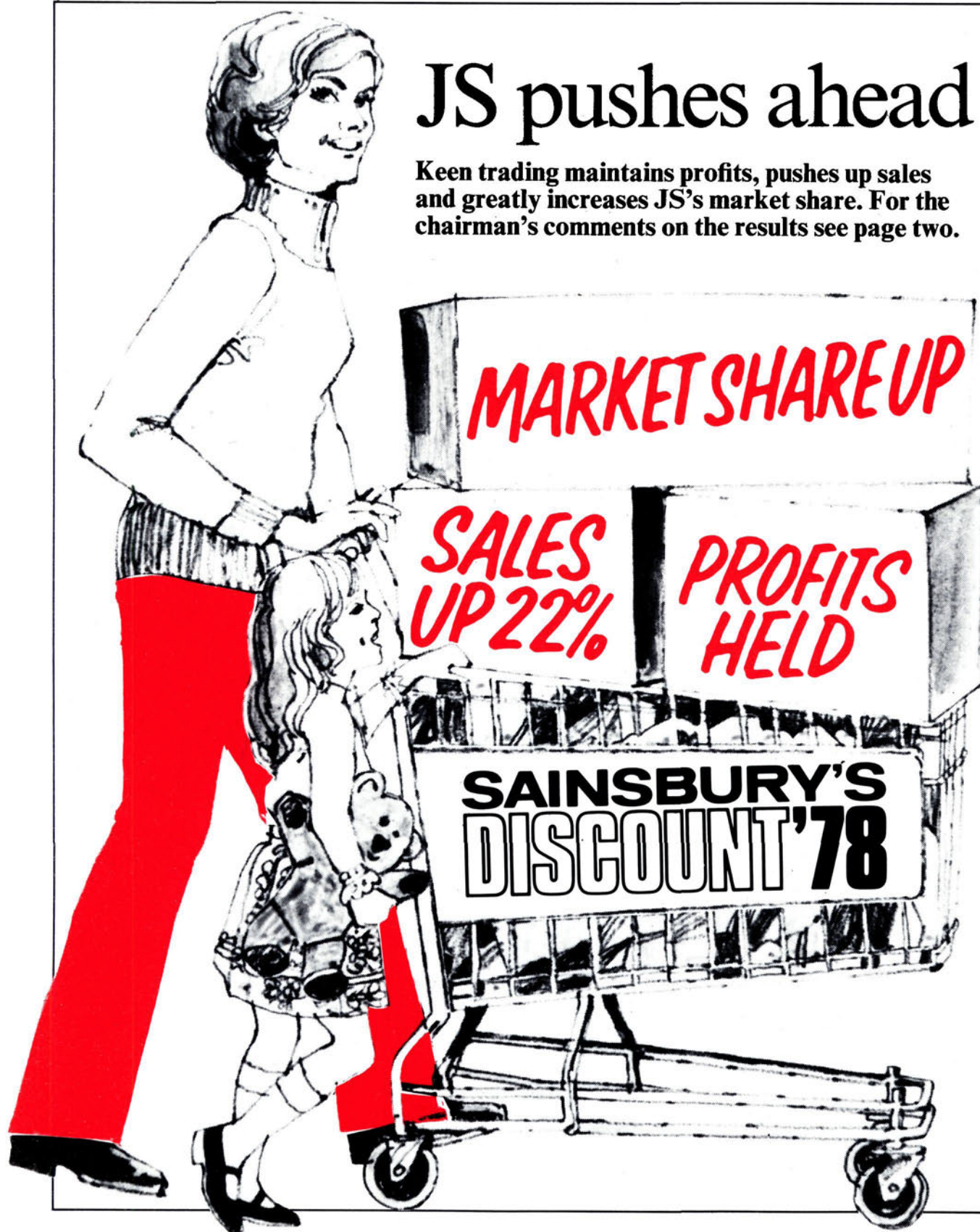


JS JOURNAL

May 1978

JS pushes ahead

Keen trading maintains profits, pushes up sales and greatly increases JS's market share. For the chairman's comments on the results see page two.



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PRELIMINARY RESULTS

for the 52 weeks to 4th March 1978

	1978 £000	1977 £000
Turnover <i>includes VAT £13.8m</i> (1977 - £10.9m)	811,102	663,776
Profit before taxation <i>Retailing - net margin 3.35%</i> (1977 - 3.81%)	27,139	25,303
<i>Associated Companies - share of profit</i>	443	879
	27,582	26,182
Taxation <i>The charge has been arrived at in accordance with the proposed Statement of Standard Accounting Practice regarding deferred tax, and the prior year has been re-stated.</i>	6,563	5,981
Profit after taxation	21,019	20,201
Extraordinary items	—	909
Surplus	21,019	21,110
Earnings per share	25.34p	24.36p

JS grabs a bigger share

MORE PEOPLE are shopping at Sainsbury's. JS's results for 1977/78, published on May 3, show that sales went up by 22.2 per cent during the year to reach a total of £811.10 million (including VAT) against £663.78 million (including VAT) for 1976/77. Taking inflation into account—and JS prices rose by 15.5 per cent during the year—this is a 5.8 per cent

rise in real terms. And for the second year running JS has considerably increased its market share—from 7.3 to 7.8 per cent. (These figures are based on Department of Industry statistics.)

Higher sales and more customers however did not add up to greatly increased profits. Pre-tax profits for the year were £27.58 million against £26.18 million for

the previous year—a percentage rise of 5.3. Some of the toughest competition yet seen in the High Street kept the pre-tax profit margin down to 3.35 per cent, which is less than last year's 3.81 per cent, but about the average for the past five years.

For chairman John Sainsbury (pictured below) the results are a clear indication of the strength of the company's trading abilities and the undoubted success of Discount '78.

'The substantial increase in volume of trade and customer numbers' he said 'is particularly satisfactory in the light of the continued decline in real terms of national food expenditure and the heavy promotional activity by major competitors from June 1977 onwards.'

'Outstandingly successful'

'In January this year the rate of food price inflation had fallen to the lowest level for over five years and with the consequent greater stability of costs, we felt able to introduce a new scheme of discount pricing. Discount '78 was launched on January 9 and has been outstandingly successful, both in generating a growth in sales as well as yielding a satisfactory level of profitability despite the lower gross margin.'

Commenting on capital investment the chairman said: 'If we had not had a

continued on page 23 ▸



FACTS AND FIGURES about the past year are once again being published in a booklet which is being distributed to staff in the week beginning May 15. There is also a 'newsreel' style audio-visual programme and a series of meetings for staff throughout the company.

Pioneers of JS's north west frontier

AN OLD GASWORKS provided the site for JS's Newcastle-Under-Lyme store, which opened its doors to the eager North Staffordshire crowds on April 25. The 1330 square metre (14,300 square feet) store is currently the company's furthest north west, although Wilmslow—opening on May 24—will soon take that title. For enthusiasm, however, the shoppers of Cheshire will be hard pressed to beat the Potteries folk. Within an hour of the opening the store was crammed full of customers—and not a few spies from the local opposition.

All fourteen checkouts were working to capacity and an apparently endless stream of customers were pouring through the doors. Manager Tony Perks was heard to remark: 'I think they must have coaches stopping around the corner'. Tony, who used to manage Corby branch, was well pleased with the morning's trade and happy with the way his staff were coping under pressure. 'It's great to be trading at last' he said 'and it's good to see they like the store.' Pensioner Robert Dale was full of praise for the display. 'I used to win awards for my displays when I was in the trade' he said 'and this is one of the best shops I've seen—set out really nice and with plenty of space between the gondolas.'

Attracting a lot of attention was the free-flow produce display, unusually positioned in the aisle nearest the entrance. Hours of work had gone into its dressing, and training specialist Paul Sweetman was so pleased with it that photographs of the display will be used in future training courses.

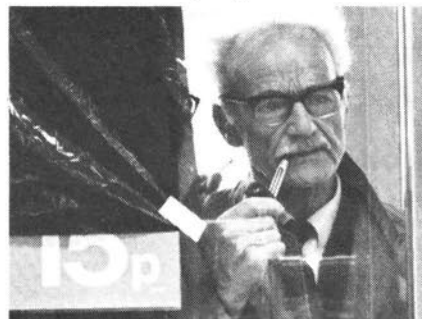
The store has the full range of food items, including a freezer section and an impressive beer, wines and spirits display, although its size has restricted the range of other goods.

The opening was also a success from other aspects. Ray Simmonds, the engineering clerk of works, said: 'This has been probably the best handover ever from the engineering and construction point of view.' One drawback was the postponement of the opening of the JS petrol station on the adjoining carpark. Now scheduled for July, the petrol station promises to add to the store's already impressive pulling power.

The morning's events are perhaps best summed up by the first customer through the tills, Lesley Thornton. One of the first in the queue waiting outside, he remarked: 'Tell them to open these damn doors—we've been waiting six years for this store.'



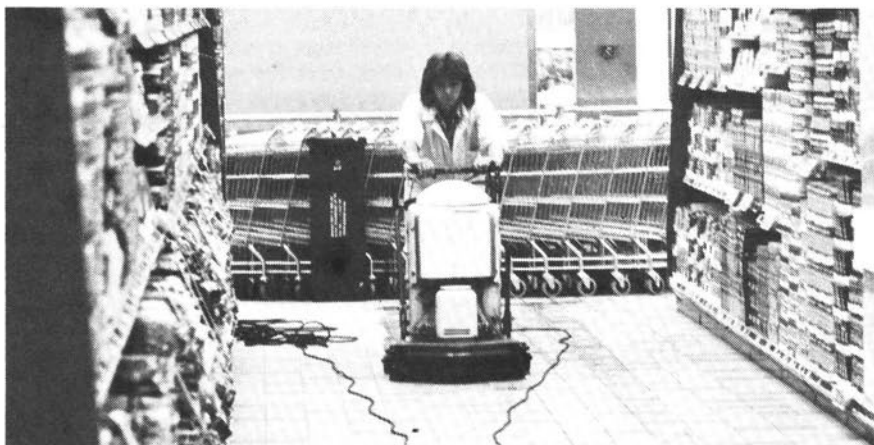
All set up and ready to go



On the outside looking in



Just like mummy . . .



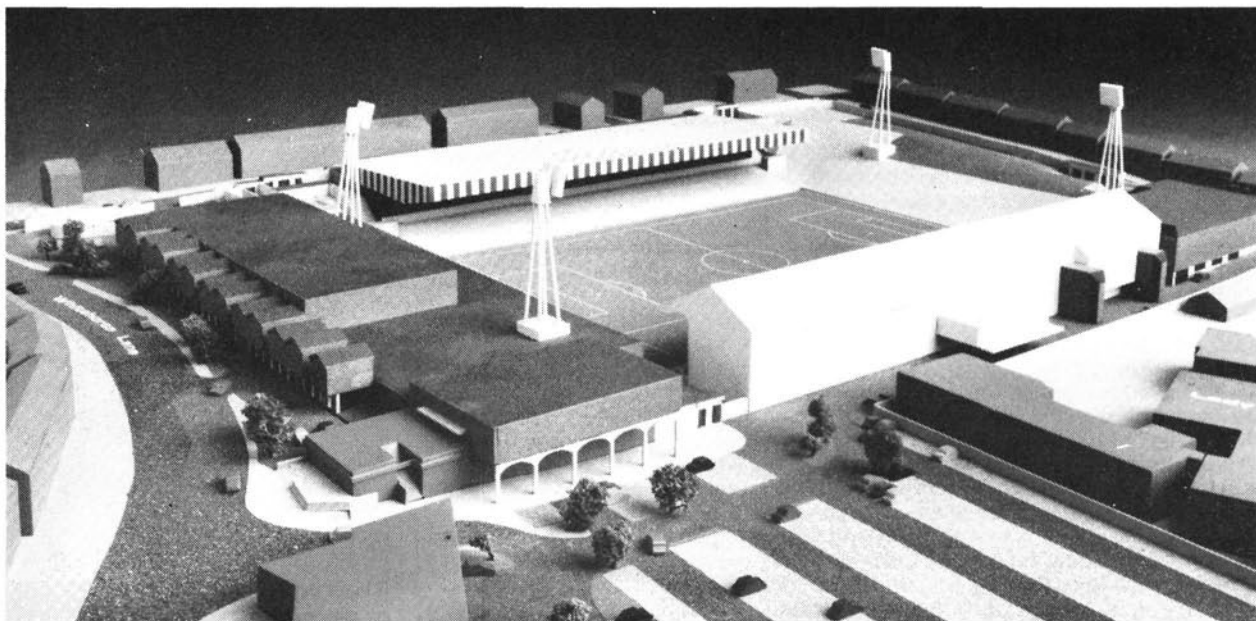
Above: A final wash for the floor of the cleanest shop in town.

Below: Assistant manager Roger Meriman demonstrates the scissor lift.



Below: Manager Tony Perks welcomes his first customers.





An architect's model of JS's joint development with Crystal Palace Football Club. The front of the JS store is behind the colonnade.

JS kicks off at Crystal Palace

SAINSBURY'S UNITED is to play Crystal Palace at home in a joint development scheme that will give JS its biggest store to date and second division Crystal Palace the financial support it needs to take it straight to the top of the League.

At the end of last month agreement was reached between JS and Crystal Palace Football Club to develop a site at the Club's home ground at Selhurst Park near Croydon. Plans for the site include an imaginative shopping area, a new supporter's club, some flats and provision for an extension of the northern stand.

For JS, the scheme means a total sales area of around 4,600 square metres (around 50,000 square feet) over half of which will be a big new JS store. The rest will be taken up with a variety of small open plan shops that the company will rent to well-known High Street names.

'The result will be a vast open, inter-

linking "departmental" store' says JS assistant estates manager Peter Boam. 'The idea is to make shoppers feel they are in one big shop that sells just about everything.'

One of the concessions JS has had to make is to shut-shop whenever the first team are playing at home. 'During the season that's every other Saturday and we will close at mid-day' says Peter. 'On match days the shopfront will be protected by a metal roller shutter.'

