

JS JOURNAL

August 1973

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Shares float high as the City swarms round for a piece of the Sainsbury cake



Not the cheapest, but top quality. That was the *Daily Mirror's* verdict on the JS shares which were offered to staff and the public last month.

The *Mirror's* comment was fairly typical of the avalanche of opinion which filled the papers after the flotation was announced on July 3. Press enthusiasm was matched by the response from staff and the public.

Mountains of mail

By the time the application list for the 10 million shares on offer closed at 10.00 am on July 12, the Midland Bank's new issue department in the City was swamped. In the preceding days mountains of mail were delivered by the Post Office and from 8.30 on the final morning the outer office of the new issue department became a heaving mass as hundreds of stags and ordinary investors

poured in to deliver their applications personally. (A 'stag' is an investor who applies for shares in a new issue in the hope of being able to sell them quickly at a profit.)

Long before all the paper was sorted out it was apparent that the issue was massively oversubscribed. When Warburgs, JS's merchant bankers, announced the figures the following day it transpired that there were applications for 34 times the 10 million shares available. In money terms cheques for £495 millions had been received for £14.5 million worth of shares.

One big pension fund sent in a cheque for the entire £14.5 million! Once the applications had been scaled down the fund received 50,000 shares.

Of the 147,577 individual applications 4,772 came from JS staff. Staff applied for more than the one million shares set aside for them,

which meant that applications from some employees who had recently joined the company had to be scaled down. However, everyone got something and most got all they applied for.

For the 1600 retired staff there was something special in the form of a personal cash gift from the family directors.

**Share price latest
August 7: 169.71p**

In deciding how to allocate the shares to the public, preference was given to the small investor. About 43,500 allotments were made, of which some 33,000 went to applicants for up to 1,000 shares - in fact more than 24,000 of these were applications for 100 and 200 shares.

It was a record. Never before on the London Stock Exchange has so much money

been subscribed for a new issue.

Another unique feature of the flotation was a 30 second TV spot which was shown throughout the country on the night of Sunday, July 8. The idea originated the previous day when it appeared that industrial action threatened the distribution of national newspapers on the following Monday - the day on which the prospectus and application form was being published in the press.

It was a hectic weekend. Not only was the TV spot hastily put together (saying that details and application forms would be available in JS branches and at Midland Bank branches), but thousands of copies of the press pages had to be printed and distributed and special posters prepared and sent out.

After the application list closed on July 12, interest and speculation immediately switched to the price the

shares would fetch when dealings started the following week. Although a few rather wild predictions were being made most commentators expected a 'premium' of 15p or 20p above the offer price of 145p.

Fluctuations

And that was exactly what happened. Dealings opened at 164-166p (the first being the price you could sell at, the latter the buying price) and the price fluctuated between that and 160p thereafter. It was just what JS, Warburgs and our stockbrokers, Rowe and Pitman, had hoped and opinion on the Stock Exchange was that it was altogether a very well managed issue.

The scene on the Stock Exchange floor in the few minutes before and after

What a rush! It normally takes something like a war or the crash of Wall Street to create a scene like this in London's Stock Exchange.

But when JS shares came onto the market on July 19 for the first time, pandemonium made a brave attempt to reign over the proceedings, and, for a brief time, ended up with a working majority as dealers acting on behalf of stags elbowed their way in to sell their shares at the highest possible price.

Dealings opened at 164p and, as sellers outnumbered buyers, the price slipped quickly away to 160p, allowing a few lucky men to take handsome profits.

After ten minutes the rush was over and decorum was the order of the day as usual.

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A piece of the Sainsbury cake — continued

dealings began were, by contrast, chaotic — although not all that unusual at the launching of a new share.

Dealings began at 9.30 am on Thursday, July 19, and when dealers were allowed on the floor of the Stock Exchange 10 or 15 minutes beforehand they swarmed round the three major 'pitches' where the jobbers would be handling JS shares in scenes reminiscent of the previous week's crush at the Midland Bank. When the bell went to signal the start of dealings the dormant swarms suddenly came alive

as brokers pushed and struggled to get the ear of a jobber.

Within 10 minutes it was all over. The first hectic trading was over and business gradually resumed a more normal pace.

Rich crop of stories

Inevitably, the flotation produced a rich crop of stories. There was the covering letter received by the Midland Bank with one application which read 'I

love Sainsbury's. My mother and I have always shopped at Sainsbury's. She died last year aged 94 and I'm 68. I know this won't make any difference to my application, but wish me luck.'

One customer phoned in to say that a few years ago she had hurt herself slightly in a fall at a JS store and the manager had promised her preferential treatment when the company went public — what about it!

In one branch an elderly customer came in with several hundred pounds in notes and asked if she could buy some

shares.

Investors weren't the only ones to get something out of the flotation. Cartoonists and headline writers in the press had a wonderful time — 'Long queue for Sainsbury's' 'Today's special offer' 'Value for money at Sainsbury's' and so they went on.

The prize for the most exaggerated headline goes to the *Daily Express* for its 'Sale of the Century' — and for the most gratifying to the *Daily Mirror* who labelled it the 'Chance to buy some quality'.

Top: the press took a great interest in the flotation, and why not — JS is the largest company ever to float a new issue on the market. Here are just some of the headlines which appeared. Bottom: wild scenes at the Midland Bank new issues office in the City as investors put in last minute applications for shares. Many of the people were well known City figures and covered their faces when the JS Journal cameraman appeared.



Right: a decisive moment before the flotation as chairman John Sainsbury (seated left) adds his name to the Vending Agreement, signifying the sale of the 10 million shares by the Sainsbury family directors to the merchant bankers SG Warburg. At the same time Warburg's vice chairman Peter Spira (seated right) signs copies of the prospectus as formal acceptance of responsibility for the facts and figures it contains. Behind them are John Batty (left) and Simon Ward (right) of Slaughter and May, Warburg's solicitors.



Mr JD and Mr Simon talk about the flotation

How did the flotation go? Chairman John Sainsbury, and the deputy chairman Simon Sainsbury answer questions from the JS Journal.

Editor: Did you expect the issue to be so over-subscribed?

Mr J D Sainsbury: We presumed the issue would be over-subscribed and we would have been very unhappy if it hadn't been. But nobody thought it would be over-subscribed to anything like the extent it was.

Editor: In view of the huge demand for shares, why were only 10 million offered to the public and staff?

Mr Simon Sainsbury: The point to make here is that although just under 12½ per cent was offered to the public and staff, at the time of flotation approximately 3 per cent was held by the institutions, about 1½ per cent by staff in the equity participation scheme and approximately another 10 per cent by charitable settlements

set up by the family, which in this context are independent. So in fact 73 per cent is left in the direct control of the family. In years ahead, obviously, further sales will take place.

Editor: Did staff respond to the flotation as you expected?

Mr Simon: No — we were advised from past experience of other flotations that probably only a small number of employees would take up pink forms and that it would be surprising if we were anything like fully subscribed on the 10 per cent reserved for staff. It delighted us more than anything else in the flotation that all the staff shares were taken up and in fact slightly over-subscribed. But of course we don't know how many employees were 'stags' and how many thought the shares were worth hanging on to — and we never will.

