

JS JOURNAL

February 1977

Spring is just around the corner!



JS'S SPRING RANGE goes on sale at the end of February and the beginning of March at the 25 JS stores that have an extended textile department. Out of those 25 about a dozen will stock the full range of men's, women's and children's wear.

The company's textile department is still in its infancy and this is the first time it has got together a whole season's range as a co-ordinated exercise. The result is a highly competitive, well-made collection of clothes for the whole family, in mainly classic shapes and trimmed with the touch of style that is the breath of life to the world of fashion.

This season's look is casual and the colours are (aptly enough in Jubilee year) red, white and blue, strong swinging colours that must herald success for the new range.

Swopping the conventional catwalk for the more familiar JS checkout are seven model girls from Fareham branch. They are wearing some of the items from the women's spring range, which come in sizes 10 to 16 and cost from £1.99 (for the tee-shirt—third from the left) to £9.95p for the chunky-knit jacket (second from the left) — the most expensive item in the range.

More about the model girls on page 24.

JS JOURNAL

is published every four weeks for employees of J Sainsbury Limited Stamford House Stamford Street London SE1 9LL Telephone: 01-921 6660

Editor

Diane Hill
Assistant editor
 Glenn Gale
Designed by Sue Lambie
 in the JS design studio

Printed in England by
 Alabaster Passmore & Sons Ltd
 London & Maidstone

Contents

General news/pages 4-7, 16, 19, 22-24
 Features/pages 8-15
 Letters/pages 17-18
 People/pages 20/21

Textile seminar sets the scene

JS ENTERS the rag trade 'proper' this month with the launching of its spring range at a seminar held at Blackfriars and attended by branch staff with special responsibilities for the textile department at their store.

The one-day seminar was held on February 7 and repeated the next day. (This was just so the 50 delegates—two from each of the 25 branches who stock JS's extended textile range could be split into two small groups and therefore put the whole event on a much more personal level.) The venue, the main conference room at Rennie House, which had been given an authentic 'behind the scenes' look of an up-to-the-minute fashion house with displays of JS's textile range.

'Selling textiles is a tough and fickle business, just how tough and fickle was ably explained by the first speakers of the day: departmental director, branch operations Len Lewis; departmental director Malcolm Hughes (under whose wing textiles come) and head of textiles Anne Heath.

'You've got to have flair to sell this merchandise' said Mr Lewis 'and flair is something that everyone here today can bring to their job and see immediate results.'

Mr Hughes drew a comparison between textiles and his other responsibility, fresh meat and poultry. 'Fashion is just as perishable as meat. Those first few weeks are all important to sales.'

How the rag trade works? Who decides what we wear and what colours are in or out? All this and more was expertly spelt out by Miss Heath.

'Paris decrees the style for the coming season' she said. 'Italy the colours we will wear and the world gets together on what fabrics will be used. This season Paris says it's the casual look . . . Italy that the colours are to be red, white and blue.'

Barbara Galbraith, divisional textile specialist, helped Miss Heath to go through the range item by item.

At this point folders were handed out containing line drawings and details of all the items being shown. (The artist? See story on the next page.)

In the afternoon everyone got the chance to display their own particular brand of flair, during an exercise using a mock-up display unit and some of the merchandise shown in the morning.

Stepped in fashion it was now time to get down to the nitty-gritty, the documentation side of the textile department. Dina Adriano (head of branch control) and Les Davis (textiles supply control) went through this very important aspect from A to Z. The message here was that incorrect documentation and delays have a drastic effect on supplies and sales.

The seminar firmly established the company's move into the rag trade and indicated where training was needed for the future.

Left: JS's spring range is put through its paces by Anne Heath (left) and Barbara Galbraith. The snazzy number here is a woman's acrylic pullover with hood, it comes in white, navy and bone, sizes 10/14 and costs £5.95. **Below:** Delegates meet the textile team at the centre. From left to right: departmental directors Len Lewis and Malcolm Hughes, Barbara Galbraith divisional textile specialist and Anne Heath head of textiles.



Trevor's slick on the draw



THE ARTIST behind the sketches used to identify JS's spring textile range is Trevor Faulk, pictured with some of his work.

Trevor, who is in the poultry buying department and has been with JS for 14 years, had previously restricted his artistic talents mainly to cartoons.

He was approached to undertake the task by departmental director Malcolm Hughes who is head of both his department and the textile department. 'I've worked with Mr Hughes for nearly ten years and he was aware of my interest in drawing' he says. 'I hadn't drawn anything connected with clothing before—so it was a fresh experience.

'I did 170 sketches in all, each taking me between 20–30 minutes to complete. Most were quite easy to do, although one or two were a bit complicated.'

The sketches are in black and white, with the occasional touch of shading to give them more detail. 'But' as Trevor says 'the whole idea was that people, especially those handling the textile range at the branches, recognise the articles from the sketches.'

News flash ahoy!

PETER SNOW and his wife Marnie were the unsuspecting guests of honour at a surprise party on board HMS Belfast, moored by Tower Bridge.

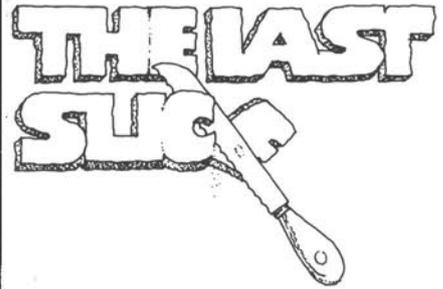
Over 100 people secretly boarded the Belfast on Friday night, February 11, to give Mr Snow a rousing send-off before he retires in March as a JS director.

'I knew something was going on' said Mr Snow 'but I had no idea what.'

He was 'lured' afloat by departmental director Len Lewis. 'On the pretext of going for a farewell drink I spun him a tale about knowing the captain of the Belfast from my Navy days' said Mr Lewis.

A system of lookouts and runners warned those on board of Mr Snow's arrival. Carefully maintaining the element of surprise, it was like a Tuesday visit in reverse! Crowds of friends and colleagues greeted his arrival below deck, many of whom had 'come out of retirement' to be there.

Picture on page 22



THE BREAD DISPUTE is over and there is no longer any hostility to JS selling its own-label standard loaf for 17p.

Opposition was always limited, despite the dramatised accounts that sometimes appeared in the press. At no time were more than a third of JS branches deprived of own-label bread and even these were affected for only relatively brief periods.

'We're delighted at the outcome' says public relations manager Peter Ireson. 'It completely vindicates our stand.'

New top job in non-foods

DAG BUMSTEAD is to be departmental director for all non-food departments with the exception of textiles. It is a new appointment in an area where the company has, in a relatively short time, made a number of highly successful departures from JS's established range of non-food lines. New departments include hardware, car care, garden tools, home decorating aids, greeting cards and books.

'So much has happened, so quickly on the non-food side' says Mr Bumstead 'that I see my first job as departmental director as consolidating what has gone before rather than looking immediately to introducing more new departments.'

Mr Bumstead is currently head of non-foods. He joined JS in 1960 from the buying side of a large retail organisation. At JS he was a buyer in the grocery department until 1969 when he moved to non-foods. In 1971 he became head of non-foods and about two years ago hardware also came under his control.

Chas Stevens, currently head of hardware buying, will now assume responsibility for JS's traditional non-food lines.

Mr Bumstead (pictured below) and Mr Stevens will take up their new responsibilities in March, the start of the company's new financial year.



Cannon Park—kingpin of Coventry's new centre

CANNON PARK opens on March 22. The JS store is the kingpin in the first phase of a new district shopping centre at Cannon Park, Coventry.

At 2468 metres (26,500 square feet) the sales area of the new store is more than twice that of JS's existing store at Trinity Street, Coventry, about three miles away. (There is another JS store at Bell Green

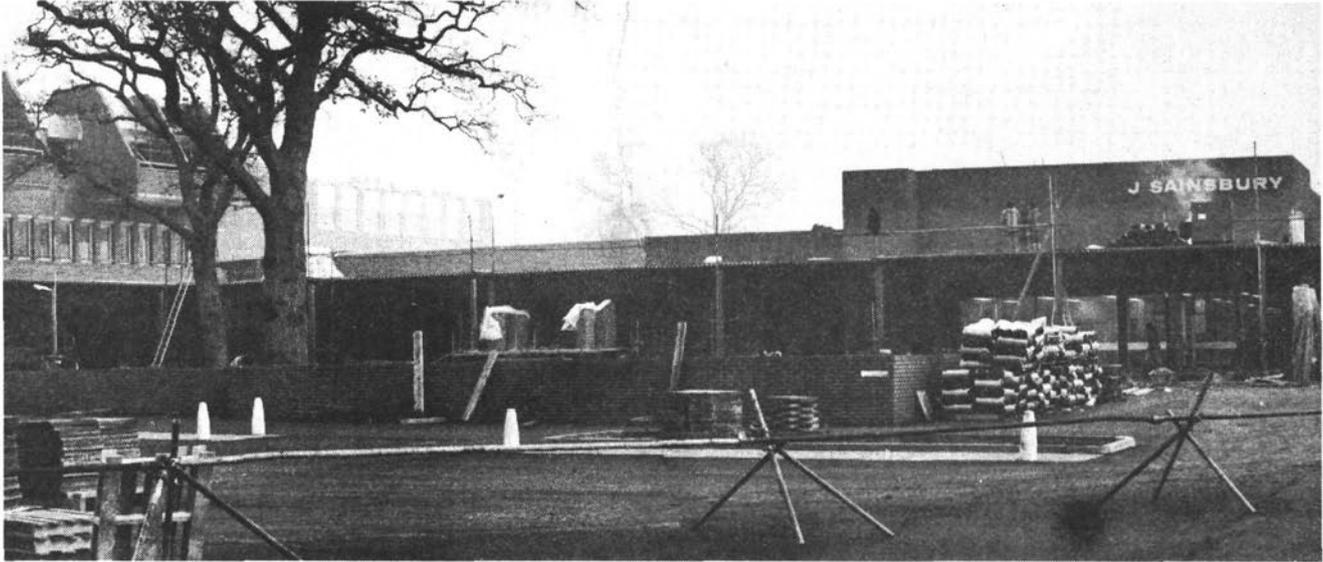
about five miles away.)

Cannon Park will have 20 twin-bay check-outs, a freezer centre, an in-store bakery and a large deli. As well as traditional supermarket lines it will sell JS's full range of non-food lines, including textiles.

Apart from the JS store, the first phase of the development consists of offices, numerous small lock-up shops and some

very attractive flats. Plans for the second phase include a health centre, a garden centre, more flats, car parking, small shops, a pub and a library.

Coventry Corporation plan to introduce a one-way traffic system into the centre. Local buses will be re-routed so that shoppers will be dropped almost on JS's new doorstep.



Coventry Evening Telegraph

JS's new supermarket and integral freezer centre nears completion (the picture was taken at the beginning of January) showing on the far left a couple of the attractive flats being built over a parade of lock-up shops.

JS takes stock of stocktaking

A NEW financial stocktaking system has been introduced to all branches. Under the new system, which came into effect on February 5, stock books have been done away with and all stock is recorded on financial stocktaking forms.

Colin Etheridge (manager, branch trading) explains: 'Previously branches used stock books to record stock in the warehouse and stocktaking forms to record stock on the shop floor. Using the old system, the stocktaker was constantly turning over pages of the stock book in order to find the pre-printed price, against

which he had to record the stock figure.

'Now it is simply a matter of writing in the number and the price of the stock that is being counted on to the stocktaking forms. This new method for counting warehouse stock is more flexible and less time consuming, and standardises the whole system of financial stocktaking within the branch.'

The new system, which had a trial run in about 50 branches prior to its full scale implementation, has also been extended to service stores, who previously used stock books exclusively.

Local advertising in new hands

JS ADVERTISING at a local level is now in the hands of Paul Broadbent and Partners, a small advertising agency based just off Smithfield Market.

Local advertising for branches demands a lot of time and attention. Details, like prices, must be correct. (Although JS's advertising department is honest enough to admit that the odd mistake can creep in from time to time!) Broadbents are able to give the care and attention to detail this aspect of JS's advertising needs.

'The company is spending more on advertising than it has ever done' says JS

advertising manager Mike Conolly. 'And we decided it was time to make a split between national and local advertising. Ogilvy Benson and Mather Ltd will still handle JS's national advertising. Now, without the detailed local work to look after, they can devote their full creative energies to our strategic national campaigns.'

