

JS JOURNAL

February 1982

GREAT GRAVY COMPETITION

SPONSORED BY SAINSBURY'S AND THE SUNDAY MAGAZINE



Left to right: Peter Powell, Willy McPherson, the lucky winner Debbie Freeman, Wendy Godfrey and Mary Stavin.

'BRITAIN'S GREATEST Gravy Maker' has been found! 20,000 contestants entered the joint Sainsbury's and *Sunday* magazine Great Gravy Competition, and 12 competitors were selected to participate in the finals in London on January 31.

As gravy is a vital ingredient in the perfect Sunday lunch it is a topic that causes great controversy, but the panel of judges eventually chose Debbie Freeman from Byfleet in Surrey as first prize winner.

The judges, who assessed the gravy according to its flavour, texture, appearance and colour, included JS's

senior home economist Wendy Godfrey, Radio One DJ Peter Powell (a self-professed gravy whiz-kid!), Willy McPherson, chef at the restaurant where the finals were held, Mary Stavin, an ex-Miss World, and Bridget Rowe, editor of *Sunday* magazine.

The finalists all took their favourite ingredients with them to use in the competition and so Debbie's recipe remains a closely guarded secret. However, Wendy Godfrey did formulate general judging criteria to guide the judges in their quest. She explained afterwards that 'the flavour is the most important feature and should enhance

the meat; the texture should be interesting with small crispy bits from the meat and fragments of vegetable, and the overall appearance be very tempting and look good enough to eat!'

First prize was £25 worth of JS vouchers per week for a year so Debbie and her husband are looking forward to buying all the ingredients for a perfect Sunday lunch at Sainsbury's every week in the future.

Second prize, £25 worth of Sainsbury's vouchers every month for a year, went to pensioner Doris Clark of Burslem, Stoke-on-Trent. The five runners-up each received £100 worth of vouchers.

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Unemployment action

IT WAS RECENTLY announced that Sir John Sainsbury had been appointed a member of the Confederation of British Industry's new Steering Group on Unemployment, which will be making recommendations for action by the government and encouraging positive action by companies. It will also be considering potential areas for joint action with the TUC.

The Steering Group is the result of a call from the CBI's national conference last year, subsequently endorsed by the CBI council, for action to ease unemployment.

The group will co-ordinate the CBI's work on unemployment, liaising with several CBI committees, including the President's Committee (of which Sir John is also a member), as well as dealing with employment policy, education and training, and economic and financial policy.

The team includes 12 top businessmen—and one businesswoman—as well as Sir Terence Beckett, the CBI's director general, and its chief economic adviser, Sir Donald MacDougall.

Sir Terence said: 'The team we have recruited is of the highest calibre, including some of Britain's best business brains, and reflects the seriousness of the job—one of the most important which the CBI has ever tackled.'

Scanning data

IN HIS CAPACITY as chairman of the Article Number Association, Jeremy Grindle, JS's departmental director responsible for branch services, recently signed a contract with market research group A C Nielsen to establish a clearing house for sales data collected through retailers operating electronic point of sale equipment.

The new business service will utilise the growing number of retailers using and testing scanning devices to 'provide an avalanche of accurate marketing information.'

Commented Jeremy Grindle: 'With over 60 per cent of goods sold in

supermarkets barcoded at present*, I am confident that the ANA has entered into an agreement with great potential to improve the marketing of fast-moving consumer goods.' He also pointed out that the success of the project depends on how fast items become barcoded and how many stores go into scanning in the near future.

The Association has over 1,000 members including all the major food manufacturers, the big multiples and the independents.

**(The proportion is currently lower at JS—although it is increasing rapidly)*



Jeremy Grindle (left) and Malcolm Smith, chairman and managing director of AC Nielsen Ltd, signing the contract to establish a clearing house system for EPOS sales data

DIY scene

A CLOSER LOOK at the DIY scene was taken at the Executive Club at Blackfriars on January 18.

The guest speaker was Amand Van Roy, general manager of the home improvements division of GB-INNO-BM, SA (Brico), the Belgium company who is JS's partner in Homebase, of which he is also a director.

He gave an enlightening talk, illustrated with slides, on this new area of JS activity and covered retailing trends in America and Europe with reference to GB's DIY associated companies, including of course, Homebase.



Amand Van Roy

£1,000 draw

DON'T FORGET—the half-yearly SSA £1,000 lucky draw will again take place on June 1, but your name won't be included unless you have been a member of the staff association for three consecutive months!

So be warned, and if you join before the end of February it could be your employee number that will be drawn from the list of SSA members on that date.

Insurance schemes

DID YOU KNOW that if you work at JS you can obtain discounts from insurance premiums under two insurance schemes operated by the company?

The first scheme is run by the Royal Insurance Group who have branches throughout the country. Their scheme applies to all classes of insurance and the facilities are available at any branch. One of the most attractive insurances currently offered by Royal is their Royal Car Shield 50 under which motorists aged 50 to 75 years are able to obtain insurance at very competitive rates.

The other scheme is operated by JS's motor insurers, Paladin Motor Policies at Lloyd's. The scheme only applies to motor insurances but it offers a discount of 20 per cent off their normal rates.

If you are interested and require further details you should contact Janet Davies in the insurance department at Blackfriars on 01-921 6259.



FOLLOWING THE rejection last June by Lewisham Council of a proposal to build a Homebase store at Southend Pond, Catford, JS have now asked six architects to submit competitive designs for the 4.5 acre site.

The competitors have until mid-February to complete designs when a panel of judges will select a winner. Among the judges is Sir Roy Strong, director of the Victoria & Albert Museum and Alan Miller, chairman of the South London Society of Architects.

Commented Gurth Hoyer Millar, JS director of property and development: 'the competition will be very exciting. We hope the new store will reflect our pursuit of excellence.'

It is later hoped to arrange public display of the entries for the benefit of local residents.

JS have now been given the go-ahead for a large store to replace the existing branch in the centre of **Burton-on-Trent**.

The plan is for a 54,000 sq ft store with 202 car parking spaces on the roof; there are 600 surface spaces already.

Plans are underway for a new Homebase store at **Winchester Road**, Basing-

stoke, on the site of the former Tower Café. An outline application has also been made to enlarge the JS store and provide additional car parking at **Brighton Hill**.

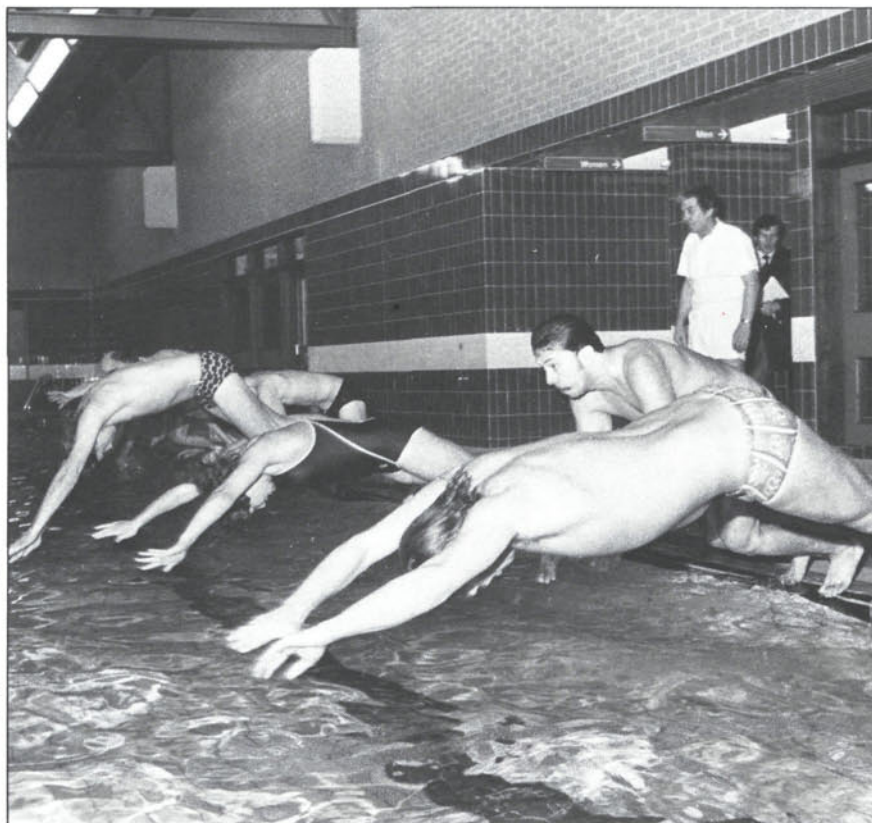
JS is seeking permission to build a 36,000 sq ft store with adjacent parking for 252 cars in **Keighley**.

