

JS JOURNAL

August 1979



AGM report

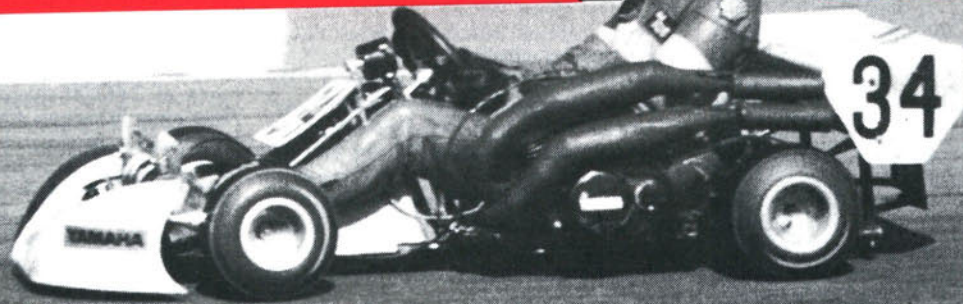
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JS JOURNAL

is published every four weeks
for employees of
J Sainsbury Limited
Stamford House
Stamford Street
London SE1 9LL
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Printed in England by
Alabaster Passmore & Sons Ltd
London & Maidstone

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Steve moves up

FOLLOWING EWAN DAVIDSON'S appointment as manager, corporate finance, **Steve Bradbury** has become manager of financial appraisal, a senior management post.

Steve's career at JS dates from June 1975 when he joined the financial appraisal department at Blackfriars as a financial analyst. He was then promoted to head of the development division's financial control department in the summer of 1977 and remained in that post until last month.

As the manager of financial appraisal Steve will be working closely with Ewan Davidson and in addition to his new responsibilities will continue to undertake investment appraisal work.



Supply control moves

MAJOR CHANGES in the role of the supply control department will be taking place over the next few months at Blackfriars. Announced by the chairman last month, the changes will mean 'a much closer linkage between purchasing and ordering and scheduling goods into depots and branches'.

The move is designed to cope with the increasing scale and complexity of keeping the branches fully supplied—particularly in view of the continuing fuel crisis and the national industrial relations situation. The aim is to integrate the functions of the depot supply control and commodity distribution control departments within each buying department. In future each buying unit will not only be responsible for the purchase of goods, but also for the scheduling of orders, the ranging of products at each branch and their availability to each branch.

Supply control staff will therefore be moving to their various buying departments, and this will mean a great number of office moves. It is hoped that they will be completed by the end of September, but in the meantime staff are being briefed about their changing tasks.

The reorganisation will also mean substantial changes in the management structure associated with these functions. Board responsibility for supply work affecting all perishables depart-

ments, including the bakery, frozen foods, and beers, wines and spirits departments, will be assumed by Cecil Roberts, while Tom Vyner will handle all grocery departments. A directors' distribution group (DDG) will also be formed, under the chairmanship of Len Payne. Mr Roberts and Mr Vyner will be members of the DDG, which will meet weekly to review the stocking position of branches and depots and to ensure the implementation of the necessary distribution plans.

A planning section in the distribution division will provide a secretariat for the DDG, and will liaise with JS depot operations under Alan Mathias, contractors operations under George Abrahams and a new department under Gordon Lambert which will deal with relief depots and contractor's transport.

A new branch services department under Alan Gorham will be formed out of those staff who have not moved into buying departments. Its function will be to maintain the FAS, BRS and BOS systems.

Graeme Nichols, currently one of the departmental directors for the distribution division, will now report to Mr Vyner, and be responsible for the total administration of the grocery division. Dag Bumstead will also report to Mr Vyner, taking responsibility for all buying activities within the division.

Across the board

SINCE THE RETIREMENTS of Simon Sainsbury and Bernard Ramm at last month's AGM (full report page 6), the chairman has announced a number of changes in board responsibilities.

Deputy chairman Roy Griffiths—now the sole deputy chairman—becomes chairman of the finance and audit committee, formerly known as the budgetary control committee. He will also become chairman of the pension committee, and will be joined by two new trustees, David Sainsbury and Ewan Davidson.

Mr Griffiths' extra responsibilities mean that he will hand over some of his present duties. Bob Ingham will take over responsibility for the scientific services division, and will also become chairman of the directors' committee for that division.

Len Payne will become chairman of the Wednesday morning directors' operations meeting—which in future will be called the directors' distribution liaison meeting.

As was announced at the beginning of the year, Angus Clark now takes over the data processing department. He will also become a member of the directors' administration committee, and relieve David Sainsbury of board responsibility for office management.

David Sainsbury will be assuming

some of the duties formerly undertaken by Simon Sainsbury, and to assist him, Ewan Davidson has been appointed manager of the corporate finance department.

Company secretary Nigel Matthews will now report to David Sainsbury instead of Mr Griffiths, but will continue to work closely with the chairman and Mr Griffiths on government and trade association matters.

TesCart?

TESCO HAVE SPENT £20 MILLION on a takeover of Cartiers Superfoods, the Kent based supermarket chain. The deal, agreed last month, means that Tesco will acquire 17 new stores with a net sales area of 240,000 square feet—and a further eight in various stages of completion.

Cartiers became a public company almost exactly a year ago, with a highly publicised issue of shares priced 55p. The Tesco deal values the shares at 150p, and means that 33 year-old Mr Lewis Cartier, the founder, will net holiday pay of around £10 million. Mr Cartier has signed an agreement stating that he will not go back into food retailing for three years.

Tesco apparently view the deal as a cheap way of gaining prime sites in an area in which, according to finance director Roger Temple, they were 'not unduly strong'.

Funny Money

'FUNNY MONEY' will be appearing in JS stores next month. But checkout operators needn't worry—it won't be forged cheques or counterfeit banknotes. It's the name for a joint JS/Woman's Own charity campaign, raising money for 'Together For Children'—the official 'Year of the Child' charity.

The campaign, which starts on September 4, will encourage shoppers to donate any foreign currency they have left over from their summer holidays to 'Together for Children'. Every branch will have a collecting bin—donated by Addis—and throughout the four week promotion *Woman's Own* will be giving the scheme nationwide publicity. Shoppers without a local Sainsbury's will be able to hand in their 'Funny Money'—which could even be pre-decimal coins—at Oxfam shops.

'Together for Children' is being run by Oxfam and Unicef, and the money raised by the JS promotion will be used to buy medi-cycles for use in East Africa. These bicycles are being bought, at a cost of £50 each, for the use of medical assistants in the rural areas of East Africa. In these remote regions villages are often very spread out, and the assistants, who call from home to home

giving simple medical aid and advice on preventing disease, find the medi-cycles enormously helpful. They are also far cheaper and more cost effective than cars or Land Rovers.

At the end of the campaign, the

money will be sold off to the central clearing banks in Switzerland—where the best prices are to be found—and the money will then be put to use. The *Journal* will be keeping you right up to date with the progress of the campaign.

Below: A medi-cycle in action.



Busy month for the retail trade

Macmerger

PLANS FOR A MERGER between International Stores and MacMarkets were agreed last month by their parent companies, British American Tobaccos and Unilever. The new group should have a market share around six per cent (AGB)—nudging ASDA for third place in the 'retailing league'.

The £25 million deal will give International 64 new stores with an average size of 7,500 square feet—almost twice their present average size. International has 633 stores, of which 142 trade as limited range discount stores under the Pricerite banner.

Michael Groves, joint managing director of International Stores sees the move as 'our lifeline into the future'. He sees it bridging the gap until International's big supermarkets open over the next three years. Seventeen are planned, costing around £50 million. 'It indicates BAT Industries' continuing commitment to retailing' he said.

Electronics

LASER SCANNING at checkouts will make its first appearance in the UK this

autumn, Key Markets announced last month. They plan to install the system in their new 35,000 square foot store at Spalding, Lincolnshire.

Based around the IBM 370 system, the store will have 14 checkouts equipped with scanners. The machines are designed to read special 'bar codes' printed on each item, thus avoiding the need for checkout operators to enter the price, or as in the JS trials with computerised checkouts, a code number. (A full explanation of the system can be found in the *March Journal*.)

Key Market's announcement coincided with the publication of a report by Post News, a research company, that suggested there will be 33,000 computerised checkouts—worth about £100 million—in use in five years' time.

See next issue for news of JS's own trials with laser scanning.

Bigger share

FOR THE FIRST TIME the top six supermarket multiples have attracted more spending than the rest of the grocery trade put together. Figures published by the Nielsen market research company show that the JS, Tesco, Asda, Allied Suppliers, Fine Fare and International increased sales by a fifth in

the last year to capture 36.6 per cent of the total grocery trade—worth £11.3 billion.

Independent grocers saw their share of the market fall to around a third (33 per cent) of the total. The Nielsen findings were backed up by a report from Audits of Great Britain (AGB), whose May figures show that JS, Tesco and Asda accounted for almost 31 per cent of the packaged grocery market—compared with 22 per cent in 1976.

Expansion

TESCO'S EXPANSION PLANS for the next three years will cost around £200 million, according to the company's annual report published last month. The bulk of the money is to be spent on new stores, of which 30 are planned for the next two years. There will also be considerable expenditure on extending existing stores.

By contrast, Tesco has closed 113 shops during the last year—most of them with sales areas of under 5,000 square feet. A further 50 shops are scheduled to close this year, leaving the company with 532 stores compared with the 700 plus it had at launch of 'Operation Checkout'.

JS pioneers concentrated butter



ANOTHER PIONEERING 'FIRST' from the dairy buying department is on trial at 50 branches. This new product is an eight ounce (or 250 grammes from September) tub of concentrated butter for cooking. Although this cheap form of cooking fat is particularly popular in Germany and elsewhere on the continent, JS is the first retailer to bring this product to British shoppers.

In launching the concentrated butter, JS is taking advantage of the EEC subsidy, a scheme to reduce butter surpluses within the Community.

The butter is free from salt and water, containing 98 percent butter fat compared with the usual 80-82 percent in

most butters. For this reason only about a half of the quantity of normal butter is needed in most recipes. As it is cheaper than other butters anyway, at 29p per tub, it makes an extremely economical substitute in cooking.

Thoroughly tried and tested, the butter is recommended for deep or shallow frying, and in baking can be used to replace half to threequarters of the weight of butter, according to the richness required. An instruction slip tells you to soften it before mixing and allow extra water for pastries and add an extra pinch of salt.

During the cooking tests the butter was discovered to be particularly suit-

able for sauces, light sponges, gingerbread, scones and pastry. The only thing the butter was found unsuitable for is spreading!

One of the recipes tested in the JS sampling kitchens was for **Rough Puff Pastry**. *Ingredients:*

8 ozs plain flour
¼ teasp salt
1½ ozs JS concentrated butter
3 ozs lard
½ pint water
1 teasp lemon juice

Method: Mix water and diced butter in usual fashion with flour and salt. Cook at oven temperature 220°C (425F) Gas mark 7 for 40 to 45 minutes.

Go-ahead for Nine Elms site

NEW COVENT GARDEN is to be the site of a large JS supermarket. Planning permission for a store with a sales area of 21,600 square feet was granted by Lambeth Borough Council in May and in mid-July the Covent Garden Market Authority completed the land sale to JS.

The two-storey building will have a total area of 40,600 square feet and special features including an integral freezer centre and in-store bakery, and ground level parking for approximately 310 cars.

