

J.S. Journal

APRIL - MAY 1962

House Magazine of J. Sainsbury Ltd



Our Chairman—Mr. R. J. writes on the occasion of Mr. Alan becoming a life peer

WHEN I learnt that my brother had been asked to accept a life peerage, I was extremely delighted, both on his own account and in the public interest.

Most readers, no doubt, realise that acceptance of this particular honour implies a willingness to be an *active* member of the House of Lords.

Those whose association with J.S. goes back many years, will probably remember Mr. Alan as a young politician who first stood as a candidate, in what was then the Sudbury division of Suffolk, in the General Election of 1929. Increasing responsibilities in J.S., however, clearly made the continuation of an active political life impracticable.

It is often said that single-mindedness is one of the keys to success. It is certainly true if it means that to be successful in one's chosen career one cannot be side-tracked by other activities. Mr. Alan has always remained faithful to that precept, in spite of the fact that his interest in national affairs has never flagged, and he has deliberately confined his activities within the limits imposed by his business commitments. On the other hand, I am convinced that one cannot successfully conduct one's business life in a vacuum, unrelated to the world at large, and that Mr. Alan's keen knowledge of the political, social and economic happenings of the day has contributed much to his successful leadership of the J.S. team since our father's retirement in 1938. Likewise, I think Mr. Alan's awareness of conditions outside J.S. contributed much to his effectiveness when he served, during the war, on many consultative committees of the Ministry of Food and, since the war, on various public committees, such as the Williams Committee on Milk Distribution in 1947-48.

The reason for my delight on Mr. Alan's own account is that having given up a political career for J.S., he will now have the opportunity to play a far greater part than hitherto in public life. This, I know, will certainly give Mr. Alan very considerable satisfaction as well as pleasure.

Looking at the matter from the public point of view, the long experience of Mr. Alan in the world of business and, particularly, in the field of retailing, together with his highly specialised knowledge of the food trade, must be of great value in the House of Lords, and I am sure that he will be able to render much service to the community through his participation in the debates and committee work of that House.

I am very proud that my brother should have had this honour paid him. I know that all associated with J.S. will share my pride, and, with me, both congratulate him on his new rank and offer him every good wish for the future.

R. J. Sainsbury



F. W. S.

A tribute from the Chairman

On Mr. Salisbury's retirement as a director of the Company, after 47½ years with J.S., I want to pay tribute to the tremendous contribution which he has made to the success of the firm during the last quarter century.

F.W.S. joined J.S. on September 21st, 1914, when he was a few weeks over 14 years of age, and it may surprise those who only knew him as "the six-footer" that on engagement he was 2 in. under the minimum height required, namely 5 ft. 4 in.! He was engaged as a Junior Clerk at 10s. a week but, for the first week only, acted as a messenger boy.

Strange as it may seem in view of his age, he had had two previous jobs between leaving school at the end of the summer term and joining the firm. He was undoubtedly a very bright pupil, his favourite subjects being mathematics and the arts, and one of his ambitions was to be an architect. This ambition was not to be fulfilled, but little did the young Fred Salisbury realise how much he was going to be brought into contact with the members of this profession later in life. His first job was with the Ancient Order of Foresters in Tottenham Court Road – quite a journey from his home near the Crystal Palace. At the end of a week's trial he left of his own accord. His second job, which also lasted but a brief spell, was with a firm of architects in Fleet Street, at the princely wage of 6s. a week which, after fares, only left him 2s.! He had in point of fact made applications to two firms at the same time: one to the firm of architects, who had replied by return of post offering him a job; the second being to J.S., who did not reply so promptly but offered him an interview. As he was not satisfied with the economics of his job at the architects, he left at the end of the week's trial and was subsequently engaged by J.S.

Mr. F. W. Salisbury photographed at our Chichester branch on the day before it opened in October, 1961.



After his week as a messenger, he joined what was then known as the Retail Sales Office. It may interest those who know only the size of the modern J.S. to remember that in 1914 the total office staff was about 70, compared with 600 today, and that there were only four women, the rest being men and boys; that before the first World War we had 110 branches, of which four were dairies selling liquid fresh milk and that there were only four full fresh meat departments at that time.

Before Christmas, 1914, Fred Salisbury was in the Branch Management Department, then being run by Mr. Diamond, and, no doubt owing to the few women employed, the staff in this department wrote their letters by hand. By New Year, 1915, he had his first rise – to 12s. 6d. a week, then in May to 14s. 6d., and in May, 1916, a big jump to 18s.! In March, 1917, there was a transfer to the Ledger Office under Mr. Goodes, with a further rise in April to 23s., and the principle of the annual review continued so that by April, 1918, the figure was 28s. and the recipient aged 17 years 8 months.

Then a few weeks after his eighteenth birthday the Army claimed him. At the beginning of 1919 he was demobilised and returned to J.S. to inaugurate in May of that year, the Query Department.

Then came as an additional job, but one of invaluable experience because of the overall picture it gave him of the firm's work, the inwards mail in the Post Department. 1921 saw him beginning some five years in the Ledger Office, which included his appointment as Assistant Chief Clerk and an Official of the firm, at a salary of £4 a week plus his first bonus.

Then in January, 1928, came Fred Salisbury's great opportunity on his transfer to "Mr. John's Office". It is hard to describe that office to those who did not know my father in his prime. It was the dynamic centre. There was always activity, there was invariably excitement and rarely was there only one thing going on at a time. Mr. John was thrilling and inspiring to work for, but he made great demands. Fred Salisbury would be the first to admit what he owed to Mr. John; the other side

Standing fourth from the left in the picture opposite is F.W.S. in one of the earliest of J.S. cricket teams. They played a Richmond Police XI in 1919.

Below is a less peaceful scene: Lieutenant Salisbury is standing on the right of this J.S. Home Guard unit ("C" Company of the 17th (London) Battalion based on Union Street) on an exercise in 1941 commanded by Major W. A. Goss, standing on the left. The personnel were (left to right) standing: Messrs. W. Douch, A. Gray, G. Dunleavy, J. Miller, A. O. Rickman, W. M. Justice, H. Tallemach, F. W. Salisbury. Kneeling: W. Skillen, C. Collett, P. Barnard, F. Bastie. Sitting: F. Wedgbury, F. Collins, F. Westhrop, W. Thorpe.



of the coin is what a wonderful help Fred Salisbury was to my father. It was a meeting of like minds: both were supremely quick reactors; both, in an age when slide rules were not the breast-pocket equipment they are in many quarters today, were very quick at mental arithmetic. But there was one great and necessary difference – one was at times hasty and impatient, while the other was cool, calm and collected; I leave you to guess who filled which role. Fred Salisbury was my father's right hand during the last 10 years of his active business life – and what wonderful expansion took place during that period and what wonderful trading successes were recorded.

Towards the end of his life my father often spoke to me of Fred Salisbury. Suffice it to say that he had the greatest affection for him besides his admiration and recognition of the great contribution he had made.

A new chapter was opened when my father retired in 1938. That year Fred Salisbury became Assistant General Manager, and from that day to

this he has been the wisest of counsellors and the greatest help to my brother and myself in the conduct of the business.

In December, 1941, he became the first non-Sainsbury director.

