

JS JOURNAL

July 1979



**All the fun of the
Family Day**

starts on page 10.

JS JOURNAL

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for employees of

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Where the action is

'ACTION POINTS' are part of a new campaign organised by branch operations. They are designed to remind managers and all their staff of their important role in the running of a busy JS store and help them tackle areas which are known to be troublesome. Followed through, they should ensure that the service provided to customers, and the checkout operation in general, improves.

Dennis Males, director of branch operations explains: 'The series of action points printed in the daily bulletins are part of the division's continuing campaign to improve service at the "front end"—ie the service to the customers.' Customer complaints usually revolve around congestion at checkouts, and stores perhaps not reacting quickly enough to counteract the queues.

The 'action points' and slogans are aimed to encourage staff to stay one step ahead of likely problems. They should do everything within their power to anticipate and use all the resources available to them to make service to the public better than ever.

Annual meeting

THE ONCE A YEAR DAY for JS shareholders comes around again on July 4, the date of this year's annual general meeting. This is the company's fifty-seventh AGM and the venue is the Connaught Rooms, just off Drury Lane. The meeting starts at twelve noon.

News and pictures of the meeting will be in the next issue.

Continental flavour

FRENCH STYLE is something that cannot be denied. A new idea from the dairy buying department can bring that certain chic to your shopping basket!

French natural yogurt is now available at all large branches of JS. Imported every week from France in attractive glass jars it is full cream and unsweetened. The yogurts usually bought in Britain are made from skim-

med milk but these French yogurts have a fat content similar to that found in fresh milk and a much creamier taste. The cost is a competitive 12 pence for 125 grammes.

As an accompaniment to delicious summer soft fruits shoppers have found the JS own-label French yogurt a tempting alternative to all those extra calories in fresh cream.

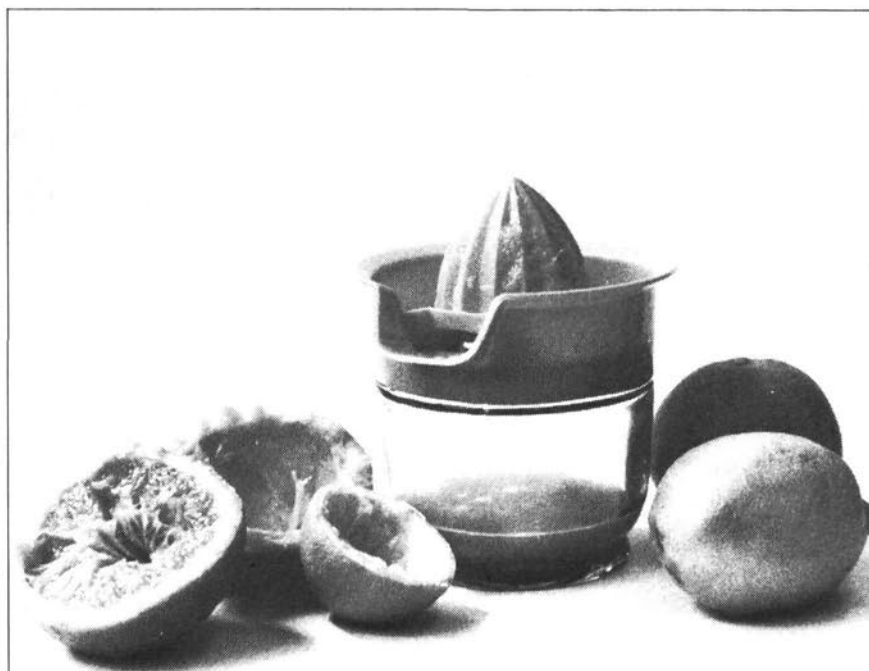


JS French natural yogurt and English strawberries—a delicious combination.

Put the squeeze on summer

THE GREAT SQUEEZE is on in 53 JS stores at the moment. But it's not a crisis—it's a new product. The 'juicer' below costs only 95p, and is the perfect

tool for converting fresh oranges to fresh orange juice. Just the thing for a refreshing summer drink—if and when summer arrives!



Telly quiz-kid

GAME FOR ANYTHING, Karen Dance, supermarket assistant and in-store instructor at Bristol, has made her debut on television. Karen is renowned at her branch for her love of quizzes and was recently invited to appear on the popular West Country television programme 'Definition'.

Karen appeared two weeks running during the second series of this knock-out quiz game until she lost her crown. She is proud that they have decided to show the programmes nationwide at the end of August and will thereby extend her fame! The contestants are pictured here (Karen is seated right) at the HTV Studios, Bristol, with the quiz master, Don Moss, and celebrity guests Liza Goddard and Eleanor Summerfield.



Marginal notes

'OPERATION CHECKOUT' is beginning to pay off for Tesco, according to the annual results published last month. Profits jumped by 32 per cent to £37.6 million, and turnover increased by 26 per cent to £1,235 million.

Although the increase in turnover is line with JS's 24 per cent for the same period, the increase in profit reflects the fact that they have increased their net retailing margin from 77/78's low 2.92 per cent to 3.05 per cent for 78/79. This is still lower than JS's 3.16 per cent for the same period.

Tesco's board reported that they plan to open 16 new stores in 1979/80, and 11 major extensions are in the pipeline, which will increase sales area by around 500,000 square feet.

The figures at a glance: Year end 1978/79.

	JS (£ million)	Tesco (£ million)
Turnover (including VAT)	1,007	1,235.9
Retailing profit	31.83	37.66
Net margin	3.16%	3.05%

New TV ad

THE TELEVISION SPOTLIGHT shone on JS again during June when Michael Barratt appeared in a three week burst of advertising.

A new advert lasting 30 seconds went on the air during peak viewing times in the trading areas covered by the London, ATV, Southern and Anglia TV companies. During January Michael Barratt was featured in the adverts announcing the continuation of the discount programme. The latest ad was principally to reaffirm that the discount scheme is alive and well and fulfilling its promise to customers to keep the price of essential foods in the shopping basket as low as possible.

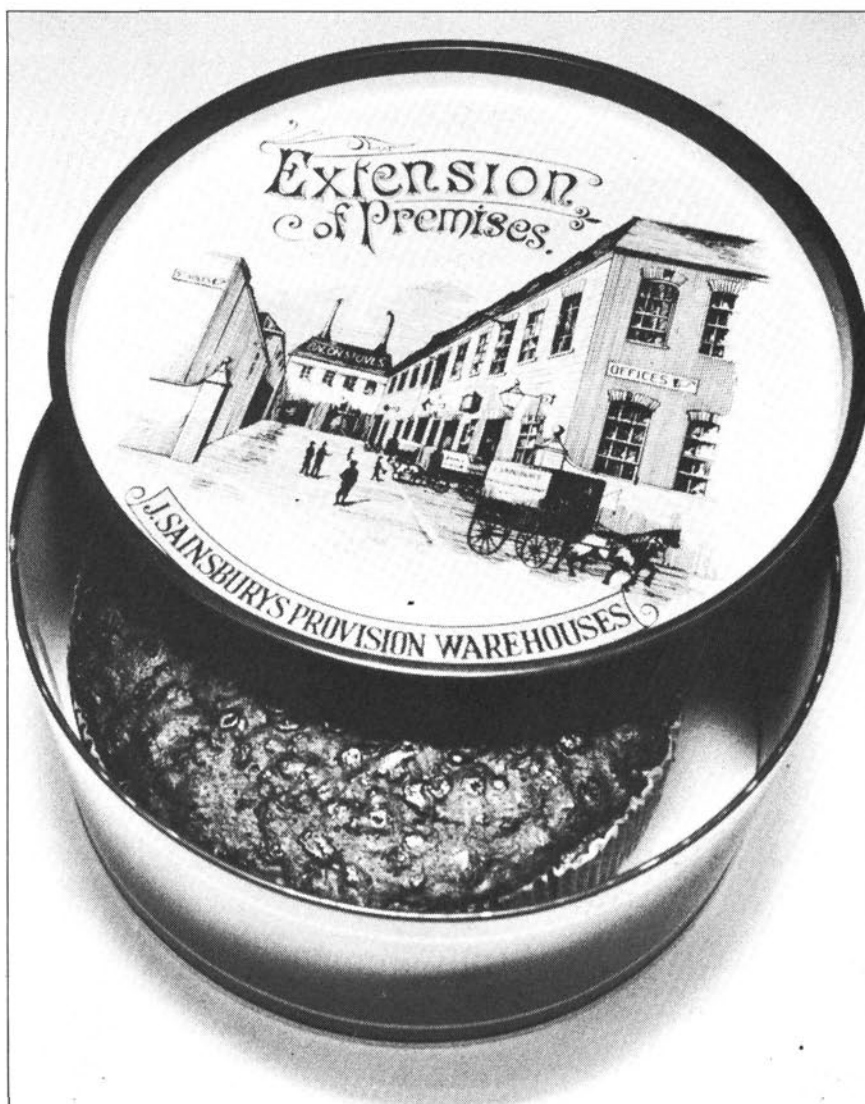
Following this mid-term Discount '79 reminder, the next campaign is being planned for the early autumn.