Editor: Now that so many staff are shareholders, will relationships within the com-

pany be any different?
Mr J D: No, I don't think so. We are not going to find out which staff have shares or what they do with them, we just welcome them as shareholders and the fact that they have a chance to share in the future of the business.

Editor: Now that many customers will be shareholders do you feel our responsibility to them will be any different?

Mr J D: Because of the size of our business, the number of staff and the number of customers, we have always had a very considerable public responsibility. All we have done is add another dimension to it.

Editor: What do you feel about the performance of the share price since dealings started?

Mr J D: It's gone very much as we hoped. We would have been very unhappy if the shares had gone to a ludicrous price after flotation because we knew it wouldn't

be sustained. The price has in fact been very strong during a time when the market as a whole has been very unsteady.

Editor: Is the present share price justified?

Mr Simon: The first thing to remember is that pricing a share is not an exact science, and cannot be — one only has to look down a list of reasonably comparable companies to see how differently they are valued.

Sentiment plays a strong part in pricing a company and it's right that it should. A lot of people want to have shares in Sainsbury's for a variety of reasons and this can influence the price. One thing we have got going for us is the 'quality' of earnings — by which I mean we are not in a speculative type of business and we have proved over the last five years that we have management in depth. I think JS offers better 'quality' of earnings than other comparable companies and of course we have strong asset

backing. The two are reflected in the share price.

Editor: Will there in future be a conflict between achieving maximum profit for shareholders and keeping prices to a minimum?

Mr J D: No. Sainsbury's have always tried to put the interest of the customers first and you can't say the shareholders in the past have done badly as a result. In the long term I see no conflict between the interest of shareholders and customers. That has always been our philosophy and is not going to change.

Editor: In future JS will have to pay a larger dividends which will reduce the funds available for re-investment. Does this matter?

Mr Simon: Not really. We stated in the prospectus that future development would be funded out of our cash flow and this took into account the fact that we would have to pay larger dividends. Financing expansion was not a problem before flotation

and it isn't now.

Editor: Obviously there were many reasons for going public, and almost of these have been touched on before, but was there one compelling reason for going public when we did?

Mr J D: Well, we probably would have had to go public at some stage for all sorts of reasons — changes in the tax system, for example. But we wanted to do so at a time of our own choosing that seemed to be right for the business.

Editor: Obviously the flotation was a unique experience. Do any features particularly stand out in your mind?

Mr Simon: It was really just a long, drawn out, at times, extremely nit-picking work experience. Eighteen drafts of the prospectus and things like that!

Mr J D: Now it's all over, the problems on our desks are the same as those which faced us pre-flotation and life goes on as before — which is exactly as it should be.

Hardware makes a big break with tradition

This month JS will be taking a big step away from tradition when the wraps come off a 48ft gondola at the Bretton store. Revealed on August 7 will be 150 lines of hardware.

In this new venture JS will be selling - for the first time - items such as: saucepans, kettles, plastic bowls and buckets, glasses, ovenproof tableware, cutlery, crockery and some electrical appliances, including toasters, mixers, coffee percolators. Light bulbs will follow in September and will go into the larger branches. The hardware will be on a completely new display which will have opaque illuminated glass shelves.

The decision to expand into commodities, which have no common identity with groceries and provisions, was based on the fact that the housewife also buys most of the hardware for the home. For this reason items which have a close affinity to food preparation, and to the kitchen generally, were chosen.

Special purchase

Apart from light bulbs, which are being sold under the JS label, all the lines will be well known national



Reflecting on their labours, the men behind the hardware story. From the right: CW 'Jerry' Grindley, Joe Brennan, and Alvin Lennard. The kettle is one in the new JS range.

brands and prices will be lower than, or at least match, those of JS's main competitors. It is also hoped to have special purchases to give variety to the range.

CW 'Jerry' Grindley, departmental director of the grocery division, was asked in March to develop a range of hardware lines. No reliable

figures of buying patterns existed so Joe Brennan and Alvin Lennard were given the task of market research.

They performed this task mainly by visiting competitors stores and noting, over a period of time, which products were given prominence and which appeared to be best sellers.

Altogether they visited 160 shops and stores. Mr Brennan explained why they did all this laborious legwork: 'There is very little documented know-how' he said 'and although manufacturers were very helpful, we found there was no substitute for doing it ourselves.'

Business as usual at Basingstoke

Thanks to the superhuman efforts of the staff it's business as usual at Basingstoke depot only weeks after the fire which, at the end of June, destroyed vital packaging materials and disrupted production.

Worst hit was the bacon department. Production is now back to normal and all four kilns are working. The bacon, chillers however, will be out of action for another couple of weeks. In the meantime part of the chill store in the perishables warehouse is being used.

Porridge!

The lamb, beef and cheese lines are also back in production. The grocery line, although not directly affected by the fire, had to remove the porridge-like mixture that poured down the hoppers on the floor above onto the packaging line. This was the result of water, used to fight the flames, mixing with the oats being packed that day. Rice in another hopper was not such a problem as the grains remained separate. These too are back in production.

Production manager Mike Berry, himself a victim of the

fire with a temporary office in the senior managers' dining room, worked to reorganise machinery and packaging materials to keep the lines going.

American films

All stops were pulled out by the purchasing department at Blackfriars to replace the packaging materials destroyed. Supplies of a special film, used to wrap bacon and lamb, were flown in from the American makers. Emergency supplies to replace the other materials lost, were found after hours of telephoning and research into alternatives.

Depot manager Angus Clark expressed his appreciation of all the staff had done to get things virtually back to normal, by treating them to a lunch at the depot on July 11.

Hock, froth and gin go in the stores

Following the success of the Schlossbergkellerei wines, which are exclusive to JS, this month sees the introduction of five better quality medium dry white wines from Germany.

They will not be sold at all the licensed branches, mainly because there is a general shortage of better quality wines with subsequent higher prices - the effect of last year's poor summer among other things.

All are 1971 vintage and like most white wines should be served slightly chilled, but not too much as over-chilling kills the flavour. To get the best results put the wines low-down in the refrigerator and for a short time only.

All rounders

'They are good all-rounders' says senior JS wine buyer Ron Perry 'and go with almost everything.'

Wiltinger Scharzberg has a good balance of the Riesling grape flavour and acidity. Some of the best wines on the river Saar, a tributary of the Mosel (or Moselle when it flows through France), are produced from the Wiltinger vineyards. Price £1.

Klüsserather St Michael is a light fruity wine from the St Michael vineyards, which are situated on a south-facing loop of the upper Mosel. They face south, and therefore catch all the sun, which helps to give the quality to this wine. Price £1.

Piesporter Michelsberg comes from the village of Piesport, which is on the middle Mosel, and is renowned for its outstanding round, full-bodied fragrant Riesling wines. Price £1.20.

Rüdesheimer Rosengarten has a rich bouquet, is full-bodied and produced mainly from Sylvaner grapes. It takes its name from a small town on the river Nahe, a tributary of the Rhine. Price £1.15.

Niersteiner Gutes Domthal is produced in a strictly controlled area around Nierstein in Rheinhessen. The blend of Riesling and Sylvaner grapes produces a fine-flavoured, well-balanced wine. Price £1.15.

