

# JSjournal

April/65

House magazine of J Sainsbury Ltd



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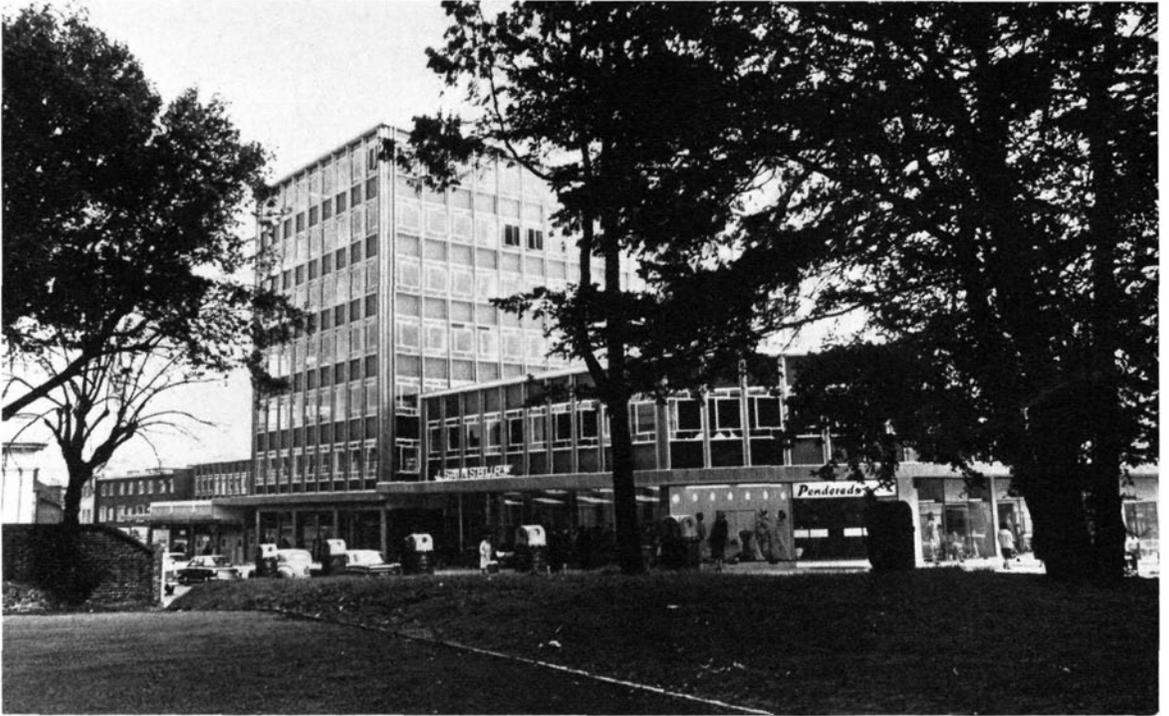
## Mr. Alfred Sainsbury

Just as we were going to press we received the news that Mr. Alfred Sainsbury, the fifth son of the Founder, died in his 82nd year.

Mr. Alfred joined the business in 1906 as a young man after having served his apprenticeship to the Tea trade with Messrs. George Payne of Tower Bridge. He became a Director on the formation of the Company in 1922 and retired in 1941.

During his long association with the firm he was responsible for the Tea, Coffee, Cocoa, Sugar Preserves, Butter and Canned Goods Departments of the business. He was a keen sportsman and will be remembered by many for the active part he took in the formation of the Griffin Athletic Club.

*The photograph shows Mr. Alfred Sainsbury, Mr John Sainsbury and Mr Alan Sainsbury on the firm's outing to Margate in 1938*



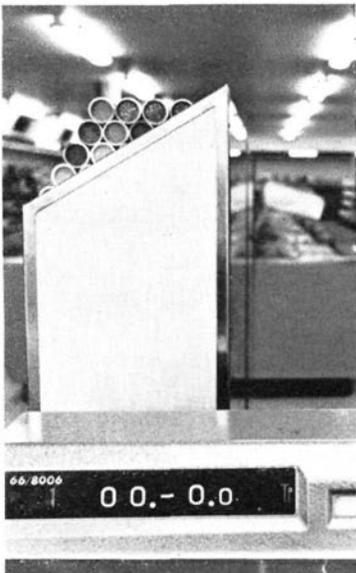
**Redhill**, which, says the guidebook, gets its name from the local sandstone, is a 19th century town which came into existence with the opening of the railway to Brighton. Sainsbury's opened up for trade there at 32/34 London Road in 1900. The shop was a biggish one, but has now been replaced by a self-service branch with a trading area of about 5,500 square feet. It opened for trade on Monday April 5th at 1 pm at 92/96 Station Road. In relation to the former branch it is farther up the hill towards Reigate.





Above, at the Redhill branch, Mr. F. A. Pagden (in the white coat) is looking around just a short while before opening time with Mr. E. R. Weeks, manager of Crawley, who opened the branch. He will be going back to Crawley when the new manager takes over at Redhill. Lower picture shows the fresh bread, still warm from the bakery, which arrived just before opening time being stacked in the gondola. Mr. Eastwood from Grocery Buying at Blackfriars and Mr. J. Lowe are filling the shelves.





Above left is Deputy Manager Mr. C. Meier, centre picture is of Head Butcher Mr. E. Ginn and on the right Assistant Manager Mr. L. Parker. On the left Manager Mr. E. R. Weeks takes a look at - far left - checkout figures at 12.59 pm.



**Islington** is a district in which the firm has been trading since 1878, possibly earlier if we count the time the first JS assistant, Mr. Goodwin, sold a surplus of Christmas turkeys in the market and, with his pockets full of sovereigns, had, for safety's sake, to make a fast exit in a hansom cab. We have had several premises in Chapel Market. The first at 44 Chapel Street, as it was then, opened in 1878 and closed in 1916. In more recent years we traded from branches at 43 High Street,

48 Chapel Market, 76 Chapel Market and a temporary branch at 53 Chapel Market. The new self-service branch which opened on March 29th at 54/55 Chapel Market replaces 43, 76, and 53 (48 closed in 1962) with a trading area of just over 8,000 square feet. It carries the wide range of goods a branch of this size has room for. There is a complete self-service meat department (formerly Islington was limited to lamb and pork), a produce department and a big selection of household lines.

Mr. R. J. Sainsbury and his son David are seen above at the opening which was a very lively one. The firm has a lot of goodwill in Islington and there was a big queue of local housewives waiting for the doors to open.



The manager at Islington is Mr. S. M. Trehwella who had 'flu for the opening day but has since taken over. He joined the firm in 1943 at Farnham and first became an Assistant-Manager at Southbourne in 1954. In 1956 he was at Marylebone, in 1959 at Swiss Cottage where he became Spare Manager in 1960. From October 1961 until the end of 1964 he was a Display Supervisor. Islington is his first management.