Logical 'extension'

FOLLOWING THE SUCCESS of the JS square tea-tray featuring the 'extension of premises' design (see Christmas 1978 *Journal*) is a round tray.

The chocolate brown and cream 'nostalgic' design was found to be very po-

pular and the new deep well circular version is even better value at 63p. The same design has been adapted for the lid of a deep ten inch diameter round cake tin which will shortly be joining its companion tray in 53 stores, priced £1.35.



The latest addition to the successful 'nostalgic' range—a ten inch, deep cake tin.

PLUS goes live

The computer age has arrived with a bang at Broadfield, with the start of the first of two trials of in-store computer systems.

BROADFIELD BRANCH'S NEW 'PLUS' computer checkout system went 'live' with customers on Tuesday, 19 June. Despite the VAT price changes, manager Trefor Hales and his staff, with help from all over the Bromley area,

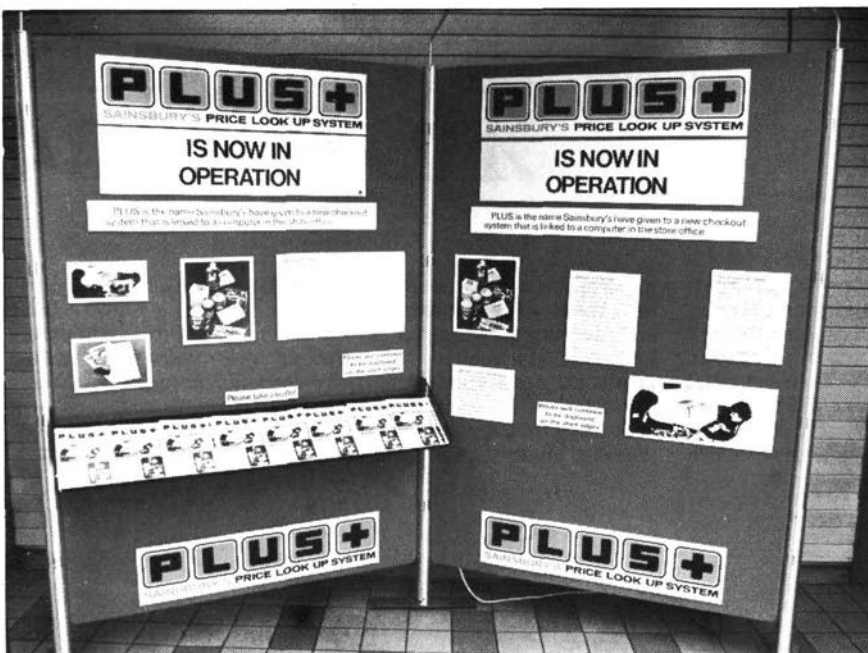
were able to offer JS customers their first taste of computerised shopping right on schedule.

Preparations have been under way since March, with staff training taking up most of the time. Chris Baker and Oliver

Randall, the point-of-sales development team, were virtually living in the branch for two months prior to the opening—allocating the code numbers which identify products and supervising the installation of the equipment. Coupled with



Left: Each soup packet now carries just the computer code—but the price is clearly displayed on the channel ticket. Above: 'One 47058 please—the riper the better.'



Read all about it! Details on display.

How it works

Broadfield's PLUS system is based around the IBM 3660 in-store computer system, and the branch is equipped with two of the 3651 processors and 23 terminals. Twenty terminals are at the checkouts replacing the old tills, one in the kiosk, one for training and demonstrations, and one in the office to provide management information.

PLUS, or Price Look Up System, is based around the fact that the computer can store the price and a description of every line in the store—in the case of Broadfield this is around 7,000 lines. Each line is allotted a code number, and it is this number that the checkout operator taps out on the keyboard when a customer presents a purchase. The terminal flashes the number up to the processor, which 'looks up' the price and product description, and then sends that information back down to the checkout. It's then printed out on the till roll and displayed on a special screen for the customer to see. At the same time the computer records the fact that one of that item has been sold at the relevant price. It also records the amount of each sale, the cash tendered and the change given.

So the customer gets an itemised receipt for her purchases—which proved popular with Broadfield's shoppers on Tuesday, and management has access to information which can greatly increase efficiency.

The second phase of the trial, using NCR's in-store computer system is scheduled for Chippenham in September. Watch this space.



Mrs Mandy Robinson punches in the code for a steak pie.

all this, the store had a major redressing to cope with as well! 'We haven't had a normal weekend since March 25' said Trefor.

But apart from tired looks on a few faces, everything went well when the first customers arrived. 'The staff have been tremendously enthusiastic about the whole thing' said Trefor. 'Even the reliefs we've had in to help out have joined in the spirit of the occasion.' And it seemed to rub off on the customers too. 'I like the receipt' said one young housewife. 'I think it's all very clever, especially the screen that flashes up what you've bought.'

Shoppers were kept well informed about the new system by a special display at the entrance and leaflets available at every checkout. On top of that, one computer terminal was set up a couple of weeks before the 'go live' date, to

give the customers the chance to see how it worked.

The first weekend was very hard going for all concerned. Broadfield, as an 'out of town' store has very heavy evening peak trading periods and service was slower than anyone would have wished while everyone settled in to the new routine. Customers were not pleased at the delays which built up during the evenings but, despite the very hot weather, remained good humoured about it all.

As Trefor Hales demonstrated the kind of information the computer could provide, he explained how he thought he could use it. 'The main thing that I'm going to try to do is to improve the efficiency of our ordering. Because I'm going to know precisely what I've sold, I'll be able to fine-tune the ordering to avoid over- or under-stocking. The whole trial is going to be fascinating.'



The training terminal upstairs.

All in a

This is a page in chairman John Sainsbury's diary which, apart from the deletion of two confidential appointments on Monday, is as it was actually written for a week near the end of last April. Not quite a typical week—like the average man the typical week does not exist—but it is one that shows what is involved in being chairman of a company like JS. There are two reasons why the week was not quite typical. Firstly, it included a meeting of one of the two non-JS boards of which

the chairman is a member (Covent Garden, the other one is the *Economist* magazine). Secondly, it was a week which included the very detailed and time consuming sessions which he has every month with each of the company's trading directors. As a result, the diary contains fewer entries than usual.

A diary, of course, refers only to the part of the week's work that can be planned in advance. It does not show the innum-

MARK RETURN'S					
Monday	April 23	Tuesday	April 24	Wednesday	April 25
		Session MANAGERS			
		CONFERENCE PLUP			
10.00				10.30 P. Clumber	
		RAC			
11.00 Kury		11.00 PJD			
11.30 Year E-M					
12.00 ERG				12.00 CCHM	
Lunch		Lunch 1.00		Lunch	
AGMS LUNCH		Potatoes lunch		DDS LUNCH	
(Room 1)		(David Linnell)			
		(at Ginn's Place)			
2.00 Veterans				DDS LSP	
Revision week					
4.00 British Hotel				Discussion in	
				Director's meeting	
		4.00 CG Board			
4.00					
Evening		Evening 7.30 SWRB		Evening	
		Officer			
1/2 on bus the	24/4	AG RETURN'S		Rev Bus i. Hall 20/4	
FAC RETURN'S					
WEEK 17					
(113-252)		(114-251)		(115-250)	

week's work

able letters and telephone calls that have to be dealt with by the chairman personally, nor does it show those crises that occur from time to time in even the best run businesses. It is very rare for a significant failure of service to the branches on the part of head office or distribution division or of service to our customers on the part of the branches not to come quickly to the chairman's knowledge. If the manager concerned does not report it to himself, he will find it out pretty quickly

from his own observation. The resulting interview, although never pleasant for the manager who has either erred himself or is answering for the sins of his staff, is always directed to finding out what has happened and to stopping it happening again rather than recriminatory. The week we are looking at was perhaps also non-typical in that none of the appointments shown in it had to be delayed or cancelled for this sort of reason.