The link with Crystal Palace will also have a number of exciting spin-offs for JS staff. All the facilities at Selhurst Park, sporting and social, will be open to them, including professional coaching. There will be a regular allocation of tickets, including some for most of the big League games. (It is hoped to enlist the help of the SSA to distribute these on a first come first served basis.)

Members of the Crystal Palace team and team manager Terry Venables will

be invited to make personal appearances at JS social functions and they will be available to help promote JS. The ground will also be used to advertise the sense in shopping at Sainsbury's.

Building is expected to start at the end of this year with completion scheduled for sometime in 1981. For Crystal Palace fans it sounds like a dream come true—for everyone it sounds like the start of something big.

SAINSBURY'S UNITED is likely to pull off the double if a similar, but much smaller, scheme with Southend United gets the go ahead from Southend Council. A planning application has been submitted for a JS store with a sales area of over 2,000 square metres (about 22,000 square feet) and provides for generally improving the facilities at the ground, which is about a mile from the town centre.

Butter and milk make cream

YOU DON'T HAVE TO KEEP A COW in the back garden to have a constant supply of freshly made cream. You can make it on the kitchen table in a few minutes using the latest kitchen gadget to make the grade with JS's hardware department. Called the 'Bel' Cream Maker it will convert unsalted butter and ordinary milk into double, single or pouring cream that is very difficult to tell from the 'real' thing. This handy little item went on sale at 58 JS stores at the beginning of this month.

Retailing at only £1.95, a considerable saving on the manufacturer's price, the machine has been tested in the JS kitchens with very favourable results. It works by combining the butter and milk under pressure, the end result mimicking the original cream from which the butter was made.

To make 8oz of cream you will need 4oz of unsalted butter and 4oz of milk. Warm the butter and milk in a saucepan until all the butter has melted, but without boiling, and then pour the mixture into the cup on the top of the machine. Pump the mixture through the machine and allow it to cool in refrigerator.

The hardware buyers describe the cream maker as 'a terrific line' and a 'really good design'. The *Journal's* culinary experts were also impressed with a trial run, and the home-made cream certainly did justice to the first strawberries of the season.



Butter and milk go in at the top. A few minutes gentle pumping and they combine to make cream for the finest strawberries.

Trolley deposit scheme travels further afield

BRETTON'S TROLLEY DEPOSIT scheme has been extended to two other branches. Lewisham and Edmonton started their schemes on April 17 and 18, both on a joint basis with other supermarkets in the area.

Lewisham's scheme is being run in

conjunction with the local Safeway branch, and Edmonton's with Tesco. These are both open-ended trials, and it is hoped that when the results from these stores are combined with those from Bretton it will be possible to arrive at a coherent policy for other stores with

severe trolley problems.

To provide a comparison with trolley deposit schemes, a total ban on removing trolleys from the store has been tried in two stores—Watney Street, and from May 16, Fulham. Watney Street's ban came into force a week after the Bretton scheme took effect, and features trolleys specially modified so that they can't be taken through the checkouts. So far the idea seems to be working well, but once again no firm decisions will be made until a suitable trial period has elapsed.

At the time of going to press, the deposit scheme was being considered for Wandsworth branch, to start on May 30, but no firm decision had been made.



THE WHOLE TOOTH and nothing but the tooth is the latest message from the health and beauty department with the introduction of a range of own label toothbrushes. They cost 16p each, come in eight colours and three textures—hard, medium and soft.

'JS sells many thousands of toothbrushes a week' says health and beauty buyer Cathy Penn 'so it made good sense to start selling an own label range. And it's about as competitively priced as you can get. A similar toothbrush already on the market costs about 23p.'

The supplier of the JS range is a member of the British Dental Health Foundation and therefore the JS range is in line with the most up to date thinking on the best way of keeping teeth and gums clean and healthy.

'The JS brush is a good all rounder' says Cathy. 'It should suit most people.'



Tintactics

'OUT OF THE STRONG came forth sweetness'.

Samson's famous riddle, based around the biblical tale of Samson and the lion, has long adorned cans of Tate & Lyle's 'Golden Syrup'. Now it can be found on a new storage tin which is going into 58 JS stores in early June.

'This distinctive Tate & Lyle design has never been reproduced as a general purpose storage canister before' says Geoff Brady of hardware buying. 'We hope our customers will appreciate both its practical and novelty value.' Selling for only 75p, and exclusive to JS until the autumn, the tin looks set to capture the lion's share of sales.



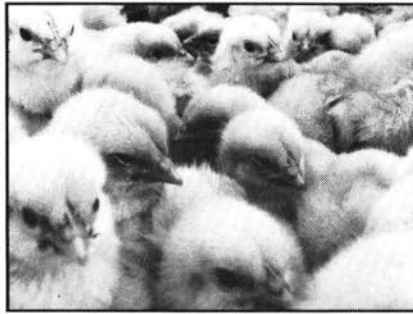
THE CHICKEN OR THE EGG? The age-old question has an unequivocal answer at Sainsbury-Spillers' chicken hatchery at Soham, near Cambridge. Without a regular supply of eggs there would be no young chicks, and without young chicks a great many Sunday dinners would be ruined.

The Soham operation is very complex—at least to an outsider—although broiler programme manager John France claims: 'It's really very easy when you know how.' The eggs which are hatched at Soham come from a 10,000 strong flock of special breeding hens, principally strains called 'Ross' and 'Cobb', which are scattered around 15 farms in south-east England. John has to control the numbers of these hens so that his egg input is sufficient to produce the chicks to meet the packaging plant's requirements.

Cheep, cheep . . .

Currently some 250,000 eggs are brought to the hatchery each week, of which about 200,000 will eventually turn into little round yellow balls of cheeping feathers. The eggs are checked visually on arrival, as only clean, sound eggs are likely to hatch. They are then put into the incubators. These are large insulated boxes, maintained at a steady 99.5°F and 58 per cent relative humidity, and able to take over 47,000 eggs. Once in the incubators the eggs are automatically turned every hour to prevent the embryo sticking to the shell.

On the eleventh day the eggs are 'candled'. By placing them on a lighted tray it is possible to pick out the infertile eggs. Seven days later they are taken out of the incubators and put into special



hatching machines. The largest hatcher at Soham can hatch 20,000 twice each week, and another of these is soon to be installed to boost production. The hatchers are designed for easy cleaning, so that following a hatch they can be made ready for the next lot of eggs the same day. By the twenty-first day the chicks should have chipped their way out of their shells and on the morning of the twenty-second day they are removed to the sorting room.

On a 'chick take-off' day, the trays of new-born birds are checked by a skilled team of sorters, any that are undersized being removed for sale at a reduced price. The chicks are also sprayed with vaccine against infectious bronchitis, a disease that can cause havoc in the broiler units. 'Protection of the breeder hens and through them the chicks is a very important part of the operation' says John France. 'In addition, we have a very efficient series of checks on hygiene. Ideally we'd like to approach hospital conditions, but I don't think we do too badly at the moment.'

The eggs are fumigated on arrival with formaldehyde gas to make sure that they carry no disease, and again after the first

visual check. Once in the incubator they are sprayed with disinfectant daily in order to keep down the levels of harmful bacteria, and yet another fumigation is carried out in the hatcher, although the concentration of gas is kept low so as to avoid harming the chicks.

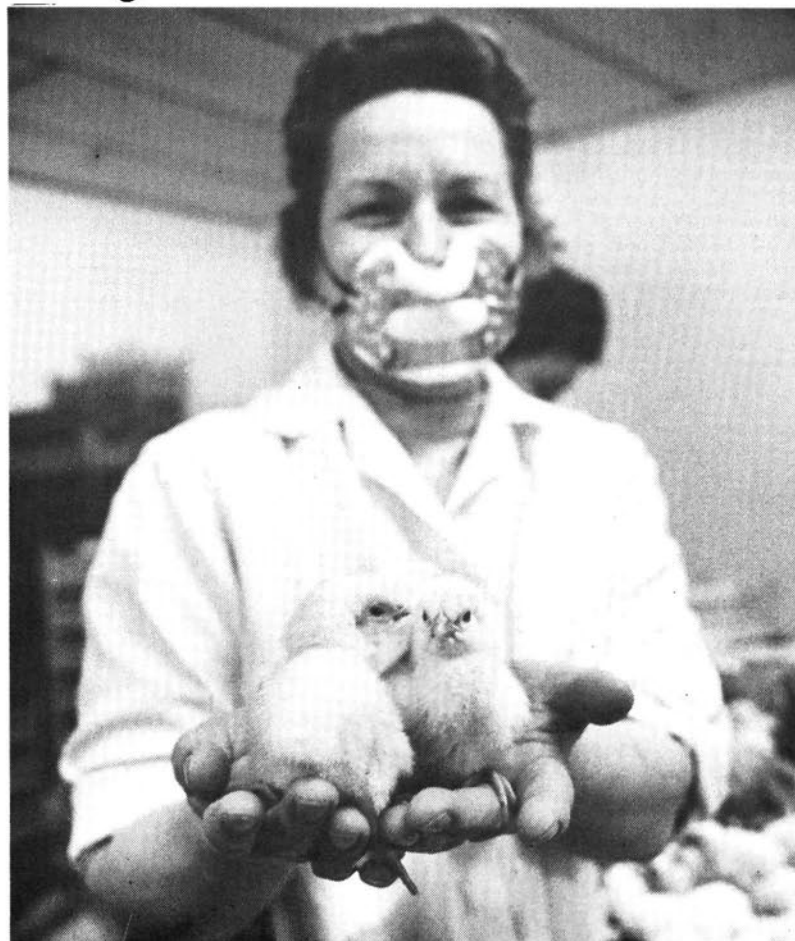
Once the checking process has been completed, the chicks are loaded into 'Chick Pullman' delivery lorries for delivery to the broiler farms. The lorries are specially equipped to keep the chicks at the correct temperature during their journey, which can be as far as South Yorkshire.

. . . Cheap, cheap

There are some 63 broiler farms scattered through East Anglia and Yorkshire, and their job is to take the day-old chicks and fatten them up for the dinner table. This can take as little as 49 days, using factory farming techniques. John France is quick to defend factory farming. 'It's the only way to give the customer what she wants at a price she can afford' he says. 'Efficiency is the key to low prices, and also means that high standards can be maintained. Nine times out of ten the broiler is tastier and of better quality than any comparable chicken.'

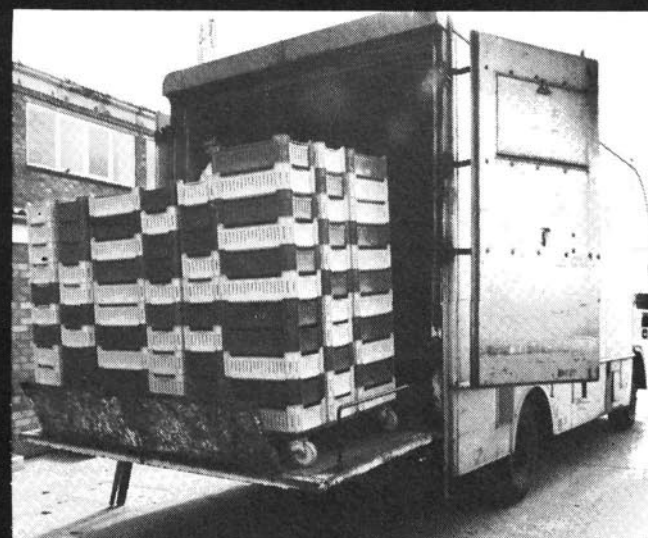
This is borne out by demand for the Sainsbury-Spillers product. The Soham hatchery is currently being expanded to produce 260,000 chicks each week, and new incubators and hatchers are being installed to cope with the increase in turnover. This also means more jobs for the local people, and the hatchery is going to need extra full-time staff, a welcome change from the usual gloomy news of redundancies and closures.

My little chickadee



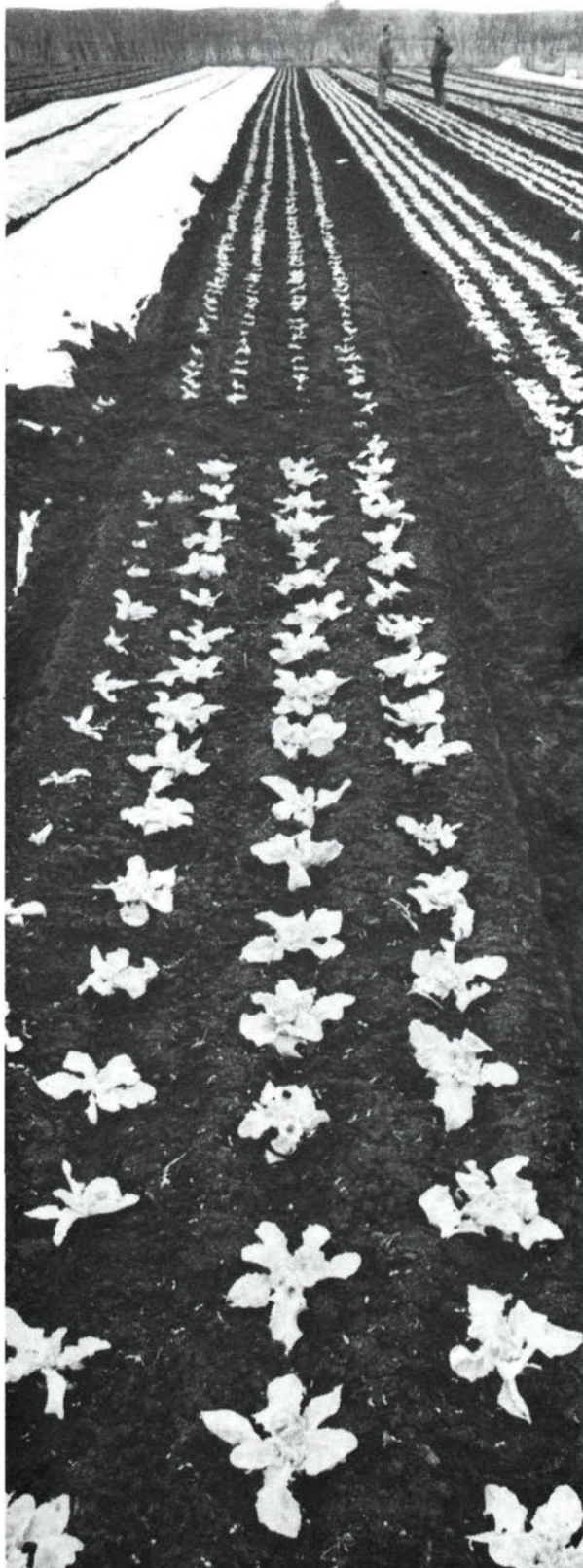


Left: Hatchery assistants Edna Gilbey (left) and Violet Fretwell 'candle' the eggs on their eleventh day at Soham. Below left: Inside an incubator, 47,000 eggs soon to become chicks. Below: Watched by John France, one of the hatchery staff pulls a trolley packed with newly hatched chicks out of the hatcher.