The three-acre site forms part of the New Covent Garden Market at

Vauxhall, in an area known as the Eastern Triangle between the market and Wandsworth Road. A new service road will be constructed at the back of the site between the building and the railway line and service access to the store will be through the market. Customer access will be from the Wandsworth Road.

Apart from some aid from outside consultant engineers, the Vauxhall venture will be an entirely in-house project for JS. 'Lambeth Council is going to expect a high standard of finish to fol-

low the precedents set by other new architecture in the area' architect Bill Hall says. 'Over the other side of the railway, for example, is the elaborate flower market building, but the only conditions set by the Council have been that the JS roof should be "interesting" and that an area at the front of the store should be landscaped.'

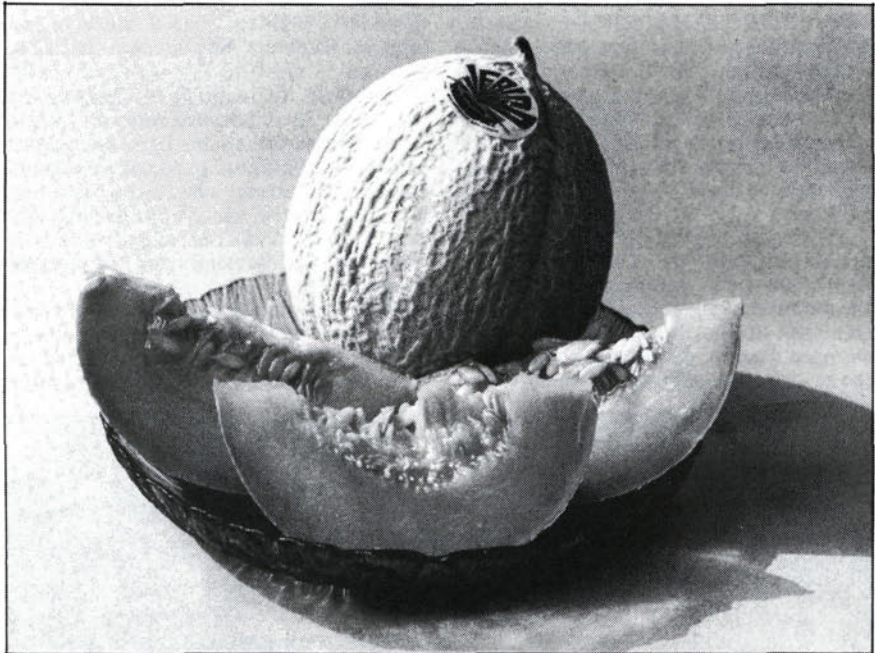
Work on the building is expected to begin in the Spring next year and the opening of this store, which promises to be a very important London site, is planned for 1981.

Long life melon now in store

A MOUTHWATERING MELON is making its debut in JS stores this summer. Supplies of a new Italian 'Rock' melon have recently become available, and it looks as though it'll soon become a firm favourite with shoppers.

The new melon is a hybrid of the US 'Canteloupe' and French 'Charentais' varieties. Charentais melons are thin skinned and consequently have a short shelf-life—but have a superb taste and characteristic orange flesh. Canteloupes have a thicker skin, and the hybrid is an attempt by growers to produce a Charentais type melon with a long shelf life. Up until now Charentais melons have been rare in this country because of the restrictions imposed by their poor keeping qualities, but the new melon, with its thick, gnarled skin seems set to overcome this problem.

Random tasting sessions in the *Journal* office confirmed that the new melon is a delicious—and cheaper—alternative to the Ogen melon. It will be selling at around 60p, well below Ogen prices.



Dancing wedding

MIKE DAVIES, research and development officer at Blackfriars, has recently married part of a famous company of legs! Pauline Peters (now Davies) has been a dancer for nine years, and a member of the TV dance team 'Legs and Co' since its formation three years ago.

Mike, from the central productivity department, has worked at JS for nine

years and met Pauline in 1977. They married in a parish church near Woking in June and were pleased to welcome other glamorous members of 'Legs and Co' amongst their guests. When the *Journal* asked Mike whether Pauline would carry on with her dancing career he laughed and replied that there has never been any question of her retiring from the public eye.



Leggy guests with the happy couple, left to right: Rosie; Gill, Sue, Mike and Pauline Davies, Lulu and Patti.

AGM says yes to profit sharing

JS'S PROFIT SHARING scheme for staff got the go-ahead from shareholders at the annual general meeting, held at the Connaught Rooms, London on July 4. This means the scheme can now be put into operation and the first 'pay-out' to staff who qualify (full- or part-timers with two or more years' service) will be next July.

Seeking the shareholders approval of the scheme was one of the major items on the business agenda. Another was the formal retirement from JS of deputy chairman Simon Sainsbury and director Bernard Ramm. Following the news of these two retirements, chairman John

Sainsbury invited shareholders to re-appoint directors Angus Clark and Tom Vyner.

Once the formalities of the meeting were over the chairman went on to talk about the economic background against which the company—and the food retail industry in general—had been operating during the past year. He also brought his audience up to date with the company's progress during the current financial year.

'Sales are ahead of budget' the chairman was able to tell shareholders. 'Whilst competition remains intense as ever we have continued to maintain a

satisfactory profit margin.'

The chairman then commented on three areas of current concern: inflation, employment and energy.

He welcomed the end of the Price Commission and strongly supported the Government policy of depending on competition to keep prices as low as possible. Raising productivity, he said was also a means of combating inflation.

He also welcomed the recent alterations in taxation which would give individuals greater incentive to develop skills and accept greater responsibilities.

On employment the chairman said: 'The very fact that Sainsbury's expansion programme has been kept up, whatever the economic storms around us, has been some contribution to maintaining employment.'

He said one of the worst aspects of unemployment is that of school leavers. 'In this respect Sainsbury's have a good record. We have recruited 1,500 school leavers aged 16 in the last 12 months—we are recruiting some 200 A-level leavers this summer. Our graduate intake



JS shareholders meet the men at the top.



has now topped the 100 per year mark.'

On the energy problem, the chairman said that as a food distributor, JS was heavily reliant on the internal combustion engine. Nevertheless, the company would respond with determination and ingenuity to minimise the increased costs of distribution. JS had been pursuing an energy-saving policy since the first oil crisis in 1973, as a result of which the company's electricity costs were about £1 million lower in the current year than they otherwise would be.

'It is going to be very much harder to make more savings this time round' he said 'but we will have to do it.'

Finally, he spoke in some detail about the profit sharing scheme and the thinking behind it. 'We have always placed the highest priority on good relations with staff' he said. 'We have always sought to provide working conditions and pay that are outstanding in our trade.'

'We have always believed it our responsibility to provide as great a security of employment as possible and at the same time train and develop staff so that they may realise their individual potential to the full. For this reason we spend very large sums on staff training.'

'For this reason we provide exceptionally good staff restaurants and for this reason we have a very large personnel department concerned with staff welfare and all other aspects of personnel work. We are also concerned for staff after their retirement. We have a 'flourishing veterans' club and a staff pension scheme which goes back 45 years.'

'We believe with the greatest conviction that profit sharing serves the interest of our shareholders and our customers as well as the direct benefit it brings for our staff.'

Minister talks shop at JS

AGRICULTURE MINISTER Peter Walker visited JS's Putney and Wandsworth stores on June 28 in order to see for himself how the retail link in the food chain operated.

He said he thought it was important for him to have a good understanding of the three major links in the chain as he saw them, the farmer, the processor and the retailer. His knowledge of the latter has a firm base. At the age of 18, while waiting to go into the army he used to help out in his father's grocery shop in Brentford.

'I learnt how to bone bacon, skin cheese, pack sugar and pat butter' he said. His guide during the tour was JS chairman John Sainsbury, and the Minister remarked that his father had

done a lot better than Sainsbury's. 'My father increased his turnover from £150 to £600, which I think in percentage terms is slightly better than you have!'

The Minister's visit coincided with the news of the latest butter subsidy and in answer to questions on this he replied '... all I can say is for the next nine months butter will be 6p a pound less than it otherwise would have been.'

At Putney after an extensive tour of the shopfloor, he chatted to staff in the canteen, asking them about the hours they worked and how much time they had off. 'One thing living above a grocers shop for six years taught me' he said 'was that shelves don't get filled by magic—it's hard work.'

He also visited Wandsworth branch.



John Sainsbury (centre left) and Peter Walker on tour at Putney.



The Minister chats to staff at Putney about pay and working hours.

Derek has 'high' standards

'NO SQUEAMISH PERSON could work here' Derek Lockwood admits cheerfully. Derek is complaints officer for JS and it is to him that any perishable or non-perishable goods are sent when they are found not to be up to JS's usual standards. During the summer when foods are returned into Derek's capable hands things can certainly get very 'aromatic' in the complaints office in Rennie House!

As a member of the research and scientific services division Derek is one of the trouble shooters behind the scenes at JS. He is assisted by Ernie Penny and Phyllis Sault and together they provide a technical service and reports for buyers and other concerned parties, that just three years ago were not possible. Whether the complaint is about hardware or vegetables Derek ensures that a report will be prepared by the appropriate authority.

Derek became complaints officer in February 1977 after a thorough scientific background. He worked for a public analyst and then in the JS laboratories for over ten years. Before 1977 there was no single department with specific responsibility for complaints, except where individual buying departments and analysts at JS were consulted in serious cases. Until this time branch managers had more involvement with 'on the spot' refunds. Now every manager is instructed and encouraged to send the offending articles, or at least specific details of how he repaid the customer, straight to Derek.

Just the job

This month we look at the work of the JS complaints officer at Blackfriars who sees the return of any substandard goods.

As JS has expanded, obviously the number of returns has grown. The intake of complaints in Derek's office on an average day usually numbers just over 100, and it is Derek's job to form a preliminary judgement or direct them to the right person to deal with them. 'As far as food is concerned, where I can use my laboratory training or test the item by examining it by sight or smell, I will. If further tests are required I pass it on to the laboratories—chemical, microbiological or even the packaging lab areas—for more detailed comments.' Buyers visit Derek's office regularly and can often pass judgement on questions of quality.