Thursday April 26	Friday April 27	Saturday April 28	Sunday April 29
<p>LEWIS FREEDER CRUISE</p> <p>11.15/12.15/1.15</p> <p>9.30 Chalk 1</p> <p>10.30 BOARD</p>	<p>BRANCH VISITS</p> <p>WEST COUNTRY</p> <p>CHIPPENHAM</p> <p>KINGSWOODS</p> <p>WOTRA</p> <p>EX-ER</p>		
Lunch	Lunch		
		(118-247)	
<p>DDs</p> <p>RTV/ARB</p> <p>PJD</p> <p>RAI/JG</p>			
<p>Evening CG Senta &</p> <p>WGR - Dan Carlson</p>	<p>Evening</p> <p>RGC and FMS till 14/5</p> <p>JHCB R/S</p>		



Chairman John Sainsbury

Monday

John Sainsbury is usually in his office before 9.00 am but to enable him to deal with his inevitably voluminous correspondence, his secretary has instructions to try to avoid making any appointments before 10.00 am. The first appointment of the week is therefore at 10.00 am, a confidential one which we cannot elaborate upon.

The next major appointment of the day was at 11.30 am and related to the publication of the year's results. The announcement of our trading results is a very large and vitally important exercise in communications—to our shareholders, the financial community and our customers via the press and our annual report and accounts and to our staff via management meetings, the tape-slide presentation and the staff booklet. The whole exercise is orchestrated by the chairman himself through Peter Davis, the director in charge of public relations and using financial appraisal manager Ewan Davison and head of market research and information Ivor Hunt for the production of the figures. This was one of several meetings with them held by the chairman during the all too brief period between the final audit meeting on April 18 and the publication of the results on May 9.

At 12 noon, it is time for his regular weekly meeting with deputy chairman Roy Griffiths. This enables him to discuss the vast range of very important matters, primarily in the personnel and administrative fields, that come under Mr Griffiths' responsibility. If felt necessary, other directors would be involved in the discussions or the matter could be added to the agenda of a full board meeting.

Lunch was a working one with the area general managers. Every four weeks director of the retail division Joe Barnes holds a long meeting with them at Blackfriars to discuss branch operational matters. The chairman joins them in order to discuss the most important issues over lunch.

The afternoon saw the veterans' annual reunion taking place at the West Centre Hotel. The chairman was only able to get away from the AGM's meeting in time to spend an hour with the veterans before he had to leave for an outside appointment at 4 pm—again a confidential one.

The frieze of entries at the bottom of the page records the absence on holiday or business of any director or departmental director. The entry for Monday, for example, refers to departmental directors Henry Galazka and Dag Bumstead's holidays whilst the entry on Wednesday shows that personnel director Angus Clark was away on business until the end of the week.

Tackling this and VAT

DRAMATIC VAT INCREASES announced in the June Budget have affected everyone's lives in Britain but none more so than the retailer. In order to find out how increases affected JS branches the *Journal* visited Wembley branch to see how they were coping.

Manager of Wembley branch for the past seven years, Tony Mellody's initial reaction to the news of VAT changes was a sinking heart! But relying on his staff to rally round, which they did indeed do, he ensured extra hands for 'the' weekend and Monday (June 16, 17 and 18) when all the price alterations would have to be made. He soon gained confidence that all would be ready for the first shopper on Tuesday morning,

but admitted there would be problems especially as it came right in the middle of his student workers' 'A' level examination period.

By the weekend the instructions regarding prices came through and during the final hours of Saturday trading price alterations were placed in preparation to be displayed when the last customer had gone. On Sunday four of the management including deputy manager Keith Stratford and 12 other staff went in to carry on the good work, putting in 100 hours between them. 'I am not usually in on a Monday but I came in today to make sure everything was running smoothly' Tony said, and the general opinion during the afternoon was that all was going well. 'The effect of the VAT increases on this store, although it is busy, may not be truly representative as, for example, we do not have a hardware department or textiles. However, the changes have affected our wines, spirits, non-foods and confectionery like everywhere else.' About 30 per cent of the lines stocked at Wembley were affected and seven extra helpers had to be

brought in on the Monday.

'Although there is now a large poster to tell our customers about changes I foresee that there are going to be a lot of surprises for them when they come in next' Tony believed. 'The general public will probably know about wines, spirits, cigarettes and confectionery but probably not about items such as pet-foods and non-foods, like toilet rolls!'

Grocery manager—Steve Barnes said: 'I'm afraid customer annoyance is likely to come back at the cashiers—they're in the front line of fire! Shoppers are not immediately going to understand why manufacturers' prices advertised boldly on the goods are much lower than the amount we are going to have to charge.' On large packs of detergent for example it is blatantly obvious—figures in very large type announce a lower price of about ten pence difference.

Confirming Steve's observation, Lever Brothers obviously thought this a big enough problem to warrant very large advertisements in Tuesday morning's national press to explain to consumers that they 'should regard the store's price

Tuesday

The cryptic remark at the start of the day refers to the end of the Easter holidays for his son Mark.

The whole of the morning and lunch hour has been struck through so that he can devote it to the preparations for the senior managers' conference, the company's first residential conference for the senior managers. This took place at Brighton on Friday and Saturday 11/12 May. Because of its date, it was taken this year as an opportunity to present to senior managers the year's trading results. R.A.C. are the initials of Mr Clark, who as personnel director was responsible for the conference organisation.

Although struck through in the diary, the chairman was in fact able to get away to attend a working lunch of top managers of member companies of the Retail Consortium (The Retail Consortium is a trade association formed to look after retailers' interests, primarily in negotiation with the government.)

Four o'clock saw a meeting involving one of his two non-JS directorships, that of the Covent Garden Opera House.

Wednesday

The first formal engagement of the day at 10.30 am is to meet Paul Chambers. Mr Chambers joined the company on April 2 as chief internal auditor. The chairman considers it essential to meet any appointment from outside at this level of seniority both to get to know the appointee and to discuss his work with him.

Twelve o'clock sees the regular weekly appointment with director Gurth Hoyer Millar. Outside day-to-day operational matters, there is nothing more important to the company's well-being than the purchase and development of sites for new branches and this meeting concentrates on estate matters. The development of any new site is, however, not finally agreed until it has been subject to a stringent financial appraisal, and approved by the DBC, the sub-committee of the board that is responsible for branch matters.

A working lunch forms part of the very detailed monthly sessions with trading directors. DD's is an abbreviation for departmental directors but as many full directors are involved as departmental directors. All directors and departmental directors responsible for buying departments or for the distribution of goods, are in turn involved in these meetings with the chairman. The performance and problems of their departments are discussed together with such issues as pricing policies and competitors' activities. The lunch always includes an overall review of the company's trading performance and the activities of our major competitors.

The afternoon sees distribution director Len Payne opening the batting in the monthly meetings. In his case, there is a particular item on the agenda which is a discussion of the unsatisfactory service given to the branches by the depot run for us at Droitwich by Christian Salvesen.

Thursday

The diary draws attention to the fact that our new freezer centre at Lewes opens. The usual rule about no appointments before 10.00 has been broken with a 9.30 am appointment inserted at a later date. This is a meeting with Peter Davis, Bernard Ramm and Ivor Hunt to discuss the charts and figures being used for the presentation of the company's trading results to senior managers and a second, slightly different set, at middle managers' meetings. The last meeting continued until the board meeting at 10.30 am, which carried through to lunch. All directors lunch together after board meetings using the large private dining room in Stamford House; this was also the venue of the AGM's and trading directors' working lunches on Monday and Wednesday. Board meetings take place at 10.30 am on alternate Thursdays; usually they are finished by lunch time but occasionally when the agenda is particularly long or difficult, can occupy most of the afternoon. This week the agenda was fairly short and like so many other things in the week, dominated by the arrangements for announcing the year's results.

The afternoon saw the continuation of the monthly meetings with trading directors. The chairman didn't manage to finish the meetings until 8 pm. The last slot in this set of appointments is never popular as it almost always means a very late finish for the director concerned.

Friday

Friday was devoted to perhaps the chairman's most important activity—visiting branches. He never forgets that the company's real activity is serving customers in our stores and that everything else is ancillary to this. The only way he can get to know how well the company is fulfilling its primary role is by going to see for himself, and in this he is continuing the tradition established by his father and grandfather of regular visits to branches. The only break with tradition is that he cannot always spend the whole of every Tuesday on branch visits.