Peter Davis, department director of marketing and non-foods, looked at about six agencies. He and Mike Conolly then chose Broadbents from a shortlist of three.

Clean sweep

HARLOW has done it again! For the second year running JS's store at Harlow has received the district's Food Hygiene Award. Last year, when the scheme started, Harlow branch was passed A1 by the district's chief environmental health officer.

To prove it they are allowed to display an official Food Hygiene Award sticker. Now a red 1977 Award joins the blue 1976 one already in the window.

'There are about 450 food stores in the district and last year only 21 were given the Award' says manager Grahame Fitch, justifiably proud of making the grade twice in a row. About half-a-dozen shops have got one so far this year.

Stores are judged on the standard of hygiene in the shop and the standard of hygiene training given to staff. Staff at Harlow can be congratulated on their high standards—particularly as the small self-service store is nearly 20 years old and therefore not as easy to keep clean as JS's newer and more up to date supermarkets.

It's in the can!

PUPILS from Imberhorne school, in Sussex, recently collected 400 cans of food from generous shoppers outside JS's branch in East Grinstead.

The cans were later resold by the school and raised £60 for Oxfam.

An invitation to take the Bullock by the horns

THE BULLOCK COMMITTEE on Industrial Democracy has generated a great deal of comment and discussion. The government has said that it intends to introduce legislation on the subject. What do you think of the Report?

What form of legislation, if any, do you think should be introduced?

Future developments in industrial democracy will affect us all, so it is important that any legislation should take account of as many views as possible.

Why not write to the *Journal* saying what you think? For publication in the next issue letters must reach us not later than Monday February 28. Letters received after that date will be held over till the following issue.

Below we publish a summary of the recommendations which has been prepared by the Industrial Society. It forms part of their *Guide to the Bullock Report*, published this week, price £1.

Summary of recommendations

The main recommendations of the Bullock Committee are:

- Employees of companies in the private sector employing 2,000 or more should have the right to be represented on their top policy boards.
- Where this right is exercised, the board should be reconstituted to include an equal number of employee and shareholder representatives, with a smaller third group of co-opted directors who would be mutually agreed.
- The process would start with a request from one or more independent trade unions recognised by the company, representing 20 per cent of the company's employees.

- A board cannot be reconstituted unless a majority of all the employees have signified their agreement in a secret ballot.

- The arrangements for the selection of employee representatives would be made by a joint union committee (the Joint Representation Committee) representing all independent and recognised trade unions in the company.

- The employee representatives would be employees of the company, not full time officials.

- All directors would have the same duties and responsibilities.

- A flexible single-board system is favoured, rather than a formal two-tier structure of supervisory and management boards.

boards.

- An Industrial Democracy Commission should be set up to supervise the system.

- Legislation should be introduced to provide for employee representation on boards and to give a clear definition of the role and functions of a company board.

The Minority Report takes the view that the Committee was asked the wrong question: it should have been *whether*, not *how*, industrial democracy can be advanced by employee representation on boards. But if employee representation is to be introduced, it should be confined to a minority on a supervisory board in a two-tier system. And the employee representatives should be elected from all employees, not just trade unionists. Legislation should be kept to a minimum, but should include a requirement for the companies covered to conclude an internally agreed form of domestic participation arrangement below the level of the board within four years. ○



Guardian



Sunday Telegraph



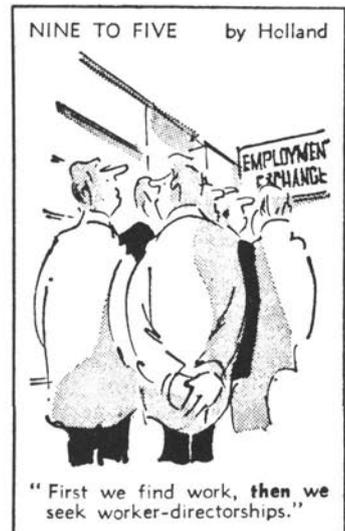
Sunday Express



Daily Mail



Daily Express



Sunday Telegraph

Managers' conference confronts the future

OVER 200 JS BRANCH MANAGERS met in conference at London's Intercontinental Hotel on January 24. The theme of the first retail management conference to be held for three years was 'Tomorrow's World', and it was presided over by chairman John Sainsbury.

In his opening speech the chairman outlined the objective of the conference. 'To promote the better management of the business' he said the role of a conference' he said 'is to provide a pause when we can take stock of where we are, reviewing the background to our trade and analysing the problems which will face us in the future.'

He also spoke of the policy background and thinking behind many of JS's new developments, namely non-foods, freezer centres, textiles and the SavaCentre venture.

Referring to current trade as 'very buoyant' he outlined new store openings, an improved competitive position and discount price lists as three main reasons for this.

Looking ahead, however, the chairman sounded a cautious note. He said: '1977/8 will be a year when the average standard of living of our customers is going to fall. When the price of food is likely to rise in the first half of the year by around 20 per

cent and when for much of the year the pace of general inflation will at best remain static at the present very high level of around 15 per cent.

'Everyone knows that the current buoyancy of our trade is affected by the awareness that the consequence of a falling pound is higher prices in the shops. Gradually, as rising prices begin to bite in the stores, we must be ready for the natural consequences that we have experienced before—trading down, declining volume sales nationally and intensification of competition.

'The last time that happened it affected us most seriously, both in volume of trade and profitability. The challenge of 1977 is to see that this does not happen again, however difficult the trade or adverse the economy.'

The chairman also emphasised to the managers the importance of greater operating efficiency. 'If the average productivity level could be reached by those stores that are below average performance, hundreds of thousands of pounds would be saved.

'None of this is easy, but the achievement by the majority of managers of very high standards is proof that such high standards are possible.'

The morning also included a session on

the present management in JS and the many changes affecting staff relationships. It was presented by deputy chairman Roy Griffiths and departmental director Angus Clark who looked at management in British industry generally in the 1970's.

Mr Griffiths said: 'Over the last six or seven years important political and social changes have taken place and management generally in the UK finds its performance criticised as contributing to the national economic position. No level of management is immune and there is a general feeling that management at all levels is less in control of its own destiny than ever before. To run a company successfully we cannot accept that this is the case and we must as managers meet the challenge successfully.

'Our preoccupation must be to see how to manage effectively in the face of these challenges and at the same time to motivate people to the greater productivity that is necessary on a national basis.'

After lunch, the delegates reassembled for the afternoon session which commenced with a look at the company's distribution system, whose cost-effectiveness controls JS's ability to be competitive in a market threatened by rising prices, trading down and strong



'Well, how about the manager?' was the title of this session with (from left to right) departmental director designate Dennis Males, director Peter Snow, deputy chairman Roy Griffiths, director Joe Barnes and departmental director Angus Clark, giving it to the delegates straight from the shoulder.



For departmental director Len Lewis (left) and director Peter Snow this is their last managers' conference as they both retire shortly. (In the background Mr Lewis's son Peter, manager of Kettering.)

competition from others in the food trade. Distribution director Len Payne spoke to the delegates about how his division is facing these problems and going about the business of ensuring goods get to the shops at the right time and in the right



Question time.

condition.

'A JS depot' said Mr Payne 'is a complex machine which functions on the interdependence of its various parts—from the availability of goods and labour to the functioning of the administrative machine and the computer which directs the whole operation. A distribution system functions like a chain and, like a chain, it is only as strong as its weakest link.'

Mr Payne also mentioned various techniques, methods and equipment the division was working on to improve service while cutting costs.

'The aim of the distribution division is to give branches the service they demand' he said, 'in no way will second best do.'

He added: 'There are many problems to be solved, and that is what management is all about. At the same time we must not be rigid in our approach and expect yesterday's solutions to meet tomorrow's criteria—either in customer acceptability or cost. Above all the distribution division cannot succeed without co-operation between all sections of the business. In that way success can be shared by and benefit all sections of the company.'

In the final session the conference broke into three groups, each with a permanent chairman. Each group, received in turn a short presentation followed by a discussion on three vital aspects of supermarket management—'merchandising' (the speakers: director Robbie Roberts, departmental director Peter Davis and Ealing AGM Ken Wood), 'perishables' (the speakers: director Peter Snow and departmental director designate Denis Males) and 'productivity' (the speakers: director Joe Barnes, departmental director Len Lewis and Woking AGM Ron Yeates).

Soon after 5.30pm the delegates re-assembled for a summary by the chairman who spoke of the valuable day's work, and the contribution of individual managers.

'We've had the strongest contribution from the floor of any conference we have ever held' said the chairman. He complimented the managers on the lively quality of their questions.

He also expressed the need for managers to keep up the high standards. 'We must recognise that no matter how good our trade is at the moment, if we stand still it will not be good enough for us to keep ahead', he said, winding up the conference.

The day's business done the delegates were able to relax and mingle more freely over cocktails prior to dinner in the hotel's grand ballroom.

Among the after dinner speakers were directors Peter Snow and Roy Griffiths whose speeches, laced with sparkling wit, were every bit as appetizing as the fare on the menu.

Reactions from the floor

James Gronland—Winchester:

'It gave me an opportunity to meet personally people, like departmental heads, who I deal with often over the telephone or by letter.'

David Smith—AGM Romford area:

'My total impression was that the day was too rushed, especially in the afternoon. There were too many speakers and not enough participation by individual managers.'

David Holliday—Dudley:

'It was my first conference and I was able to gain great knowledge on what the company hopes to be doing in the near future.'

Edwin Hughes—Paddington:

'Concentrating it into one day was an advantage—the week-end conferences were too long.'

Hypermarkets from the top

TIM GRINNELL is general manager of SavaCentre, the JS/BHS hypermarket venture. The following article is the essence of a talk he gave at a recent Sainsbury's Traders Club (*JS Journal* January) and in it he answers some questions about hypermarkets in general and SavaCentre in particular.

Tim Grinnell (pictured right, outside the SavaCentre HQ at Theale) is one of the few people in this country to have managed a hypermarket. Before taking up his present job he was store director at Carrefour, Eastleigh, which he opened.

THE DEFINITION of what constitutes a hypermarket varies widely according to the views of different operators and the news media. Indeed, to the press, anything over 30,000 square feet sales is often misleadingly called a hypermarket. My definition will necessarily, therefore, be a personal one, but will emphasise those characteristics that make hypermarkets different from other types of retailing.

Size is the most evident physical characteristic to the uninitiated and, in general terms, involves a total gross area in excess of 100,000 square feet, with sales area in excess of 50,000 square feet. This sales area would be divided, very approximately into one third food, one third hard goods and one third soft goods.

Car parking is an essential feature of a hypermarket which, by its very location and catchment area, will rely heavily on car-borne customers. There is a minimum requirement of 1000 cars at surface level and it is unlikely that this could be accommodated on a site of less than ten to 12 acres. The point with regard to surface level parking is important as the bulk shopping habits of hypermarket customers do require ease of conveyance of goods from shop to car in the trolley.

On site warehousing is one of the significant features that distinguishes a hypermarket and also makes possible one of the most substantial operating economies in terms of being able to accept bulk deliveries direct from the manufacturer, thereby obviating the need for central warehouse and distribution facilities.

Fresh food departments are a most attractive feature of continental hypermarkets and are becoming a distinctive characteristic of UK operations. They fulfil two functions, in that they create a fresh 'made on the premises' image which spreads to all foods, and the activity of the people working in the bakery, butchery,

delicatessen and fish, etc (which should be fully visible) does tend to make the shop less impersonal. Interestingly, the evolution of hypermarkets and this type of processing unit within the store has almost completed a full cycle in retailing history, with an operation which equates very closely to the original butcher/baker shops.

Discounted prices is the most important feature in terms of creating a high volume turnover. Anybody, of course, can discount, but to discount successfully and still make a profit, particularly in the

**'... it's interesting
that people expect
everything
to be cheap'**

competitive field of food retailing, needs a special sort of operation. The way in which a hypermarket is able to cut prices is three fold:

- Low head office overhead costs.
- On site warehousing and direct deliveries from manufacturers, cutting out central storage and distribution costs.
- In that profit = sales × margin, it is the volume side of the equation on which efforts are concentrated and in many instances, a higher realised profit can be obtained by lowering the margin, and hence increasing sales volume.