I need not dwell on the war years: they are still poignantly fresh in most of our memories. The burden was grievously heavy for many; some did more than their fair share, and Fred Salisbury was certainly one of them. When peace came bringing its problems of reconstruction, and whilst some rationing still remained, F.W.S. and the writer made a journey to America in 1949 and spent a fortnight visiting American supermarkets in New York, Boston, Buffalo, Chicago and Philadelphia. A tiring journey, yet what a stimulating one, and what a delightful companion in whose company to make the journey. Its importance to the firm and its subsequent history was in no small measure due to the quickness, the eagerness and the enthusiasm with which Fred Salisbury saw the possibilities of self-service for J.S. The subsequent story of its develop-



Opposite is F.W.S. in a very cheerful, even triumphant, mood with Mr. Charles Edward. Diana, the yearling heifer from Kinermony, had just won the supreme championship at the 1958 Smithfield Show. This repeated Kinermony's 1951 success. It came as a very satisfying victory after years of work and two occasions when unforeseeable accidents put likely looking Sainsbury contestants out of the running. On the right F.W.S. in relaxed mood at the 1961 Summer Fete at Dulwich. Mr. F. R. Parker, Griffin Club Chairman, is with him as he draws a winning ticket from the basket.

Below: J.S. Veterans know the interest F.W.S. has always taken in them. Here he is at the last annual gathering with Mr. F. Linfield and Mr. W. H. Jones (right).



ment, starting in July, 1950, with 9/11 Croydon, is known to most of the readers of this article. What may not be known to some is how much work F.W.S. himself did in the detailed development of self-service in the early days.

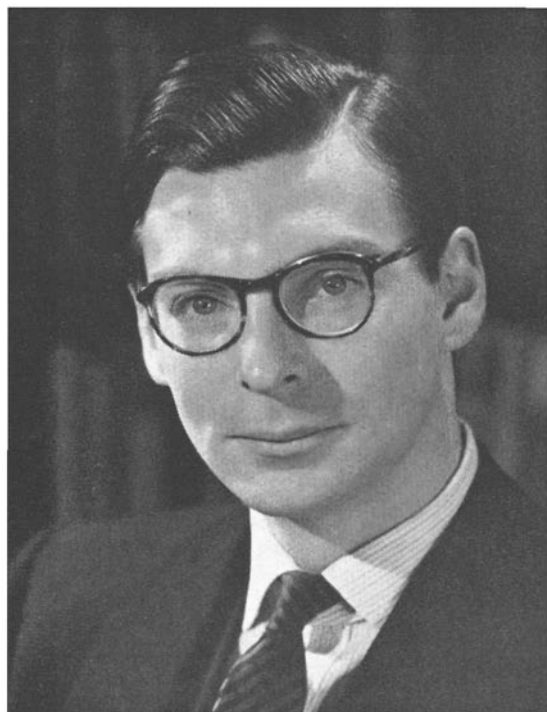
In conclusion, may I say something about Fred Salisbury the man. I have talked about his mental quickness; he has other fine qualities as well; his sense of humour and his readiness of wit have brightened many a moment and saved many a situation; his sense of humanity typified in his fair dealings with his fellows, and an absence of malice are valued by all who know and work with him.

This would indeed be a moment of sadness to us if his retirement from being a director made a break with J.S., but it doesn't. His well-known figure is still going to be seen round and about and, happily, the business is still to have the benefit of his advice, as he has accepted the position of Advisory Director. He will still be advising us on the acquisition of new sites and he will still be actively concerned with our farming interests in Scotland but, after 47½ years with J.S., he well deserves a less exacting and strenuous business life.

On behalf of the firm I want to say to Fred Salisbury: we all thank you for your great contribution to the success of J.S. Those of us who have known you are the richer for so doing and our best wishes go to you in your more leisured future.



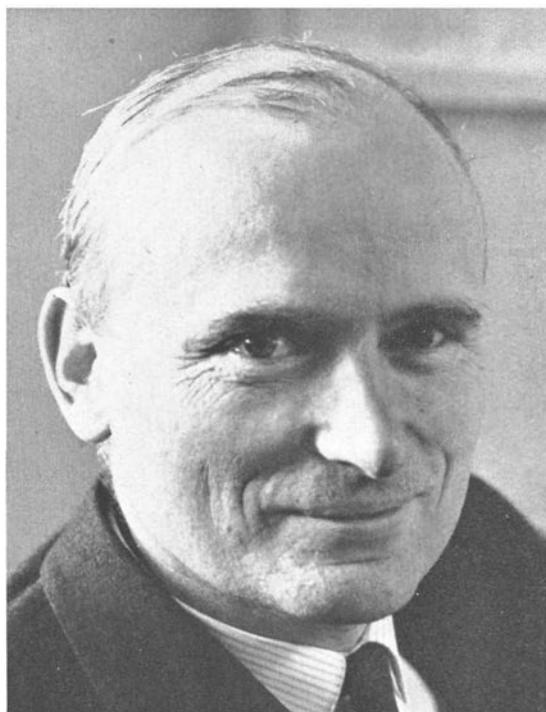
Two New Directors of the Firm



Mr. Timothy Sainsbury

Mr. Timothy Sainsbury, youngest son of Mr. Alan, was made a director of the company on March 26th, 1962. Mr. Timothy first came to Blackfriars in 1956. After completing his National Service he had taken an honours degree in politics, philosophy and economics at Worcester College, Oxford. Initial training with the firm was followed by periods with Messrs. Healey & Baker, Estate Agents; Hooper, Belfrage & Gray (now Gray, Birch & James), Chartered Architects; Henry Riley & Son, Chartered Quantity Surveyors; and Bovis, Ltd., the Builders. In 1958 he returned to Blackfriars and worked in the Building and Engineering Division, and in 1959, after a trip to America studying self service methods and equipment, and shopping centres, he became Deputy to Mr. Salisbury in respect of the Building and Engineering Division.

In his new capacity he will be responsible for the Building and Engineering Division and the Estates Department.



Mr. B. T. Ramm

Mr. Ramm joined the staff on June 1st, 1949, as Chief Statistician. A Lancastrian by residence although not by birth, he went to school at Liverpool College and later studied mathematics at Cambridge. Leaving the University to join the Army, he spent the war years maintaining radar sets in this country and West Africa. He started to train in 1946 as an actuary, and took advantage of the fact that Mr. Turner had already made Sainsbury's familiar with the actuarial profession to join the firm. He qualified as a Fellow of the Institute of Actuaries a few months after joining J.S.

When the electronic computer came on to the commercial scene in the early nineteen fifties, Mr. Ramm's background of mathematics and radar engineering made it inevitable that he should see the possibility of applying such equipment to the work of the Sales Office. He now becomes responsible both for the computer and the sales office as well as retaining the appointment of Chief Statistician.

1962

A Year of Development

Five new J.S. self-service branches will open during the remaining months of 1962 and a produce warehouse will be well on the way towards completion. Photographs in this feature show the future branches in various stages of construction and give some idea of the kinds of place in which we will be trading.

Maidstone

This branch will open early in June in Gabriel's Hill at Maidstone a town in



which we are newcomers. It is on the site of an old theatre and is a typical J.S. self-service branch with a service department for fresh meat. The floor area is about 6,500 square feet. The site is on a slope and though there were difficulties in construction the result provides an interesting front for the shop.





Boreham Wood

The surprising picture above is a tiler leaning against the wind on the roof of our new shop at this Hertfordshire town. This is the land of cardboard castles where you may meet Long John Silver or Robin Hood in full make-up having a pint at the local. The film studios are just visible in the middle distance of the picture on the left. Our present branch, opened in 1938, is in the right foreground but even less visible just under the arch of the lamp-post. The branch in Shenley Road will be one hundred per cent self-service, is a small one by present standards – about 3,700 square feet, and we expect to open in mid-summer.