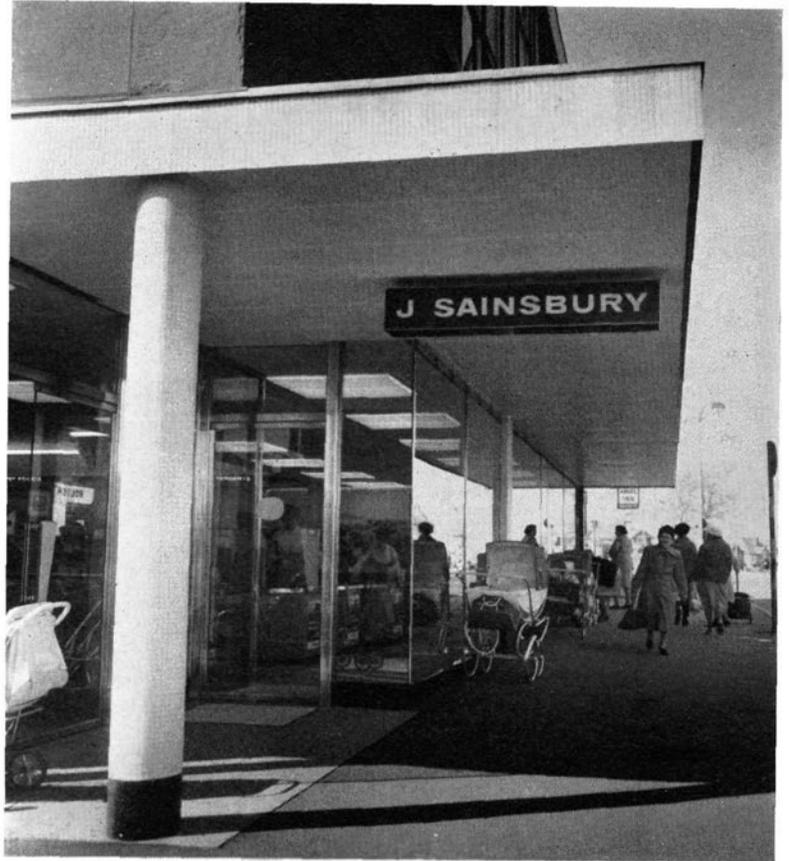


Above is Area Superintendent Mr. W. Hedges with Assistant Manager Mr. H. Wright. Top centre, Head Butcher Mr. F. Paine. Top right, porters M. N'jie and I. Abrebrese. Below are Spare Manager Mr. D. Barclay and Assistant Manager Mr. R. Saville. Right, a general view of the branch.



**Bitterne** on the eastern outskirts of Southampton is a new district for the firm to trade in. The branch stands in Bitterne Road, a busy shopping area. The branch has a sales area of just over 5,000 square feet, was designed by the firm's Architects' Department and opened on Tuesday, March 23rd, at 9.30 am.

Manager at Bitterne is Mr. R. A. Cunningham who joined JS in June 1937 at 59 Hove. He worked at several south coast branches and moved up to Essex to become Assistant Manager at Debden in 1954. He later worked at Purley and Southampton and in 1960 went to Portsmouth as Deputy Manager. He was there until he took over his new appointment as Manager of Bitterne.





The new branch seen from Bitterne Road at a quiet moment. JS people in the picture on the left are Miss Parker, Assistant Manager Mr. M. Tunks on the telephone and Display Supervisor Mr. McDougal in the foreground.

# FIRST CENTURY

Focus on Suppliers in this issue is about the growth of the Liebig Group which celebrates its hundredth birthday this year. OXO cubes are made by the Group's subsidiary OXO Limited.

We are indebted to *The Times* for permission to use material from a Supplement to that newspaper, published on January 20th 1965, in the preparation of our article.

This year is the centenary of Liebig's Extract of Meat Co., marking a century of development in the firm that brings us that most familiar of products, the Oxo cube. The pattern of humble beginnings, one shop or one room and a gradually growing organisation does not occur in the story of Liebig because the founder was one of the outstanding chemists of the 19th century. A German, he was born in 1803 in Darmstadt, studied organic chemistry and became an innovator in many departments of chemistry. He was a pioneer, first in methods, then in experimental results and ideas and in the application of chemistry to the whole field of animal and plant physiology, and agriculture. As a teacher he invented the university student laboratory and for 28 years taught and inspired a whole generation of chemists. He made two outstanding discoveries in organic chemistry of which a contemporary wrote: 'Liebig has shown the beginning of a new day. The first of these was that it is possible for a given assembly of atoms to arrange themselves in more than one way so that molecules that differed utterly in properties might have the same overall chemical formula; the second that certain groups of atoms have a way of remaining unchanged through a great variety of reactions. Together these discoveries mark the beginning of structural chemistry, and consequently, of planned route to synthesis – whether of dyestuffs, drugs, vitamins, or plastics.' Had the Nobel prize then existed he would surely have been awarded this mark of recognition. It was in 1847 that Liebig perfected



Baron von Liebig

*extractum carnis*, an experiment in the extraction of meat in a concentrated form. It was, at first, a costly process, 40 lbs of lean, home-killed fresh beef for a single pound of extract. None the less, at 32s a lb it was eagerly sought after by doctors as a restorative for their more wealthy patients. The 1840s in Europe – the Hungry Forties – was a decade of economic crisis. What



*The Liebig Group owns vast grazing lands in South America where thousands of head of cattle are raised and tended on estancias. The photograph above shows a cowhand at work in Paraguay. The cattle are of the Hereford breed first introduced to South America by Liebig's in 1903.*

were already meagre standards of living for the majority collapsed and there was a shortage of food which brought people to starvation level. Liebig gave much thought to the possibilities of bringing meat, in a concentrated form, to Europe from the plains of South America where the carcasses of cattle, slaughtered for their hides and fat, were left to rot by the thousand. He estimated that in the Argentine, *extractum carnis* could be commercially produced for less than one-third of what it would cost in Munich. He made an offer to make his process available to any commercial enterprise that would conform to his own strict standards, but not until 1861 did he hear from a German engineer in Montevideo who had read Liebig's offer in a magazine and realised its immense possibilities.

His name was George Christian Giebert, a native of Hamburg, engaged in railway construction in Brazil. He was, happily for Liebig, a man of vision and tremendous energy: almost immediately he noted at Fray Bentos, where his engineering work in Uruguay had led him, the ideal site for a factory where meat extract might be made. He sailed for Europe with a plan to get the project started.

Liebig was impressed with his enthusiasm and instructed him in all the details of producing extract of meat. Giebert returned to Fray Bentos and had installed a small plant before the year was out and was already planning far ahead while he waited for Liebig's verdict on the samples he had sent him. That verdict was so favourable that the great chemist agreed to Giebert's product being called 'Extractum Carnis Liebig'.

In 1863 Giebert again sailed for Europe, this time to raise capital for taking over lands and livestock at Fray Bentos. He formed a limited company with headquarters at Antwerp where there was already a large trade in hides from South America. By the middle of 1864 a small factory was working at Fray Bentos, a year later it was sending



Photo Erich Hartmann Magnum.

to Antwerp 1,500 lb a month of extract as well as smoked tongue, salt beef, bone meal and dried blood.

Giebert's rate of expansion was that of a visionary and it was soon obvious that large capital sums would have to be found.

Liebig's Extract of Meat Company was formed in London to take over the business with a capital of £150,000.

Liebig died in 1873 and within a year Giebert died too, but the company continued to expand. By 1875 the Fray Bentos factory was producing one million pounds of extract a year. The company had bought a succession of ranches over the years and were able to supply the factory with their own raised and fattened cattle.

Today the Liebig Group owns estancias in the Argentine, Uruguay, Paraguay and Rhodesia, in all some 2,881,000 acres on which cattle raising is by far the most important activity. This is an acreage which approaches in size the combined area of Kent, Sussex and Hampshire.

It was Liebig's who began to import Hereford cattle into South America in 1903, an experiment about which there was grave doubt, but which was fully justified as now 80 per cent of beef cattle in Uruguay are

Hereford. However, in the more northerly estancias where conditions are sub-tropical, low calving and high mortality made Herefords uneconomical. Brahman blood of *Bos Indicus*, the genus of humped cattle was introduced in the 1930s and has made for healthier herds in conditions which are indigenous to it. By 1889 extract of meat had become a by-product of corned beef, for which the name Fray Bentos is world famous. At Liebig's factory at Colon, in Argentina, Cattle drawn from the surrounding area are slaughtered from February to July, usually 100,000 to 150,000 head per season. At every point of their progress from slaughter to can, rigid inspection and testing for disease and bacteria is carried out. Carcasses are handled on overhead rails so that at no point does any part, not even the hoof, touch the ground. Any defect leads to the removal of the entire carcass. Those that are given a clean bill of health are cut up. The meat is cooked for a short time (under 20 minutes) and the gravy run off and reduced by evaporation, and finally put into 56 lb or 100 lb cans which are exported to factories all over the world for manufacture

*Extractum Carnis Liebig was marketed in jars of this type in its early years. OXO did not come on the market until 1899. The name, however, had been in use since 1880 when the clerks at Liebig's factory at Fray Bentos in Uruguay began to use it for chalking up cases of dried meat.*

*Photograph by "The Times"*



into cubes, soups, sauces and other products. The mass of the partially cooked meat is made into corned beef under conditions of rigorous testing and control repeated at each stage of the process. In England, where the Group operates through its main subsidiary OXO Ltd., two production centres convert canned extract into Oxo cubes. One is a former woollen cloth mill in Chippenham and the other a building of harsh red Accrington brick set in a scene typical of a Lowry painting. This factory was evacuated during the war from Southwark and has stayed there largely because raw materials come by ship into nearby Liverpool. It is a forbidding structure, but spotlessly clean. Every employee, including the manager, office staff and visitors are required to wear a freshly laundered white coat and hat. Not that the raw materials, when they first arrive, look to be in need of anything but heavy handling. The 56 lb and 100 lb of beef extract and large barrels of hydrolised protein have to be opened with pneumatically driven tools.

