions legal). Place's writings had no immediate effect on the birth rate but their influence continued through Robert Owen, Charles Knowlton, Charles Bradlaugh and Mrs. Besant until conditions were ripe in about 1880. Since then the birth rate declined steadily until today it has stabilised itself at a figure which is very much a function of economic conditions, so that the size of the population decreases slowly in times of depression and expands slowly when conditions are favourable.

Under primitive conditions the capacity of a nation to survive depends very much on the speed at which it reproduces itself and even under civilised conditions an expanding nation, provided it has adequate material resources, has a youthfulness and vigour not possessed by one that has ceased to grow (the

proportion of young to old is very much higher in a growing community). Thus those responsible for the nation's welfare usually have an instinctive feeling against any attempt to limit the birth rate; traditionally this feeling has been reinforced by religious teaching. When, therefore, the immense technological advances of the nineteenth century resulted in supplies of food, clothing and every type of consumer goods increasing even more rapidly than the population, Malthus' theories were generally regarded as disproved.

More recently, two world wars have brought home to everybody in this country our dependence on imported supplies of food and raw materials. At the same time international co-operation in dealing with economic and other problems has drawn attention to the poverty of some nations, whilst the industrial western nations are becoming worried at the rate at which they are using up the world's mineral resources. The result has been a revival of interest in population problems and the dangers of over-population.

Regular comparisons are made by the Food and Agriculture Organisation of the United Nations between rates of population growth and increases in production of food supplies. These show that the overall world position is not unsatisfactory but the picture is very different when considered on a continental instead of global basis. Whilst most of the increase in food supplies during the last two decades has taken place in North America, a continent such as India, which is just entering the phase of a rapidly expanding population, cannot increase its food production fast enough to keep pace with the population increase. The first of these continents has surplus supplies of most agricultural products and can afford a Sunday newspaper serving only a proportion of its inhabitants, which is so large that it uses for pulp the annual output of an area of forest as large as Staffordshire; the population of the second is permanently only just above famine level, yet is increasing in number by almost a seventh each year.

Given the necessary capital and technical knowledge there is no reason why India's own food production should not be greatly increased and, in addition, an industry built up which would be capable of exporting goods to pay for foodstuffs from abroad. Unfortunately it is not possible to obtain and apply

In Great Britain a new-born baby lived for an average of



25 to 30 years . . . in 1750, in 1950 about 70 years.



In India the average is still 32 years but is increasing rapidly. In Britain this change has now been offset by a decrease in family size but not until the population had been multiplied six times. To what will India's 360 millions have increased before the size of her population is stabilised ?

capital for this purpose as quickly as it is to cut the death rate by the use of Western drugs and methods of dealing with disease carriers such as the malaria mosquito. Even given unlimited capital the rate of progress can only be slow if disaster is not to be courted — the groundnuts scheme is a good example of trying to force the pace. But it is not easy to raise capital in a country where the bulk of the population is living at a bare subsistence level; the use of resources for capital purposes such as the building of irrigation schemes or steel works will, although the long-term effect is to increase the standard of living, have an immediate depressing effect on these standards and cause the shortages of consumer goods that have been felt in countries like the U.S.S.R. and Jugoslavia where industry is in a stage of rapid development.

The nineteenth century expansion of the population in Great

To feed their extra millions India must improve her farming technique. Here is a tractor station where the peasants learn about new methods. But since tractors are expensive and need trained personnel, elephants are also called into use and here is one pulling a harrow.