Above: The chicks set off on their long journey—disappearing into the 'Chick Pullman' lorry. Left: The new chicks are sorted by the hatchery staff into trays of 50, ready for dispatch.

Warm comfort farm



Seeing is believing. In the foreground lettuces who spent their formative weeks under plastic. In the background some who didn't.

How JS home grown produce benefits from growing up on the right side of the blanket . . . or the story of the lettuce who came in from the cold . . .

KEEPING NEWLY SOWN CROPS WARM under a plastic blanket is a Continental farming method currently being pioneered in the UK by JS, with the help of a number of growers in East Anglia. The result, as far as JS customers are concerned, will not necessarily be cheaper vegetables but it will mean a reliable supply of top quality home grown produce at a time of the year when it is usually scarce and overseas supplies are erratic.

Covering newly sown or planted fields with long strips of perforated polythene stimulates growth, so producing an earlier harvest, by raising the temperature of the soil by as much as 9°F. The plastic is removed after a few weeks when the seeds, or seedling plants in the case of lettuce, have grown enough to be able to stand the variable, often frosty weather conditions of an English spring.

Knowing just when to remove the plastic is one of the areas Mark Savidge, head of JS's horticulture department, is currently investigating in collaboration with three large-scale growers/suppliers. 'The length of time the plastic should be left on varies from two to twelve weeks, according to the crop' says Mark. 'The size and number of perforations, which again must differ from crop to crop, is another area we are experimenting with.'

Farmers in France, Holland and Belgium, where the method originated, have been successfully growing crops 'under plastic' for some years now. JS began pioneering the method in this country about three years ago. Encouraged by the results of JS's initial trials, a couple of growers/JS suppliers agreed to give the method a try on their own farms.

This spring three large-scale growers have chosen to put some of their acreage 'under plastic' and so far it all looks very promising.

'On the face of it' says Mark 'the method is so simple I am surprised no one has done it before now.' Mark was in charge of the early JS experiments and his enthusiasm for the method regularly takes him out in to the windy fenlands of south-east England, to be on the spot with advice and to join in the 'spade-work' when required.

'Laying the strips of plastic presents few problems' he says. 'A good farm workshop could easily construct a suitable machine to be trailed behind an ordinary tractor. Getting rid of the plastic afterwards however, might ultimately prove a problem but it hasn't done so yet.'

Weeds are a worry. They thrive just as well under the warm blanket as do the intended crops. However, by spraying immediately after drilling and before laying the plastic, weeds can be kept under control.

Carrots, radishes, lettuces and beetroots are all currently growing away under plastic. With beetroot, ten weeks under plastic in the warm will bring harvesting forward by about ten days. This may not sound much but to the farmer (and JS) it makes all the difference.

Filling the grown gap

'At this time of year stocks of home grown beetroot are running out' Mark explains. 'We have to import supplies from countries like Cyprus to fill the gap. This is not only very expensive but quality is sometimes poor and supplies unreliable.'

Green Brothers, who farm a vast acreage at Soham in Cambridgeshire, have put five acres of beetroot under plastic this year. 'We're still working out the economics of the method' says farm manager Les Walton. 'But it's definitely cheaper than growing under glass and raising the temperature of the soil seems to have increased the sugar content, which in turn should improve the flavour.'

Darby Brothers, who farm thousands of acres in the fenlands around Methwold in Norfolk, are experimenting mainly with lettuces and radishes. The lettuces are about two weeks ahead of their uncovered brothers. And they look a good deal healthier.

The cost is roughly about £160 an acre for the polythene and hiring a machine to lay it. (If a farmer makes his own machine it's obviously less.) In the UK the method is in its infancy. 'There's still a lot of work to be done getting the timing and the perforations just right for the growing conditions in this country' says Mark. 'But that the method works—of that there is no doubt.'



Above: Beetroot as far as the eye can see, snug under plastic at Green Brothers' farm at Soham, Cambridgeshire. **Top:** Mark (centre) gives a helping hand during a plastic laying session at Darby Brothers' farm at Methwold, Norfolk.



Above: Seedling lettuces are planted out by hand. Alongside, a tractor covers the rows after they have been sprayed to control weeds. **Below:** Old traditions and new methods blend together to grow better vegetables at a time of the year when they are scarce.



White on the green

APRIL SHOWERS turned to snow as the competitors in Uxbridge AGM Ken Wood's annual golf tourney battled their way round 27 holes on April 10.

Thirty-five keen golfers from all parts of JS made the journey to North London to take part in two competitions. During the morning a complete round of the testing Moat Mount course was devoted to a 'Stapleford' competition for the day's main prize and the Ealing Area Golf Cup. The first foursome set off at 8-30 in the morning and apart from a few snow flurries the weather was bright and windy. After lunch however, as the competitors set off for nine holes of 'medal' play for

yet more prizes, the showers became heavier and by the time the first groups were returning to the clubhouse the snow was falling heavily.

After a warming tea and with the snow falling thickly outside, Ken Wood made the presentations. Winner of the Ealing Area Golf Cup was Geoff Challis, manager of Worcester branch but the overall winner of the morning's competition was Mick Hockley from Buntingford depot.

Second was the irrepressible Ernie Williams from Charlton depot. Winner of the afternoon's 'medal' competition was Mike Smith, deputy manager at Bexleyheath branch.

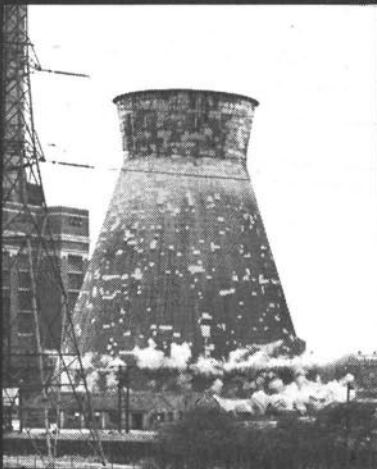


Blow-up!

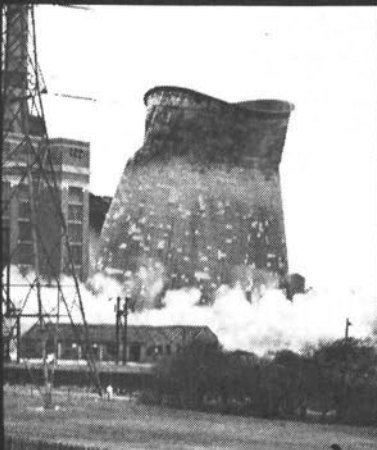
A TOPPLING TOWER provided Terry Wright with an exciting subject for his latest batch of photographs. Terry, who is deputy manager at the Waltham Cross store, won the *Journal's* November 1976 photography competition with a superb picture of children on a roundabout.

Demolition work on the cooling towers at nearby Brimsdown power station on April 9 gave him the chance to take a series of photographs capturing the last moments in the life of one of these structures. Using his Mamiya 35mm camera, fitted with a 50mm lens and a pistol grip, Terry fired off

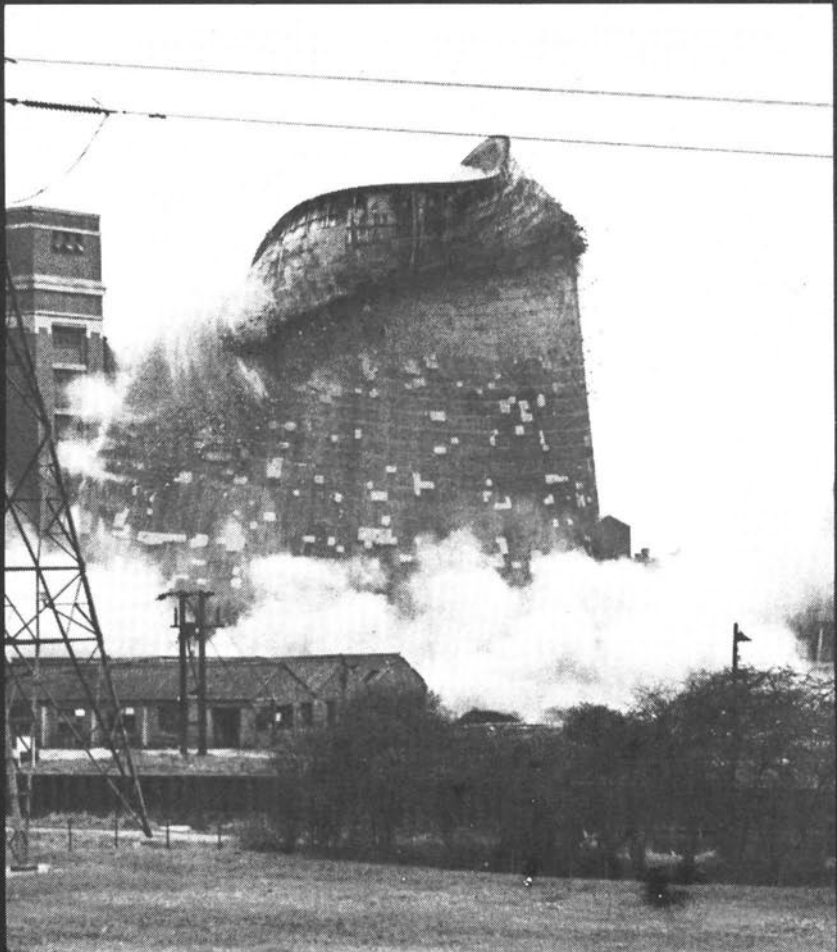
shots in quick succession. Around him press photographers with expensive motor-drive equipment were clicking away, but Terry's shutter finger is so fast that he managed to produce a sequence of pictures every bit as good as the professional's, and without their sophisticated hardware.



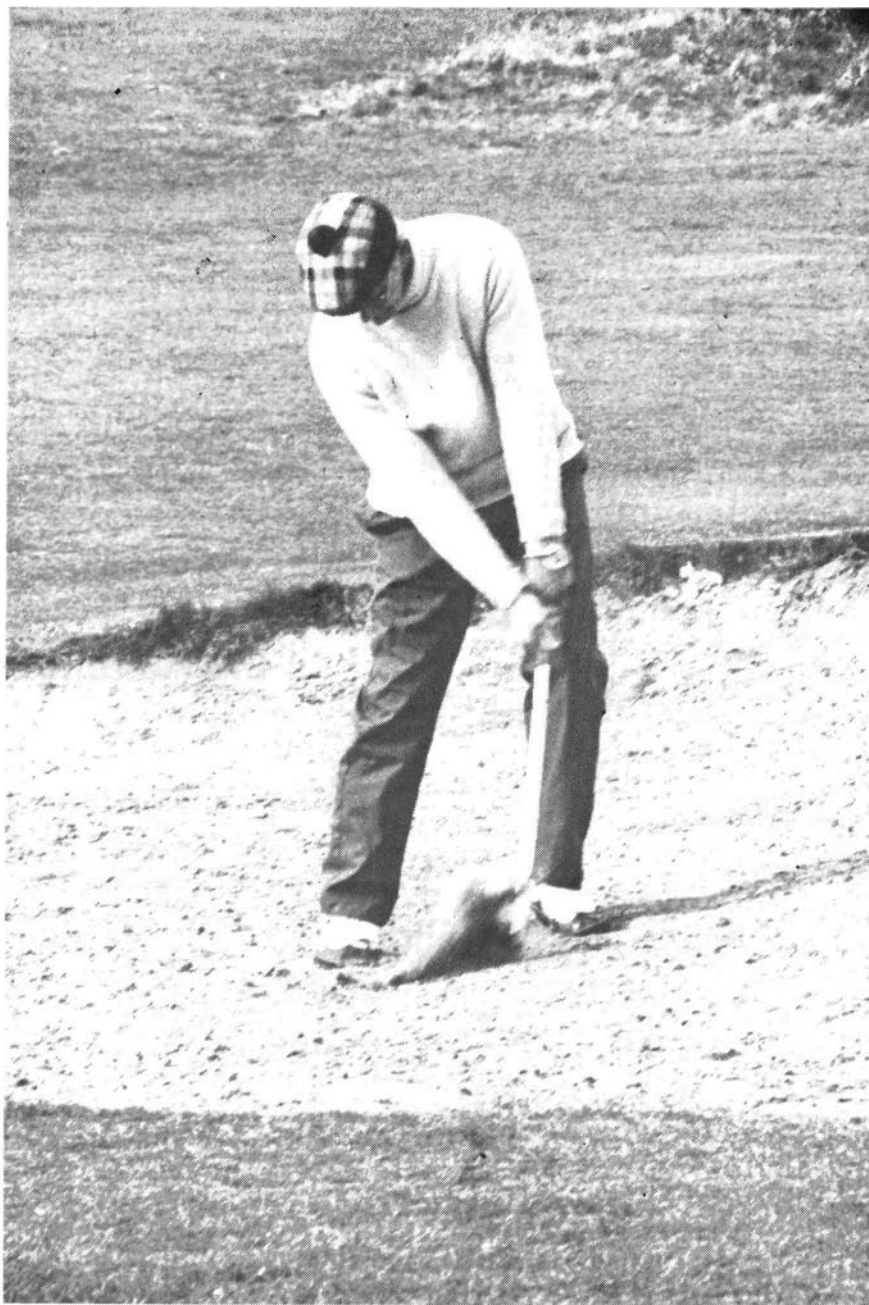
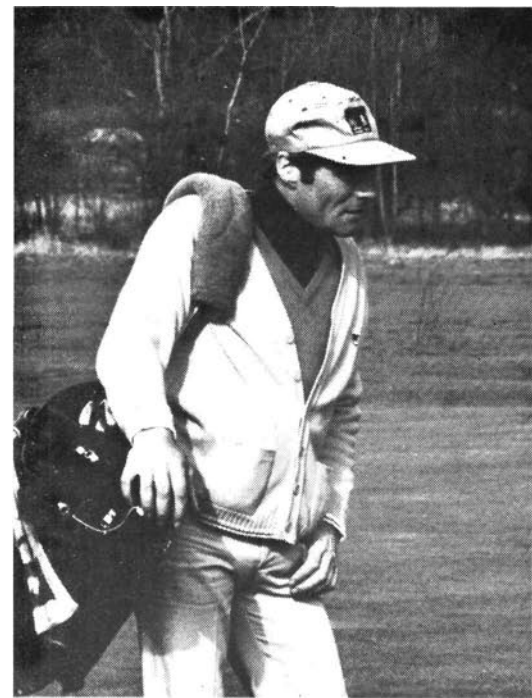
The big bang . . .



and the tower topples . . .



swaying in on itself in a cloud of dust.