Another new German wine JS is introducing is *Schaumwein* (literal translation is 'frothy wine') which differs from the others in that it is a sparkling wine. It is produced mainly from grapes from the vineyards of the Saar and Mosel rivers. Also unlike the other five wines it is hoped eventually to sell it at all the licensed branches. Price 78p.

Own label gin as well

If German wines are not your tippie, Sainsbury's own brand gin is now in all the licensed branches. It's smooth and velvety with a distinctive flavour and sells at £2.30 a bottle or £1.25 a half bottle.

Manager moves to Bridgwater and hardly notices the change



The push into new trading areas west of Bristol started on July 17 when the 1,200 square metres (13,132 square feet) Bridgwater store opened.

The new store, with its own car park for 74 cars on the roof (parking is free, but the branch management is on the lookout for 'pirates') will be the largest supermarket in Bridgwater (pop 27,000), an important market town on the River Parrett.

Manager of the store is Fred White, who formerly managed the Swiss Cottage branch. He is no stranger to new branches, having been involved in two openings previously, and he took all the last-minute rushes - which inevitably happen before a branch opens - in his stride.

He has moved with his wife and family to Puriton, some four miles away from the branch, and says he has hardly noticed the change. 'My working life is the same

and my family life is the same - the person who has had to adapt most is my wife - nearly everything has changed for her.'

The highlight of the whole opening procedure was the cheese and wine party held for local housewives and potential customers six days before the store opened its doors. This event, aimed at introducing the store and its staff, and, just as important, JS wine and cheese, to the public was a roaring success.

Reports of JS's drive westward (Taunton, 10 miles down the road, will be opening before the end of the year) has also obviously shaken the competition. One large supermarket chain closed down its Bridgwater store the day before JS opened. No doubt Fred White and his team are hoping that the rest of the competition will follow suit!

News in brief

Bretton's canteen rocked on July 7 when over 50 staff and relatives kicked up their heels at a fancy dress dance, the first to be held there.

Australian frozen beef is being sold at 14 branches on a trial basis. It gives JS a larger source of supply of beef at competitive prices. Australian rump steak sells at 65p a lb against English and Scotch at over £1 a lb.

And now for something completely different - minced turkey, on sale at about 10 branches at 46p a lb. It's versatile, very sweet, with a low fat content, only four per cent. JS is thought to be the first to sell this product, which widens the scope for using turkey as an all-year-round alternative to meats like lamb and pork.

Rupert bear nearly didn't have a home when petite 25 years old Pat Allain, a director's secretary at Blackfriars, opted for a bottle of

whisky instead of the three-foot orange teddy when she won first prize in a raffle, in aid of a river trip for 120 kids. Rupert found a more suitable home when Mary Caiger, from the staff restaurant, took him as third prize to give to her brother's four children.

Disaster struck again at Basingstoke depot on July 14 when exceptionally heavy rain flooded a basement store holding most of the packaging materials saved from the fire in June. At first it was feared over 100 reels of film would be lost but quick action kept the loss to a minimum.

Produce manager Norman Hedger received a diploma from the Royal Institute of Public Health and Hygiene, after successfully completing an advanced course run by the Hemel Hempstead Borough Council and the Dacorum College. He works at the Hemel Hempstead branch.



A Sainsbury family! Senior warehouseman, S. 'Ted' Wright, pictured at his retirement party at Boscombe on July 17 with his wife and four daughters - all of whom work, or have worked, for JS. Mr Wright joined JS in 1929.

Letters: Button Boots identified

Editor's note: it looks as if - at last - we have found the real identity of Button Boots. Thanks to all who have contributed letters on this JS character. No more on this subject please.

From Mr R A Hobrow (Veteran)

Re: Button Boots. I am surprised no one seems to know who he was. I knew him well. He was Mr H E Singleton, affectionately known to all as 'Daddy Singleton'.

He was the 'Inspector' for the Walthamstow, Ilford areas, and the eastern counties.

I knew him for a good

many years from 1922, and never once saw him without his gold rimmed spectacles, dark grey suit, and, of course, button boots.

A rather old fashioned but kindly man.

From Mr F C Juby (Veteran)

Button Boots was H E Singleton. He was district supervisor, eastern counties, and known to the staff as 'Daddy' Singleton. In the 1920's I can well remember being the first white coat transferring from Mill Hill a week previous to the opening of 41 Magdalen Street, July 1925 and on opening morning assisting Mr S in blowing up balloons and giving these to customers

with a chocolate wafer.

On leaving the counters to go to lunch later in the year Mr S was standing by the entrance and he called me over and also the manager, the late Mr E J Harvey, and asked him if he had the local newspaper to which he replied yes. 'Would you then look and see if there is an advert for a coachman and if so send this lad Juby along.' And when he said to me 'get that fungus off your face lad' he meant, of course, that my lovely sideburns had to be axed.

In 1928 I planned to marry and asked the manager at 6 Norwich (where I was at the time) if I could see Mr S re an increase in

wages. Called into the office on his next visit I was told by Button Boots that Mr Sainsbury had engaged me as a single man and as far as he was concerned I was reckoned still as a single man! My wage at that time was 50/- a week.

I cannot recall ever seeing him smoking. He used to arrive in Norwich overnight and stay in a commercial hotel in Exchange Street and duly next morning, always before manager and staff arrived, there he was with his umbrella and his Button Boots well polished waiting on the pavement. The news soon spread to arriving staff that BB was there once again. One won-

ders what his reactions would be if he saw the 'fungus' sideburns and long hair of today.

From Mr E G Davis (Veteran)

With reference to the mention by Mr Lundy, in the last issue of the JS Journal, of the Davis brothers the first named was Ernest and not Bruce. But he was usually known as 'Dave'.

I had only been with the firm for a few weeks when in walked a dapper man in a bowler hat, black jacket and pin stripes with umbrella and brief case (or rather an attaché case). He passed straight into the office and emerged without his jacket but still wearing the bowler

hat and a white apron - below which appeared a pair of button-up boots. His name was Mr Singleton. This should put the record straight.

In an incident concerning an egg 'boy' on the stall outside Stoke Newington one morning, a man steps behind the stall. Whereupon the 'boy' says: 'sorry sir you are not allowed behind here'. The man passes into the shop and tells the manager to 'pay that lad another half crown - he's smart'. The man was S E Smith.

Depot's float had 'em dancing in the streets

We're offering no prizes for spotting the 'odd men' out among the office staff at Basingstoke depot as they wait to join the local carnival's grand parade on Thursday July 12!

Extravagantly called 'Come Dancing' the float was decorated with over 1,000 flowers, which took four of the girls over a month to make from JS tissues.

Music was provided by the Ronnie Ray Four, led by operations planning clerk Sid Wallace on vibes. Long before the parade moved off Sid had them dancing in the streets to music that would have had 'Come Dancing' compere Peter West in a sweat.

A team effort thought up the theme and turned the 20

foot JS artic into a ballroom, but the idea to enter a float, the first from the staff at Basingstoke, came from non-perishables warehouse clerk Mick Lunn.

