

After the toughest trading year for a quarter of a century

JS beats inflation ... just

THE MOST DIFFICULT trading year for 25 years was chairman John Sainsbury's description of the year ending on March 28.

This was part of his statement issued with the announcement of the preliminary company results on May 7.

The bare facts of the results are these: company turnover increased by 25 per cent from £362 million to £453 million, and profits before tax increased by 7.4 per cent from £13,624,000 to £14,629,000.

However, profits in proportion to turnover fell by 15 per cent from 3.74p to 3.17p in the pound.

Press response to the announcement of the figures was mixed. 'A good deal better than most food retailers are likely to achieve', said the *Financial Times*.

But *The Times* said 'Last year will be one that J Sainsbury is happy to forget'.

Difficult times

The results are certainly better than the chairman expected when he said, at the annual general meeting last June, 'It will be exceptionally difficult to achieve an improvement in group profits this year'.

The 25 per cent increase in turnover is greater than the rise in supermarket food

prices, but not much greater, so the increase in volume of trade was small.

A full explanation of the company results will be given to staff in the form of a 16-page colour booklet.

This booklet, which replaces the films that have been used for the last two years, will be published at the end of May, and it gives the background to the company results with diagrams, tables and maps.

All explained

The films proved popular, but it was extremely difficult for every single member of staff, including part-timers, to see the film. Furthermore, the booklet will allow staff to browse over the results at their own speed.

Every person working for JS, including part-timers, will be able to get a copy of the booklet, as over 30,000 copies are being printed.

Plans for JS expansion were also announced with the company results.

In the year 1975-6, 17 supermarket openings are planned, the new stores averaging 19,500 sq ft of sales area. (This compares with 11 stores, averaging 17,700 sq ft, in 1974-5.)

Hypermarkets here we come!

JS and BHS join forces—see back page



JS girls wanted

NEXT MONTH the search starts for Miss JS 1976. Charmers from all over the company will be putting forward their claim to the title. But what about all the personality-plus girls who need that extra bit of encouragement to pluck up the nerve to enter?

If there are any shrinking violets in your neck of the JS woods, let the *JS Journal* know. Over the summer months we'll be featuring the pick of the bunch.

Number one

To start the ball rolling Sydney Harding of supply control, an eminent amateur photographer, nominates his colleague Gillian Dow. A self-confessed romantic from Blackheath, 19-year-old Gillian has wanderlust, and she travels as far as her finances will permit. Her dream is of a cruise to South America. She's just passed her driving test at the first attempt, and she's taking up horse riding, but she admits that neither will help get her to Rio!



Photo: Sydney Harding

Budget hits the bottle!

CHANCELLOR Denis Healey's Budget on April 16 was so swingeing it drove thousands of JS customers to drink.

When the news broke that Mr Healey had budgeted for a hefty increase in the duty paid on wines, spirits and tobacco, JS wines and spirits sections were afloat with customers; all trying to stock up their 'cellars' while pre-Budget stocks lasted.

The higher rate of income tax took second place to booze in most people's post-Budget mania.

There is a legal limit of 12 bottles on the amount of drink that one person can buy at one time from an off-licence.

Back for more

Some customers got round this by bringing their husband or wife with them, thus doubling the amount they could buy. Others simply entered the shop, bought 12 bottles, went out, came back, bought 12 more, and so on.

At Telford, for example, people were joining together to buy large quantities of wine. Deputy manager Elwyn Davies estimated that the average purchase by such

groups was about 30 bottles. Whisky was completely cleared out at Telford within 24 hours of the Budget, and brandy went well, too.

At the opposite end of the JS trading area, at London Road Brighton, brandy sales were up but the real boom was in JS Vermouth, which was selling by the case, both red and bianco.

One customer, who seems to be JS's champion tippler, patiently queued with a purchase of 12 bottles over and over again, until he had bought 90 bottles of white wine.

The Chancellor's decision to cut food subsidies by £150 million could result in higher prices for basic foods like bread, butter, milk, cheese and flour.

Not so obvious axe blows to the food industry came in the form of the increased road taxes. The tax on private cars is up from £25 to £40 a year and the tax on commercial vehicles is up by a third.

The tax on the average artic (it varies with the size of the vehicle) used to be about £500 but it will now be in the region of £660 a year.

This will add over £50,000 to JS's annual road tax bill for its commercial fleet and

about £8000 to the tax paid out for company-cars.

Mr Healey also quashed scrip dividend schemes, whereby shareholders could take shares instead of cash dividends by making them subject to tax, like cash dividends. This type of scheme he said '... must be brought to an end in the interest of fiscal equality.'

How's VAT

A small boom in the sales of electrical goods was yet another result of this year's Budget. All the electrical goods sold by JS — irons, toasters, kettles, percolators, mixers and home freezers — are subject to the new 25 per cent rate of VAT.

For freezers particularly this means big price rises. Even a small cabinet will cost about £20 more.

News of the new VAT pushed up sales of most small electrical goods and JS freezer centres reported business was booming right up until May 1, when the increase came into effect.

But what JS may lose on the swings it may well get back on the roundabouts — all those new freezers have to be kept stocked up!

Depot chief holds a pow-wow in the Strand

COST-EFFECTIVENESS — that was the keyword at the meetings held by distribution director Len Payne for his middle managers.

At the Strand Palace Hotel, London, on April 14 and 15 Mr Payne held meetings for 120 of his management team, and he spelt out the realities of the economic positions of both the country and JS.

He also made clear his aims for the newly reorganised division, which he sees as vital in the company's fight to maintain and improve its position in the retail industry.

'There are four objectives for the division — reliability, service, cost-effectiveness, and optimum use of our capacity and assets.'

First Mr Payne discussed JS in the context of the national economic situation. 'It is unlikely, certainly over the next two or three years, that there will be an increase in the amount of money our customers have to spend.'

'The household purse is always the last to benefit from any increase in income.'

'As a result of this, JS will face its most intense competition since the last war. The only way we can survive this competition is by having well presented, well stocked shops with competitively priced goods.'

'Good stocks are particularly important. Depots aren't there to hold stocks, they are there to make sure that the product gets to the stores.'

He said that he thought it was possible to reduce stocks held at the depots and, at the same time, to increase the throughput and service levels to the shops.

He said that there was as much as 40 per cent unused

distribution capacity in JS. 'If we work efficiently, we can put this to use.'

Mr Payne impressed on his managers his own style of management. 'I like to have a participative organisation, and I like to see that organisation in action. That is why you will often see me in the depot, asking questions. I question the whole time.'

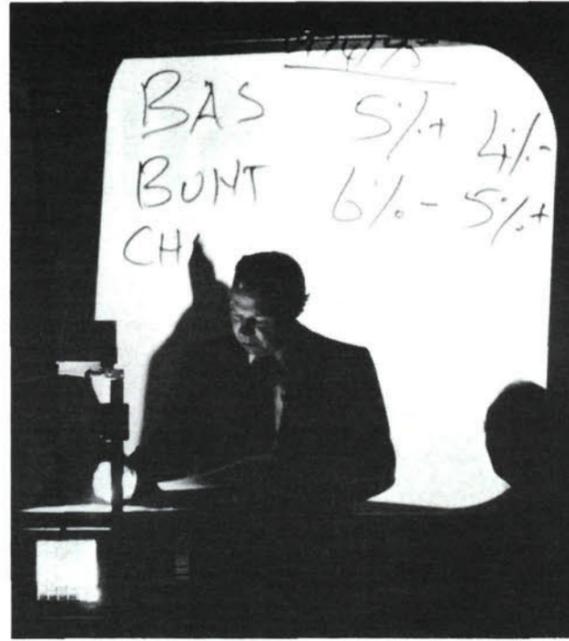
Decisive

'I am decisive. Questions that are asked must be answered, decisions made. I don't like waffling; I believe in communication.'

He spoke of the 'compartmentalisation' that prevented people knowing what each other was doing. He went on to say, it is vital that this division achieves integration between supply control, depot division headquarters and the depots themselves, as well as good communication, within and with other divisions.

Mr Payne had plenty to communicate on a number of topics.

On hypermarkets — 'Although it depends on where it is, any store less than 15,000 square feet is generally not economical. There is a seven per cent difference between prices in supermarkets and prices in hypermarkets, and the housewife is more price-conscious now than she has ever been.'



Len Payne spells out the facts for his management team.

He added that Whitehall seemed to be opposed to the very idea of hypermarkets.

On company finances — 'The company, in line with many others in the country, is suffering from cash flow problems because of compressed profit margins.'

'Earlier in 1974 profit margins were depressed by price controls but now they are being held down by sheer

competitive pressures.

'You can, if you want to, ease your cash flow problems by not expanding. But that can lead to stagnation. JS will continue to expand, and we will just have to make our assets work harder.'

'We believe that expansion in a time of turn-down is the way to strengthen our place in the market. But it means examining the cost-

effectiveness of everything we do.'

On perishables — 'We must examine all the technology of perishable food and find out how much is pseudo-technology that can be scrapped without lowering the quality of the product or shortening its life.'

On industrial relations — 'We will gain the confidence of the men on the shop floor by communication, by telling them the facts.'

Organised labour

'We need real organised labour, by which I mean unions organised in the true spirit of trade unionism. I don't believe in confrontation: we all need to work together.'

Mr Payne took over the distribution division in January this year, and in March several organisational changes were made. The division is now run by a seven-man committee under Mr Payne's supervision.

The members of the committee are Alan Mathias (Basingstoke depot manager), Owen Thomas (Buntingford), George Abrahams (Charlton), Peter Speight (Hoddesdon), Graham Nichols (distribution controller), Ray Champion (supply controller) and Derek Graham (contractors' depots manager).