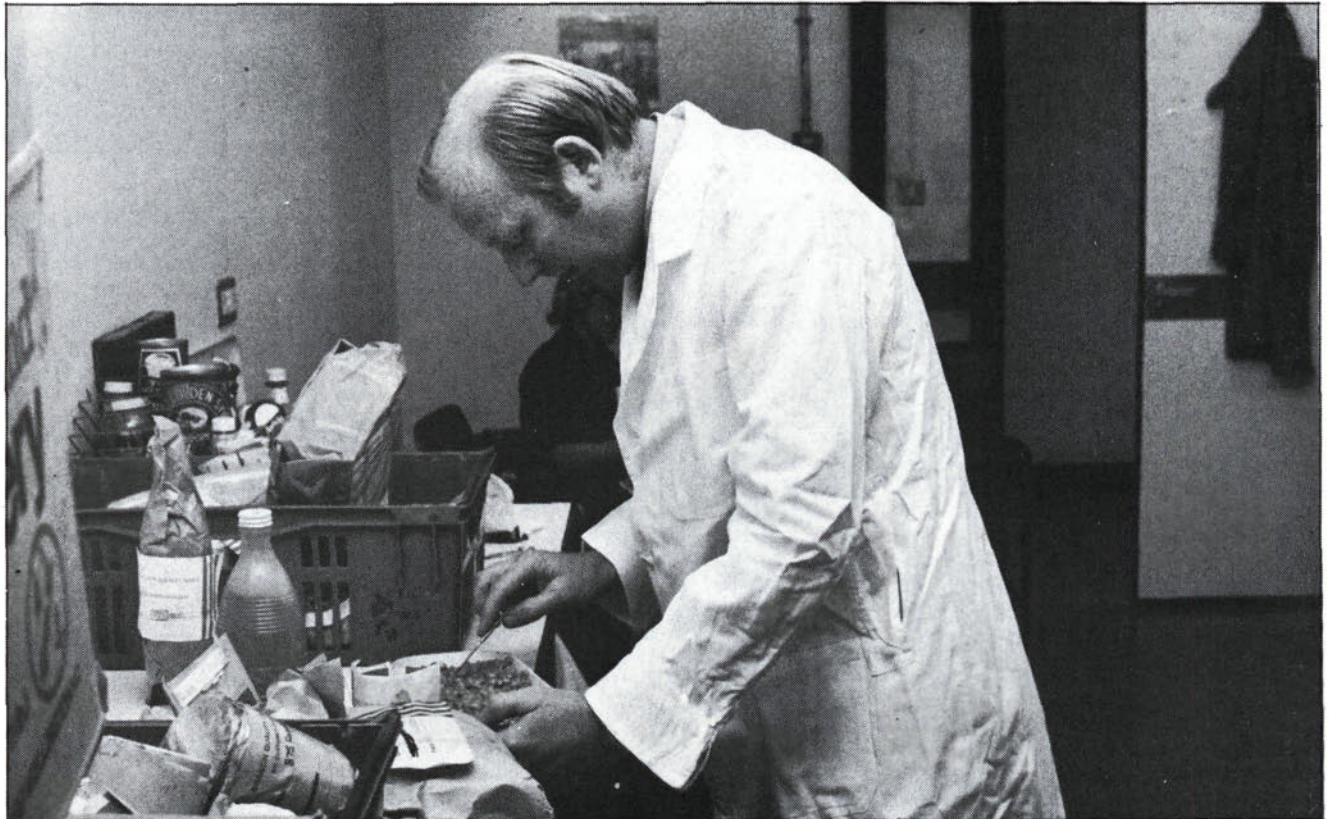
About 16 per cent of the returned items are not JS own-label goods. Recently a large piece of string was found in a tin of baked beans. As it was a proprietary brand Derek was immediately able to send it to the manufacturer and organise a letter to the customer to explain that action.

The JS sampling kitchen is sometimes asked to prepare a returned foodstuff for

taste-testing and about 25 items per day can be returned to manufacturers of Sainsbury's products. Derek and his team work as an autonomous unit but depend on the backing of head of section Dr Bahl and all necessary assistance from the laboratories.

Every item is logged as soon as it enters Derek's office and those records are kept for 15 months although samples rarely remain in the room for more than 24 hours. Derek's working day starts at 7.45 when sheets listing the previous day's incoming work are compiled and by 10 am either Phyllis or Ernie will have delivered copies to buyers and the customer relations department in Stamford House. By that time the next batch of complaints will have arrived and need testing or directing as Derek sees fit, and so the cycle begins again. The last couple of hours of each day are spent on even more paperwork and preparation for the next day's surprises.

General awareness that there is a complaints officer has increased enormously. In his four-weekly report Derek is able to compile and categorise problem areas but bears in mind that not every complaint is made known to him even now. He explains: 'although the tradition that every manager must fend for himself without support is changing, they still sometimes forget to tell me of an occurrence. Perhaps it may seem a trivial matter to them but if several managers mentioned the same returned goods, it may mean that batches of the item distributed

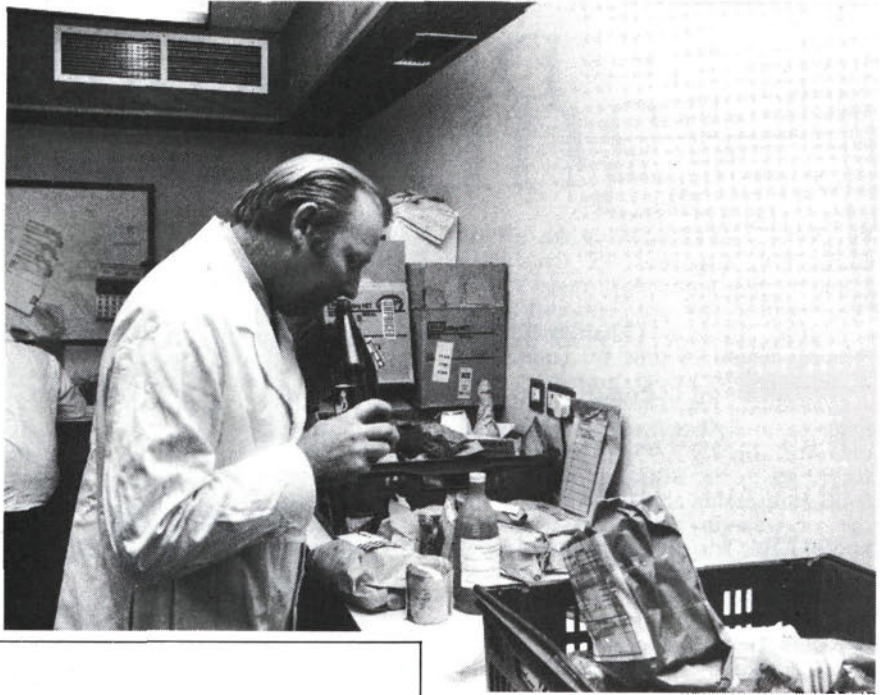


Derek applies the initial sight and smell tests to some returned peas.

companywide may have been affected and should be investigated.'

Everyone does however realise the importance of immediate lab reports in suspected food poisoning cases. Food that has caused sickness comes in immediately from branches by hand or by Red Star. Of course they are treated with the highest priority and sent immediately to be fully analysed according to stringent procedures. Other less urgent cases are directed from the branch to a depot and on to Blackfriars. Some goods are returned with inadequate packing or with the details on the complaints form completely illegible due to melting or leaking frozen food-stuffs being sent in the same container. Sometimes there are insufficient details on the form and this clouds the issue and makes Derek's life more difficult.

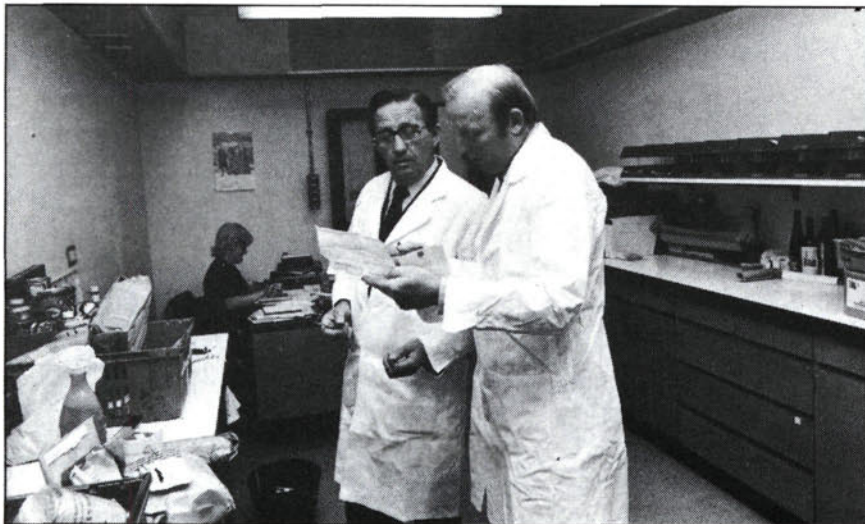
'You learn from experience' he says 'and so that no-one's time is wasted, firstly I use my background and logic to see if I can find a reason for the complaint.' Even with today's modern ma-



Returned goods are all guided through Derek's office.

chinery and careful scrutiny in all stages of food production things inevitably slip through the system once in a while. One fairly common complaint, for example, comes from customers who think there are fragments of glass in a bottle of wine. Very often Derek can carry out a simple test to prove that it is crystallisation caused by storing the wine at the wrong temperature at a critical time.

'I see the same problems recurring time after time' Derek says. 'It doesn't seem logical, but the loudest complaints nearly always come from those who have the least to complain about. I often wonder how these people find some of the more obscure things to complain about... maybe my family is lucky but we never find anything wrong with goods we buy!'



The complaints office staff work together as a team.

Try-out



Above: Frances Brown models one of the new supermarket assistant's overalls on trial (see June Journal). Frances works at Wandsworth branch where they are trying out blue poly-cotton protective clothing. Elsewhere, other branches are surveying other styles for possible future use, and staff views and reactions will be requested when the experiment ends.

DJ breaks records!

PLAYING RECORDS broke all records, with help from JS. On July 4 London's first community radio station 'Thamesmead Insound', run entirely by volunteers, broke the Guinness Book of Records length of time for continuous broadcasting by a single presenter.

Comedian Jim Davidson gave his name to, and participated in, the attack on the newly 49 hour British record set by the BBC, and all proceeds from sponsorship and gifts auctioned on the air were in aid of his leukaemia appeal fund. The station guaranteed a 50 hour broadcast and applied to commercial and other sponsors to 'buy' hour-long periods of the programme. The station in fact completed 52 hours.

JS sponsored the hour following the breaking of the record as a very tired programme presenter, 19 year old Glynn Perkins, struggled to keep going. During that hour, Dave Reynolds, manager of JS's Woolwich branch, was invited along to participate in the programme and be interviewed by station manager Frank Warren. Frank shops at Woolwich branch as do many of the Thamesmead listeners.

The young community at Thamesmead as yet only has small shops in the immediate area and shoppers have to visit Woolwich for their nearest JS, so Dave certainly appreciates his store's importance to these customers. Dave's store also numbers among the staff several Thamesmead residents.

During weekly reviews of consumer prices on 'Thamesmead' JS is regarded very highly and Dave was happy to assist the record breakers and promote good name of JS. He faced his ten minute radio star role without a trace of nerves and discussed JS, his career and related subjects. He confirmed after the broadcast 'I felt perfectly at home—Jim Davidson and I even use the same tailor!'

Apart from commercial sponsors, other well-wishers who participated in the programme ranged from a representative from the Samaritans organisation, to local mayors and other dignitaries. Diane Mallion, an ILEA representative who has assisted radio Thamesmead as part of her study of the educational needs of the area, said: 'If the record breaking has merely increased the awareness of local people to the station's existence and capabilities then the scheme has done its job.' The money collected or pledged to the cause was impressive and support from local residents was growing all the time. Frank Warren told us, as an example of this exceptional generosity, that a local sufferer from agoraphobia raised money when she went out of her house for the first time in three years to walk over to the radio's studio. Inspired and supported by her sponsors, she raised money for the cause while conducting her own cure and losing her fear.



Dave Reynolds (left) with record-breaking DJ Glynn.

We have lift-off

SAVACENTRE'S RECORD was beaten recently when the Basildon store, due to open in March 1980, experienced its 'operation airlift'. A twin-engined helicopter placed the rooftop air-handling units, each weighing between one and one and a half tons, in position in under half the time the job had taken at Hempstead and Washington.

JS senior design engineer Jim Woolcott, who organised the airlift, explains that the job was carried out speedily due to the pilot's skills. 'At the other two SavaCentres single-engined helicopters were used. The Basildon site is right in the middle of a large residential area however, and when we heard from the Civil Aviation Authority they insisted that a twin-engined aircraft be used in such a case.' The second engine would have provided emergency power should the principal engine fail, but the lift went even more quickly and smoothly than planned. The only unplanned event was the collapse of two vacant site huts that were hit by the down-thrust air pressure from the helicopter!