A £3¼ million development has been given the go-ahead by **Newport** borough council. JS hope to have a new supermarket open by early 1984. It will cover 46,000 sq ft and have parking for 473 cars.

JS have now withdrawn from negotiations for a supermarket on the site of the **St Annes Hotel**, but the company is still interested in other sites in the area.

The pool at **Purley**, the final part of the JS development, opened on December 7, one of the first in the South of England where water sterilisation is by the new ozone treatment. There is a 25 metre swimming pool and a 13 metre teaching pool.

Contracts have also recently been signed which will lead to new Homebase stores at **Watford**, **Seven Kings** (Ilford) and **Westgate** (Gloucester).



In the swim at Purley

BRANCH MANAGERS CONFERENCE 1982



Day one begins for the first delegates

BRANCH M

THE 1982 BRANCH MANAGERS' conference was held on January 25 and 26. The venue this year was the Birmingham Metropole hotel, located inside the grounds of the National Exhibition Centre—reputed to offer 'the finest conference and banqueting facilities in the UK.' Previously the conference has been held in Brighton, but with JS's expansion northwards, Birmingham now proves more central.

More than 240 delegates attended—including 44 for the first time and the first female, Betty Kinlock, manager of Beaconsfield Freezer Centre—to be addressed by, and to exchange views with, company directors and departmental directors.

The conference opened at 2.30 on Monday. Delegates were welcomed and introduced to the full programme by retail division director, Joe Barnes.

Beginning on a light note the first speaker, managing director and deputy chairman, **Roy Griffiths**, commented on the new setting: 'It either symbolises our move northwards, or it might have originally been a typing error! So for the benefit of any managers who misread the invitation and are sitting in Brighton wondering where their colleagues are, we are having the entire conference transmitted to them!'

On a more serious note he went on to review company performance. He set the tone of the conference by highlighting major areas of problems to be focused on during the next two days and asked the questions: 'What is meant by company performance?—against what criteria must we judge ourselves, and against these criteria how are we performing?' and 'what are the means on which we have to concentrate and on which we have concentrated over the last few years?'

Joe Barnes then reviewed retail divisional performance. At the end of the Brighton conference two years ago he had set six priority targets—*store hygiene and cleanliness, a weekly in-depth examination of a department, customer service, meat managers, training and optimum use of assets*. This year he summed up progress in these areas and stressed that there is still scope for further improvements.

He then examined in some depth progress in productivity performance exploring the reasons behind JS's good rate of increase.

In conclusion Joe Barnes gave the brief for the first syndicate session on the topic of *Maintaining JS's success*—the syndicates providing an invaluable forum for the direct exchange of ideas and views.

Following these sessions **Peter Davis**, assistant managing director, buying and marketing, presented a paper on developments and future prospects in marketing.

He summed up JS trading policy and pointed out that it must adjust to changing customer needs and the light of competitive action, examining these two key influences in depth. 'We enter 1982 with a strong trading policy, a strong price position, and all this must augur well for 1982'.

Questions on marketing matters, put



The chairman reconvenes the conference on day two



Marketing questions are put to the panel of experts

MANAGERS' CONFERENCE

to a panel comprising Cecil Roberts, Bob Ingham, Tom Vyner (all buying directors) and Peter Davis, was the final event of day one.

Directors and delegates then met informally for cocktails and dinner. The conference also provides the opportunity for the renewal of old friendships and acquaintances. The informality and warmth of the event was demonstrated by a spontaneous charity event—the sponsored signing of the plaster cast on Joe Barnes' ankle (fractured some weeks ago). Conceived by AGM Ron Guiney, this idea raised over £50 which was added to Uxbridge area's contribution to the company-wide 500-Group Cancer Research Campaign (see p11).

The first speaker on Tuesday was company chairman, **Sir John Sainsbury**, taking a *Look Ahead*.

He began his summary with the comment: 'In the two years since the last managers' conference the company has made huge progress. In many ways the achievements of 1980 and '81 are even more impressive than the spectacular progress we made in the first two years of discount trading 1978 and '79.'

Sir John analysed this success and emphasised areas to be concentrated on in the future—management performance and skills, training, the development of new systems, the use of technology, the problem of theft, space requirements and car parking, store replacement and new openings—all leading to a better service and a fuller coverage of the market by Sainsbury's.

'We can look ahead to the future' he said 'with confidence, for our recent success shows the strength and vitality of the company, which will equip us to face whatever obstacles may lie ahead. The spirit and determination of the JS managers throughout the company will ensure we maintain our progress.'

'We must never lose our respect and loyalty for the traditions of the company, never lose our creative powers of innovation. We must always remember that what matters is how well we do our trade, how well we serve our customers. Higher turnover and more customers is the measure and not the matter of our affairs.'

Syndicate two was introduced by departmental director of branch operations, **Dennis Males**, speaking on *Managing JS stores in the '80's*.

He referred to the 'Back to Basics' resolutions made at the last conference and their role in the retail division's contribution to JS recent record trading achievements. He then looked forward to what will be expected of managers in the mid and late '80's, reminding them that there is no room for complacency and that the ideas presented during the syndicates will have an important effect on the rest of the decade.

The morning was rounded off by personnel director, **Angus Clark**, discussing *Corporate Systems*.

He introduced delegates to a new audio-visual programme about the main systems in use, described how it should be used and gave some general background on how JS systems are evolving.



Syndicates play an increasingly important role in the conference

Future Management Techniques was the title of the first paper of the afternoon, presented by departmental director of branch services, **Jeremy Grindle**.

Following on directly from Angus Clark, he gave an up-date on current systems developments as they affect the retail division. He then went on to discuss the advantages of branch computing and scanning projects.

'Time moves fast in the 1980's, and nowhere faster than in the field of computers. Even if the plans which I have outlined do not work out exactly, I have no doubt that at our next conference in 1984 there will be many managers with first hand experience in the use of these techniques'.

Jeremy Grindle concluded with an

important reminder: 'these machines and these systems are only tools. They do not themselves deploy our resources to do the job—and they do not replace managers'.

A second question and answer session, led by the chairman brought the programme to an end.

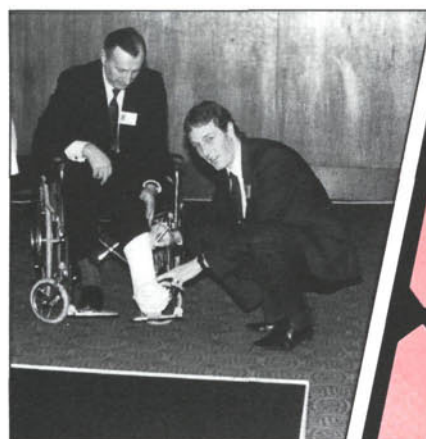
In his closing comments Sir John thanked the conference organisers and stated: 'I think this has been the best retail conference we've ever had and that is entirely a tribute to you—the delegates.'

'The papers you have heard from this platform have been outstandingly good, and your contributions as members of the syndicates have been by far the most valuable we have ever had'.