Standing alongside float from left to right: Brian Barrett, Ann Potter, Mick Lunn, Mick Kelly, Christine with her father Gerry Traynor, Peter Howes and Cliff Raynor. Aboard the float front row: Colin Thompson and Paula Ralph. Back row from left to right: Mrs Joan Barrett, Lynne Tribbeck, Kate Perks, Ray Barker, Shirley Finde and Janet Ratcliff. Apologies to those the camera missed. Sid Wallace and his musicians are in there somewhere behind all those balloons!



People

Appointments

C Knowlden, formerly deputy manager at Kingston has been appointed manager at Richmond.

P A Ronan, formerly perishables warehouse manager has been appointed warehouse manager at Charlton depot.

E A Q Davidson, formerly with ICI has been appointed manager, financial appraisal section.

A D 'Dino' Adriano, formerly management accountant in the depot division, has been appointed manager, financial control, branch operations division.

Retirements

F Tyler, store serviceman Richmond, retired on April 21 - 37 years' service.

J Plummer, driver, Basingstoke depot, retired on April 21 - 28 years' service.

E Garner, reserve manager, Tonbridge, retired on April 21 - 43 years' service.

G Knight, manager, Hastings, retired on May 5 - 44 years' service.

Miss D Winter, clerical supervisor, Mr Lewis's area, retired on May 5 - 42 years' service.

J Clay, driving examiner, Clapham, retired on May 5 - 46 years' service.

H Brown, engineers costing office, Clapham, retired on May 4 - 48 years' service.

Mrs M Bowley, part time supply assistant, Wallington, retired on April 21 - 25 years' service.

Mrs M Bulman, chief clerk, Woking, retired on May 11 - 31 years' service.

C Darby, senior skilled tradesman, Pinner, retired on March 31 - 39 years' service.

E Eames, road transport supervisor, Buntingford, retired on June 1 - 35 years' service.

C H Rowe, warehouseman Charlton, retired on April 6 - 45 years' service.

J Hedington, meat examiner Charlton, retired on June 1 - 46 years' service.

R Yarlett, meat examiner

Charlton, retired on June 29 - 44 years' service.

L C Kearley, personnel officer remunerations and benefits department, retires on August 17 1973 - 44 years' service.

The following employees have also retired. Length of service is shown in brackets.

N Knight (2), G Hull (21), Mrs I Mitchell (4), Mrs A Williams (18), Mrs D Brogden (9), Mrs M Harbert (11), Mrs M Dear (3), Mrs V Fuller (6), W Lightfoot (7), Mrs A Mooney (11), Mrs L Hencher (4), Mrs L McGloin (6), Mrs C Smith (6), H Beckley (15), Mrs P Lockwood (3), Mrs F McWhirter (6), Mrs D Crow (5), Mrs E Hodges (11), H Crook (23), Miss W Eckloff (15), Mrs M Hadlow (2), D Kinder (5), Mrs E Howard (13), Mrs V Ettridge (5), Miss E Ford (12), Mrs L Mercer (14), Mrs B Elmes (5), Mrs A Jones (3), W Silk (8), Mrs I Foskett (6), Mrs B Harding (13), Mrs H Rowe (3), Mrs E Stovold (4), Mrs E Kill (9), T

Saunders (6), F Jackman (9), Mrs L Parker (8), T Wilson (23), Mrs R Denny (11), E F Smith (3), A King (5), E Lewis (2), H Willis (10), H Adams (4), Mrs J Joyce (6), Mrs D Franklin (3), A Terry (6), Mrs D Fewtrell (24), A Reader (3), Mrs A Harris (4), Mrs D Lawrence (9), Mrs P Tate (4), Mrs L Winter (11), Mrs V Carr (9), Mrs D Hickinbotham (4), Mrs M Sheehan (7), J Pausey (18), Mrs F Hobbs (12).

Obituary

Mrs D Page, branch personnel officer based at Southend who joined the company in 1966, died on March 12.

E Long, assistant meat manager at London Road, Brighton, who had worked for the company since 1930, died on February 27.

C Martin, who joined the company in 1952, was meat manager at Kingsheath at the time of his sudden death on February 10.

Mrs M Nicholls, part-time

sales assistant Woodford, died on April 17 after 3 years' service with the company.

Mrs R May, part-time cashier Erdington, died on May 7 after 6 years' service with the company.

Mrs M Cousill, skilled supply assistant Redhill, died on April 24 after 8 years' service with the company.

Mrs A Mears, housekeeper Kentish Town, died on May 5 after 22 years' service with the company.

Mrs H Hitchings, daily cook Bedford, died on May 11 after 9 years' service with the company.

A Stocks, customer service assistant Southbourne, died on May 18 after 15 years' service with the company.

Mrs B Waterman, part-time supply assistant Winchester, died on May 19 after 4 years' service with the company.

E Taylor, evening warehouseman Purley, died on May 20 after 2 months' service with the company.

D Green, clerk supply control Blackfriars, died on

April 27 after 3 months' service with the company.

Mrs D Wooler, part-time supply assistant Stockwell, died on May 8 after 2 years' service with the company.

F Chapman, cleaner Kingston, died on June 6 after 5 years' service with the company.

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Fun in the sun at Brighton - for everyone

The sun broke through an overcast sky at 1.45pm on Sunday, July 15, just as the 2nd Brighton scouts band struck up their marching tune. It was to be a good omen for the SE Area's summer fete at the Brighton sports stadium.

Following the band were 200 children waving banners bearing the names of JS branches in the area. The band and children came to a halt in front of director Joe Barnes who performed a brief opening ceremony. Good weather followed for the rest of the day.

The event, organised by the SE Area SSA Committee, was the biggest they have ever attempted. Said chairman Geoff Carter: 'It was the first of its kind within JS and was well worth the effort.'

The day had plenty for everyone. From a beauty queen contest to a fancy dress parade, an 'American army' to a clown's sausage squad, yards of ale, a tug of war and, finally, a grand display of fireworks.

Of the day AGM Archie Booth commented: 'It was terrific. The behind-the-scenes work tremendous. No band of workers ever had so ample a reward for their efforts.'



Top left: a moment of delight and surprise captured by the camera as Patricia Howland, a cashier at London Road, is announced the winner of the 'Miss JS South East' contest. Nineteen years old Patricia, who has a 36-25-36 figure, was chosen from 24 contestants.

Far left: a topical theme for six years old Mark Waite in the children's fancy dress contest. He got second place for his 'JS share'. First places went to Daniel Taylor (Oxted) in the boys section and to Sharon Carter (Bromley area office) in the girls.

Centre: part of the grand parade of 200 children which preceded the opening on the SE Area's summer fete.

Right: pull! A team from London Road, Brighton, give all their strength to win the men's tug of war contest by beating Crawley in the final.

Jack's phantom singer stays silent

In the interest of psychic research Jack Herreboudt kept an all-night vigil at the Majestic Bingo Hall, Clapham on Saturday July 14. He hoped to solve the mystery of the phantom opera singer that has haunted the former picture palace for nearly 50 years.

