

Retail Conference '76

WE NEED

After a slow start it's a happy Christmas after all

JS Christmas trade, traditionally a key element in the company's financial performance, finished satisfactorily after a late start, with all stores right across the company being exceptionally busy in the last full week of trading up to the Christmas break.

Early in December there were some nail-biting moments when it seemed as if the general economic situation would depress Christmas trade, but by December 24 most of these fears were dispelled. The company finished with most seasonal lines cleared and no serious stock problems. New stores made a big contribution to the success of the week.

Commented director Joe Barnes: 'No Christmas trading period ever goes exactly as we think it will, but our reactions to the experiences of Christmas 1974 appear to have paid off.' These included a

reduction in the number of special Christmas lines such as crackers, cakes, toys, and cards, and concentrating more on regular lines, with a seasonal attraction. 'As a result', said Mr Barnes, 'we cleared all our special lines before Christmas and there is no evidence that we lost any trade as a result of the smaller range.'

Fresh and frozen turkey sales were good. A major competitor considerably underestimated the demand for fresh turkeys, with obvious advantages to our trade. Other poultry lines did very well too.

On the drinks side, JS,

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MORE TRADE, LESS COSTS

Chairman tells top managers

JS's retail conference scene has had a new look this year, with a series of smaller, more specialised conferences replacing the larger Brighton get togethers of supermarket managers or deputy managers.

The first conference underway was a top level two-day conference at Eastbourne on the 12th and 13th January, where area general managers, district managers and representatives of branch management met the chairman and directors to discuss questions of retail organisation and ways of improving operating performance.

Managers' chance

The Eastbourne conference will be followed up by a series of one-day managers' conferences held in each area, where many of the points which emerged during the Eastbourne conference will be explained to supermarket managers.

Introducing the Eastbourne conference, Mr JD explained the purpose

of the conference as 'finding ways to maximise trade while minimising costs.'

Reviewing the current trading scene, Mr JD said that 1975 proved to be a most unwelcome record year for Britain in a number of ways. First of all, there was record inflation. On the 1st January, 1975 prices overall were 19 per cent higher than the year before. The JS food price index was about 30 per cent higher (the national figure is somewhat lower as it includes a different product mix). By the end of 1975, prices overall had increased by 25 per cent against the year before, whilst JS prices increased by 18 per cent.

'As inflation got worse, consumer spending power declined for the first time since the war. However, this is only part of the story, because the uncertain times and increasing unemploy-

ment generated a record increase in savings. Having allowed for the higher level of savings, the total level of the consumer expenditure on all goods was, by the end of 1975, 1½ per cent down on the previous year. So, we have a unique situation - a downturn in consumer buying power, combined with a record increase in all costs.'

Trading down

Mr JD then turned to what happened to the expenditure on food. 'The consumer,' he said, 'faced with an unprecedented inflation in food prices, plus her reduced buying power, did her best to beat the index by "trading down" and trying to make sure that her food bills did not go up as much as the food price index did. By the end of the year, housewives were "down trading" by about five per cent - worse than anything we have known before, and certainly greater than we had forecast.'

Costs up

Mr JD added that in addition to record 'down trading', 1975 also marked a record increase in retailers' costs. There was, therefore, an unhappy combination of a decrease in the size of the food market, together with an increase in the level of retailers' operating costs.

A gloomy picture indeed. But in the best 'First the bad

news, now the good' style, Mr JD was able to see a brighter future.

With new branches now contributing to turnover and costs now coming under control, he reported that 'JS is now showing a small volume gain, which in view of the shrinking market is a very satisfactory achievement.'

Mr JD then spoke about the effect of the economic situation on management. 'It generates a pressure right through the company, to examine closely all we are doing, and leads to a greater urge to improve our performance on every level from the board down.'

'All tough conditions in whatever walk of life make the fit fitter and it is only the weak and unresponsive who go down. I think there will be casualties in the food trade. I know that JS's reaction to the current situation will make us more efficient, more effective and better retailers as a result.'

Commitment

'This is where we come back to the purpose of our conference,' he said finally, 'why we must make a collective and positive commitment to improving the standard of management at all levels in the company. We have to aim to generate better performance in order to achieve greater sales than we would otherwise, whilst at the same time, reducing our costs across the board.'



What a worker!

Meet Theresa Scott from the produce buying department, Stamford House. No stay-at-home girl this, Theresa is out every night - pulling pints at her local as she does sterling work as a bar person (sex discriminators please note!)

The reason for Theresa's hobbies - work and more work - is that she's saving for a car. And as she rightly says 'If you want something, there's no point in waiting for it to come to you - you've got to work for it.'

Picture: Sydney Harding

No sex, please, we're discriminating

THERE can be few people around who are not aware that the Sex Discrimination Act came into force on December 29, 1975.

The news media left no person-hole cover (formerly known as man-hole cover) unturned and Mancunians awoke to find overnight they had become Personcunians!

The Sex Discrimination Act is, however, only part,

albeit a major part, of the mass of new legislation to be put on the statute book in the past months. December 29 was also the date that the Equal Pay Act came into full effect.

And there is more new legislation to come.

The employment Protection Act is to be introduced in stages over the next two years or so, beginning in February this year.

How all this new legislation will affect us as individuals and JS as a company will not be clear for some time. Until the statutory bodies created by the new legislation come into full operation, and as the relevant codes of practice and case law build up, there are bound to be significant areas that will remain uncertain.

As the effects and

Continued on back page

BPO's and deputies join courses at Dulwich—and it's a great success

FOR THE first time sessions of a JS branch personnel officers' course and a deputy managers' course have been combined — and both men and women agree it was a great success.

The five-day courses were run quite separately at Dulwich in November, but about 25 per cent of the sessions were run together. Twelve deputy managers and eleven BPOs attended.

Robin Handley, branch operations training manager, said: 'The joint sessions covered such subjects as training, leadership and motivation.'

Fully fledged

'The aim in doing so was to allow both the BPOs and the deputy managers to see the problems confronting one another, particularly now that the BPO is a fully-fledged member of the management team.'

'It gave them a chance to exchange views and problems and to discuss ways in which BPOs and deputy managers can contribute to make the branch a more efficient operation.'

Work together

'We were very anxious that the BPOs should get a picture of what line management regarded as their shortcomings, and that they should get an opportunity to explain how these can be overcome by everybody working together.'

'It was extremely useful. I think it gave the BPOs a wider insight into the working of a branch, rather than looking at it from the personnel view-point only.'

Those who attended the joint sessions agreed.

'It was an excellent course,' said Alan Barker, deputy manager at Maidstone. 'The joint sessions showed me how the other half works, and helped BPOs and deputy managers to understand each other's problems.'

'I feel that the BPOs who attended the course probably have a better understanding

of a deputy manager's role, and we have a deeper insight and understanding into their job.'

Peggy Hill, branch personnel officer at Beeston, also enjoyed the course.

'It was very lively and interesting,' she said. 'I only wish it had lasted a fortnight.'

'We were pleased that the deputy managers were able to see what we actually do in our jobs. I think in some cases they were surprised at what we knew!'

A new angle

Alan Reed, deputy manager at Watney Street, agreed that the courses were beneficial.

'The deputy managers found themselves looking at problems from the personnel as well as the business angle,' he said.