The fact that the chairman is out visiting branches does not mean that those left behind at Stamford House can relax—far from it. The telephone lines between the branch being visited and Stamford House are usually kept very busy. Long distance visits such as those this week also provide an opportunity for him to catch up with some of his reading during the journey out.

The chairman's week does not end with Friday. An important deadline on Friday afternoon within Stamford House is the time at which the chairman's weekend reading will be leaving his office. A lot of people in this world would consider reading the large parcel of papers which usually leaves his office on Fridays a week's work in itself, and there's no putting it off. If it isn't done by Monday morning there is no hope of catching up during the week.



Wembley's Doris Carroll tackles the confectionary repricing

tag, price on the shelf or price advised at the time of purchase as the actual price to be paid.'

'Branches were hit both sides of that weekend' Dennis Males, director of branch operations, pointed out. 'First of all there was a rush to buy in extra goods before prices went up, and then they had to make the VAT price alterations.' Depots had their hands full too, coping with orders to meet demands on the stores.

Practically every area of JS was affected at different times, including all the head office staff who had to calculate every little but vital alteration, before instructions could be run through the computer and issued. The Sunday work also sadly occurred on JS's 'Family Day' function at Dulwich.

Overtime generally had to be put in throughout JS. At Hempstead SavaCentre they did not work on Sunday but all 600 regular staff were kept busy on the Monday and had totted up some 300 extra working hours by the time they completed their mammoth task.



The day of days

MONTHS OF PREPARATION went into the Family Day, and there was only one thing that could have ruined it—the weather. After weeks of monsoon down-

pours fingers were crossed all over the land to keep the rain away, and it worked. Although the sun only made the briefest of appearances, it stayed dry and warm.

But the rain had left its mark on the ground, and during the build-up, groundsman Dennis Stacey was horrified to find that one of the lorries had

continued on page 14 ►



The Hadleigh Marching Band lead off . . .



Short shorts make a mark for Head Office.



Coventry's cheerleaders in the march past.



It really was sport for all. There was kicking, heaving, jumping, splashing, running, cycling (slow and fast) and even flour flying through the air!



It hardly seems possible. Dulwich was an even bigger 13,000 people joined in the fun, having a good time—others watching sporting events with tremendous interest. Five-a-side football, netball, ‘Superstars’—you



This year's Family Day at
 success than last year's! Over
 un, some just supporting and
 throwing themselves into the
 dous enthusiasm. There was
 l, bowls, 'It's a Knockout',
 name it, they did it!



got stuck in his football pitches! But despite the problems—not helped by all those VAT changes—everything went off like clockwork.

There was so much going on! 150 football teams contested the five-a-side tourney and about 40 teams entered the netball. And in both competitions it was the strength of Basingstoke depot that won—after nearly ten hours of tough play.

Perhaps the greatest tale of endurance concerns Louis Sweeney of Maidstone branch. He ran the men's mile race, finishing down the field, and then found out that he qualified for the 'veteran's' mile for the over-35's. So he just kept on running!

The tug-of-war provided thrills and spills, with a tough Farnborough team just pipping Basingstoke depot—after much

heaving and grunting. More sedately, Tony Gogarty and Vic Page from Blackfriars held the title they gained in last year's bowls competition.

Outside the cycle stadium the handicrafts tent was pulling in the crowds—with displays of produce, cooking, painting, photography, knitting—everything under the sun. But there was disappointment for Christchurch branch. Their coach broke



A page from our 'Family' album—some scenes that didn't hit the headlines.



down on the journey to London and they missed the judging—and they'd put a lot of effort into some outstanding entries.

But for sheer effort, the Superstars took the biscuit—although the It's a Knockout teams might have something to say about that! Through seven gruelling rounds the representatives of the areas, depots and head office cycled, jumped, ran and played football—until Stuart Rivett from Uxbridge area emerged as JS Superstar. Laughs were provided by the Knockout teams, who suffered all sort of indignities—getting soaked and covered in flour to name but two. In the end it was Bromley area who walked (staggered?) off with the trophy.



At the end of the day, chairman John Sainsbury presented the worthy winners with their prizes—and his wife made the draw for the 'lucky programme' prizes. Peggy Murphy of Woking branch won herself a weeks holiday for two in Spain, and Mrs Madeline Penfold of Kingston branch won the colour TV. Afterwards the chairman congratulated the organisers for their efforts in making the day such a success.



Top right: Mr and Mrs John Sainsbury and son Mark meet the Cwmbran cheerleaders. Above: Netball finalists Basingstoke depot and Telford.



Centre: The nine Superstars with their officials. Below: How it all added up.

IT'S A KNOCKOUT										
LOCATION	1	2	3	4	5	6	7	8	9	TOTAL
BASINGSTOKE	6	7	4	10	8	9	48	*	3	107
BUNTINGFORD	5	10	4	10	16	5	50	*	3	113
BROMLEY	20	8	4	7	10	6	55	*	3	113
CHARLTON	1	3	4	1	2	4	15	*	3	37
COVENTRY	3	2	10	16	3	2	36	*	3	75
HEAD OFFICE	8	6	4	7	4	10	41	*	3	83
HODDESDON	2	9	8	3	2	3	27	*	3	58
ROMFORD	8	1	4	6	9	1	46	*	3	82
UXBRIDGE	8	1	4	6	9	1	46	*	3	82
WOKING	9	1	4	6	9	1	46	*	3	82
BROMLEY										113

SUPERSTARS										
LOCATION NAME	1	2	3	4	5	6	7	8	9	TOTAL
BASINGSTOKE TROOP	6	7	4	10	8	9	48	*	3	107
BROMLEY N. JAMES	4	5	12	3	7	8	49	*	3	92
BUNTINGFORD TROOP	3	6	3	2	2	2	21	*	3	41
COVENTRY T. KELLY	2	4	2	12	3	5	39	*	3	69
HEAD OFFICE TROOP	5	2	6	3	12	7	45	*	3	88
HODDESDON T. A. JONES	12	3	5	4	10	3	47	*	3	88
ROMFORD L. ZILLNER	8	7	10	10	3	10	60	*	3	104
UXBRIDGE S. RIVETT	10	12	8	7	8	7	62	*	3	118
WOKING T. LAWRENCE	6	6	6	6	6	6	42	*	3	75
UXBRIDGE										118

JS fixes a Micky Finn

A DREAM CAME TRUE for eight year-old Stuart Finn last month—at Sainsbury's Bracknell branch. Manager Roy Harrison and his staff played host to a film crew from the BBC's 'Jim'll Fix It' programme who introduced Stuart to one of his heroes—a five foot robot called 'Metal Micky'.

Shoppers watched in astonishment as Stuart was ushered around the store by Mickey. 'It's like science fiction' said one elderly customer. 'I've read a lot about computers and all that, but I never thought they'd end up doing the shopping!' Micky—who's made some 16 appearances on television and had a record in the charts—was a great hit. He even did a bit of promotion for JS by reading out the Discount '79 posters in his metallic tones. He kept up a merry banter with Stuart, the film crew, customers and staff. 'Could this be the manager of the future?' was the question on everyone's lips (except perhaps Roy Harrison's!).

Stuart, from Wokingham, wrote to Jimmy Saville a few months ago asking to meet Micky, and was delighted when the BBC rang up to say that he was going to have his wish granted. 'He was thrilled to bits' said his mother Jean, a regular JS customer. 'Now he's looking forward to meeting Jimmy Saville when they record the programme in August.' The show will be broadcast on August Bank Holiday Monday, so keep an eye open for Stuart, Mickey and Bracknell branch. And Stuart's last word—'I want to take him home, then I won't need a bike!'



Top: What's going on? I didn't know Jimmy Saville was a robot! Below: Shoppers look on as Metal Mickey is filmed helping Stuart with his shopping.

Miaowl!

PEA GREEN BOATS are not the only thing owls and pussy cats have in common, it seems they also share a liking for JS's meat and liver cat food. This piece of gastronomic togetherness came to light when Amanda Tennant wrote to the company about the baby owl her father had found abandoned.

'Not knowing what to feed it on' wrote Amanda 'I tried my cat's favourite food—Sainsbury's meat and liver. The owl loved it as much as the cat!'

South banker!

WITH JS AND IPC as customers and neighbours it's not surprising that when the Midland Bank recently moved across the road into new premises in the King's Reach development, one of the results was the cartoon on the left. The artist is IPC cartoonist Don Mitchell, who worked on an idea from Midland bank manager David Davies, who was inspired by JSsss . . . you know who.