Gas explosion at HQ injures man

A GAS LEAK at Stamford House caused an explosion in which one man was injured and a small fire started.

The incident happened on Friday April 25 at about half past four in the afternoon. Peter Carter, a maintenance engineer, was in the strong room on the lower ground floor to check some work done by a ventilation engineer.

He lit a cigarette lighter to check the air flow in the ventilation system. There was no reason to suspect the presence of gas as there is no outlet nearby, and the damp, musty smell of a confined space was enough to mask the smell of gas.

Immediately there was an explosion. Mr Carter was burned on his head, neck and arms, and some of the papers in the room caught fire.

Quick action

Although badly shocked, Mr Carter walked up to the telephone switchboard on the ground floor. The emergency services went smoothly into action as an ambulance was called, and a nurse came from JS medical services to give immediate treatment for Mr Carter's injuries.

Mr Carter told Dorothy Dudman, the switchboard supervisor, that he thought there might be a fire in the strong room, and he also told her to alert company secretary Stuart Parker, who is responsible for most of the contents of the room.

Alf Tyler and Ivor Bettridge of the office manager's department went down to the strong room and found that some papers were burning.

They dragged the burning papers out of the room and had put out the flames before the fire engines arrived.

Mr Carter was taken to hospital and released at about half past seven that evening.

His burns are superficial, but he is expected to be off work for some weeks.

Men from the gas board arrived and confirmed that gas had leaked from an outside main into the lower ground floor at Stamford House.

They dug down to the main, where they found and cured several leaks. Checks are now being carried out to ensure that nothing of this kind can happen again.

Disco hoax

A HOAXER struck at the disco arranged by Reading branch for April 21. Someone phoned up the local Top Rank and cancelled the arrangements, and when everyone arrived they found the building locked.

Nearby pubs did a roaring trade that night, and the re-arranged disco went off successfully on May 5.

Jersey jaunt

THE FRIENDLY INVASION of Jersey by the staff of Basingstoke branch was accounted a great success.

It was over the weekend of April 12, 13 and 14 that 64 staff, friends and relatives from the branch visited the island.

They stayed at hotels at St Brelade's Bay and at St Aubin's Bay, and during the day hired cars were laid on so that they could tour the island.

In the evenings dances were arranged by provisions manager Brian Tompkins, who masterminded the visit. Already he has received enquiries from other branches interested in making a similar trip.

Trials at Reading may be just the ticket



Phyllis Golec tries out the new labels that could make life so much easier for cashiers and customers.

AN EXPERIMENT being carried out at Reading could result in a new way of marking the prices of goods in JS stores.

At the moment there are three basic ways of marking prices in use — the plonker, which prints a single price directly onto the item; the adjustable price marker, which prints in the same way, but can be used for any price, the figure being selected on a dial; and the printing gun, which prints on a self-adhesive price ticket.

Frustrating

The drawback with all these methods is that the prices are sometimes difficult to read. The delays caused by cashiers trying to decipher indistinct figures or sending to have prices checked can be frustrating for customers, and prices that are actually mis-read, and therefore result in mistakes in the bill, are worse.

The experimental system being tried out at Reading, uses pre-printed tickets. The prices are in large, clear, red figures that can be read quickly and easily.

The new tickets cover a range of 30 prices between 5p and 28p. And 80 per cent of the lines stocked in a standard JS store fall within this range. The other lines will be price-marked in the usual way with a printing gun.

Tickets for each price are held on a nylon spool, and the spools are kept on the trolley

used for carrying goods to the shelf. A ticket is dispensed from a spool by a simple movement of the thumb.

The printing gun uses tickets with a small nick in each side, so that, if someone tries to remove one from an item, the ticket breaks up instead of coming away in one piece.

The pre-printed tickets do not have this feature at the moment, but they will if it is decided to put them into general use.

The new tickets have been in use since the beginning of February, and now they are on all the suitable lines in the shop. Branch productivity services will be carrying out a study to see whether the new tickets make any significant difference to the speed with which customers can pass through the checkouts.

They will also be finding out whether goods can be ticketed as quickly and efficiently the new way as the old way.

Elected to Council

GEORGE LLOYD has been elected a member of the executive council of the Institute of Refrigeration.

He is manager of JS's engineering design department at Clapham and it is the first time a supermarket engineer has been elected to the council.

Council says no to JS at Egham

DESPITE local authority support; despite residents' support; and despite support from local organisations, the plan for a JS supermarket at Egham has fallen through.

What appeared to be an overwhelming case for a Sainsbury's supermarket ended in dismissal.

On April 5, 1973, an application for planning permission went to the local authority. It was accepted but refused at county level on September 18, 1973. The case went to appeal, and there was a public enquiry on December 4-9, 1974. The government inspector at the hearing recommended that the appeal should be dismissed, and dismissed it was by the Minister in March 1975.

JS wanted to build an edge-of-town supermarket half a mile from Surrey's Egham town centre, on a disused industrial site. The supermarket was to be fairly large with a gross area of 4273 square metres (46,000

square feet), and car parking facilities at ground level and on the roof.

At the hearing the local council supported the JS case. A representative for 15 women's organisations said that many people already made long journeys to shop at Sainsbury's as the firm had such a good reputation, so it would be useful to have a store nearer Egham. She also thought it would be a good idea to have more competition among local traders.

No objection

Significantly none of the Egham traders raised any objections to the JS scheme. In fact no one did.

The representative from the flats overlooking the projected development said that the scheme would be of benefit to the local population, and that the residents would welcome a Sainsbury's on their doorstep. He qualified this by asking JS not to make deliveries before 8 am, not to allow the car park to be

used for public occasions, and to landscape the area round the supermarket. The JS representative agreed to the last two points but stated that deliveries would have to be made earlier than 8 o'clock.

The local Labour party, and the Mother and Baby Club sent their written support for the JS application, and approval of the scheme was evident from letters to the local newspapers.

So why was planning permission refused? The government inspector at the hearing summed up by saying that although there was public support for the scheme, he would recommend that permission should not be granted.

He said that the surrounding area of small compact towns within the green belt imposes a limit on future population growth, consequently on the number of potential customers. The close proximity one town with another meant that shoppers with cars already had a degree of choice. He

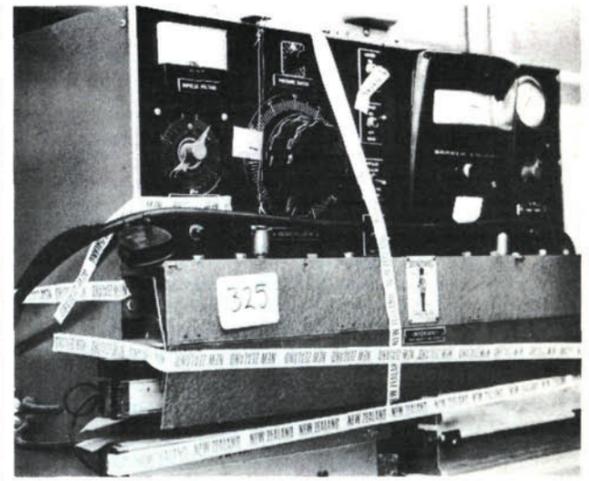
felt that a JS supermarket might have an unfavourable impact on Egham town centre trade, and that some of the Egham shops could face closure. The site, he said, was not suitable for the development proposed, and he disliked the roof level car park. Although the present residents of the adjoining flats like the scheme, he said there was no guarantee that future occupants would feel the same.

Square one

Planning permission for JS edge-of-town supermarkets scheme is rarely refused if the town is new, or there is an obvious need for shopping facilities. But where there is already an established town centre, these schemes are not met with such enthusiasm. Edge-of-town supermarkets may be confused with hypermarkets. Hypermarkets are on an entirely different scale in terms of size, car-parking, and the range of goods on sale. The JS district stores only provide an alternative source of shopping for some convenience goods.

So the Egham scheme is back to square one. But never say die, and JS certainly hasn't given up hope. The Egham plans are being revised to overcome some of the inspector's objections. Who knows, we may yet have a supermarket in Egham.

Together again



Lab staff had the whole move taped . . .

FORTY-ONE YEARS ON there are quite a few differences in the JS laboratories. The staff have just completed the move into the new labs on the third and fourth floors of Rennie House.

The last time that all the central lab staff moved into a new building was in 1934. Then the entire staff numbered about half a dozen, and their labs were an adjunct to the Blackfriars factory.

Since then the laboratories have expanded as technology has become more sophisticated, and gradually they have spread to other buildings in the Blackfriars area. Before the recent move the

hundred or so lab staff occupied six different buildings (though not the original one), but at last they have all moved back together again.

During April the various -ologists packed their various -ometers and moved smoothly and efficiently into Rennie House.

Things have come full circle and the labs have moved back to where they started, because Rennie House is built in the shell of the old factory building.

The new labs are thought to be the most advanced in use by any food retailer in Europe, and possibly in the world.

Caister holiday weekend cures winter blues



INDOOR FUN AND GAMES kept the unpredictable April weather at bay for the crowd of SSA members who spent a weekend unwinding at Caister, the east coast holiday resort. Boxing dogs, a donkey derby and all-in wrestling filled in the spare moments between eating, drinking, swimming, competitions and getting on with the serious job of enjoying yourself.

Treble top for Basingstoke

THREE of the five trophies at the JS darts tournament were snapped up by Basingstoke depot.

The tournament, held on Sunday April 6 in the staff restaurant at Blackfriars, produced new winners for each of the championships.

The Basingstoke winners were Ted Matthews in the men's singles, Alan Cheesman and John Vinn in the men's pairs, and Lesley Heaney in the ladies' singles.