Cowley

At Cowley the City of Oxford corporation is building a shopping precinct which will be closed to traffic. We are taking over a shell from them with a shop area of approximately 7,000 square feet. It will be in all respects a standard J.S. self-service branch and we hope to open in October. Pictures below show the Morris works and two views of the shopping precinct under construction. Near it will be a tower block of flats and a multi-storey car park. Below right are just some of the cars that Morris employees go to work in.

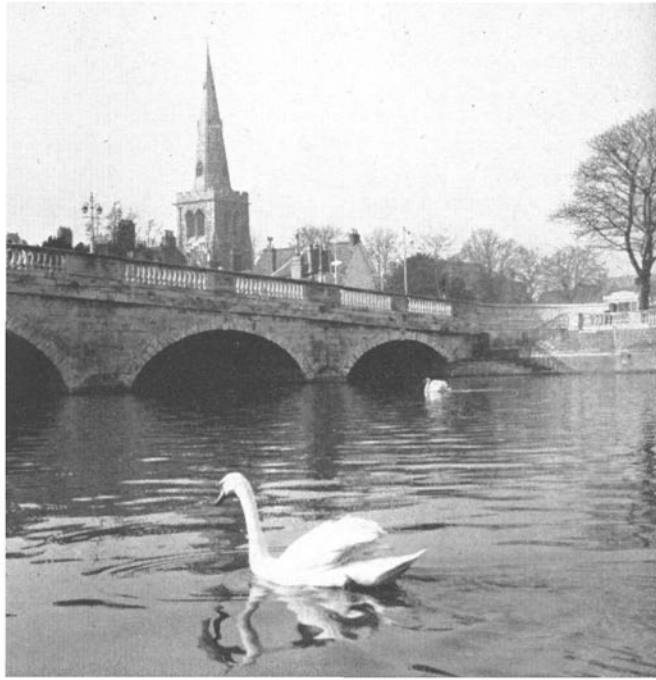


Bedford

The new self-service branch here will be about 9,000 square feet and we plan to open in autumn. It is just by the shopping precinct and close to the local bus station and a new multi-storey car park. The firm first began trading in Bedford in 1923.



At the Bedford Bus Station.

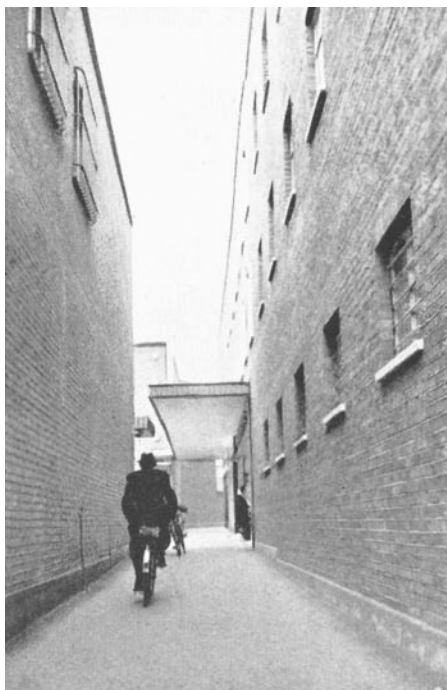


Bedford bridge over the River Ouse.

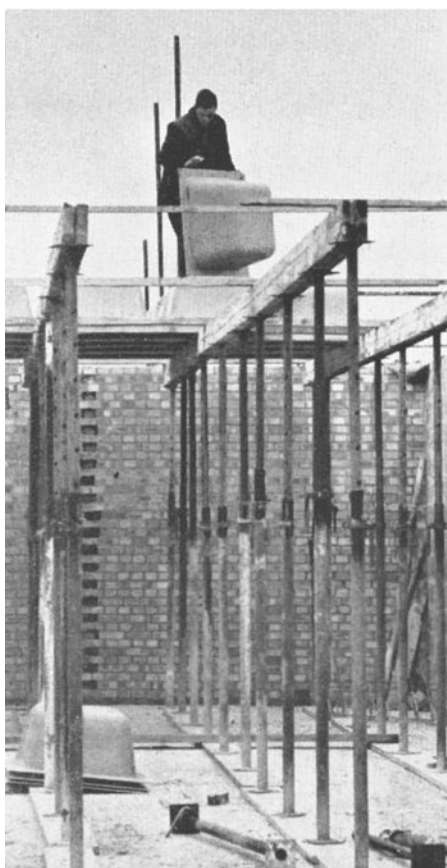
New way to put a ceiling on it.



"Waffle" construction of ceilings where there is a wide area to be spanned is an economic way of building. It avoids deep cross beams. The pans or sink units you see on the left are formed from fibre glass. They are laid on shutter boards held up by adjustable Acrow props. Reinforcing rods are laid between them and when the whole area is covered the concrete is poured. When the concrete is cured (about 28 days) the sink units, which had been greased, are taken down leaving a coffered ceiling which is both light and strong.

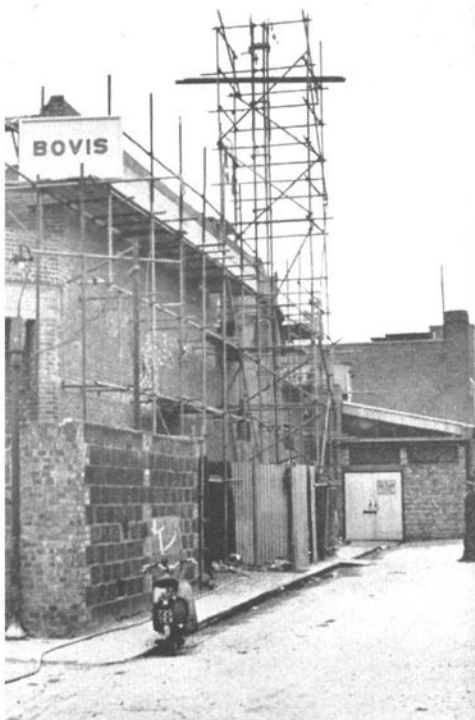


One approach to the shopping precinct. Within the shopping precinct.



Walthamstow

Our new branch in High Street, Walthamstow, is about 4,600 square feet. We have been trading thereabouts since 1893 when 18 Walthamstow was opened. The other branches there date from 1903. The shop will be a hundred per cent self-service. The site is deep enough to allow for preparation rooms on the ground floor.