About three weeks before, Jack, who is on the security staff at Clapham, left a voice-activated recording device on the stage of the Majestic overnight. The following morning with fellow psychic researcher, Clapham artist Denise Cook, he found it had recorded the beautiful voice of a woman singing a snatch of opera with a piano accompaniment.

To verify the tape Jack and a few like-minded friends decided to spend a night at the Majestic. They were joined by under-manager and bingo caller Bert Simfield, who had with him his alsatian Prince. Said Bert: 'If anything funny should happen the dog'll let us know.'

Earthly noises

Jack had wired the old picture palace, built in 1913, for the slightest sound and the doors of the boiler room, where the voice was thought to come from, were taped shut. The electronic bingo calling gear was linked to one of Jack's microphones to amplify the expected ghostly songstress.

Unfortunately the boiler

room was close to the men's cloakroom and the sound of running water made it difficult to pick out the phantom from the earthly noises.

Although the unknown opera singer now had an audience of 16, she did not appear, nor did she sing. Prince slept, while Jack and Bert checked all was well.

Psychic contact

Jack first became interested in psychic phenomena during the war when he was a rear-gunner in the RAF. 'We used to try to contact colleagues who had been killed, but without success' he said. About two years ago he investigated the ghost of a girl seen, and photographed, at the Plough public house at Clapham.

It was through his researches at the Plough that he was asked to solve the mystery at the Majestic. For sometime the alarms in the building had been going off at night without apparent reason. The keyholder at the bingo hall felt something eerie was afoot and Jack and his friends were told about an unknown woman who had died there.

Speaking about his interest Jack said: 'This is the last frontier that man can conquer. If there is anything to discover I don't just want to see it but to record it as well. In this way I will know it's not just imagination.'

Rain starts play . . .



...between smiling Robin Hills, bearded Bob Fruin and inscrutable Dave Draisey, who are all warehouse foremen at Hoddesdon. The fourth man holding at least two aces, is Frank Goldsmith, manager of the productivity services department at Buntingford.

Cards and not cricket was the name of the game played on July 18 at Buntingford when torrential rain cut short the match planned between the managers of Hoddesdon and Buntingford depots.

Warehouse supervisor Bill Davis and produce foreman Dave Draisey, both from Hoddesdon, were in to bat and scored a run each off the two balls bowled by Buntingford productivity services officer George Cooke, before a cloudburst sent the players running for shelter in the club house - to cry into their beer.

Every time the rain eased off the ground was inspected, by much professional foot

stamping. The umpire's decision was final and so when Roger Weetch, from the productivity services department at Hoddesdon, discovered that 'the rain was sufficient to water down my beer' the match was postponed.

It would have been the first time the depot managers had met on the cricket field; and Hoddesdon were hoping to reverse the results of the manager's football match played in May, which ended in a five to three win for Buntingford.

A replay has been arranged for early this month, probably on a Sunday, weather permitting. Results in the next issue.

African eclipse puts Keith in the limelight

Just back from a cruise off the West African coast is Keith Brackenborough, packaging progresser in the design department at Blackfriars.

But Keith's trip wasn't solely to sunbathe - rather it was more to observe the sun. A keen amateur astronomer, his primary purpose was to record the total eclipse of the sun on June 30.

On board the passenger cargo ship 'Monte Umba' were 322 amateur and professional astronomers from all parts of the world.

What caused the interest was not just the event of a total eclipse but that the eclipse was due to last for more than six minutes - one of the longest on record. The next one to last so long is in 2150!

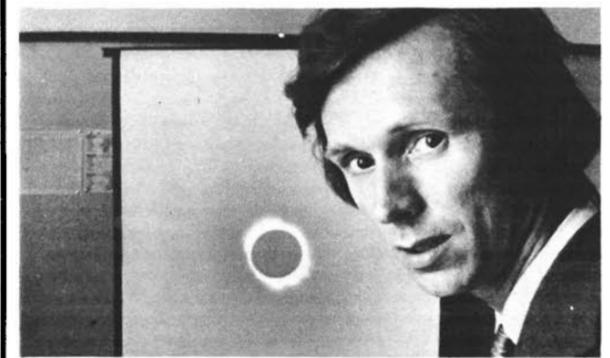
For the eclipse the 'Monte Umba' anchored 12 miles off the Mauretania coast. 'This was to avoid the dust storms which often occur from the Sahara' said Keith.

Keith was with seven other members of the Croydon Astronomical Society who were primarily concerned with photographing the masses of gas emitted from the sun, known as prominences, seen only during a total eclipse.

Also there for the eclipse was Patrick Moore, who is perhaps better known for his space flight commentaries on BBC television, but who was on board recording the event for his 'Sky At Night' programme.

In the programme, which was screened on July 11, Keith was interviewed by Patrick Moore who asked him to explain the Society's equipment and the purpose of the experiment.

Commenting on the results after the films had been processed Keith said: 'Although it was hazy at the time of the eclipse we did manage to get a number of very good pictures of the prominences phenomena.'



Three new stores mean good news for Swindon, Hitchin and Wood Green

Housewives at Swindon, Wood Green and Hitchin had a chance to be first-footers at three new JS supermarkets opened during the last weeks of July.

To the 200 or so shoppers who crowded around the doors at 9.30 a.m. on July 24 at Swindon's Brunel shopping centre, Sainsbury's was something new, for this is the company's first branch in Wiltshire. Young mums were delighted with the baby carriages and the delicatessen counter did a roaring trade. Swindon is also JS's 100th store with a wines and spirits licence.

For the 300 housewives at Wood Green, the opening of JS's largest supermarket in North London was a meeting of old friends in new and splendid surroundings. The old store in the High Road closed on Saturday and the new one, literally round the corner, opened on Tuesday July 31. Older customers marvelled at the automatic

checkouts and change giving machines.

Hitchin, also on July 31, was the ninth store to open in Hertfordshire. Store statistics:

Swindon has a sales area of over 1,440 square metres (15,500 square feet), 18 twin-bay checkouts at both ends and a multi-storey car park close by. Store manager Henry McCulla has been in charge of branches in London and Bristol.

Wood Green has a sales area of over 1,778 square metres (19,000 square feet), 24 twin-bay checkouts and a multi-storey car park close by. The manager, Alex Watson was previously manager at Welwyn Garden City and Aylesbury.

Hitchin has a sales area of over 1,133 square metres (12,185 square feet), 15 twin-bay checkouts and a roof-top car park. Dave Holley, the manager, was previously deputy manager at the Dunstable and Bedford branches.



Civil engineer Isambard Brunel's statue at the hub of Swindon's new shopping centre, named after him in memory of the town's railway history.

Music while the warehouse works

Music helps the work along, particularly on the night-shift, say warehousemen at Buntingford depot.

Earlier this year the Musak installation at the depot was extended from the cheese packing department to other work areas, including the warehouses. The request to extend the system originally came from the engineers' truck workshop. But a survey at the depot showed that quite a number of other departments also wanted music while they worked.

Via post office

In March a system similar to one operating at Charlton depot since May 1972 was installed. The music is relayed via a post office line from Musak's London studios. It plays for 15 minutes at 15 minute intervals. Although the depot has no control over what is played, it can adjust the volume or switch

the system off altogether.