In just over one and a half hours 28 units were successfully positioned and provided a free morning's entertainment for hundreds of local inhabitants who turned out to watch the operation.



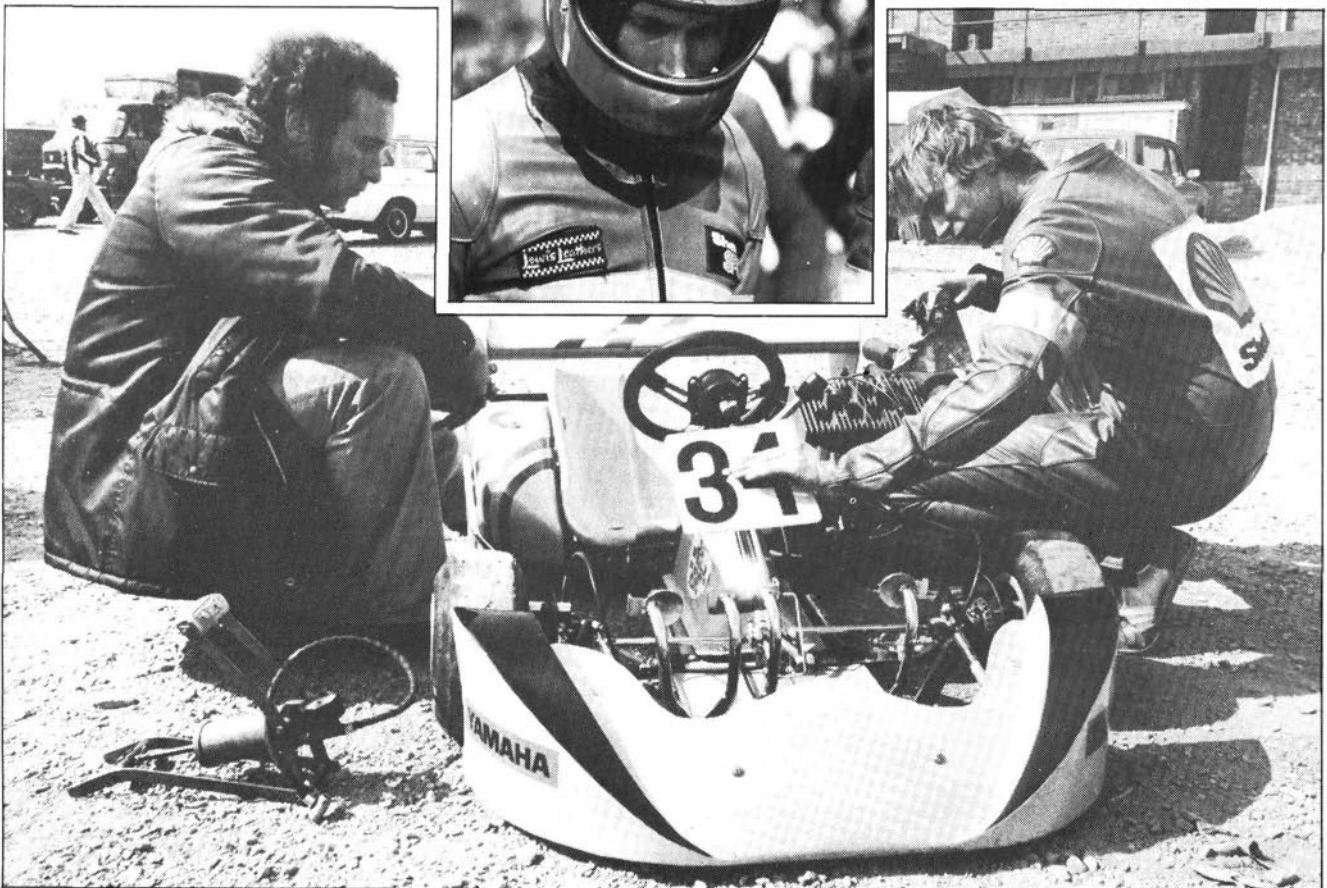
An experienced pilot ensured a successful airlift at Basildon.

Karting King

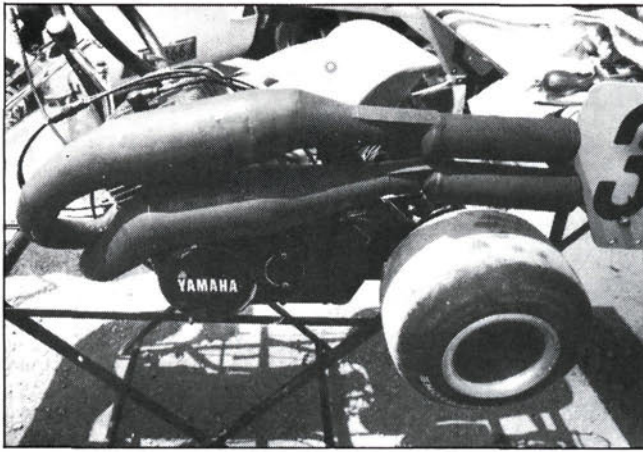
You've seen 'go-karts' at the seaside. Forget them. To the enthusiast they're just motorised tea-trolleys, because he's into a breed of machine that can hit about 130 mph flat out and lap at average speeds of around 90 to 100 mph. To find out more about these little buzz-bombs we followed Dave King, a motor engineer at Buntingford depot, to the Donington Park circuit near Derby where he was competing in the British Long Circuit Championships.

Below: Dave (right) and Steve.

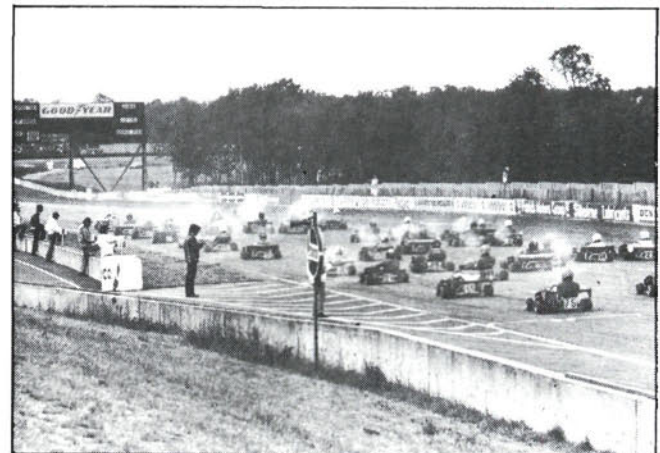
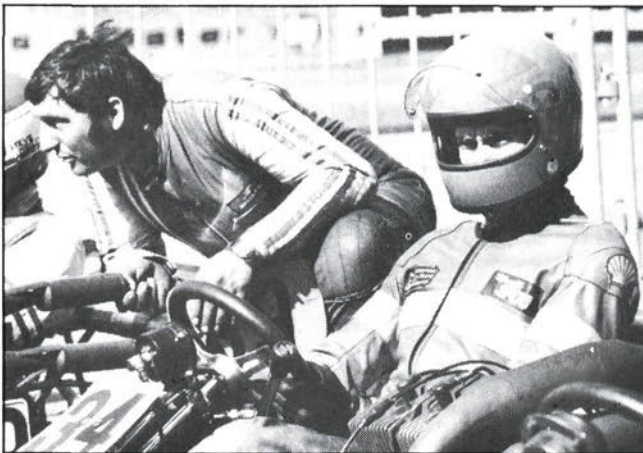
Left: Helmeted up.



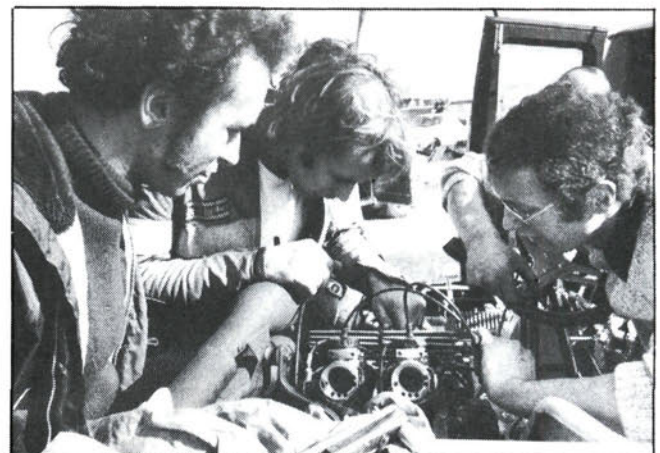
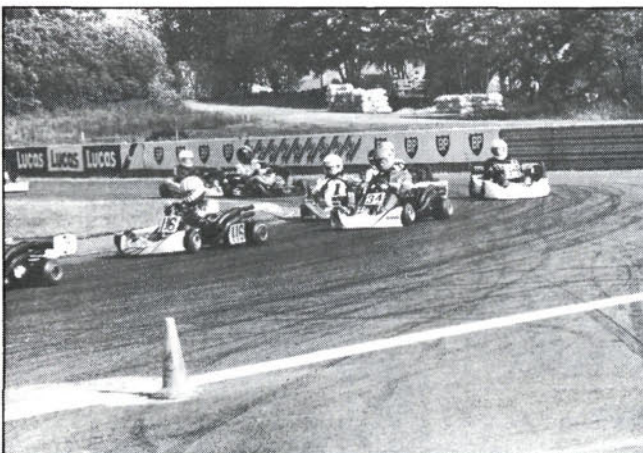
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Above: The bulging exhaust of the 250cc engine, and right: lined up in the pits.



Above: Tension mounts as the track is cleared—and then they're off!



Above: Into the chicane, and all seems well. Right: The post mortem.

THE SUN has just decided to shine on a Sunday afternoon's karting at Donington. The paddock is crowded with enthusiasts, littered with karts in every stage of preparation, and smothered in dust. 'If it rains we moan about the mud, if it's dry we moan about the dust' says Dave King as he emerges from the tiny caravan that's his home for the weekend. His kart—number 34—is being worked on by his brothers Alan and Steve. The cylinder head's off and they're replacing a gasket. Dave's already driven in three qualifying heats, and consistent finishing has won him a place on the sixth row of the final of the Championships.

His interest is in the 250cc 'International' class—more often known as 'Superkarts'. These machines are far removed from the 'go-karts' that first appeared in this country in the 'fifties. Lawnmower engines have been replaced by motorbike engines, and the speeds they can reach are nothing short of frightening—especially when the seat of your pants is no more than an inch off the tarmac.

Dave drives a Sprint kart powered by a 250cc twin cylinder two-stroke Yamaha engine that can develop as much as 65

brake horsepower. The power-to-weight ratio is about the same as that of a Formula One racing car, and when he puts his foot down, Dave can rocket from 0 to 60 mph in four seconds. 'I was lapping at about 95 mph in my last heat this morning' says Dave. 'That's quicker than 750cc "Superbikes" and getting on for Formula Two speeds.' He says all this in a quiet voice that somehow doesn't match up to his sport. In the background the other kart classes are hurtling through their finals, sounding like demented giant hornets. From the pits the sound is deafening. Some people are wearing ear-muffs.

The King family are almost a racing team in their own right. Dave's father, Jim, was himself a motor engineer with JS—he retired last autumn—and all three of Dave's brothers have raced karts in their time. At 23, Dave is the youngest of the family, but he's been racing karts for four years. 'My brothers used to take me along to their meetings' he says 'and I suppose it just got into my blood.' An expensive taste to acquire. His present kart cost him something like £3,000, and when an engine (about £500) blows up—it can happen any time—you have to get another. He gets through about two a season.