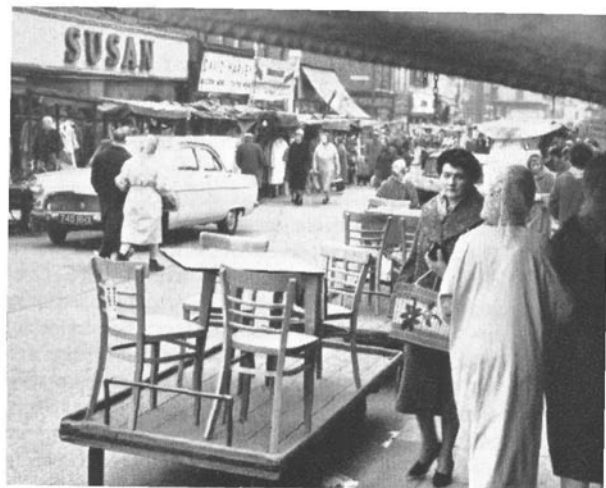
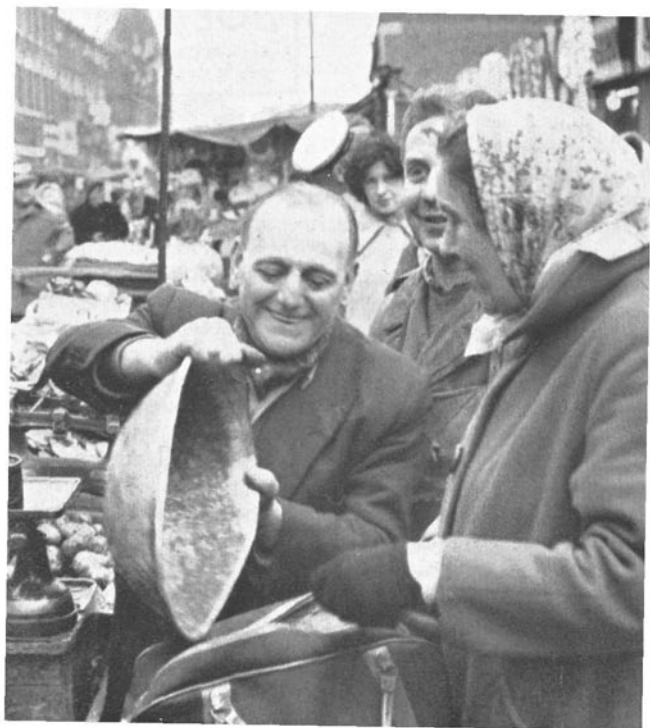


Hoddesdon

A new produce warehouse will have got under way by the time we publish. When the pictures were taken there was nothing but a bare field near the electricity power station. Our site is just behind the hedge on the left of the picture. On the opposite page is the centre of this little country town in Hertfordshire.



Walthamstow High Street is a busy, hard-working street full of shops and street traders all week long. The one below is Mr. Grubb who has been trading in front of our site for many years. We've made arrangements to let him take his electricity supply via the branch.



A little learning . . .

A review of **The Law for Consumers**, a recent paperback published by the Consumers' Association. It deals in simple language with aspects of the law which affect consumers — and, of course, retailers.



The reports of the Consumers' Association, published in magazine form as *Which?*, have grown in usefulness and authority since the first issue of Autumn 1957. The Association has now published a 6s. paperback, *The Law for Consumers*, which deals in laymen's language with a number of the facets of the law which are likely to interest consumers as a body.

The author, himself a solicitor, is well aware of the difficulties involved in explaining the law to those on whose behalf it is administered, and has assembled his discussions in a most readable form. It is important to remember, though, that generalisations usually have exceptions, and that careful reading is advisable before any definite conclusions are drawn. Readers should also remember that even when they have read the whole book they are only on the fringe of interpreting the law as it stands today. Not only are there endless variations on basic cases, but the law itself changes. It must, in any case, be right for more interest to be shown by consumers in the law as it affects them, and at least a little more learning is a less dangerous thing.

No adverse criticism is intended by the preceding remarks, and in fact the author asks for the book to be regarded as "a guide to the pitfalls to be avoided, rather than as something that will provide the answer to a dispute."

The book begins with a general introduction and goes on to discuss the law as it relates to Contracts, Sale of Goods, Negligence, Hire Purchase, "Services" and Property matters. A very useful glossary is also included, and some extremely amusing cartoons illustrate some of the legalities.

The introduction deals, amongst others, with two related questions that are often raised by laymen; "How is the law enforced?" and "What are the differences between the civil and the criminal law?" These fundamental questions are answered carefully and clearly, and readers should feel reassured as to the general effectiveness of our legal system, although in particular cases a remedy may be difficult or expensive to enforce.

The sections on contract and the sale of goods are restatements of the law in a very clear form, and should help to clear up a number of misconceptions. In particular it is emphasised that a

customer is always entitled to try to get "standard terms" varied. The practice of excluding liability by means of forms has reached ridiculous proportions, and some printed agreements exclude "all conditions and warranties, express or implied, statutory or otherwise." Legal battles between consumers and suppliers have raged in the courts for many years, but there is little that the most liberal judge can do to mitigate the terms of such a contract, however small the print in which they are presented.

Negligence is dealt with in a separate section, and a clear distinction is shown between rights arising contractually and those arising from negligence. Here the reader will find that there is more than one way of claiming compensation for defects in manufactured goods.

Hire Purchase is so much on the increase at present that there will be many readers who find it useful to have the legal position set out clearly. It is interesting to see that we can be affected by an H.P. agreement even if we are not parties to it, and that H.P. interest is not deductible for Income Tax purposes, as bank interest is.

The section dealing with "services" tells us of our rights and liabilities in employing experts of various kinds. A number of trades and professions are dealt with, from hotels to hairdressers, and the reader may well find that his rights are more comprehensive than he knew.

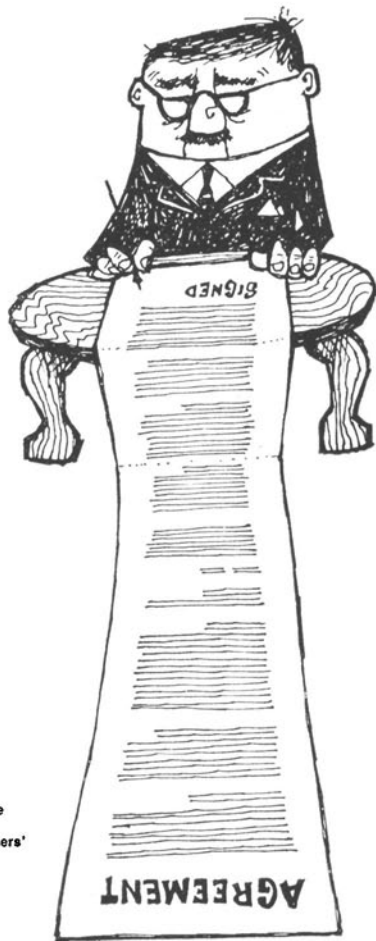
Property matters are not the everyday concern of the average man, but many of us have to deal with the technicalities of leases, mortgages and insurance at some time. There is a very readable section covering just these matters, and even if the reader is not moving just yet it is interesting to see the reasons for the rather long delays involved in house purchases.

The whole book, in fact, should give an insight into the problems facing a lawyer asked for advice. Each case must be considered on its merits, and even minor points may have important consequences. All too often laymen regard the law as ineffective because their particular grievance remains unredressed, or because litigation is expensive. Perhaps this book will help its readers to see what the law can do, and give them patience towards the caution of the lawyers who have to interpret it.

One extremely important suggestion in the book is that consumers should no longer accept the restrictions of their rights that are contained in some printed contracts. Any move towards a higher standard of service to the customer must be welcome, and this is not likely to be achieved if it is left to the seller to decide the appropriate remedy. If sufficient support can be gained for this "customer's strike" then a more competitive approach can be expected from manufacturers and retailers alike.

There is, on the part of the average person, a distinct reluctance to "go to law." This is quite understandable, and in fact the object of much legal advice is to avoid litigation. As *The Law for Consumers* will show, contractual and other legal relationships are entered into so commonly that if more than a minute fraction gave rise to disputes the economy would disintegrate.