Promotion and advertising are essential to maintain this volume of turnover, both pre-opening and after. A hypermarket would allocate a big budget (in retail terms) to such advertising, amounting to as much as one per cent of turnover.

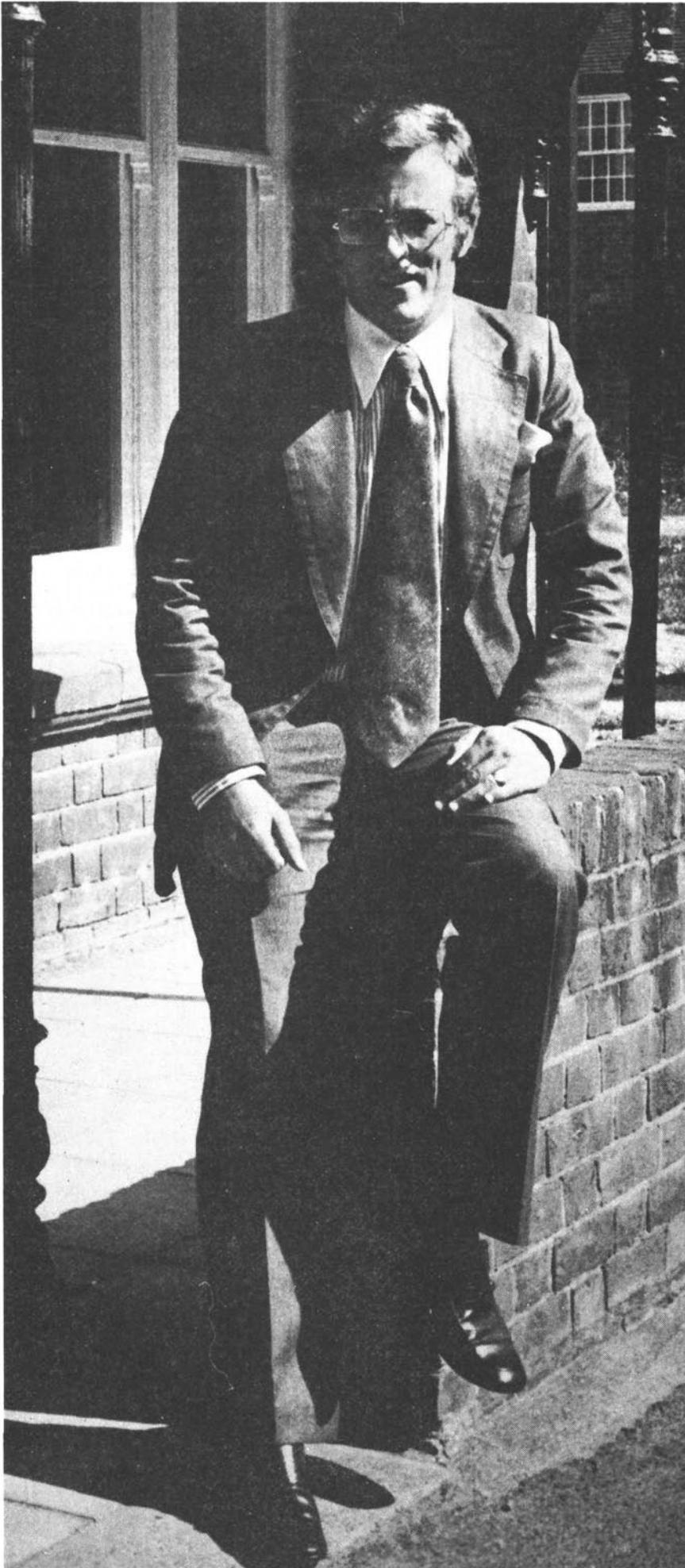
Cheap food advertising is the primary traffic builder, but it is also essential to maintain the discount image on non-food. Indeed, an interesting feature of this type of operation is that people expect *everything* to be cheap and there can be a counter-reaction to any lines not discounted. Another important point to mention is the value of PR activity. Hypermarkets, by their very size and nature, are controversial and, therefore, attract the attention of the media. The exploitation of this interest and controversy can be used to great advantage in terms of free press, tv and radio coverage.

Late evening shopping is a common characteristic of all hypermarkets with hours that would extend to eight pm every evening and possibly nine pm on the peak trading days of Thursday and Friday. So important is this aspect of trading that one would normally expect 50 per cent of the week's sales to be achieved after five pm.

This is perhaps not surprising when, in dealing with the car-borne shopper, one has to take into account that there is probably only one car in the family (used for going to work), that there are a large number of working housewives who can only do their shopping in the evening, and that people, more and more, are seeking to devote their weekends to leisure rather than the 'chore' of household shopping.

Indeed, the convenience aspect of a hypermarket follows a close second to price in terms of appeal and the combined facilities of free car parking, late opening and a range of goods providing for 'one stop' shopping play a large part in their success.

The decentralized management style of a typical hypermarket operation is probably the biggest difference from conventional retailing (and that of the SavaCentre parent companies). Autonomy, including local buying, is extended



to individual units. The store director is equivalent to the managing director of a medium sized company and is responsible for using all the resources of the business to maximise sales and profit. He would work within the general policy guide lines of the company, but with very few restraints from head office and, indeed, the head office structure is such that it would be too small to exercise any bureaucratic control.

Individual hypermarkets are big enough in terms of turnover to justify high calibre staff (with appropriate salaries) and the supporting staff services such as accounts, personnel, maintenance, security, etc. This autonomy and responsibility for profit extends to departmental managers who are responsible (within certain restraints) for their own buying, pricing and staff control.

The flexibility that this management style gives to the operation does mean that the store (and the individual departments) can react to local demand and to local competition. It also means that the commitment and responsibility of the managers involved is total and there is little opportunity for 'buck passing' in respect of decisions made by higher authority. It also permits much greater scope in terms

'The job of deputy store director is a good training ground for future store directors'

of exploiting the individual entrepreneurial skills of the people employed, rather than putting such people through the 'sausage machine' of big company standards and producing conforming, rather than innovative managers.

Profit accountability is an essential feature of every business, but it follows with decision making at this level that there must be close monitoring of performance to ensure they are the right decisions. Hence the accounting department of an individual hypermarket must be developed to a high degree of sophistication with weekly stock taking and trading statements produced for all departments, other than grocery, hard goods and soft goods. These three major departments would be subject to notional margin and wage control with stocktakes and trading accounts produced quarterly.

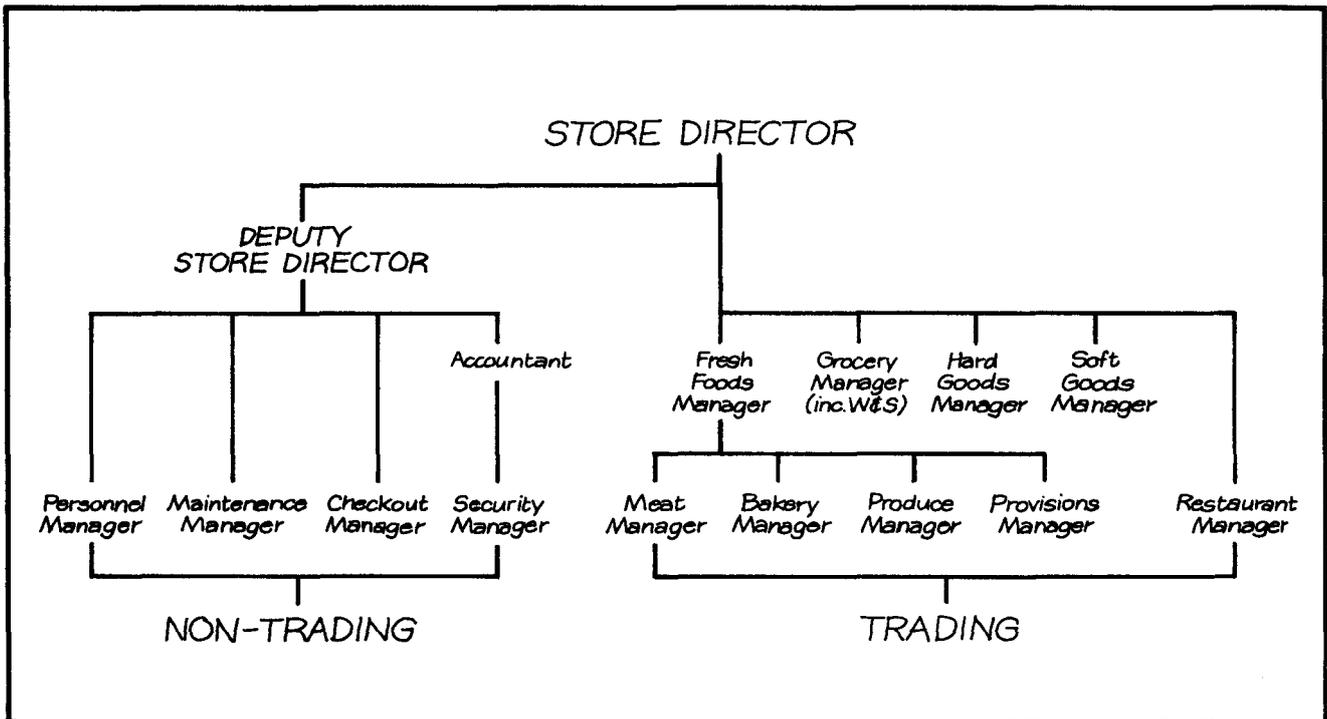
The management structure of a typical hypermarket is also the proposed organisation for our Washington SavaCentre.

The store director is primarily concerned with trading (including promotion and advertising) and the deputy director has a special responsibility for administration. With the hours of operation, however, there will obviously be a high degree of inter-change between these two individuals and the deputy store director post is an important training ground for future store directors.

The senior policy making team of the hypermarket would include the managers of the three major departments, ie grocery, hard goods, soft goods, the accoun-

continued ▷

The management structure of a typical hypermarket



▷ continued

tant and the fresh food manager. The fresh food manager is worthy of special note in that he is controlling a number of specialist departments where the managers recruited will, of necessity, have trade skills, but may lack general business acumen. He, therefore, would be a numerate administrator, responsible for seeing, not only that food standards are maintained, but that every assistance is given to his specialist managers in terms of profit control.

The various non-trading departmental managers are self-explanatory and I have already touched on the important role the accountant plays. It is essential, however, that these service departments are closely involved in all aspects of the business and

SavaCentre enjoys the unique advantage of the buying powers of its parents

become part of the 'management team'. It is, of course, extremely difficult to find people with a combination of retail and general management skills, as we shall no doubt find when our recruitment commences, and it will be essential to train and produce our own managers in the course of time.

Now to SavaCentre, its priorities, its progress and its special resources.

Obviously, the first priority of the company was to seek out and obtain planning permission on suitable sites. In this search,

we are extremely fortunate to have the services of Bill Ponter and his team from the JS estates department who have recorded splendid success to date with two sites, Washington and Hempstead, already under construction and others in the pipeline.

There are three different areas in which this search is concentrated and they are as follows:

Green field sites. This is the classic out-of-town hypermarket site and, given present planning restraints, will almost inevitably lead to an initial refusal and public inquiry. At such inquiries, the criteria to be evaluated would go under three broad headings:

- Environmental—This is always the most subjective element of the case and the most difficult to predict with any certainty.
- Traffic—This is not really a problem, in that our aims in providing uninterrupted road access would be likely to coincide with the views of the planning authorities.
- Economic—The economic impact of a hypermarket on the locality in terms of competing centres or small traders used to be the most difficult hurdle to clear. However, it was substantially reduced by the verdict of the inquiry into the Carrefour at Minworth, Sutton Coldfield, and, more recently, a survey published on Carrefour Eastleigh, serving to demonstrate that the impact on the locality is less than was originally feared.

Two interesting points that should be mentioned in respect of green field sites is that the Land Community Bill and de-

velopment tax are going to make such sites increasingly difficult to find and expensive, both to purchase and obtain the necessary planning consent. The general planning climate, however, in respect of such sites is becoming more favourable and there is, at the present time, a proposed revision of policy planning guide lines laid down by the department of environment which should help to establish hypermarkets as an integral part of the retail scene.