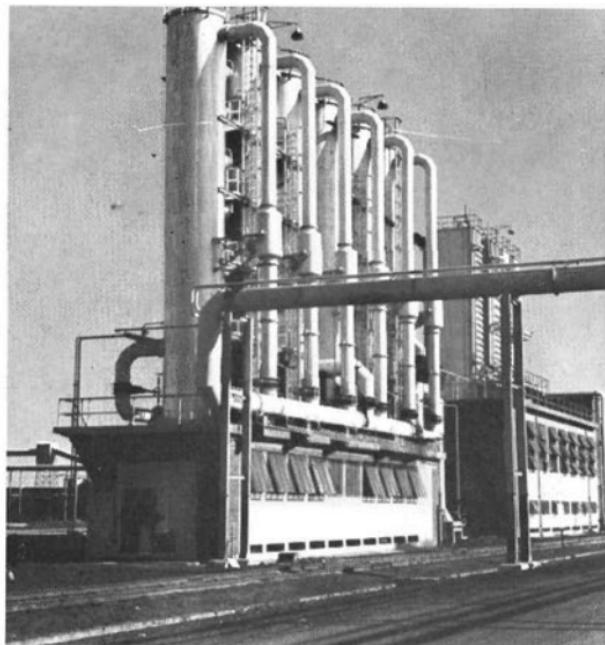


Britain took place under extremely favourable conditions. We were first in the field in the industrial revolution and had ample mineral resources and colonial territories willing to provide raw materials and absorb surplus population. The working man was neither in a position to demand higher living standards nor had he the example of other nations to make him discontented. These conditions resulted in large industrial profits and hence a liberal supply of capital with which to develop the new industries; thus the country was able not only to maintain the living standards of the steadily growing population but to improve them. Favourable conditions still hold in some countries such as North America, Russia and Australia but not in others such as India and Japan. Unfortunately it is in the last two that the birth rate considerably exceeds the death rate.

Insecticide sprays are employed to reduce pests and thus increase yields. The movement to learn and to develop new techniques is steadily growing throughout India.



A further difficulty is that our industrial civilisation takes more out of the earth than it puts back and an impossible situation would be reached if the whole of the world's population tried to do the same. Apart from very small quantities of certain metals, primitive societies took nothing permanently from the earth. Farming methods did not involve continuous over-cropping (where the land could not be adequately manured it was allowed to lie fallow until it recovered), fuel came from wood and farm waste and again was not used at a faster rate than the land could provide; clothing, transport and power all came from the natural resources of the land. Today we rob the world of resources that can never be replaced. In many regions farming is carried on without regard for the wellbeing of the land until the exhausted soil is blown away and in others forests



Fertilisers are being manufactured in plants like this one at Sindri, and many irrigation schemes are under way. The picture, below left, shows the Hirakud dam in Orissa being built. These schemes are related to the development of hydro-electric power for industrial development, since money must be found by exporting goods to pay for food and equipment from abroad.





Besides money to pay for all this development, India needs help from abroad in the form of technical advisers. Left: A Point Four adviser in Pepsu talks to members of one of the Young Farmers' Clubs organised in many villages. Right: In the bone room at Mathure Veterinary College where students are trained in the care of livestock.

are destroyed to provide wood pulp for paper and rayon. Coal and oil are burnt in huge quantities, whilst some metals such as copper and lead are already showing signs of scarcity. There is no sign of an impending catastrophic shortage of minerals — new supplies of old materials are continually being found together with substitutes for others — but there is already a steady rise in the prices (relative to those of other goods) of most of them. These price increases make the already difficult task of the under-developed countries more difficult still.

All these problems and other kindred ones are examined in a recent report ("World Population and Resources") by P.E.P. which publishes the results of the work done by a research group over the past two years. In addition to a general discussion of the subject, specific examples are given of the influence of population pressure on various nations and communities. Amongst these is described the situation in Tikopia, a small island in the Solomons. Here a small community lives completely isolated by the sea and population pressure is a very

real thing with its effects immediately obvious to everyone. The result is a strict control on the birth rate by the chiefs, enforced by solemn ritual, and carried out by the family heads. The latter force the younger sons to remain celibate if there is any danger that the families of the elder sons would have insufficient food. In addition, a primitive method of birth control, abortion and infanticide are all practised. Twice in the history of the island these measures have failed and surplus population has had to be driven out whilst at other times famine has taken its toll.

An interesting example in the changes that can occur in a government's attitude to the problem is given in the description of Soviet Russian policy. Communist teachings had their origins in the squalid living conditions of the working class in industrial Europe at the end of the last century, when a large family brought a worker well below the poverty level. As a result of this environment the early Soviet leaders educated their people in methods of contraception and legalised abortion. But since 1934 official policy has changed completely, so that now everything is done to encourage large families — generous grants are made to employed mothers and to maternity services, and abortion is only legal under certain medical conditions. The reason for the change is simple: Russia has large undeveloped areas and vast mineral resources, which with her rapidly increasing industrial potential can support many more people than her present 220 million. Military considerations may also be important as they were with Hitler and Mussolini, who preached the need for large families at the same time that they were demanding *lebensraum* for their people.