Norwich raise the rafters

CRAFTY RAFTS recently caused a great deal of fun for the two Norwich branches—St Stephens and Anglia Square. Malcolm Jones, St Stephens' deputy manager, says: 'The raft race on the River Wensum has taken place three years running and when I saw the last one I said that no way would they hold another without me entering! When I mentioned it at work this year I found quite a few other enthusiasts and we decided to form a team.'

Upon comparing notes with David Mayes, deputy manager from the other Norwich branch, they decided to enter into the spirit of the Bank Holiday week-

end, firstly with a float, as a combined effort in the Lord Mayor's street procession on the Saturday, and then competing against each other in the mile-long raft race on the following day.

Although the evening of the procession was decidedly cold the Sainsbury's 'Mad Hatter's' float soon warmed to the occasion as number 97 in the stream of 110 entries, all collecting money for charity. Thankful especially for the lorry and driver, Geoff Rule, diverted for this occasion from Buntingford depot, and the trailer borrowed from Charlton, Malcolm told the *Journal* that all the begging, borrowing

and other hard work put in by all concerned proved very worthwhile.

The next day the fun continued with the race. There were 45 teams entered, some very professionally designed and turned out which managed to complete the course in under 15 minutes. Both JS teams received certificates of completion despite slightly less serious timekeeping and missiles flying in all directions.

To achieve as much money for charity as he could Malcolm bent the rules, with the very best of intentions, and announced a 'technical sinking' of his team's craft to enable them to claim 25 pence from each sponsor.



Above: The float and 'runners' at the completion of a lot of hard work. Right and below: Rafts 35 and 34 from Anglia Square and St Stephens Norwich branches didn't achieve any prizes for speed—but thoroughly enjoyed themselves.



NOSTALGIC PACKAGE DEAL

ANTIQUE OR ORDINARY, it does not seem to matter to Robert Opie, historian and packaging 'guru' to Sainsbury's. Whether it is an old packet of Sunlight soap, dessicated soup or the latest JS yogurt tub you want to find, Robert will probably have an example stored away in his home somewhere.

If you have ever wondered how JS determines the historical accuracy of new designs adapted from old and sometimes obscure sources, Robert is often the answer. Within the last two years JS's hardware department has made considerable impact with 'nostalgic' ranges of tinware (see May Journal for the two latest designs) and kitchen accessories. These lines have instantly established their popularity and have repaid every effort made by JS and its designers. Now, with Robert's assistance,

compatible or sympathetic styles to feature on new containers can immediately be located and adapted. From Edwardian and Victorian times to present day fashions he is a mine of information.

Robert's intriguing house is almost completely overtaken by a wealth of boxes, tins and containers of all descriptions, leaflets and promotional literature. 'I have been given some items by friends but the majority of the collection I have paid for myself' Robert says. Before he got his own home his family certainly never discouraged his space-consuming hobby—probably because they were all collectors themselves. As a young lad Robert indulged in the usual

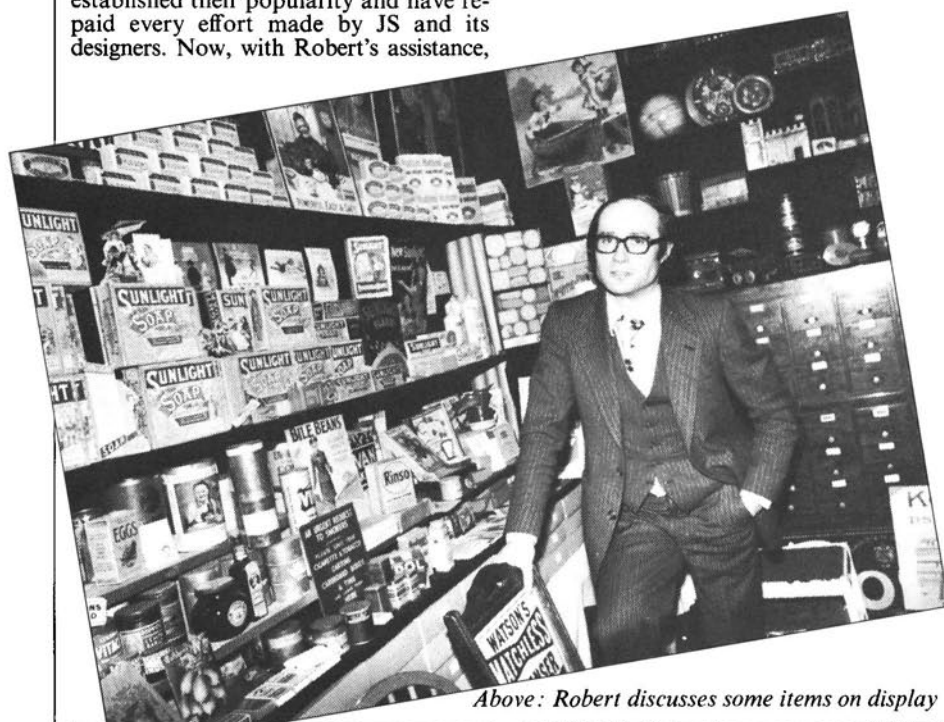
schoolboy activities of stamp and coin collecting but even then preferred the areas that other people neglected. He explains 'I couldn't really see the point of saving things that other people had better collections of. I started keeping modern consumer packaging in 1963 and then nine years ago began to take a serious interest in the older items too. Basically I collect the packaging from everything I eat—and Sainsbury's foods were some of the very first in my collection!'

Another strong link with JS is that Robert is a close friend of JS archivist, Honor Godfrey, and they frequently barter gems of information about their mutual interest.

Robert has received nationwide publicity in the past few years, through articles in the national press especially during an exhibition he held at the Victoria and Albert Museum. Some newspapers sent journalists hundreds of miles specifically to cover this event.

Although Robert works for a market research agency he feels that improving his collection at home and forming a cross-reference record system should be a full time occupation. At present the wooden filing cabinet drawers are themselves full to the brim with little bottles and boxes. He is quite perturbed that his house is so full that it soon will not be able to take any more and feels that to transfer it all to a museum is the only logical answer.

'I've probably got about 100,000 items . . . but then who's counting' is his rather blasé reaction to a visitor's question. The most amazing thing is that he can lay his hands, almost without hesitation, on any item you ask to see. Despite his poor house bulging at the seams Robert accepts that he'll never stop finding collectables—even in the things you and I habitually give to the dustman each week!



Above: Robert discusses some items on display



Imagine having a house full of rooms like this—and enjoying living in it!

Ice cream Sundays

*A good cause that has
two JS stores
skating on thin ice!*

GETTING YOUR SKATES ON means quite literally that for a growing number of staff at JS's Kettering and Wellingborough stores. Trips to the Silver Blade Ice Rink in Birmingham are a regular event in the branches' already action-packed SSA diaries.

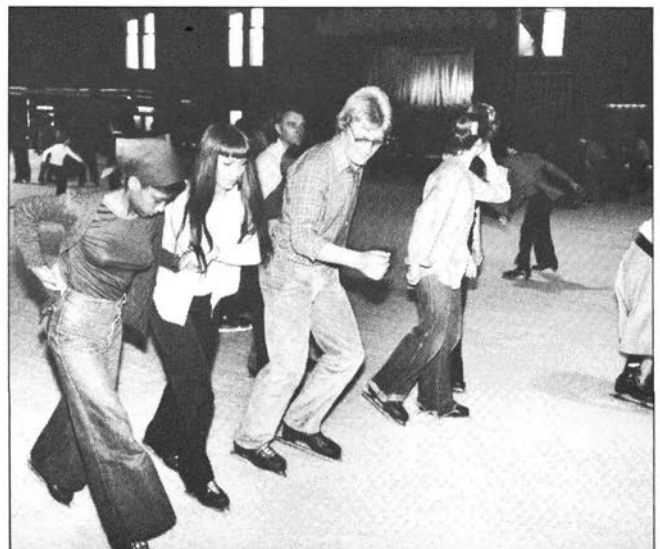
Two coaches pick staff up outside Kettering branch at about 5.30 on a Sunday evening, then speed them the 50 or so miles into Birmingham's city centre. At the rink they are given the red carpet treatment by the management and the next three hours are spent 'on ice'. At about 10.30 pm the coaches return to take the happy but exhausted skaters back to Kettering.