The Dulwich experiment was not the first time that men and women have attended a JS training course together. This has already been done on the effective teamwork courses.

In the team

'One thing that has emerged from our effective teamwork courses is that they have enabled the BPO, chief clerk and chief cashier to feel that they are members of the management team with a very positive contribution to make,' said Mr Handley.

'The fact that line management welcomed their presence on the effective teamwork courses was another factor in deciding to experiment with combined sessions.'

Wanted!

CAN YOU make those margarine roses that used to be such a feature of JS shop window displays? If you can, and you're prepared to demonstrate your skill, archivist Honor Godfrey would like your help with her forthcoming exhibition telling the story of margarine.

Get in touch with her on Blackfriars extension 2737.

DEPOT VETERANS GET TOGETHER FOR A REGULAR NATTER

BUNTINGFORD retirement association is one year old this month and it is going from strength to strength. The association has an 'overall objective to keep the retired people in contact' says Fred Griffiths, who started the association last January.

Mr Griffiths, who was a warehouse manager at Buntingford before he retired in March 1973, had worked in the company for 45 years. He decided to organize the association after a couple of the retired men from the depot asked if they could all meet together occasionally.

Depot manager Owen Thomas was very enthusiastic about the idea and offered the use of the depot's pavilion and to provide light refreshments.

The meetings, which are held about every three months, have an attendance of around 40 retired men and their wives. A few depot staff come along, so they have a link with the company. They have included Mr Thomas, Joe Marsh, personnel manager, Tony Fletcher, personnel officer and some of the trade unionists. The personnel department have said that they are willing to give advice to the members on any personal problems concerning such things as pensions and payment of tax.

The SSA provides bingo, darts and bar facilities. But most of the time is spent 'nattering and keeping up with the gossip.'

The veteran's visitor, Edward Eames, helps the association by delivering letters to members which tell them when the next meeting is to take place. He also knows who is due to retire and passes their names onto Mr Griffiths.

People retiring from the branches nearby are also invited to come along to the meetings. As Buntingford is out in the country however, there are transport difficulties and only two people from the branches have been able to attend so far.

Mr Griffiths is very pleased with the association's progress so far. He says that 'attendances seem to indicate that it is reasonably popular. We expect to double the number of members in the next few years.'

Nurse becomes patient

DOREEN MAYES, nurse at Buntingford depot, has been receiving some of her own medicine recently.

Doreen broke her ankle when she fell down the depot's steps after work on November 28. So now she is under doctor's orders — with her leg in plaster.

Don't sling your hook

WANTED: A bone crochet hook for an elderly lady whose arthritic hands cannot cope with modern metal hooks.

We don't usually make this sort of plea in the *Journal*, but Jill Mitchell (who works at Blackfriars) tells us this 'lovely lady' lost her bone hook a couple of months ago and she is quite at a loss as shops no longer seem to sell them.

The lady in question doesn't know about Jill's appeal, so if you can help it would make a nice surprise for a very nice old lady. Jill is on Blackfriars extension 2627.

WHY FIVE JS LORRIES ARE BLUE

IF YOU SEE a blue JS lorry, don't blink and swear to stay off the bottle.

Five lorries based at Basingstoke depot are painted in a smart blue and white livery, with the words 'J Sainsbury' in the usual orange.

The reason? JS bought them

from Christian Salvesen, one of JS's contract distributors, and, with the cost of repainting them at something between £300 and £500 a lorry, it was decided to leave the basic livery as it was, and simply change the name.

There are no plans to change the livery of the rest of the JS lorry fleet.

ALE STORM

JS BEER took a pasting in a taste test in *What's Brewing*, the magazine of CAMRA, the Campaign for Real Ale.

Beers from four supermarket chains were tasted, and the four panellists were pretty uniformly rude about them.

Among the comments were 'Urgh!' (Waitrose Extra Strong Light), 'No words to describe it' (Waitrose Light), 'Oh, by God! It's awful' (Mac's Pale) and 'It's an ill-founded rumour that this is beer' (JS Bitter).

'The concensus of opinion,' said *What's Brewing*, 'was that the beers were all of low quality and poor value for money.'

But while the panel were honing their insults on some of the beers, they actually seemed to like a couple — JS Light ('Fairly smooth') and Mac's Brown ('Pleasant'). And the JS beers as a whole certainly did no worse than their rivals.

The survey prompted one question. How did the panellist who said that JS Bitter 'tastes like cardboard' know what cardboard tastes like?

JUST WHAT THE DOCTOR ORDERED

BALHAM DEPUTY manager Barry Cotterill must have thought he was in the wrong shop when a lady came up and presented him with a prescription.

But no, the lady's doctor had written her a prescription recommending four to six slices of JS crispbread a day.

'I suppose this is for a diet,' said Barry.

'No, I'm having bowel trouble,' she replied.

The prescription was authentic, but Barry had to explain to the lady that JS can't dispense prescriptions.

We can't fathom the strange workings of the good doctor's mind, but he must have heard that crispbread is one of JS's fastest-moving lines.

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It's all smiles for Fred Griffiths, the man behind Buntingford depot's successful retirement association.

Long service awards go up in value

FROM JANUARY 1 this year all staff completing 25 years with JS will receive a gift to the value of £25 and £75 on completion of 40 years service.

Staff completing 25 years will continue to receive a gold watch (presented to them at the annual JS 25 Club dinner) plus a brooch for the ladies and a tie for the gentlemen.

Previously women received a gift to the value of £25 for 25 years and a further £25 after 40 years. Men received a single gift to the value of £50 after 40 years. These awards were put on

official footing in January 1957. Before that only women received a gift to the value of £10 after 25 years and a further £40 after 40 years.

In February 1970 the JS 25 Club was formed and although the monetary awards remained the same, additional awards of a gold watch, a brooch or a tie, were introduced.

Last year the directors decided to update the awards by increasing the value of the gift. Sexual equality has also been established as men and women are now on an equal footing.

In the limelight - manager Roland Burningham keeps an eye on the time.



SUPER-SAVERS RUN UP SEVEN FOOT BILL

A COUPLE in a hurry were Alvin and Judith Howard, when they had four minutes to grab what they liked from the shelves of JS's Chippenham branch.

The grub-grab was their prize for winning the 'super-saver' competition run by the BBC's 'Nationwide' programme. Alvin and Judith represented BBC West in the search to find the family who had done most in the way of economical living.

More food

Before the grab, filmed on December 30 but shown three days later, Alvin said 'We've no special plans. We're just going to go round Sainsbury's quicker

than usual, picking up more things than usual.'

And when the timekeeper, branch manager Roland Burningham, gave the signal, that's just what they did.

Four hectic minutes later, the breathless couple had seized three trolleys full.

While cashier Bridget Shield rang up their haul, Judith said, 'I tried to pick out useful things, not expensive things just because they were expensive.'

Under the scrutiny of the film crew Bridget ('I've never been under so much pressure before,' she said) rang up the final total, £136.87.

And the BBC had to pay a bill seven feet long.



The man with the determined expression and the deft cornering technique is Alvin Howard in mid-grub-grab.

KEMPSTON CAKE

HOW TO HAVE your cake, eat it, and make money has been solved at Kempston with the invention of the Kempston cake.