Once free from tins and barrels, the blocks of extract and hunks of protein are carried by fork lift truck to one of four mixing vats, each of which hold over two tons of ingredients. Inside the mixer the meat and protein extract are pummelled by spiral rolls which are in fact pipes through which hot water runs. After the blocks have been reduced to a liquid by the heat, a carefully measured amount of spices (white pepper, celery, onion powder and cayenne) are added. This mixture stays in the mixer for over two hours at a temperature of over 80°C. Just before it is ready for decanting

a small amount of caramel is added to give blandness to the taste. At this stage the mixture is a delicious smelling brown liquid called the 'wet mix'. When the wet mix is ready it is pumped into a hopper which stands on an electrically operated weighing machine which cuts off when the correct amount has been pumped in. The hopper is then carried by truck to a vacuum pan, into which two large buckets of melted pure beef dripping have been poured. The wet mix and the dripping are rotated for a few minutes, the lid of the pan is closed, the vacuum applied and a predetermined amount of moisture extracted.

While the wet mix procedure is going ahead the dry mix operation is going on in another part of the building. Measured amounts of pure wheat flour, dried yeast, salt and dried beef powder are poured into a drum, about the size of a railway engine boiler. Inside the drum the mix is heated, rotated and released into containers. The dry mix and wet mix are then blended into a substance as viscous as warm toffee. The vacuum pan is tipped forward and the mixture pours ponderously, like lava advancing down a volcanic mountainside, over the edge of the pan. It is cut away and guided, lump by lump, into metal containers which resemble small milk churns. Once filled these are stored in a maturing room for 24 hours at a cool even temperature which allows the mixture to harden.

The next stage is the loading of the churns, with the top and bottom lids removed, into a machine which thrusts a ram through the container at a pressure of over one and a half tons. This forces the mixture through five holes, about three-quarters of an inch square, so that what emerges at the other end are five long square-sectioned rods of extract which handle like strips of rubber. As they pass from the ram-press they move through an electronic metal detector, which will set a buzzer going if even the most minute piece of metal has found its way into the substance.

From here the cube is formed – in an air-conditioned room which obviates atmospheric moisture, so that the product remains crumbly. The strips of extract are fed into one of many small machines,

designed expressly for this job. A high-speed rotating cutter powders the product, which then drops into a mould. While passing through the machine the cubes of powdered extract – now recognisable as Oxo – are wrapped and sealed in tin foil. These pass along a moving belt to a machine which encloses them in boxes of six or a dozen. Weight is important, and any packed box that is over or under weight is rejected and later examined. The smaller boxes are packed by hand into larger cardboard containers.

Over and above the normal factory progression is quality control. At several stages throughout the process members of the quality control unit remove samples of the extract and put it through rigorous tasting and other tests. The standard is high, the limits of quality clearly defined – nothing is left to chance.

Today the Liebig Group makes more than 280 different products. Factories in England produce, as well as beef cubes, meat pies, potato crisps and commodities used in scientific research. France markets about 70 varieties. African countries like Nigeria and Rhodesia turn out a wide selection of

canned foods and vegetables not the least interesting of which are egusi and groundnut soup, joll of rice with beef and palm oil stew with guinea fowl. Argentina produces a canned meat called tuco de carne, and also many by-products.

A further source of pride is the making of culture media for bacteria of which there is now a range of more than 200 varieties, many of which are used for highly specialised purposes and between them meet most of the needs of bacteriologists. The Oxoid division, now operated through a subsidiary, Oxoid Ltd, which has just been formed consists of a staff of 200 and has its own building plant and laboratories quite near JS at Blackfriars. The JS Bacteriological Laboratory obtains all its supplies of culture media from this source. Liebig's have an advertisement which says, 'In 2065 the most important problem in the world will still be how to feed its people. If we can manage the job it will be because of the farmers, the scientists, the technologists, the distributors (and Liebig's will have played a part together with all of these) and the understanding and conscience of the well fed.' Justus von Liebig could be paid no greater tribute.

*Quality control in production is the responsibility of the Liebig Research Centre which ensures that officially approved standards are used in all the Group's factories. Below: tasting tests at the Great Harwood Oxo factory. Right: fat determination apparatus at Hackney.*

*Photograph by "The Times"*



# Two Retirements

When Mr. F. A. Pagden and Mr. A. C. Welch retired on April 30th the firm lost from active work two Area Superintendents from areas south east and south west of London.

Both Mr. Pagden and Mr. Welch had long and highly successful JS careers, commencing as junior branch employees, and at the end each being responsible to the Directors for the day-to-day functioning of approximately one-fifth of the firm's branches.

We are sure that they will take the warm wishes of all who worked with them into a retirement which we hope will be long and happy.

## Mr. F. A. Pagden

Mr. Pagden's father was a village tailor in Burwash but he himself had no inclination to go tailoring. His first job was with the village grocer which he felt was not a job with a great future so he answered an advertisement and was interviewed for Sainsbury's by Mr. Green at Hastings. He started work at Blackheath in March, 1921. He moved to Tunbridge Wells then to Folkestone as first bacon hand. He met his wife here and got promotion to Assistant Manager. This lasted one week. Next week he was managing 122 Croydon in George St. at the age of 22. He worked there and at 73 Croydon and did some reliefs, then went to Chelsea in 1934. He remembers it as a real education. It was a branch which had every kind of customer and in his brief spell there he learnt a great deal. In 1935 he was promoted to District Supervisor of an area which took in Stockwell, Dorking, Sutton, Epsom and the Croydons and he was just about to buy a house at Coulsdon when Mr. John offered him the coastal area to supervise. Within a couple of weeks he had settled in Hove and was looking after JS branches from Bognor to Folkestone. He stayed there through the war, a period of change and stress when he had to cope with damage to branches from daylight raids, the loss of male staff to the Forces and the responsibilities imposed by rationing regulations and shortage of supplies.

In 1944 when the new grade of Superintendent was created Mr. Pagden was one of the five men who were appointed. His area covered the coast from Folkestone to Bognor and reached inland to Tunbridge Wells, East Grinstead, Croydon and South East London.

In this area Mr. Pagden had the experience of helping with the planning and opening of



*Farewell dinner to Mr. Pagden at Grants of Croydon. He is speaking in the top picture and seated on his right is Mr. A. G. Booth who succeeded him as Area Superintendent. Centre left, Mr. Pagden receives specifications of a greenhouse, one of his colleagues' parting gifts.*



*Mr. Welch was entertained by his colleagues at the Griffin Hotel, Kingston. Top picture, Mr. A. E. Leach, his successor as Area Superintendent, is speaking. Centre left, Mr. S. Walter, who was the Area Superintendent whom Mr. Welch succeeded in 1959, paid a warm tribute to him.*

our first self-service branch at 9/11 Croydon in 1950.

No brief outline of Mr. Pagden's career with JS would be complete without reference to the energetic work he put into the S.S.A. He built up a very vigorous following for it on the South Coast before the war. After the war he helped organise with Mr. F. Parker of the Griffin the first big Dulwich Fête and the other events of the 1950s, the dances at Earls Court, the Albert Hall and the trips to Calais and Boulogne. He has been without doubt a tower of strength to the firm—at work and at play.