The journey takes about two hours but this is made to seem like ten minutes, thanks to motorway games of bingo and raffles on the coach. The money they raise helps to subsidise the outing and boost the funds of the many good causes the stores support in their own towns.

'The trips are a sell-out the moment details go up in the canteen' says Ernie Ormes, manager at Kettering, the man who originally got his skates on by organising the first 'JS on ice' about three years ago when he was manager of Wellingborough. 'When I transferred to Kettering the staff here also liked the idea, so now we try to organise an ice skating trip every few months' says Ernie.

At £1 for SSA members and £1.60 for non-members, covering transport there and back and the entrance money, it must be the most outstanding JS 'special offer' in the Midlands.

Top: Motorway bingo provides 'in-coach' entertainment and raises money for future activities. Left: Getting your skates on in the ladies changing room at the Silver Blade Ice Rink in Birmingham's city centre.



Left: Ernie Ormes, the originator of 'JS on ice'. Right: Beginners find plenty of expert helping hands to steer them in the right direction.



People pages

Appointments

R Shepperd, formerly manager of the beef department at Basingstoke depot, has been appointed meat manager (beef and lamb) at the depot.

M Whitty, formerly personal assistant to the chairman, has been appointed assistant manager, new systems in the perishables section of supply control at Blackfriars.

S Chapman, formerly deputy manager of Chelsea branch, has now assumed full responsibility as personal assistant to the chairman.

B Jones, formerly manager of Southend branch, has been appointed manager of the new Lexden supermarket.

D Baker, formerly manager of Basildon branch, has been appointed manager of Southend branch.

Basildon branch will be managed by **L Bird**, the deputy manager, until its closure later this year.

Long service

Barney Britland, the assistant meat manager at Ashford branch, celebrated 25 years with JS on May 31.

Barney joined the firm at the shop in Reigate, Surrey. In 1959 he moved to Ashford, and has since served in all three Ashford Sainsburys.

Leslie 'Pedlar' Palmer, the assistant meat manager at Upminster branch, celebrated 25 years with the company on May 24.

Retirements

William Staples, the senior warehouseman at Shirley branch, retired on June 9 after nearly 25 years with JS.

William joined the company as a porter at Southampton branch. He transferred to Shirley in 1963, and has been there ever since.

Dennis Hiscock, a warehouseman at Shirley branch, retired on June 1 after 13 years service.

Dennis began working for JS as a porter at Southampton branch, and transferred to Shirley when that branch closed in 1977.

Muriel Fathers, housekeeper at Redhill branch, retired on June 30 after 13 years with JS.

Muriel joined the firm at Reigate counter service shop as part-time saleswoman. She later took up full-time working, and when the branch closed in

1970 she moved to Redhill to become housekeeper.

Lilian 'Rhoda' Gardner, a supermarket assistant at Poole branch, retired on June 8 after 12 years with Sainsbury's.

Rhoda joined the company in the old Westbourne manual shop, and later worked for a few months at Boscombe. She transferred to Poole when it opened in 1969, working in the meat preparation department, and remained there until her retirement.

Chas Hatchett, returns operator at Buntingford depot, retired on June 8 after 11 years service.

Chas, a trained butcher, has been at Buntingford throughout his career with the company.

Una Gunning, a supermarket assistant at Bath branch, retired on June 29 after 11 years with the company.

Una spent most of her time with JS in the produce department as senior assistant to the manager.

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

Mrs B Dannel (13 years)
Mrs E Kerton (9 years)
Mrs M Malkin (9 years)
Mrs V Leedham (9 years)
Mrs J Crane (8 years)
Mr S Light (7 years)
Mr R Brydon (6 years)
Mr H Collins (6 years)
Mrs M Bristow (6 years)
Mrs L Gray (6 years)
Mr J Slack (5 years)
Mrs M McLaughlin (4 years)
Mr L Bennett (3 years)
Mr T Ellis (2 years)
Mr E Slight (2 years)

Obituary

Mrs Josie Bowden, who worked in the bakery department at Pitsea branch, died on June 16. She had worked at the branch for three years. Mrs Bowden leaves a husband and three children.

RADAR gains as JS loses!

FOLLOWING THE TRAIL of JS super slimmers, the *Journal* has heard that seven strong willed ladies at Dartford branch raised £50 for the charity RADAR during just four weeks of sponsored determination.

Chesham branch, to aid their slimming for RADAR organised a keep fit class in the canteen on Tuesdays which each week was attended by at least 15 male and female staff. Following this they decided to keep up the good work and tone their muscles with swimming sessions at the local baths.

BPO at Corby branch, Heather White, tells us that she is very proud of her staff as 15 women managed to lose 152lbs while they raised over £100. The top loser was the top collector there too. Betty McGinty lost 16lbs while raising an equal amount of money. Heather thinks that the slimmers are likely to remain serious about keeping their weight down—if only because they are all wearing smaller overalls now!

RADAR are very happy about the money rolling in. The closing date for all money raised by the slim is July 31 but they had accounted for £17,000 by mid-June. The sponsored slim is not the only fund raising project they plan this year. Most people have heard of the sponsored walks they hold over the bridges in London, but this year they hope to celebrate their silver jubilee walk and cross every bridge over the Thames. This will mean teams walking over 70 bridges instead of the usual nine.

STOP PRESS! Derby slimmers have collected £100 for RADAR. BPO at that branch, Peggy Hill, tells us that a total of 22 slimmers finished the course and between them lost 12 stone. 'All in all, it was a worthwhile attempt, some six people losing a stone each... and a good number are still weight-watching with a view to wearing their new bikinis on holiday!'

**Don't forget
last copy date
for next issue
is July 23**

Everything in the garden's lovely

WITH THE BEST GARDEN in his area, on more than one occasion in recent years Arthur Higgins has won awards in national newspaper competitions. Justifiably proud of this fact, upon his retirement just a few weeks ago he vowed that his first priority would be to straighten out and redesign it beautifully again.

Head butcher at Surbiton for the past 11 years, Arthur is enjoying his retirement after a career spanning nearly 44 years. That career began when he left his home and school in Tetbury, Gloucestershire at the age of 16 to join JS as a trainee butcher. Before the war Arthur lived-in and worked at two branches. 'I began at Fife Road, Kingston and moved to Hook when that branch opened' he remembers. 'And sadly I'm going to see that branch close soon when the new Surbiton store opens'.

In 1940 Arthur was called up to join an RAF catering section and during the following few years travelled all around England. 'The war period was what you made it, I think. It was not an entirely bad experience for me' Arthur says. He particularly enjoyed being sent on catering and cooking training courses.

On April 14, 1941 Arthur married Nancy, the sister of one of his JS colleagues. A meeting at a Sainsbury's cricket match had played its romantic rôle some five years before. 'We were lucky' Arthur admits 'that the longest we ever had to spend apart during the war years was a matter of a couple of months'. At one time Arthur was posted to an unrestricted area and so when he couldn't

return home, Nancy could visit him. On the day of their fourth anniversary their first child, Jean, was born. That was very neat timing because it meant lovely dual celebrations especially on her 21st birthday which of course coincided with Nancy and Arthur's silver wedding anniversary.

Returning to Hook branch in 1946 as a senior tradesman Arthur set up home in Surbiton. After one year Arthur then transferred to New Malden for a few months before being appointed head butcher at West Kensington and later moving on to Fulham and Balham. After spending three years at Balham and similar lengths of time at Esher and Ewell, he spent the last quarter of his career at Surbiton branch 'which I think was the best shop of the lot!' says Arthur. 'The manager, Mr Faulkner, and I knew each other at West Kensington. The staff have always been so friendly and worked so well together'.

It has been partly due to his love for his garden and greenhouse (and the allotments he has tended for over 12 years) that Arthur has avoided changing branches at work and encountering the longer hours and self-service. 'Surbiton branch is still only partly self-service, and that's where I wanted to stay. A job further from home and extra duties would have meant my garden going to pieces!'