Usually the middles cut out of a type of sponge cake are thrown away.

Not at Kempston's in-store bakery; they split the middles, add jam and cream, put a dab of cream and a cherry on top and *voilà*, 'Kempston cake' - price 5p.

NUT CRUNCH

THERE WAS a crushing put down for one of the management staff at Tonbridge branch just before Christmas.

A customer holding a bag of Brazil nuts approached one of the managers.

Customer: 'Could you tell me where these come from?'

JS Manager: 'Er... Brazil, sir?'

Customer: 'No, you bloody idiot! Which counter! My daughter found them on the floor!'

JS dips a toe in the pallet pool

A NEW SCHEME that should make JS's pallet system for produce cheaper, safer and more efficient is on a four month's trial.

JS is hiring wooden pallet boards from the new GKN Chep National Pallet Pool. At the beginning of March JS will decide whether to make the arrangement a permanent one.

At first glance a simple wooden pallet board doesn't seem very important.

But with JS using about 53,000 pallets at any one time, each of them costing about £3, there's a lot of capital tied up in the boards.

JS dives in

So JS has started trials with the Pallet Pool. This Pool owns all the pallets, and JS hires them by the day. Pallets can be exchanged by firms using the pool, which also undertakes to keep the pallets in good repair.

On November 7 last year, produce deliveries in branches started to be made on the Pool pallets.

And already between five and ten per cent of the non-perishable goods handled by the depots are delivered by suppliers using the new pallets. With other big suppliers carrying out trials with the Pool, that proportion is almost certain to increase soon.

'Practically the whole of the retail trade is encouraging the Pool' says Brian Tidd, warehouse and equipment control manager, who is handling JS's end of the trials.

The Pool's pallets are

stronger than the ones we currently use. And there are impending changes in the British Standard for pallets.

'I'm confident that the trials will be a success.'

The blue pool

JS buys about 25,000 new pallets each year. About 10,000 of the new pallets are used for produce deliveries from Hoddesdon depot.

The Pool pallets are painted a distinctive bright blue. Brian Tidd says: 'It's essential for the new pallet system that everyone in the system does their bit to get the pallets back to the depots.'

The quicker that pallets are circulated, the fewer need to be hired and the quicker damaged pallets

can be returned to the Pool for repair.

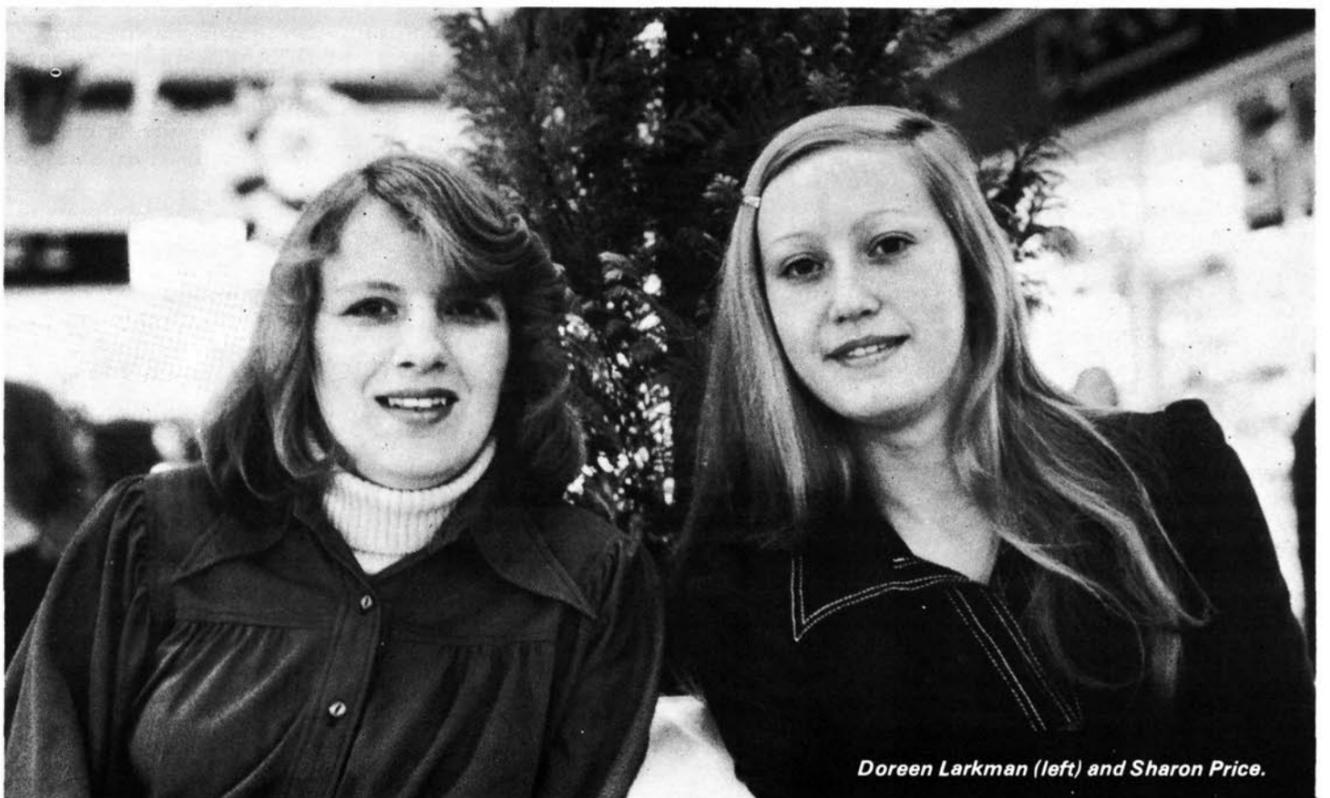
The Pool pallets at the branches are returned to the depot which delivers produce, except when it's necessary to make a one-for-one exchange with a supplier delivering direct using Pool pallets.

Effective

Len Payne, distribution director, gave his opinion of the Pallet Pool: 'It makes sense to us and it will benefit everyone. I think the suppliers have as much to gain from the system as we do. It is simple, safe and effective.'

The GKN Chep Pool is a new enterprise, and at the moment there are no plans for them to go into the hiring of other pallets and equipment.

TELFORD LOOKS PRETTY GOOD!



Doreen Larkman (left) and Sharon Price.

TELFORD HAS more than its fair share of pretty girls, and some of the prettiest work at JS's super-store in the Telford Centre.

To prove it two of the finalists in the recent quest to find Miss Telford Centre were from the store.

Sharon Price, 18½, was in the last eight and Doreen Larkman, 27, was voted the winner.

This is the second year the Centre has elected a Miss Telford Centre and on the night of the competition the main shopping mall was turned into a continental street. Chequered cloths on small intimate tables, candles - the lot!

'It was just like being abroad,' says Sharon, who has been at the branch since it opened in October 1973 and is now a skilled supply assistant.

It was Doreen's husband Peter who suggested she go in for the title.

'I didn't enter until the very last day,' she says. 'I was absolutely astonished when I won, I think I still am.'

The big night was back in December but it was a great success and helped to bring the Telford Centre's growing community closer together.

CHILDREN!



How fashions change – a 1962 shopper examines JS's first self-service drinks display at Bristol.