Above: Totting up the scores after the afternoon's round. Right: Ken Wood blasts his way out of a bunker on the ninth. Below: George Smart, manager of Eltham freezer centre, battles against the snow. Bottom: The snow-swept winners, left to right: Jim Buck, John Quinn, Ernie Williams, Mick Hockley, Mike Smith, Geoff Challis and Ken Wood.





Master negatives like the one Colin Purnell is holding cost about £60 each. It is from these masters the 'copy' is made up on the photo-composing machine behind.



Mike Bonnick enlarges the initial photo-setting to the correct size.

'WHATEVER YOU DO don't call it silk screen' says Stan Norton, manager of JS's screen printing unit. 'Nowadays it's Polyester. Manmade fibres are more durable and have just the right amount of "give" in them. Silk is a thing of the past for this type of commercial printing—we are not in the fine art business.'

Polyester may have ousted the silkworm, but the traditional skills needed for screen printing remain the same. Stan heads a talented team of twelve—one woman and eleven men.

Between them they produce 40 to 50 per cent of all the point of sale material displayed in the branches. Currently the unit's output is about 20,000 printed items a week and the average run is 250 copies—roughly the number of branches.

Having an internal screen printing unit is sound business sense. It's cheaper and more efficient than putting everything out to a commercial printer and it means turnaround time can be reduced to a

couple of hours for a rush job, like a price change needed in a hurry. Turnround is normally no more than five days. Jobs start coming in from Monday and are despatched to the branches on Saturday.

Since the unit was first set up in 1968, the workload has greatly increased. The scope of jobs undertaken has also widened. It now includes things like posters for Christmas, point of sale for new departments and special promotions.

Discount '78 has seen the unit moving into top gear. The recent colour changes have kept the printing ink flowing and the presses running at full tilt.

Stan has been with the unit from the start. He became manager in 1969. He remembers the early days in one small room in a now demolished building opposite Stamford House. 'All we had was a hand-operated press and we had to go across the road to Stamford House to use the guillotine' recalls Stan.

A spell in the basement at Stamford

JS's screen printing unit
the posters, channel tickets, b
sale material to be s
Lured by the smell of printing
coming off the press recently f
visits the unit

Stars of the po



The preparation team, from left to right: Manager Stan Bonnick, layout artist Geraldine Finch, senior layout artist Mike Bonnick. In front of them a completed 'positive' made up on transparent acetate.



In the printroom Tim Wood uses a powerful water jet to clean the screens.



roduces 50 per cent of all
rker cards and other point of
en at the branches.
nk and the eye catching work
Discount '78, the JS Journal
meet the ...

lyester screen



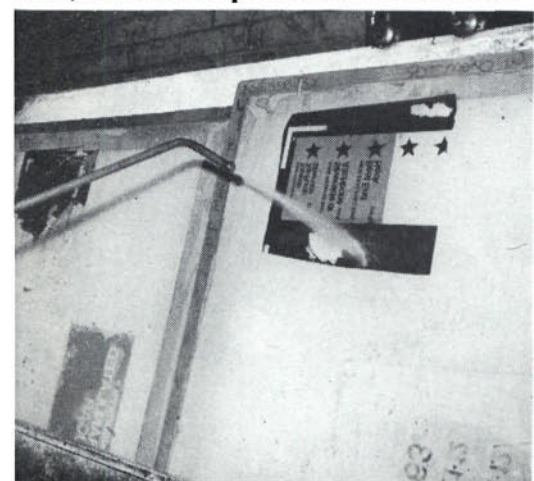
Screens can be stored for repeat runs. Here Stan Norton shows us what a blank Polyester screen looks like against one with a stencil in position.



Norton, darkroom technicians Colin Purnell and Mike Bonnick, and layout artist Chris Hamilton. In the film, from which the printroom will make a stencil.



Mick Lynch puts a screen to dry. The next step will be to 'spot out' any imperfections and peel off the stencil backing film.



lean an old stencil off a screen printing frame.



House was followed in 1976 with a move to the unit's present home, a purpose built studio and printroom in Rennie House.

The print buying department, based across the street in Stamford House, provide Stan with the original brief, usually typed or a hand-drawn mock-up. Working from this Stan and his team begin the complicated task of turning a rough sketch into crisp, high quality print.

What happens in between the arrival of a design brief and the finished printed product is a series of complicated steps that combine photo-processing skills with traditional printing craftsmanship—plus a liberal dash of artistic flair.

However, this a layman's quick guide to how it's done.

Under the supervision of senior layout artist Derek Wood, the right size and style of lettering is produced photographically, by darkroom technicians Mike Bonnick and Colin

Purnell. Layout artists Geraldine Finch and Chris Hamilton make up a 'positive' from the individual words on transparent film.

The positive then leaves the studio for the printroom, where Dan Mills, David Keating, Mick Lynch, Jim Smallwood, Tim Wood and Ian Raynor take over.

First a stencil is made from the positive, again using a photographic technique. The stencil has a backing sheet, which is peeled off once the stencil has been mounted in position on the mesh of the screen printing frame.

The screen is fitted into the press. Ink is poured along the front edge of the printing frame. A mechanical squeegee (the width of the screen) is passed over the frame, pressing the ink through the Polyester screen mesh down onto a sheet of paper below, the sheet then moves on through a drying tunnel. And voila! Out comes a poster (or channel tickets, or barker cards or ...) printed in one colour. To print in more than one colour means a second pass through the press.

continued ▷

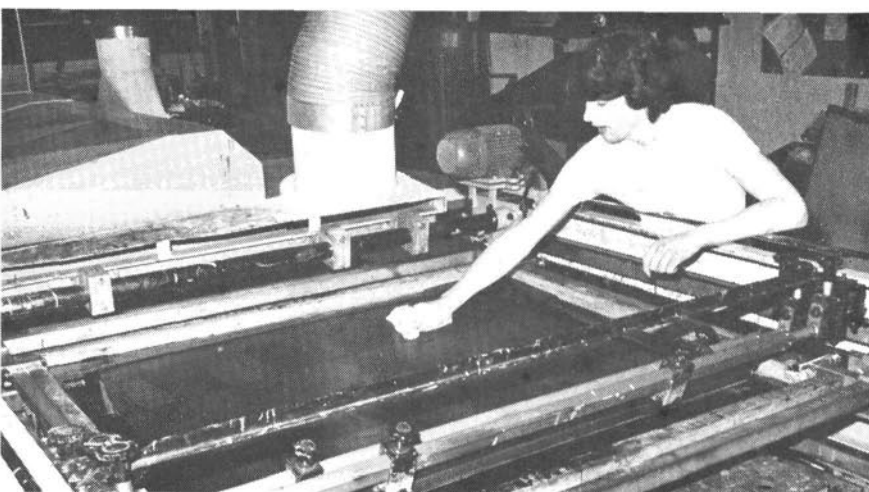
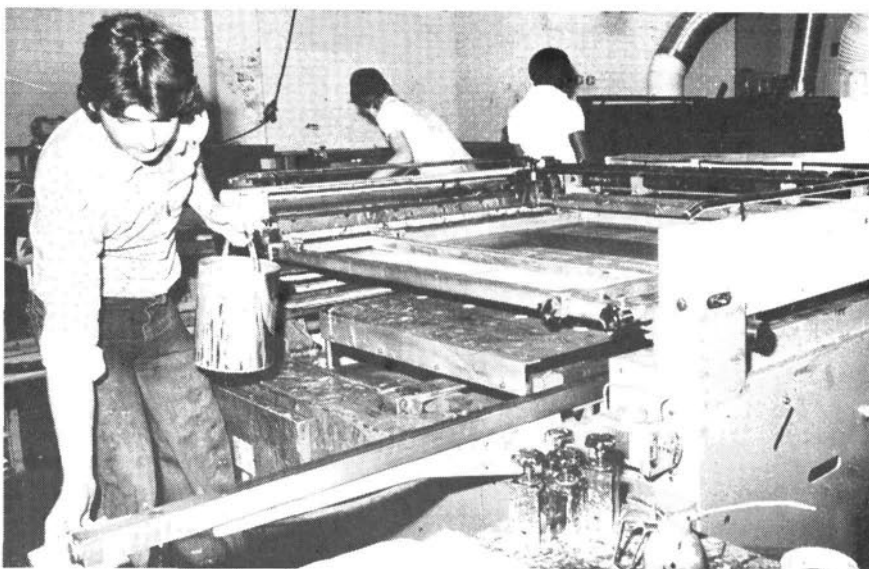
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Registration is a skilled operation.

'I'm a bit of a perfectionist' says Stan. 'I started out as a commercial photographer. But I found in photography there were too many things out of my control. I could never get exactly what I wanted.'

'Printing is different. I can visualise what's wanted and I know I can get what I want.'

A look at the examples of unit's work, on the walls, up at the windows, hanging from the ceiling all along the shelves at the branches, shows that Stan and his team are pretty good at getting what they want.



A view of the unit's big new Midas screen press, print area up to 30 by 40 inches, as seen from the end of the long drying tunnel.

Top: Dan Mills starts the messy job of cleaning down the Midas at the end of a run. Above: To keep the image crisp David Keating carefully cleans the stencil on the screen printing frame with solvent during a run.

Top politicians 'shopping' for votes

TWO JS STORES were treated to visits from leading politicians last month. The Secretary of State for Prices and Consumer Protection, Roy Hattersley, and Leader of the Opposition, Margaret Thatcher both paid surprise visits to stores they were passing.

First to make the political limelight was Chatham branch, when local MP Bob Bean (Labour) escorted Mr Hattersley and Junior Minister John Golding around the Pentagon Centre on April 13. Mr Hattersley spent fifteen minutes in the store talking to customers about prices and the effect of Discount '78. Manager Colin Etheridge reports that the customers were all complimentary about JS prices and value for money and that the

Prices Secretary showed a keen interest in the Discount '78 operation.

The following day Stockwell branch were treated to the sight of Margaret Thatcher pricing a can of ham. Mrs Thatcher was canvassing in the Stockwell area for the Conservative candidate in the recent Lambeth Central by-election. In a brief visit to the store, Mrs Thatcher tried out the pricing gun on two cans of ham. Manager George Bastone explained Discount '78 to her, while Mrs Thatcher commented favourably on the quality of JS own-label products.

Both stores were thronged with camera men from the press and TV. In fact, Stockwell branch appeared briefly in the "News at Ten" programme on ITV.

Dinner-dance blues!

BEMOANING the 'miserable' shopping facilities in Beckenham a dismayed housewife wrote to her local newspaper

saying: 'Why not let Sainsbury's have the Regal site—food is more important than dancing! I often travel to West Wickham to stock up. The civility and helpfulness at this store is incomparable.'

Her dismay stemmed from the fact that she had read that a new shopping precinct was to be sited at Penge and not Beckenham.



Stockwell gets the Thatcher vote.

Twice as nice at half the price

RISE ABOVE bread queues—bake your own. JS is all in favour of home-made bread. And to prove it the company has recently been promoting own-label bread mixes and strong white bread flour in a big way.

On April 21 over 20 journalists from national newspapers and women's interest magazines attended a press conference at Stamford House to see and taste the end product for themselves. Against a backdrop of golden loaves, freshly baked by JS bakery technologist Gerhard Telloke, the journalists were welcomed by marketing director Peter Davis who explained JS home-baked bread didn't just taste good, it was also about half the price of a shop bought loaf. (The cost of making a standard small loaf using JS strong white bread flour is 8½p compared with 17½p for a similar one bought over the counter.)

A sight for soya eyes

As a second course the conference was also the official launch of another JS own-label money-saver—soya granules. The granules are unflavoured, packed with protein and virtually fat free. An eight ounce pack reconstitutes into two pounds of product and at 32p a pack that's way below the cost of most meat and fish.