Arthur cossets his garden to produce a wide variety of vegetables and flowers. This year he has grown 1,200 geraniums and 2,000 begonias to name but a few! Plants and vegetables in excess of his

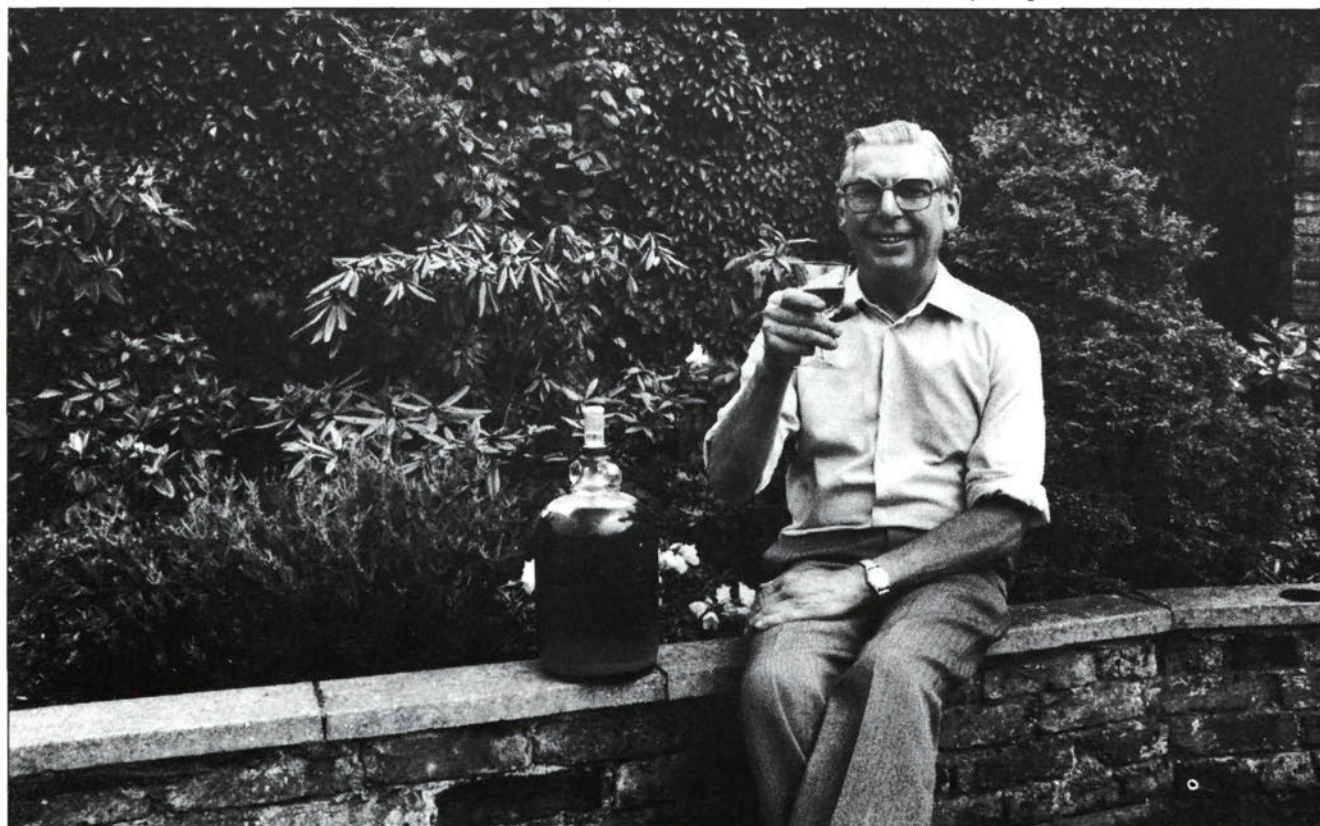
needs Arthur is pleased to offer to a local old people's nursing home. He actually receives very little monetary return for all the care and attention he devotes to his principal hobby but still finds every effort thoroughly worthwhile—and even therapeutic when the rest of the world is not pleasing him.

Gardening has always been a favourite hobby for Arthur and it is a pursuit his wife enjoys sharing. 'In 1960 I grew a new variety of dahlia and registered it under the name of Monique.' Arthur named it after his daughter's French penfriend and describes registration as a long process but a very satisfying achievement.

Jean and her family now live in Paris but their married son John, who is a horticulturalist, lives near to his parents. Arthur is looking forward to visiting France again soon as part of his retirement plans. 'I love Paris' he confirms 'not only because my daughter is there but because we tour the beautiful gardens in the area.'

Arthur seeks inspiration in France for his other hobby too—winemaking. 'I have made various wines for about five years now and although as a beginner I was inclined to rush things I am becoming more patient and successful all the time. I use shop-bought concentrates or my own fruit and vegetables from the garden and recipes adapted to taste from magazines or books.'

After getting the garden straight and going to see Jean the only other immediate plan for Arthur and Nancy is to holiday in Spain before Autumn.



Arthur raises his glass of home-made wine to his garden and his days of retirement.

Len loves life at home

'I LOVED every minute of it' says Len Tidd of his 43 years with JS. On May 26 he retired as meat manager at East Ham branch, and he says he loves every minute of his new lifestyle just as much.

However he was not always so happy with his lot. In fact, he was so unhappy with his first job that when he got the chance to work at JS he jumped at it.

'After my initial interview at head office they didn't tell me if I'd got the job' he says 'but said someone would be calling at my home. Sure enough a couple of days later a woman came to see my mother. After chatting for a few minutes she asked if she could see where I slept.'

Len's home-life must have passed muster for he got the job and started work as a learner butcher at 13/15 Blackfriars. It was just before Christmas and Len found himself thrown in at the deep end.

'From Wednesday to Saturday I slept in the canteen. On Saturday I was told to go home and freshen-up. I went home, I was still living with my family in East Ham, had a wash and changed my clothes, then went back to the shop. On my return the manager looked at me and said "you've had it lad—go home and come back after the holiday". I did and slept right through Christmas!'

Even such a hectic start did not dampen Len's enthusiasm for his new job. 'I liked it from the start—I just seemed to fit in.'

This new-found job satisfaction came to an abrupt halt in 1939 with the outbreak of war. Len joined the Army and

served first in France, then the UK and in 1943 he was posted to the Middle East. By this time he had been transferred to the Royal Army Ordnance Corps and was soon quartermaster of the biggest garrison in Egypt.

Len was presented with a certificate in recognition of his good service and devotion to duty. 'I was told it was the same as the King's birthday honours list for the forces.' He was offered a career in the Army but turned it down. 'I hated the Army and had just made the best of it because I had to.'

In 1946 he returned to JS and Blackfriars. It wasn't long before he was offered promotion with a move to Manor Park store. He said no. 'Members of my family shopped at the store and I didn't want the temptation of favouring them, as meat was still strictly rationed.'

Later he was offered the job of first butcher at Hackney. This time he said yes and stayed ten years. His next move was to Holloway, followed by self-service training.

It was about this time that Len spent some time in St Thomas's Hospital, which he says was nicknamed Sainsbury's Hospital in those days. 'Mr RJ (now Sir Robert Sainsbury) was on the board of directors, his wife was the lady almoner and their daughter Celia was a nurse there.'

When a Nurse Sainsbury came to give

Len a bed bath he guessed who she was but 'I didn't let on at first'. He remarked to her what a coincidence it was that he worked for a company called Sainsbury, and went on to say how much he enjoyed his job. In the end she said: "You're kidding me aren't you—you know who I am." I said I did and we both had a good laugh about it.'

In 1971 he opened the new Romford store as meat manager, moving to Ilford when that opened in 1972. In 1978 he became meat manager at East Ham.

During the early part of the war Len married, and his wife Rose represents the two greatest loves in his life—his home and flowers. This love shows the moment you walk through the front gate of the Tidd 'residence', on a quiet tree-lined street on the outskirts of Ilford.

The front garden is a mass of roses. Once inside, the pale wood panelling and gracious decor welcome you. 'I never go anywhere without buying something for the home' says Len. 'If I have any spare cash it goes to buy something that will make our life more comfortable or easier.'

'Len is the most home-loving man I know' says Rose. 'He lives for his home.'

They have one daughter, who bought her father a luxurious swinging hammock for him to relax in during his retirement. Less relaxing but just as home based was the gift of a large greenhouse from his wife and sister-in-law.

'I suppose the idea was, after I had worn myself out in the garden I could take things easy in the hammock' says Len with a contented smile.



Left: Len and Rose take a stroll in their garden. 'He is the most home-loving man I know' says Rose.

That's entertainment!

THE HIGH POINT of this year's SSA calendar—the Family Day—also marked the end of an SSA stalwart's career. Len Starling, 42 years with JS and involved with the SSA since it was set up in 1947, retired at the end of last month. He'd been SSA secretary since Alan Kettley's retirement last April.