Dinnertime gives an excuse for more discussions

BRANCH MANAGERS CONFERENCE 1982



Joe Barnes' PA (and wheelchair pusher!), Andrew Newton, joins in the plaster signing session



BRANCH OPENINGS

TONBRIDGE

JS'S NEW DEVELOPMENT in Tonbridge, the Angel Centre, opened on January 28.

The store not only made terrific impact on the town because it is twice as big as its predecessor but because the new Sainsbury's is built adjoining, and opened simultaneously with, a new Bentalls department store. JS's connection with the town spans nearly 60 years and this day marked a vital improvement in facilities for local shoppers which was welcomed with excitement.

It was quite a departure from JS's usual style of development as Bentalls and JS are under the same roof within the centre and, although the sales areas are separate, the stores are interconnected to allow easy customer access. This unique and prestigious development was designed by Elsworth Sykes Partnership (Architects) in conjunction with the JS architects and engineers department.

Replacing the old branch at 10/12 Avebury Avenue, the new supermarket has a sales area is 20,000 sq ft and has been commended by local residents for its better shopping facilities, greater range of products, more checkouts, petrol filling station and a surface level car park for more than 500 cars. The opening day

got 'rave reviews'.

Manager Bryn Page (previously of Bexleyheath) was pleased to receive such a warm reception. He said he is thrilled to be involved in the venture in the Angel Centre and with the people of Tonbridge: 'I had countless telephone calls from shoppers prior to the opening, who wanted to say that they couldn't wait for the supermarket to begin trading!'

'I am looking forward to meeting all my new customers in the weeks to come. The staff too have shown great enthusiasm and commitment and they have all contributed splendidly to the success of this great opening day'.

BPO Betty Ingram, has worked at JS for 11 years: 'We paid a nostalgic farewell to the old store and enjoyed a visit from many former managers', she said. But she is sure that staff will now look to the future and adjust to the new store quickly. 'They appreciate its facilities—and I found no difficulty in recruiting staff to fill the new vacancies!' The majority of staff transferred from the old branch and are full of praise for the smooth transition.

The JS staff restaurant is not only catering for Sainsbury's staff but for the staff of Bentalls too. The arrangement

has been declared a successful experiment and the staff have been praised for the quality of the catering.

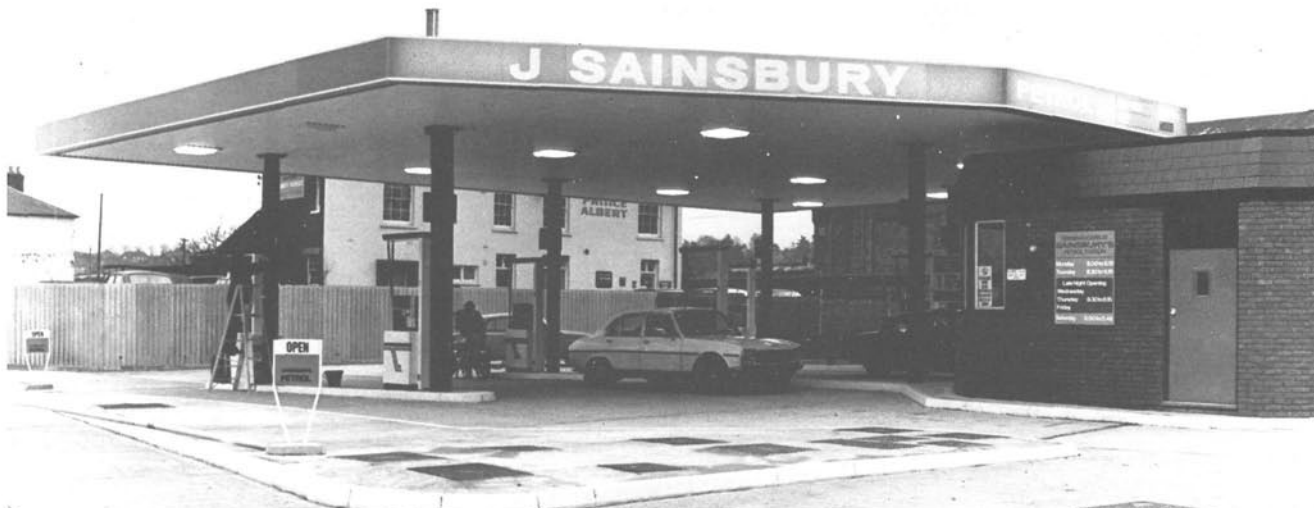
In order to celebrate the connection between the two stores a huge cake was baked and iced by assistant bakery manager Gary Bunn. The Bentalls coat of arms was featured alongside JS's initials. Gary worked hard on its decoration and the result was quite a masterpiece and looked far too good to cut up!

Bentalls' store manager, Bill Goss said 'Both our store and JS will give a great uplift to the whole of Tonbridge and together the two stores will certainly contribute enormously to generating greater enthusiasm for shopping in the town. I am delighted to be trading alongside the greatest foodstore in the country. Both stores complement each other in every respect'.

The centre also contains a new sports complex and assembly hall—built by Sainsbury's for the benefit of the whole community in Tonbridge, and this will open later in the year. The complex includes such features as a sports hall with viewing gallery, an assembly hall with stage, three squash courts, lounge bar and kitchen. JS has also installed lighting equipment in the assembly hall.



The Angel development showing excellent parking facilities



The tenth JS petrol station



*Left: Gary Bunn with the celebration cake
Above: The produce team*



Bryn Page, manager (left) and Dennis Males welcome the first customer



*Deputy manager, Ron Fullex with
Bryn Page*

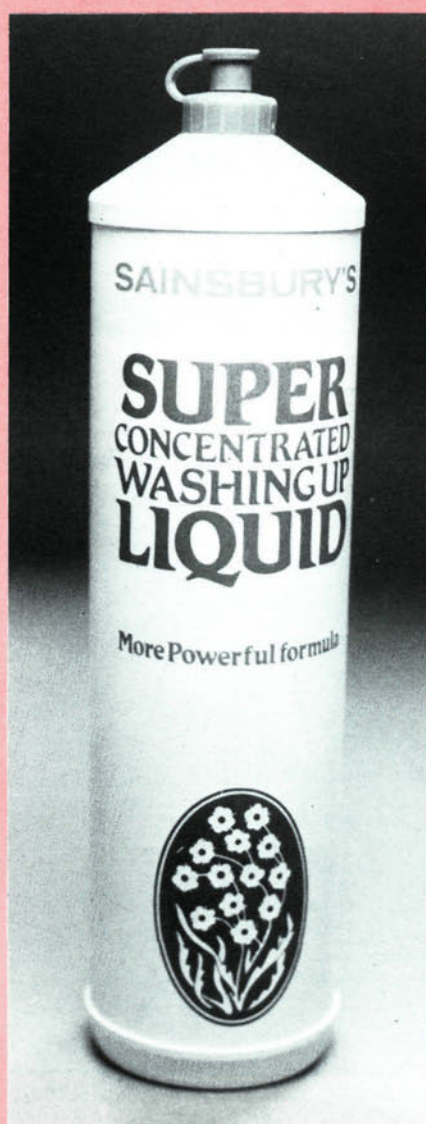
NEW PRODUCTS

Super suds

MORE PLATES per penny can be cleaned with the new JS washing up liquid that has been launched to compete with popular brand names.

JS Super Concentrated Washing Up Liquid is formulated with a higher active level and so is very economic as less liquid is required to achieve the best results.

The product is available in all non-food branches and at 28p for a 540ml (19 fl oz) bottle it compares very favourably with competitors' prices.



The taste of Europe

TWO NEW German wines, Wehlener Münzlay and Johannisberger Erntebinger, have been added to the range of over 90 JS own-label wines.