## Mr. A. C. Welch

Mr. Welch's first day at Forest Hill, where he started work in 1922, was nearly his last. The branch was having a new mosaic floor laid by Italian workmen and at the end of the day Mr. Welch walked out to the front door sinking into moist cement and blue and white mosaic at each step. His return to work next morning surprised the manager George Younger so much that he failed to sack him. Mr. Welch used to live in Greenwich and worked later at 114 Lewisham, a tiny shop with one counter and a marble shelf. Much of the trade in chickens and rabbits was done through the front windows. Refrigeration there was none but Gattis ice-men used to deliver the ice each day and the branch accepted with resignation the short weight in the winter to make sure of regular supplies through the hot summer months. For a while he went to 44/46 Lewisham (both branches are replaced by our big self-service branch there) and then got a relief management post at Norbury. Management on this basis was rather a sink or swim affair in those days. If you seemed a likely man you got a chance and if you did well you'd get more chances. Mr. Welch got a management post at 218 Sutton soon after this in 1930 when he was 26. In 1932 he moved to Tunbridge Wells to manage what is now 94 The Wells (to be replaced this year by a self-service branch) and after a number of wartime reliefs, he came to Blackfriars to the Training Centre where he had an opportunity to renew contact with returning trainees. It was a period of great interest in the growth of the firm though at the time, he says, self-service seemed a very remote American activity.

At the end of 1946 he was appointed District Supervisor in Mr. Walter's area, which covered the Kingston, New Malden to Bournemouth section of the firm's trading. He saw the introduction of self-service at Southbourne in 1954 and in the same year he was supervisor in the take-over of the Coppins chain of shops which closed on a Saturday night and opened on the next Tuesday morning as Sainsbury branches.

In December, 1959, Mr. Welch took over as Area Superintendent from Mr. Walter.



## Marmalade for JS Breakfasts

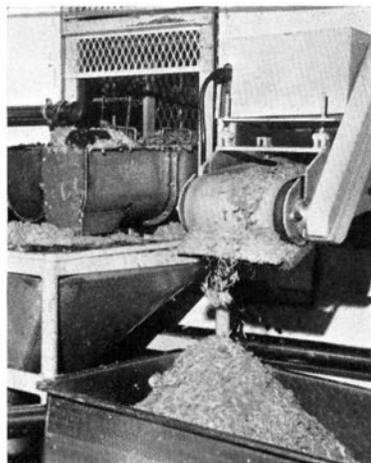
An account in  
pictures of the  
making of JS  
marmalade



THE story is told that in 1561 when Mary Queen of Scots sailed from Calais to be crowned Queen in Scotland, her Spanish doctor made her an orange mixture to prevent sea-sickness. Her French courtiers called it mer-malade (sea-ailment) mixture and so the name came into use. The word actually comes from the Portuguese marmelo, or quince, which in turn is a derivative of the Greek meli, meaning honey. The original preserve was, in fact, made from quince with the addition of honey or sweet wine.

2 Our first picture, above, comes from Seville, where the oranges grow. The workers in the picture (1) wear blouses like a jacket, into which they place the oranges, to save picking time. They are individually wrapped in tissue paper to prevent bruising, packed into wooden crates and sent by sea to Britain. Our second picture shows them at the factory after they have

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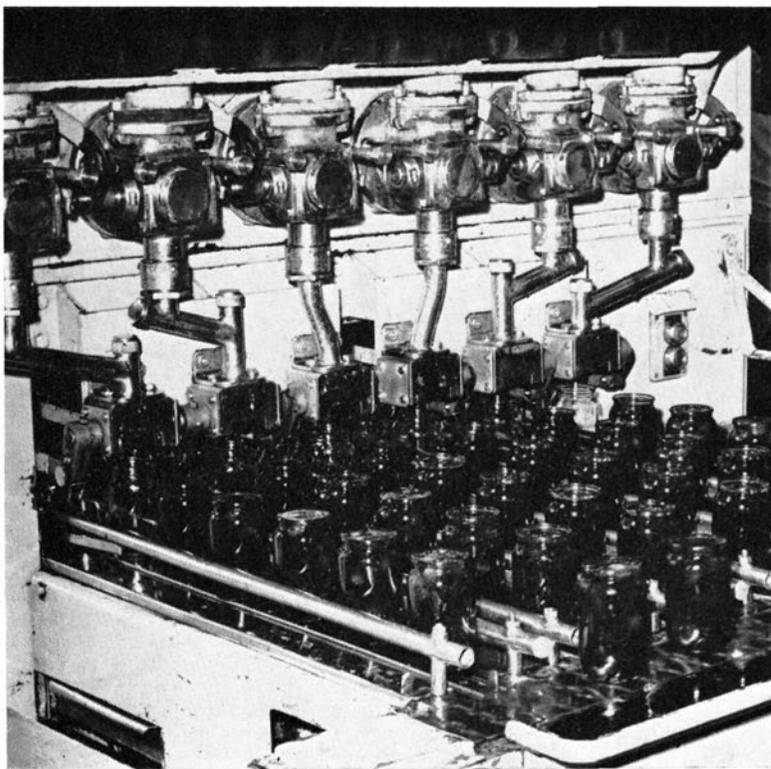
been unwrapped and sorted (2). A trough of cold water washes them thoroughly and a conveyor belt carries them into the Orange Cutting Room where the buttons are removed by hand. Our third picture (3) shows the girls doing this. They put the fruit into cupboard-like machines that separate pulp from peel. The skins are cut, first into quarters, then into shreds, thickness varying according to the type of marmalade. A conveyor carries them into the next room and empties them into waiting stainless steel trollies known as prams (4).

Meanwhile, the pulp passes through a mixer into a rotating worm that runs the length of the room below the belt on which the oranges rest. In picture (4) it can be seen on the left, coming out onto a sieve. It is pumped from there into sterilising tubs, injected with steam, and either used immediately or put into cold storage for future use.

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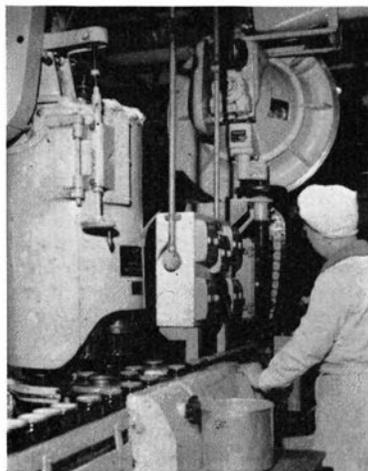
As, naturally enough, there is not a regular supply of Seville oranges all the year round, much of the harvest goes in polythene bags into cold storage (5). Peel that is used at once, is first put into a spin drier, which extracts the oil, and then is cooked to soften it. In the trade they call it 'mustard'. A vibrating sieve throws out pieces that are too small for the particular marmalade being made. These are candied and subsequently used for the Christmas trade of mincemeat.



The cooking process is essentially the same as that used by the housewife in her kitchen. The juice, or filtered pulp, is mixed with sugar and boiled to reduce the water content, the shreds are carefully weighed and tipped by hand into the boiler at regulated intervals together with the 'mustard' and pectin to ensure a firm set (6).

The marmalade is now made and put into sterilised jars by the filling machine at the rate of 112 a minute (7). A machine clamps the lids on and then seals them (8). Each jar is thoroughly examined for consistency and colour. One of our pictures shows the Works Manager (9 and 10), sampling a batch from the belt. It could be one of the four varieties sold by JS.

A long conveyor belt takes the jars into the packing room (11). Here, once again, quality control tests are carried out before they are finally packed into cartons for despatch or stored to keep us supplied with marmalade all the year round (12).



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by Peter Proto

correctly; glance in your wing mirror; turn your head round to defeat the blind-spot; and finally give a good hand signal to warn drivers behind."

Phew! All this and the car hasn't moved an inch.

I was about to put his words into action when my lesson had come to an end.

I parted from my instructor dismayed but somewhat relieved.

The following week passed quickly and I was ready for my next lesson. I was greeted by my grinning instructor and showed to the car. With added confidence I started up the engine and slowly chugged away; remembering at the last moment to release the hand-brake. I then had to change to a second gear. A chart pinned to the dashboard in front of me had all the necessary information. Zig-zagging along the road I wrenched the gear-stick into position. With a sickening crunch I came to a sudden halt. I had forgotten to use the clutch. From then on it was, to put it mildly, an uneventful drive.

I crawled along the roads all of five miles an hour, and as I careered along the High Street my instructor said, somewhat harassed, "You aren't what I like to call a NATURAL driver...".