Shopping centre locations. It is in this area that we have had our initial success, with Washington being a town centre location and Hempstead (near Gillingham) a district centre featuring approximately 100,000 square feet of other shopping. There is no reason why hypermarkets should be free standing or out-of-town, provided they satisfy the necessary criteria, which are as follows:

- Accessible to a large population (minimum of 250,000 people).
- Car parking (free and preferably at surface level)
- They should produce a minimum turnover (1976 values) of £12 million per annum.

Local authority land is another possibility and many authorities do have land banks suitable for such development. Indeed, it is most encouraging to report that we are, at this present time, receiving approaches from local authorities who would like to see a SavaCentre in their locality and I have no doubt that the pedigree and reputation of the parent companies puts us at the front of the queue in respect of these sites.

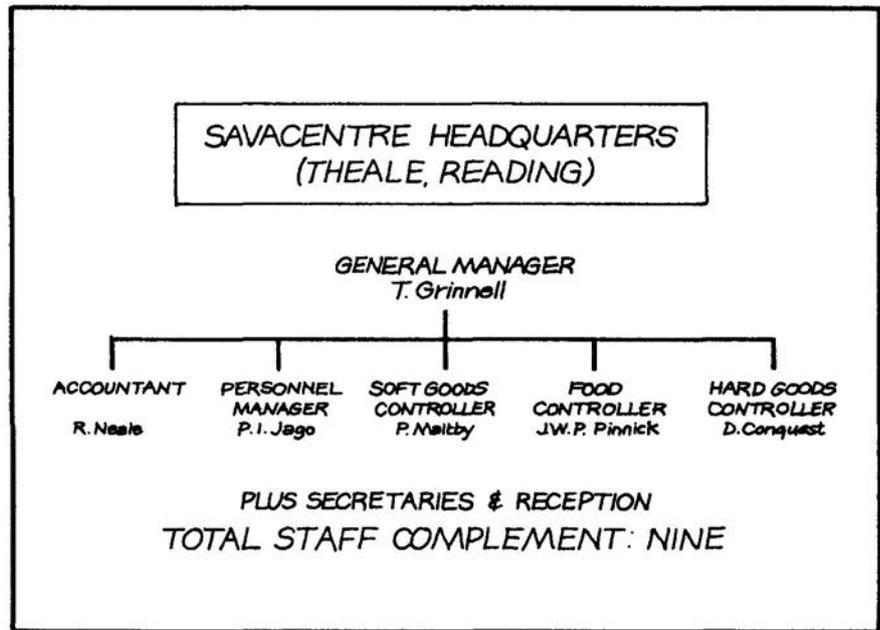
I have referred to a small head office and, clearly, it has been one of my early

SavaCentre

priorities to establish this management team for SavaCentre. We have a small head office in a converted house at Theale, near Reading, and the choice of this site was dictated by the need for a central location with good car access throughout the country. Also the fact that we have a hypermarket site, subject to planning appeal, adjacent to this location. If this is successful, we would seek to establish the head office complex attached to the operating unit.

In terms of the management structure at SavaCentre (chart right) there is myself as general manager plus the two service functions of group accountant, David Neale and group personnel officer, Paul Jago. We have three specialist controllers covering the areas of soft goods, hard goods and foods. In the case of both soft goods and foods, these appointments are secondments and Peter Maltby is responsible for, not only textiles, but also the BHS lighting range, and John Pinnick's responsibilities extend from grocery to all the fresh food departments. The hard goods controller will have the responsibility for setting up a completely new ranging and buying policy and will be joining us shortly.

SavaCentre enjoys the unique advantage of the buying power and distribution facilities of the parent companies. There is also the availability of expertise and specialist knowledge of the parent companies



(although this can sometimes be a double-edged sword when their views conflict with my own!). Hypermarkets, in themselves, are a winning philosophy, and the 'strength in depth' supplied by the resources of the parent companies must ensure a successful future for SavaCentre.

Above: The SavaCentre headquarters family tree shows how much smaller a central team is needed for hypermarkets.



**'I may be small'
says Irene
'but I get the goals'**

IRENE FIELDS is a shapely four foot ten inches tall, dark haired, hazel-eyed and living proof of the saying about good things coming in small packages.

Irene is a canteen assistant at Hoddesdon depot and she is representing the depot at the Miss JS finals being held on February 26.

'I'm nervous already' she says.

Helping to calm her nerves on the big night will be husband Peter, who is an engineer at the depot.

'My mother-in-law is going to look after the children while we are in London,' says Irene. It's hard to believe it but Irene has a ten-year-old daughter and a nine-year-old son.

Netball is her favourite sport. 'Although I'm small, I'm good at getting goals. I hardly ever miss.'

Very much a local lass, Irene and her family recently moved to Bishop's Stortford. (She is already looking for a netball team to join.)

Irene started work at the depot in October last year. 'I hadn't worked full-time since my children were born. But now they are older it is easier; and Peter and I work different shifts so there is always one of us at home.'

To travel worldwide is one of her ambitions. 'So far there hasn't been much of a chance' she says 'not with two young children.'



An impromptu strength and stability test performed by John Flagg (left) and Chris Martin of WCB-Clares, their combined weight (30 stones) beating the longest shopping list!



FLEXIBLE SNAKES of interlocking shopping trolleys are a familiar sight at all JS supermarkets. Workmanlike, uniform, they give the impression of having just come off a production line. A roll of steel wire goes in one end and out comes a finished trolley at the other—wheels and all!

This is not however how shopping trolleys are made for JS by WCB-Clares Limited at their factory in the country cathedral town of Wells in Somerset. (WCB-Clares also make roll and cage pallets and many other retail display and handling items—some of them for JS.)

True enough it all starts with a big reel of mild steel wire. But from then on the process is very much a manual one, requiring a lot of skill and craftsmanship.

Sainsbury's trolleys are made to JS's own specifications. The main difference is that they are much slimmer than most other supermarket trolleys. (This lowers the odds against customers colliding in the aisles and helps to make the maximum use of the space available at the checkouts.)

Meanwhile back at the factory . . .

Varying thicknesses of mild steel wire, mainly British or Dutch, is straightened as it comes off the reel by first putting a zig-zag kink in it to help make it flexible. The straightened wire is cut to the required length and the manufacturing process really begins.

Metal jigs, custom-built in WCB-Clares' own toolrooms, are used to form the basic shape of the chassis, the basket and other major parts of the trolley. The basket is made from small diameter wires with thicker perimeter wires on the outside which give the basket stability and strength.

Four operations in sequence are necessary to produce the basket and every stage is handled by a different man, each one adding his own special skill in the process.

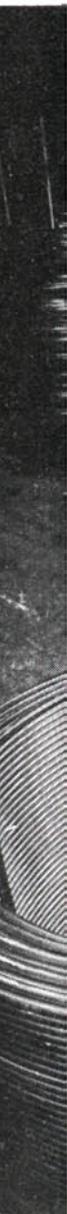
Where wires cross or touch they are spot welded. Where the wires on the basket extend beyond the perimeter wires, they are nibbled back by an expert hand on a cutter and finally smoothed off on a spinning wire brush.

As the basket takes shape so do the chassis parts, handle, back panel and child's seat frame, in other areas on the production line. The strong metal chassis is

continued page 14 ▶

T
V

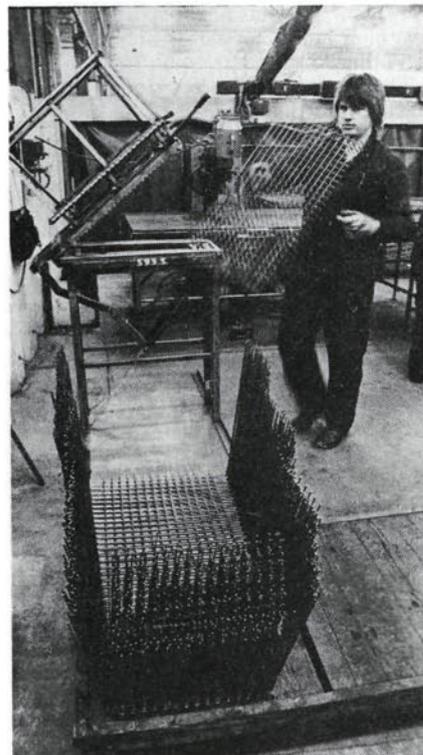
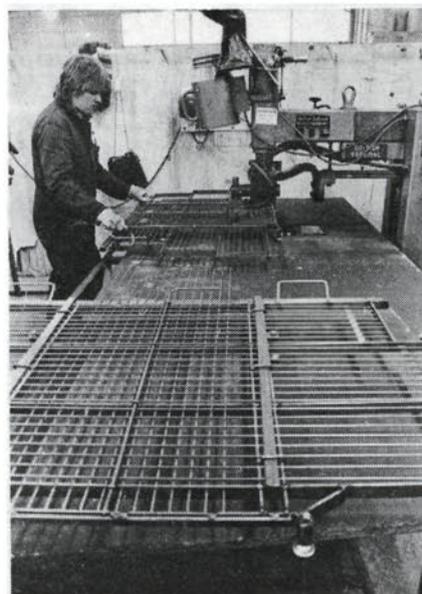
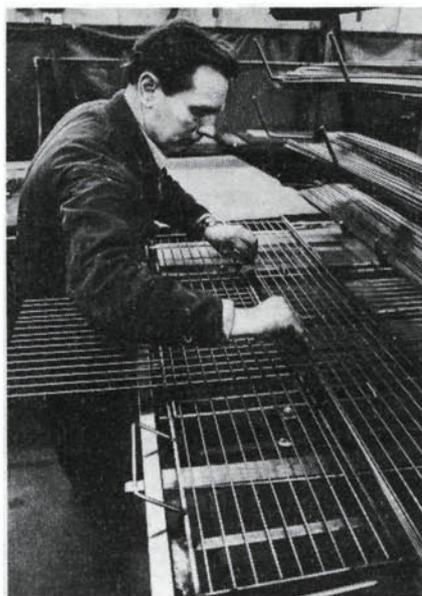
Take
chan
that
expe
Jour.
wher



THE WIRES AND WHEREFORES

or how JS shopping trolleys are made

Take a good look at a JS shopping trolley next time you get the chance. You will probably be surprised at the skill and craftsmanship that goes into its manufacture. To find out more about this essential, but much abused piece of supermarket equipment, the *JS* magazine went to WCB-Clares Limited's factory in Wells, Somerset, where nearly all JS's shopping trolleys are made.



Far left: Roving JS quality controller Mark Robinson checks over some mild steel wire with his opposite number at the factory, John Nix.

Top left: Cut lengths of straightened wire are laid on a jig to form a mesh panel, which is the basic part of the basket.

Bottom left: Where the wires cross they are spot welded.

Above: Three sides of the mesh panel are bent and it begins to look like a basket. It's a tricky operation as the panel is still dangerously hot from the welding.

◁ continued

expertly welded together amid a spectacular firework display of sparks and flashes.

While this is being done the back panel and seat frame is fitted to the main body of the trolley. The assembled trolley is then sent for plating, to be zinc plated to a high quality finish.

When the trolleys arrive back at the factory at Wells they are transformed in appearance with a shiny, hard-wearing, easy-to-clean zinc plating and lacquer coating. At this point the wheels, back panel, the handle and the plastic child's seat are added.