Perhaps readers of this entertaining book will realise how interesting a study of the law can be, and be led to enquire further. Even if they do not go so far, they will be more aware of the significance of their unspectacular brushes with everyday law.



The drawings (from the book) are reproduced by courtesy of Consumers' Association Ltd.

There are probably many people in the firm who have acted as

Blood Donors

Mr. W. G. Palmer writes here about his service in a very worthy cause and the need for more volunteers.



Mr. W. G. Palmer

Some 20 years ago, just after the beginning of World War 2, in response to an appeal that was being made at that time, I became a blood donor.

I was told at the time that I belonged to a blood group which occurs in only 18 per cent of the European population, and in the years that followed I was notified two or three times a year that my services were needed.

I never totalled these visits, but the Regional Transfusion Centre did, and I learned with surprise in January that I and 18 others from the Region, which included South London, Kent, Surrey, Sussex and Hampshire, were to be presented with a gold medal for each having contributed a total of 50 pints of blood.

During the talk that followed I learned that the need for future volunteers is greater than ever. Our Regional Centre anticipates a demand in 1962 of 5,000 pints of blood if it is to fulfil all the demands made upon it. Younger volunteers are required.

Now, although I happen by chance to belong to a special blood group, I am able to assure you that *all* types are needed. I can also assure you that there is nothing in the least to be apprehensive about in becoming a donor. It is true that the act of giving is an impersonal one, since you will never know the actual recipient. Possibly for this reason alone it is the more worth while.

American donors are paid 3 dollars per donation. In this country no payment is made. The lower age limits are 18 and the upper 65. If anyone is interested, applications should be made to his or her Regional Blood Transfusion Service, who will advise intending donors when their mobile unit is next in their district.

UNILEVER

The first part of this article, in our last issue, told the story of the growth of Lever Brothers to a dominant position in the soap trade and the growth of Van den Berghs and of Jurgens to similar positions in the margarine trade. This concluding section of the story tells how conflict of interests was finally resolved by the formation of Unilever.

Van den Berghs, Levers and Jurgens were all affected by the collapse of the post-war boom in 1919. But Van den Berghs, uncommitted in the raw material field, felt the strain a good deal less than the other two groups, who had invested large capital to secure their supply lines.

Lord Leverhulme's African project was hard hit by the drop in working-class purchasing power which followed the slump, and it was only by virtually handing over control of his affairs to Francis D'Arcy Cooper, an accountant long associated with Lever Brothers, that he was able to get the bankers to lend enough money for the Lever-Niger group to carry on.

Jurgens' overseas projects in the raw material markets all suffered in the slump. The market for margarine was shrinking, and this at a time when the productive capacity had been increased recklessly. Levers and the Maypole were both competing for a share of the market on a really big scale. In Europe Germany was on the brink of total financial collapse, and the Dutch market was being threatened by Hartogs of Oss, a butchers' business which was edging its way firmly into the margarine trade.

If the Pooling Agreement of 1906 can be thought of as a first step towards unity, then the second step must be the amalgamation of firms engaged in the edible fats and soap trade in Central Europe, where the effects of war and the break-up of old empires had left a very unstable situation.

Schicht's, of Aussig, was an old firm with interests in the margarine and soap trades. They heard that Van den Berghs had taken a half-share in their rivals, the Austrian firm Centra, so they approached Jurgens, and eventually a very complete amalgamation was worked out. The final agreements were based on an exchange of shares, so there was a firmer base for co-operation than in the case of the Pooling Agreement. All parties to this agreement bound themselves (because they were all to some extent in the European soap trade) not to come to an arrangement with Lever Brothers without the mutual consent of all four.

But though this structure emerged in Central Europe in 1920 there seemed very little prospect



Sir Francis D'Arcy Cooper (1882-1941) was Levers' financial adviser on many of his projects. In the early twenties he reorganised the Lever companies and became Chairman of the Board in 1925. He conducted the negotiations in the merger of Levers and the Margarine Union.

then of unity between the soap makers and margarine makers of Great Britain and Holland.

The Margarine Union

In the years of the middle twenties the margarine trade faced difficult conditions. The Maypole had tried to find a way out of the slump by price-cutting. That didn't help anyone, and in 1924 the Maypole interests were bought by Jurgens. This with Home and Colonial gave them control of a large section of



Anton Jurgens (1867–1945), son of Jan, was the great driving force of their firm in the first decades of this century. Asked once by a cross-examining barrister "You're the big noise in your firm, aren't you?" he replied, "Well, I blow as hard as I can."

the retail outlets, though the Maypole trading policy needed reorganisation. Their shops sold only four lines, and a cheap margarine was the largest item in their turnover; a type of retailing which was on its way out as the housewife discovered the convenience of shopping at stores which carried a wide range of products.

Van den Berghs were disturbed by this purchase, and by 1927 they added Liptons to the Meadow chain which they had bought in 1905. They faced Jurgens on equal terms. The rivalry in Holland and Britain between both firms seems at this time to have been reaching a new high level. Anton Jurgens, the head of his family business, didn't like any sort of agreement that tied his hands. In fact he said quite frankly, "With regard to contracts, whether they are legal or not, my experience in business is that the fewer contracts the better." Besides, the old

family rivalry between Jurgens and Van den Berghs was still as real as it had been in the 1870s. But whereas Jurgens' firm was dominated by members of the family who in turn regarded Anton as the head of the family, Van den Berghs, as always, more flexible and adaptable in growth, had brought in a great deal of talent as professional managers. Men like J. de Blank, their accountant, who first introduced to the firm a weekly system of accounts to show turnover and profits, an unusual procedure 50 years ago; J. L. Polak, an Amsterdam lawyer, who clothed their policies in legal forms; and in matters of the Pooling Agreement, Paul Rijkens, an executive who had risen swiftly in the firm, was detailed to handle negotiations with Anton Jurgens.

In 1927 the wrangling over the Pooling Agreement was so bad that the two firms took the matter to arbitration before an eminent English lawyer, Sir Thomas Willes Chitty, K.C. The wrangling was about what sums were to be considered as trading profits in the firms' accounts. There had been no mutual settlement for 15 years, and no one could agree who owed who how much. Van den Berghs claimed £52,000 from Jurgens for 1914. For the same year Jurgens were claiming £41,000 from Van den Berghs.

The hearing went on for weeks at prodigious legal cost. Anton, unhelpful, monosyllabic as a rule, only occasionally speaking more freely as when Van den Berghs' counsel asked, "You are the big noise, are you not, in your company?" Anton replied, "Well, I blow as hard as I can." Paul Rijkens, by contrast, was helpful, unevasive and informative.

Gradually it became clear that the answer was in an amalgamation which was being discussed behind the scenes. The Arbitrator made a tentative suggestion; the legal counsels "had reason to know" it might be acceptable to both sides; everybody began to realise that the dispute could solve nothing, and a new agreement, if entered into, would bring similar expensive argument.

The alternative was complete fusion. The Jurgens wanted nothing less, and in the end the Van den Berghs were persuaded by Rijkens, de Blank and Polak to agree. On August 2nd, 1927, the two rival firms became a new organisation, *The Margarine Union* in English, and in Dutch *Margarine Unie*.

The Margarine Union grew fast. It took in Hartogs of Oss, and made agreements with Calvé-Delft, a Franco-Dutch oil-milling, margarine and soap group. And it united with the Central European firms Schicht's and Centra. By 1929 its only rival in size and power was Lever Brothers.