'On the whole the chaps like it on' says chargehand Maurice Abrams, 'particularly on a night-shift.'

Joe Zambonini, senior USDAW shop steward at the depot says: 'The warehouses are like a morgue at night. Music certainly cheers things up a bit.'

'I think the men would get fed up with it if it were on all the time' comments Mike Cornell, who works in the non-perishable warehouse. He also thinks the selection of tunes 'is not up to date enough.'

The same programme is relayed to all light industrial subscribers to Musak. It may therefore be some consolation to remember that when the Blue Danube waltz seems to have come round for the umpteenth time that week, silent curses are probably being mouthed in unison by hundreds, perhaps thousands, of workers up-and-down the country!

Club swinger keeps the girls fit



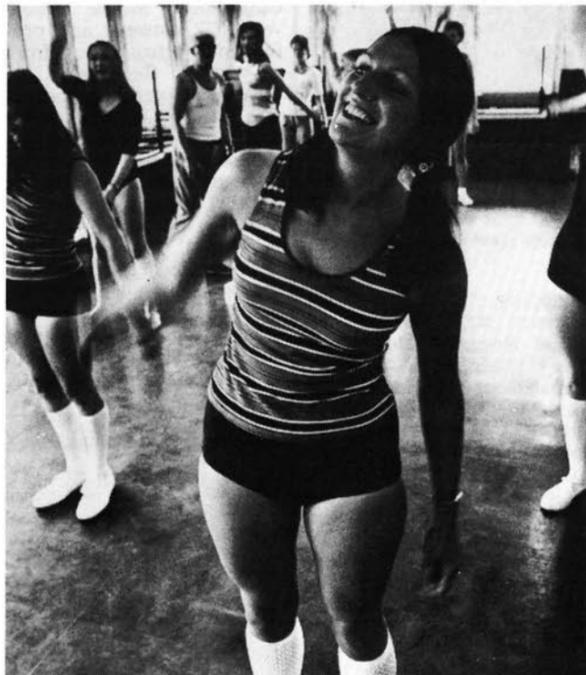
Indian club swinging champion Arthur Cope is helping to keep over 30 ladies fit at Buntingford depot, every Monday evening at seven o'clock.

When the women in the cheese department at the depot asked about starting a keep-fit class, SSA chairman Vic Cope had no trouble thinking of someone to take the classes.

His father, Arthur Cope, used to be a physical training instructor in the Navy, a professional boxer and at one time taught physical culture at a Kilburn grammar school.

It was aboard the HMS Calypso in 1938 that Arthur set-up his Indian club swinging record of four hours 15 minutes. Sometime this year he hopes to break it by topping six hours.

Vic Cope said: 'It may not seem long but he swings them over his head. The record for swinging them at waist height is about 100 hours. Swinging them over your head is a different matter. I've tried it - for about five minutes.'



Top: Arthur shows he's not afraid to try his own medicine. Bottom: Tonia Walker certainly seems to be enjoying the physical jerks.

Fred works late—and discovers fire!

It was a stroke of luck that Fred Traveller, a night cleaner in the pre-pack department at Hoddesdon depot, decided to work late on July 14.

For when Fred went to collect his coat from the men's cloakroom off the produce warehouse, he found hot water gushing from beneath the door. Thinking it was a burst steam pipe he called the gatehouse, where engineer Keith Willis was just about to leave the depot. Although it was his last day with the company before he

started a new job, Keith volunteered to help.

When the door of the cloakroom was opened they found, not a burst pipe, but the remains of a fire, doused by a fast flowing sprinkler head activated by the flames. The heat from the fire had warmed the water and filled the room with steam!

Said works engineer Charles Phillips, called from his home to the fire: 'If Fred hadn't stayed on those few extra minutes we could have had a real disaster on our hands. The rest of the Fri-

day night shift had gone home and he was the last man on the depot.'

It is ironical that as the hero of the day, Fred lost the most, for his coat and other belongings were still in his locker - in the cloakroom. Claims for personal belongings destroyed by the fire, or damaged by water from the sprinkler are being dealt with. Said personnel officer Ray Hasler: 'It's interesting what some people keep in their lockers!'

Doctor, doctor, your clanger's showing

It's the fashion at Clapham to have an Op! Nearly everyone is in on the act. Albert Dring, industrial engineer, went to hospital for a Hernia operation, Dennis Osborn of purchasing recently had an ulcer removed, and in spite of being attached to diverse tubes for long period of time, remained cheerful throughout, Pat Biss, library, had a short sojourn in hospital during the Spring Holiday (bad luck, Pat) for a perforated ear, and a couple of chaps have had their beards removed!

Mixed up

Alan Baxter, productivity, on requesting the removal of a broken tooth was told that due to the probability of excessive bleeding, he'd better have it drawn in hospital. Despite remonstrations on his part, on arrival

there, he was tucked up in bed, starved, draped in an operating gown and sent down to the theatre.

Apparently the hospital staff had got their records mixed up; he should only have had a local anaesthetic for the removal of his tooth!

Talking of hospital 'clangers', Bill Skelton of engineering design went into hospital to have the cartilage in his knee removed. At the appointed hour he was prepared for the operation by the staff, but a slight hitch occurred due to the fact that they couldn't find the anaesthetist. Next day the process was repeated with more success and just before he lost consciousness, an old lady bent over Bill and apologised for not being available on the previous day. 'I was at the hairdressers' she explained.

But the most endearing operation of all is the Vasectomy endured by Dave Wallis

of depot engineering. Dave recounted his tale to me with relish. 'As they laid me on the table' he said, 'I heard a bloke in the next cubicle yelling; it was a bit off-putting!' He went on to explain the painless operation which hardly warranted an ear-splitting scream.

Antiseptic

When it was all over Dave tells me he remarked to the doctor that it didn't hurt a bit, and why did the other fellow make such a fuss? The doctor was explaining that he was very nervous and somewhat older than Dave when the nurse bustled up with the anti-septic and sprayed it on Dave's wounds.

Then he understood what the screaming was all about. He didn't utter a sound but he told me that the tears came to his eyes. Brave lad!

Phyllis Lane

FEATURE

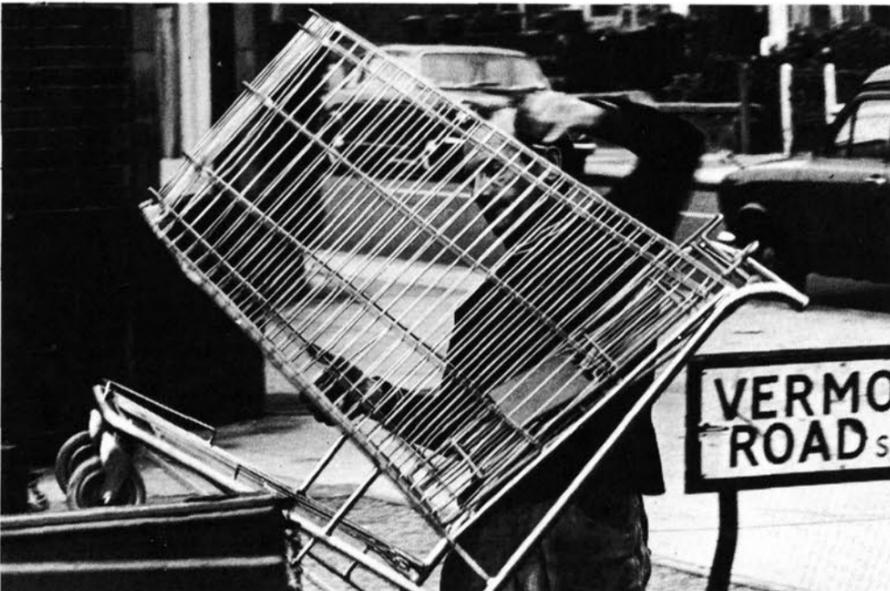
Bring back the trolley — please



Where it starts: the trolley is out of the store . . .