Accelerating hard out of the chicane, 34's going well.

This year he's been experimenting with 'ground effect' fairings for the kart. 'The idea is that the bodywork holds the kart down onto the track by creating suction' says Dave 'but so far I've not been able to get it to work properly, so I've taken it off for this meeting. The kart's been running really well—I'm looking for a place in the first ten.' And the competition includes former World, European and British champions.

That place in the top ten could be crucial for Dave. The cost of maintaining a competitive kart is enormous, and a good race could mean finding a sponsor. 'It's a big problem' he says. 'I've got to get near the big boys—all heavily sponsored—off my own bat before anybody'll give me money.' But the rewards are there. Top Formula One drivers Emerson Fittipaldi, Ronnie Peterson and Jody Scheckter all started on karts, and most of today's up-and-coming young drivers have graduated from superkarts.

Dave's final is getting close. The kart is back together, polished and gleaming. Alan checks the tyre pressures—the hot sun has overpressured the racing slicks. Dave likes to keep them fairly soft, so that they give a better ride and better grip.

They debate putting on a new set, but decide that the risk of a duff tyre outweighs any advantage to be gained.

Into the pits. There's a fifteen minute wait while the track is cleared of karts that failed to finish in the 210cc National class final. Then the fifty karts are push started out onto the track for a warm-up lap. On the grid, Dave has about 25 karts in front of him. The noise builds to a crescendo and they shoot off, jostling madly for a good line into the first corner. Dave holds his position, but by the end of the first lap he's pulled up to about fifteenth. Over the next few laps he gradually works his way up the field, but as he passes the pits for the fourth time disaster strikes. He slows down and pulls off the track.

After the race he explains what happened. 'As I came out of the chicane I got something slightly wrong, and I hadn't got up to top gear by the end of the straight. I must have missed a gear as I changed down for the bend, the engine over-revved, and seized up.' A quick examination reveals no serious damage to the engine, some consolation at least, but that elusive sponsorship chance has gone for the time being. 'I'll just have to keep on plugging away' he says.

Win a kid's ransom

THE YEAR OF THE CHILD has been making headlines all summer, so what better theme could there be for this year's *Journal* photo competition. Once again we're offering JS's budding David (and Davina) Baileys the chance to show off their skills, and win money. First prize is £50 worth of JS vouchers, second prize is £25 in vouchers, and third prize £10. That's £85 up for grabs!



Gareth Renowden



Diane Hill

And this is what you do. Simply take a black and white photograph that you think illustrates what being a child is all about. Laughing, crying, playing, sleeping, rich or poor—it's up to you, but bear in mind that the judges will be looking for originality as well as technical ability. Last year's competition brought in floods of pictures of kids, so

we know you love photographing them. Now's your chance to snap for love and money!

The judges will be Sydney Harding from supply control at Blackfriars—who's a member of the Royal Photographic Society—and Terry Wright, manager of Watney Street and last year's winner. Terry's won so many of our competitions that we thought we'd elevate him to judge and give the rest a chance!

On these pages we print some interpretations of the theme by the *Journal's* camera fiends, but we're sure you can do better! So get those cameras clicking and the entries rolling in.

The rules are simple. All pictures must be black and white (not too small please) and arrive in the *Journal* office by first post on November 1.

You may enter as many prints as you like, but you should write your full name, address, telephone number and job title on the back of each.

All JS employees and veterans may take part.

Photographs entered for previous *Journal* competitions will not be considered.

Do not send us undeveloped film. It may go through X-ray examination in the post and be ruined.

Entry Form

Please complete and return this form with your entry (or entries) to:- JS Journal, J Sainsbury Ltd, Stamford House, Stamford Street, London SE1 9LL.

Name _____

Address _____

Telephone number _____

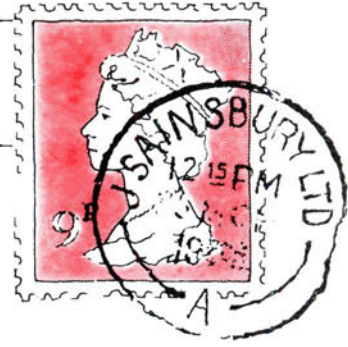
Please tick box if you would like your photograph(s) returned



Ruth Guy

Your letters

Letters are welcome and should be addressed to the editor.



Not with it?

From: C W Turner, JS veteran

Can any readers tell me please am I alone in being surprised at the poor quality and presentation of the recent TV advert, or is it my age, not being 'with it', or lacking in knowledge of advertising technique?

The TV personality's tone of voice and presentation seems wrong, and his final phrase places it in the same class for ridicule as that of the child in a toothpaste advert with 'No fillings today Mum'.

I may be charged with no understanding of advertisement impact and technique, but I know that what catches my notice and impresses me must be shared by a large majority.

May I suggest that as an experiment for the future a small competition be held, open to past and present staff, for ideas from which the advertising agency could use their expertise to build on.

Mike Conolly, advertising manager, replies:

The difficulty with using a well-known presenter in TV commercials is that not everybody will like their particular style or think it suitable for the subject in hand. It is so much a question of personal taste, and of course our correspondent makes the assumption that his opinion 'must be shared by a large majority'. What is important is how well a campaign has worked, not how many people personally do or do not like it. The considerable body of research we have conducted since we first started using Michael Barratt shows that he has communicated the message of Discount 78/79 very effectively and helped redress a worrying situation on our price/image rating. It is perhaps not without significance that in the same week our correspondent's letter arrived, the JS share of the grocery trade, as measured by AGB, hit an all-time high.

Advertising is a specialist job and needs to be handled by professionals. It is pointless coming up with bright ideas unless one is fully aware of the marketing background and strategy within which the advertising must work. For this reason I do not believe that our correspondent's suggestion of a competition is a practical one. We do not hold competitions to advise on the work of our architects, or accountants or computer personnel, and

advertising is just as much of a specialisation.

On course

From: Dick Dickson, JS veteran

In the published article about my retirement it was stated that 'We went to a JS retirement course and came away from it feeling thoroughly depressed.' In order to put the record straight, it was not a JS course to which we intended to refer. Instead, it was a pre-retirement course organised by Gwent Local Authority for a few days to which Eve and I were kindly invited to attend by JS about three years ago.

The occasional day course now organised by JS for employees approaching retirement which I also attended recently was, I found, much more realistic in its approach to the subject and can be fully recommended to staff getting nearer the start of a 'new life'.

Where's Worle?

From: Dorothy Young, branch development financial control, Blackfriars

While on holiday recently we visited Worle branch. Coming from the direction of Weston-Super-Mare it was difficult to find and although the local buses have Sainsburys at Worle emblazoned along their sides, we felt this was a bit misleading as the store is some distance out of Worle. Mentioning this to friends who live some distance away but in the catchment area, they agreed and admitted they had trouble finding it at first. A sign indicating the site of the store at the approach road would be helpful.

Also, would it be possible to draw attention to the speed of ramps outside the petrol station by a notice or distinctive paint?

Gordon Maxwell, advertising executive, replies:

A directional sign to the North Worle District Shopping Centre at the junction of Queensway and New Bristol Road was tentatively agreed with Avon Council before we opened our branch at Worle. JS agreed to pay for the sign and its erection, and Avon Council did in fact have a special sign made.

Unfortunately, on the Monday prior to our opening (the day we were promised the sign would be in position), the County Engineer and Surveyor had second thoughts and decided that the sign could not be erected for two reasons: firstly, the District Centre was not yet complete, and secondly, Queensway was not completed as a through road.

After further talks with Avon Council they agreed to reconsider the situation when Queensway was completed. This has now been done, but the road will not be adopted by Avon Council until September. We hope the sign will be erected then.

High standard

From: Mrs J Q Leckie, JS customer, Dymchurch, Kent

For sometime now I have been wanting to write to you to say how much I appreciate the service I have received from Sainsbury's over 28 years.

Since the Hythe branch has closed I have been shopping in the Folkestone branch. I have always received fair value and good quality food and have the highest praise for the Folkestone managers and staff. Any request has always been looked into in a most efficient and friendly way.

This was highlighted during the lorry driver's strike early this year. I did not go without any item of food I wanted (other shops in Folkestone had some empty shelves). This must have meant extra hard work for managers and staff at Folkestone and very good organisation from you and all the head office staff.

I do send a big thank you and congratulate everyone for keeping up the high standard over the years.

Enormouse stocks

LEATHERHEAD RODENTS are obviously in short supply at the moment if a typing error found in the daily bulletin is to be believed. Under the discontinued lines column for this branch it mentions, after sponge sandwich but before Cadbury Flakes, an exclusive line of 'Mice Pies'!

Art with heart!



Left: Vera and Ted show off 'Natures Faces', and right: Vera signs another painting.

HELP FOR THE DEAF has been flooding in after the Stamford Group announced they were going to raise money to help Dr David Mendel's research into deafness (see June Journal). One of the nicest offers of help came from Vera Houghton, a JS veteran from Great Yarmouth. She wrote:

'It was nice to see in the latest Journal

that someone is trying to do something for the deaf. If one is blind or crippled there is an outward sign of sympathy, but if one is deaf people tend to think that they are stupid. My husband is deaf, and hearing aids are not the answer. I get quite frustrated at times—so what must it be like for the sufferer?'

'When I retired from Sainsbury-

Spillers (Kenninghall) in February 1977 one of my ambitions was to take up oil painting, and I wondered if I did a small picture and sent it off to you, do you think you could raffle it off? It might only fetch a couple of quid, but it would help toward that £2,250 needed for the machine.

We decided to pop up to Great Yarmouth and pay Vera a visit. She and her husband Ted live in a neat little bungalow in Belton, near Yarmouth, and the walls are covered with her paintings. 'I only started last April' she told us. 'Ted bought me a book and built me an easel, and so I just started painting.'

Her paintings—mainly of flowers, and particularly pansies—are lively and brightly coloured, and the one she gave to us, called 'Natures Faces' is a fine example of the genre. It will be one of the prizes in a Stamford Group raffle which will be held in a month or so.

But Vera's not the only one who's been motivated by the group's latest appeal. Irene Salisbury, senior technician in the micro-biology laboratory at Rennie House had the idea of holding a second-hand book sale for personnel on her floor and surrounding departments. The idea received a lot of support and she was pleased to count up a total of £31.40 after a few days' lunchtime sessions.

Another book sale organised by the SSA office in Stamford House, raised £27.00 and when a collecting jar for pennies and half-pennies was emptied for the first time it was found to hold £18.85.

Caroline Burbridge from the profit and loss section at Streatham has raised £75.00 on a sponsored slim in aid of the same cause.



The swelling almost gone, Simon rests in peas.

Peas please the vicar

HAS JS A CURE FOR ALL EVILS lurking innocently in every store? A vicar recently had peas prescribed as treatment for a sprained ankle and no one was more surprised than him that JS could help him cure his injury.

People tend to accept that Sainsbury's groceries are highly recommended but when Simon Stephens, priest in charge of St Stephen's Church, Coventry, was advised to buy frozen peas to apply to his sprain it seemed unlikely even to him!

He explained, 'the hospital told me the best way to bring down the swelling was to put a packet of frozen peas on it twice a day for 15 minutes. It is just a form of cold compress but is a lot less fiddly than using ice cubes.