The other two trophies were the ladies' pairs, won by Betty Hathaway and Linda Simpson of Chichester, and the Arcady team trophy, won

by Tunbridge Wells.

In recent years the JS darts tournament has mushroomed in size, reflecting the position of darts as one of Britain's two most popular sports, the other being angling.

The 10 hours of darts that made up the finals were just the end of a process that has seen thousands of entries whittled down to the 345 finalists. (The London area finals alone took 13 hours to play.)

The staff restaurant was packed and the five boards were in almost non-stop use from 10 in the morning to eight in the evening.

It's frothy man

MISTAKING a fire extinguisher for a petrol additive, a motorist filled his tank with foam at JS's petrol station at Cambridge.

'It was pretty messy' said deputy manager Robbie Robertson, a master of understatement.

'We got rid of the foam by re-filling the tank — with petrol. It seemed to work; he drove away and we haven't heard from him since.'

That same week another motorist used the extinguisher to check the air in his tyres. This time all that was needed was a shoe-shine.

JS veteran dies on way home from London reunion

HAROLD STRUTT collapsed and died while on his way home from the JS veterans annual reunion, held last month at London's Royal Lancaster Hotel.

Mr Strutt was a driver at Basingstoke depot until he retired in 1973, with 46 years' service behind him.

After an enjoyable day, Mr and Mrs Strutt travelled by coach back to Basingstoke,

where they live.

He collected his car from a nearby car park; and offered JS veteran and ex-driver Joe Osgood a lift home.

Approaching a roundabout, Mr Strutt had a heart attack; the car struck the kerb and swung out into the road. Mr Osgood managed to take the wheel and steered the car to safety with Mr Strutt slumped in the driver's seat.

Firemen from a nearby station rushed out with breathing apparatus and tried the kiss-of-life, but Mr Strutt never recovered.

Said Albert Bartlett, Mr Strutt's son-in-law who works in the wages department at Basingstoke depot: 'Harold had a stroke about four years ago but he seemed to have made a good recovery.'

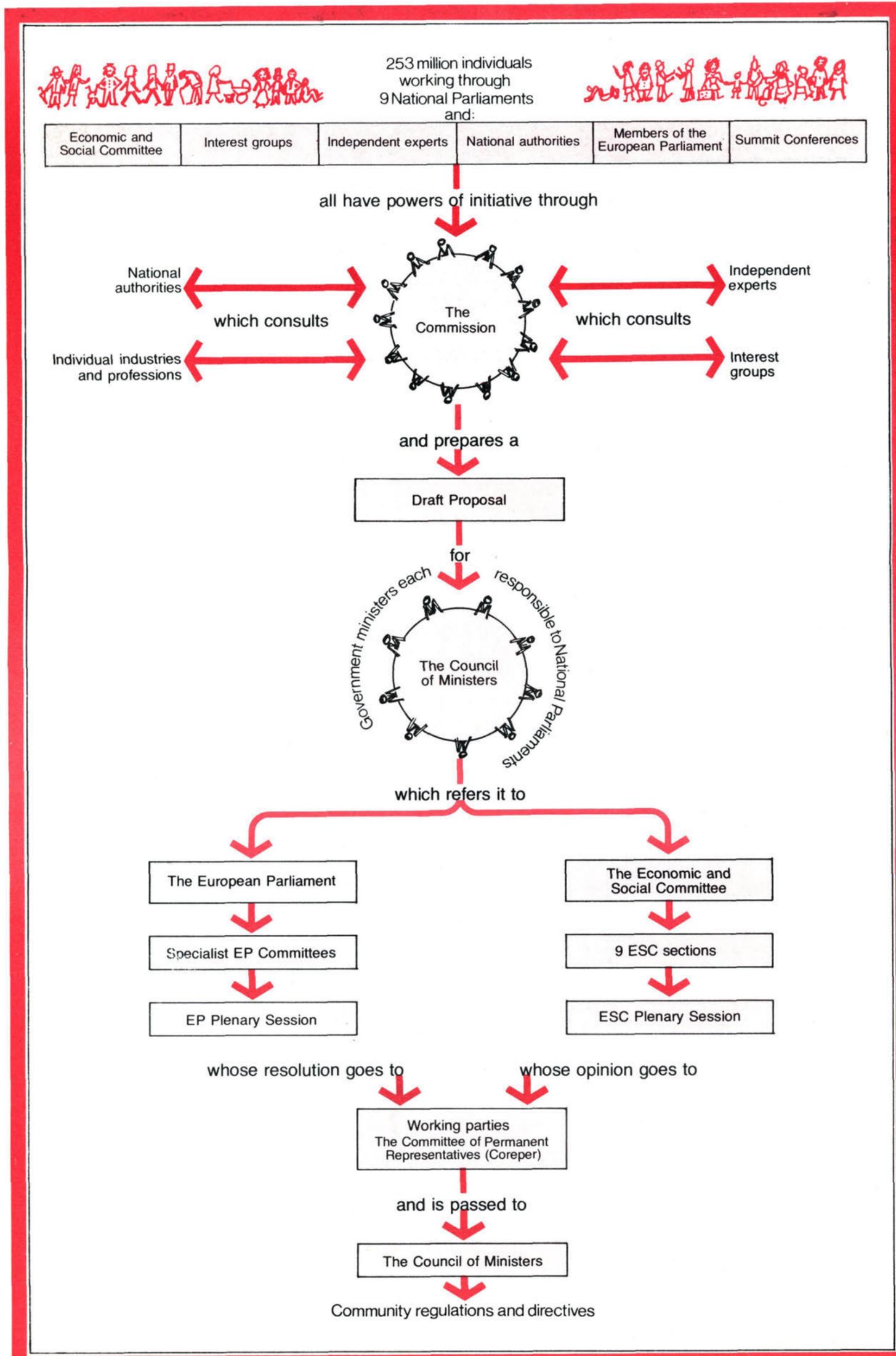


Beware of limbo dancers!

Captain Fish beat out the rhythm and two bare-footed limbo dancers bent over backwards to make sure everyone had a good time at Buntingford depot's Caribbean night, held in the staff restaurant on Saturday April 12. Over 300 people had the chance to reach an all-time low under the limbo stick. There was dancing to a steel band and singer Cy Grant had a calypso song spot in the cabaret.

It's

Legislation within the European Economic Community



Our first bite at the EEC apple (issue) explained 'why Sainsbury's second bite at the apple answers questions about the setting-up of policy and the effect that stays'

Getting down to basics, the chart explains how the Community makes policy decisions.

The main decision-making body is the Council of Ministers which contains government representatives from the nine Member States. The Council acts mainly on proposals from the Commission, a policy-forming body whose members are under oath to act in the interests of the whole Community.

The present British members are Sir George Young and George Thomson.

The Commission is answerable to the 419 member European Parliament. The 12 members are MPs who at present are from the National Parliaments. Britain, France, Germany and Italy, has 36 seats.

How did Britain become part of the EEC in the first place?

Britain declined to join the six in 1956 but set up the Coal and Steel Community; it joined again in 1957 when the EEC was set up. Britain asked for membership but it was not until 1972 that the terms of entry were finalized and Britain (along with Denmark and Greece) joined the original six — Germany, France, Belgium, Luxembourg and the Netherlands. The nine make up a community of 253 million people and account for 40 per cent of world production.

Britain has been a full member of the EEC for the past 2½ years. The question is about whether or not Britain should stay.

How does the Community's common agricultural policy work?

Basically the common agricultural policy supports agriculture through the market. It guarantees the farmer a minimum price for his main products.

Before Britain joined the EEC it supported agriculture through a system of direct subsidies to the farmer if prices fell below a certain level. Subsidies came from the UK taxpayer.

Under the EEC system the farmer is supported mainly by the price paid in the shops rather than through taxes.

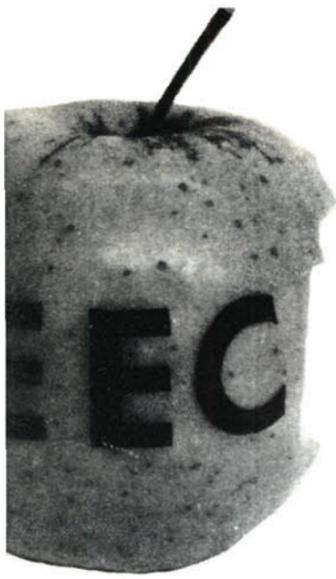
The CAP covers about 96 per cent of agricultural production of the Community's main commodities except lamb, wool and honey.

How is the guaranteed price decided?

For each commodity the Council of Ministers annually sets a common price for the whole Community. The market prices fixed are maintained in two ways.

Variable levies are charged on imports to make sure that the Community price is not undercut by produce from countries outside the Community.

Similarly when world prices are high...



when you know how

(on pages four and five of the April 1983 issue) 's says yes to the Community' — this is some of the most often asked questions of the Community, its agricultural policy and what will have on food prices.

site tries to make a major

ouncil of

tates. from the se

rests of Christopher

198-1984. The Government's decision is a major

C in the

hen they declined in 1961. It was not until 1972 that the UK agreed to join the EEC. Italy, France, Germany, the Netherlands, Belgium, Luxembourg, Greece, Ireland, Portugal, Spain, and the UK.

endum in.

olicy for

(CAP) place by the Government for his

orted subsidies to the farmers. These

ported more than

the in all the potatoes.

sters of the his way

l food to not side the

than

Community prices, export levies prevent the price within the Community from rising to world levels. For most commodities, support buying arrangements in the form of 'intervention' see that over-production within the EEC does not depress the market price.

Why are there surpluses?

Surpluses are bound to happen sometimes under an open-ended market support system; they are politically sensitive but they have to be seen in proportion.