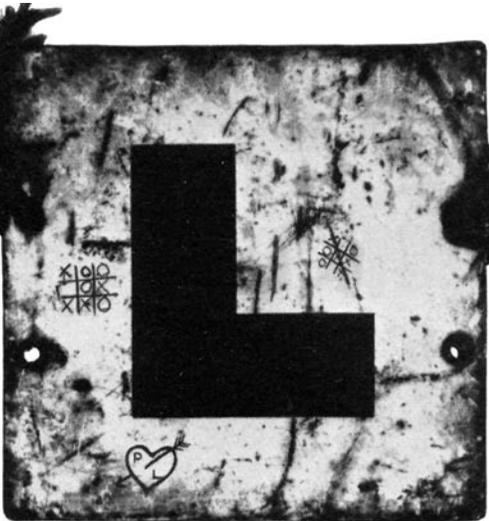
But I stuck it out. I persevered.

The events of the next few months produced shattered nerves and tired limbs for both of us. On one occasion I was driving down a hill rather quickly and started applying the foot-brake. Instead of the car slowing down it kept going faster. My instructor shouted at me to slow down; but I couldn't. I went into a cold sweat and removed both feet from the pedals. The traffic-lights were getting nearer so as a last desperate measure I applied the brake again. The car finally slowed down. My foot, which is exceptionally wide, was operating the accelerator and brake at the same time.

Not all my mishaps proved as exciting as that though, I'm glad to say.

Little nonsensical happenings really, for instance the day I stalled the car at a level-crossing; taking ten minutes to emerge from a minor to major road and that terrible moment when I brushed against a Mark Ten as I was moving away from the kerb.

There's nothing to it really. All you need is five months, two cars and £40 worth of lessons...



I DIDN'T, I'm afraid to say, take too readily to the motor-car. And I think the car felt the same towards me.

I started taking driving lessons last October. After months of contemplation and thought beforehand, my mind was finally swayed when my grandmother passed first time after only nine lessons. A member of the opposite sex, and my grandmother at that; it was the last straw. Anyway, I went to the same driving school, had the same instructor, and even the same car as her. I was taking no chances; nine lessons and pass first time, marvellous.

This week, five months, two cars and £40 later I'm beginning to feel part of the car. My instructor has great faith in me (my money also methinks!) and a great deal of patience.

After my first few lessons I started to have second thoughts about the whole idea. As I sat in the driver's seat for the first time I was confronted with a multitude of brightly coloured knobs, buttons and switches. My instructor, a fat man with a constant grin on his face, entered from the other side. He began to explain some of the paraphernalia that befrosted me. I listened intently. A half hour passed, my mind saturated with information. He finally came to a halt and produced a key from his pocket and handed it to me.

My heart dropped into my stomach, my hands started shaking and I couldn't find the place to put the key. A closer inspection revealed it on the steering wheel column of all places.

In went the key and I switched on. The car began to shake and I promptly gripped the steering wheel.

"Good," said the instructor.

So far so good I thought.

"Now before moving off from the kerb..."

I tried to memorize his helpful information. "Adjust your seat to the correct position to enable your feet to reach the pedals easily; make certain your gear stick is in neutral; check your driving mirror is positioned



*Mr. G.H. Lovegrove, Visiting Panel Secretary addresses the meeting. Seated are Mr. W.C. Gurr, Veterans' Group Chairman and Mr. A.G. Austin, Veterans' Group Secretary.*



*Facing the Panel are Mr. A.G. Austin, Mr. W.C. Gurr and Mr. G.H. Lovegrove. In the front row, left to right Mr. W.B. Hook, Mr. H.A. Steward, Mr. G. Hoare, Mr. A.E. Snow, Mr. A.J. Curtis. Second row Mr. A. Biddlecombe, Mr. G.E. Wade, Mr. G.H. Giblin, Mr. J.W. Wishart, Mr. G.R. Walter, Miss Munro and Miss Kidd. Third row are Mr. F. Loveless, Mr. W.H. Holder, Mr. H.H. Stevans and Mr. W.L. Cave.*



*From left to right Miss E. Paris, Miss M. Richards, Miss M. Potter, Mrs. H. Roberts. Second row Mr. H.W. Pealey, Mrs. Wagland, Mr. E.G. Wagland, Miss E. French and Mrs. Pickering. Last row Mr. A. Turner, Mrs. W. Jackson, Mr. H.W. Younger, Mr. W.V. Baker, Miss Hawker and Mr. C.A. Colmer.*

## JS Veterans' Visiting Panel

Mr. W. C. Gurr writes about some of the problems of retirement and the work done by the JS Veteran Visitors in helping to face them

DURING the past year over 80 employees of JS have retired and during the years ahead very many more will join these new pensioners in what we all hope will be a very happy retirement.

Have you thought about it? What are you doing to prepare yourself for this great day? Preparation is most necessary if you are to enjoy the full benefit of your well earned leisure.

Retirement can be the happiest period of your life, especially, if you are blessed with good health. It is a new life which suddenly starts when you finally leave work. You miss the daily contacts with your fellow workers, you miss the discipline which your job has entailed, in short, you are on your own.

A woman settles down to retirement much more easily than a man. For a man, once the first flush of freedom has worn off, reaction can set in unless he has made adequate plans to meet the situation.

Of course, the wife is very pleased to have him at home, there are so many jobs she wants done, the best bedroom wants doing up and it is time the front of the house was painted. These jobs are all very well, but they do not last long; something much more satisfying is required.

May I, from many years of personal experience and contact with hundreds of pensioners give you a hint or two.

Don't sit at home doing the "Pools" or watching the horses on the Tele. Do something active, preferably something that will satisfy both mind and body. A healthy mind usually means a healthy body.

Don't lay in bed in the morning, be up bright and early and anxious to do all the things you have planned for the day.

Many of our present pensioners find great

satisfaction in local affairs, working on various Committees, helping with the "Meals on Wheels Service", acting as Friends of their Local Hospital, assisting in running "Old Aged Groups", acting as Blood Donors and reading to old people in their homes.

Gardening, carpentry, playing bowls, both summer and winter where you meet so many people, all have their attractions. The watchword should be *Do* rather than *Watch*.

Over 40 of our pensioners find great satisfaction in serving on the "Veterans Committee" or "The Visiting Panel". They meet frequently and thoroughly enjoy the opportunities given to them to organise some service for their fellow pensioners.

The Visiting Panel of 33 members has now completed its 5th year, and during the past year the Visitors have made 1,000 calls on Pensioners in their homes, hostels and hospitals. This is a grand work.

I was interested to read the House Magazine of the "Dominion Stores" of Toronto, Canada. During the last three years retired members of this firm have been visiting other pensioners. Their article in the Magazine was headed

"Keeping in touch with all the Family".

I think this sums up very well the work of our own Visiting Panel, who are supported so generously by the Directors of the Firm. Many of these Visitors are nearing their 80th birthday, some have already passed it, and every year their areas seem to grow larger.

In the past we have been fortunate in obtaining replacements for those who have been obliged to give up, but with the advancing age of the present Visitors we have need for other volunteers to come forward to carry the torch. Men or women who would like to help are asked to get in touch with the Veterans Group. If you run a car we shall be more than pleased to meet you.

Although we have made progress during these past five years, there is still more that can be done. One of the greatest troubles of old age is loneliness, which can be made almost intolerable if coupled with ill-health or infirmity. We have many pensioners living alone, some spinsters, some have lost their partners, many have no children to turn to. These are the pensioners whose lives would be brightened immensely if their loneliness could be banished, and the horror of crippling ill-health without attention could be removed.

The Local Authorities throughout the Country run some excellent homes, but these do not meet the need of the pensioners I have in mind. Pensioners who can afford to pay, husbands and wives who do not want to be separated, as is so often the case.

One day I hope we can tackle this problem. Meanwhile please do prepare for retirement and remember the Visiting Panel will be glad of your service.