WITH CHRISTMAS and New Year hangovers still painfully fresh in many minds we got to thinking about how JS got into the wines and spirits trade. Particularly as the off-licence department is now an important and successful part of the company's business.

More and more off-licence lines are bearing the JS own label, and the label designs themselves are gaining a reputation for adding a touch of knowing distinction to the domestic drinks cabinet.

Going back to the beginning to find out how it all started proves to be an interesting story...

The story of JS and the off-licence trade goes back 56 years. But it was only 15 years ago, in 1961, that a change in the law on off-licences brought about the present boom in supermarket drinks sales.

But JS started selling drinks more than 40 years before that. In 1920 JS opened a branch in Church Street, Weybridge, a branch which finally closed in May 1973.

The premises of the Weybridge branch already had an off-licence and JS took it over when they took over the shop. For 42 years Weybridge remained the only JS branch selling drinks.

A JS price-list for 1929 has prices to submerge the

modern toper in nostalgia (or envy). Whisky was 12/6 a bottle (except Harvey's Gold Label at 13/6). The cheapest champagne was 7/6 a bottle, the dearest 14/-. And you could get claret at 2/- a bottle.

These prices are not all as attractive as they seem now. Although the modern equivalents of the wine prices are slightly more than we actually pay, that 12/6 for whisky is the equivalent of £5 a bottle today!

Opening time

At this time off-licence laws were strict – alcoholic drinks for consumption off the premises could only be sold between 10.30 am and 2.30 pm and again between 5.30 pm and 10.30 pm.

Few grocers were willing to allocate valuable shop space to lines they could only sell during less than half the shop's opening hours.

The trade was small. Even in the 'fifties the biggest annual turnover for drinks at Weybridge was about £2500.

Shop!

But in 1961 the law changed – now drinks could be sold between 8.30 am and whatever was the evening closing time of the local pubs. Now it made sense for supermarkets to enter the market.

JS first dipped their toe in the water at the Bristol supermarket on July 24, 1962. The branch had been opened the previous November, but now JS installed what was probably the first self-service off-licence display in the country.

What's yours?

'Customers can choose from 24 different beers, three ciders and 47 wines and spirits, including four of our own Spanish sheries at 12s 6d' reported the *JS Journal* at the time.

Prices as a whole had a

much more modern air. Whisky was about £2 a bottle, but you could still get a ten-ounce can of brown ale for 1/-.

Ron Perry had been buying the small stocks needed for Weybridge, and he soon found that he had to devote himself full-time to the off-licence trade as business expanded.

Set 'em up

At first Mr Perry applied for licences on behalf of JS, but now that task has been taken over by Phil Pearn, our licensing manager.

Now Mr Perry manages the wine department, and Jim McAtamney has recently taken over the other half of the operation as manager of the beers, spirits and tobacco department.

Olé

Cowley was the next licensed branch when it opened in November 1962, and in October and November 1963 Reading (after three applications) and Leicester made it five.

By this time the Sainsbury's label was on three British wines – Ginger (7/- a bottle), Cherry (6/6) and Rich Ruby (6/-).

In 1965 Sainsbury's Spanish Sauternes (7/6 a bottle) had become JS's first own-label table wine, and two other wines, a Bordeaux red and white while not bearing the JS name were labelled as having been specially selected for the company.

Bath was the next licensed store to open in the autumn of 1965, and as the number of stores began to increase rapidly, so did the JS own-label range.

Here's tae ye

In the next two years Spanish, French, German and Yugoslav wines, and Australian, Cyprus and British sheries joined the ranks, and the company took its first step into the whisky market with JS Scotch, which is specially blended and bottled for the company in Scotland.

By 1968 JS had 25 off-licences. One of them was at Lewisham, where licensing justices turned down JS's

application. The company bought an existing off-licence in Lee High Road, about 100 yards from the supermarket.

'We bought the licence, the premises and the stock' says Mr Perry. 'The former proprietor must have been a very obliging man, because he seemed to have bought something from every salesman who'd called.'

'We found some very unusual stuff – hundreds of miniatures, some Polish vodka that was practically pure alcohol, sparkling Burgundy... how many people in Lewisham drink sparkling Burgundy?'

Saluti

After three years of applications, hearings and appeals (seven in all) the justices finally granted a licence for the supermarket in 1969 and the separate off-licence was closed down and sold.

In the early days it was often difficult for supermarkets to obtain licences, but despite opposition from existing licensees and temperance societies JS has always managed to get a licence in the end.

Sometimes valuable precedents have been set, and one case is quoted in Patterson's Licensing Acts, the legal profession's standard work on the subject.

By 1968 the own-label range included red and white Italian vermouths, at 16/- a bottle.

Pig's ear

The following year saw the first JS beers, 9½ ounce cans of pale and brown ale that sold for 1/2d, and in 1970 came the first JS cider, at 2/10d a bottle.

JS were among the super-marketing pioneers of own-label vermouth, beer and cider, and the range continued to expand with non-returnable bottles of beer appearing in 1972, along with JS lager.

Prosit

It was in the summer of 1972 that JS introduced a range of German wines under the Schlossbergkellerei label. The label is exclusive to JS in this country, and Ron Perry

Weybridge, JS's solitary off-licence for more than forty years, photographed in 1922. In the drinks display in the foreground are such lines as Buchanan's Special Whisky and Gilbey's Invalid Port.



describes them as 'one of the most popular ranges we've ever sold.'

The emphasis of the range is changing, however, and two of the wines, the Moselle and the Liebfraumilch are now under the JS label, and they will eventually be joined by JS Bernkasteler and JS Niersteiner. But they're still from the same Schlossberg-kellerei cellars.

Na Zdorovia

Over the years the JS spirits range has grown to include JS gin, introduced in 1972 and vodka, which appeared this year.

There are now wines from seven countries - Morocco, France, Germany, Spain, Italy, Portugal and Yugoslavia; and sheries from four countries - Spain, Britain, Cyprus and South Africa.

After a number of years' study, Andrew Nunn and Allan Cheesman, JS's wine buyers have both earned their Diploma from the Wine and Spirit Education Trust.

All the other buyers, Stan Meekoms, Tony Ould and Jeff Taylor also have formal training in their specialities, and in the drinks buying departments as a whole there is a fair amount of linguistic ability.

As JS's buying power has grown the company has forged direct links with many wine producers, and many of the own label wines and sheries come virtually direct from vineyard to warehouse.

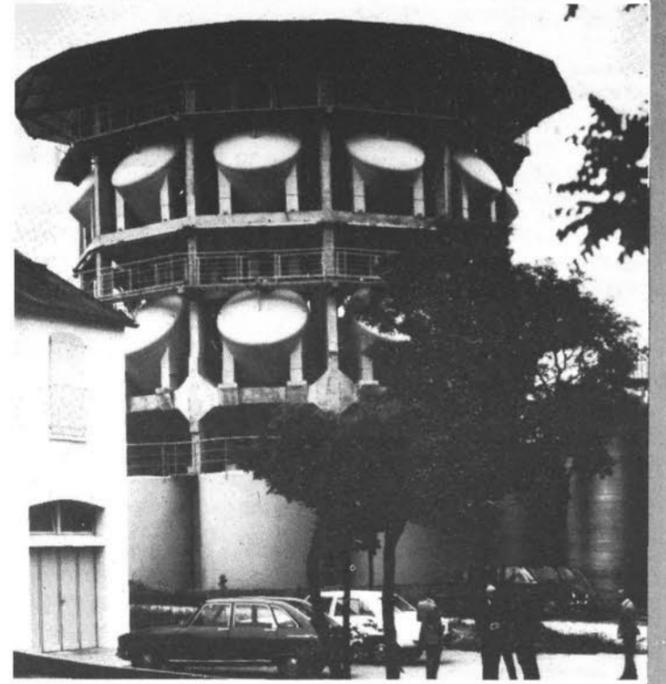


In a quiet sunlit courtyard in Jerez a consignment of JS sherry starts the long journey to your glass.