If you can't beat 'em, join 'em

Lord Leverhulme died in 1925, and the new chairman of Lever Brothers was D'Arcy Cooper. Under his direction the firm was brought back onto an even



Port Sunlight. This is the home of Lever Brothers. The photograph shows the village of Port Sunlight, which Lever built for his workers. Lever was a Temperance man and at first didn't include a pub in the plans. Some of his people put it to him that they would like a glass at the local so he held a poll in which men and women voted. Eighty per cent wanted a pub so he built one, "The Bridge Inn". But it's closed on Sundays.

keel after the wild adventures in the post-war boom. He kept the group of food companies which Leverhulme had bought in his Scottish retirement plan, and so established an early interest in the market for prepared foods which has grown enormously in the last two decades. He reorganised the African interests by a merger of Levers' Niger Company and the African and Eastern Company. In 1929 they formed The United Africa Company, whose London headquarters is now next door to Stamford House. His margarine business was a weak spot, but Levers' research men were the first to find out how to make up for vitamin deficiencies in the product.

The interests of Lever Brothers and the Margarine Union touched and conflicted at too many vital

points for stable business life. They started to negotiate some kind of agreement which would keep them out of each other's hair. But once again it became evident that a merger was the answer. On September 2nd, 1929, an agreement was signed which provided for two holding companies, one English, one Dutch, each with the same board of directors. This model was one worked out by the Margarine Union to avoid double taxation in Great Britain and in Holland. At Unilever House in London the Chairman of Unilever Limited sits in an office which is exactly identical to an adjoining one used by the Chairman of the Dutch company, Unilever N.V.

The coming together of the three great companies to create an enormous international combine took



At Bromborough Margarine factory. This is the top floor where the oil refining process is being carried out. Advances in oil refining techniques some half a century ago made a wide range of vegetable oils suitable for margarine making. This is a very far cry from the primitive methods of the 1870s when milk and refined animal fats were mixed and then cooled by pouring the mixture out onto a big marble floor.

place on the eve of the great depression of the early thirties. Throughout this period, one of great difficulties, the present shape of Unilever was being worked out. Production and marketing were rationalised. Margarine factories were closed down, the hundreds of competing lines of soap were reduced to a number large enough to cover household uses, and were manufactured at a small number of expanded factories. Sales forces were reduced, advertising limited and concentrated on its targets. The African company was reconstructed and the group of food companies turned into a very promising affair.

By the eve of the 1939-45 war Unilever was in very good shape, and it emerged under the chairmanship of Geoffrey Heyworth (later Lord Heyworth) as one of the world's major com-

mercial organisations. Most striking of its post-war developments is The United Africa Company which is developing trade and manufactures in an increasingly prosperous, continent.

The Unilever Group makes itself felt most directly to us in J.S. through the sales in our branches of prepared foods, like soups, canned foods, frozen foods, meat products, ice-cream, cooking fats, margarines. Its policy in this field is to market a product which is in line with the way the housewife lives today. Behind this immediate contact lie its worldwide resources of raw materials, its 3,000 strong research organisation, its transport and technical forces. They spring from the personal and family rivalries of the past, now buried in a common interest in the good of Unilever.

Fresh from Friesland

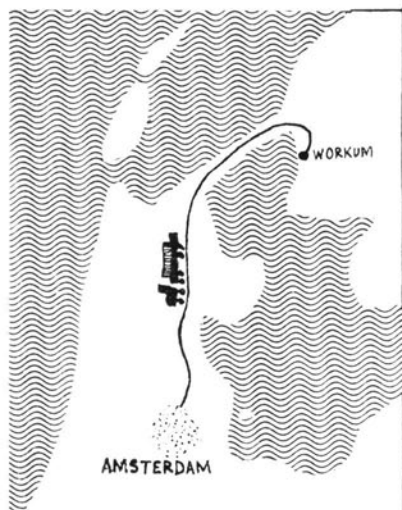
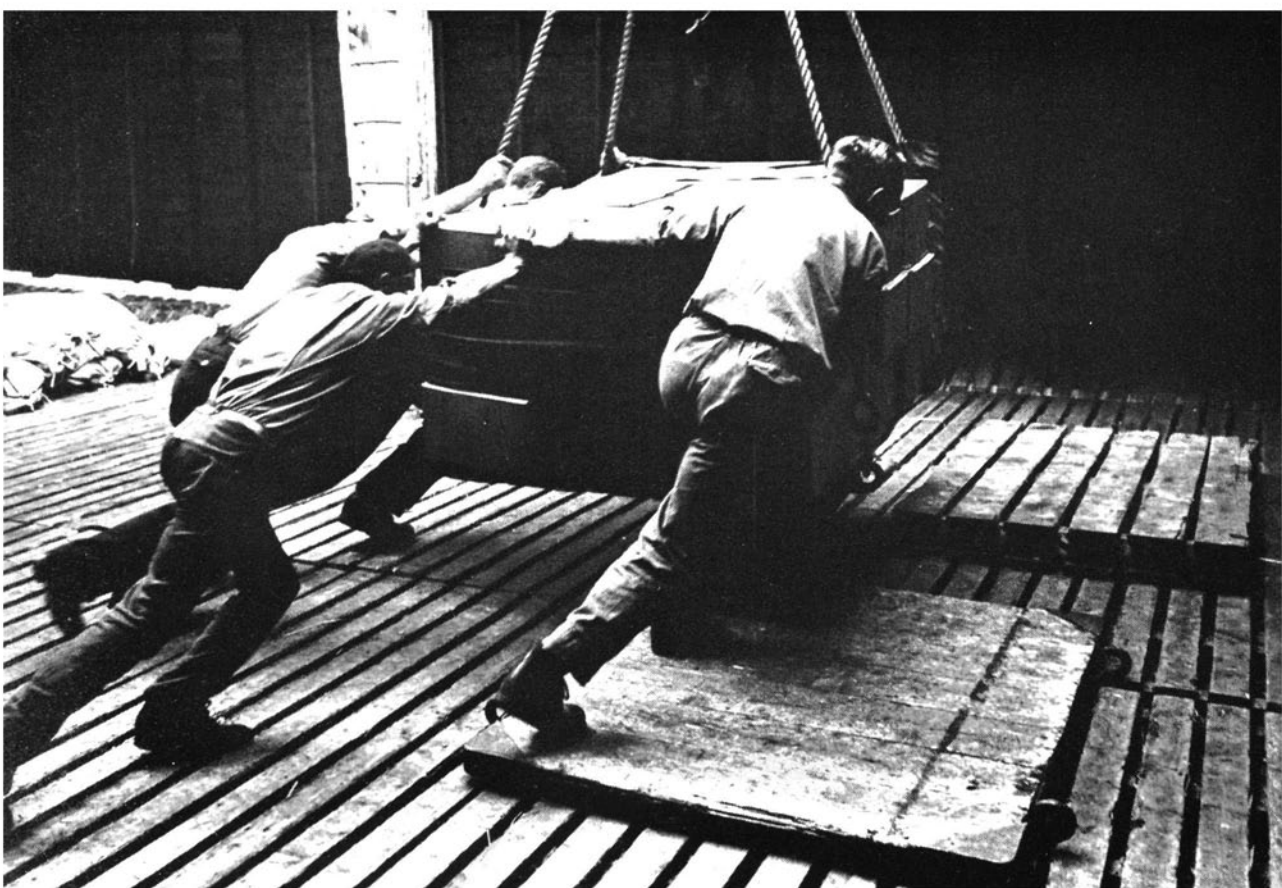
Part 2. Bringing Dutch Butter from the Dairy to Blackfriars

Loading



The outers in the picture above contain 56 packets of butter and they're being loaded on to a trailer headed towards Amsterdam docks miles away. On this Monday evening the trailer is due to leave at 7.15 p.m. with butter made that day from milk which was delivered the day before.