The P.E.P. report is not optimistic of an easy solution to the problems of over-population. The disparity between the living standards of the most advanced nations and those of the poorest is increasing and there is little hope of any improvement until the governments of the under-developed countries take steps to control the birth rate (the Indian government is attempting this). Even then their efforts are unlikely to be successful until a method of contraception is developed which is both effective and simple enough to be employed by a primitive people. Only then will the wealth of these countries be able to increase at a faster rate than their population.



The whole back wall of the shop at Lewisham is occupied by these nine refrigerated wall-cabinets.

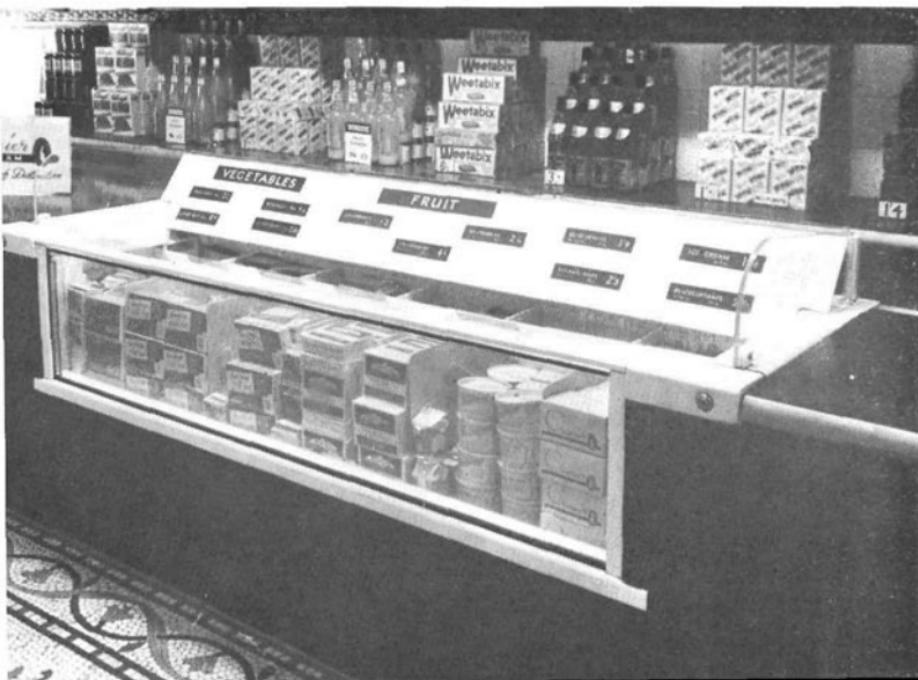
Lewisham *a survey of its engineering problems*

The third and concluding article of a series edited by Mr. A. O. Rickman.

Refrigeration—G. H. Kent

“Mark my words! In the very near future we shall see, in many of our branches, not one or two of these cabinets, but dozens of them, from one end of the shop to the other.”

About six years ago, this forecast was made by Mr. Ralph Hall, our Chief Engineer until his recent retirement, when