Two ways to store wine - One of JS's suppliers (left) shows Ron Perry and Andrew Nunn a schatzkammer at Liewen on the Moselle. This is a cellar for storing old fine wines.



Or there's this vast storage installation in the Midi near Toulouse. All JS's range of vins du Midi come from this area.



CHIMBRS!



Another archives mystery to solve . . .

January's puzzler from the JS archives is this cream pot. Cream was commonly packed in brown or beige ceramic pots like this (the one pictured is dark brown) but JS archivist

Honor Godfrey would like to know when this one was sold.

She would also like to know how the cream was covered, and whether there were other sizes of pot. This

one is three inches high and two inches wide at its widest point.

If you can help, phone Honor at Stamford House on extension 2737.

. . . and one answered

In December we showed an apricot jampot, and Mr K J E Hill of Winscombe was able to tell Honor plenty about it.

The pots were used for JS's first own-label jams, introduced in four flavours about 1930. Each pot had a label showing its own fruit

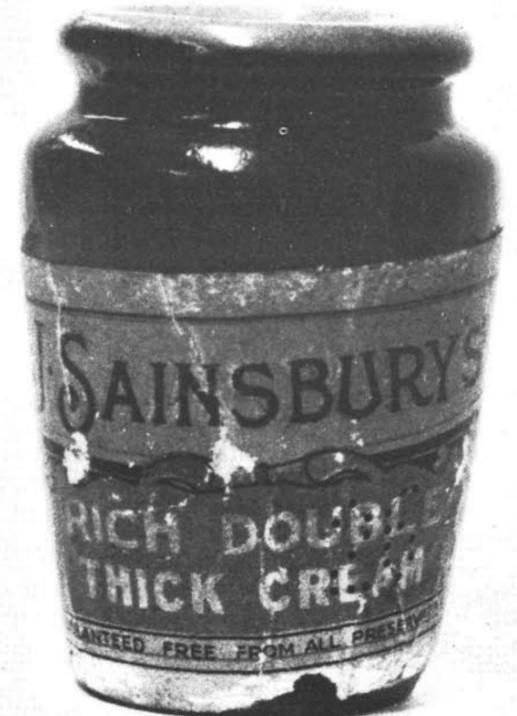
and was closed with a parchment paper and string.

The jar was then wrapped in forget-me-not blue paper and sealed with a label similar to the one on the jar.

There were two sizes of jar, selling at 1s and 2s.

Mrs Justice, wife of the former director W M Justice, has used one of these JS jampots for the dripping from the Sunday joint since 1936.

Honor says thank you to everyone who gave her information.



YOUR LETTERS

Why not a voucher bonus?

From: Mrs M Hammond, Kenton branch.

SINCE READING the notice about the Christmas bonuses I have been giving some thought to it.

How about the staff having vouchers to spend in JS stores, instead of cash? We could use them to buy goods for the 'festive season' such as extra groceries, cigarettes or wines and spirits, or the turkey, the list is endless, now that JS goes in for other lines.

I object to the tax man taking 35 per cent of my bonus and by having vouchers, this would give us full benefit of our bonuses.

I have mentioned this idea to several of my colleagues and they agree.

Company Secretary Stuart Parker replies:

Unfortunately, Section 37 of the Finance (No.2) Act 1975 has clarified any uncertainty that may have existed in relation to the taxation of benefits in kind such as cash vouchers. Under this Section such benefits are to be treated as 'an emolument of his employment of an amount equal to the sum of money for which the voucher is capable of being exchanged' and therefore subject to tax under PAYE.

Did he protest too much?

From: B Mark, dp planning, Streatham.

IT WAS MOST difficult to take the letter from A D Solomon printed in the December issue seriously.

One of the many questions posed was:

'Can it be that harmony reigns supreme?' Twelve lines later, quote - 'you hear many moans and groans.'

He later observes that without readers letters 'Maybe we should just leave the *Journal* merrily reporting the mundane daily events.' The headline contained in the same issue reported 'Profits take a bashing.'

The emphasis on channeling the action through the *JS Journal* appears to be obsessive. The implied inverse correlation between boredom within the company and contributions to the letter column is fascinating. Surely a better case can be argued for the reverse. Can it be that many are opting for other alternatives, for example, the direct

confrontation, and that they are not prepared to feverishly pen letters and then settle back and wait for the backlash in the hopefully not too distant future?

Does he realise that if one half of one per cent of Sainsbury's employees were allowed one controversial thought per month through the *Journal* this would result in 150 letters per issue?

I can understand the frustration of working in a company consisting of 31,146 employees believing that 31,145 are incapable of having controversial thoughts. However, the flimsy evidence on which this profound conclusion is based reveals a certain lack of scientific method.

Can there be an ulterior motive, the object of the exercise being to sink the *JS Journal* without trace by flooding it up to the eyeballs with inflammatory letters?

Methinks he doth protest too much about those who protest too little in writing.

World première

From S 'Ginger/Lofty/Shorty'* Meekoms, office department.

*Strike out as applicable

I FEEL I must write and protest about the ever increasing trend to quote nicknames in items about staff promotions, retirements, etc.

It would seem that if a suitable nickname is not to hand no stone is left unturned to provide one. This thought prompted me to write the following one act playlet.

Birth of a nickname

Scene 1

Editorial office of the *Butter Patter* - house journal of a well known retailer.

Reporter: H Bloggs retires this week.

Editor: H Bloggs, what does the H stand for?

Reporter: I don't know, perhaps the H stands for Herbert. I'll ask personnel. (Picks up the phone, dials the number and is connected first time and is overcome with emotion).

Reporter (wiping a tear from his eye): H Bloggs retires this week. Do you know what the H stands for?

Unknown voice: Who? (Reporter replaces receiver).

Editor: Try his department.

Scene 2

H Bloggs' department. Frenzied activity is taking place as it is almost lunch time and the telephone has just rung and a reporter has appeared.

Reporter: H Bloggs retires this week. Do you know what the H stands for?

First member: Who?

Second member: Oh! H Bloggs. Is that his name? We always say Oi you!

Reporter: 'Hoy-you!' (Has blinding flash of inspiration and returns to editorial office with a migraine.)

Editor: Well what did you find out?

Reporter: H stands for Hoy-you.

Scene fades to publication day. Editor and reporter stand carefully nursing a 'hot from press' copy of the *Butter Patter*.

Reporter: Read the retirements, Ed.

Editor: 'H "Chinky" Bloggs, well known oriental, retired on Wednesday last.'

Personnel: Who?

Curtain.