'The peas certainly worked' he concluded 'and I would recommend the cure to anyone with a sprain.'

The icing on the cake

REMARKABLE TALENTS were discovered at this year's Family Day—not only in the sporting events but also in more artistic pursuits carried out by JS staff all over the country.

Joan Heaford, a member of the part-time evening staff at Lewisham branch since 1965, ran away with prizes in four handicraft classes. Some of her colleagues at Lewisham knew about Joan's hobbies and they insisted that she should enter the Family Day competitions to represent the branch.

She primarily considers herself a painter but the items that excited even more attention from crowds of admirers were delicate cake decorations.

Joan remains very modest about her achievements which have in the main been interests taken up within the past four years—since she became a widow. 'I have so many hobbies that I certainly haven't time to work during the day! I go to daytime classes each week for painting, pottery and sugarcraft' she explains. Joan first went to sugarcraft lectures when she realised how little you get for your money when you buy specially decorated cakes in shops. She has five children and thought that with some of their weddings still to come she should enroll for the course to gain some professional knowledge.

Although she admits that the garden does not receive the attention that it used to, Joan says that her newer hobbies have led from one to the other in a natural progression. From her imaginative paintings, book illustrations and other designs collected for inspiration she plans sketches for her sugarcraft. When she has made these painstaking confectionery works of art they get eaten (although she records the completed cakes in a photograph album)... so that's why she decided to take up pottery. At

least that provides some lasting proof of her talent!

She says: 'I don't like eating cake very often, so the main reason I bother to work so hard on these often frustrating ornaments is for the children.' For her own offsprings' birthdays she designs very special personal touches but it is from the faces of her young grandchildren, nephews and nieces that she gets the most reward. 'For Easter this year I took a cake in to them that I had made in the shape of a pond. The kids' eyes lit up when they saw the swan pulling an Easter egg across the pond on a water lily surrounded by 24 marzipan frogs!'

This is the end of the third year of Joan's four year course in sugarcraft at the Catford Adult Institute of Education. When the *Journal* visited her at her home she was creating yet more swans to decorate a christening cake, and kindly gave us some tips while she was working, to pass on to anyone who might be interested in taking up the craft.

The first hint she would offer is to build up a library of designs. Especially while she is working on animals she finds 'Ladybird' children's books invaluable. 'If you are not accurate in every detail children will soon tell you!' she remarks.

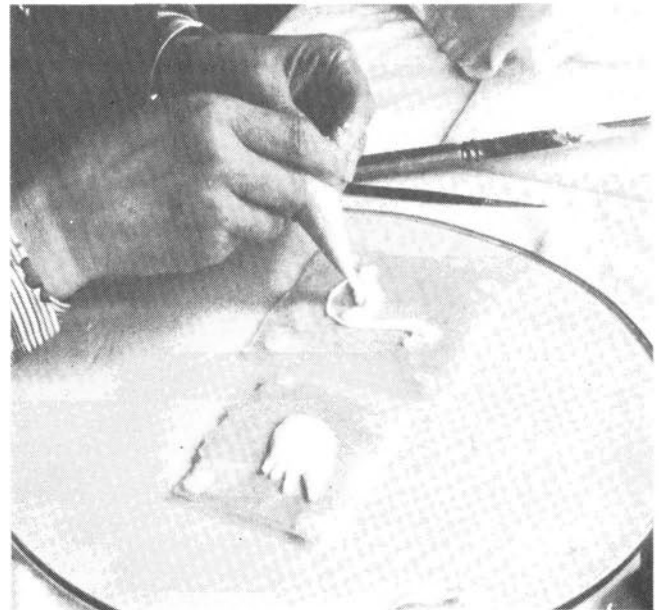
The weather affects icing too. Whether hot or cold, extreme temperatures have bad effects on decorative work and during hot summer days you should find somewhere cool to work. Joan sits at a table while she ices. She pencils every section of the design onto tracing or greaseproof paper. For example, when drawing a swan you will have two main body pieces and two wings drawn on separate scraps of paper. In fact, for perfection's sake you will probably ice three or four times as many as you will finally need to choose

the most successful and regular shapes. Then a layer of wax paper is placed on top to provide a surface to ice on. The style of work used for the swans is called a 'run out'. This is where two consistencies of Royal icing are made up (Joan never uses a mixer because she feels that only by beating by hand for 20 minutes will the mixture get enough air to make it truly of melt-in-the-mouth quality!).

Damp cloths over the bowls of icing help keep the atmosphere damp and Joan fills one of the small greaseproof paper icing bags with a stiff mixture and the other from a softer icing mixture. She then ices the outline with the stiff mixture and then rapidly fills the main area of body or wing with the thinner icing. If you are speedy enough the thin icing finds its own level and runs to fill in the shape up to the stiffer boundary lines. Within minutes you have a glossy, plump half of a swan laying there and the next day you can "glue" two halves together with left over icing and attach the wings. The pieces of bird are left to dry, or set, for that length of time and coloured details are painted on with a thin sable brush. And there you have a beautiful swan—and Joan makes it all look so easy!

Joan has decorated hearts and butterflies in 'lace' work and sometimes they are so delicate that they need support from thin white netting. She doesn't always work in Royal icing either. Whatever the medium—marzipan, pastillage or sugar paste—Joan can make every detail lifelike and pretty for any occasion.

But that doesn't mean that she isn't going to find a new hobby tomorrow... as she remarks: 'my children are a little apprehensive sometimes when they talk to me. They never know what their mother is going to do next!'



Joan uses an ideal transportable glass working surface as she fills in a swan body shape, and above left: ices the texture of feathers on the wings before leaving them to dry.

From actuary to apiary

**Two main board directors retired at this year's AGM.
This month we're featuring Bernard Ramm, and next month
Simon Sainsbury will be reminiscing about his years with JS.**

THE FACE OF BERNARD RAMM is probably not as well known as other members of JS's top management team. But his influence as the director responsible for the company's statistical and data processing departments has probably re-shaped the working life of everyone at JS in one way or another, particularly during the last few years.

On July 4, the date of the annual general meeting, Bernard retired. He joined the company 30 years ago as a statistician. He was thirty years old and one of the youngest senior managers in the company at that time.

In order to get a better idea of Bernard's career with JS it is perhaps useful to go back to the year he left Cambridge university with a mathematics degree. It was 1939 and the outbreak of war meant he went straight from university into the army. He returned to 'civvy street' in 1946 with the rank of captain.

By this time he had married and had begun to think seriously about a career. He joined the Royal Insurance Company in Liverpool, qualifying as an actuary in record time. Studying only a couple of afternoons a week he completed the course in two-and-a-half years, whereas between five to ten years was not out of the ordinary.

The work of an actuary greatly appealed to him. It made use of his obvious statistical expertise and he enjoyed working out the risks and probability factors that would determine the premium to be paid on a particular insurance policy.

By 1949 he began to look beyond the world of insurance to a career in a more competitive field of business and one

that preferably gave some sort of tangible service to the community. He chose the grocery trade and JS.

His interview with Mr Alan (now Lord Sainsbury) not only marked a milestone in his own business life but in that of the company as well. 'Mr Alan was suffering from the after-effects of a smallpox vaccination he had had before embarking on his first trip to the United States' recalls Bernard. 'It was while on this trip Mr Alan saw his first self-service store, which later gave birth to 9/11 Croydon, JS's first venture away from traditional counter service trading.'

In 1962 Bernard was appointed to the main board and his responsibilities became more clearly defined—with the company's move towards data processing as his most immediate concern.

JS installed its first computer in 1961. Data processing is something we now take for granted. In the early sixties it was as revolutionary as the silicon chip is today.

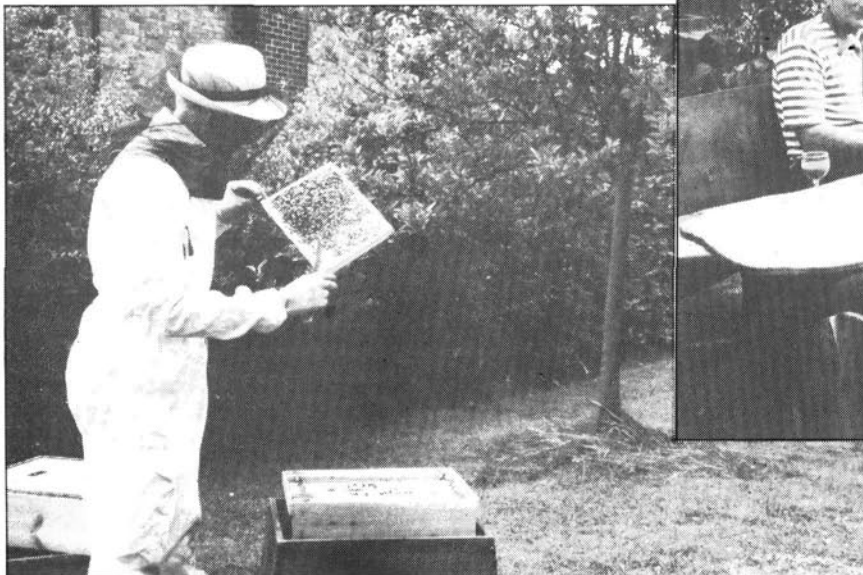
Bernard absorbed the new technology as quickly as he had mastered the intricacies of becoming an actuary. He remembers it as a stimulating time for him and JS. 'JS was one of the few companies using data processing to actually in-

itiate action. Most people at the time were using DP merely to collate existing information or report on things that had happened.'

One of the departments under his wing that has given him the greatest satisfaction, is site potential. 'JS is far ahead of other companies in this respect and in realising the importance of getting the right site at the right time and building the right store.'

During the last few months he has been shedding some of his responsibilities in readiness for his retirement. He says he has no cut and dried plans, except that he will enjoy settling into a more leisurely life with his wife and their two adopted schoolboy sons at the family home in the Surrey countryside.

As a gifted mathematician and statistician there is a logical thread in his growing interest in bee-keeping—a natural and ancient science that in its way also deals in numbers and probabilities. He has six hives and his bees number hundreds of thousands. Now he is retired he intends to take this new career as an apiarist more seriously. Although his given reason for taking up apiary is slightly less than scientific. 'They were the only livestock I could think of that didn't need mucking out!'



Protective gear saves stings!



Above: Bernard relaxes with a pint at his home.



People pages

Appointments

Changes in the grocery division at Blackfriars are taking place because of the impending retirement of **Barry Matthews**, manager of grocery buying (1). **Gary Green**, manager of canned goods buying (2), will be taking over Mr Matthews department. His present department will be integrated with canned goods buying (1) under **John Eagleton**.

Long service

Frank Barber, the assistant meat manager at Colchester branch, celebrated 40 years with the company on July 31.

Frank joined JS at Colchester just before the outbreak of war. He was called up into the Royal Navy in 1943, reaching the rank of Petty Officer—since when he's been known to many as 'Chiefy'. He returned to Colchester in 1946, and then moved to St Albans. He later returned to Colchester, and has worked there ever since.

Doris Laws, the chief clerk at High Barnet branch, celebrated 40 years with JS on July 31.

Doris started at Potters Bar branch as a junior clerk, and very soon was out on the road doing reliefs all round North London and as far away as Bedford. After a short spell of training back at Potters Bar she went to East Finchley as first clerk, staying there throughout the war. Since then she has worked at Barnet and Potters Bar, moving to her present post when the latter closed.

Peter Purslow, the manager of Walsall branch, celebrated 40 years with the company on July 10.