## Suddenly it's Spring

H. Brown's gardening notes for this issue cover routine jobs and advise on plant selection for the small garden

Another busy month. Happily the lighter evenings make us less dependent on a fine weekend, but no time must be wasted if the work is to be kept up to date. I say work, but is it? The warmth of the sun on your back after the long winter, the colour of the spring flowers, tulips, daffodils, wallflowers, polyanthus, etc., the rich green of the lawns, so different from the tiredness of August, the brave new shoots on the roses, so full of promise of the blooms to come, the first vegetable seedlings showing through the soil. All this to me spells not work but pleasure. Be that as it may, and call it what you will, this is what you should be doing now in your garden, if it is to do you credit this year.

### The Lawn

Weed infested lawns should be a thing of the past. The selective weed killers now available enable you to keep lawns in a weed free condition. This is the best month of the year to apply them to get the maximum kill, but do be careful to follow, to the letter, the instructions printed on the label. This is lethal stuff, and any drifting or splashing on the plants in the borders will kill them as surely as it will the weeds in the lawn. Keep the mower going; every three or four days is the ideal at which to aim, and don't shave it too closely. Set the blades to leave the grass about three-quarters of an inch high. I remember some years ago asking an old gardener how to get rid of coarse grasses in a lawn. "Mow 'em out lad, just mow 'em out, broad leaved grass don't like being cut, keep at 'em and they'll go." This was his reply, and his lawn looked like a billiard table, and I have since proved that his advice was sound.

### Perennials

Let's make a start with the Perennials as it will be a week or two before the changeover

from spring to summer bedding plants. Michaelmas daisies, delphiniums, lupins, phlox and the like, will give a finer display if the number of stems is reduced to four or five of the strongest, indeed, I always got my best michaelmas daisies in the years in which I lift the plants and replant a few single shoots about nine inches apart to form each clump. This is the proper time to place supports for the plants to ensure a natural appearance in the border at flowering time, and they will show their appreciation for a top dressing of manure or compost.

### Bedding Plants

These can be so useful, particularly in the smaller gardens that go with the modern house and maisonette. Here the emphasis should be on neatness, brightness and variety of colour.

Gardeners with glass available will, by this date, have their plants, so I will address my remarks to those of you who have to buy in. Firstly, a few generalities; I would advise buying from a local nursery, rather than the stall in the market, it is better to buy first-hand and you will at least know to whom your complaints should be addressed if dissatisfied. If you have the choice between boxes showing a number of flowers and others without, choose the latter, they make the better plants. Salvias in pots are a better buy than those in boxes, the results will justify the extra cost incurred. Stocks are another subject that need careful selection. Good stocks should have ample foliage of a healthy green and the stems should be green, supple and tender, a box of young plants poorly grown will have grey leaves and yellow hard stems. Nothing you can do will make worthwhile stuff of these so don't waste precious garden space trying.

With a small garden everyone has a close-up of the plants grown, so quality is very important, these are the names of some of the better than average varieties that you should look for. ALYSSUM; SNOWCAP and SNOW CARPET are two whites that really are dwarf, only two to three inches high; ROSIE O'DAY, a rose pink and ROYAL CARPET, a rich violet would provide contrasting colours.

ANTIRRHINUM; Rust is a troublesome disease with this plant, but there are strains of seed which produce plants resistant to the complaint, varieties which I have found satisfactory in this respect are WISLEY GOLDEN FLEECE, WISLEY CHEERFUL and WISLEY BRIDESMAID. Another good one I have grown is called TIP TOP, this does, however, reach a height of four feet so would need to go at the back of the border.

BEGONIAS. Most people are familiar with the double form, tubers of which are on sale in practically every store in the High Street, but I find the fibrous rooted kinds very at-

tractive. Growing only to a height of six to nine inches they cover themselves with flowers. INDIAN MAID is a good one, scarlet flowers and deep bronze foliage, so too is FIRE SEA another scarlet but with green foliage. A strain called THOUSAND WONDERS is also excellent, the name is indicative of the display you can expect from a bed of these. DAHLIAS. The dwarf bedding decorative and cactus varieties are better than the old single coltness gem hybrids, requiring much less attention to deadheading to keep them in bloom. They can be bought by name, my own favourite is PARK PRINCESS, a beautiful shade of pink, fortunately there are so many good ones that you are unlikely to be disappointed with your own choice of colour.

MARIGOLDS. Modern strains are now so good as to be almost indispensable in any bedding scheme. CLIMAX and CRACKERJACK are the best of the latter varieties and I like NAUGHTY MAID, NAUGHTY MARIETTA, LEMONDROP and HARMONY of the dwarfs.

PETUNIA. Another greatly improved flower, the habit being neater than the older forms which tend to sprawl. RADIANCE, RED ENSIGN, ROSE VEIL, SNOW CAP, STAR TROPHY, GLITTERS and PINK PROFUSION are a few of the good ones. ZINNIAS. These can be had in variety from the large dahlia and chrysanthemum flowered types on two to three foot plants, to six inch gems covered with tiny flowers. The smaller ones are most suitable for bedding, and the following can be recommended, PUMILA, eighteen inches, LILLIPUT, PERSIAN CARPET, twelve inches, and THUMBELINA, six inches.

Finally, when planting out, remember that these plants have a lot to do in a very short space of time, and will amply repay good soil preparation. Something like this would do, a pailful of damp peat and a handful of a complete fertiliser to each square yard. Then rake or fork both into the top few inches and afterwards firm the soil.

### Vegetables

With so much to do among the flowers it is fortunate that the pressure is off in this part of the garden. Most of the April sown seeds are now through and early thinning will give the plants every chance to develop satisfactorily. Keep the hoe busy between the rows to destroy seedling weeds and be ready to draw up some soil to the tender plants should frost threaten. Prepare the soil for tomatoes, fork in plenty of moisture holding material, but save the fertiliser until the first fruits have formed. Remember to sow another short row of lettuce, carrots and radishes to keep up the supply and to make sure the crops do not lack water. Slugs will be active with the warm nights but a timely application of the liquid Slugit, or a few slug pellets put down in likely places will save those precious seedlings.



## Slough goes Dancing

Slough section held a very lively dinner and dance on March 13th at the White Hart Hotel, Windsor. About 250 members and their guests were there to dine and dance. In a raffle for the JS Crippled Children Fund £20 was raised.





*T. Richings, J. Farthing, J. Dixon, C. Templeman, F. Oram, B. Salmon,  
L. Turner, J. Johnson, P. Roffe, M. Taylor, D. Thomas*

## Factory win Cup

Griffin 'Q' won the Senior Challenge Trophy of the West End AFA in solid style by defeating Osram-GEC 5-3 on March 13th. Our factory team started with four goals in the first 13 minutes. Picture on the bottom left shows L. Turner (far left) heading the first goal for the Griffin. The picture bottom right is of London's only remaining toll gate next to the Johnson-Matthey ground where the match was played. It costs you 6d to take a car through but you can get a score of sheep, lambs or hogs through for 2½d.





*Congratulations to Mr. Dennis Warren and Miss Valerie Gilbert of Crawley, married at St. John's Church on March 27th*



*Congratulations to Mr. Jim Denman and Miss Pat Down of Crawley, married at Worth Church on March 27th*



*Congratulations to Mr. B. Froude and Miss R. E. Palmer of Slough, married at St. Mary's, Langley on March 6th*



*Congratulations to Mr. George Thomson and Miss Linda Wilson of Head Office, married at Holy Trinity, Wandsworth on April 3rd*



*Congratulations to Mr. G. Lovett, manager of Maintenance Department, Basingstoke and Mrs. P. Stewart, married at the Congregational Church, Basingstoke on April 3rd*



*And congratulations to Mr. & Mrs. G. H. Cook of Bromley who celebrated their Golden Wedding on April 4th*

# STAFF NEWS

## Movements and Promotions

### Managers

J. BIGLAND	from Southall to 87 Ealing
K. BOSTON	from 96 Kilburn to 128 Kilburn
J. BRECKILL	from 128 Kilburn to Southall
W. BUTCHER	from Wallington to Spare at Purley
P. DAVIS	from 53 Islington to Stoke Newington
E. GORMAN	from Managerial Relief of Hoxton to Spare at Romford
G. HOULFORD	from Brent Street to 96 Kilburn
G. HUNT	from Hampstead to Burnt Oak
C. MINTER	from 43 Islington to Hoxton
R. MOTA	from 76 Islington to Spare at 16/20 Holloway
J. NANZER	from 8 Temple to Hampstead