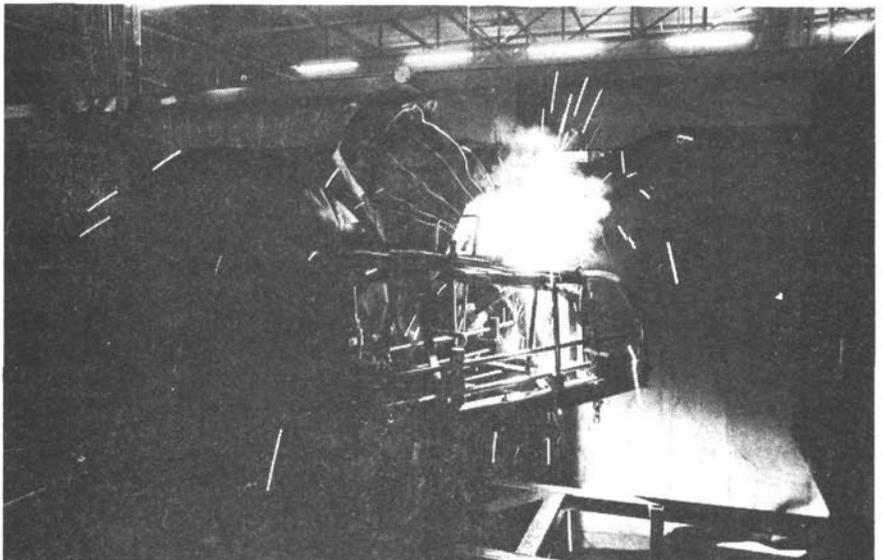
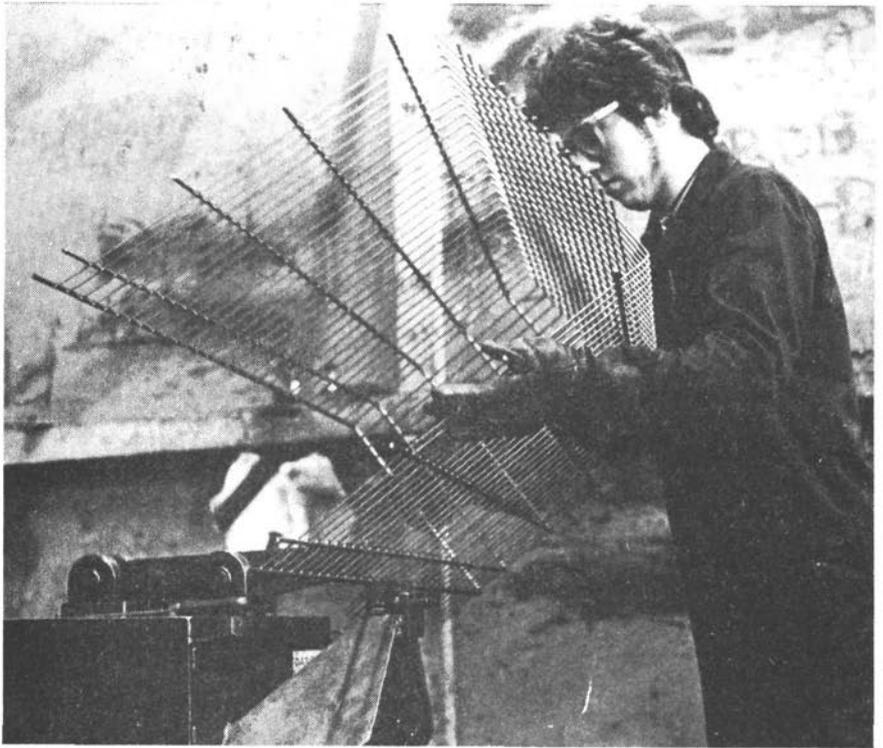
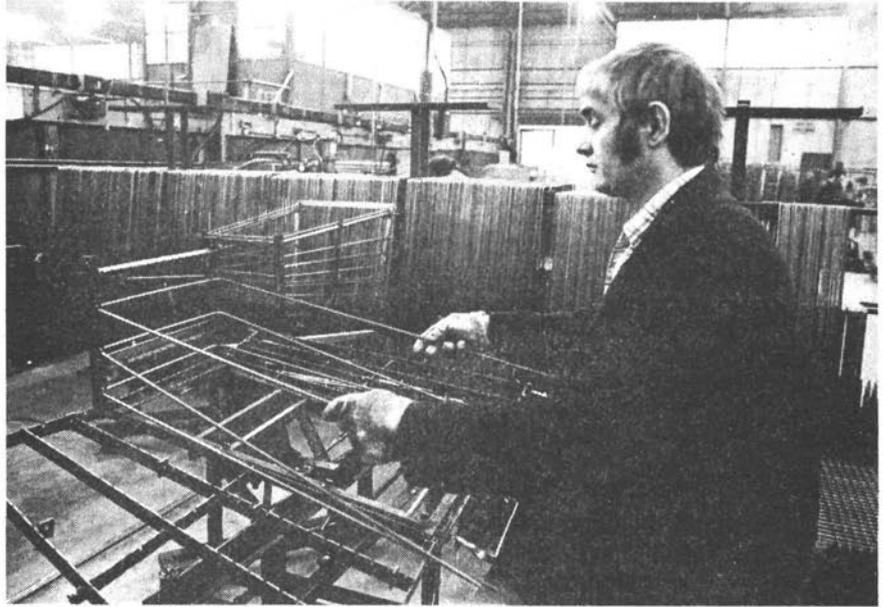
The wheels are put on individually, banged home and fixed firm by a special expanding nut, developed by Flexello, who make the wheels, in conjunction with JS and WCB-Clares.

One man fixes on the back panel, the handle end caps and the warning notice on the front. A lady carefully rolls the distinctive Sainsbury's orange and white logo onto the handle bar and heat-shrinks over it a protecting plastic tube.

A final inspection, often with JS quality controller Mark Robinson on the spot to give things a personal onceover. Mark is responsible for most of the items bought by JS's purchasing department at Clapham and a regular visitor to Wells and other JS suppliers on his patch.

The buying end of JS's trolley song is masterminded by Peter Robinson at Clapham. Trolleys cost JS around a cool £200,000 a year to replace and maintain. At the moment JS owns 45,000 of them, not counting all those that have found 'new homes' or been 'mugged' by vandals in a dark alley.

As the *JS Journal* discovered there is a lot more to a JS shopping trolley than meets the eye. ○

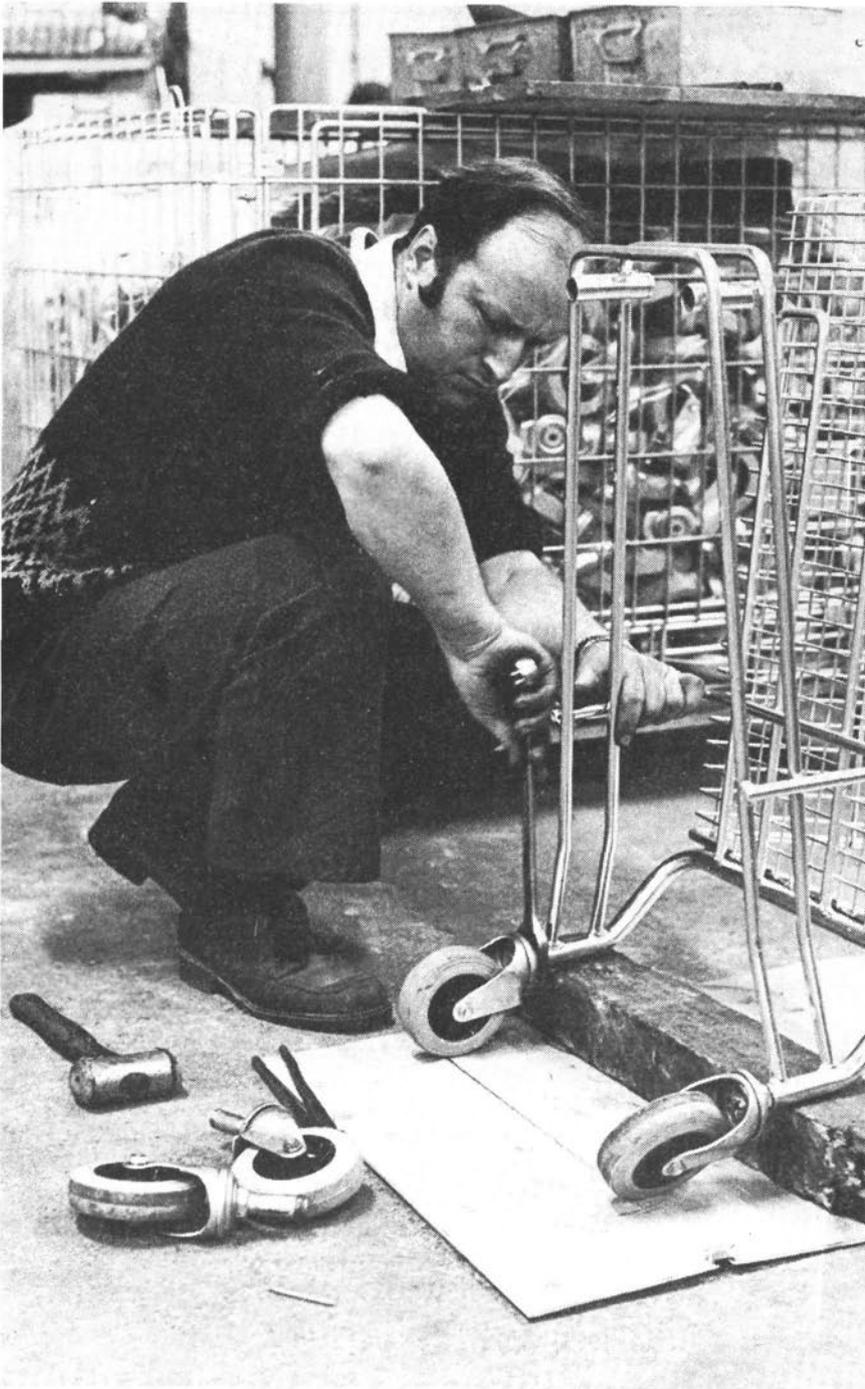


Top right: The perimeter wires are fitted into a jig. Next a basket will be dropped inside the jig and spot welded where the wires meet.

Middle right: The short lengths of wire that stick out beyond the top perimeter are 'nibbled' back on a high speed cutter. The skill is getting the cutting angle just right.

Bottom right: The chassis is put together on a jig and metallic-arc welded.

Above left: The basket is spot welded to the chassis. This trolley is for Cannon Park, which opens in March.



Top left: After plating the wheels are fixed, using a special nut, partly developed by JS.

Top right: The back panel, plastic trims and warning notices are fixed.

Below left: A plastic tube is shrunk over the distinctive orange and white handle bar.

Bottom right: JS buyer Peter Robinson gives a finished trolley a quick road test.



Adrian stays the course and gets his BA

WITH TWO SONS who both hold bachelor of science degrees, another son at a local college studying politics and history and a wife at teacher training college, 52-year-old Adrian Deacon—provisions manager at JS's Nuneaton branch—had to take up some cerebral pastime to keep up.

So he enrolled for a degree course in social sciences and humanities with the open university. That was six years ago.

This year he is one of the many open

university students from all walks of life, and representing wide age groups, who have been awarded degrees—in Adrian's case the bachelor of arts degree.

'I suppose I could say I was forced into it to keep up with the rest of my family' he says, looking back. 'It has been useful because we have been able to encourage each other. And as we are all interested and involved in different things we get plenty of cross-fertilization.'

He chose humanities because he has

always been interested in philosophy. And the social sciences aspect he felt was relevant to his work which involves dealing with people. But, as he says 'the two subjects overlap because you study psychology in both.'

The degree course is divided into six, yearly courses which run from January to November. During this time you complete between ten to 12 assignments—using recommended text books and following the classes broadcast on radio and television. Students are given a TV and radio time-table and programmes are always repeated.

In November of each year students sit examinations at local colleges and universities. If successful you are awarded a credit—and six credits give you a degree.

'There is, of course, continuous assessment' explains Adrian. 'The dozen or so assignments you do over the year are marked as they are sent in, and only the best seven or eight count.'

'The big problem is the time element. The TV and radio broadcasts can take place anytime between five in the morning and midnight, and if you miss one you've got to try and arrange to stay in for the repeat. There is also the problem of arranging holidays to fit in with the residential summer schools—I attended four.'

Having been bitten by the 'swotting' bug, he is now studying for the first part of the Institute of Personnel Management certificate.

And his thoughts are set firmly on a new career. 'I'd like to be personnel manager' he says hopefully.



With sleeves rolled up and pen ready Adrian Deacon tackles another assignment.

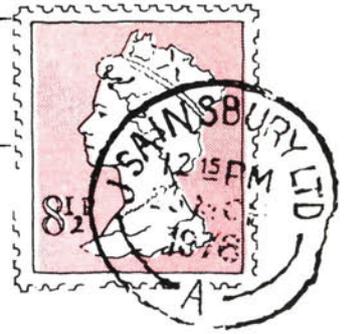
It's back to school for the 'Sainsbury girls'



In October last year we presented the latest batch of 'Sainsbury girls'—the school-leavers specially selected to undergo a commercial course at Kingsway College prior to taking up secretarial appointments at JS.