Len, from Leytonstone in London's East End, joined JS in 1937 to escape the dole queue. His first job was in the 17 Forest Gate shop as a porter/poulterer. 'That really was the bottom rung of the ladder' recalls Len. 'It was a routine job, but I stuck it for two years. In the end I got so fed up with being unable to watch the "Hammers" on Saturdays that I asked for a transfer to the Stamford House warehouse.'

With his weekends free again Len was happy, and his new job—on the loading bank—helped him with one of his sports. 'I was a keen weight-lifter at the time' he says 'and I regarded the work as a bit of training! It was a very routine sort of job, but everybody seemed to have a great sense of humour and time never seemed to drag'.

Len worked there until the war, when he was called up into the South Staffordshire Infantry. He describes his army career as being 'long but undistinguished', but he did manage to see 'quite a bit' of the world. 'I had one real stroke of good fortune during the war' he remembers. 'We were stationed at Dalbeattie on the Solway Firth waiting to go to North Africa, and at a dance I met a young lady called Olive. I didn't see much of her during the rest of the war, but we kept in touch by letter—and ended up getting married'.

His nearest approach to a 'big mo-

ment' came when he was a cipher clerk in Signals HQ in Athens. 'I'd just started to decipher a message from Winston Churchill when the officer in charge came along and decided that a corporal wasn't quite important enough to deal with the great man.'



Len with Mrs John Sainsbury, making the prize draw at the Family Day.

Back with JS in 1946, his career took a completely new direction. His wartime training as a clerk enabled him to move away from the warehouse and become secretary to Wally Gurr, then the warehouse and transport manager. 'I had a great deal of respect and admiration for him' recalls Len 'but he wasn't an easy man to work for. He set himself a very high standard and expected no less of his staff. He also had the vision to see a role in the company for a staff social organisation, and he was the driving force behind the setting up of the SSA in

1947.' Len was seconded to the fledgling organisation—working with the first secretary, Charlie Harriss.

'It was a pretty tough job getting the whole thing off the ground' he remembers 'but whatever we organised seemed to get a terrific response. I think people were looking for some kind of entertainment to take their minds off all the austerity. I've often thought that we could have arranged a public reading of the telephone directory and got a full house!'

Some of the organisation left a lot to be desired. 'Until the company agreed to deduct subs direct from member's wages we had to resort to a very involved way of collecting them' says Len. 'We provided each branch with a small canvas bag that could be closed with a padlock. They collected the subs in these bags and then sent them via the vans to Blackfriars. We must have spent ages counting money in those first two years.'

'We also started up the SSA News—now well past 1600 issues. There was a great shortage of paper just after the war, and we used to have to take what we could get. It was real hand-to-mouth stuff, but we always seemed to manage.' Over the years, Len has worked with four SSA secretaries—Charlie Harriss, Stan Taylor, Dick Dudman and Alan Kettley, but it was with Alan that he had the closest, and longest relationship—well over twenty years. 'We had a kind of Brian Clough/Peter Taylor relationship' says Len. Len's stories about SSA events would provide the material for a book—if not a TV comedy series. 'We organised a couple of disastrous boat trips in the Channel—both times we had a Force 8 gale and everybody was seasick! On one of those trips we forgot to organise a piano for one of the boats, so we commandeered a lorry, drove to a dockside pub and borrowed theirs. A good many of our trippers looked as though they would die laughing as we manhandled the thing up the gangplank!'

And there was one unforgettable night at the Royal Albert Hall. 'It was one of our biggest events' recalls Len. 'We had over 6000 people crammed into the Hall, and we had a star prize of 100 Guineas for the draw. I had strict instructions to guide the winner up to stage to collect his prize—but they read out my name! There were very loud shouts of "fix" as I went to get my prize—but 100 Guineas was a lot of money. It was the equivalent of 20 week's wages!'

Now Len is looking for a bit of peace and quiet 'I've had a terrific career, but I think it's time for someone else to take over. I want some time to myself for a change—and the opportunity to indulge in my hobby.' He's no mean water-colour painter (he won first prize at last year's Family Day), so if you come across a painter in some remote beauty spot, and you think he looks a bit like Len Starling—look again. You could be right!



Commercial art

THE TWENTIES are re-born in these superb examples of JS advertising material of the time. In full colour, they evoke not only the styles and aspirations of the era but capture the essence of the grocery trade when customers were served by the 'tall, clean, well-educated youths' that have become legend at JS.

The artist is William Balcombe (1890 – 1963) who was born at Lewes but lived in Brighton for most of his life. It was here that he exercised his skills not only as a commercial artist, but also as a painter in watercolours and oils,

an etcher and lithographer. He was one of the twenty decorators of the first talking cinema—the Regent Theatre in Brighton, with its colourful murals, friezes and medallions. As a designer of revolving doors, there was an era in London when 'every hotel had its revolving door and reception' designed by Balcombe.

Mr Balcombe's son contacted the JS Archives via his local branch (Muswell Hill) to offer us these beautiful pieces of original artwork by his father. The lady shopper is modelled on his mother.



All in a week's work

This is a page in chairman John Sainsbury's diary which, apart from the deletion of two confidential appointments on Monday, is as it was actually written for a week near the end of last April. Not quite a typical week—like the average man the typical week does not exist—but it is one that shows what is involved in being chairman of a company like JS. There are two reasons why the week was not quite typical. Firstly, it included a meeting of one of the two non-JS boards of which

the chairman is a member (Covent Garden, the other one is the *Economist* magazine). Secondly, it was a week which included the very detailed and time consuming sessions which he has every month with each of the company's trading directors. As a result, the diary contains fewer entries than usual.

A diary, of course, refers only to the part of the week's work that can be planned in advance. It does not show the innumer-

able letters and telephone calls that have to be dealt with by the chairman personally, nor does it show those crises that occur from time to time in even the best run businesses. It is very rare for a significant failure of service to the branches on the part of head office or distribution division or of service to our customers on the part of the branches not to come quickly to the chairman's knowledge. If the manager concerned does not report it to himself, he will find it out pretty quickly

from his own observation. The resulting interview, although never pleasant for the manager who has either erred himself or is answering for the sins of his staff, is always directed to finding out what has happened and to stopping it happening again rather than recriminatory. The week we are looking at was perhaps also non-typical in that none of the appointments shown in it had to be delayed or cancelled for this sort of reason.

Monday April 23		Tuesday April 24		Wednesday April 25		Thursday April 26		Friday April 27		Saturday April 28		Sunday April 29	
		Session MAMAGUN CONFERENCE PRUP		10.30 P Chambers		10.30 BOARD		BRANCH VISITS					
10.00		RAC						WEST		COUNTRY			
11.00 Kaly.		11.00 PJD						CHAPPELHAM					
11.30 Year End								KINGSWOODS					
12.00 ERG				12.00 CARM				WTRG					
Lunch		Lunch 1.00		Lunch		Lunch		Lunch					
AGMS LUNCH (ROOM 1)		Petersen lunch (Dinner in hotel) (at Ginn's Place)		DDS LUNCH									
2.00 Veterans / Pension Week				DDS LSP		DDS RTV/ARB PJD RAI/JG							
4.00 B. & H. H. H. H.		4.00 CG BOARD		Discussion on Distribution of funds									
4.00													
Evening		Evening 7.30 SWRB Officer		Evening		Evening CG S. & S. W. & D. C. C. C.		Evening					
AG on bus till 24/4 FAC RETURNS		AG RETURNS		AG on Bus till 24/4				R&C on bus till 24/4 JUGB					
WEEK 17 (113 - 252)		(114 - 251)		(115 - 250)		(116 - 249)		(117 - 248)		(118 - 247)		(119 - 246)	

The day of days

MONTHS OF PREPARATION went into the Family Day, and there was only one thing that could have ruined it—the weather. After weeks of monsoon down-

pours fingers were crossed all over the land to keep the rain away, and it worked. Although the sun only made the briefest of appearances, it stayed dry and warm.

But the rain had left its mark on the ground, and during the build-up, groundsman Dennis Stacey was horrified to find that one of the lorries had

continued on page 14 ►



The Hadleigh Marching Band lead off . . .



Short shorts make a mark for Head Office.



Coventry's cheerleaders in the march past.



It really was sport for all. There was kicking, heaving, jumping, splashing, running, cycling (slow and fast) and even flour flying through the air!



It hardly seems possible. This year's Family Day at Dulwich was an even bigger success than last year's! Over 13,000 people joined in the fun, some just supporting and having a good time—others throwing themselves into the sporting events with tremendous enthusiasm. There was five-a-side football, netball, bowls, 'It's a Knockout', 'Superstars'—you name it, they did it!