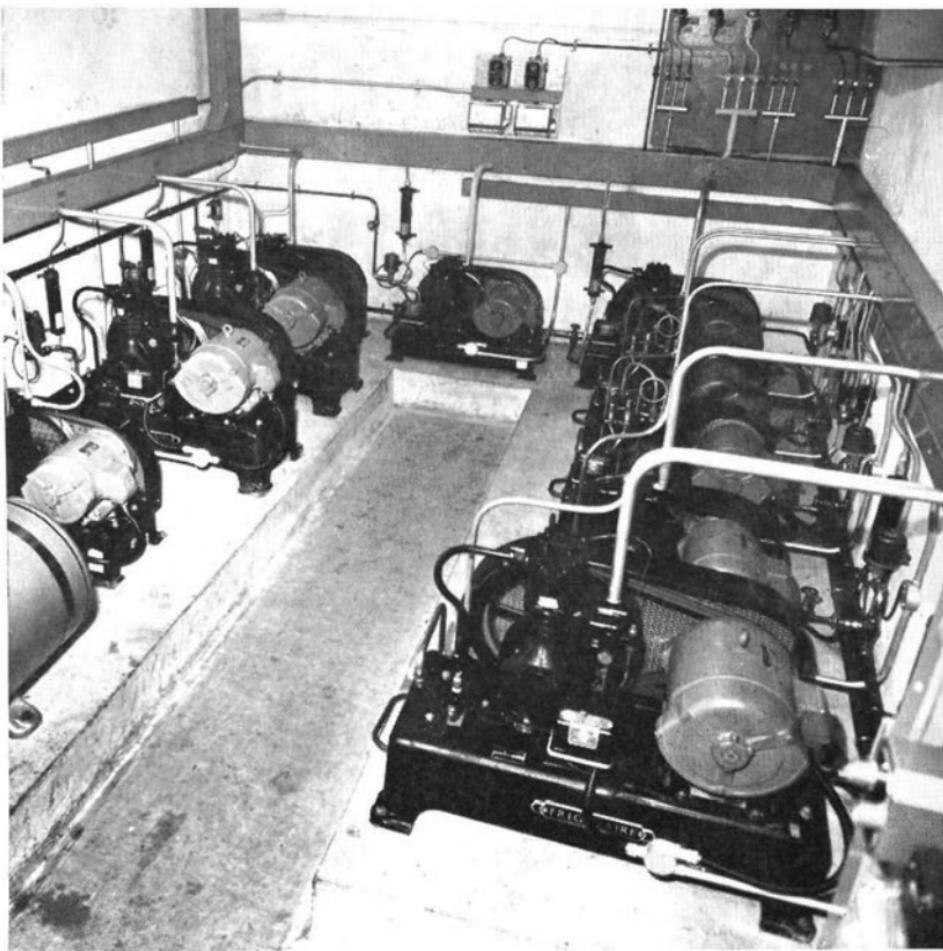


This was the first refrigerated open-top cabinet in any J.S. shop. It was installed in Chelsea branch in 1950 and has since been replaced by a later model.

immersed in the problem of producing our first refrigerated display cabinet.

The visitor to 132 Lewisham will have reason to appreciate such foresight when he or she surveys the rows and groups of illuminated cabinets and counters, displaying every kind of perishable commodity, from fresh meat to frozen foods, in as near ideal conditions as possible. These are the fruits of six years' effort on the part of our refrigeration engineers, who, in that time, have designed, built and installed more than two hundred units, of which no fewer than twenty-four are arrayed in this new store.

The question may be asked—why do we not use equipment



The Plant room at Lewisham, showing the compressors which serve the nine cabinets at the back of the shop.

so easily obtainable from the many reputable refrigeration companies? Lewisham provides the most impressive illustration of the answer to that question; here, indeed, a new high has been reached in the field of refrigerated display, a standard perhaps unequalled in this country.

As much, if not more, thought has been given to the storage of bulk commodities in the basement at Lewisham, where six

large cold rooms and lockers are installed, each designed to suit the particular requirements of such things as fresh meat, cooked meats, dairy products and so on.

In an organisation such as ours, controlled conditions of storage and display, obtainable only by the correct application of Refrigeration, are absolutely essential, since they become in effect an insurance that all perishable foods reach the customer in perfect condition.

Last year, when faced with the question of refrigeration at our Southampton branch, it was realised that the problems of cost and maintenance involved in such comprehensive installations required an entirely new approach. Eventually a scheme was devised and put into operation, whereby it was possible to use only one or two refrigerating machines, instead of four or five for the same number of display cabinets.

This scheme, so called "Multiplexing," has been tried and proved both at Southampton and the rebuilt Marylebone branch, and it followed that Lewisham should be tackled on similar lines. Even so, space had to be found for sixteen large machines in addition to water pumps, air compressors, and electrical control equipment.