### Spare Managers

B. GOODSWEN	from Self-Service training to Marylebone
A. MOTT	from Self-Service training to Forest Gate
A. PIKE	from Self-Service training to Grange Hill
D. WHITE	from Display Supervisor to further training

### Promoted to Management

R. CUNNINGHAM	from Spare at Portsmouth to Bitterne
S. TREWHELLA	from further training to Islington



Mr. E. F. Williams, O.B.E., Chief Chemist of the firm with Mrs. Williams and their son and daughter photographed outside Buckingham Palace on the occasion of his investiture on March 23rd

### Assistant Managers

L. BLISS	from 40/44 Walthamstow to Hoe Street, Walthamstow
A. BRIDLE	from 66 Brighton to Portslade
S. COOPER	from Hoe Street, Walthamstow to 40/44 Walthamstow
P. CROSS	from Portslade to 66 Brighton
T. EVANS	from 53 Islington to 16/20 Holloway
R. MCKINLAY	from Rugby to Coventry
C. MEIER	from 1/4 Ealing to Redhill Self-Service
G. MUIR	from 16/20 Holloway to Self-Service training
J. PRENDERGAST	from Cricklewood to Self-Service training
R. SAVILLE	from Forest Gate to Islington Self-Service
L. SKELLON	from Southampton to Bitterne
D. SKUCE	from Self-Service training to Ballards Lane
D. SMITH	from Grange Hill to Display Supervisor
J. TAYLOR	from Self-Service training to P.A. to Mr. Leach
H. WRIGHT	from 40/44 Walthamstow to Islington Self-Service

### Promoted to Assistant Manager

A. DANIEL	8 Temple
J. HARLING	Harlow
D. HAWKINS	Farnham
I. JAMIESON	Hanwell
T. KINCHEN	Maidstone
M. PONTING	Luton

### Promoted to Meat Supervisor

A. E. DOWLEY	Head Butcher, Wimbledon
E. M. KAYE	Head Butcher, Guildford

### Head Butchers

E. BARNES	from Chelsea to Wimbledon
M. COLLINS	from Self-Service training to Guildford
W. HANLON	from 40/44 Walthamstow to Hoe Street, Walthamstow
N. INGATE	from Winchester to Bitterne
J. MORTON	from 6 Norwich to Self-Service training
F. PAINE	from Hoe Street, Walthamstow to Islington
B. SHAKESPEARE	from Spare at Hoe Street, Walthamstow to Spare at Islington
W. TWITCHETT	from Self-Service training to 40/44 Walthamstow
A. WILLIAMS	from Wembley to Self-Service training

### Promoted to Head Butcher

L. PHILLIPS	from Spare at Richmond to Winchester
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### 40 Years' Service

*Congratulations to the following colleagues who have completed long service with the firm.*

H. G. BROWN	Maintenance Accounts
E. W. COLLINS	Fresh Meat and Poultry Department, 1/4 Ealing
A. J. DELLAR	Egg Collector, Fordham
F. J. GRAVES	Manager, Reigate
W. R. SAUNDERS	Head Butcher, Folkestone
C. A. SMITH	Branch Audit
W. N. WILSON	Poultry Department

*Our apologies to Miss M. A. Taylor, First Clerk at 62 Tunbridge Wells, whose name should have been included in our last issue under the 40 years' service heading, and not under the 25 years' one.*

### Retirements

*We send our best wishes to the following colleagues who have just retired.*

**W. J. Bridgeman** joined the firm as a learner in July 1921 at 8 Temple. Three years later he moved to St. Albans, and in October 1927 he was transferred to Bedford. In July 1934 he was moved to 14 Hastings. In April 1941 he was promoted to his first management at 8 Temple, and seven years later he was appointed Manager of Apex Corner, where he remained until his retirement on 3rd April, 1965.

**L. E. Fieldwick** commenced with J.S. in May 1922 at 122 Croydon. He spent some years at 68 Croydon and Thornton Heath before being appointed to the management of 159 Kentish Town in March 1933. In 1937 he was transferred to

West Kensington, and four years later he became Manager of 194 Kentish Town. In November 1946 he was appointed to Burnt Oak, following which he managed both 128 Kilburn and Marble Arch before moving to Wood Green, where he remained for over eight years until his transfer to Mill Hill in February 1962. He retired on 3rd April, 1965.

**A. J. Harper** was engaged as a learner at 87 Ealing in February 1921. After working in the Ealing area, he spent some years at branches in Central London, before being transferred to 96 Kilburn in May 1929. Six months later he moved to Lordship Lane, and in May 1932 he was appointed to the management of Hanwell. In 1934 he became Manager of Southall, where he remained for nine years before taking over 87 Ealing, from which branch he retired on 3rd April, 1965.

**W. F. Page** started as a learner in April 1921 at 16/20 Holloway, moving shortly afterwards to 52 Holloway. In February 1926 he was transferred to Muswell Hill, and later North Finchley and Ballards Lane. He was appointed to the management of Muswell Hill in July 1941, and in 1947 he became Manager of 43 Enfield, where he remained until his retirement, 20th March, 1965.

**L. H. Poleykett** joined JS in April 1920 at 76 Islington. He subsequently spent some years in the Kentish Town and Golders Green areas, before moving to Wood Green in 1930. After working for a year at Burnt Oak, he was transferred to Ballards Lane in June 1932, moving to Whetstone seven years later. He took over the management of Whetstone in May 1941, moving shortly afterwards to Ballards Lane. In 1942, he was appointed to 7 Palmers Green where he remained until 1946. In August 1948 he was appointed Manager of Stoke Newington where he remained until retiring on 3rd April, 1965.

**L. W. Rawson** commenced as a learner in November 1920 at Brondesbury. He left the firm in 1924 to spend some years in Australia, and on re-engagement he worked at 9/11 Croydon and 168 Streatham before his appointment to the management of Caterham in June 1933. Four years later he took over Oxted until 1941, when he was appointed to Redhill. In October 1950 he became Manager of 55 Brighton, and he remained at this branch until his move to Haywards Heath in February 1964. He retired on 27th February, 1965.

**Mrs. A. E. Amos** who joined the firm on 16th November, 1942 as a part time supply woman at 189 Kensington, which position she held until her retirement on 23rd January, 1965.

**Mrs. E. Benson** who was engaged on 8th November, 1954 as a part time sales woman at 218 Sutton. In November 1963 she transferred to 176 Streatham from which branch she retired on 27th February, 1965.

**S. J. Croom** who joined the firm in 1919 as a delivery lad at Bournemouth. On 4th August, 1921, he was regraded to poultry blockman and roundsman. He was subsequently transferred to Westbourne in 1939 as a warehouseman, and later made poulterer. In 1959 he became a butcher and in 1961, leading butcher. He retired 1st March, 1965.




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*W. J. Bridgeman*

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*L. E. Fieldwick*

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*A. J. Harper*

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*W. F. Page*

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*L. H. Poleykett*

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*L. W. Rawson*

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*Mrs. A. E. Amos*

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*Mrs. E. Benson*





*S. J. Croom*

*F. James*

*S. J. Johnson*

*Mrs. R. L. Pratt*

*Miss M. Stevens*

**F. James** joined the staff of the factory in 1940. He was called up for National Service one year later, and was absent on this until 1945. On his resumption he returned to the factory where he eventually reached the grade of Senior Checker. Prior to his retirement on 1st February, 1965, he was carrying out the duties of despatch clerk.

**S. J. Johnson** who was engaged as a cutter at 7 Palmers Green in 1939. He worked subsequently at several branches in North London until in 1947 he was appointed head butcher at 296 Holloway. He was later in charge of the fresh meat department at Winchmore Hill before transferring to Southgate, where prior to his retirement on 1st February, 1965, he was employed as an assistant head butcher.

**Mrs. R. L. Pratt** who joined the staff of the factory in 1949 initially on a part time basis, but subsequently full time. She was employed in the bakery department, retiring on 1st February, 1965.