Above is the latest picture of them at the college, as they take a break from toiling over their typewriters to give us a smile. The girls did a brief stint at Blackfriars during the college's Christmas break and will be around again at Easter. Meanwhile, it's on with the hard work! The girls (clockwise) are Susan Page, Caroline Romer, Carole Henderson, Anita Golley, Lesley Gostden and Tina Emery.

Your letters



Letters are welcome and should be addressed to the editor. Don't forget you can use the Journal's ring-in service on 01-921 6221

One man's meat

From: C R Davey, pork products

Dutifully reading the company notice board, I happened upon the bulletin referring to pricing policy of meals in our excellent restaurant.

It is obvious that with the restaurant offering such a wonderful saving on luncheons, a £1 per meal served, that the restaurant staff must be overwhelmed by company employees clamouring to derive benefit from these enormous savings! I would humbly suggest that to ease the burden we could instigate a system in which people not wanting to tax our chef to breaking point, could draw their subsidy of a £1 (£5 per week), a meal and go elsewhere for lunch. This would enable the restaurant to maintain its 'high' standard.

Alternatively, we could close the restaurant to the staff, giving them each £5 per week, and open it to the public charging full price for the food, because with such standards of cuisine, we could surely rival the 'Savoy' for customers.

We might even have people say in town 'eat at Sainsbury's'.

EP Calvert Lee, employee services, replies: *Yes, it all sounds too good to be true doesn't it? £5 a week more cash in everybody's pocket (less tax of course) and at least a way for the company to halt the colossal growth in the catering subsidy.*

But when you analyse the catchy phrase

(that the subsidy represents approximately £1 for every meal served) you find that the subsidy covers the total effort of the catering staff throughout the company, aimed at providing a complete service for all staff and covers expensive middle and night shifts, early morning breakfast, morning and afternoon snacks and vending services.

Spread over all staff, and not just over those who take lunch, the subsidy represents about £3 a week for each individual. For staff spending about 50p a day the joint contribution for the whole catering service is therefore about £5.50 a week, which is remarkable at a time when a department store would charge about £1.80 for lunch alone, ie £9 a week, and at no higher standards than JS offers.

Good food costs less at Sainsbury's!

Angela Rippon's legs?

From: Jack Pamphlett, driver, Buntingford depot

With reference to your request for 'dusty messages' (see *JS Journal* Christmas issue) here are a few of the printable ones some of the drivers at Buntingford have seen on their travels.

On the back of a massive rubbish container:

BULK WOMBLE FODDER

Another seen about six months before the Morecambe and Wise Christmas show:

I've seen Angela Rippon's legs

And finally on a motorcycle capable of

doing about 150 miles an hour:

Pass, friend—hell is not yet full.

Have you spotted any pearls of wit and wisdom written on dusty vehicles? If so tell us about them—before the weather or spring cleaning wipes them out for ever.
Editor.

Sane suggestion

From: Mrs D Flaton PSD Basingstoke depot

Having heard that JS lorries are to be repainted, don't you think they should have a new slogan?

Why not hold a competition for the best one and use it? Something like 'I'm Sainsbury's—buy me' or 'Sane prices—sane buying—Sainsbury's'.

Any offers? The Journal is getting to be a dab hand at running competitions!
Editor

Poets' corner

THERE'S A LOT OF IT ABOUT at the moment—poetry that is. It could be the success of poet Pam Ayres that has made this a bumper time, to burst into rhyme. But whatever the reason the *Journal's* in-tray over the past few months always

continued ▷

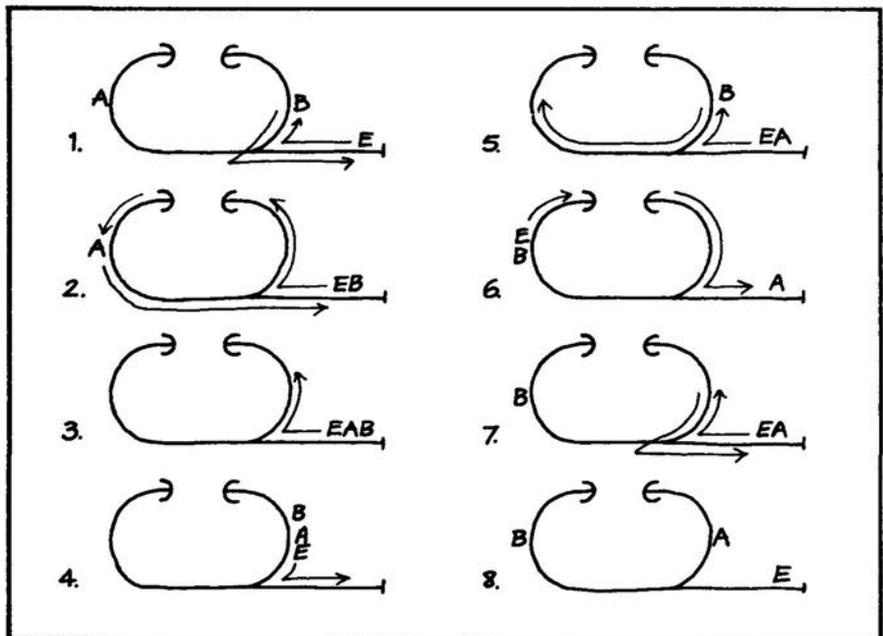
Ex railway men solve January's puzzle

From: Drivers Price and Cuthbert (and several other ex railway associates) of Basingstoke depot.

Answer to railway puzzle:

Move the engine from siding and on to truck B bring this round and reverse into siding and leave it there. Go forward with the engine reverse around the track through the tunnel and propel truck A on to truck B which is in the siding. Pull both trucks out and push back both trucks to the original position of truck B. Leave truck B there and take truck A back to the siding, leave that there. Take the engine out of the siding couple on the B and pull round to the original position of truck A, leave truck B there.

Continue with the engine through the tunnel round to the siding pull out truck A and propel to the original position of truck B, leave it there and bring the engine back and place it in the siding.



More of your letters

▷ continued

seems to contain at least half-a-dozen poems.

Recognising you can have too much of even a good thing we have been rationing ourselves to a couple every so often. Our poet's corner this time is filled by one from a customer, whose efforts in rhyme caught the fancy of JS's customer relations department; and one by Anon.

Surprise tease

*A week ago it was my plan
to make a tasty strawberry flan.
The sponges in the dish were laid,
the creamy topping freshly made.
From the cupboard, I took a tin,
which should have had Sainsbury's
strawberries in.
They lay in the juice, round and . . . green?
The smallest strawberries I'd ever seen.
Oh humorous Sainsbury's, how you tease,
Labelling it 'strawberries' and filling it
with peas.*

The enemy within

*At my local branch on a Friday eve
Amongst the toiletries I did perceive
Where usually displayed bath soap in
three colours
A pack of three green without any others*

*On picking it up I doubted my reason
This was not April first or the silly season
Why then should I find 'Tesco's' label
displayed
As a JS employee I was quite dismayed*

*Was this a takeover bid by our rivals of old
Had JS succumbed and we hadn't been
told
I couldn't believe it and sought confirmation
The branch staff assured me with this
affirmation*

*'A silly mistake sir, I'm sure you'll agree
It's the only one there—all the others
you'll see
Bear the "JS" own label and our
guarantee'*

*I suggested JD would be rather concerned
That the firm's reputation so preciously
earned
Could quickly be lost if the public saw
more
Of other 'own brands' on sale in our store*

*Last night I bathed the 'Tesco' way
And now feel quite qualified to say
The difference is subtle and hard to find
Dare I suggest, that it's all in the mind?*

Out by a mile!

From: M Bird, deputy manager, Norwich
I read with interest the article on page 17 of the January issue concerning the mile of tenpenny pieces raised at Bexhill shop—amounting to £110. I wonder what happened to the other £6,220? In my reckoning one mile of tenpenny pieces approximately one inch wide, come to nearly £6,330?

Your calculations are correct Mr Bird. We

are told in order to make the distance, towards the end of the project people made their contributions in twopenny and one-penny coins laid edge-to-edge, as well as tenpenny pieces. Editor

Shirt tale

From: D Wilsher, deputy manager, Maidstone

I read that the new American president, Jimmy Carter, is allowing the staff at the White House to wear jeans and T shirts. When is JS with its so called modern image, going to accept shirts, other than white, to be worn?

I would like to hear reaction from the management around the branches.

By the way, I consider myself a very smart deputy, but I would look even smarter in say a pale blue or blue striped shirt.

Director Peter Snow replies:

Without being facetious, the writer has, in my opinion, answered his own question. He suggests as suitable for himself a pale blue or blue striped shirt. Why not light or dark brown squares, or the colours of the local football club, or perhaps some flying seagulls? The point is that everyone's choice could be, and is likely to be, different. The writer, if he will pardon me saying so, is trying to be just as selective as the company.

We prefer it to be clean, simple and non-fussy and to promote a smart and acceptable image in the eyes of our customers.

In whose best interest?

From: C W Edwards, purchase accounts, Streatham

Now that to opt out, or not, of the new state pension scheme is rapidly becoming a vital issue, I suggest that the way the company scheme has been conducted in the past is one of the aspects to be weighed in the decision.

I found the booklet recently issued to all staff concerning the 1976 annual report of the JS pension scheme very enlightening, not only because of what it contained but also what it did not contain.

There was no report by the firm of stockbrokers described in the list of trustees and advisers as 'investment advisers'. One wonders whether they 'advised' the trustees that it was in the best interests of the pension scheme to have at least a third of its funds in property which is leased mainly to a company which cannot make even the permitted level of profit even though the rents it pays were fixed some time ago and are not due for review for another six or seven years. In the meantime it seems probable that under a policy of 'sale and lease back' by that company the pension fund will invest even more of its members' money in similar property.

The fund also holds a lot of shares in industrial concerns. I wonder how many of the shares of the above mentioned company it holds? Because I hear that the

return on the shares of that company is very low and its chairman doesn't seem to expect things to get better.

I am sure that the trustees of the JS pension scheme do what they consider to be in the very best interest of its beneficiaries but as they all appear to be either directors or high-level executives of the company it appears to me in my old-fashioned way of thinking that the poor chaps must inevitably be involved in resolving conflicting interests, that of JS pensioners and that of their company's present financial state. Trustees should be single-minded.

I find it quite amazing that a fund which accrues from the contributions of its members does not (a) have only disinterested trustees, (b) pursue an investment policy that clearly has nothing to do with the fortunes of the employing company, and (c) have any trustee(s) nominated by members.

As I said this is only one aspect to be considered. Where it comes to deciding whether the state pension scheme is a better bet than the company's amalgam of x pounds from the JS pension fund plus y pounds from the 'old age pension' = z pounds per annum (where z is a fixed number) I am only too glad to declare that my ancient interest is solely in the disclosure of facts honestly and the elimination of 'propaganda' and any other form of brain-washing or perplexities. At least, I think one could say that the state is a disinterested party and is a wider-based portfolio than the present investment of the company's pension scheme fund.

Peter Fryer, pensions manager, replies:

I will deal with the points in the order they are raised in the letter.

The stockbrokers are satisfied with the situation that a third of the pension fund should be invested in property. Whilst this proportion is greater than the average figure for property investments by pension funds the JS pension fund has done extremely well out of property investments in the past. The benefits introduced in 1975 were financed by the proceeds from property investments. It is in the nature of property investments that they are regarded as long term. For that reason rents are set for specified periods and renewed on the due dates and this is in keeping with normal commercial landlord/tenant relationships. When rents are reviewed one can anticipate that returns will be greater, as Healey and Baker say in their report.

It is generally a well-known fact that the trustees took a decision not to invest pension fund resources in JS shares.

The trustees are not in a situation of resolving conflicting interests because the finances of the pension fund and the finances of JS are entirely separate and the responsibilities of all trustees in trust law are the same whatever the background of the trustees happens to be, and that is that they discharge their trustee responsibilities to the benefit of all the beneficiaries of the trust equitably. The trustees are given independent advice and they are also individual members of the pension fund.

continued ▷

▷ continued

The question of member participation and nomination of trustees has recently been the subject of a very controversial government white paper. Legislative proposals are promised by the Government. It is inappropriate to take action until these are made known.