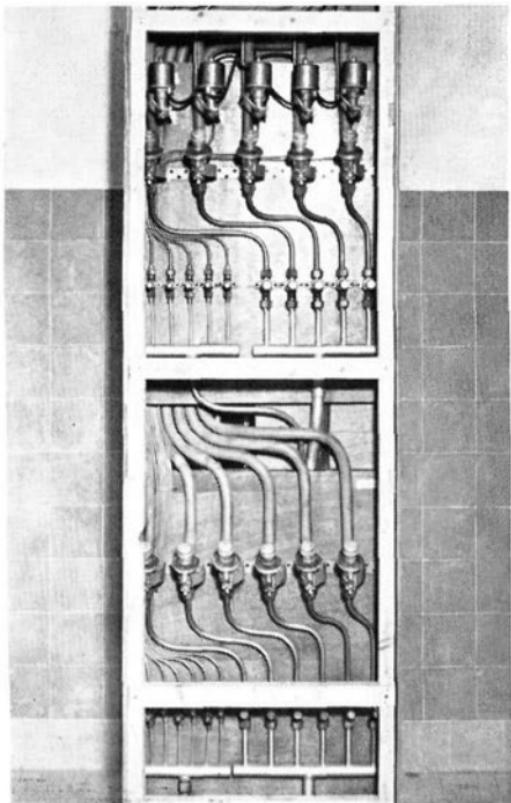
These machines are directly connected to the various cold stores and cabinets by insulated copper pipes, of which nearly 4,000 feet was used, running under the basement floor, up the sides of columns and through the ceiling—some units being nearly 150 ft. away from the plant room.

Dissipating Heat

Another very important factor had to be considered—cooling water. Briefly, the heat that is removed from a refrigerated article is dissipated by quite a simple process, in a suitable medium such as air or water, the latter being most efficient. But the amount of heat to be so dissipated, in an installation such as Lewisham, calls for prodigious quantities of water—in fact if all the machines were to refrigerate continuously for a week, as they may well do during a warm spell, nearly a quarter of a million gallons would be required !

Obviously a means of economising had to be found, and to this end a special water-cooling tower erected on the roof of the building and associated, with a novel arrangement of water

The essential controls which maintain correct temperatures in each cabinet can be seen in this column. In the "multiplex" system one compressor serves several cabinets and it can be seen here how the pipes leading from the machines branch off to their cabinets.



pumps, enables 99 per cent. of the water required for refrigeration purposes to be continuously recirculated. It is probable that similar equipment will become a feature of many future large installations.

Having supplied the means for efficient refrigeration, application also raised certain other problems.

For instance, the temperature of the bulk meat store has to be such that frozen lamb is not allowed to thaw out before reaching the preparation tables but, at the same time, such that Scotch beef and other fresh meats do not freeze; a very high level of humidity is also essential.

Similar conditions are necessary for the storage of wrapped fresh meat, in a large multi-door locker, for periods of up to two days. The matter is complicated by the fact that prepared meats do not all react in exactly the same way to temperatures



A general view of the bulk meat store at Lewisham. The overhead rail provides a continuous transport system between the lift, the bulk store and the meat preparation section.

and humidities most suitable for storage purposes. For example, a condition which may prevent discoloration or dehydration in one type of meat, is conductive to "drip" or blood-weeping in another, the latter being particularly objectionable in a wrapped article, besides involving loss of weight.

The above two examples illustrate in some degree the technical difficulties surrounding an efficient refrigerating system such as we have at Lewisham; *all* the answers to these, and many other problems have yet to be, but undoubtedly, will be found.

Suffice to say that this installation, impressive though it is in the eyes of the engineer, represents just another signpost—and a milestone—on the unending road to perfection.

We look forward to the future with interest.



TO THE EDITOR OF "THE TIMES"

SIR,—The leading article on the subject of Aldershot, in *The Times* of the 6th inst., reminds me of the confessions of an old Peninsular Guardsman, with whom I formerly travelled in Spain. John Denny's words were, so far as I remember them, to this effect :—“ The French, Sir, never got such good rations as our own men, and yet on the whole they managed to live better, as far as we could pick up a notion of their ways from prisoners, or outpost sentries, indeed, when there was not much going on. Whatever they had in the way of meat they popped into the pot along with dry old ammunition crusts, and any sort of vegetables they could rap or rend, no matter if 'twas nettletops ; and what with a sprinkle of pepper and salt, which don't take much room to carry about, they contrived to make a good ‘ stodgy ’ savoury mess, fit to stick to a fellow's ribs, as one might say. Now, what did we do ? What as soon as a man got his ration of meat, he stuck it on the end of his ramrod—that is, most of 'em did, till they come to know better—and he went and held it over the hot wood embers till all the fat and goodness of it frizzled out into the fire, and he got nothing most times but a black dry bit of stuff hardly fit for a dog to eat. And that's how we went on for a long time, for want of the knowledge them French always had of making the most of everything.”