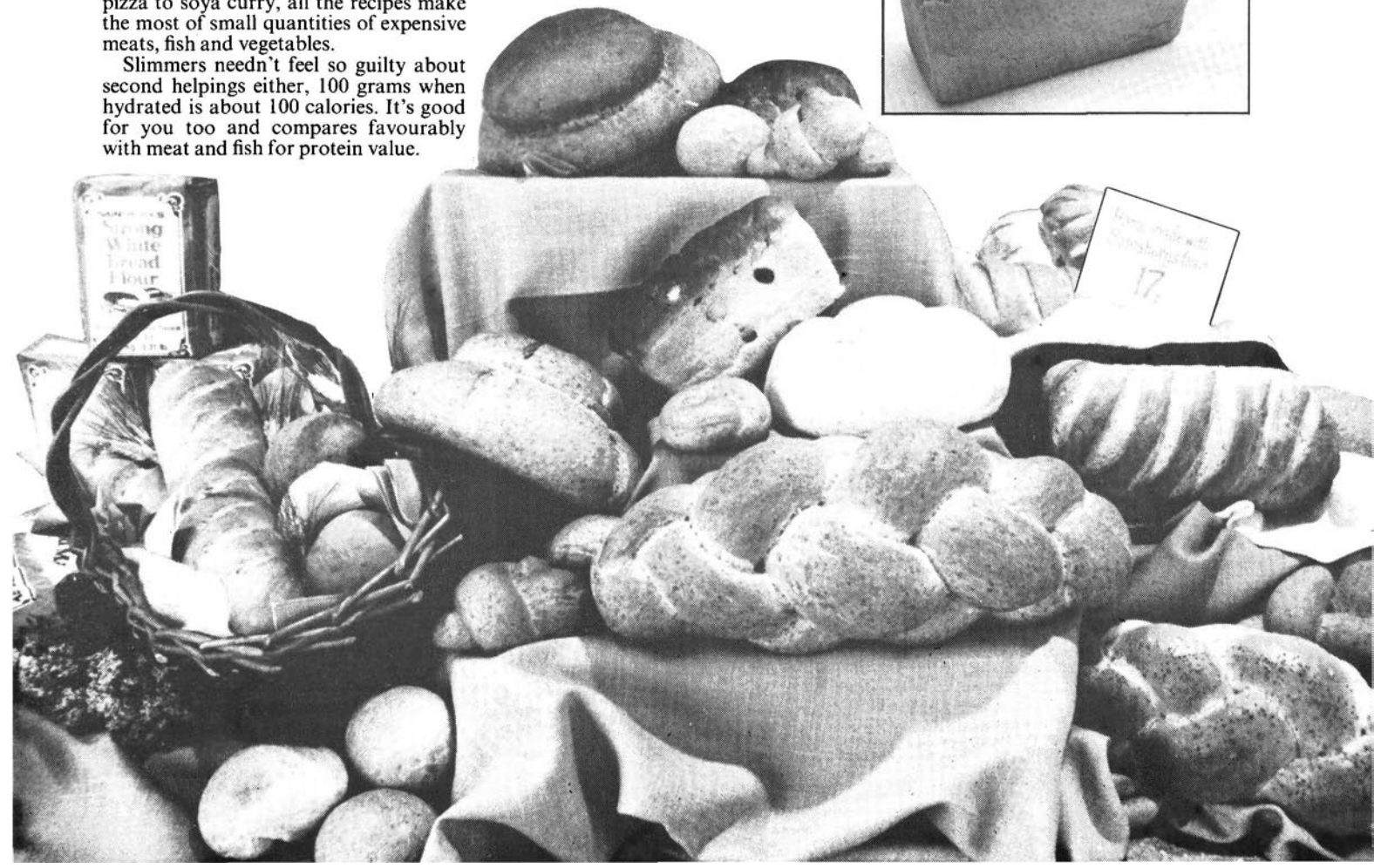
JS recommends the soya granules be used fifty-fifty in meat and fish dishes. They can also be used on their own. The pack includes a leaflet of 24 recipes showing the versatility of the product. From pizza to soya curry, all the recipes make the most of small quantities of expensive meats, fish and vegetables.

Slimmers needn't feel so guilty about second helpings either, 100 grams when hydrated is about 100 calories. It's good for you too and compares favourably with meat and fish for protein value.



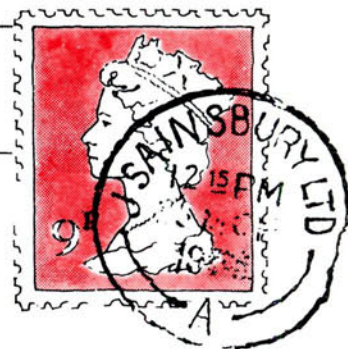
Bread and beans were top of the menu at a JS press conference held to publicise bread home-baked the JS way and to launch JS's versatile new soya granules

Top: Some of the tasty ways JS's new soya granules make the most of expensive ingredients. **Right:** half the price of a shop bought loaf. **Below:** A golden harvest of JS home-baked bread.



Your letters

Letters are welcome and should be addressed to the editor.



Artistic supersave

From: C S Lundy, JS veteran

My wife and I recently visited the Sainsbury Centre for Visual Arts at the University of East Anglia. (See April issue.) The last time we visited the University was in 1968 when our son was a student there and the University itself was in its infancy. We were surprised at how much it has grown and developed since then, the most outstanding of the new buildings being the Sainsbury Centre.

The works of art the Centre houses spans thousands of years and many different cultures and countries. We were particularly impressed by the skills of craftsmen born two to three thousand years ago. Although my wife and I are not students of art we found our visit extremely interesting and enjoyable.

The seating at the Centre is ample and comfortable. The restaurant is good and prices are modest. As only part of the Sainsbury Collection is on display at any one time we shall definitely be paying a return visit. At 25p it was our 'supersave' of the week.

The opening hours of the Centre are:

Monday—closed all day

Tuesday to Friday—open 12 to 5 pm

Saturday and Sunday—open 2 to 6 pm

Admission 25p

As the Centre is primarily for the use of students it is a good idea to check the opening times before planning a visit, in case it coincides with a University function or special exhibition.

For poster dread?

From: M Holloway, Pitsea branch

Following the recent reminder about the cost of the posters displayed at the branches, I am prompted to question the effectiveness of this type of point of sale and furthermore the image it creates.

Currently at Pitsea there are about 30 posters in use, that is 60 sheets of paper. Most of them are hung from the ceiling and the effect is gaudy to say the least.

It is, I believe, generally known that the public do not read notices of any kind in JS stores, therefore it would seem the present practice of using discount posters is ineffective, expensive and creates an image not unlike some of our less successful competitors. TV, radio and newspaper advertising has shown itself to be

far more effective, particularly where Discount '78 is concerned.

As well as the actual cost of producing the posters you must also take into account the cost of the time and labour involved in putting them up, plus their apparent reluctance to stay in place for very long!

Mike Farmer, print manager, replies:

Posters are produced primarily to give an overall effect of many money-saving offers throughout the store and to bring to the attention of customers specific items which are featured on the numerous barker cards in the store. Whether one thinks the posters are gaudy or not is a very personal matter. In general, opinions have been that the impact of Discount '78 advertising has been a success, continuing the great effects of TV, radio and press advertising right to the point where the customer purchases products. I feel that the writer is very naive to think that people do not read posters from which they will gain information to help them save money, be the posters on the window or hung in the store. With regard to hanging the posters, we are now looking into new systems which are simple to use and easy to display.

The situation situation

From: Mrs B Howell, secretary to chief accountant and Mrs D Palmer, secretary to deputy chief accountant, Streatham

Firstly may we make it quite clear we are happy with our lot at Streatham but were somewhat perturbed to read in the last edition of the JS Journal that Blackfriars' recruitment officers had held an open day for a 'drink and a chat' to tempt secretaries working within the area to find out if they would like to work for Sainsbury's.

Whilst we think this is a very good idea, we were under the impression that we do work for the same company and, therefore, this opportunity could have been publicised amongst members of staff who do not happen to work at Blackfriars. There could be budding secretaries within other spheres of J Sainsbury who would have benefited by having the opportunity to visit Blackfriars and talk to recruitment staff before deciding whether or not to move away from their present environment; or on the other hand members of staff could know young secretaries, possibly daughters, nieces or friends etc, who could also have attended the open evening.

One of the secretaries who attended the evening stated: 'I like the casual approach'. Well, we think it has been very casual when only people working within

the area of Stamford Street are aware of what is going on within Sainsbury's before members of staff do, who then only find out about these events after they have happened.

Peter Littrizza, recruitment manager, central department, replies:

The vacancies we were filling had all been offered to JS staff, including those at Streatham, by means of the weekly bulletin. Two of them had been vacant for over a year. Only because they sparked no interest from anywhere within the company did we proceed to recruit from outside.

The method we chose on this occasion was thought to be newsworthy by the Journal. There are other methods but it seems superfluous to pester staff with details of how we are recruiting for vacancies in which they have no interest. Communication between Streatham and Blackfriars is easy and smooth: Streatham staff do ring me occasionally for information affecting themselves, their families and their friends. We welcome such enquiries.

Christmas share out?

From: T Delaney, Streatham office

Proposals were outlined in the recent budget allowing employers to give shares—tax free—as an annual bonus to staff. Would it be possible to apply this ruling to the Christmas bonus, which is subject to tax? The choice of shares or money to be left to the individual concerned.

A Clarke, manager, remuneration and benefits, replies:

It is a little early to comment fully on the point raised by the writer.

Every budget is examined carefully by the company to assess the effects upon both the company and employees. As you probably know, the proposed changes in a budget are embodied in a finance bill which has to pass through all stages of parliamentary procedure. It is possible, therefore, that amendments could be imposed by political parties other than government and it is normally necessary to await the bill's final form as a statute.

At that time, the company will examine all options offered by the budget including the point raised.

Some of the 'JS Greats'

From: W G Leonard, Charlton depot

I was very pleased to see a letter in the March issue from Mr F Edwards, one of
continued on page 18

The following letter (complete with illustration) was found in a trolley left outside Broadmarsh, Nottingham branch, signed: John, Bill and Steve

Dear Mr Sainsbury

I presume you are wondering why this trolley is outside your Nottingham branch? Well, as you only have board meetings to discuss how Fine Fare, or some other 'gangsters', are encroaching upon your market, I will relate the tale to you.

It all began on Monday 3 April 1978, while walking with two friends, Bill and Steve. We proceeded into a subway where lo and behold there was sitting your lost trolley. We could only presume that it had been hi-jacked by some villain of a housewife and left abandoned after serving its purpose. We felt sorry for this destitute trolley from your



flock and decided to take it on our trek.

Having trundled it out of the subway we felt rather strange, to say the least, at pushing around an empty shopping trolley. However, unperturbed we put it to some use—as transport.

I climbed into the vehicle while Bill pushed (Steve stated he wasn't with us). I claimed I was a 'special offer' and being a 'VIP special offer' was pushed

some way. Although rather uncomfortable it makes a change from a Rolls Royce (I advise you to try it).

In turn I became the chauffeur for William (Steve had by this time come out of hiding) and we gaily trundled on our way.

Having negotiated a series of steps we came to an area called the Park which is relatively free from cars allowing us to 'drive' on the road. We then parked the lonely trolley in my backyard.

We were planning to make this 'vehicle' our way of proceeding to school in the morning. However, realising how lonely it was we thought that on moral grounds we could not keep it from its own.

So this is why it is now outside your Nottingham branch.

Buck is on the right track!



'ON MONDAYS we cleaned our bikes' recalls Cyril Buckingham of his days as a JS delivery boy back in the 1930s. 'For the rest of the week we were out and about getting and delivering customers' orders. It was a twelve-, or more, hour day and hard work—but we enjoyed ourselves.'

On April 8 Cyril, better known as 'Buck', retired as produce manager at Purley branch, after 43 years with JS. His first job was at Addiscombe. 'There were four of us delivery lads at the shop. Three bicycles and one tricycle, for delivering really big orders' says Buck. 'Mondays was the day we cleaned our bikes and the manager was a stickler for seeing we did it right.'

Next day Buck would mount his gleaming machine and make the rounds of customers on his patch. 'The idea was we would pick up a new order with every delivery we made' he says. 'We were paid a commission on the amount of business we did. One of the perks of the job, was that most of our customers would let us keep the money on the "empties" we took back.' (In those days there was a small returnable deposit on things like jam jars and bottles.)

In 1936 Buck handed in his bike and went to work at 68 Croydon as a warehouseman. At the outbreak of war in 1939, he was called up. 'I was in the TA and so was among the first to go' he says. 'A despatch rider called at the shop and told me to report that afternoon. I hardly

had time to go home and change my clothes.'

Buck was among the second wave of troops to land on the Normandy beaches. He spent the next seven years in the thick of it on active service in France, Holland and Belgium.

In 1946 it was back to JS and the warehouse at 68 Croydon. From the warehouse Buck transferred to the poultry department at 122 Croydon and then on to Lewisham for training as a produce tradesman. His next move was to 24 Croydon as senior tradesman in charge of produce. He went to Purley in 1969 when



Top: Buck 'gets set' for a busy retirement. Above: Football is still his first love.

24 Croydon closed.

Buck was born and still lives in the house his family have owned for well over a 100 years. 'My first job, now I'm retired, will be to do some decorating and get the garden into shape.'

Until recently all his spare time was taken up with football. First as a player and later running two local Sunday League teams.

He has a fine display of cups and shields to his credit. The cup given to him as secretary of the Croydon Sunday Football League is the one he is proudest of. It is special and only presented in recognition of exceptional service to the club.

Buck's 'exceptional service' went as far as washing the team's football togs—by hand. 'That way I could see they always looked good at the beginning of a match. If a team looks good I think it gives them a psychological edge over their opponents.'

Still very much the sportsman he intends to keep fit by regularly doing a few laps around his local running track. 'I would like to eventually go back to football and coach youngsters.'

One thing annoys him. 'Seeing youngsters standing about doing nothing, when they should be working—it gets my goat. Still I'll miss the girls at the branch and moaning at them! But I'll not miss going to work, I've had enough, I'm ready to retire.'

continued from page 16

the contenders for the title of the youngest JS depot manager. To me Mr Edwards was one of the JS 'Greats'.