In order to give the farmer the confidence he needs, the CAP must assure him of a basic selling price, protect him against the ups and downs of food prices and give him a fair standard of living to encourage him to increase his productivity. In return the consumer has food to eat at prices that are relatively stable.

Occasionally the farmer produces more than the market wants at that time. If the surplus was left on the market, prices would be driven down and the farmer's guarantee destroyed.

When, as has been the case recently, world prices are higher than the Community prices the farmer is prevented from exporting and has to sell at the lower Community prices.

Although surpluses attract a lot of attention they are relatively small. At the moment the amount of beef in store represents only about 21 days' consumption in the Community and there is only about seven days' supply of butter in store.

How do Community food prices compare with world prices?

Expanding world population, bad harvests and dramatically higher oil and fertilizer costs have escalated food prices everywhere — in and outside the Community.

Although food prices in Britain have risen alarmingly during the past few years the recent Government White Paper (on membership of the Community) states that food prices in this country are not higher than they would have been had



"No prizes for guessing which way the manager's voting"

Britain stayed out of the EEC.

However, it is unlikely that in the future Community prices will be very different from those in the rest of the world. Some Community prices will be higher than world prices and others lower. Even if on occasions Community prices are slightly higher the Community offers a secure source of food; and Britain imports half the food it needs.

Does staying in the EEC mean closing the door on food from the Commonwealth?

On the contrary, special arrangements for New Zealand butter and cheese were made when Britain joined the Community and these have been renewed.

More importantly, 22 developing Commonwealth countries, along with 24 other developing countries in Africa, have recently signed a trade agreement with the Community — the Lomé Convention.

This agreement would never have been signed if Britain had not been a member of the EEC.

In addition to allowing Britain access to Commonwealth products the Lomé Convention gives the developing countries the sort of guarantee which Britain alone could never offer.

What is 'harmonisation' within the Community?

Trade between nine countries, each with their own individual approach to life, raises obstacles that have nothing to do with currencies or tariff

barriers. For instance the mains electricity supply in Britain at 240 volts is different from the mains supply in Belgium and Holland at 220 volts; weights and measures differ between the nine as do safety regulations and standards.

Trying to remove trade barriers like these has been called 'harmonisation'.

The Community has already tried to 'harmonise' a number of standards affecting food, but of the many changes discussed only a few have been finally agreed. Chocolate, honey and sugar have been 'harmonised' but this will affect the labelling rather than the contents of the product.

Plans to 'harmonise' beer and bread have been abandoned.

How are business, professional and consumer interests looked after by the Community?

These are represented through an Economic and Social Committee which, like the European Parliament has to be consulted by the Commission when it draws up its proposals. The Commission also consults a wide variety of trade and consumer organisations.

JS takes part in these consultations as a member of trade associations like the Multiple Food Retailers Association (MFRA) and the Institute of Grocery Distribution (IGD). Occasionally people from JS attend meetings in Brussels as representatives of these associations.

The chairman speaks out at IGD Convention

OUR FOOD SUPPLIES depend on the outcome of the EEC referendum next month, said John Sainsbury, chairman of JS, in a forceful argument spelling out why Britain should remain a member of the Community.

He was a major speaker at the Institute of Grocery Distribution Convention, held in Brighton on April 28, and attended by about 400 top men in the food industry.

'I have the natural instinct of the shopkeeper to shy away from political issues' he told his audience. 'But the referendum goes beyond the usual party conflicts. The result will affect the whole future of our nation in a way no general election ever can.'

Food supplies and prices are central issues in the EEC campaign. 'All sorts of statements are being made about food' he said 'some with scant regard for the truth.'

World food crisis

He referred to a paper written by Sir John Winnifrith (permanent secretary at the Ministry of Agriculture for eight years, until he retired in 1967).

In it Sir John said: '... you get periodic surpluses and a fall in world prices. Given free trade in food, this country will always be able to import food more cheaply in the world market.'

Mr Sainsbury said this argument 'totally ignores the revolution which has overtaken the world food supply situation. The cheap surpluses which we have been able to rely on in the past are no longer there.'

A world food crisis exists today, he said, and we would do well to remember that Britain imports half its food.

World production, he went on, is not keeping pace with population increase and more and more people are rightly demanding to be better fed.

'Should Britain leave the Community, we would have to compete in a tight world market without any preferential access.'

'The EEC is self-sufficient in many foods and already nearly a quarter of all the food we consume is imported from countries within the Community.'

Moving to the Community's Common Agricultural Policy (CAP), he said this had

been criticised for supporting over-production.

'Some surpluses are inevitable' he explained 'but over the past two years the CAP has changed for the better and further improvements are expected to avoid surpluses without see-sawing into shortages.'

Subsidies

He pointed out that when world grain, and more recently world sugar, prices had rocketed, Community prices remained at a lower level.

In the case of sugar he said: 'Not only did British housewives benefit from these lower prices but sugar bought by the Community on the world market was actually subsidised.'

'There was a direct subsidy to the British housewife worth at least £35 million this year.'

From food supplies John Sainsbury switched to food prices. 'Since the oil crisis, it isn't possible to produce cheap food any more.'

The Government estimate that on balance food prices in the UK have recently been no higher than they would have

been had we been outside the Community.

Since 1964, he continued, real wages have increased more slowly in this country than in any of the other countries in the Community. 'That is the comparison that matters.'

Moving away from the EEC, John Sainsbury spoke of the way the food industry has 'suffered excessively' compared with other sectors of industry from the workings of the Price Code and the serious consequences of the enforced reduction in gross margins.

End price controls

He called for more flexibility and for greater understanding of the food industry by those responsible for administering the system. Ideally, he said, the industry would like to see an end to price controls altogether.

'The food trade is highly competitive — it does not require policing with rules and regulations.'

He concluded: 'What we really need is the encouragement of innovation that leads to more efficient and lower cost distribution.'

Letters: The people will decide

From R J Gates, driver's steward, Charlton depot.

Having read the chairman's comments about the EEC, both in the national press and the *JS Journal*, I think some answer should be made on behalf of the TGWU membership.

Of course, it is very comforting to be aware that we have a chairman who takes very seriously his responsibilities in regard to his employees. I can't recall him expressing the same concern over rates, rents, prices, mortgages and every other increase that his employees have had to face over the last few years.

One would like to believe that there were no political implications behind the chairman's remarks, but of course, we know otherwise. He represents the Tory view, brother Tim is a Tory MP who, one would assume, would not be adverse to guiding big brother on matters political!

Our trade with Commonwealth countries has dropped, purely as a result of big business deliberately running down our reliance on those countries in favour of the EEC and why? Because, like all big concerns, they saw the prospect of by-passing the trade unions of this country, of having the bulk of their products manufactured or processed by EEC countries, at a greater profit, all to the detriment of the British working man.

That our chairman could actually agree with something a Labour Government says, is surprising to say the least. That his agreement should be over the question of membership of the EEC cannot be overlooked.

Everyone would like to see more food for the world's population, but one must be realistic over this matter. The people of the Indian sub-continent have not altered their ways for centuries. They allow certain animals to be held 'taboo', thus relying as always on their staple foods and of course, harsh but true, nature has its own way of controlling the population in this, and other over-populated areas of the world.

I think that the chairman has tried to influence his employees over the EEC position, it seems to smack of 'my firm — my paper — my way'. But many of us have moved out of the world of feudalism, we don't touch forelocks any more and many of us are guilty of

being able to think for ourselves.

The people will decide, as always, in their own democratic way.

Peter Ireson, public relations manager, replies:

The chairman's article in the last *JS Journal* made it quite clear that he was not expressing a personal opinion, but that of the entire board, which contains men of many different political views. Furthermore, the debate on the EEC issue has crossed all the usual political lines. He was not reflecting the view of either his Tory brother or his Labour father.

The chairman put a 'company' view on food supplies and jobs because he felt that was the right thing to do. I notice that Jack Jones is putting his views on the referendum pretty forcefully and regularly in the TGWU's newspaper for members.

I had hoped that the article would generate a lively correspondence and it is a pity that the only letter received

does not deal with the real issues of the forthcoming referendum. The fact that we have published it demonstrates that it is not a case of 'my firm — my paper — my way'.

Dartfelt plea

From Mr Worledge, deputy manager, Northampton

Please! Oh! Please! could we find a new venue for the darts finals. The Blackfriars canteen is far too small. Together with the noise and the stuffy atmosphere it really isn't on to expect players to throw under these conditions.

Why not use the three main depot canteens in a rota system. They have plenty of room.

Alan Kettley, SAA secretary, replies:

I whole-heartedly agree that the staff restaurant at Blackfriars is not ideally suited for darts but we have tried other alternatives and found them equally unacceptable.

We had considered using

the depot canteens but with players coming from all areas, travelling would prove very difficult for some.

If we had decided to use Basingstoke this year, for instance, the competitors from the Midlands and Eastern Counties could not have entered and even those near to Basingstoke may not have cars and would find the journey equally impossible.

In London we are easily accessible to all main line stations, but even Charlton is difficult to reach by public transport on a Sunday let alone Basingstoke, Buntingford or Hoddesdon.

However, we hope that the recreation room in Rennie House will be ready for use before next year which should solve the problem.

As a point of interest finalists this year came from Aylesbury, Basingstoke, Bell Green, Bletchley, Bognor, Boreham Wood, Bretton, Guildford, Buntingford, Cambridge, Chichester, Corby, Eastbourne, Erding-

ton, Harpenden, Hitchin, Hoddesdon, Langney, Luton, Newbury, Northfield, Portsmouth, Romford, Rugby, Seaford, Taunton, Telford, Tunbridge Wells, Winchester, Woking and London and surrounding districts. Where else but London would be suitable?