How far are our untrained men advanced in this species of knowledge since the time—some 35 years ago—when the veteran John, whose good sense I much admired, uttered this reminiscence of past times ? Trusting that it may be pertinent to the purpose of your recent well advised strictures, I have the honour to remain.

Yours obediently,
VOYAGER.

Malvern, Nov. 8th. *From "The Times" November 10th, 1855*

***Recently returned from a visit to the
United States and Canada,
Mr. J. D. Sainsbury contributes a
short note on Canadian self-service
methods and shop design, illustrated
with photographs he took on the spot***

A Canadian Shopping Centre

MORE cars, more refrigerators and better roads than we have, have had a great influence on self-service development in Canada. In fact the pattern of food retailing in Canada is similar to that of the United States and self-service seems as popular there as it is in the U.S.A. The fact that so many people have cars of their own and that around large cities there are excellent main arterial roads, has made it possible to build many of the large new self-service stores outside the cities. These stores are in shopping centres which have large car parks housing up to 800 cars at a time and draw their customers from a radius of many miles.

The average Canadian housewife shops only once a week and does so by car. Since the vast majority of people have refrigerators in their homes they are generally able to keep a whole week's supply in good condition. It has become increasingly popular to do one's shopping on Friday night, when the whole family motors out to the shopping centre where the stores are, in most cases, open till 9 o'clock, so that not only groceries can be bought but clothes and household goods as well. Judging from the few I visited the shopping centres outside the towns are spaciously and pleasantly designed. The photographs on the following pages which I took on one of my visits give some idea of the Canadian retailers' concern for the comfort and convenience of his customers.



This is a good example of Canadian self-service. The floor is bright and shining, the lighting modern, the front all glass. The gondolas are higher than the usual J.S. type. The customers are all using trolleys and even the youngest member of the family has a miniature one for herself. Baskets are not much use in a shop where the customer normally does a week's shopping in one visit.



Above : A corner of one of the shopping centres with a branch of a large grocery chain on the left.

Opposite Above : Thought for customers' comfort is seen in this covered way which links some of the smaller shops together.

Below : Refrigerated counters run the length of the shop. This store was most attractive and was both clean and tidy in its layout. The side walls, painted a fresh pastel yellow and the rear wall in a flat clear blue, made a pleasantly fresh and cheerful impression.