Union Street, where he was manager, apart from supplying all the branches was also the holding depot for all the other JS depots and stores. And we gave them all a good service.

The fantastically high tonnage we handled every week compared with the number of staff had to be seen to be believed. All this however could not have been achieved if Mr Edwards and his management team had not been on their toes. The other depots at the time were not a patch on Union Street.

I must mention I became part of the management team at the depot and that we had the job of starting up the produce department, under another great JS manager, Mr Gregory.

Mr Leonard is perishables supervisor at Charlton and has been with JS for 41 years. He is due to retire this June.

Scuppered!

From: G Lovett, area engineer, Woking area office

Avast you lubbers!! I've a good mind to have you walk the plank after reading your article regarding Basingstoke's Amateur Dramatic Society's production of 'The Pirates of Penzance'. Yours truly was a full blown pirate in that production (and also their previous production in 1966) unlike Nigel Broome who was an apprentice pirate and Reg Heath who was part pirate and part policeman! But not a by-line from you, begad!

As a long serving member of Amateur Operatics (27 productions over 23 years), and a qualified member of NODA (National Operatic & Drama Association) I am reporting you to Equity for unfair billing.

Hold hard me hearty! Before you have us hanging from the yardarm can we plead for mercy and the chance to right this terrible wrong, by publishing photographic evidence of your piratical prowess.

Equity please note, the most melodious pirate of them all, second from left, in action during the production—cap'n an' crew of the SS JS Journal

Doric's bumper fun book

'I COULD WRITE A BOOK about my time with JS' says Doric Priestley 'but no one would ever publish it—some of the stories are very funny, but quite unprintable!' Doric, who was produce manager at Tunbridge Wells until he retired last month, had been with the company for 44 years. 'I don't regret any of it' he says 'but since I've left I've been so busy that I don't know how I ever found the time to go to work.'

Doric joined JS in 1934 at 2-4 Ealing and spent two years there as an egg boy. In 1936 he moved to Tunbridge Wells, living above the store. 'We had good times living in. If we were late back in the evening we used to have to shin up a drain-pipe to avoid waking up the housekeeper—who would have been furious. We were well known in the town—especially for our clean shoes and tidy haircuts.' During this time he met his wife, Margaret and they got married in 1940, just after Doric got his call-up papers.

A bob a lob week

The pre-war period, with its high unemployment and political unrest has many memories for Doric. As an egg boy in Tunbridge Wells he remembers one Saturday selling Polish eggs at one shilling for 30. 'They went very well indeed, in fact I don't recall a faster day's trading. In the afternoon we heard the sound of a drum band, and marching up the street came a bunch of Blackshirts, followed by Oswald Moseley making a speech from the back of a car. We realised then that our eggs were being thrown at him and he was the reason we cleared our stocks so fast.'



Doric's garden is his pride and joy.

Doric's war was spent in the Royal Army Service Corps. He started off in Algiers and as the war progressed moved through Tunis, Italy, Austria and finally Greece. 'We built an awful lot of bridges' says Doric.

He was demobbed in 1946 and returned to the self-service branch in Tunbridge Wells, where he soon made senior leading salesman. Apart from a couple of years spent in Tonbridge at the service branch there, he has remained in 'The Wells' ever since. 'Not a great deal has changed since the war' he says. 'The competition has got stiffer but we've got marvellous customers and I don't think there's anyone to beat us in the town.'

A pat on the back

One of his favourite memories of the post war years concerns butter. 'It used to come in hundredweight barrels and we used to put half of the barrel on display as one big lump—above the stuff knocked up for sale. One hot day I can remember looking up just as this enormous lump of butter slid off the top shelf and landed on top of a customer. He wasn't very pleased—but I couldn't help laughing.'

Doric and Margaret now live in a comfortable house on the outskirts of Tunbridge Wells and the large garden at the back is Doric's pride and joy. 'There's a lot of work gone into that garden' he says. 'I ruined three pairs of trousers digging five-year-old horse manure into it, but it was worth it for the results.'

Another pastime he can indulge this summer is watching cricket. 'I used to play a lot as a young man, but nowadays I enjoy watching Kent play and I shall certainly go and see them more often this summer.'

And his immediate plans? 'The wife and I are going over to a bulb festival in Holland for four days. Officially I'm going over for the spectacle, but unofficially the Dutch brew some nice beer!'



Game, set and match

THE END OF APRIL was also the end of an era for the SSA when Alan Kettley, the secretary, retired. Alan, who'd been with the company for 44 years, had held the post of SSA secretary for the last 23 years. And during that period he not only revitalised the whole running of the SSA, but also became recognised as one of the leading recreation managers in the country.

He joined JS in November 1933, working as 'general dogsbody' in the retail sales office. 'I was filing all day long' he says. 'I still remember the alphabetical order of the stores in those days—Addiscombe, Amersham, Balham...' After six months he moved into the depot stock office, starting as everyone did in those days on the rabbit stocks. Eventually he moved on to the motor engineers and electrical engineers stocks.

In March 1940 Alan was called up, and joined the Welch Regiment. After a couple of years he joined the Glider Pilot Regiment and went through their tough training.

'They made it deliberately hard for the new recruits, either you stuck it and made a pilot, or you went back to your regiment. For a while we were in a tent that had a muddy stream flowing through the middle of it, and we still had to appear on parade each morning with clean boots or risk a spell in "jankers". They would even change the colour of blanco we had to wear on parade at two o'clock the same morning!'

His first operation was D-Day, and his second and last as a glider pilot, Arnhem (of 'A Bridge Too Far' fame). 'Being at Arnhem was an interesting experience, although it frightened me to death at the time' says Alan.

Taken prisoner by the Germans, he escaped after three days ('I didn't like the food'), met up with the Dutch underground and escaped back to England. A few weeks later he was back in Holland, working with the underground, crossing and recrossing the Rhine to help allied troops to escape from the Germans. Alan tells fascinating tales of this phase of the war and despite the dangers he faced he still insists that he enjoyed himself. 'On the whole' he says 'I had a lovely war, except for the times when I was being shot at from close quarters—that really put the wind up me.'

Tough Nut

He was back at JS in 1946 and returned, like everyone else, to the job he'd been doing before the war. After a few months however, he was put in charge of credit control. 'A lot of managers remember me as a tough nut' he says 'but I had no choice. I was only allowed £400 of bad debts each year, so it was a constant battle.'

One of his favourite stories from that period revolves around the then chairman, Mr RJ, now Sir Robert Sainsbury. 'I had a phone call summoning me to the chairman's office, and when I got there Mr RJ showed me a letter from a customer complaining about her account. I



Alan at home—in the SSA office, Blackfriars.

explained what had happened and he told me to go away and write a nice letter to the lady, so that he could sign it.

'I duly went away and wrote the letter, but when I presented it to him for signing he read it and then tore it up. "My boy" he said "you've been writing rude letters for so long that you've forgotten how to write a nice one!" And it was true. Try as I might, I couldn't find the right phrases. I had the very devil of a problem with that letter.'

Meanwhile, he'd become secretary of the office section of the SSA and was also chairman of the badminton club and running the office drama society. Outside JS he was also active in his local drama society in Coulsdon plus helping with a youth club and an old people's club. On top of this he was also playing tennis, table-tennis and badminton whenever he could. 'I was hardly ever at home' he says 'but I enjoyed myself.'

In 1955, Stan Taylor, then secretary of the SSA, was forced to give up the post due to ill-health and Alan was appointed his successor. After a few months learning the ropes he began to apply the dictum which has proved so successful over the last 23 years. 'Our philosophy has always been—"what can we do that we've never done before"' he says. And he started as he meant to continue by hiring the Empress Hall for the first of a series of enormous SSA events. 'We had Joe Loss and his band, the TV Toppers, and we gave away a Ford Popular with the numberplate SSA 1. Over 6,400 people were there, including every director and senior manager and a great time was had by all. Funnily enough, I saw the SSA 1 numberplate a couple of weeks ago on a Bentley. The following year we gave away two Lambrettas and hosts of other prizes—even TV sets, which in those days were still comparatively rare.'

The next venue was the Royal Albert Hall, but after a couple of years the difficulties associated with finding and hiring suitable halls became too great and the grand central events gave way to the more modest, but equally enjoyable area dances at local venues. About that time the SSA hired two steamers for a day trip

to France and over 2,600 people clambered aboard the 'Royal Daffodil' and the 'Queen of the Channel' only to be met by a force eight gale.

'The sight of 2,600 people being seasick is not a pretty one' remembers Alan. 'The following year, not believing that our luck could be any worse, we took 1,600 people out into the Channel for a day—and suffered a force nine gale. We didn't do that again.'

Pontins by the sea

Alan also started the now perennial weekends at holidays camps, first of all with Butlins, changing to Pontins when the Butlins' camps couldn't cope. 'Things were building up over the years' he remembers. 'I was out five nights a week at SSA functions but I never regretted it. I was being paid to do a job that I loved and I don't think anyone can ask for more.'

His love of the job caused him to become involved with the fledgling 'Recreation Managers Association of Great Britain', serving firstly on the committee and then as chairman, until the JS Centenary celebrations in 1969 forced him to give it up. He is now vice-president and last year was asked by Dennis Howell, minister for Sport and Recreation, to serve on a government committee looking into the needs and opportunities for training of recreation managers.

'I was really chuffed by that' says Alan 'and I'm going to be kept busy with the committee for at least another 18 months after I retire.'

After such a long and active career, Alan's major purpose on retirement will be to relax. 'I'm just going to take it easy for a while and I'm going off to Corfu for a good long holiday. When I get back I plan to spend more time in my garden and there's a lot of decorating and DIY to be done around the house.'

How does he view the last 44 years? 'It's been ruddy hard work but I've had the maximum of job satisfaction with the SSA. If I'm going to be remembered for anything, I'd like to be remembered for that.'



People pages

Appointments

A Spence, formerly manager of Kenton branch, has been appointed manager of Chesham branch.

K Goodbun, formerly deputy manager at 1-4 Ealing, has been appointed manager of Kenton branch.

M Hall, formerly manager of the Bury Park, Luton store, has been appointed manager of South Harrow branch.

B Williams, formerly deputy manager of Hitchin branch, has been appointed manager of Bury Park.

N Cowley, formerly manager of Doncaster branch, has been appointed manager of the Pitsea store.

P Wesson, formerly manager of Rugby branch, has been appointed manager of the Doncaster store.

A Greeves, formerly deputy manager at the Coventry store, has been appointed manager of Rugby.

D Thomas, formerly assistant manager of the costing, classification and legislation section in the fresh meat trading department, has been appointed deputy manager of the fresh meat trading department.

The following appointments have been announced in relation to the opening of the new Solihull store. At the time of going to press no timetable had been finalised for these appointments.

M Hemmens, at present manager of the Leamington store, will become manager of the new Solihull (805) branch.

I Wilson, currently managing Northfield branch, will move to the Leamington store.

T Delves, manager of the existing Solihull store (887), will take over the management of the Northfield branch.

Long service

Des Butcher, a warehouse foreman at Charlton depot, celebrated 25 years with JS on May 6.

Mr Butcher joined the company at the old Union St warehouse, before moving to Charlton depot when it opened. His first job at Charlton was as chargehand, but he has since been promoted to foreman.

Fred Dooley, a driver at Buntingford depot, celebrated 25 years with the company on May 6.

Mr Dooley joined JS in 1953 at the Blackfriars warehouse and took up driving in 1954. After a period of night work he moved to Buntingford when the depot opened in 1967. He has remained a driver ever since.

Ted White, the senior butcher at Winchester branch, celebrated 25 years with

JS on March 30.

Mr White joined the company at 193 Catford and worked in many London branches in subsequent years, including Lewisham, West Wickham and 158 Catford. He has been at Winchester since 1963. Mr White has also been active in trade union affairs, and was elected to the executive council of USDAW.

Cid Evans, meat manager at Reading branch, celebrated 25 years with JS on April 20.

Mr Evans joined the company in 1953 at the Ruislip store. Promotion in 1959 to deputy meat manager accompanied a move to South Harrow branch and in 1963 he moved in that capacity to Reading. In 1964 he was promoted to spare meat manager and in 1967 to meat manager.

Retirements

Les Henwood, warehouse manager at Barkingside branch, retired on March 18 after 43 years with the company.

Mr Henwood joined JS in 1935 at Barking. With the outbreak of the war he joined the forces, and spent six years in the army. He returned to Barking branch after the war, and in 1948 was promoted to assistant manager. In the following years he visited many branches on relief and was then made manager of Stoke Newington. Later he managed Hoxton, Romford and the old Seven Kings branch until its closure in 1972. Since then he has been warehouse manager at Ilford Central, closing his career at Barkingside.

A keen do-it-yourselfer, Mr Henwood is planning to keep himself busy around his house in Hornchurch and intends to devote more of his time to his garden.

Our deepest sympathies to Mr Henwood, whose wife died only a few days before his retirement.

Eric Phillips, a motor engineer at Clapham, retired last month after 46 years service.

Mr Phillips joined the company in 1932 as a motor engineer, and has happily filled that position throughout his career with the company.

Ethel Coulson, operations manager in the textiles department at Blackfriars, retired last month after 37 years with JS.

Miss Coulson joined the company in 1941 as secretary to the personnel manager. Staff shortages during the war forced her to drop secretarial duties and she managed the health section and worked as assistant to the depot personnel manager until the war was over. She resumed secretarial work for the chief grocery buyer, then a Mr Harrison, before becoming secretary to Lord Alan in 1951.

When in 1958 Lord Alan handed over responsibility for trading to his son, she

became John Sainsbury's secretary, and later his personal assistant. In 1963 she joined the team planning the new factory, until in 1966 she became Sir Robert Sainsbury's personal assistant. She remained with Sir Robert until his retirement from the chairmanship after the centenary celebrations in 1969.

She then worked in the branch trading division with director Peter Snow (now retired) until in 1972 she became involved with the setting up of the textiles department. Miss Coulson is retiring early following a reorganisation in the textiles department.