Sad news

From David Solomon, senior buyer, purchasing department

Thank you very much for your excellent article on the Supermarketeers. The second round has now finished and I feel bound to report that despite improved profits we have narrowly failed to gain a place in the finals.

We are, however, confident that next year, if able to find a sponsor, we will be able to put the name of Sainsbury onto the list of winners.

Tax rebate

From Mrs R Palmer, JS veteran

I would like to mention a small grievance; having been told I was to retire on April 5, which I accepted in fairness to myself and other colleagues retiring on the same date, I do feel we could have been retired at an earlier date, as after all the years we have paid income tax, we are unable to claim any rebate, which in my opinion does seem rather unfair.

Stuart Parker, company secretary, replies:

The date of a person's retirement is normally the nearest Friday or Saturday to the date

on which they attain age 60 in the case of females and age 65 in the case of males. If, however, an employee is asked to defer their retirement in the company's interest the date on which they then retire would be the date which is mutually agreed between themselves and their personnel officer.

Hérons

From Stan Brown, head butcher, Kingston branch

There is a simple method of stopping herons making a meal of your goldfish (see April issue page 3).

The heron does not descend into the water from flight but lands on the dry land surrounding the pond and walks to the water in search of fish. By placing a thin thread or cord about a foot from the edge of the pond and about eight inches above the ground (meat skewers are a good means of supporting it) you can keep the heron from his lunch, for the bird will walk into the thread but will not pass it.

It seems herons are long-sighted and cannot see the short distance to their feet.

I have passed this information on to quite a number of people who have been troubled by herons and it has been very successful.

Letters are welcome and should be addressed to the editor. Don't forget you can dictate one by using the Journal's phone-in service on Blackfriars extension 2363.

Miss JS becomes Mrs Tesco



Photo by Wilkin Studios

Love knows no boundaries and on April 5 Christine Mears, who works at JS's Tottenham branch, married Roger Wood, the manager of Tesco's at Edmonton. Christine, aged 20, met Roger about four years ago while she was working weekends at his shop. She started work at JS last year.

Energy conservation campaign gets up steam

DID YOU KNOW that the power consumed in an average supermarket in a month would keep an average home going for 14 years!

Conserving some of this valuable energy is just one more problem taxing the skill and ingenuity of JS branch managers and their staff.

The staggering increase in cost has brought home to everyone that energy must not be wasted. But how? Electric power is a vital part

of supermarket presentation: lighting, temperature control, air conditioning are all an important part of Sainsbury's image to the customer.

The driving force behind the energy conservation campaign at the branches is departmental director, Len Lewis. Each branch has now appointed a conservation officer and district managers are arranging seminars for specific action to be agreed. Drawing a distinction bet-

ween the lighting needed for trading hours and non-trading hours is now a fact of life and posters encourage branch staff to 'switch off' and to 'close that cold store door'.

Experimental blinds

At 15 supermarkets they are experimenting with blinds fitted to temperature controlled cabinets out of trading hours.

There is also experimental work going on at eight branches to give managers a better control over lighting.

The success of the campaign relies very much on everyone doing their bit. Mr Lewis certainly practices what he preaches. He makes a point of turning off all the lights when he leaves at night.

But that could be because he doesn't want to fall foul of Ron Sharpe, the branch trading energy watch-dog!

In spring a young man's fancy turns to . . .

Lamb Marinade

The Journal's very own galloping gourmet, assistant editor Antony Moore, got this economical recipe from JS home economist Veronica Miller. His verdict:

'It's delicious (I've tried it), it's easy to cook (I managed it), it uses a cheap cut of meat, and there's enough for four people. Just one thing: you have to remember to start the day before you want to eat it.'

Ingredients for four servings

2 best end necks of lamb

Marinade

1 large onion (thinly sliced)
1 stick celery (thinly sliced)
1 clove garlic (chopped)
2 tablespoons Sainsbury's vegetable oil
½ pint Sainsbury's Beaujolais
2 teaspoons Sainsbury's mixed spice
1 bay leaf

Sauce

1 tablespoon fat from the roasted meat
1 oz plain flour
1 Sainsbury's beef stock cube dissolved in ½ pint boiling water
Strained marinade
2 teaspoons Sainsbury's tomato purée
Salt
Pepper

Garnish

Sprigs of parsley

Method

- Put all the ingredients for marinade into a saucepan, bring to the boil and allow to boil for two minutes. Let it become completely cold.
- Heavily score the meat, put it into a bowl with a tightly fitting lid and pour the marinade over it. Leave it to stand for 24 hours, turning occasionally.
- Remove the meat and dab it with kitchen paper. Roast it in an oven pre-heated to 375° F (gas mark 5) for 1 ¾ hours.
- Transfer the meat to a heated serving dish and keep it warm while you prepare the sauce. Heat a tablespoon of fat from the roasting tin, add flour and cook for a few minutes. Remove from the heat and gradually add the stock, marinade (discard the vegetables), tomato purée and seasoning. Bring to the boil and thicken, simmering for 10-15 minutes. Serve the sauce separately from the meat. Garnish the meat with sprigs of parsley.
- Serve with plain boiled potatoes (well scrubbed but with their skins left on and sprinkled with chopped parsley) and spring greens or brussels sprouts.
- Tuck in.

People

Appointments

G Vine, formerly manager of Solihull, has been appointed manager of West Bromwich.

M Hemens, formerly manager of West Bromwich, has been appointed manager of Dudley.

T F Delves, formerly manager of Dudley, has been appointed manager of Solihull.

L G Price, formerly manager of Cricklewood, has been appointed warehouse manager of Bury Park.

A Redford, formerly manager of Drury Lane, has been appointed manager of Kentish Town.

S V Fuery, formerly deputy manager of Wolverhampton, has been appointed manager of Chelmsley Wood.

R G Rosbrook, formerly deputy manager of Bury St Edmunds, has been appointed manager of Bury St Edmunds.

A J Gore, formerly fire officer of depot division HQ services, has been appointed fire officer of architects.

P G Relf, formerly buyer-purchasing, has been appointed senior buyer-purchasing.

K Sinclair, formerly design engineer of 'A environmental services, has been appointed senior design engineer.

W Smith, formerly deputy area engineer of Bromley, has been appointed senior design engineer of engineering design.

A D Solomon, formerly

senior buyer of purchasing, has been appointed fresh pork buyer of the fresh pork department.

R Watkins, formerly engineering clerk of works of engineering design, has been appointed senior engineering clerk of works.

T T Day, formerly company packaging engineer, has been appointed company packaging development/operations engineer.

S S McNeile has taken over full responsibility from A J Waller as senior personnel manager of retail, following Mr Waller's retirement.

J W J Pinnick, formerly head of textile buying, has been appointed head of proprietary grocery department.

K C Worral, formerly head of bacon buying, has been appointed head of canned goods II.

E A Glendinning, formerly head of pig economics, has been appointed head of bacon buying.

R Gibson, formerly a fresh pork buyer, has been appointed head of fresh pork buying.

S J C Walkley, formerly a textile buyer, has been appointed head of textile buying.

D K Bowen, formerly deputy manager of central services, has been appointed deputy manager of branch maintenance.

R Watkins, formerly area engineer of Kingston, has been appointed deputy manager of central services.

A G Lovett, formerly area engineer of Romford, has

been appointed area engineer of Kingston.

H G Stone, formerly deputy area engineer of Romford, has been appointed area engineer of Romford.

Details of J A Westcott's recent promotion, reported in the April issue of the *JS Journal*, were incorrect. They should have read:

J A Westcott, formerly an assistant buyer in canned goods buying 1 (fruit and fish), has been appointed buyer.

Retirements

Percy Barker, driver at Basingstoke depot, retired on April 4, after 45 years with JS. He joined JS's Balham branch as a delivery lad on the recommendation of his mother. He left for a short period, but came back to the same branch in 1928.

Mr Barker worked in most of the departments at Blackfriars, until 1936 when he became a driver.

He worked at Saffron Walden until he was called up. After the war he returned to Blackfriars as a driver and in 1965 he moved to Basingstoke.

Mrs Mavis Johnson, skilled supply assistant at Richmond, retired from JS on April 19 after 21 years. She joined the company in 1954 as a saleswoman in the grocery department at Teddington and later moved to Richmond.

Mrs Violette Colman, part-time supply assistant at

Leytonstone, retired on April 5 after 15 years with JS. She joined the firm in 1960 as a counter hand at Leyton High Road, serving there for 10 years until the branch closed, when she moved to the old 609 Lea Bridge Road branch. When this closed Mrs Colman transferred to the Woodford branch which closed a year later; she then took up her present position until her retirement.

Herbert 'Nick' Nicklin, foreman of the perishables warehouse at Charlton depot, retired on April 25, after 26 years' service with JS. He started at Union Street as a warehouseman in 1946 and became a meat porter in November that same year. In 1954 he was promoted to foreman of the 'meat bank'. Mr Nicklin moved to Charlton in 1970.

The following employees have also retired; length of service is shown in brackets:

- Mrs G Taylor** (8 years)
- F C Vint** (8 years)
- Mrs L Luker** (7 years)
- Mrs E Clutterbuck** (6 years)
- Mrs E E Jellyman** (6 years)
- Mrs F Punter** (6 years)
- Miss W Newton** (5 years)
- Mrs A Owen** (5 years)
- Mrs B Paul** (5 years)
- Mrs J Sharpe** (5 years)
- Mrs H Lloyd** (4 years)

Long Service

Tony Gogarty, supply control at Blackfriars, celebrated 25 years with JS in April. He started as a trainee butcher in the factory and was later promoted to butcher instructor. In 1957 he was transferred to Union Street as a meat clerk. When Union Street closed Mr Gogarty moved to the shipping department, dealing with NZ lambs coming into various ports throughout the country.