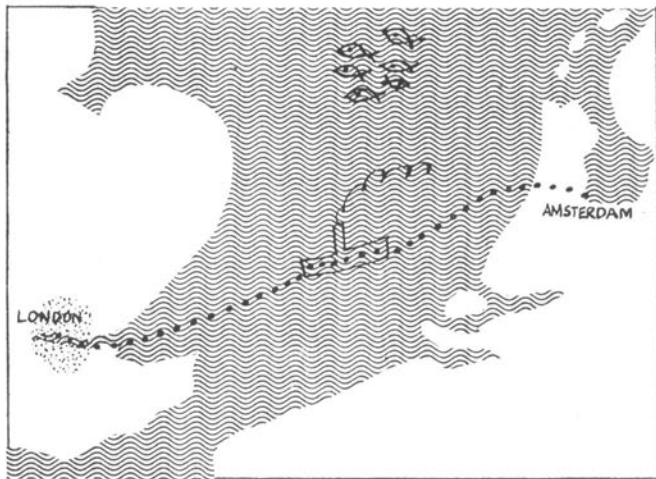
On the opposite page Dutch dockers are loading butter on Tuesday morning into the Rijnstroom's refrigerated hold. Loading continues through the day until the ship is ready to leave at 9.30 p.m. and as it draws away from the dock of the Holland Steamship Company the signpost tells the distance to London – 396 kilometres – roughly 250 miles.



Out to sea



The Rijnstroom slips out into the dusk and glitter of Amsterdam's port and is piloted out to the open sea for what turned out to be a calm quiet trip across the North Sea. The tides were unhelpful and the ship waited twelve hours off Southend, but by 3 a.m. on Thursday the ship with its cargo of butter is tied up at Chambers Wharf. London is hardly stirring at 5 a.m., but at 6 a.m. the crew start to loosen the bolts on the hatches, which are hauled up one by one.



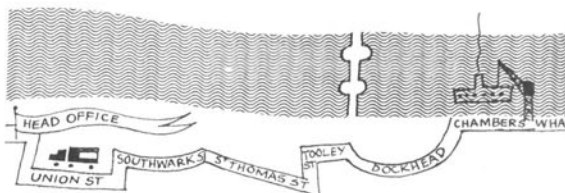
Into Port



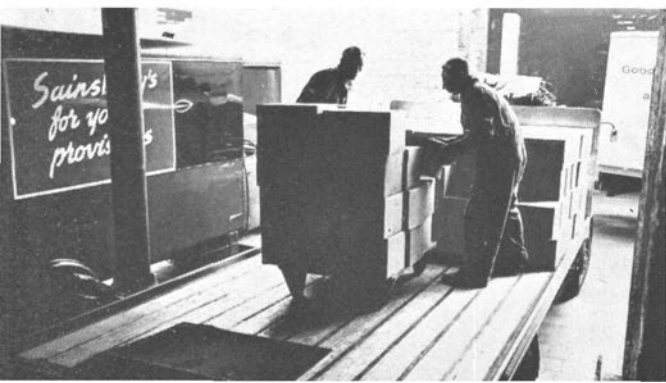
Unloading



Gradually the river has come alive. Barges move, dockers arrive, officials come aboard. Against a backcloth of warehouses the unloading begins at 8 a.m. Captain De Witt, in the white shirt, talks with the tally clerk. The foreman docker prepares for work. Below left, Ron Fry of J.S. talking to Captain De Witt and Bill Robins, the Dock Supervisor who takes charge of the ship while she is in port. Mr. Fry's job is to check all the many papers that accompany a shipment of butter and see the consignment off the docks and into our warehouse.



Home Stretch



Up above, they're at it again – pushing truckloads of butter towards the warehouse, for customs inspection this time. Then it's loaded up onto one of our floats and Driver E. Kemp takes the road to Union Street. By midday it's going into our cold store. It will be on sale in our branches by Saturday.

M and S

Merchants and Ships Chandlers

Sydney Town, 1852

Rules for the Clerical Staff

- 1 Godliness, Cleanliness and Punctuality are the necessities of a good business.
- 2 On the recommendation of the Governor of this Colony, this firm has reduced the hours of work, and the Clerical Staff will now only have to be present between the hours of 7 a.m. and 6 p.m. on week days. The Sabbath is for Worship, but should any Man-of-War or other vessel require victualling, the Clerical Staff will work on the Sabbath.
- 3 Daily prayers will be held each morning in the Main Office. The Clerical Staff will be present.
- 4 Clothing must be of a sober nature. The Clerical Staff will not disport themselves in raiments of bright colours, nor will they wear hose, unless in good repair.
- 5 Overshoes and Top-coats may not be worn in the office, but Neck Scarves and Headwear may be worn in inclement weather.
- 6 A Stove is provided for the benefit of the Clerical Staff. Coal and Wood must be kept in the locker. It is recommended that each member of the Clerical Staff bring four pounds of coal, each day, during cold weather.
- 7 No member of the Clerical Staff may leave the room without permission from Mr. Ryder. The calls of nature are permitted, and the Clerical Staff may use the garden below the second gate. This area must be kept in good order.
- 8 No talking is allowed during business hours.
- 9 The craving for tobacco, wines or spirits is a human weakness, and, as such, is forbidden to all members of the Clerical Staff.
- 10 Now that the hours of business have been drastically reduced, the partaking of food is allowed between 11.30 a.m. and noon, but work will not, on any account, cease.
- 11 Members of the Clerical Staff will provide their own pens. A new sharpener is available, on application to Mr. Ryder.
- 12 Mr. Ryder will nominate a Senior Clerk to be responsible for the cleanliness of the Main Office and the Private Office, and all Boys and Juniors will report to him forty minutes before Prayers, and will remain after closing hours for similar work. Brushes, Brooms, Scrubbers and Soap are provided by the Owners.
- 13 The New Increased Weekly Wages are as hereunder detailed:

Junior Boys (to 11 years).....	1s	4d
Boys (to 14 years)	2s	1d
Juniors	4s	8d
Junior Clerks	8s	7d
Clerks.....	10s	9d
Senior Clerks (after 15 years with the Owners).....	21s	0d

The owners hereby recognise the generosity of the New Labour Laws, but will expect a great rise in output of work to compensate for these near Utopian conditions.

Griffin Report

A football season that in many ways has been frustrating is now nearing its end.

"H" Section have had some success in their initial season in the Croydon Wednesday League and hope to finish runners-up. "T" Section after all had to withdraw from the Kingston Wednesday League, but they are in the Final of the Griffin Mid-Week Cup, where they will meet "B" Section.

In the West End Association, our 1st XI after languishing so long at the foot of the Senior League table have shown improved form recently and may yet escape relegation. The 2nd XI have been near to the top of Division II all season, but they reserved their best display for the most important match, the Final of the Reserves Challenge Cup. Their opponents, Acton Works, had twice defeated us in the league, but in the Cup Final there was no doubting the Griffin's superiority, and they won more easily than the 4-2 result would suggest.