Staff shop

Angus Clark, departmental director, personnel, replies to the letter (Christmas issue page six) from Bob Bennett, dp department, Blackfriars.

(Mr Bennett wanted to know why it was not possible to have a staff shop at Stamford House similar to the one at Charlton depot, reported in the December issue).

The company requires to dispose of the small quantities of damaged or sub-standard goods which get into its distribution system as speedily and as economically as possible.

For a small range of goods it is most economical to offer them at a discount to staff at the premises where the goods are. There are no such goods in central departments.

Even in a depot the quantity is very small, as the article indicated, and it would be impractical and uneconomical to make them available more widely. Because we cannot do this for everyone does not inhibit us from doing it where it is commercially sound.

We hope that such a realistic approach is acceptable to our staff.

QUEENS OF HERTS



A SELF-CONFESSED romantic will be Buntingford depot's representative at the Miss JS Finals on February 28.

For Gillian Piggott (left), the new Miss JS Buntingford, is a keen reader of historical and romantic novels. Not that she gets much time to herself after looking after the three men in her life - her husband and her two sons.

Her only other relaxation is darts. 'I'm not bad - for a woman.'

Gillian, who is an assistant in the staff restaurant at the depot, had to be bullied into entering the Miss JS competition. 'And my husband didn't like me winning.' You can't please everyone.

PATRICIA ROBBIE, this year's Miss JS Hoddesdon, is a determined sun-seeker. In the last year alone, she has travelled to Spain, Greece and Tenerife in search of the sun. (That's her on the right.)

But there's not much sun about in England in the winter, so Patricia, 23, an administration clerk who has worked at the depot for five years, indulges in her other pleasure - driving her white mini.

We photographed her on a winter's day at the picturesque Dobb's Weir, near the depot. But she was probably dreaming of some sun-soaked beach far away.



Introducing James...

AN EARLY start to a modelling career for four-month old James Walkley (below).

James, or James John Tonna Walkley, as he usually insists on being addressed, is the son of JS textile manager Stephen Walkley (who took this picture), so for his debut he naturally chose a JS Baby Stretch Suit, price £1.30, and he surrounded himself in Christy towels, sold by JS in eight colours and three sizes at £1.25, £2.50 and £4.50, with a face cloth for 20p.



OUR CUSTOMERS WRITE

SOMETHING VERY heart warming happened to me when shopping in your store at Wealdstone yesterday. I was rather over loaded with groceries and so was helped to my car by a young gentleman (and I mean that in the truest sense of the word) whose name is Richard Kassir. He was so kind and considerate, careful not to damage anything that I had bought. I offered him a tip which he politely refused, say-

ing that he was not allowed to do so.

It is so refreshing to come across such politeness in this violent age and indeed I hope and feel that this young man will have a very happy, bright future in your organisation.

I felt that I had to write. Such people as Richard Kassir restore my faith in the young.

B Usiskin (Mrs)
Stanmore, Middlesex.

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.

ALL ABOUT PEOPLE

Double celebration for Woking's new AGM

RON YEATES ended 1975 on the crest of a wave that will take him into 1976 and beyond. In December he was

appointed area general manager designate for the Woking area and he celebrated 25 years service with JS.

Mr Yeates, who is married with four children, will take over control of the area when Les Westcott retires early this summer.

Twenty-five years ago Mr Yeates joined JS as a trainee butcher at 48 Cranbrook Road, Ilford. When Grange Hill, Chigwell, opened in 1953 he became one of the first tradesmen to go into self-service. Three years later he transferred to Harold Hill, where he became the first assistant manager to be appointed by Simon Sainsbury.

mingham area, and later he managed Halesowen and Northampton.

When the company's superstore at Telford opened in 1974 - at that time JS's biggest store - Mr Yeates was appointed manager.

Seven months later he joined branch trading at Blackfriars. After six months he was appointed district manager in the Southampton and Bournemouth area.

Contact

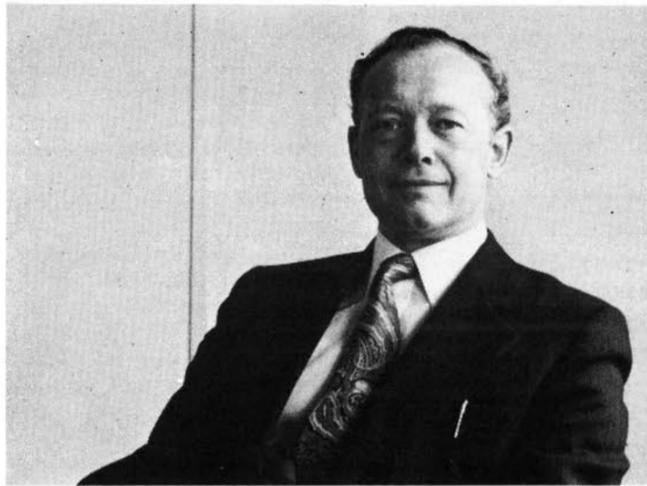
As area general manager he will control all aspects of trading within the Woking area, reporting directly to trading director Peter Snow.

'I hope to be able to maintain the contact with branch staff and customers in my new job that I enjoyed as a manager,' said Mr Yeates.

Biggest store

He moved to Basildon as deputy manager when it opened in 1960, and from there to his appointment as manager at Collier Row in 1964.

In 1966 he was made manager of Solihull, the first JS store in the Bir-



Ron Yeates

A tree fell on it . . .

IN ALL the best horror films a long, ominous creaking sound forebodes disaster.

And it was nearly the same in real life for Geoff Kemp, JS bakery goods inspector.

On Friday January 2, the night of the high winds, he had just parked his car and was locking the door when he heard a creaking sound behind him.

He turned and moved fast. Fast enough to be out of the way as a falling tree smashed into his car making a mess of the driver's door, the roof, the bonnet and the offside wing.

Says Geoff - 'If I'd been deaf, I'd be dead.'

The car was driveable. Just. Next day Geoff took it into JS's motor engineers workshops at Clapham, and was able to deliver that classic line - 'a tree fell on it'.

RETIREMENTS

Les Price, manager of Bury Park, Luton, retired on December 15, having been with JS for 14 years.

Mr Price started his career with JS as a learner at Marylebone. During the war he served in the RAF.

He was appointed manager of North Harrow in 1950, and subsequently worked at Haverstock Hill, Temple Fortune, Belmont, Brondesbury, North Finchley, Hatch End and Cricklewood. He then transferred to Bury Park. During his career he estimates he has worked in about 20 branches, managing about ten of them.

Brian Lewis, manager of old Derby (now closed), retired on December 27. During his 43 years with the company, Mr Lewis worked in a number of branches including Bedford, Kettering and Coventry.

After war service in the RAF he returned to Coventry where he was promoted to assistant manager. In 1955 he became manager of Kettering. He moved to the old Northampton to 'close it' in 1962. He then returned to Kettering until its closure in 1965, then transferring to Derby.

Vera 'Charlie' Mills, supply assistant at Ealing, retired in October. Mrs Mills was with the company for 36 years, starting her career as a butcher girl.

Eddie Spooner, a cleaner at Blackfriars, retired on December 26. During his 26 years with the company, Mr Spooner worked in the catering and poultry departments prior to becoming a cleaner.