Wehlener Münzlay (Qualitätswein bestimmter Anbaugebiete) is available for only £2.45 (70 cl). The wine comes from the 'grosslage' of Münzlay on the Middle Mosel. The combination of the slatey soil and the Riesling grape produces a dry, crisp, fruit white wine.

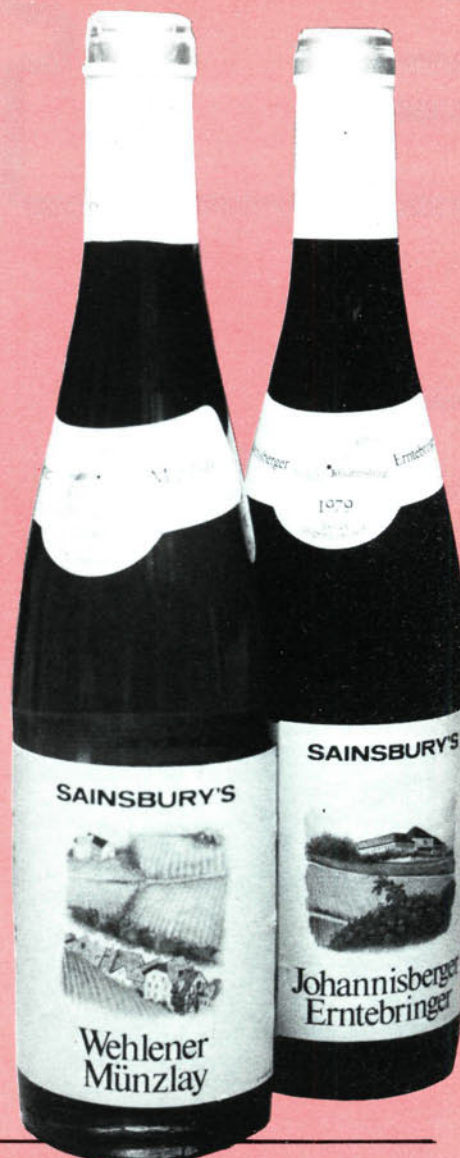
Johannisberger Erntebinger (also Q.b.A) is a full bodied medium dry white wine. The price is £2.70 (70 cl). It comes from the Rheingau district, one of the best wine growing areas in Germany.

These wines should be served slightly chilled. They are ideal as aperitifs, or as accompaniments for white meats and fish dishes.

Chianti Classico is JS's choice wine for February at only £2.05.

It is a dry red wine made from a blend of grapes grown in the heart of the Tuscan region, on the hilly terrain between Florence and Sienna.

Chianti Classico should be opened an hour before drinking and served at room temperature. Ideal with pastas and meat dishes, it is available at 167 branches.



Entrance with Enhance

ENHANCE is the first brand name for an own-label shampoo range to emerge from the toiletries department. It applies to a new co-ordinated range of shampoos and conditioners to cater for every type of hair.

A choice of three fragrances, selected

through a special perfume house, are available—wheatgerm oil and honey (for normal hair), almond (for dry hair) and herbal (for greasy hair).

The shampoo is priced at 35p and the conditioner at 39p. Both bottles contain 125ml and are available in 180 branches.



Soft centres by the bagful

ECLAIRS are the latest JS line in bagged sweets. Introduced to complement the already extensive range of own-label confectionery, they will become one of the 48 different lines currently on sale. There are now 36 varieties of bagged sweets.

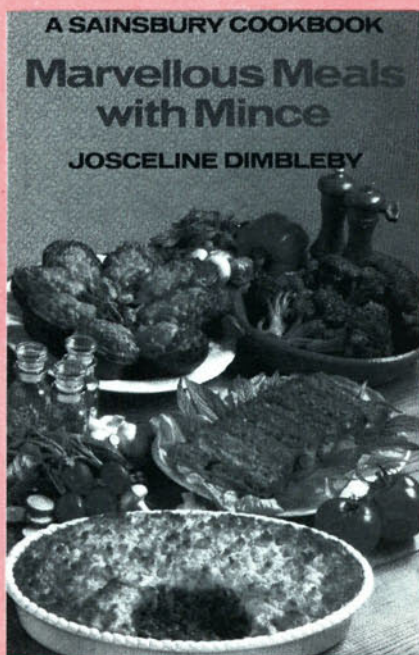
The eclairs are available in three different flavours—Mint (exclusive to JS), Praline and Chocolate. They are the first confectionery product to be marked with a *best before* date.

These chewy treats are now on sale in 134 branches and are priced at 44p for a 170 gram (6 oz) bag.

Mince marvels

MARVELLOUS MEALS WITH MINCE is Josceline Dimbleby's sixth and latest cookbook in the successful JS series. Fully illustrated, it costs only 75p and is available at checkouts.

Minced meat is both economical and versatile and nearly every country in the world has its own mince speciality. In her book Josceline suggests many new and exciting ways of serving this popular food, as well as her personal versions of established favourites such as meatballs, shepherd's pie and chilli con carne. The accent is on variety, with recipes ranging from tasty family fare to sophisticated dinner party dishes. She uses not only minced beef, but also minced lamb, pork, veal, poultry, game and even fish.



Spring offers with J

THE J RANGE has been expanded and modified for Spring 1982. Two new colour-ways have been introduced into the triple eyeshadow range and another two to the cream eyeshadows. There are three new lipsticks and two new nail polishes.

Free J cosmetic purses are being offered to purchasers of a J cleanser, moisturiser or hand and body lotion. These pretty cream cotton pochettes,

patterned with distinctive burgundy Js, are plastic-lined and close with a zip.

The new J hand and body lotion is lightly fragranced and contains added moisturisers which help to keep the skin soft, smooth and supple. It is especially beneficial to those skin areas which are particularly susceptible to dryness, such as elbows, knees and feet.

The 210ml bottle is priced at £1.45 and is available in all of the larger stores.



Car parking report

A POLICY STATEMENT on car parking for supermarkets was published by JS this month.

The statement explains how car parks can, and should, complement their surroundings and gives practical recommendations covering all aspects of car park design and operation. There is a comprehensive index at the back of the booklet which includes listings for environment, landscaping, maintenance, screening, trolleys and vandalism.

In an introduction to the study, Sir John Sainsbury, writes: 'Customers should come first in the planning of supermarkets and good parking is one of the main features of an attractive store. We therefore aim to make our car parks convenient and safe, and have 25 years' experience of every type of car park upon which to draw in designing and managing car parks.'

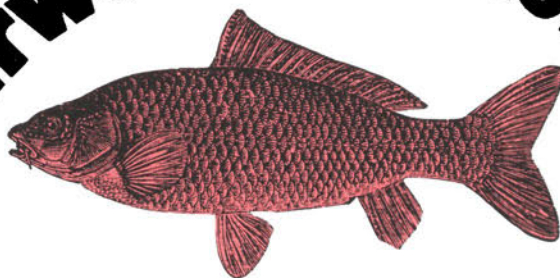
The need for clear thinking by planners, architects and developers has never been greater. More personal mobility together with greater prosperity and the desire to save time has led to less frequent food purchasing and the greater

use of the car in the shopping expedition: around a half of JS customers now use their cars when shopping.

Sainsbury's always strive to provide both their customers and the local communities with the very best in design across every aspect of their operation, from the thousands of own-label products to the architecture of the store itself. The JS style is a conscious effort to produce the finest store ambience, intended to enhance the environment. The company feels that good design—both on practical and aesthetic grounds—is as important in car parks as elsewhere.

Development director, Gurth Hoyer Millar, makes the point: 'Many of our busiest stores are served by car parks which are operated by local authorities or developers but which are so closely associated, in the minds of our customers, with our own shop that it is our manager to whom complaints are addressed. This frustrating experience has prompted our policy of obtaining ownership, or at least control, of car parks wherever possible.'