In 1971 another move, this time to HQ depot division; until 1973 when he went to depot supply control.

Joe Denby, acting head butcher at Addiscombe, celebrated 40 years with JS in May. He started with the company as a cutter at Rye Lane and has worked at various branches including Sydenham, Catford, Lewisham and West Wickham.

Cyril Monty, senior manager of the laboratories, celebrated 25 years with JS in April. He joined the company as a factory chemist and a year later was appointed bacteriologist. He was made a senior scientist in 1967 and later became chief microbiologist, responsible for the JS microbiological control and research laboratories.

Harry Clark, manager of Chichester, celebrated 25 years with JS in April. He spotted a JS ad for staff in a 'Blighty Magazine' while doing his national service.

Mr Clark has worked in no less than 14 JS shops. In 1959 he was promoted to an assistant manager. In 1969 on his birthday, March 10, Mr Clark was made a manager.

Len Finch, manager of Grange Hill, celebrated 40 years with JS in April. He joined the company at the age of 14 as a runner at 259 Ilford. Mr Finch worked at a number of branches until the outbreak of war when he

joined the RAF. He returned to work in the branches in 1946.

Ron Smith, clerk distribution 'ops' planner at Basingstoke depot, celebrated, in April, 25 years with JS. He started his career with the company in the poultry department in Stamford Street and later transferred to the warehouse. He progressed to dispatch clerk and then moved to the transport office at Blackfriars. Mr Smith moved to Basingstoke as a transport clerk in preparation for the opening of the depot.

Sid Hagan, deputy manager of Seaford, celebrates 40 years with JS in May. He started his career at St Helier and then spent 23 years at 218 Sutton. Mr Smith moved to Putney when it opened and then to Brighton, working at the branches in the area. In 1968 he moved to Seaford.

Cyril 'Buck' Buckingham, produce manager at Purley, celebrated 40 years with JS in April. He joined the company as a delivery boy at Addiscombe and in 1937 moved to the warehouse at Church Street in Croydon.

In 1946 he became a poultryman at 122 George Street, Croydon.

Mr Buckingham trained in produce at the old Lewisham branch and in 1968 was moved to Purley as acting produce manager then manager of the produce department.

Len Such, non-perishables warehouseman at Basingstoke depot, celebrated 25 years with JS in April. He started in the maintenance department at Stamford House. After several years Mr Such transferred to Sail Street, Lambeth working in the electricians' stores. In 1964 he went to join the engineers' stores at Basingstoke.

Mr Such left JS for four years, but in 1970 he returned to Basingstoke depot as a meat cutter in the beef department and later as a permanent night cleaner.

Jim 'Bonnie' Boniface, senior skilled butcher at Eastbourne, celebrated 25 years with JS in April. He joined the company as a fresh meat trainee at 10 Cornfield Road, Eastbourne in 1950 and in 1957 then moved to 31 Eastbourne.

Win Stubbs, canteen assistant at Hove, celebrates 25 years with JS in May. Miss Stubbs joined the firm as a daily domestic at 66 Brighton. From 1957 until 1972 she was a housekeeper at the Portslade branch until it closed, when she moved to Hove.

Phyl Dallaway, a part-time display assistant at Chelsea, celebrates 25 years with JS this month. Mrs Dallaway started as a part-timer at the old counter-service shop at Chelsea.

Ben Benson, a non-perishables warehouseman at Basingstoke depot, celebrated 25 years with the company in April. He joined JS as a warehouseman and trained as a checker and later a stockkeeper before transferring to Basingstoke as a warehouseman.

Henry West, a driver at Charlton depot, celebrates 25 years with JS this month. Mr

West joined the company as a warehouseman at Charlton. After a short while he became a driver.

Don Richmond, works engineer at Charlton depot, celebrates 25 years with JS this month. He started as a fitter in the factory and in April 1953 was promoted to boiler-house foreman. He became an engineer in 1958. He joined the Charlton engineers in 1969 as a mechanical plant engineer, and was promoted to his present position in 1974.

Alfred Twissell, assistant meat manager at Bell Green, celebrated 25 years with the company in April. He started at JS's Coventry branch. Mr Twissell transferred to Bell Green in 1974.

Paddy Griffin, computer manager at Streatham, celebrated 40 years with JS in April. He joined the company as a messenger boy. After serving in the navy Mr Griffin returned to JS in 1946 and spent the following three years in the ledger office. During that period he did numerous accounting jobs, before being transferred to Streatham as manager of mechanised accounts.

Ron Dean, senior design engineer at Clapham, celebrated 25 years with the company in April. He started in the engineer design department where he progressed to his present job.

Bill White, reach truck warehouseman at Charlton depot, celebrated 25 years with JS this month. He started as a trainee butcher and was promoted to chopping machine operator. In 1970 Mr White was transferred to Charlton as a warehouseman.

Les Head, a driver at Charlton depot, celebrates 25 years with JS this month. He joined the company as a warehouseman but after a short period became a driver. Mr Head has done both day and night driving at JS.

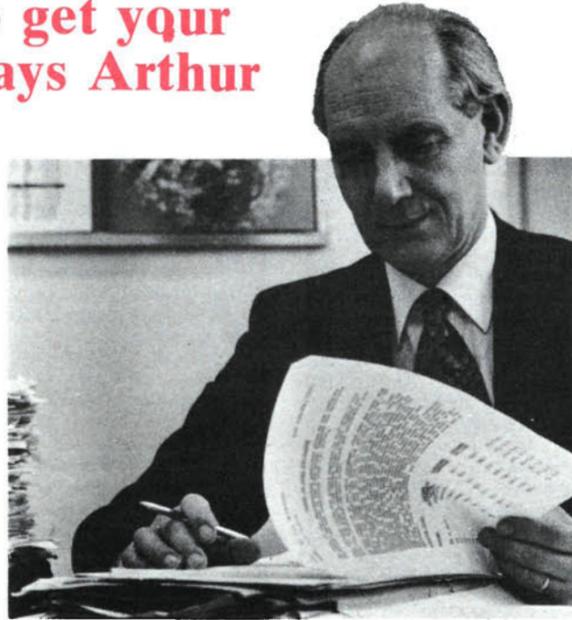
Bill Barrett, instructor driver at Buntingford depot, celebrated 40 years with JS in April. He started in the bacon department at Union Street.

In 1936 he transferred to the warehouse at Blackfriars. Mr Barrett became a driver in 1937.

Obituary

Robert Worth, a senior store-serviceman at Stevenage branch, died on April 12. He had been with JS for four years.

'You had to get your skates on' says Arthur



LIFE AS A CLERK was tough when Arthur Waller joined JS 43 years ago. But he stayed the course and on May 2 he retired as personnel manager of the retail division.

It was Mr Waller who played a major part in the formation of the now famous 'JS 25 Club'. He was also chairman of the working party that laid the foundations for the setting up of the five area offices.

Moving the emphasis away from the central offices was a milestone in JS history; and most of the recommendations made by the working party in 1968 have come to fruition.

Meanwhile back in 1932 master Waller was just starting in the retail sales office where your work was timed and, says Mr Waller 'you certainly had to get your skates on if you were to survive'.

He made the grade and moved on, and up.

In 1940 he joined the army.

'The army broadened my outlook' he says. 'I always thought I was a man of the world, it took the army to show how narrow my outlook really was.'

After the war he returned to JS, in the staff department (now personnel division). Here he stayed and progressed up the ladder. He was appointed company recruitment officer in 1951 and was

promoted to senior manager in 1964. He became personnel manager of the retail division in 1966.

Half the battle

Mr Waller recalls how at one time the total personnel function was covered at Blackfriars. All full-time branch staff went on a one-week course at headquarters. It was all very centralised.

His move to the branch side of personnel he says 'just evolved' and although he never worked in a JS store, he spent a lot of time at the branches.

'Getting on with people is half the battle' says Mr

Waller. 'Selling them an idea rather than telling them what to do also helps.'

Mr Waller is a family man. When his two sons and a daughter were small he liked making toys for them. He still likes making things and is a fine carpenter.

Add a string of sports, and local committees and you have an idea of how Mr Waller will be spending his retirement. His problem, he says, will be not taking on too much.

'To be able to do something when you want to do it' is one of the aspects of retirement he is most looking forward to.

Hypermarket partnership hits the headlines

'TWO OF THE BEST KNOWN and most respected names in British retailing — J Sainsbury and British Home Stores — are joining forces ...'

This is how one national daily newspaper splashed the news on April 24 that JS and BHS are going into the hypermarket business as partners.

A new company is to be set up. It will trade as a completely separate, independent organisation with its own management team. But it will be backed by the financial, management and buying resources of the parent companies; and able to draw on the specialist know-how of both sides.

It's such early days for the venture that the name the new company will trade under is still to be decided. Where the company will have its offices or where the first store will be is still unknown. JS has been interested in hypermarket trading for some time, as has BHS.

Both companies are experts in their own field. There isn't much JS doesn't know about selling food and BHS has considerable knowledge of textiles and household goods and is a 'brand

leader' where home lighting fittings and fixtures are concerned. Both companies have a reputation for quality and competitive prices.

Hypermarkets are comparatively new to the British shopping scene and planning authorities have been reluctant to grant permission for this type of development. JS and BHS hope that the tide is beginning to turn and that there will be a growing realisation of the benefits to be gained from them.

Years ahead

The move into hypermarkets will not in any way alter JS's supermarket and superstore development programme. Hypermarkets are seen as operating in addition to JS's and BHS's conventional stores.

The fruits of the partnership, however, are still a long way off. Even if there are no delays in getting planning permission it will be several years before the first store opens for business.