Mrs Mary 'May' Boyhan, part-time skilled supply assistant at Greenford, retired on November 21 after 24 years with JS. Her retirement came just one day before the old Greenford branch itself was closed.

Hector 'Jack' Love, warehouseman at Basingstoke depot, retired on January 9 after 20 years with the company.

Mr Love started his career with JS as a cleaner at Blackfriars. He then transferred to Wakefield House laboratory where he worked for a few months before moving to Basingstoke.

Mrs Nellie Carter, part-time sales assistant at Greenford, retired on November 22 when the old manual branch closed.

She started work in the catering and wholesale trade depart-

ments when she joined the company in 1954. Later she was transferred to Hanwell, where she became a leading sales assistant before moving to Greenford.

Emma Blake, part-time skilled supply assistant at Greenford, retired on November 22 after being with the company for 19 years.

Serena Winder, part-time display assistant at Muswell Hill, retired in October after 19 years with JS.

Mrs Winder started working at the branch in 1944. A year later she left to raise a family, but rejoined the company in 1956.

Jimmy McHattie, a stockman on JS's farm at Kinnermony, Scotland, retired in December due to serious ill health.

Mr McHattie has looked after the company's herd of Aberdeen Angus for the past 16 years, but he has been involved with cattle since he was 18.

Daisy Munn, chief display assistant at Maidstone, retired on January 10 after 14 years with the company.

Bert Lawrence, senior stores serviceman at Basildon, retired on December 6 after 13 years with the company.

Barbara Sales, display assistant at Sutton, Surrey, retired on December 6 after 10 years with JS.

Mrs Sales also worked at Westbourne Grove from 1953 to 1959 but left to run a pub; returning to JS in 1965, after the death of her husband in a car crash.

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

- H Brinkhurst** (14 years - broken service)
- C G Blemkin** (9 years)
- S Hale** (7 years)
- Mrs E Hancock** (7 years)
- Mrs L Tarplee** (7 years)
- Mrs E Theobald** (7 years)
- Mrs M West** (6 years)
- Mrs A Davies** (5 years)
- Mrs S Rapley** (5 years)
- Mrs M P Mills** (5 years)
- G R Watkins** (4 years)
- A England** (3 years - broken service)
- C Gardner** (2 years)
- Mrs D Hobdell** (2 years)
- F E Webb** (2 years)
- Mrs M Price** (2 years)

APPOINTMENTS

Gurth Hoyer Millar has taken over from **Timothy Sainsbury** responsibility for the company's property interests, in addition to those concerning the development programme, which he assumed early last year.

This is the final stage of the handover of Timothy Sainsbury's executive responsibilities, which will enable him to concentrate on his parliamentary commitments as MP for Hove, while remaining on the board in a non-executive capacity.

Jim Gallacher has assumed full responsibility as departmental director of the produce department as well as for the frozen food department.

He succeeds **Harry Haslam** who retired at Christmas (see story back page).

David Smith has been appointed area general manager for the Romford area. He will take over control of the area on the retirement of Mr Davis in September.

Derek McCord is to be appointed district manager

designate. Mr McCord, who is currently manager of Broadmarsh, Nottingham, will take over the district at present covered by Ron Yeates (see story this page).

Anthony Trevethan is to be appointed district manager designate. Mr Trevethan, who is currently manager of Hemel Hempstead, will take over the district at present covered by David Smith.

John Spence and **Cuthbert Summerton**, currently manager of Lewisham and Central Croydon respectively, are to be appointed district managers designate. They will take over newly constituted districts in the area covered by Dennis Males.

S Heath, formerly manager at Old Greenford, has been appointed manager of Temple Fortune freezer centre.

Hana Rudcenko, formerly salary administration officer, remunerations and benefits, Blackfriars, has been appointed salary and wage administration officer.

LONG SERVICE

Bert Black, manager at Bexleyheath, celebrated 40 years with the company in January.

Mr Black started his career as an egg boy at 57b Kingston. He returned in 1945 after his war service to Tolworth branch, and a year later was appointed senior leading salesman by Mr R J Sainsbury.

He was promoted to assistant manager working at Gloucester Road, Kensington, and Surbiton before he took up his first management post at Balham.

Mr Black did his self-service training at Lewisham and has worked in various branches since, including Catford and New Drury Lane.

John Tolmie, manager at Cowley, celebrated 25 years with the company in January.

Mr Tolmie started his career in Southall branch and has worked in many branches in the Ealing area. His first management post was at Marylebone and has since worked at Slough and Cowley.

Edward 'Ted' Ealy, senior stores serviceman at Bracknell, completed 25 years service with the company in November, 1975.

Bob Fleming, driver at Charlton depot, celebrated 40 years with JS on November 29, and not 25 years as reported in the Christmas issue.

Our apologies to Mr Fleming.

OBITUARIES

James Hilson, maintenance engineer at Charlton depot, died on December 14 after a long illness. He had been with the company for 38 years.

He joined the engineers department at Union Street as a junior in 1937. He was promoted to shift engineer in 1946 and in 1970 transferred to Charlton.

Mr Hilson leaves a wife and three children.

Sidney Walter Harvey, clerk at Basingstoke depot, died at his home on December 10. Mr Harvey had been with JS for 28 years.

Brian Howard, assistant meat manager at Dartford, died on November 30. Mr Howard, who had been with JS for 22 years, died of a heart attack at a child-

ren's party in the home of his brother-in-law.

Mr Howard started his career with the company at Edgware as senior trainee butcher. He went on to work at a number of branches, including Burnt Oak, Luton, Mill Hill and Apex Corner. When Apex Corner closed in 1966 he transferred to Bexleyheath, and on to Dartford when it opened in October 1975.

Mr Howard leaves a wife and a seven-year-old son.

Mrs Maureen Adams, display assistant at Richmond, died on December 17 after working at JS for six years.

Mrs Adams leaves a husband and three children.

David Cousins, assistant manager at Fareham, died on December 24 in a tragic motor cycle accident travelling back

home to Nottinghamshire.

He joined JS as a management trainee in 1971 at Erdington, and resigned in 1973, but returned after three months to complete his training at Leicester. He was promoted to assistant manager of Rugby in 1973, transferred to Bitterne in 1974 and onto Fareham when it opened last November.

George Kitchen, canteen and kitchen porter at Charlton depot, died on November 18. Mr Kitchen, who had been with JS for one year, died in hospital after many months of illness.

Stanley Cumbers, customer serviceman at Uppminster, died on December 9 after 14 months with the company.

Mr Cumbers died of a heart attack after being ill for several weeks.

JS JOURNAL

Happy Christmas after all *continued from page 1*

helped by an extensive press advertising campaign, achieved an acceptable level of trade. With Christmas well behind us, some competitors have New Year drink sales indicating that they have plenty of unsold stock left in their cellars.

The overall Christmas trading story at Telford seems to be one that was echoed throughout the JS chain. After a quiet start, when many thought Christmas was not going to happen at all, trade took off.

Long queues formed outside Telford during the pre-Christmas week, waiting for the store to open. The comments of a couple of customers with trolleys piled high with festive food and drinks perhaps sum up, and

explain, a lot of the last minute big spending.

They said they had planned to have a very frugal holiday but at the last moment they decided to have a really good Christmas and to hell with the expense.