Fairweather fishing



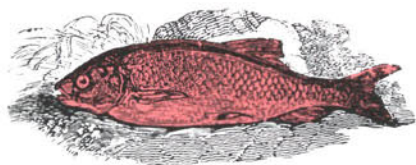
TROUT FISHING may initially be a little expensive but John Pearn, assistant buyer in the pork products department, like other fly-fishermen, certainly appreciates its pleasures.

John's skills have been remarked upon in the 'fishing press' frequently during the last few years. Reported recently in the *Angling Times* was his gaining of the title 'Bayham brace record holder', achieved near the end of last season. That particular distinction was secured during a half day at Bayham Abbey Lake trout fishery near Tunbridge Wells when he caught two big rainbow trout—11 lb 6 oz and 10 lb 8 oz. John's brace beat the water's former brace record by 1 lb 14 oz.

Four fish in total were caught by John that day but on his previous visit to the same fishery he had gone home after catching 17. That does sound impressive but John is very modest about his stealthy techniques, 'During October, only two other fish caught there weighed over 9 lbs so it was pure luck that I caught the brace' he says. He happened to catch a glimpse of one of the fish almost as soon as he arrived, and captured them very quickly.

'The most trout I have ever caught in one day is about 60—nearly all of those went back in again', he says 'but I can remember when we went sea fishing in a boat during the 1960's we often came back with literally hundreds. That was before the coastal areas were fished commercially and the fish moved away.'

John was introduced to his hobby



when he was about eight years old and his grandfather took him fishing. His brother, who was also on his first trip out, didn't catch anything and never bothered to fish again. John may have only caught one fish on that day but certainly fishing caught him and his enthusiasm has continued to grow ever since. Soon after that 'fateful' day he won a book on the subject and he was well and truly hooked!

Freshwater and sea fishing gradually gave way to flyfishing which he feels demands greater skills of observance and quieter techniques. He says that it is often more like hunting than fishing! Lighter equipment is used so that the fish are not frightened away and John's most expensive item amongst his collection of tackle is a carbon fibre trout rod which is

worth about £120. It weighs only two ounces even though it is ten feet long. A sturdy sea fishing rod is more likely to be about three times wider in diameter though only six feet long, and requires a heavier line.

John belongs to one freshwater and one sea angling club in his area and membership helps to reduce the cost of his expeditions. Selling off some of the trout also recoups some expenses. 'I only keep a few every year and I do sell some—not for profit but to help pay for the day's fishing which can cost £15 to £20, plus the cost of petrol!'

Although John is an enthusiast, he certainly destroys the illusion of the archetypal fisherman—middle-aged,

asleep under an umbrella sheltering from the drizzle with his line absolutely still in the water! John is 28 years old and admits that when he goes fishing with his friends it often doesn't turn out to be as quiet and desolate a scene.

Even when he is on his own and taking his hobby seriously (to get the very best results) it is unlikely that you'll catch him waiting in the rain and returning empty handed—'I'm usually what you might call a "fairweather" fisherman as I don't believe that rainy conditions can help you achieve results!' he says.

And he is well rewarded for such trust in his own judgement as well as his patience as he continues to win more trophies each year.



The Bayham brace that John captured with his own brand of cunning

Companywide cancer campaign

A COMPANYWIDE effort was launched on January 1 to raise money in aid of the 500-Group Cancer Research Campaign. The group has been formed by businessmen to encourage industry and commerce to raise £1 million as the major funding for a cancer research project largely concerned with the prevention of cancers, particularly those that arise from environmental and industrial hazards.

The five AGMs have been asked to raise £2,000 each by March 1983 to meet the target.

The Patron of Cancer Research is the Queen and members of the 500-Group will be invited to Buckingham Palace once the target has been reached.

All branches are displaying a wall chart showing three thermometers—one for the branch's activities and money raised so far, another for the district, and one showing how much the area as a whole has collected.

Each branch's contributions are banked into a deposit account so the money already collected earns interest.

During the second week of the competition the area figures were as follows:

Bromley area	£704
Coventry area	Not advised
Uxbridge area	£32
Woking area	£2,522
Romford area	£878

All kinds of ingenious methods to raise money are being devised, as well as the more usual ways.

Crawley branch was recently able to contribute £50 following a fancy dress buffet dance organised by the branch's BPO Gill Washington and her husband David.

Gill told the *Journal* 'There was a disco and a lovely buffet and out of 100 people who came to the Civic Hall for the buffet 45 were in fancy dress. The judges had a very difficult time deciding who should win prizes because they were all so good.'

Everyone enjoyed themselves and were pleased to make a contribution towards the campaign and see the total being marked on the thermometer.

Early morning deliveries



Angela, her three-year old daughter, Emma, and the latest arrival Amanda

CONNECTIONS WITH SAINSBURY'S are recurrent for some families!

Peggy Stacey is an ex-employee of JS and her husband works at Basingstoke depot.

Her daughter, who also used to work for the company, gave birth to one of the next generation of Sainsbury's customers in the Brighton Hill store car park at 4.15 am on Sunday January 17. Amanda, who weighed 5 lb 4 oz, couldn't wait until they arrived at the Basingstoke District Hospital, and so took her mother, grandmother and two ambulancemen completely by surprise.

Peggy suggested that Amanda's birth certificate should read:—

commodity—baby girl

commodity no.—2

special offer—one day only

delivery by—January 17 1982.

As Peggy said 'It all goes to prove that the best bargains are at Sainsbury's!'

All is fair in love

THE STORK is being kept busy by Coldhams Lane branch!

Not deterred by Kempston branch, who recently topped their record for numbers of female staff getting married (*JS Journal* December '81), Coldhams Lane have put forward a new challenge.

Since the summer of 1981, 15 female staff at the branch have announced that they are expecting babies. To date four have arrived (three boys and one girl) and the others are all expected before the end of June, including one set of twins.

Over to you Kempston!

SSA holiday offers

WITH CHRISTMAS and New year celebrations now behind us, most people are now probably beginning to think about their summer holidays!

Well, before making up your mind it would be worthwhile taking a look at the latest SSA special holiday brochure—featuring trips to Spain, Italy, Corfu and Malta.

If you've an early break in mind, in May there's a two week holiday at Cala D'Or or Puerto Pollensa in Majorca for £117—with a free third week. Or that popular hotel, the Panama, in Palma Nova, once again offers three weeks at half-board with half-price bar prices—for as little as £164.

Other prices include: Lido Jesolo (Italy)—10 days for £89 (May) or £109 (June-September); Corfu—14 days for £206 (May) or £219 (July).

Also any SSA members booking holidays with Pontin or Silvair should contact the SSA office at Blackfriars before paying their deposit.

Miss JS finalists

ALL THE CONTESTANTS have now been chosen for the final of the Miss JS 1982 competition.

This ever popular event is to be held during the annual SSA dinner at the West Centre Hotel on February 20. Nearly 1,000 people will witness the crowning of Miss JS 1982 and participate in what promises to be a fun-filled evening. Coaches from all over JS's trading area will be pouring into London in time for the dinner at 8.00pm.

Finalists are as follows:

Julie Bentford from Swindon branch is representing the Southern region. Head Office will be represented by **Elaine Curwood**. Hoddesdon depot are pinning their hopes on **Angela Davies**. **Joan Hockley** is representing Buntingford depot. Miss JS Western is **Therese Hoyle**. For the Midlands it's all up to **Sue Lomas** from Northwich branch. **Verity Millen** from Walthamstow branch is Miss JS Eastern. From the South East comes **Karen Hoppe** at the new Tonbridge branch and completing the line-up, **Ann Stickings** from Charlton depot.

Great Britain goes home

THE RITZ HOTEL gained a new attraction during the magazine *In Britain's* 50th anniversary celebrations held recently. It was the giant cake made for publishers of the magazine, the British Tourist Board, in the shape of Great Britain by JS's area bakery specialist,

Barry Pankhurst (see November issue).