With reference to the last paragraph the correspondent quite rightly points out that the state pension is taken into consideration, although integration is partial and related to service. The JS scheme is not wholly integrated as he appears to think. The total pension received by a retiring employee is related to pensionable earnings and service, as indeed will be the arrangements which will determine the pension receivable from the 'second tier pension' paid by the state from April 1978 to those pensioners who have been contracted in to the new state scheme. The JS scheme therefore is similar in principle to many other schemes in calculating pensions, including the new state scheme. ○

Bedlam breaks out at Pitsea!

NO SLEEPING ON THE JOB for 11 stoics from JS's Pitsea store, who raised money for a local handicapped children's home by pushing a bed, ten tortuous miles along the A13 from Southend to Pitsea.

'We wanted to raise enough to send the children on a holiday to Clacton—about £100' says Roger Marks, deputy manager at Pitsea. 'We asked staff at Pitsea, Basildon and Southend if they would sponsor us if we stayed the course.'

They did. It took them four-and-a-half hours, starting outside the Southend branch and finishing in the car park outside Pitsea.

The bed was given to them by a local hospital. At the end of the ten miles both the bed and the pushers were on their last legs! 'Our downfall' says Roger 'was letting the girls ride on the bed. Towards

the end we had learnt they had to walk and push with the rest.'

Even though they were still feeling the effects for the rest of the week (as one bed-pusher graphically put it 'we were kn*****d') they plan doing another bed-push in the summer, using two beds.

'We hope next time to be able to raise money for the benefit of the people at the branch' says Roger, who is also chairman of Pitsea's SSA section.

'It's a fairly new store, it only opened last April, and we want to get a good social side going.'

They are having a disco on February 19 and among the honoured guests will be two people from the handicapped children's home. 'We are going to present the cheque to them then and make it a bit of an occasion.' ○

Below: Pitsea here we come! Properly attired and in high spirits are Steve Youngs (tradesman), Ken Bush (tradesman), Martyn Shave (customer service assistant), Dona Feltham (display assistant), Barbara Wheelwright (student), Martin Hyde (student), Sue Fox (cook), Jill Shuler (display assistant), Keith Stock (tradesman), Roy Hamlin (student) and deputy manager Roger Marks—not necessarily in that order in the picture.

Above left: Only eight more miles to go!





People pages

Appointments

C Galway, formerly manager of Kingsland Road, has been appointed manager of Waltham Cross.

J O'Sullivan, formerly deputy manager at Coldhams Lane, Cambridge, has been appointed manager of Kingsland Road.

G N Hill, formerly manager at Maidstone, has been appointed manager of Tunbridge Wells.

R Wilkinson, formerly manager of Walton, has been appointed manager of Woking.

J Heberd, formerly manager of Woking, has been appointed manager of Walton.

R Cooper, formerly financial analyst, has been appointed assistant to the distribution director at Blackfriars.

A Taylor, formerly section leader production operations, has been appointed manager of production operations at Basingstoke depot.

J Galloway, formerly warehouse manager, has been appointed operations manager at Buntingford depot.

D Bast-Boverhoff, formerly production operations manager, has been appointed manager of cheese, grocery and lamb at Basingstoke depot.

M Powell, formerly stock control analyst, has been appointed senior stock control analyst at Blackfriars.

G Robinson, formerly assistant statistician sales forecasting, has been appointed head of retail competition.

R Harper, formerly senior systems analyst, has been appointed chief commercial programmer at Blackfriars.

B Dixon, formerly systems team leader, has been appointed project manager at Blackfriars.

W Spence, formerly hygiene officer, has been appointed senior hygiene officer at Blackfriars.

L Hickman, formerly personnel officer, has been appointed depot personnel manager at Charlton depot.

A Doy, formerly traffic manager, has been appointed management services manager at Buntingford depot.

F Goldsmith, formerly productivity services manager, has been appointed technical services manager at Buntingford depot.

B Clancy, formerly works engineer, has been appointed depot service manager at Buntingford depot.

D Evendon, formerly personnel officer, has been appointed management development officer at Blackfriars.

B Doonar, formerly personnel manager of Charlton depot, has been appointed industrial relations manager (retail) at Blackfriars.

Long service

Bob Nash, administration officer at Clapham, celebrated 25 years with the company in January.

Mr Nash joined JS in January 1952 and was in charge of the protective clothing store. In 1970 he was appointed assistant to the administration officer at Clapham. It was in 1974 that he took up his present position.

'Al' Cook, engineer, Blackfriars, celebrated 25 years' service with JS in November.

Retirements

Percy Mumford, warehouseman at Charlton depot, retired on October 8 after 30 years' service with the company.

Mr Mumford started with JS at Union Street as a meat porter. He was later appointed bacon salesman.

Mr Mumford retired due to ill health. **Jack Bolton**, customer service assistant at Kingsland Road, retired on October 16. He had been with JS for 30 years.

Mr Bolton started with the company after completing his war service, which took him to Gibraltar and West Africa.

Ivy Trevor, part-time display assistant at Bath, retired on February 11, after completing 12 years' service with JS.

Eileen Beckett, chief clerk at Brentwood, retired on February 19, after completing 13 years' service with the company.

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

Mrs Chadwick (10 years)
Mrs J Marshall (10 years)
Mrs J Joyce (9 years)
Mr J B Porter (9 years)
Mrs B Clabby (9 years)
Miss E Holtham (8 years)
Mrs A Marriott (8 years)
Mrs E Rendens (8 years)
Mrs E Ruff (7 years)
Mrs E Bishop (7 years)
Mr T Dudley (7 years)
Mrs I Bedford (7 years)
Mr A Rose (4 years)
Mrs J Grace (4 years)
Mrs I King (3 years)
Mrs V Lister (3 years)

Obituary

Florence Crouchman, part-time cashier at Reading, died on November 29. She had been with the company for six years.

Mrs Crouchman leaves a husband, son and daughter.

Geoffrey Hunt, driver at Buntingford, died on December 22. He had been with JS for eight years.

Mr Hunt leaves a wife and two sons. **John Brown**, reserve manager/acting warehouse manager at Stamford Hill, died in hospital on January 13 after a long illness.

During his 30 years' service with JS, he was manager at Hoxton and Hackney. Before his last position with JS, he was reserve manager at Woodford for two years.

Mr Brown leaves a wife, a son, and a daughter.

Kenneth Norbury, warehouseman, Charlton depot, died on January 19.

Mr Norbury, who had been with JS for 19 years, leaves a wife and two children.

We also heard . . . tea for two—thousand!

HIGH TEA at the Royal Lancaster hotel on April 18. That's when hundreds and hundreds of JS veterans will converge on London's West End for their 29th annual reunion.

The number of JS veterans keeps on growing. Says Vic Lonnon, who is manager of the medical and veterans welfare service: 'In 1970 there were only about 1100 veterans. Now there are over 2000. Not that all of them will be able to attend the reunion. Some of them are invalids and others live too far away.'

Nevertheless about 1400 sprightly JS senior citizens are expected to meet up at this year's tea party.

FIRST IT WAS supersonic aircraft. Now it's the supersonic shopper—or so it seems from a letter sent to JS's Bretton branch by Mrs Veysey of Illinois, USA.

She wrote: 'I have a friend who lives near—and shops with you at Peterborough!'

Her inquiry concerned JS tights which her friend (who we assume lives in Peterborough) sent her—bought at Bretton. She obviously liked the JS tights because she enclosed \$3.50 for five more pairs to be sent by air mail—adding: 'As for size, I think they are stretch and fit anyone, if not 5' 6", 145lb.'

Have JS tights will travel!

JS's musical fire chief retires

THE FIRST ENCOUNTER that Ivor Tasker, who retired as deputy manager (administration) of the architects department on February 18, had with JS ended in a miscalculation.

He explains: 'I was sent to Stamford House by an employment agency in the

City. At my interview I was given a calculation to do which I got wrong. I was then told that I would be no good behind the counter. I was quick to point out that I had really come in search of an office job.'

That was in 1932. He was later interviewed by Mr R J (now Sir Robert

Sainsbury).

Mr Tasker's first job at JS was as a junior clerk. Nearly two years later he moved on to the works department where he remained till he went on military service. And for his military endeavours he was awarded the British Empire Medal.

He returned to the building maintenance department in 1946, from whence, shortly afterwards, he became personal assistant to director Fred Salisbury.

Mr Tasker stayed as PA to Mr Salisbury until Mr Salisbury's retirement. He then returned to the building and maintenance department, but just prior to that accompanied Timothy Sainsbury and Peter Snow on a five week tour of America and Canada to study supermarkets.

'It was a marvellous experience, hectic but very enjoyable. I enjoyed my stay in Canada more than my time in the States, probably because it seemed more British.'

Back in the building and maintenance department, one of his major tasks was implementing the newly introduced Offices, Shops and Railway Premises Act, and chairing a committee that studied it.

Fire prevention

'Fire prevention was an important part of the Act' he says 'and about then there had been a number of serious fires in various departmental stores around the country. So that particular aspect of the act got detached and became my special responsibility.'

When Clapham opened in 1967 he became its administrative manager, and when the office services there were absorbed by the offices department at Blackfriars, he was appointed deputy manager (administration) of the architects department, still holding on to his responsibilities for fire prevention which was now part of the architects department.

He says: 'The main function of my post in the past three years or so has been to effect the smooth handover of new branches from the architects and engineering department to the merchandising department. It meant liaising with local authorities, the fire brigade, builders, architects etc to ensure everything was ready for a smooth hand over. It has been the most enjoyable and challenging appointment of my career with JS.'

Outside working hours, Mr Tasker's main interest has been music. He is a member of the tenor section of the South London male voice choir. He also plays the piano, and during the war was a member of a dance band. He is now taking lessons in order to 'give up the bad habits of dance band piano playing, and start playing classical music'.

He says: 'What is unique about the JS building and engineering department is that four of us—Alan Rickman, Stan Tanner, Norman Johnson and myself all started at JS in the 1930's, all worked in the same department and all became senior managers. And we've remained good friends both inside and outside JS.'

Now Mr Tasker has joined them in the ranks of JS veterans. ○



Hilary notches up another title

WINNING BEAUTY TITLES is nothing new to 19-year-old Hilary Bowden who has been chosen as Miss Basingstoke depot. She's been notching up titles since she was 13, these ranging from Miss Pontins to Newbury Carnival Queen.

Hilary, who now goes on to the Miss JS finals on February 26, is a packer-weigher in the bacon department at the depot.

Away from work she's a great one for sporting pursuits. She's a key member of Newbury ladies' football team, playing on the right wing and averaging a goal a match. They've also recently toured Holland. She also enjoys riding her horse Midnight Flight—so called because 'he's jet black'. In between she's found time to be a member of the team that represented Newbury in BBC TV's 'It's a knockout'. ○



Mick's skill impresses the chief inspector

MOTORISTS travelling along the A45 at Stowmarket have Mick Johnson to thank for getting them safely through a complicated traffic diversion caused by roadworks.

Mick, who is a driver at Buntingford depot, was on his way back from Ipswich branch one morning last month, when his vehicle was singled out by the police and hailed to stop.

'As I pulled in, a chief inspector came forward and asked me if I would do him a favour' says Mick.

The inspector explained to Mick that the roadworks meant a difficult manoeuvre for articulated vehicles and he wanted the assistance of a HGV driver to test how well or badly the diversion worked.

'I went about a mile back up the road and drove through the hazard at different speeds' says Mick. 'Every time I did the run I had to go back up on the wrong side of a dual carriageway with a police escort.'

'The diversion was a tricky crossover from one side of a dual carriageway to the other and I made a couple of suggestions how the manoeuvre could be made easier and safer.'

Mick's suggestions were implemented and (up to the time of writing) motorists are still benefiting from Mick's expert advice. His skill and co-operation so impressed the chief inspector that he wrote to the depot. After a short explanation of the circumstances the chief inspector ended his letter by saying:

'... Mr Johnson drove his vehicle with a high degree of skill. Without his co-operation a hazardous situation would have been allowed to exist, probably resulting in a serious accident. Mr Johnson is a credit to your firm.'