This last minute pre-Christmas rush ties in with the experience of Buntingford depot which reported a fairly quiet start with a really noticeable increase during the Christmas week.

Buntingford also report that this year instead of the more usual post-Christmas slump, there are all the signs that business at the branches is still pretty brisk.

Mr Barnes is optimistic that the progress made during the Christmas period will be maintained.

No sex, please, we're discriminating *continued from page 1*

implications of the new legislation become clear the JS Journal will try to cover them, reducing the wordy legal and government jargon to plain language where possible.

Meanwhile below is a condensed version of a progress report sent out by departmental director, personnel, Angus Clark, to senior managers.

'Senior personnel staff have been briefed on the legislation and an audit has been taken of all the current company policies and practices which are affected. Recommendations are under consideration and relevant policies and procedures are being re-written.

'This is expected to be completed in the early part of this year (1976) and it is intended to arrange full briefing and instruction for all personnel management so that they can give essential guidance and information to other management and staff. Line management will be informed more fully of the

areas which will be constrained by the law and of the service the personnel department will provide.

'Immediate changes stem primarily from the Sex Discrimination Act and affect the fields of recruitment, advertising, selection and promotion.

'It is now unlawful to discriminate in employment on the grounds of sex or marriage. It is therefore essential when recruiting or selecting for promotion to avoid any suggestion of discrimination on these grounds.

'Another area where the new legislation is increasing management accountability is the field of dismissals. It is therefore important that the present procedures are followed carefully and the real reasons for dismissal are identified and recorded.'

The report makes no mention of the Equal Pay Act as full equal pay was established at JS early in 1975, long before the Act came into full effect on December 29.

New pig company looks to the future

JS HAS joined Pauls and Whites Ltd, one of the major animal feed compounders and also our main pig suppliers, in a new company to produce quality pigs on three farms in Norfolk.

The new company, Breckland Farms Ltd, will expand pig production over the next two years and help to satisfy the extra demand for pig meat from super-

markets to be opened in the next few years.

Breckland Farms will be an added source of pigs for Haverhill Meat Products, the pig processing company jointly owned by JS and Canada Packers, but it will not otherwise affect HMP and it will not change JS's business with its other pig suppliers. More details about JS's pig operation next issue.

Man who knows how to produce results retires to grow his own

Harry Haslam, pictured here at JS's trials grounds at Cambridge, will soon be tending his own experiments, growing exotic fruits in his own back garden.

THE MAN responsible for establishing JS's produce department, produce buying director Harry Haslam, retired last month.

He joined the company in 1958.

'I wanted to develop a self-service system of produce distribution and the group I was with had only two retail shops. It was fortunate that JS decided to go into produce and I was lucky enough to be chosen for the job.'

His interest, however, has not always been in the buying and selling of produce.

Before the war he spent a number of years in the legal profession. After serving in the Eighth Army for several years he returned to the legal profession, but found he no longer wanted to be tied to a desk.

He got caught up in court cases involving contraventions of import regulations, brought in those days by the Ministry of Food, and became interested in the import and wholesale side of fruit and vegetables.

Wanderlust

Here Mr Haslam saw the opportunity of getting back to an open-air life and seeing more of the world — so he joined an importing company.

Within a few years he was a director in a group of 14 companies engaged in growing, importing, wholesaling and retailing produce and had been round the world several times.

He then became interested in self-service and joined JS.

'In the early days the company bought its produce each morning in Covent Garden and rushed it to the branches around London where it was packed behind the store. We have moved a long way since those days.

'A great deal of our produce is grown specially for us and we have trial grounds where we grow new and improved varieties to try and improve the produce available to our customers.

The success of JS produce is the story of JS success all over again — attention to detail, refusal



to sacrifice quality and the customers' needs coming first' says Mr Haslam.

'ave a what?

Under his guidance JS also became innovators in the range of produce on sale.

'It is hard to believe that when we first introduced avocado pears hardly anyone knew what they were. Now, I am assured, we sell more than any other company in Europe,' he adds.

He claims to have no favourite fruits and vegetables and no dislikes; however he buys his avocados by the box as he does cherimoyas (custard apples) and says there is no food smell that compares with that of fresh pineapples.

He regrets that more people do not put fresh fruit on the table as part of their daily diet but regard it as a 'TV snack'.

Still growing

In his retirement Mr Haslam, who is married with two married sons and two grandchildren, will maintain his contact with the land. At one time some of his partly-walled back garden was used for experimental work for JS. When the trial grounds moved to Cambridge that part of his ground became neglected.

Not only does he intend to return it to cultivation, he intends to carry on experimenting with tropical fruits and flowers in a heated and lighted greenhouse.

chairman John Sainsbury pays tribute . . .

'It does not seem 17 years since I first met Harry Haslam, but certainly it was to prove to be a most fortunate meeting both for me personally and for the future of the JS produce trade.'

At the time Harry Haslam was probably unique in that he had both the qualifications needed to establish the new JS produce department as well as the vision to see the opportunities that lay ahead.

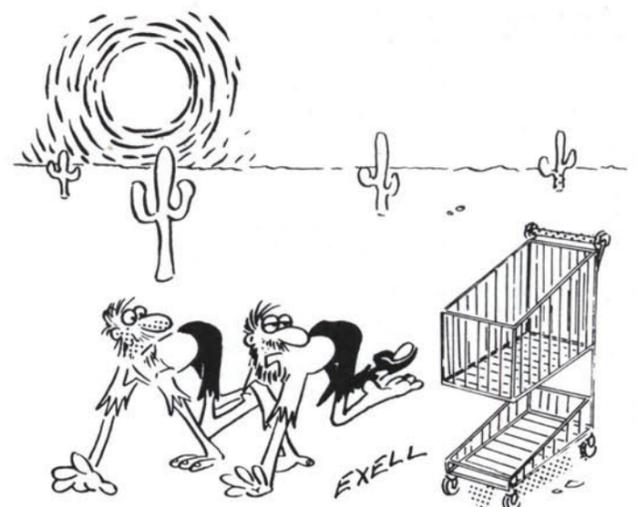
When he joined us produce was sold only in 9 branches and we stocked only a token range of products. The entire warehousing operation took only a few hours each day in part of No. 1 Bay in Stamford House. Until Harry was appointed departmental director in 1969 we were in touch with each other almost daily and I was, therefore, able to observe at close hand the skill with which he gradually developed and expanded our sources of supply and our packaging and marketing expertise.

The challenge facing the produce department in those early

years was that the industry had done little to reflect the changing market conditions and requirements of the retail trade. It was incapable of supplying the needs of modern supermarkets, and its antiquated nature was reflected, more than anywhere else, in the primitive conditions of Covent Garden Market. As Harry's many admirers in the trade will testify, he probably did more than anyone else on the buying side of the trade to change the old ways and develop a modern chain of supply.

There will always be problems in a trade that is so sensitive to weather conditions and variations in quality, but we have come a very long way towards meeting the modern supermarket's requirements.

In many ways produce is the most difficult of our perishable departments. That we have made such progress in such a relatively short time is, more than anything else, due to the achievements of Harry Haslam. I greatly valued being so closely associated with him in the early days and truly appreciate all he has done in founding the JS produce department.'



'When will people learn to take those things back?'

The Sun