Barry's highly praised creation later found its last resting place—much to the delight of many physically handicapped youngsters—in a National Children's Home in Oxfordshire.

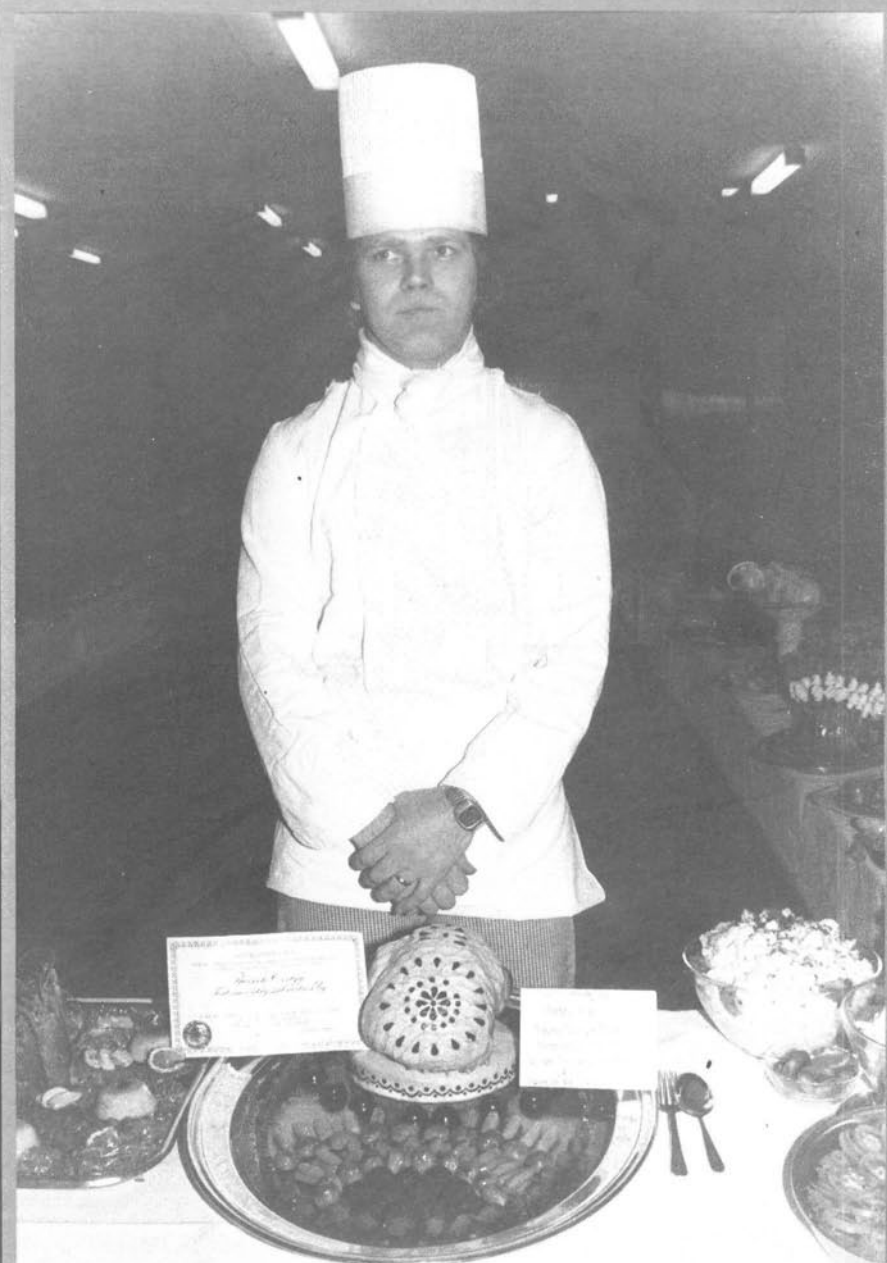
Hotelympia honour

HOTELYMPIA '82, the hotel and catering exhibition held at Olympia during January, brought a reserve bronze medal to Fred Clay, canteen cook at Basingstoke depot, for his competition entry.

Fred entered a dressed turkey and was proud to gain fourth prize and a

magnificent embossed certificate to confirm that his creation had been chosen 'for display in the senior salon of Le Salon Culinaire International de Londres.'

Fred joined the company as a canteen assistant in 1978 and at the end of that year was appointed canteen cook.



Fred Clay's exhibit wins a medal

Great grub grabs

SPRINTING SHOPPERS were spotted in many JS stores over Christmas. They were grabbing their festive fill as prizewinners of draws and raffles held in aid of various charities.

At Great Yarmouth two minutes of grub grabbing was Cliff Cooper's prize for winning the Yarmouth Lions Club Christmas draw. Mayor, Gordon Chapman, acted as timekeeper as Cliff dashed through the dairy department on his way to hauling in a variety of frozen meat. Then there was just time for a quick tour of the other shelves before the whistle blew, and a smiling Cliff made his way to the checkout. His shopping spree totted up to £134.73½ and he said he was surprised that he had been able to grab so much in the time available.

Betty Meggitt won a two minute dash round the King's Lynn branch as her reward for winning the King's Lynn Royal Naval Association's annual raffle. She headed straight for the freezer foods and was able to pick up items worth £125.95, including a 16 lb turkey.

A grocery grab competition organised by the Eastbourne Lions Club was held at the Langney JS store. There John Varney made off with £46.87½ worth of groceries following his two minute session of grub grabbing, with the help of his 12 year-old son, Mark.

Northwich store was the scene of the Vale Royal Lions grub grab. Vic Steele was the lucky winner of a draw this club organised. Vic had two minutes of helping himself to whatever he fancied. First stop was the meat section where he loaded up with hams, beef, chops and turkeys, followed by jars of sweets, coffee and an assortment of other goodies adding up to a magnificent total of £161.

Finally, South Woodford branch held a grub grab for the prizewinner of the Wanstead and Woodford Lions Club Christmas draw. Robert Briggs managed to fill two trollies with goodies amounting to £122.57½ in the two minutes allowed. With additional items added by the Lions Club members this sum was increased to £151.26.

Cue Buntingford

FOR THE THIRD year running the SSA at Buntingford depot recently organised a pool tournament.

This increasingly popular event attracted 35 entries. Although the competition started in mid-August 1981, the final didn't take place until December because of the various shift patterns worked by the competitors.

Pat Bolton, a fitter in the cheese production department, played John Lewis, an electrician in the maintenance department, in the final. Pat beat John by four games to one.

Everybody involved in the tournament enjoyed the event and it is hoped the tradition will be carried on again this year.

Retirements with distinction

Eric Webster, section leader of poultry supply control at head office, has retired after 45 years with the company.

He began his career with JS in the sales office. After further training with the meat buying office Eric moved on to the poultry distribution department before the war.

Rejoining Sainsbury's after military service, Eric trained in the factory, linking production with branch distribution, before returning to the sales office to take up his final appointment with the poultry distribution department 'where I enjoyed most of my working years'.



Eric Webster

Eric was an active member of the JS rowing club at Barnes Bridge, and Griffin Athletic, before the war.

Leslie Bull, motor engineer at Basingstoke depot, has retired after 42 years with Sainsbury's.

He began his career with the company at Blackfriars working in the garage. Leslie returned from war service as a motor fitter in 1946. He moved to Basingstoke in 1964 and became a chargehand in motor engineers in 1956. He was acting foreman for some years.



A triumphant Cliff Cooper at Great Yarmouth



Robert Briggs (centre), Ernie Wills (2nd left) branch engineer Romford area office and Terry Wigley (3rd left) manager, with members of the Wanstead and Woodford Lions Club

Appointments

R Allen, formerly deputy manager of North Cheam, has been appointed manager of Stockwell.

G Becker, formerly manager of Balham, has been appointed manager of Dartford.

T Brown, formerly manager of Hastings, has been appointed manager of Lordshill.