Peter joined the firm at the old Colchester shop as a runner, and then went on to serve in most of the North London branches as well as Chelmsford, Potters Bar and Brentwood. He was promoted to assistant manager at Potters Bar in early 1954, and by the end of the year was managing Dunstable. He stayed there for many years, but during the late 'sixties was attached to the panel of instructors at the Blackfriars training centre. In 1972 he moved to Erdington branch, and then in 1974 opened the new Sutton Coldfield branch. Shortly afterwards he took over Walsall branch, and has been there ever since.

Pete Armfield, the depot operations controller at Buntingford, celebrated 25 years with the company on July 26.

Pete started in the ledger office at Blackfriars, moved to the sales office, and then to the warehouse and transport office. In 1960 he transferred to the first

depot at Buntingford as the chief clerk. Seven years later he moved on to the new depot as operations planning manager. Since then he's worked as admin manager, and last year he returned to operational duties in his present post.

John Austin, the produce manager at Islington branch, celebrated 25 years with JS on July 30.

John started at the old Drury Lane shop and stayed there until it closed in 1958. He moved on to Somerstown branch and once again stayed there until it closed, moving to the Drury Lane self-service shop. When that closed in 1975 he transferred to Islington.

John Bowles, a driver at Charlton depot, celebrated 25 years with JS on July 26.

John spent five years at the Stamford Street warehouse before going out on the road. He moved to Charlton when the depot opened in 1970.

Ken Campbell, the meat manager at Bracknell branch, celebrated 25 years with the company on July 5.

Ken joined Sainsbury's after leaving the Forces, and began his career as a trainee butcher at Marble Arch. From there he moved to Paddington, firstly in the service shop and later in the self-service supermarket. While there he was promoted to assistant meat manager. He was made up to meat manager at Marylebone, and moved to Bracknell for the opening in 1970.

Edward Gordon, a driver at Charlton depot, celebrated 25 years with JS on July 12.

Sid Hardy, a foreman in the perishables warehouse at Basingstoke depot, celebrated 25 years with the company on July 19.

Sid worked as a meat clerk and bacon clerk at the Union Street depot before moving to Basingstoke when the depot opened in 1964. He now works as a foreman on the meat bank.

Ken Krelle, electro-mechanical engineering supervisor for the Woking area, celebrated 25 years with JS on August 3.

Ken started as an electrician with the branch engineering department, and then became a clerk of works—firstly with the branch engineers and later with the design department. He moved to Woking to become mechanical engineering supervisor for the area.

John 'Mac' Macaree, a foreman in the servicing department at Buntingford depot, celebrated 25 years with the company on July 19.

Mac joined the firm at the Union Street depot in the refrigeration section. Later he moved out of the depot, installing branch refrigeration systems, and

then became involved with branch mechanical handling. He transferred to Buntingford as a fitter in 1965.

Margaret Smith, the chief clerk at Uxbridge branch, celebrated 25 years with JS on July 26.

Margaret started behind the counter at the old Eastcote manual shop. In early 1958 she transferred to Harrow branch as a clerk and the following year moved to Wealdstone as chief clerk. She stayed there until getting her first taste of self-service at Wembley in 1966. She transferred to Ruislip in 1971, and moved to Uxbridge when it opened last year.

Wally Tucker, a chargehand in the perishables warehouse at Basingstoke depot, celebrated 25 years with the company on July 19.

Wally joined the firm as a trainee butcher in the old factory at Rennie House after seven years in the Royal Navy. Ten years later he transferred to Basingstoke depot as a warehouseman.

Jim West, a driver at Basingstoke depot, celebrated 25 years with the company on July 12.

John Worledge, the deputy manager of Central Northampton branch, celebrated 25 years with JS on July 12.

John started his career at 73 Croydon, and was promoted to senior salesman at 68 Croydon a few years later. After a short spell at Thornton Heath he transferred to Morden branch, where he was made up to assistant manager. In 1967 he moved to Northampton as assistant manager and was soon promoted to grocery manager then deputy manager.

Retirements

Dennis Waller, basket issuer at Purley branch, retired on April 30 after 22 years with JS. He retired early due to ill health.

Dennis joined the company in the old Coulsdon shop as a poultryman and warehouseman, and stayed there until it closed in 1971. He then moved to Central Croydon, and a short while later to Purley.

Arthur Hinde, store service assistant at Colchester branch, retired on July 13 after a total of 22 years service.

Arthur was 17 when he first joined the company at the old Kensington High Street shop in 1931. He stayed there nearly ten years, but then joined the Army for the duration of the war. It wasn't until he moved to Colchester in 1967 that Arthur rejoined JS—working as a porter at the old High Street branch. He moved to his last post when the new store opened.

Barbara Lamprell, a meat assistant at Church Street, Croydon, retired on July 14 after 21 years with JS.

Barbara spent her entire career with the company at Church Street, starting as a supply woman and ending as a meat assistant.

Bob Braggins, a clerk at Charlton depot, retired on July 27 after 26 years with Sainsbury's.

'Dotty' Phillips, a supply assistant at Poole branch, retired on July 13 after over ten years with the company.

Dotty joined the firm when the present Poole store opened, and although she was trained in most departments, spent nearly all her time in the meat prep section.

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

Mrs E Rudge (9 years)

Mrs L Pont (5 years)

Mr J Crozier (5 years)

Obituary

Jim Thompson, produce manager of Haywards Heath branch, died on July 2 after 30 years with JS. Although he had been ill for some time his death came unexpectedly. Mr Thompson first joined the company in December 1948. He resigned in April 1951 but rejoined two months later as a salesman at Haywards Heath. He then went from leading salesman to senior leading salesman until July 1960 when he was promoted to assistant manager. He took up the post of produce manager in April of this year.

Mr Thompson leaves a wife and two sons, one of whom is manager at Sittingbourne branch.

Lilian Wright, a supermarket assistant at Chelmsford branch, died on July 7. She joined the company seven years ago. Mrs Wright leaves a husband and three children.

Harry Collins, who worked in the chief cashier's office at Streatham, died suddenly in hospital on July 8. Mr Collins joined the company nearly seven years ago. He leaves a wife and one son.

Environmental clanger

WE ALL MAKE MISTAKES, but Tesco dropped a real clanger in a recent ad in the *Financial Times*. Headed 'Checkout how we share your concern for the environment', the ad stated: 'This care with preserving the environment has led to us winning awards for the design and environmental integration of our latest out-of-town superstores in Pitsea near Basildon, and High Wycombe.'

Very praiseworthy you may think—except that according to the latest report by Environmental Data Services Ltd no such awards were made! Tesco claims that the ad contained a 'copywriter's error'—but what a big one!

No Harrowing experience



Bunny girls and a school band helped South Harrow branch staff put up a good show in a recent carnival procession. The float was a big hit—especially when they drove past the store!

Beanz meanz goalz

WHEN 'LOONY MOONIES' asked Basingstoke depot to play football with them they felt they dare not say 'no!' The mixed-sex team, dressed like characters from the Doctor Who programme, were really just representatives from a local cosmetic firm, Alberta Culver, requesting a charity football match. In answer to the challenge the depot rallied round and fielded a full and flavoursome

'Bacon & Beanz' team!

The charity match, in aid of the Saxon Wood school for mentally handicapped children, was held at a nearby school and quite a crowd turned out to support them. Mention of their effort was made on Radio Reading and in a local newspaper. Both teams agreed on an amiable 3-3 result and were later happy to send the school several pounds.



Above: 'Bacon & Beanz' took on a new meaning for sporty staff at Basingstoke depot.

A thousand years isn't enough for George

'WE HAVE NO REGRETS about leaving London' George Horton and his wife Dorothy agree, especially as George has just begun his well-earned retirement. 'On our rare visits to the City we can't wait to get home again!'

New Milton is where he has chosen to retire to, after a career at JS which began in London 41 years ago and ended at Boscombe branch in June. 'It seems I was rehearsing for retirement ten years in advance when I transferred to Boscombe and moved to Hampshire!'

At the age of 16, two years after he left school, George joined JS to further his career as a trainee butcher. He went to Wood Green initially and later as relief to nearly all the stores in the North London area. He met Dorothy who was working in the office at Mill Hill branch during this 'nomadic' period and they married before he was called up to join the army in 1940.

George recalls: 'I travelled the world with the Cambridgeshire Regiment before we were all taken at Singapore as prisoners of war by the Japanese in 1942.'

He worked on the 'railway of death' in Thailand before he was returned to England, frail, deaf and almost blind, in 1945. After recovering his health, although not his hearing, George resumed work at North Harrow branch in 1946. Determined to learn lip-reading he took up evening classes and after four years hard work became thoroughly accomplished in this art.

In 1951 George was promoted to head butcher and he remained at North Harrow until they heard of its imminent closure. George and Dorothy decided that, if it were at all possible, a move to a country atmosphere might be beneficial to their own and their daughter's health.

The transfer to Boscombe proved a very good move and George remained assistant meat manager there until the day of his retirement. When asked whether his deafness made his working life difficult he answers no, but realises that he could not have carried out the telephone work which is so necessary at management levels. In fact in all aspects of his life his lack of hearing causes remarkably few problems as he is able to quickly accustom himself to the person talking to him and lip-reads very well. 'One thing about George' Dorothy comments 'is that there is no point in shouting at him. If he doesn't want to know what I'm saying he can close his eyes and he might as well be on Mars. So we couldn't quarrel even if we wanted to!'

After enjoying his retirement celebrations and gifts, George took six weeks owed leave prior to his official retirement date, and looked forward to have more time to indulge in his favourite activities. 'We are both very busy people' says George who shares numerous

hobbies with Dorothy, such as gardening, carpentry and upholstery. 'If I live to be a thousand years old I don't think I'll be able to do everything I want to do' he claims.

Respraying his car was one of the first items on his list of retirement activities. George tends two vegetable gardens—one is his own and the other belongs to an older neighbour who cannot cope on his own any more—and has offered to redecorate another neighbour's room for her.

George remembers how, ever since they moved to New Milton, their house

has been referred to as the 'home for sick animals'. For the first time in years, now their daughter Marion has moved away to teach in the north of Hampshire, their home is without a deluge of ailing or abandoned pets. Laughingly he says: 'If I ever saw an elephant coming down the road I'd know exactly where it was going!'

Apart from taking up bowls and visiting favourite local haunts, especially in the New Forest, George and Dorothy's only major plan is to celebrate their wedding anniversary. They have been married 39 years this month.



George and Dorothy look forward to more spare time to devote to the garden now retirement days are here.

Harry's on course!

A GOLFING FUTURE made the prospect of retirement a happy one for Harry Stone, the Romford area engineer. On the last Friday in July he concluded a career at JS which has spanned nearly 45 years, and has instead taken on extra duties on the committee of his favourite golf club.

Harry (christened Henry) left his school in South London at the age of 14 and after working for a toy manufacturing firm for nearly a year was engaged by JS as an electrician's mate. 'My father worked for a company who did some tiling jobs for Sainsbury's and it was his suggestion that I should join JS' Harry remembers. 'There were only four electricians in the whole of JS at that time!' These electricians travelled all over the country to branches, to install, repair and carry out maintenance work.

In 1938 Harry joined the Territorial Army and in September 1939 was called up to go with the Armed Forces Infantry for intensive training at Yeovil. Soon after that his war career led him to France with the British Expeditionary Force before he asked to further his engineering education by joining the Royal Engineers in 1942. That was the same year he married a young lady called Elsie—when he managed to get a whole weekend home on leave!