Our 3rd XI, however, playing against the same club, were defeated in the Final of the Junior Reserves Cup by 2 goals to 1. It was a very even game, but our forward line, who have scored so many goals this season, were not quite up to their usual form.

The 4th XI have suffered through being unable to field a settled side, but in spite of not having many victories to their credit, they have no doubt been enjoying their football.

The Six-a-side Tournament on Good Friday had

an entry of twenty-two teams, and proved a popular and exceptionally well attended event.

The Netball team playing in the L.B.H. League have completed all their fixtures. It has not been an easy year, with two changes of Secretaries, but all commitments were fulfilled with limited success.

The Badminton Section are having a flourishing year and have been especially pleased to welcome some new players. The team in the L.B.H. League is having mixed fortunes and several members entered their Individual Competitions. Miss Jean Hampton did remarkably well to reach the finals of five events. The experiment of holding the Griffin competitions as an American Tournament proved quite a success, for it did ensure all participants playing regularly during the day.

The Table Tennis Section are having a successful season. Both the Men's 1st team and the Ladies' team will finish 2nd in their league, the Men's 2nd team will also be high up.

Darts and Summer Sports

Darts continues to have widespread popularity and many tournaments are being organised locally and otherwise. Finals Day for the Griffin events, always well supported, was held this year in the Blackfriars Canteen on Sunday, April 29th.

Looking towards the summer (a nice thought!) a full list of cricket and tennis fixtures have been arranged and new players to these sports are always most welcome. The Bowls Section would also like to see some new blood.

LES POTTER.



Footnote on New Malden

This picture came to us from Mr. A. Biddlecombe, who retired last year as manager of 1-4 Ealing. It shows the fresh meat and provisions departments of New Malden branch on October 7th, 1921, and makes an interesting contrast with our picture in the last issue of J.S. Journal (page 19) showing part of the same counter.

Cup Finals

Griffin Second XI v. Acton Works II.

In the Reserves Cup Final on March 17th Griffin 2nd XI won a decisive victory 4—2. A great game with plenty of aggressive play from our lads. Goal scorers were D. Thomas (2), R. Head and J. Strain. In the team picture below, from l. to r., back row: T. Richings, N. Leverton, J. Arnold, W. Lappage, J. Dunford, G. Sims, H. Oliver. Front row: R. Head, R. Dennis, J. White, J. Strain, D. Thomas.



Griffin Third XI v. Acton Works III.

The Junior Reserves Cup Final was played on a wet Saturday afternoon in the worst of weather. Although we lost 2—1, our team played a hard working game. Our one goal was scored by D. Herd. In the team picture below from l. to r., back row: E. French, H. White, D. Walker, A. Barham, D. Ginn, D. Fisher, D. Willmott. Front row: T. McCarthy, D. Herd, G. Lee, P. Cody, C. Keating.



J.S. Veterans meet at Victoria Hall

On April 3rd, 425 J.S. Veterans came by bus, car, coach and rail to Bloomsbury to hold their Annual Reunion and Concert. Everyone there was delighted to meet and congratulate Mr. Alan and to meet Mr. R. J. Sainsbury and Mr. F. W. Salisbury, who all spent some time at the reunion. At the A.G.M. the Veterans re-elected the former committee and officers *en bloc*. As a gesture of appreciation to Mr. Gurr, their chairman, who has worked so stalwartly in the interests of the group, the Veterans asked Mr. G. Hoare, a former chairman, to present to him a silver tray and set of glasses. The Reunion was appreciated by all who attended and renewed their contacts with friends and firm.







Here's a page of gay pictures from the second annual party-dance held in mid-February at the Tennis Club Pavilion by

New Malden

branch. A lively, popular and happy event with old (oké-koké), new (twist), crazy (Cinderella) and trad (knees up Mother B.) dances. Taking time out from twist are Linda Boatright and fiancé. Unseen here but active behind the scenes were hard-working buffet (delectable grub) preparers Mesdames King, Lovell and Welkes.





*Dinner and Dance
at Derby's
Grandstand Hotel
on February 17th.*

Oops!



**The following appointments to Senior Executives
were made on March 30th, 1962.**



*Mr. B. A.
French, as head
of the Electronic
Data Processing
Department,
responsible to
Mr. Ramm.*



*Mr. R. Linfield,
as head of the
Shop Planning
Department,
responsible to
Mr. Timothy
Sainsbury.*



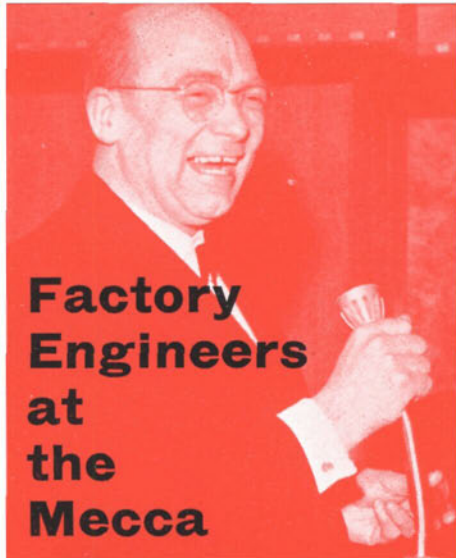
*Mr. G. A. G.
Nichols, as head
of the Sales
Office, also
responsible to
Mr. Ramm.*



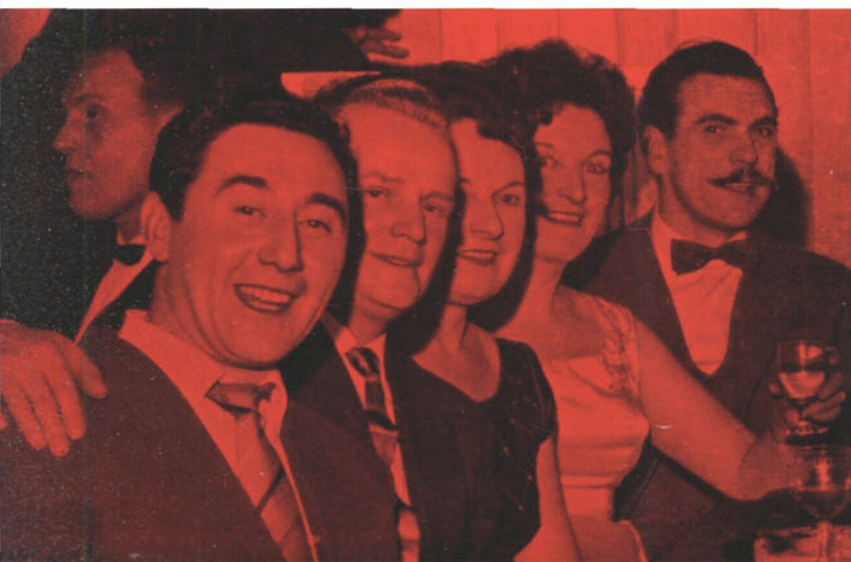
*Mr. Derek
Salisbury, as
Secretary of the
Branch
Management
Committee,
responsible to the
Director
members of that
Committee.*

Staff News has been held over for inclusion in next issue.





Factory Engineers at the Mecca



J.S. Factory Engineers dined and danced at the Mecca on March 17th when 200 Engineers and guests turned out to enjoy themselves.