C Hemsley, formerly deputy manager of Blackpole, has been appointed manager of Kidderminster.

M Hobday, formerly manager of Macclesfield, has been appointed manager of Wilmslow.

C Ingle, formerly a spare manager, has been appointed manager of Southgate.

M Kalb, formerly manager of Southgate, has been appointed manager of Swiss Cottage.

M Lightfoot, formerly deputy manager of Newcastle-under-Lyme, has been appointed manager of Macclesfield.

C Lythe, formerly manager of Chatham, has been appointed manager of Bexleyheath.

B Page, formerly manager of Bexleyheath, has been appointed manager of the new Tonbridge store.

D Richmond-Cole, formerly manager of Christchurch, has been appointed manager of Poole.

D Robb, formerly manager of Stockwell, has been appointed manager of Balham.

L Skellon, formerly manager of Lordshill, has been appointed manager of Christchurch.

M Trim, formerly manager of Wilmslow, has been appointed manager of New Barnet.

M Wagstaff, formerly manager of Dartford, has been appointed manager of Chatham.

B Williams, formerly manager of Swiss Cottage, has been appointed manager of Nine Elms.

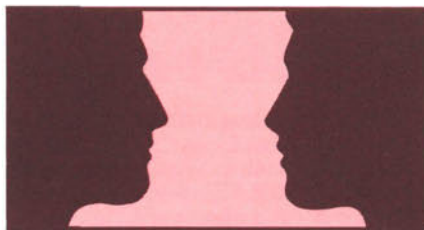
S Woodrow, formerly manager of New Barnet, has been appointed manager of Hastings.

Long service

George Howard, manager at Kingston, has completed 40 years' service with the company.

He joined JS at Tolworth and was appointed assistant manager at Kingston in 1954. George became spare manager at Putney in 1958 and the following year was appointed manager of Gloucester Road branch. Before taking up his present position he managed a number of branches including Surbiton, New Malden and Wimbledon.

Mick Barrell, senior supermarket assistant at Colchester, has completed 25



PEOPLE

years' service with JS.

He joined the company at the Colchester branch after doing national service. Mick has also carried out relief work at various branches including Chelmsford, Ipswich and Borehamwood.

Peter Budgen, bakery manager at Broadfield, has completed 25 years' service with Sainsbury's.

He began his career as a trainee butcher at Haywards Heath and in 1972 was appointed deputy meat manager there. He took up his present position in 1976.

Rob Cooper, refrigeration engineer at Bromley area office, has completed 25 years' service with JS.

He joined the company as an engineering trainee and took up his present position in 1971.

Bill Dumper, provisions manager at Debden, has completed 25 years' service with the company.

He joined JS at Romford and was made assistant manager at Seven Kings in 1969. Bill has worked at various branches as grocery manager including Upminster and Upton Lane.

Pete Kingston, meat manager at Tamworth, has completed 25 years' service with Sainsbury's.

He joined the company at Ballards Lane and did relief work at most of the north London branches. In 1960 Pete became senior butcher at Kentish Town branch. He moved to the Midlands in 1967 as assistant head butcher at Aston. Pete became meat manager there in 1974 and took up his present position at Tamworth in 1979.

Bob Pyzer, meat manager at Great Yarmouth, has completed 25 years' service with JS.

He joined the firm as a trainee butcher at Leatherhead in 1957, later transferring to Dorking. In 1963 Bob moved to Chelmsford and relieved at numerous branches in the area. In 1972 he was promoted to deputy meat manager on opening of King's Lynn branch and took up his present position in 1975.

Mick Renn, deputy manager at Tottenham, has completed 25 years' service with the firm.

He joined JS at the Tottenham manual shop as a trainee and in 1959 moved to Chingford. Three years later Mick became senior leading salesman at Leyton. He has worked in various branches since then including Edmonton, Waltham Cross and Stamford Hill.

Frank Richardson, warehouse/reception manager at Woking, has completed 25 years' service with the company.

He began his career with JS as a senior

trainee at 59 George Street, Hove. During his first four years with the company Frank worked at all the Brighton branches. He started working at the Woking manual branch in 1962 and transferred to the new Woking store on its opening in 1974.

Keith Stratford, deputy manager at Paddington, has completed 25 years' service with JS.

He started working for the company at the Burnt Oak manual branch as a junior salesman and became leading salesman at Watford in 1960. Three years later Keith was appointed assistant manager there. He has worked in a number of JS stores including Edgware, Ruislip, Slough, Borehamwood and Wembley.

Retirements

Lydia Addleton, part-time supermarket assistant at Bell Green, has retired after 12 years with the company.

She was due to retire in December of this year but owing to health problems retired early. Being a widow, Lydia will greatly miss the company at work and promises to keep in touch with old friends.

Joe Quick, senior supermarket assistant at Coventry, has retired after 12 years' service.

He joined JS at the old Coventry store and became senior supermarket assistant at the new one in 1970.

May Burton, part-time supermarket assistant at Bromley branch, has retired after 12 years at JS.

She has always worked at Bromley branch.

Winnie Whitworth, senior clerk at Derby, retired last month after 12 years with the company.

She began her career with JS at Parliament Street, Nottingham and then transferred to the Beeston shop on its opening in 1970. Winnie has also worked as relief clerk at various branches including Arnold, Broadmarsh and Leicester.

Williamina 'Minnie' Guy, full time cook at Chelsea, retires this month after 11 years at Sainsbury's.

She joined the firm as a domestic assistant in the canteen at Chelsea.

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

Mrs J Collishaw (8 years)

Mrs V Hoare (8 years)

Mrs S Timmins (7 years)

Mrs S Wilkinson (7 years)

Mrs L Higgins (6 years)

Mrs E Keegan (6 years)

Miss D Clark (5 years)

Mrs D Skilbeck (5 years)

Miss M Kramer (4 years)

Mr J Mills (3 years)

Mr B Wright (3 years)

Continued on page 15 ▷

More appraisals

From: Tom Delaney, officer manager, Streatham

I was indeed surprised to learn from Tony Clarke that appraisals were more concerned with the development of individuals within their current job.

If this is so, then why all this time consuming exercise which creates paperwork by the ton and rarely produces any helpful solution. One's progress in any department should be monitored by section leaders, assistant managers and managers; all this in the course of the working day.

No company or management can afford this rather costly exercise.

Tony Clarke, manager, remuneration and benefits replies:

Yes, I did say in previous correspondence to the *Journal* that of the several uses of appraisals, the main one is the aid to the development of individuals within their job.

I also recognise that progress at work is an ongoing dialogue between individuals and their supervisors. However, the annual appraisal exercise is designed to produce a full formal evaluation of past performance against targets and to set new goals for the coming year. Arising from such discussion there are often needs identified, in particular, that of individual training.

The translation of all this to a paper exercise is a fairly modest requirement. The paper simply ensures that, as far as possible, the exercise is uniformly applied, that newly appointed managers have a record of targets agreed with staff by their predecessors, and that training needs are recorded and passed to the personnel division so that course programmes can be planned and mounted to meet the needs from all departments.

Additionally, even with departments of as few as 15 staff, the appraisal paperwork helps the manager take an overview of staff resources whilst the



Letters are welcome
and should be
addressed to the editor

opportunity is still there to give day-to-day individual guidance and encouragement.

Good books

From: Jayne Comins MF Phys., customer, Stratford branch

I am writing to say how wonderful I think your range of publications are which have been on sale in my branch of Sainsbury's.

I was prompted to write to you today after purchasing *Beauty Care* and *Wholefood Cookery*. I work with a lot of elderly patients and I can really recommend the books on *Special Diets* and *Cookery for the Disabled*.

Understanding Wines and *Cooking Vegetables* are terrific value and I refer to them regularly.

While I have pen to paper perhaps I can take this opportunity to congratulate you also on the introduction of whole grains and pulses to your store and hope that you'll extend your range of health foods in the future. It makes shopping a pleasure and means I can buy everything under one roof.