. . . finds its way to car parks, homes, even bus stops . . .



. . . finally to be retrieved by the man from JS.

Abandoned customer trolleys have become a major problem says JS branch manager Chris Charteris.

Many other managers, as well as local councils and development companies, agree that it's a fast growing headache.

The trolleys are being abandoned after customers have taken goods from the stores to their cars — or to their homes. Subsequently they become a traffic hazard, a vandal's weapon or, just simply, litter.

JS branches — from Basingstoke to Dunstable, High Wycombe to West Wickham — and other supermarkets and traders have been attacked by local councils and residents associations for causing the problem.

But, maintain JS, the problem is caused by a small percentage of customers who seem to have a total disregard of property and of the community. One branch in the thick of the problem is Wandsworth . . .

On June 8 in committee room 140 at Wandsworth Town Hall 10 men met to try to find a local solution to this growing national problem. Around the table were representatives of JS, Tesco, London Co-operative Society, the development company of the Arndale Centre (of which the stores are part) and officers of the Wandsworth Council.

Compromise

Wandsworth divisional engineer W K Butchers had called the meeting to 'find a solution and not for any recriminations'. It took 90 minutes of bartering for the parties to come to a compromise. It was decided to restrict, for a three month period, the trolleys to the Centre and its precincts — the precincts being all the common areas and the car parks of the Centre.

But whether or not this will prove a workable solution — to what has been described by a local councillor as 'a danger and an eyesore' — will be seen in the light of the three months' experimental period. JS are only too well aware of the problem.

However, JS are quite clear on their trolley policy: 'to allow customers to take trolleys from the store as a service, acknowledging that many will not be returned'.

It's this that the development companies and the local councils find hard to accept. They say the trolleys should be stopped at the door of the store or a refundable deposit charged.

Co-operation

In November 1971 the Wandsworth Arndale Centre manager, G D Elgar, wrote to JS suggesting that trolleys should be collected from the car parks.

Both JS and another supermarket involved co-operated with this request and, in fact, the collection service is currently costing the JS Wandsworth branch £127 a

week to run.

At Wandsworth two customer service men are constantly collecting the trolleys from the Centre, car parks, and adjacent side streets. On Thursday, Friday and Saturday a private contractor is employed throughout the day — and half an hour after closing — to collect the trolleys. In addition students are employed for an after-hours collection most days. In all, nearly 6,000 trolleys are collected each week.

Even so the collection service hasn't solved the problem in Wandsworth. The odd few are still dumping trolleys either in side streets — where they park their cars to save using one of the two multi-storey car parks — or around the nearby flats.

It's the latter that Robin Anderson, senior surveyor of JS estates department, pinpoints as a main factor in Wandsworth's problem. He said: 'A covered precinct encourages the shopper to take the trolley out of the store to do the rest of her shopping at other shops.'

'Once out of the store there's no obvious barrier between the precinct and the public highway — and their homes. In contrast, at Poole branch — which is in another Arndale Centre — the problem doesn't occur, because there's no high-density population adjacent to the Centre. Although trolleys are left in all parts of the car parks they are not taken out of the Centre'.

Restriction

The manager of the Wandsworth branch is Chris Charteris. 'A trolley left in the streets can easily be the cause of an accident' he said. 'The main misusers of trolleys come from the adjacent flats — although their tenants associations complain that they are not to blame.'

'Short of having an army of collectors we cannot clear the flats. After we have closed and have cleared all the nearby streets, the trolleys start to appear at the bottom entrances to the lifts' said Mr Charteris.

'Restricting the trolleys to the Centre is the most significant step yet to solving our problem here at Wandsworth. We have some hope that it will do the trick.'

He added: 'Abandoned trolleys are every bit as serious a problem for managers as trading and staffing. It's for this reason that we devote all possible resources to it.'

However, a big 'but' hangs over the Wandsworth proposal to restrict the trolleys to the Centre. Because of the difficulties involved in policing all five exits, success will ultimately depend on the co-operation of the customers at Wandsworth.

Bretton 'super store' proves the sceptics wrong

The Bretton supermarket has been open a year. Situated nearly three miles outside Peterborough's main shopping area, it is the first of JS's edge-of-town superstores and has broken a lot of new ground. Many local traders said it was doomed to failure, its initial success being nothing more than 'a nine-day wonder'. Over 365 days later Bretton is going from strength to strength. Diane Hill visited the store to see why it has succeeded and what effect, if any, it has had on the shopping habits of its customers.

Shopping for the family now means shopping with the family for a growing number of Bretton housewives. Men who previously blanched at the thought of accompanying their wives shopping enjoy going to the JS superstore. Not just on the traditional Saturday morning or late-night shopping expeditions, but at almost any time of the day or on any day of the week. A number of things have brought this about.

The Bretton store is designed to appeal to car-owners and although women are fast catching up as car-drivers and owners, it is still predominantly the man of the house who takes charge of the family car. Men like the no-



fuss parking arrangements at Bretton, which has room for over 600 cars. Shopping can be wheeled straight from the store to the car.

Men shoppers

Employment in the area is mainly industrial - Baker Perkins is said to employ about 25 per cent of the local labour force at present. Shift working is common and so a large number of men are regularly at home during the

day. But instead of doing the garden or getting a couple of hours sleep, they are participating in the grocery buying in a big way.

'It's so easy to get around the displays. No hanging about or being pushed and shoved by mad women with loaded baskets' was how Mr Elsom of Gunthorpe, about two miles away, felt about it. 'If there was the hint of a crush or fuss I would be outside waiting in the car. After a while I would feel I was just being used as a chauffeur and

probably grouse about coming at all.'

Shopping with dad around has also affected the way some families spend their house-keeping money - for the better. Shopping trips are better organised to fit in with shift work. Instead of going once or twice a week couples now shop once a fortnight or once a month for the bulk of their groceries. The latter is a recognisable trend, helped along by home deep-freezers and larger pack sizes. Fewer trips to the shops mean that

less money is spent on odds and ends. The watchful eye of a thrifty husband has even curbed impulse buying.

Social shopping is not just limited to families. It also includes a variety of friends and neighbours who get together for the weekly or monthly 'stock-up'. It is quite common to see friendly three-somes strolling down the aisles. Yes, strolling - the store is big enough for shelves to be filled in comfort and trolleys to pass without touching. You hear words like comfort and convenience frequently at Bretton.