British Home Stores began as a private company in April 1928. It started with two London shops but by the end of 1928 it had opened three more. It became a public company in 1933.

Today BHS has close on 100 stores all over the UK. The company's first Scottish store opened in Kirkcaldy, Fifeshire, in 1964; the first in Northern Ireland at Belfast, opened in 1968. There is also a BHS in the Channel Islands at St Helier, Jersey.

During the 47 years the company has been operating the number of staff has risen from 100 to over 19,000. The head offices are at Marylebone Road, London NW1. Sir Mark Turner is chairman.

During the year ended 29 March 1975 BHS made a record pre-tax profit of £18.6 million, a fifth higher than the

year before. Turnover was up by a third to £161.7 million.

Most of the goods sold at BHS bear the 'Prova' own brand label. Lamps, and home-lighting fittings are one of the company's most successful ranges on the household side.

Clothes

The company has considerable experience of textiles. It sells a complete range of men's, women's and children's clothes; also household textiles, including bed linen and countless other items for the house.

In recent years the company has built up a reputation for its 'food hall'.

And what family hasn't taken time off from the Saturday shopping to enjoy eating out at a BHS self-service restaurant?

What is a hypermarket?

The generally accepted minimum size for a hypermarket is about 4,600 square metres (about 50,000 square feet) of selling area.

To this must be added a large car park and possibly room for a number of outside services like a petrol station, a garden centre, a hairdressers, a dry cleaners or a travel agency.

Hypermarkets are usually located outside towns and cities, where there is more space for this type of development.

At the last count there were only three real hypermarkets in the UK, all operated by Carrefour. There are also a number of 'superstores' with more than 4,600 square metres of sales area, which some people might include in the hypermarket category.

Hypermarkets are, however, a familiar and successful way of shopping on the Continent and in America.

The big advantage of this type of development, to the customer and the retailer, is that operating and construction costs are much lower than for conventional supermarkets.

By keeping operating costs to a minimum the retailer is able to keep prices equally low. Hypermarkets are said to be able to trade at prices for non-foods as much as 15 per cent lower than conventional supermarkets. Food prices can be about seven per cent lower.

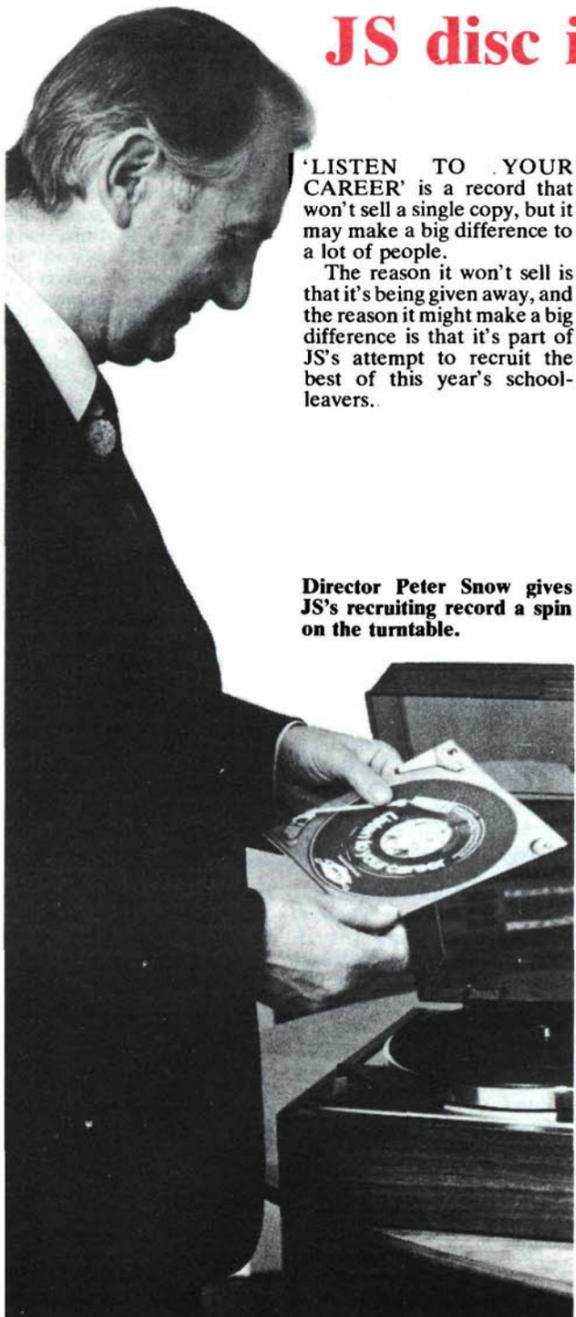
The stumbling block for the development of this type of retailing in the UK, is getting planning permission.

The planning authorities often fear that a hypermarket on the outskirts of a town will have an adverse effect on high street trading; that it will tend to take the heart out of town centres and spoil the countryside.

Studies carried out by the retailing industry suggest that this is not the case and that shoppers in fact gain.

The range of goods sold in hypermarkets covers all the food lines of a conventional supermarket, plus an off-licence, in-store bakery, a wet-fish and home-freezer section; and a host of non-food items like gramophone records, books and kitchen furniture.

JS disc is top of the jobs



Director Peter Snow gives JS's recruiting record a spin on the turntable.

'LISTEN TO YOUR CAREER' is a record that won't sell a single copy, but it may make a big difference to a lot of people.

The reason it won't sell is that it's being given away, and the reason it might make a big difference is that it's part of JS's attempt to recruit the best of this year's school-leavers.

The record features Peter Snow, director of retailing, talking to Magnus Magnusson about opportunities for school-leavers, and 30,000 copies are being pressed.

This is the first time that the company has used a record for recruiting staff straight from school. In previous years JS has used brochures, posters and advertisements, but this year the record will be the focus of the campaign, with the other methods in support.

The problem with the old method was that it didn't stand out enough. Dozens of companies are competing for the attention of the cream of the school-leavers, and JS, whatever its other qualities, doesn't offer glamour.

So something was needed to make JS stand out from among the other recruiting campaigns, and a record seemed the best way of achieving this.

What should go on the record? It was decided that the best man to speak about the opportunities at JS would be Peter Snow, who joined the company from school and worked his way up to his present position as a director.

He is the only member of the board who has been a store manager, so he possesses a uniquely broad experience of the company.

Involved

One of the messages of the record is the need to know the retailing business in depth. A store can't be run from a desk, so a management trainee needs to be involved in every detail of work in the store.

A question-and-answer

format was chosen, and it was decided that the best questions would come from the people actually doing the job, the present management trainees.

A group of them from the Kingston area were asked to help, and they asked some searching and perceptive questions.

'Mastermind'

Magnus Magnusson was called in to put the trainees' questions to Mr Snow. Mr Magnusson is a very experienced interviewer for both radio and television, and anyone who has seen the quiz programme 'Mastermind' will know that his way with a question can be devastating.

Mr Magnusson gave Mr Snow rather gentler treatment. His professionalism was evident immediately the two entered the studio for the recording.

Any ideas of using a script were abandoned as Mr Magnusson was able to give the interview the relaxed tone of a normal conversation, while at the same time making sure that all the points were covered and all the questions asked.

In fact, the second side of the record was recorded in a single 'take', and only a few short hesitations, coughs and so on needed to be edited out.

The record now had the JS 'message' put clearly in a very professional way, but it still needed something to persuade people to listen to it in the first place.

Tim Gibbon is in charge of the JS account at Austin Knight, the recruitment advertising specialists, and at this point tried what he calls

'a piece of cheek'. He wrote to some record companies asking if they had any performers who would like the kind of free publicity that JS's record could offer.

One company, Charisma records, suggested their group Decameron. An arrangement was made whereby JS were given the copyright of the group's recording of a song called 'Rock and Roll Away'.

Rock 'n' roll

The advantage of this to Decameron is that 30,000 people will get to hear their music, and the advantage to JS is that the record is given added appeal.