Harry continues: 'I went on long term electrical courses and stayed in England for two years, attached to various engineering units carrying out electrical

maintenance. I think working on the diesel/electric locomotives was the most interesting period, especially when we were stationed at Dover and were supplying the cross-channel guns.' He was posted to Italy late in 1944 and the biggest regret Harry has is that he was able to visit his daughter, who was born that same year, only a handful of times during her babyhood.

After being demobbed in 1946 Harry returned to JS as a fully skilled electrician. Later he was promoted to workshop foreman and went on to assist a development engineer on designing electrical installations in self-service branches. Self-service in 1953 was just springing into life all over the country. His career then led him to become commissioning engineer for new branches, before returning to the branch engineers department as electrical supervisor in 1966.

'The development of self-service stores made a terrific difference to us as electrical engineers' Harry confirms. 'The comparatively little equipment was superseded by more items of much more sophistication. We just accepted that we could grow with it and would keep up with the trends. Then JS went in for supermarkets—and things became more varied and complex yet again!'

Harry was promoted to deputy area engineer in 1969 when the decentralisation programme began at JS and the Romford engineering department was set up. Four summers ago Harry was

promoted to his final post as area engineer. He describes the basic aim of area engineering departments as ensuring that no branch need ever stop functioning. 'The branch must carry on trading with as little disruption as possible even if we're called in to cope with a real disaster!'

With those responsibilities now in the past Harry has no immediate plans for the start of his retirement. 'I would like to take up wood carving but whenever you talk to retired friends they always say that they don't know where the time goes. I think I'll probably be the same and find few extra hours to take up new activities.' Harry also suspects that he may be called upon to babysit even more frequently for his three year old granddaughter who lives locally.

Harry has been playing golf at the same course for 12 years now and is a member of three of the club sub-committees dealing with handicap events, improvements and indoor clubhouse activities. Although Harry is interested in most sports he has found golf becoming increasingly important to him. He has found it an ideal compliment to his job as it has encouraged him to keep fit by walking many more miles than he would otherwise have done.

'My first year will be taken up with jobs around the house—much to my wife's delight—as I have rather let things build up. After that I will review the situation and decide what course to take!'



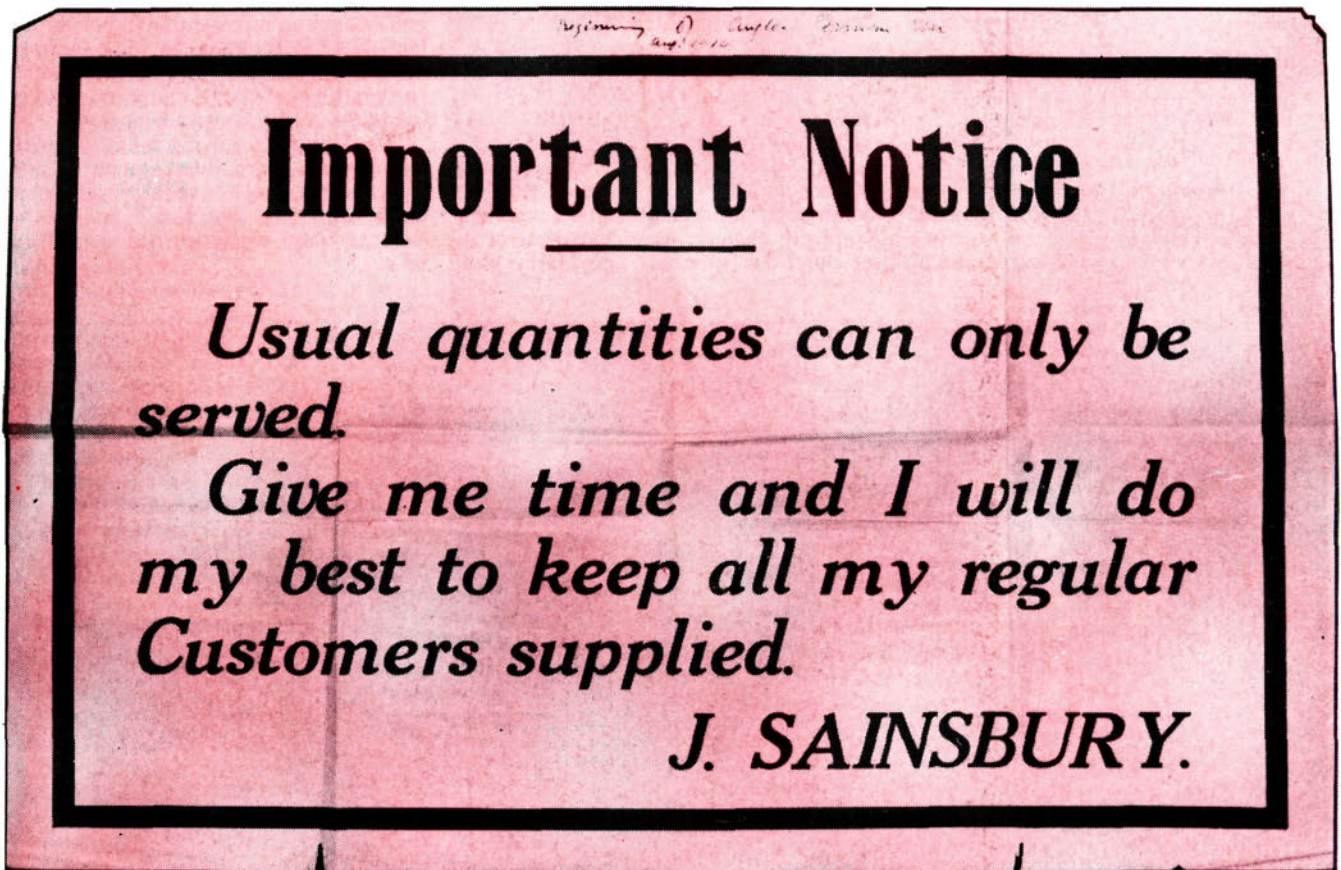
A member of the Golf Club committee, Harry knows that he will be busy during his retirement.

The customer comes first

THE 'WAR TO END ALL WARS' began in August 65 years ago. On August 5, Mr JB wrote from Blackfriars: 'I recommend that all holidays of both managers and staff be postponed.' The following day: 'I hope to keep you going in all departments except Sugar which undoubtedly will run short, so please reserve your stock for your regular customers, and do not supply more than two pounds to anyone.' On August 10 Ossibrooke & Reid, drapers, milliners and costumiers of Sydenham, complained of 'panic' prices and commented: 'This kind of attitude and action seems to us to be not far removed from "German methods".'

Men flocked to join the Colours—so much

so that branches were seriously inconvenienced by lack of staff. In October 1915, Mr JB wrote privately and confidentially to branch managers instructing them to take advantage of Lord Derby's exemption scheme for the following reasons: 'That there is no-one to fill your position, and that women cannot do your work; that we have released more men per shop than any other tradesman (the total number now exceeds 1100); that it is impossible to carry on the business without a manager; and that you as "Captain" should be the last man to leave the ship, and being solely occupied in the distribution of food it is important in the interests of the public that the business should remain open.'



This poster, recently purchased for the Archives, has the handwritten inscription 'Beginning of Anglo-German War Aug 1914' at the top.

**Don't forget last copy date for next issue is
August 20**

AGM says yes to profit sharing

JS'S PROFIT SHARING scheme for staff got the go-ahead from shareholders at the annual general meeting, held at the Connaught Rooms, London on July 4. This means the scheme can now be put into operation and the first 'pay-out' to staff who qualify (full- or part-timers with two or more years' service) will be next July.

Seeking the shareholders approval of the scheme was one of the major items on the business agenda. Another was the formal retirement from JS of deputy chairman Simon Sainsbury and director Bernard Ramm. Following the news of these two retirements, chairman John

Sainsbury invited shareholders to re-appoint directors Angus Clark and Tom Vyner.

Once the formalities of the meeting were over the chairman went on to talk about the economic background against which the company—and the food retail industry in general—had been operating during the past year. He also brought his audience up to date with the company's progress during the current financial year.

'Sales are ahead of budget' the chairman was able to tell shareholders. 'Whilst competition remains intense as ever we have continued to maintain a

satisfactory profit margin.'

The chairman then commented on three areas of current concern: inflation, employment and energy.

He welcomed the end of the Price Commission and strongly supported the Government policy of depending on competition to keep prices as low as possible. Raising productivity, he said was also a means of combating inflation.

He also welcomed the recent alterations in taxation which would give individuals greater incentive to develop skills and accept greater responsibilities.

On employment the chairman said: 'The very fact that Sainsbury's expansion programme has been kept up, whatever the economic storms around us, has been some contribution to maintaining employment.'

He said one of the worst aspects of unemployment is that of school leavers. 'In this respect Sainsbury's have a good record. We have recruited 1,500 school leavers aged 16 in the last 12 months—we are recruiting some 200 A-level leavers this summer. Our graduate intake



JS shareholders meet the men at the top.



has now topped the 100 per year mark.'

On the energy problem, the chairman said that as a food distributor, JS was heavily reliant on the internal combustion engine. Nevertheless, the company would respond with determination and ingenuity to minimise the increased costs of distribution. JS had been pursuing an energy-saving policy since the first oil crisis in 1973, as a result of which the company's electricity costs were about £1 million lower in the current year than they otherwise would be.

'It is going to be very much harder to make more savings this time round' he said 'but we will have to do it.'

Finally, he spoke in some detail about the profit sharing scheme and the thinking behind it. 'We have always placed the highest priority on good relations with staff' he said. 'We have always sought to provide working conditions and pay that are outstanding in our trade.'

'We have always believed it our responsibility to provide as great a security of employment as possible and at the same time train and develop staff so that they may realise their individual potential to the full. For this reason we spend very large sums on staff training.'

'For this reason we provide exceptionally good staff restaurants and for this reason we have a very large personnel department concerned with staff welfare and all other aspects of personnel work. We are also concerned for staff after their retirement. We have a flourishing veterans' club and a staff pension scheme which goes back 45 years.'

'We believe with the greatest conviction that profit sharing serves the interest of our shareholders and our customers as well as the direct benefit it brings for our staff.'

Minister talks shop at JS

AGRICULTURE MINISTER Peter Walker visited JS's Putney and Wandsworth stores on June 28 in order to see for himself how the retail link in the food chain operated.

He said he thought it was important for him to have a good understanding of the three major links in the chain as he saw them, the farmer, the processor and the retailer. His knowledge of the latter has a firm base. At the age of 18, while waiting to go into the army he used to help out in his father's grocery shop in Brentford.

'I learnt how to bone bacon, skin cheese, pack sugar and pat butter' he said. His guide during the tour was JS chairman John Sainsbury, and the Minister remarked that his father had

done a lot better than Sainsbury's. 'My father increased his turnover from £150 to £600, which I think in percentage terms is slightly better than you have!'

The Minister's visit coincided with the news of the latest butter subsidy and in answer to questions on this he replied '... all I can say is for the next nine months butter will be 6p a pound less than it otherwise would have been.'

At Putney after an extensive tour of the shopfloor, he chatted to staff in the canteen, asking them about the hours they worked and how much time they had off. 'One thing living above a grocers shop for six years taught me' he said 'was that shelves don't get filled by magic—it's hard work.'

He also visited Wandsworth branch.



John Sainsbury (centre left) and Peter Walker on tour at Putney.



The Minister chats to staff at Putney about pay and working hours.