The pioneering spirit of Bretton has brought forth a fine crop of anecdotes.

Richard Pescod, the manager, tells of a woman customer who locked herself out of her car. She was doubly worried because her baby's feed was almost due and she had no means of getting home with the child. A bottle was duly purchased from Boots (the other big store on the site), milk prepared and warmed, the baby fed and the car door eventually opened by a JS butcher. 'It's all part of the service at Bretton,' he said.

Bretton's 'catchment area' is the surrounding five miles - but it is not uncommon to have regular shoppers from

Huntingdon 23 miles away. The emphasis on car-owners has not, however, excluded people coming by foot or public transport: walk-in trade has increased.

Biggest store

At 1,400 square metres (25,450 square feet) Bretton is JS's biggest store, so far (although Telford, under construction, will be slightly larger). Customers through the checkout points each week total about 10,000. But the number of people actually in the store during a week is in excess of 30,000 and the number is growing.

After one year the JS planners have proved the Jeremiahs wrong. Not only is the store trading profitably, it is slowly becoming an integral part of the community. Early and careful planning prevented any mistakes, except one. The Development Corporation and the JS planners overlooked that most human of frailties. There were no toilets. An essential amenity when you are three miles out of town. The Corporation at Bretton solved the problem with Portaloos. Future superstores will no doubt be built along with superloos.

A new deal for the trainees

As part of a plan to decentralise training in the retail sector, JS recently closed down the training centre at Blackfriars and started a programme of retail training, closely geared to career plans, in the five areas. Here, the new set up is explained.

The first training centre was opened at Blackfriars in 1916, when the company first led the field in training for the retail food trade. By 1972, however, the company had grown so much and spread over such a large area that it became much more efficient to carry out trade training in selected branches on one day a week. The closure of the training centre at 23 Blackfriars Road at the end of last year, however, did not indicate an end or even a reduction in the company's training activities. In fact, it has been closely followed by the completion of five new training centres; one in each area.

Comfortable rooms

The new training centres are a bit different. There are no butcher's blocks or shelves for displaying groceries. Instead they are comfortable carpeted rooms for off-the-job training in skills such as 'techniques of instruction' or 'the use of the branch ordering system'.

For the Coventry and Romford areas the rooms form part of the area office; for Bromley and Ealing they take up part of the hostels at

West Wickham and Kilburn respectively; and for the Kingston area the centre is at Fulham branch. Each centre has comfortable chairs and trapezoid tables which can be arranged in many different ways. In addition to the usual training room equipment, each centre has an overhead projector, a 16mm film projector and a Carousel slide projector for use both in the centre and the area.

Up to date

The new set-up is all part of the company's plans for decentralising certain retail service functions and follows the formation of the area offices some two and a half years ago. It also coincides with the development of a new system of 'modular' training, designed to give up to date training as and when it is needed.

The system consists of a series of 'modules' - short courses covering specific areas of knowledge or skill - each one building into a comprehensive management and trade training programme. The term 'modular' is used because each so-called 'module' can be used to fill a particular training gap, while the whole programme can be used to give a complete picture.

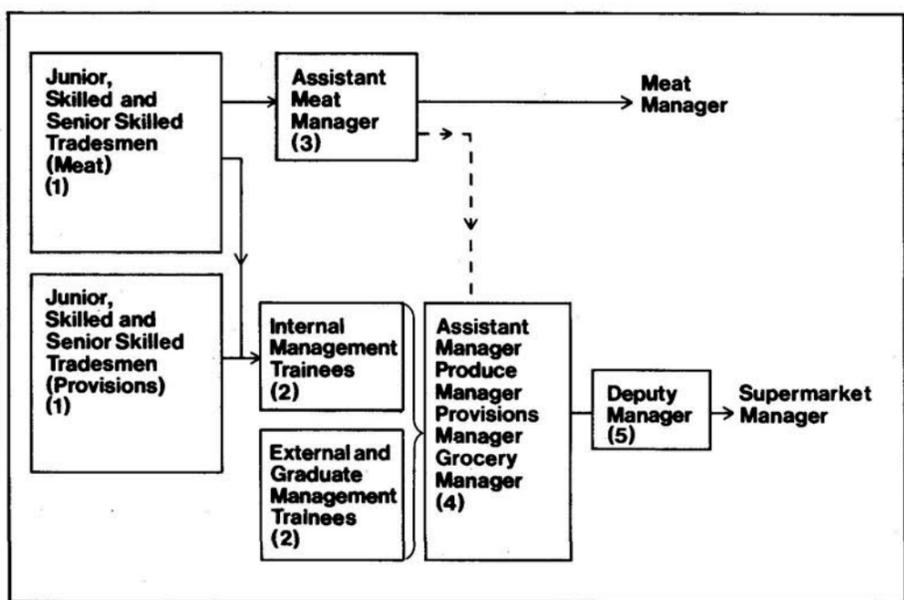
Gradually all the off-the-job training carried out in the branch operations division will form part of the modular system, though a great deal of work remains to be done.

The first complete series of modules has been designed for management staff and tradesmen. The diagram shows how the modules are linked to the career pattern, though, of course, the system is very flexible and caters for most individual requirements.

At each of the promotional steps in any branch employee's career a series of courses or 'modules' have been designed. This means that required training can be given at, or just after, promotion. Thus the trainee is given information which is completely up to date, brings in all the latest ideas and equipment and mentions any new ideas which are being considered. This method ensures that staff receive the training they need to do their present job well, plus extra training ready to equip them for the next job which will carry higher responsibility.

Work is now being done on the development of modules for clerks and chief clerks and future courses may well be designed for use with tape/slide equipment similar to that which has been on trial recently.

Not all the courses will be held in the area training centres. Courses for tradesmen and cashier training are carried out in the branches, and many of the management courses will still be run at Dulwich management training centre, as in the past. Some training will also be carried out in the training room still in use at Blackfriars.



(1) Modules include in-store trade training, supplementary courses, on particular equipment or methods, plus other specialised courses where necessary, e.g. produce manager's course.

Module numbers are also given to tradesmen work books which outline a programme of planned experience for on the job training.

(2) Management trainees' work books will be allocated to the individual in relation to his experience and age upon entry. Modules include specialised courses in computers, branch staffing systems, branch ordering system, food hygiene, the retailer and the law, the area personnel function, management principles, customer relations. For external and graduate management trainees

it will also be necessary to do a basic in-store course together with some of the supplementary courses in specialised equipment and methods.

(3) For assistant meat managers there are modules on meat processing and management principles.

(4) These departmental managers will attend the following courses as they advance through the departments: provisions manager commodity knowledge economics and stock control techniques of instruction use of statistics in financial control staff control grocery manager JS and the customer productivity use of statistics in stock control

(5) Finally, at deputy manager level, the following courses have been designed to equip him for the more specialised functions which form part of his job:

office control, catering, security, management. For the more established deputy manager there is a course on financial control. Many of these courses have already been developed and have been improved in the light of experience. Others have yet to be completed and may not be available yet.

Details of the available courses are outlined in the brochure 'Training for the future' a copy of which has been circulated to all supermarket managers, and can be made available for you to look at if you wish.