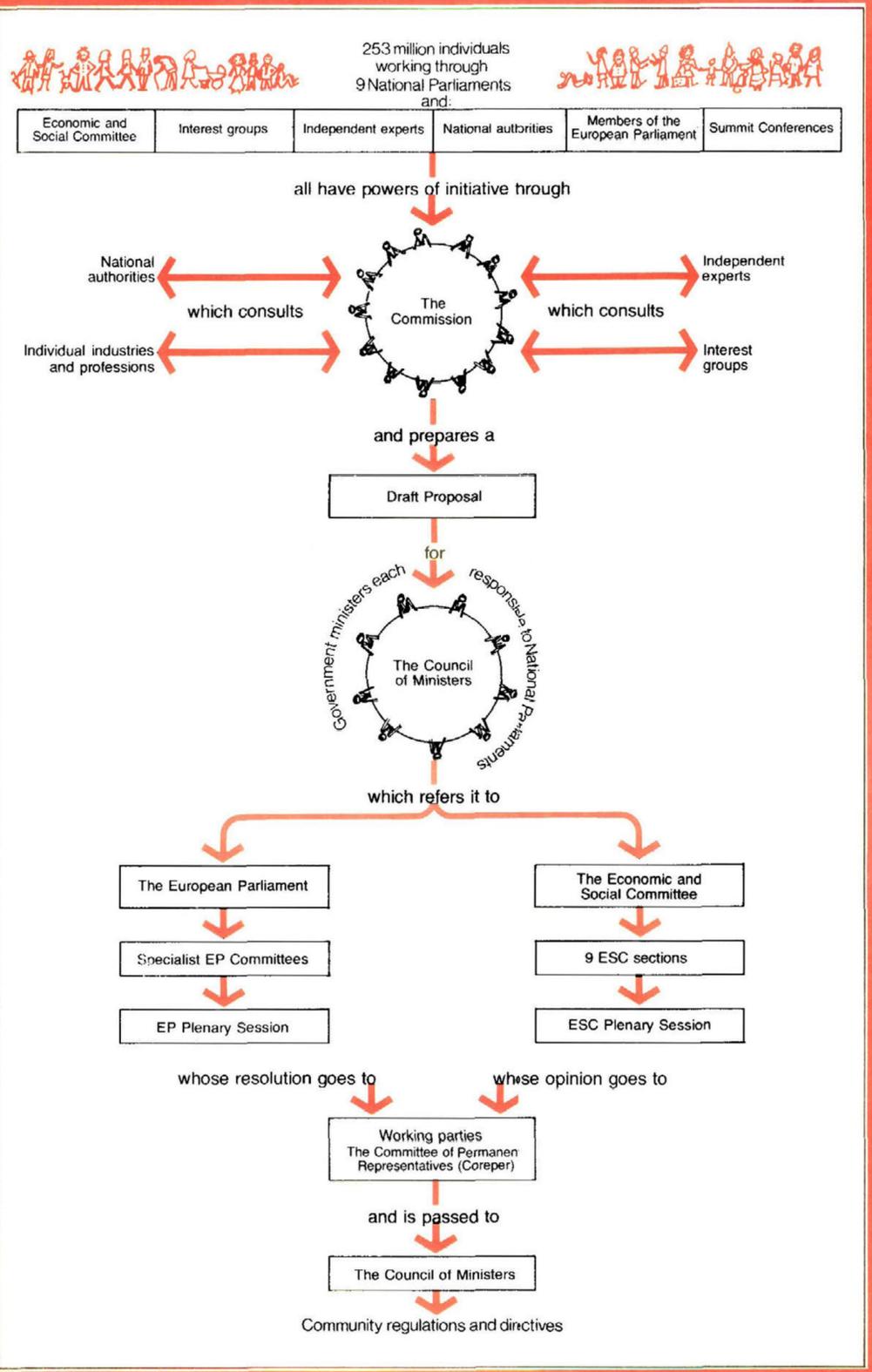
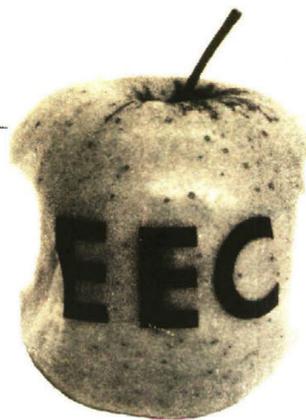
At the end of May more than 1000 schools in the JS trading area are to be sent 10 copies each of the record, as well as a poster giving details of the record.

There will also be a series of advertisements appearing in the local newspapers inviting people to write in for copies of the record. The advertisements emphasise the variety and challenge of a management trainee's job.



Legislation within the European Economic Community

It's EEC when you know how



Our first bite at the EEC apple (on pages four and five of the April issue) explained 'why Sainsbury's says yes to the Community' — this second bite at the apple answers some of the most often asked questions about the setting-up of the Community, its agricultural policy and the effect that staying in will have on food prices.

Getting down to basics, the chart opposite tries to explain how the Community makes its major policy decisions.

The main decision-making body is the Council of Ministers which contains government representatives from the nine Member States. The Council acts mainly on proposals from the Commission, a policy-forming body whose members are under oath to act in the interests of the whole Community. The present British members are Sir Christopher Soames and George Thomson. The Commission is answerable to the 198-member European Parliament. The Parliament's members are MPs who at present are delegated from the National Parliaments. Britain, like France, Germany and Italy, has 36 seats.

How did Britain become part of the EEC in the first place?

Britain declined to join the six in 1951 when they set up the Coal and Steel Community; and declined again in 1957 when the EEC was set up. In 1961 Britain asked for membership but it was not until 1972 that the terms of entry were finally agreed and Britain (along with Denmark and Ireland) joined the original six — Germany, France, Italy, Belgium, Luxembourg and the Netherlands. These nine make up a community of 253 million people and account for 40 per cent of world trade. Britain has been a full member of the Community for the past 2½ years. The referendum is about whether or not Britain should stay in.

How does the Community's common policy for agriculture work?

Basically the common agricultural policy (CAP) supports agriculture through the marketplace by guaranteeing the farmer a minimum price for his main products. Before Britain joined the EEC it supported agriculture through a system of direct subsidies to the farmer if prices fell below a certain level. These subsidies came from the UK taxpayer. Under the EEC system the farmer is supported mainly by the price paid in the shop rather than through taxes. The CAP covers about 96 per cent of the agricultural production of the Community in all the main commodities except lamb, wool and potatoes.

How is the guaranteed price decided?

For each commodity the Council of Ministers annually sets a common price for the whole of the Community. The market prices fixed in this way are maintained in two ways. Variable levies are charged on imported food to make sure that the Community price is not undercut by produce from countries outside the nine. Similarly when world prices are higher than

Community prices, export levies prevent the price within the Community from rising to world levels. For most commodities, support buying arrangements in the form of 'intervention' see that over-production within the EEC does not depress the market price.

Why are there surpluses?

Surpluses are bound to happen sometimes under an open-ended market support system; they are politically sensitive but they have to be seen in proportion. In order to give the farmer the confidence he needs, the CAP must assure him of a basic selling price, protect him against the ups and downs of food prices and give him a fair standard of living to encourage him to increase his productivity. In return the consumer has food to eat at prices that are relatively stable.

Occasionally the farmer produces more than the market wants at that time. If the surplus was left on the market, prices would be driven down and the farmer's guarantee destroyed. When, as has been the case recently, world prices are higher than the Community prices the farmer is prevented from exporting and has to sell at the lower Community prices.

Although surpluses attract a lot of attention they are relatively small. At the moment the amount of beef in store represents only about 21 days' consumption in the Community and there is only about seven days' supply of butter in store.

How do Community food prices compare with world prices?

Expanding world population, bad harvests and dramatically higher oil and fertilizer costs have escalated food prices everywhere — in and outside the Community. Although food prices in Britain have risen alarmingly during the past few years the recent Government White Paper (on membership of the Community) states that food prices in this country are not higher than they would have been had



"No prizes for guessing which way the manager's voting"

Britain stayed out of the EEC. However, it is unlikely that in the future Community prices will be very different from those in the rest of the world. Some Community prices will be higher than world prices and others lower. Even if on occasions Community prices are slightly higher the Community offers a secure source of food; and Britain imports half the food it needs.

Does staying in the EEC mean closing the door on food from the Commonwealth?

On the contrary, special arrangements for New Zealand butter and cheese were made when Britain joined the Community and these have been renewed.

More importantly, 22 developing Commonwealth countries, along with 24 other developing countries in Africa, have recently signed a trade agreement with the Community — the Lomé Convention.

This agreement would never have been signed if Britain had not been a member of the EEC. In addition to allowing Britain access to Commonwealth products the Lomé Convention gives the developing countries the sort of guarantee which Britain alone could never offer.

What is 'harmonisation' within the Community?

Trade between nine countries, each with their own individual approach to life, raises obstacles that have nothing to do with currencies or tariff

barriers. For instance the mains electricity supply in Britain at 240 volts is different from the mains supply in Belgium and Holland at 220 volts; weights and measures differ between the nine as do safety regulations and standards.

Trying to remove trade barriers like these has been called 'harmonisation'.

The Community has already tried to 'harmonise' a number of standards affecting food, but of the many changes discussed only a few have been finally agreed. Chocolate, honey and sugar have been 'harmonised' but this will affect the labelling rather than the contents of the product.

Plans to 'harmonise' beer and bread have been abandoned.

How are business, professional and consumer interests looked after by the Community?

These are represented through an Economic and Social Committee which, like the European Parliament has to be consulted by the Commission when it draws up its proposals. The Commission also consults a wide variety of trade and consumer organisations.

JS takes part in these consultations as a member of trade associations like the Multiple Food Retailers Association (MFRA) and the Institute of Grocery Distribution (IGD). Occasionally people from JS attend meetings in Brussels as representatives of these associations.

The chairman speaks out at IGD Convention

OUR FOOD SUPPLIES depend on the outcome of the EEC referendum next month, said John Sainsbury, chairman of JS, in a forceful argument spelling out why Britain should remain a member of the Community.

He was a major speaker at the Institute of Grocery Distribution Convention, held in Brighton on April 28, and attended by about 400 top men in the food industry.

"I have the natural instinct of the shopkeeper to shy away from political issues" he told his audience. "But the referendum goes beyond the usual party conflicts. The result will affect the whole future of our nation in a way no general election ever can."

Food supplies and prices are central issues in the EEC campaign. "All sorts of statements are being made about food" he said "some with scant regard for the truth."

World food crisis

He referred to a paper written by Sir John Winnifrid, permanent secretary at the Ministry of Agriculture for eight years, until he retired in 1967.

In it Sir John said: "... you get periodic surpluses and a fall in world prices. Given free trade in food, this country will always be able to import food more cheaply in the world market."

been criticised for supporting over-production.

"Some surpluses are inevitable" he explained "but over the past two years the CAP has changed for the better and further improvements are expected to avoid surpluses without seeing us into shortages."

Subsidies

He pointed out that when world grain, and more recently world sugar, prices had rocketed, Community prices remained at a lower level.

In the case of sugar he said: "Not only did British housewives benefit from these lower prices but sugar bought by the Community on the world market was actually subsidised."

"There was a direct subsidy to the British housewife worth at least £35 million this year."

From food supplies John Sainsbury switched to food prices. "Since the oil crisis, it isn't possible to produce cheap food any more."

The Government estimate that on balance food prices in the UK have recently been no higher than they would have