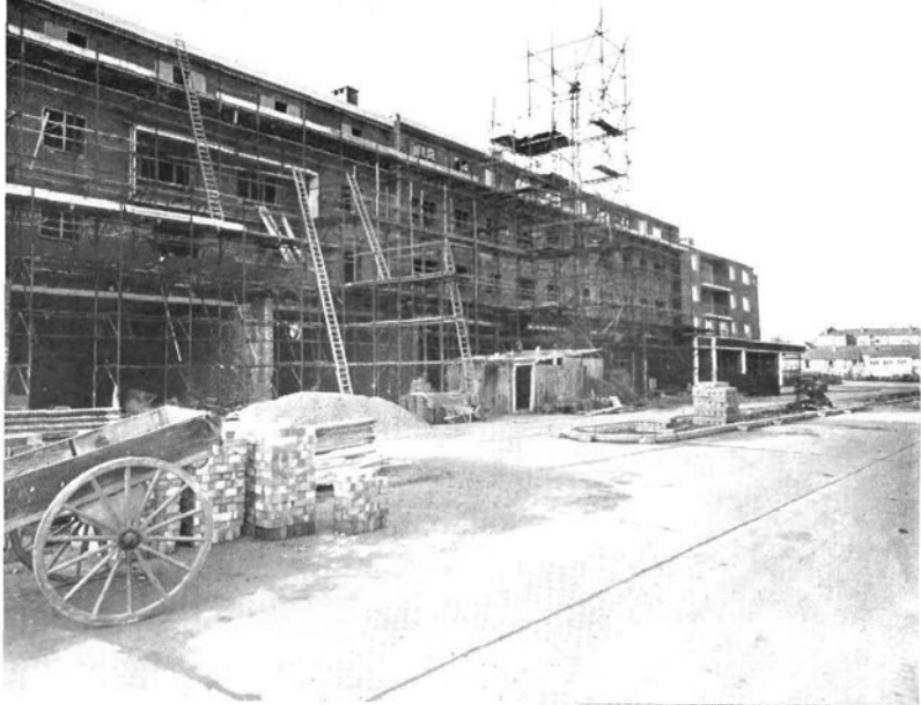




Above : This picture shows a store where the layout seemed less tidy. The little girl on the left is sitting on a special seat designed for children, and part of the trolley.

Opposite Above : The produce section of the store in the previous pages.

Below : Another view of the store seen above. Meat is served at the back of the shop and is usually the only item in the store that is not sold by the self-service method. In the immediate foreground is a long open cabinet displaying frozen foods.



New J.S. Shops Harold Hill . . .

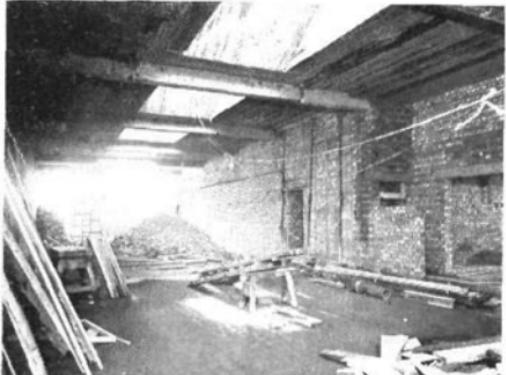
Built for us by the L.C.C. on its new estate of 27,000 inhabitants, this new branch will be ready shortly for all the finishing trades to move in. The shop has a floor space of 3,000 sq. ft. and has staff house and hostel above.





..Collier Row

Situated near Romford in an area partly developed before the war and now being extended, the main carcase work of these premises is nearing completion. One of our smaller self-service stores, the floor area is only just over 2,000 sq. ft.





Whist at Blackfriars

These are our first pictures of this popular Christmas event at which members of all sections and many branches join in. The visitors this year included so

many from so many different sections of the firm, as well as many guests, that we have had to abandon attempts to put names to our pictures though there are many familiar faces among them. The drive was a very successful one, thirty-seven tables sitting down to play, and a very friendly and cheerful atmosphere prevailed.





Top—a general view of the canteen and, bottom half of the page, some more of the tables in play.



Some Prizewinners

on the right are the two first prize-winners. Miss Gibbons of Victoria is presenting Mr. Williams, a visitor from Forest



Hill, with his prize and (right) Mrs. Roberts of H.O. receives first prize. Second prize was won by Miss Smith, also in this picture. Behind Miss Gibbons is Mr. Steward who was M.C. for the evening.



Above left Mr. Bastie checks a score card as Mr. Pendry, H.O., comes up for his prize. Right—Mrs. Philpot another prizewinner and, left, Mr. Perry of Personnel gets a round of applause as he takes his prize.



All change.

MOVEMENTS and PROMOTIONS

We are pleased to record the following promotions :—

TO MANAGEMENT

E. Garrod 48 Ipswich as Spare Manager

TO ASSISTANT MANAGER

V. T. Hermon	of Battersea
A. E. Stapley	of 87/9 Balham
L. B. Hessey	of Beckenham and as Personal Assistant to Superintendent F. Pagden
J. H. Goulbourne	of Tolworth and as Personal Assistant to Superintendent S. Walter
D. A. J. Lambert	of Chelsea

TO HEAD BUTCHER

W. E. Dedman	of Byfleet	to Walton
G. W. Thompson	of Brentwood	

The following transfers will be of interest to many members of the staff :—

HEAD BUTCHERS

H. A. Kemp	of Debden	to Cockfosters
L. Woolley	of 16 Ilford	to Debden

OBITUARY

We very much regret to record the death of the following colleagues :—

MISS B. SALTER, who joined the factory staff at Blackfriars in October, 1941, had been absent since April 1955, died on the 16th December, 1955. We would like to express our deepest sympathy to her sister and the other members of her family.