**Miss M. Stevens** who was engaged on 27th August, 1941 as a second hand in the factory. She resigned in 1945 but was re-engaged later as a canteen assistant at Wakefield House. In 1946 she transferred to the Garage Canteen, and in 1960 she transferred to the Depot Canteen. She retired 1st March, 1965.

## Obituaries

*We regret to record the death of the following colleagues and send our deepest sympathy to all relatives.*

**W. H. Ayliffe** who was engaged as a warehouseman at Blackfriars in 1942. He subsequently became checker and stock keeper. Prior to his retirement in 1958 he was employed as a time keeper in Stamford House. He died on 13th December, 1964.

**E. Day**, a pensioner, who retired from the firm in 1955. He had been employed in the Works Department which he had joined in 1940. He died on 9th February, 1965.

**Miss N. C. Keedle** who was engaged as a resident housekeeper at Harrow in 1929. She subsequently worked at Bronesbury and 357 Harrow, Wealdstone and 2/4 Ealing. She retired from South Harrow on 10th June, 1954. She died on 16th February, 1965.

**Miss F. Murch**, a pensioner, who had joined the firm in 1937 as housekeeper. She was employed at our Drury Lane house, retiring in 1948. She died on 1st February, 1965.

**W. A. Sheppard** who was engaged in 1931 as a despatch clerk in the Grocery department. He subsequently worked on general duties and at one time as a despatcher in the poultry department. He died on 2nd February, 1965.

**A. Skudder** who joined the firm as a stoker in the factory on 2nd November, 1953. He subsequently worked as a labourer and semi-skilled fitter and was employed in this capacity at the time of his death, 4th March, 1965.



*E. Day*

*A. Skudder*



*What is it?* It's a Sausage Tree. *You mean like those Spaghetti Trees?* No, this is for real. *Where does it grow?* All over the African tropical belt. Family name is Bignoniaceae and this is the Kigelia africana Benthham species. Its flowers are probably pollinated by bats and the sausages are big – about a foot and a half long at full growth. *Is it going to help overcome the world food shortage?* Not really. The fruit may look like a sausage but is, in fact, a powerful laxative.

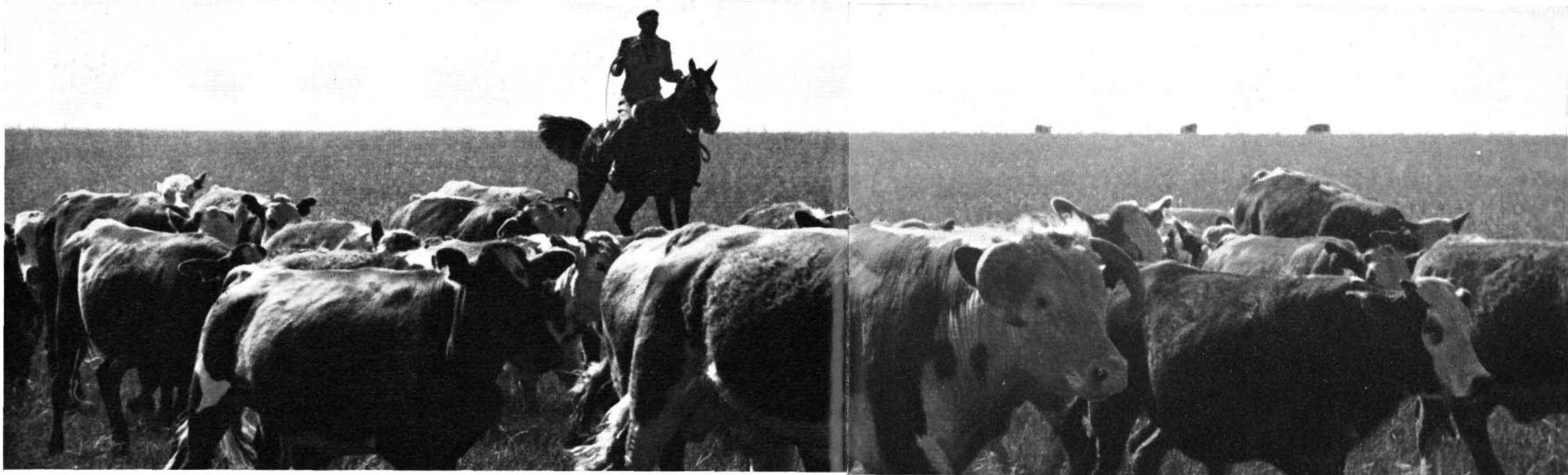


Photo Erich Hartmann Magnum.

*The Liebig Group owns vast grazing lands in South America where thousands of head of cattle are raised and tended on estancias. The photograph above shows a cowhand at work in Paraguay. The cattle are of the Hereford breed first introduced to South America by Liebig's in 1903.*

were already meagre standards of living for the majority collapsed and there was a shortage of food which brought people to starvation level. Liebig gave much thought to the possibilities of bringing meat, in a concentrated form, to Europe from the plains of South America where the carcasses of cattle, slaughtered for their hides and fat, were left to rot by the thousand. He estimated that in the Argentine, *extractum carnis* could be commercially produced for less than one-third of what it would cost in Munich. He made an offer to make his process available to any commercial enterprise that would conform to his own strict standards, but not until 1861 did he hear from a German engineer in Montevideo who had read Liebig's offer in a magazine and realised its immense possibilities.

His name was George Christian Giebert, a native of Hamburg, engaged in railway construction in Brazil. He was, happily for Liebig, a man of vision and tremendous energy: almost immediately he noted at Fray Bentos, where his engineering work in Uruguay had led him, the ideal site for a factory where meat extract might be made. He sailed for Europe with a plan to get the project started.

Liebig was impressed with his enthusiasm and instructed him in all the details of producing extract of meat. Giebert returned to Fray Bentos and had installed a small plant before the year was out and was already planning far ahead while he waited for Liebig's verdict on the samples he had sent him. That verdict was so favourable that the great chemist agreed to Giebert's product being called 'Extractum Carnis Liebig'.

In 1863 Giebert again sailed for Europe, this time to raise capital for taking over lands and livestock at Fray Bentos. He formed a limited company with headquarters at Antwerp where there was already a large trade in hides from South America. By the middle of 1864 a small factory was working at Fray Bentos, a year later it was sending

to Antwerp 1,500 lb a month of extract as well as smoked tongue, salt beef, bone meal and dried blood.

Giebert's rate of expansion was that of a visionary and it was soon obvious that large capital sums would have to be found. Liebig's Extract of Meat Company was formed in London to take over the business with a capital of £150,000.

Liebig died in 1873 and within a year Giebert died too, but the company continued to expand. By 1875 the Fray Bentos factory was producing one million pounds of extract a year. The company had bought a succession of ranches over the years and were able to supply the factory with their own raised and fattened cattle. Today the Liebig Group owns estancias in the Argentine, Uruguay, Paraguay and Rhodesia, in all some 2,881,000 acres on which cattle raising is by far the most important activity. This is an acreage which approaches in size the combined area of Kent, Sussex and Hampshire. It was Liebig's who began to import Hereford cattle into South America in 1903, an experiment about which there was grave doubt, but which was fully justified as now 80 per cent of beef cattle in Uruguay are

Hereford. However, in the more northerly estancias where conditions are sub-tropical, low calving and high mortality made Herefords uneconomical. Brahman blood of *Bos Indicus*, the genus of humped cattle was introduced in the 1930s and has made for healthier herds in conditions which are indigenous to it. By 1889 extract of meat had become a by-product of corned beef, for which the name Fray Bentos is world famous. At Liebig's factory at Colon, in Argentina, Cattle drawn from the surrounding area are slaughtered from February to July, usually 100,000 to 150,000 head per season. At every point of their progress from slaughter to can, rigid inspection and testing for disease and bacteria is carried out. Carcasses are handled on overhead rails so that at no point does any part, not even the hoof, touch the ground. Any defect leads to the removal of the entire carcass. Those that are given a clean bill of health are cut up. The meat is cooked for a short time (under 20 minutes) and the gravy run off and reduced by evaporation, and finally put into 56 lb or 100 lb cans which are exported to factories all over the world for manufacture