'Crew' spring a surprise on JS 'captain'



Peter and Marnie Snow (first and third from the right in the picture) take a turn on the decks of HMS Belfast, the venue of a surprise party held for them on February 11. The party was to say goodbye to Mr Snow, who retires as a director in March. Also in the picture, departmental director Len Lewis (second from right) his wife Alice and SSA organiser Bill Allen, who helped stage the evening. (Story on page 3.)

This year's Miss JS gets the chance to become Miss GB!

THE CHANCE to become Miss Great Britain is open to this year's Miss JS. Whoever wins the Miss JS finals on February 26 will be eligible to take part in a regional final of the Miss Great Britain contest, with a direct chance of being crowned Miss Great Britain 1977.

This is the first time Pontin's, who organise the national beauty competition, have invited the winner of the Miss JS title to take part.

But before Miss Great Britain comes Miss JS. Film star Hayley Mills has promised to be one of the judges. Chairman John Sainsbury and directors Joe Barnes, Len Payne and 'Robby' Roberts will be among the guests. So the evening looks all set to be a top notch occasion.

Margaret's royal handshake

THE COMMANDANT of the Red Cross Association detachment in Bedford is better known to staff at JS's local branch as Mrs Margaret Hawkins, display assistant, cashier and first-aid-er.

Margaret, who has been interested in first-aid for as long as she can remember, was recently an invited guest at a function attended by Princess Alexandra, the vice-president of the British Red Cross Association. The occasion was the opening of its new headquarters in Luton.

She says: 'Prior to attending the ceremony those of us who had been invited received written instructions on how to respond if spoken to by the Princess. Among other things we were told it was "quite in order to shake hands with gloves on, but one thing that must not be done is to shake hands with one glove on and one off".'

A member of JS's Bedford branch staff for 13 years, Margaret is involved in providing a first-aid service at many local functions. She also works as a first-aid-er at a top local tourist attraction—Woburn Abbey.

Most of her life seems to be involved in nursing and caring for the ill. Every Sunday she spends helping out in her local hospital's casualty department, and at other times she is an instructor and examiner in nursing and child welfare methods. But she gives more than her time. She says, 'I've given over 50 pints of blood as well, and I've got a gold medal to prove it!'



The best laid plans . . .

WHAT WOULD YOU DO if your telephone at home rang in the early hours of the morning and a voice asked where they could get 25,000 dozen eggs in a hurry!

When it happened to SSA organiser Bill Allen recently he hardly batted a sleepy eye.

The caller was the frantic managing director of EMI Leisure. Says Bill: 'Evidently they had set up a promotion for bingo punters. The first 300 people to come in for a session at one of their centres would receive a dozen standard eggs. However, at the last moment they had problems getting supplies.'

Bill helped solve the problem with the aid of the poultry department who came up with a supplier.

Seeing is understanding

EIGHT DEAF school leavers, all girls, visited Stamford House recently to observe how an office functioned.

The girls were from Oak Lodge—a residential school in Balham for the deaf, and the visit was part of the career guidance they receive from the school. Rosemary Hamer, secretarial personnel officer, acted as their JS host.



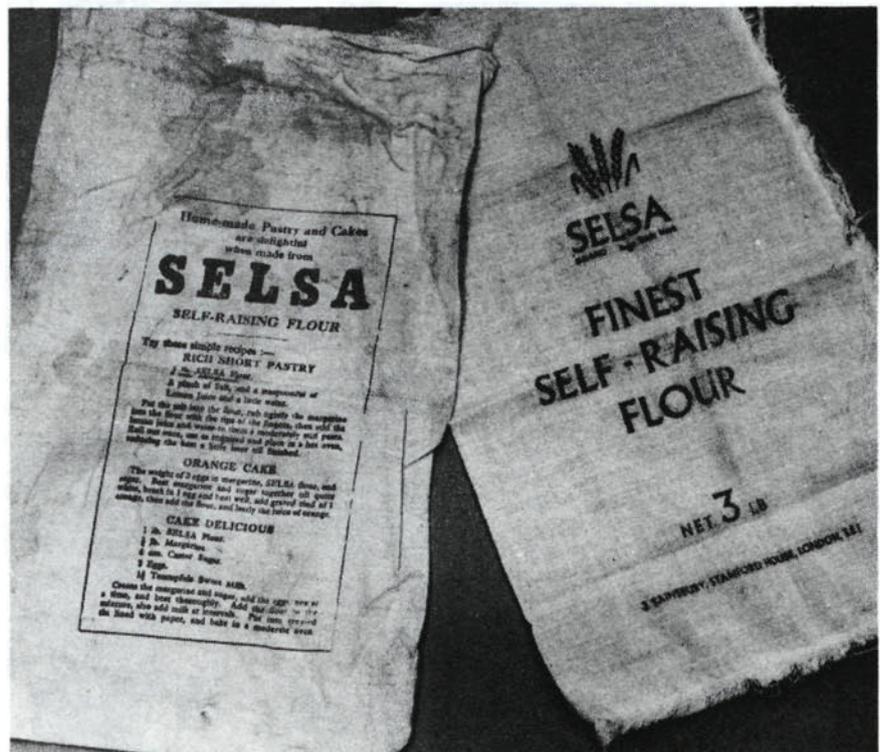
The miller's tale . . .

JS archivist Honor Godfrey recalls the days when flour was sold in linen bags

LAVENDER NOT FLOUR has for years been stored in this Selsa flour bag (on the right of the picture) by the wife of JS veteran George Ridgway, who retired as manager of Kenton in 1967. Mr Ridgway has now donated the bag, emptied of lavender, to the JS archives.

Flour was traditionally packed in linen and calico sacks and bags, usually decorated with simple designs such as ears of wheat. Recipes were often given on one side of the bag. (Like that shown on the left of the picture.)

Mr J B Sainsbury introduced a handful of grocery lines in a separate department in the branches in 1920. Amongst them was flour, supplied in those early days by Colman's and advertised as such. In 1928, a price list shows Sainsbury's self-raising flour in 3lb and 6lb bags at 7½d and 1/3d. In 1931, self-raising and pastry flour were introduced under the Sainsbury Selsa brand name in 3lb and 6lb calico bags price 6½d and 1/1d. The pastry flour designation coincided with the advent of instant pastry mixes—American Flako and British Krusto. Flour prices during the 1930's were 1d or so lower than the 1920's.



Flour used to be sold in linen and calico sacks like these. George Ridgway's gift to the JS archives is the one on the right.

Fareham gets a preview of JS's spring range



Kim Allison, 17, swings down the catwalk with a professional air.

IT WAS FIESTA TIME in the shopping precinct at Fareham on Monday evening, January 31, when a special event, organised by a local car dealer, was held to launch Ford's newest baby—the Fiesta.

But it wasn't only Ford's latest model that received the admiration of the capacity crowd. Competition came in the form of seven models, selected from among staff at Fareham branch, who paraded JS's spring range at the fashion show held as part of the proceedings. And in terms of shape, comfort, economy and performance they, and the clothes they wore, matched up to the best features of the 'star' of the evening.

Two rehearsals

The seven girls were put through their paces by branch personnel officer Mrs Rita McVady. She says: 'The clothes were sent to us by the textile department at Blackfriars. They are part of JS's spring collection, consisting mostly of separates—skirts, shirts and sweaters. We had two rehearsals prior to the show, and they were both held in the branch canteen—using an imaginary catwalk.

'Reaction to the clothes was one of surprise. A keen spectator was heard to say that at first he thought they were part of the Marks and Spencer collection. There were, of course, other stores in the precinct taking part too.

'Naturally, there was a certain amount of nervousness on the part of the girls. But once it all started they moved around with confidence and ease.' ○



Above: Fareham's fashionable late night line-up (from left to right): Elaine Flack (Saturday clerk), Julia Hollins (provisions preparation assistant), Debbie Piercy (Saturday student), Rosemary Crowe (cashier), Rebecca Trick (senior cashier), Melodie Bennet (cashier) and Kim Allison (cashier).

Left: Every hair in place.



Remember: the copy date for the next issue is Monday, February 28



An impromptu strength and stability test performed by John Flagg (left) and Chris Martin of WCB-Clares, their combined weight (30 stones) beating the longest shopping list!



FLEXIBLE SNAKES of interlocking shopping trolleys are a familiar sight at all JS supermarkets. Workmanlike, uniform, they give the impression of having just come off a production line. A roll of steel wire goes in one end and out comes a finished trolley at the other—wheels and all!

This is not however how shopping trolleys are made for JS by WCB-Clares Limited at their factory in the country cathedral town of Wells in Somerset. (WCB-Clares also make roll and cage pallets and many other retail display and handling items—some of them for JS.)

True enough it all starts with a big reel of mild steel wire. But from then on the process is very much a manual one, requiring a lot of skill and craftsmanship.

Sainsbury's trolleys are made to JS's own specifications. The main difference is that they are much slimmer than most other supermarket trolleys. (This lowers the odds against customers colliding in the aisles and helps to make the maximum use of the space available at the checkouts.)

Meanwhile back at the factory...

Varying thicknesses of mild steel wire, mainly British or Dutch, is straightened as it comes off the reel by first putting a zig-zag kink in it to help make it flexible. The straightened wire is cut to the required length and the manufacturing process really begins.

Metal jigs, custom-built in WCB-Clares' own toolrooms, are used to form the basic shape of the chassis, the basket and other major parts of the trolley. The basket is made from small diameter wires with thicker perimeter wires on the outside which give the basket stability and strength.

Four operations in sequence are necessary to produce the basket and every stage is handled by a different man, each one adding his own special skill in the process.

Where wires cross or touch they are spot welded. Where the wires on the basket extend beyond the perimeter wires, they are nibbled back by an expert hand on a cutter and finally smoothed off on a spinning wire brush.

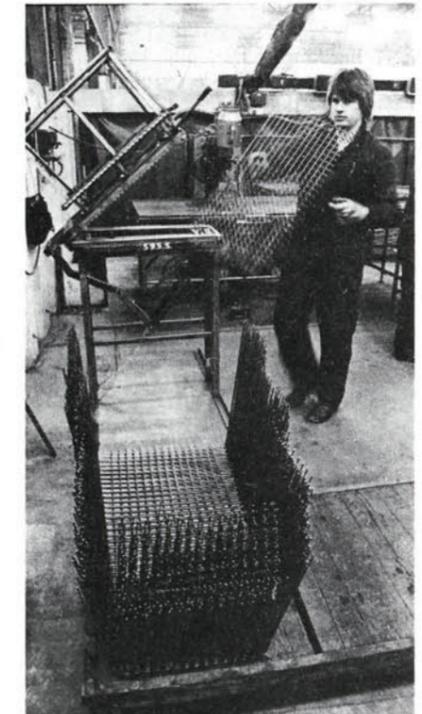
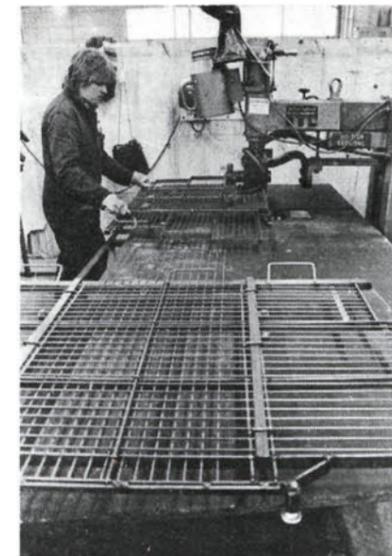
As the basket takes shape so do the chassis parts, handle, back panel and child's seat frame, in other areas on the production line. The strong metal chassis is

continued page 14 ▶

THE WIRES AND WHEREFORES

or how JS shopping trolleys are made

Take a good look at a JS shopping trolley next time you get the chance. You will probably be surprised at the skill and craftsmanship that goes into its manufacture. To find out more about this essential, expensive but much abused piece of supermarket equipment, the *JS Journal* went to WCB-Clares Limited's factory in Wells, Somerset, where nearly all JS's shopping trolleys are made.



Far left: Roving JS quality controller Mark Robinson checks over some mild steel wire with his opposite number at the factory, John Nix.

Top left: Cut lengths of straightened wire are laid on a jig to form a mesh panel, which is the basic part of the basket.

Bottom left: Where the wires cross they are spot welded.

Above: Three sides of the mesh panel are bent and it begins to look like a basket. It's a tricky operation as the panel is still dangerously hot from the welding.