Rose Geach, chief cashier at Harold Hill branch, retired on April 29 after 22 years service.

Miss Geach joined JS in 1956 and worked in the produce department at Harold Hill for two years. In 1960 she became a cashier and soon after, chief cashier. She plans to spend her retirement pursuing her hobbies, which include dressmaking and gardening.

Gwen McGurk, chief clerk at Whetstone branch, retired on April 22 after 16 years with the company.

Mrs McGurk joined JS as a packer weigher, but left for a short period to nurse her elderly mother. She returned to Kentish Town branch as second clerk and worked on relief in many of the north west London stores. Later she was promoted to chief clerk, and moved to Whetstone two years ago.

Dorothy Ware, daily cook at Rugby branch, retired on April 22 after 15 years with JS.

Mrs Ware has worked at Rugby since she joined the company.

The following people have also retired. Their length of service is shown in brackets.

Mrs E M Adams (9 years)

Mr B J Watson (8 years)

Mrs C Ross (7 years)

Mr A Povey (6 years)

Obituary

Jim Uridge, a plumber in the branch engineering department at Woking area office, died on April 8 after a long illness.

Mr. Uridge was 56, and had been with the company for 14 years. He will be much missed by his colleagues and friends throughout JS.

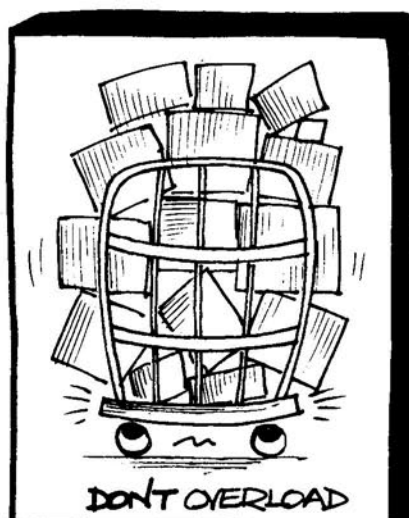
Maureen Fitzgerald, a clerk in the supply control department at Blackfriars, died on March 4. Mrs Fitzgerald had been with the company for ten years.

Norman Rumbelow, a clerk in Basingstoke depot, died on March 9. Mr Rumbelow had been with JS for nearly nine years.

Roll pallets lib!

Roll pallets come in for a lot of rough treatment at the depots and branches. They suffer the abuse of overloading, mishandling and are often used until they literally fall apart, instead of being sent for repair. Consequently they often

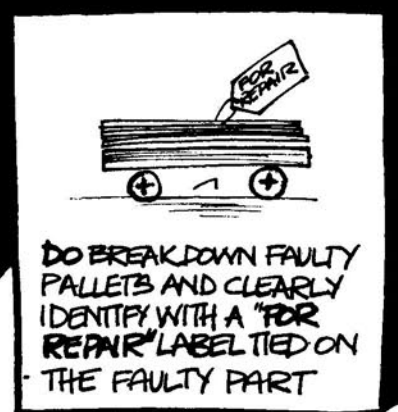
fight back by being the cause of an accident or injury. Stan Ramage, JS's safety advisor, fights back with three don'ts and two do's that will lengthen the life of roll pallets and make life safer for us.



*do's
and*



don't's



Customer expresses her pleasure

MORE HASTE LESS PEEVE for a customer at West Wickham branch who is so pleased with the express checkout recently introduced at the store she wrote to the manager saying so.

She said it now means she can shop at

JS in her lunch hour and not worry about being delayed by customers with loaded trolleys. 'I do hope the express checkout is a success—I certainly overheard a lady behind me say "what a joy this is"—and that you continue its operation.'

West Wickham is one of nearly 40 JS stores to introduce an express checkout since the initial trials conducted last summer at six selected branches.

To begin with three different systems were tried out—hand baskets only, up to six items only and eight items only. The latter system seemed to find most favour with customers and this is the one now being adopted by all the branches with an express checkout.

The checkout is identified by an illuminated cube, similar to the numbered cubes already in use but saying 'express checkout'. The sign is turned off when the checkout is required for normal use.



A rare chance to meet the JS team whose hard work behind the scenes makes the Veteran's Group the fantastic success it is.

'... when pansies were flowers'

SPRYER THAN EVER, over 1400 JS veterans accompanied by their spouses or friends, met at London's Royal Lancaster Hotel on April 24, to attend the JS Veterans Group's thirtieth annual reunion.

Warm spring sunshine greeted 26 coachloads of veterans as they drew up outside the hotel. (Others came by private car. Those who came by public transport had their fares refunded.) Within minutes they had 'taken over' and were settling in for an afternoon of meeting old friends and making new ones. As in other years the function was split over two floors and the traffic between the two suites at times outdid Waterloo station!

The organisation was impeccable, as usual, as was the high tea—chicken and ham with a choice of salads, followed by black cherry ice cream gâteau, rounded

off with fancy pastries, cake and tea. After the meal, chairman John Sainsbury with the help of two veterans, one from each suite, drew the names of 20 lucky winners of a £2 prize.

Harold Dyer, chairman of the Veterans Group, made a surprise presentation of a cheque to the Group's secretary for many years, Vera Shadbolt, in appreciation of her excellent work and in anticipation of her own retirement from JS this June.

Sir Robert Sainsbury was unable to attend this year and he sent a telegram of apology, but Lord Sainsbury was there animatedly exchanging anecdotes about the old days.

JS archivist Honor Godfrey found herself overwhelmed with information and tales of the days 'when men were men and pansies were flowers' as one veteran so succinctly put it.

Whatever veterans do, they certainly do not sit back in the proverbial rocking chair. They are out and about on world trips, building an extension on their home or, like Bill Beckham, they take up a new career as their wife's *couturier*.

Bill, 46 years with JS, was once a foreman at Charlton depot but now makes most of his wife Amy's clothes and has recently taken up knitting! He made the trouser suit she wore at the reunion and it was hard to believe it had not been made by a craftsman with years of experience in the tailoring trade.

Jam-making, wine-making and cabinet-making are just a few of the other pastimes they dabble in. Their philosophy: 'There's nothing you can't do if you say you can do it.'

And from the look of it JS veterans are game for anything!

Crippled with arthritis, 70-year-old Margaret Gehan wouldn't miss the annual reunion for anything.



Those were the days...

'THE MANUAL SHOPS were the best' says Gwen Potter looking back over her 43 years with JS. 'We were like a family and serving over a counter you really got to know and make friends with your customers.'

On April 1 Gwen retired as deputy chief clerk at Greenford branch. Her first job was as a despatch clerk at Southall. 'In those days we had a delivery service and I made up the orders. The bigger and more complicated they were the better I liked it. A big order at that time was one that came to £1 or more!'

After a while she moved on to the grocery department and from there to the office. During the war years she was a firewatcher, keeping a careful eye on all the shops in her area—particularly JS.

When Southall closed in 1970, Gwen moved to 1/4 Ealing for a time. Finally she transferred to the old Greenford store, moving to the new one when it opened in 1975.

Gwen has observed the change from counter service, to self service to supermarket with a tinge of sadness. 'It's progress I suppose' she says 'but I miss the contact with customers, also the variety of jobs you had to do. Today everything comes in pre-packed. I enjoyed weighing and packing the goods myself.'

Treated like a queen

During her 43 years Gwen hardly had a day off work. Last year she suddenly found herself at home for six months following a nasty fall at work. Now she is slowly recovering from a knee operation. 'I was in plaster when I went to last year's long service dinner' she recalls. 'But Vic Lonnon and the other organisers were so good to me, no one knew about the plaster until I left on crutches. It was a wonderful evening, I was treated like a queen.'

Gwen hasn't made any retirement plans as yet. 'I'm waiting until I'm well and truly back on my feet. Then I intend to take up cycling again. It's the only way to get around—I always cycled to work.'



▷ continued from page two

consistently high level of investment over recent years we would not have been able to contain the pressure of rising costs or attain the level of efficiency necessary to be able to successfully mount Discount '78.'

He added it was encouraging to be able to report that although the number of new stores opened in 1977/78 and due to open in 1978/9 is lower than he would have liked, because of the difficulties in obtaining planning permission, there is a greater number of stores in the pipeline for 1979/80.

'As predicted' he said 'the second half of the year was in marked contrast to the exceptionally buoyant conditions in the previous year. There was never any likelihood of repeating last year's exceptionally high net profit percentage in the second half and I believe it to be reasonably satisfactory to have attained a

similar level of percentage margin to that experienced in the second half of 1975/76.'

Moving to the joint JS/BHS venture, the chairman said the SavaCentre at Washington had made a small trading profit in its first quarter's trading. Three SavaCentres are being planned to open over the next four years.

'We share the concern expressed by the government about the decay of some inner city areas. It has long been our policy to site supermarkets in city centres as well as seeking edge of town sites and district centres.

'SavaCentre's proposed development in Oldbury is an excellent example of siting a hypermarket in a town centre environment desperately in need of revitalising.'

News of JS's favourable results certainly had a 'revitalising' effect on the price of JS shares which rose from 172p to 187p after the results were published.

New range is child's pay!

POCKET-MONEY TOYS are making an appearance in five JS stores at the moment. The range of 61 basic items all sell at less than £1.25p, and are designed to appeal to children accompanying their mothers on shopping trips. Included in the range are 'Kenny Dalglish footballs', 'Mr Men' jigsaws and 'roly-polys', toy cars and

helicopters, dolls, knitting sets and many other items designed to appeal to children of all ages. Laurence Ling, of new departments buying, is convinced that they're going to be a great success. 'There's a tremendous potential for growth in this area' he says 'and I'm sure that we've got the right range to make a big impact.'



Alison is new number two



THE NEW FACE in the public relations department at Blackfriars is Alison Wearne, who joined JS last month as deputy manager of the department.

Alison spent four years with Key Markets as their public relations manager, preceded by a spell in a PR consultancy. She replaces Richard Gaunt, who has left JS to head the PR department of Ellerman Lines.

Golden arrows

THE SSA DARTS FINALS for 1978 were held in the recreation room of Rennie House on April 9. The competitions drew a record entry and play went on from ten in the morning until eight at night.

The Arcady trophy for best team went to Basingstoke Transport who beat Holloway branch in a closely contested final. The Gurr cup for men's singles was won by Mick Elkins, one of the victorious depot team.

The ladies' singles trophy went to Dot Huxter from Romford branch, and the ladies' doubles to Delia Echlin and Carol Purrell from Hoddesdon branch. The men's doubles trophy went to Tony Phillips and Bob Allen from Stockwell branch, who recovered from a one leg deficit against Kevin Savage (of Basingstoke branch) and Mr A. Nutley, to win two-one.

The trophies and prizes were presented by SSA secretary Alan Kettley in one of his last functions before retirement.

Harry Stringer is not only a hot contender for the title of the youngest JS depot manager he is also the outright winner of the Journal's spot the deliberate mistake contest.

First we referred to him as relief manager and not manager of JS's Green Wharf depot, next we said he was manager of Green Wharf at 29, when as everybody knows it was Saffron Walden. Harry took charge of Green Wharf in 1972, when it opened, replacing the old depot at Saffron Walden.



Getting the message

ONCE UPON A TIME in the branches bacon was not bacon but 'peat smoked' and 'mild cured'. 'Genuine old' was York hams, 'perfection' meant pies, 'my own make' was pork sausages and 'delicious on toast' could be nothing else but Crelos margarine. Simple handwritten or printed cards bearing messages like these accompanied the goods on display. Inevitably the message becoming synonymous with the product. More elaborate coloured showcards were reserved for special window and point of sale displays.

The examples illustrated here have recently been donated to the JS archives and date from the 1930s and Second World War period. The 'open show' of bacon and hams at 146 Bournemouth (circa 1925) has a scriptwritten sign saying: 'The Produce of Our Empire'. The coffee display (location and date unknown) prominently shows the 'freshly ground' advertisement.

The archives have only a very few showcards and would be pleased to hear of further examples or to see photographs of advertisements in situ. Please contact JS archivist Honor Godfrey, Blackfriars extension 6528.



Egg on our faces

A short time ago, the archives were unable to help a JS customer who wanted to know when egg rationing ceased after the Second World War. Since discovering the facts, the name of branch and customer have been mislaid. Please can the relevant branch pass on the relevant information to the relevant customer on our behalf!

Autumn 1940: control imposed on imported and home produced shell eggs

June 1941: national distribution for all imported and home produced shell eggs began.

Customers could only purchase through a registered retailer.

There was no guaranteed ration and no formal obligation for the

retailer to ration eggs. Priority cases (hospital patients, some invalids, nursing and expectant mothers, children under 18) could get up to three eggs a week.

July 1942: a page for eggs (which were controlled rather than rationed) was introduced into ration books.

1943: expectant and nursing mothers were excluded from the priority list and one extra egg was allocated on their supplementary book.

1945: for a few weeks in the spring, there were no restrictions at all.

Mid March to mid June 1950: no restrictions.

26th March 1953: complete decontrol of eggs.