MISS I. J. GRIFFITHS, who joined the firm in December 1951 as a Housekeeper, and has worked at 339 Palmers Green, High Barnet and 97 Kingston, died on the 4th December, 1955, following a serious operation. We would like to sympathise deeply with her brother and sister.

NEWS OF J.S. STAFF ON NATIONAL SERVICE

The following notes are compiled from letters we have received from our men on National Service since our last publication :—

A. W. BRUCE, 14 Hastings, Germany (Army). Now undergoing a short course before being posted to a permanent company. Hopes to be sent to a M.T. section.



'J' Section Social

Our pictures show 'J' Section's recent social at Purley. Top left—Mrs. Swift of Purley serving tea. At the window is Miss Driscoll of 73 Croydon. Above are some of the company enjoying refreshments and, left, Messrs. L. Rose, Chairman of 'J' Section, G. Goody, treasurer, and Mr. Frank White, secretary.

R. B. COOPER, *Surbiton, Germany* (Army). Stationed at Brunswick and has already had the opportunity of visiting the "Volks Wagen" works. Has travelled around the Northern Plains of Germany quite a lot recently on various schemes.

J. IRWIN, *Coulson, Hereford* (R.A.F.). Recently posted from Padgate, and has now started on a Provisioning course, which he finds extremely interesting.

H. J. PIERCE, *Thornton Heath, France* (Army). Stationed at S.H.A.P.E. He has spent most of his time travelling, and therefore, has been able to see quite a lot of Paris and other towns. Finds the cost of living very high.

A. E. ROSE, 21 *Watford, Plymouth* (R.A.F.). Now stationed at Mount Batten, which is a fort very near Plymouth. Seems to have a variety of jobs mainly connected with radio.

G. J. SARTON, *Stamford Hill, Cyprus* (Army). Has recently landed in Cyprus, and since most big towns are out of bounds, he finds he has to spend his



Farewell Party at Brighton

When Mr. A. G. Butcher of 3 Hove retired he was given a farewell dinner at Howards Pavilion Restaurant where the proprietor is Mr. W. E. Kelsey, himself an ex J.S. manager. Above are, reading clockwise round the table: Messrs. Manning, Johnson, Marchant, Brayne, Carter, Pagden, Butcher, Phillips, Morris, Rawson, Gloster, Baker and Lintott. On the right Mr. Pagden proposes a toast to Mr. Butcher.



evenings in the N.A.A.F.I. which is rather boring. Soon after arriving he had experience of a small tornado which seems to have played havoc with the tents.

J. W. SAYLE, *Wood Green*, Cumberland (R.A.F.). Now stationed at Millom in Cumberland, and is at the moment on a Civil Defence course. Finds it interesting but very cold.

N. F. SHAKSPEARE, 193 *Catford*. Stansted (Army). Expected to go abroad quite recently, and in fact has already had embarkation leave. The draft was stopped at the last moment.



Wealdstone, Mr. W. F. Brown, manager of Greenford, and Mr. Norton of Head Office, photographed after the presentation of raffle prizes.

L. J. TAYLOR, *Colchester*. Franbough (Army). Now in the R.A.S.C. and is training to be a storekeeper. Does not seem to have much time to himself. L. H. TURNEY, *Colchester*. Gibraltar (R.A.F.). The weather has been very bad lately, but apart from this, he seems to be enjoying his stay in Gibraltar. Is employed in the Officers' Mess in the catering section.

J. W. FAWDRY, *Winchmore Hill*. Cyprus (R.A.F.). Did not expect to have a very bright Christmas as, for obvious reasons, he has been unable to do any Christmas shopping. Also has to do a number of extra guard duties.

A. B. HARDING, *Whetstone*. Gravesend (Army). Recently promoted to full Bombadier, and for the past six or seven months has been on various schemes and manoeuvres.

K. L. INGLE, *Drury Lane*. Middle East (Army). Now stationed at a hospital in Moascar to which he was recently moved from Tek. He is in the R.A.M.C. and has not been very busy lately as in his particular ward there has only been one patient.

AKY MUCH CHEAPER



Turkeys at Lewisham.
A few minutes before opening time,
December 23rd, 1955.