**Don't forget—
last copy
date for
next issue
is May 29**

White on the green

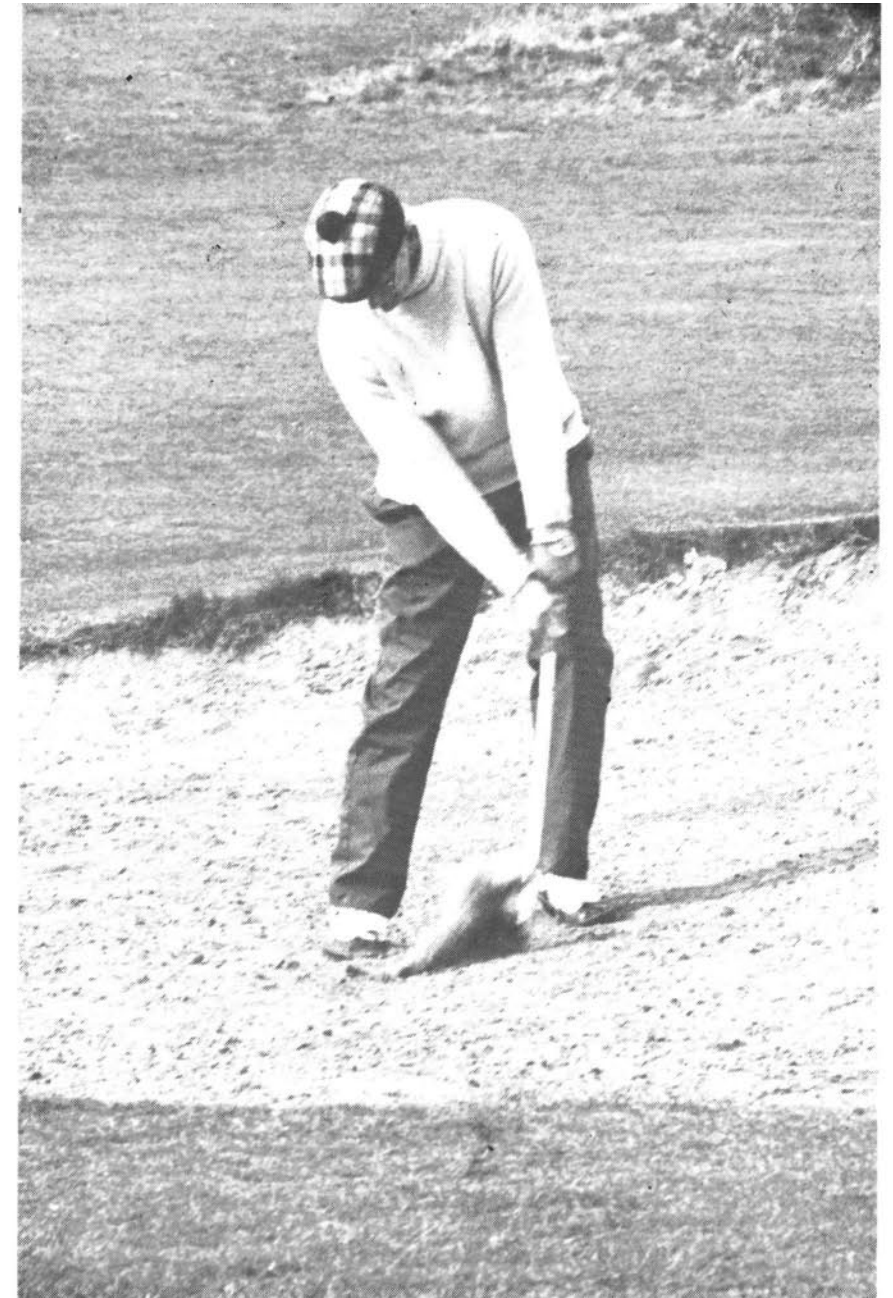
APRIL SHOWERS turned to snow as the competitors in Uxbridge AGM Ken Wood's annual golf tourney battled their way round 27 holes on April 10.

Thirty-five keen golfers from all parts of JS made the journey to North London to take part in two competitions. During the morning a complete round of the testing Moat Mount course was devoted to a 'Stapleford' competition for the day's main prize and the Ealing Area Golf Cup. The first foursome set off at 8-30 in the morning and apart from a few snow flurries the weather was bright and windy. After lunch however, as the competitors set off for nine holes of 'medal' play for

yet more prizes, the showers became heavier and by the time the first groups were returning to the clubhouse the snow was falling heavily.

After a warming tea and with the snow falling thickly outside, Ken Wood made the presentations. Winner of the Ealing Area Golf Cup was Geoff Challis, manager of Worcester branch but the overall winner of the morning's competition was Mick Hockley from Buntingford depot.

Second was the irrepressible Ernie Williams from Charlton depot. Winner of the afternoon's 'medal' competition was Mike Smith, deputy manager at Bexleyheath branch.



Above: Totting up the scores after the afternoon's round. Right: Ken Wood blasts his way out of a bunker on the ninth. Below: George Smart, manager of Eltham freezer centre, battles against the snow. Bottom: The snow-swept winners, left to right: Jim Buck, John Quinn, Ernie Williams, Mick Hockley, Mike Smith, Geoff Challis and Ken Wood.

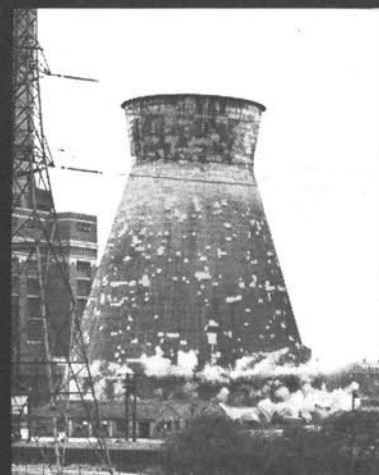


Blow-up!

A TOPPLING TOWER provided Terry Wright with an exciting subject for his latest batch of photographs. Terry, who is deputy manager at the Waltham Cross store, won the *Journal's* November 1976 photography competition with a superb picture of children on a roundabout.

Demolition work on the cooling towers at nearby Brimsdown power station on April 9 gave him the chance to take a series of photographs capturing the last moments in the life of one of these structures. Using his Mamiya 35mm camera, fitted with a 50mm lens and a pistol grip, Terry fired off

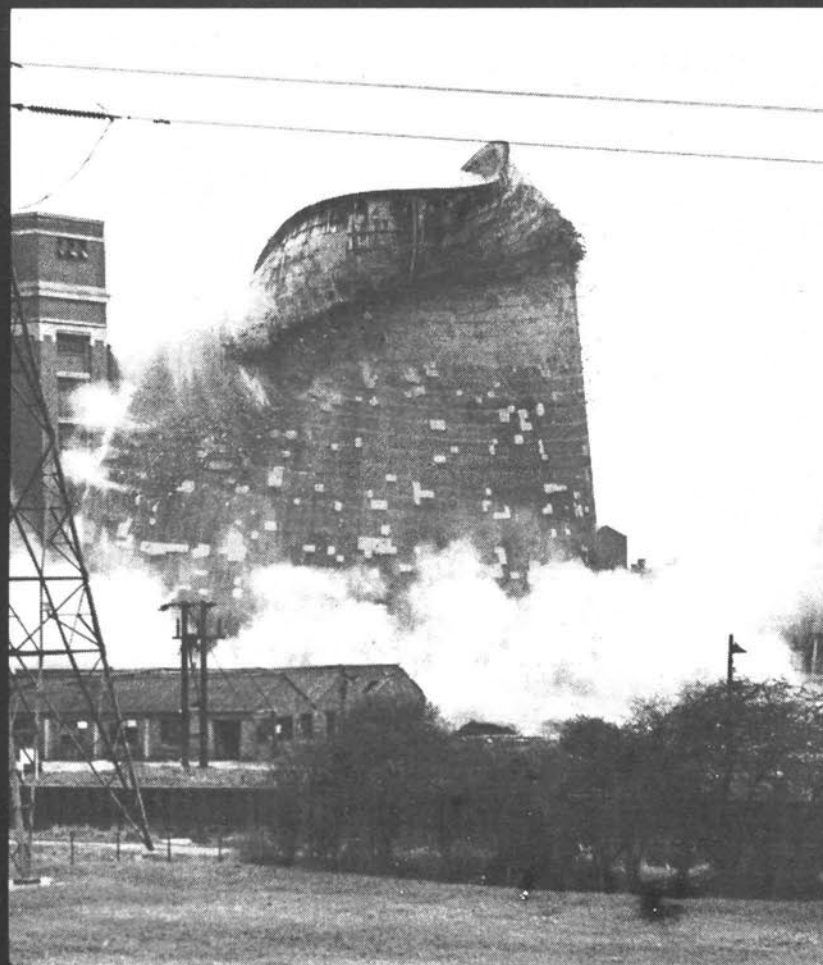
shots in quick succession. Around him press photographers with expensive motor-drive equipment were clicking away, but Terry's shutter finger is so fast that he managed to produce a sequence of pictures every bit as good as the professional's, and without their sophisticated hardware.



The big bang ...



and the tower topples ...



swaying in on itself in a cloud of dust.





Master negatives like the one Colin Purnell is holding cost about £60 each. It is from these masters the 'copy' is made up on the photo-composing machine behind.



Mike Bonnick enlarges the initial photo-setting to the correct size.

'WHATEVER YOU DO don't call it silk screen' says Stan Norton, manager of JS's screen printing unit. 'Nowadays it's Polyester. Manmade fibres are more durable and have just the right amount of "give" in them. Silk is a thing of the past for this type of commercial printing—we are not in the fine art business.'

Polyester may have ousted the silkworm, but the traditional skills needed for screen printing remain the same. Stan heads a talented team of twelve—one woman and eleven men.

Between them they produce 40 to 50 per cent of all the point of sale material displayed in the branches. Currently the unit's output is about 20,000 printed items a week and the average run is 250 copies—roughly the number of branches.

Having an internal screen printing unit is sound business sense. It's cheaper and more efficient than putting everything out to a commercial printer and it means turnaround time can be reduced to a

couple of hours for a rush job, like a price change needed in a hurry. Turnround is normally no more than five days. Jobs start coming in from Monday and are despatched to the branches on Saturday.

Since the unit was first set up in 1968, the workload has greatly increased. The scope of jobs undertaken has also widened. It now includes things like posters for Christmas, point of sale for new departments and special promotions.

Discount '78 has seen the unit moving into top gear. The recent colour changes have kept the printing ink flowing and the presses running at full tilt.

Stan has been with the unit from the start. He became manager in 1969. He remembers the early days in one small room in a now demolished building opposite Stamford House. 'All we had was a hand-operated press and we had to go across the road to Stamford House to use the guillotine' recalls Stan.

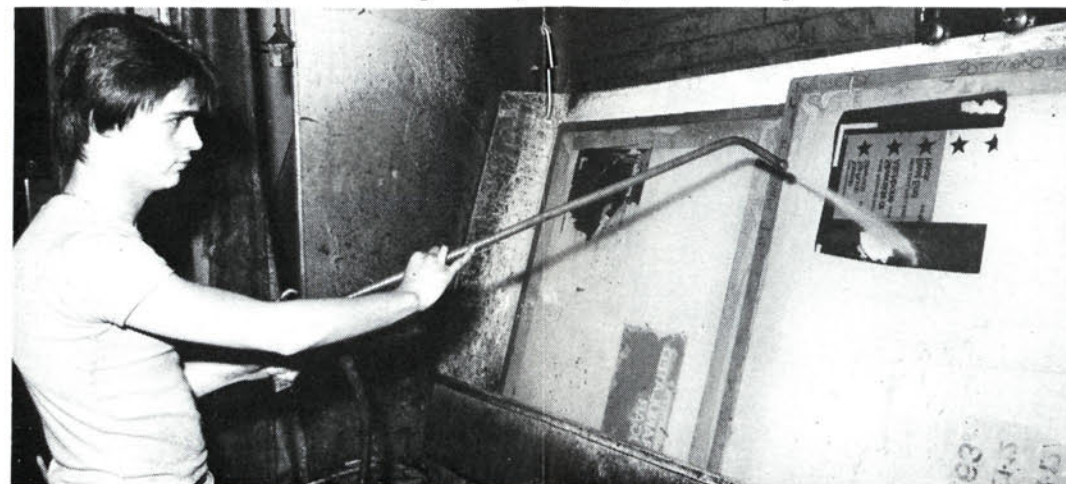
A spell in the basement at Stamford

JS's screen printing unit produces 50 per cent of all the posters, channel tickets, barker cards and other point of sale material to be seen at the branches. Lured by the smell of printing ink and the eye catching work coming off the press recently for Discount '78, the JS Journal visits the unit to meet the . . .

Stars of the polyester screen



The preparation team, from left to right: Manager Stan Norton, darkroom technicians Colin Purnell and Mike Bonnick, layout artist Geraldine Finch, senior layout artist Derek Wood and layout artist Chris Hamilton. In front of them a completed 'positive' made up on transparent film, from which the printroom will make a stencil.



In the printroom Tim Wood uses a powerful water jet to clean an old stencil off a screen printing frame.



Screens can be stored for repeat runs. Here Stan Norton shows us what a blank Polyester screen looks like against one with a stencil in position.



Mick Lynch puts a screen to dry. The next step will be to 'spot out' any imperfections and peel off the stencil backing film.

House was followed in 1976 with a move to the unit's present home, a purpose built studio and printroom in Rennie House.

The print buying department, based across the street in Stamford House, provide Stan with the original brief, usually typed or a hand-drawn mock-up. Working from this Stan and his team begin the complicated task of turning a rough sketch into crisp, high quality print.

What happens in between the arrival of a design brief and the finished printed product is a series of complicated steps that combine photo-processing skills with traditional printing craftsmanship—plus a liberal dash of artistic flair.

However, this a layman's quick guide to how it's done.

Under the supervision of senior layout artist Derek Wood, the right size and style of lettering is produced photographically, by darkroom technicians Mike Bonnick and Colin

Purnell. Layout artists Geraldine Finch and Chris Hamilton make up a 'positive' from the individual words on transparent film.

The positive then leaves the studio for the printroom, where Dan Mills, David Keating, Mick Lynch, Jim Smallwood, Tim Wood and Ian Raynor take over.

First a stencil is made from the positive, again using a photographic technique. The stencil has a backing sheet, which is peeled off once the stencil has been mounted in position on the mesh of the screen printing frame.

The screen is fitted into the press. Ink is poured along the front edge of the printing frame. A mechanical squeegee (the width of the screen) is passed over the frame, pressing the ink through the Polyester screen mesh down onto a sheet of paper below, the sheet then moves on through a drying tunnel. And voila! Out comes a poster (or channel tickets, or barker cards or . . .) printed in one colour. To print in more than one colour means a second pass through the press.

continued >