Apologies

The *Journal* wishes to apologise to **Clive Ingle**, manager at Southgate, who was wrongly identified in the columns of *Feedback* in November as being retired. He was in fact a spare manager at the time (see *Appointments* p.14).

Super cosmetics

From: C M Hamilton, customer, Hastings branch

I should like to tell you how simply delighted I am with your super line in cosmetics.

Up until three months ago and for the last 30 years, in England and in Africa, I have spent literally pounds on a very well known brand of cosmetics sold in London, New York, Paris, Dusseldorf and Milan. I suddenly decided, while doing my weekly shopping in your super branch in Hastings (recently extended and better than ever!) to try your complete range of cosmetics. So I bought your skin toner, enriched moisture cream, all-in-one foundation, dual cleanser, lipstick, nail polish (with nylon), eye make up—in fact the lot. I'm simply delighted with them: after three months my skin has never looked or felt better.

These products cost just a fraction of the cost of the other make up I've always used and I'm 73 years young!

Don't forget
last copy
date for next
issue is
February 24

Continued from page 14

Obituary

Albert Garwood, branch/depot order checker at Blackfriars, died on December 15, aged 60.

He began working for the company in 1948.

David Hodgson, assistant manager at Leeds, aged 24, was tragically killed in a car accident on the Sunday before Christmas.

He started working at Leeds branch on

its opening in October.

Dennis Heath, operations manager at Blackfriars, was aged 47 when he died suddenly in the head office gymnasium on January 20.

He had completed his training in the gym and was a regular member.

Edie Jones, leading delicatessen assistant at Doncaster, died after a long illness on January 15, aged 58.

She joined JS when Doncaster branch opened in 1974.

Lil O'Brien, senior supermarket assistant at Kentish Town, died suddenly on January 8, aged 57.

She had been working for the company for nearly ten years.

Tony Oscroft-Jones, assistant accountant at Streatham office, died after a long illness on November 14, aged 54.

He had worked for JS for nearly 33 years.

Florence Page, part-time supermarket assistant at Barkingside branch, died on December 29, aged 54.

She had been working at Barkingside branch for nearly two and a half years.

Gordon Wilson, leading departmental assistant at Kentish Town, died on January 6 as the result of a motorcycle accident.

He had been working for the firm for 32 years.



New archivist

A BRAND NEW ITEM appeared this month in the JS archives. On February 1, 25 year-old **Bridget Williams** took over the post of company archivist following the departure for pastures new of Harriet Geddes who has occupied the role since 1980.

'It's early days yet' said Bridget 'and I've got a tremendous amount to live up to after Harriet's work—but I'm enjoying the challenge!

'This is a particularly demanding job as it's so easy to bury yourself in the past and forget that today's happenings are tomorrow's archives—it's living history! So I hope to maintain a good balance of material, past and present, and to build on the foundations already laid.'

Bridget comes originally from Gloucestershire. She studied for a degree in economic history, specialising in agricultural history, at Exeter University and then went on to complete a post-graduate certificate in museum studies at Leicester—the most prestigious course of its type in the country.

Although this is her first post in industry, Bridget has gained much experience working in museums during the course of her studies—including the famous Ironbridge complex in Shropshire.

In her spare time she hopes to be able to continue her researches into agricultural history, is a keen cyclist and is also very interested in choral singing.

Changing faces

DO ANY OF YOU on the second floor of Rennie House recognise your offices? Yes, this was the sausage making department of the factory shortly after it opened in 1936.

In the photograph, which was made from a fragile glass plate negative, the girls were wearing smart blue overalls with white detachable collars and white hats. However, if you look carefully, under the linking benches safety shoes were not being worn, for a fashionable high heel and platform sole is visible.

Sausages combined with the butchery on the second floor, but the more pleasant smells came from the pie department on the third floor.



Bridget Williams



Is this really Rennie House?

BRANCH MANAGERS CONFERENCE 1982



Day one begins for the first delegates



The chairman reconvenes the conference on day two



Marketing questions are put to the panel of experts

BRANCH MANAGERS' CONFERENCE

THE 1982 BRANCH MANAGERS' conference was held on January 25 and 26. The venue this year was the Birmingham Metropole hotel, located inside the grounds of the National Exhibition Centre—reputed to offer 'the finest conference and banqueting facilities in the UK'. Previously the conference has been held in Brighton, but with JS's expansion northwards, Birmingham now proves more central.

More than 240 delegates attended—including 44 for the first time and the first female, Betty Kinlock, manager of Beaconsfield Freezer Centre—to be addressed by, and to exchange views with, company directors and departmental directors.

The conference opened at 2.30 on Monday. Delegates were welcomed and introduced to the full programme by retail division director, Joe Barnes.

Beginning on a light note the first speaker, managing director and deputy chairman, **Roy Griffiths**, commented on the new setting: 'It either symbolises our move northwards, or it might have originally been a typing error! So for the benefit of any managers who misread the invitation and are sitting in Brighton wondering where their colleagues are, we are having the entire conference transmitted to them!'

On a more serious note he went on to review company performance. He set the tone of the conference by highlighting major areas of problems to be focused on during the next two days and asked the questions: 'What is meant by company performance?—against what criteria must we judge ourselves, and against these criteria how are we performing?' and 'what are the means on which we have to concentrate and on which we have concentrated over the last few years?'

Joe Barnes then reviewed retail divisional performance. At the end of the Brighton conference two years ago he had set six priority targets—*store hygiene and cleanliness, a weekly in-depth examination of a department, customer service, meat managers, training and optimum use of assets*. This year he summed up progress in these areas and stressed that there is still scope for further improvements.

He then examined in some depth progress in productivity performance exploring the reasons behind JS's good rate of increase.

In conclusion Joe Barnes gave the brief for the first syndicate session on the topic of *Maintaining JS's success*—the syndicates providing an invaluable forum for the direct exchange of ideas and views.

Following these sessions **Peter Davis**, assistant managing director, buying and marketing, presented a paper on developments and future prospects in marketing.

He summed up JS trading policy and pointed out that it must adjust to changing customer needs and the light of competitive action, examining these two key influences in depth. 'We enter 1982 with a strong trading policy, a strong price position, and all this must augur well for 1982'.

Questions on marketing matters, put

to a panel comprising Cecil Roberts, Bob Ingham, Tom Vyner (all buying directors) and Peter Davis, was the final event of day one.

Directors and delegates then met informally for cocktails and dinner. The conference also provides the opportunity for the renewal of old friendships and acquaintances. The informality and warmth of the event was demonstrated by a spontaneous charity event—the sponsored signing of the plaster cast on Joe Barnes' ankle (fractured some weeks ago). Conceived by AGM Ron Guiney, this idea raised over £50 which was added to Uxbridge area's contribution to the company-wide 500-Group Cancer Research Campaign (see p11).

The first speaker on Tuesday was company chairman, **Sir John Sainsbury**, taking a *Look Ahead*.

He began his summary with the comment: 'In the two years since the last managers' conference the company has made huge progress. In many ways the achievements of 1980 and '81 are even more impressive than the spectacular progress we made in the first two years of discount trading 1978 and '79.'

Sir John analysed this success and emphasised areas to be concentrated on in the future—management performance and skills, training, the development of new systems, the use of technology, the problem of theft, space requirements and car parking, store replacement and new openings—all leading to a better service and a fuller coverage of the market by Sainsbury's.

'We can look ahead to the future' he said 'with confidence, for our recent success shows the strength and vitality of the company, which will equip us to face whatever obstacles may lie ahead. The spirit and determination of the JS managers throughout the company will ensure we maintain our progress.'

'We must never lose our respect and loyalty for the traditions of the company, never lose our creative powers of innovation. We must always remember that what matters is how well we do our trade, how well we serve our customers. Higher turnover and more customers is the measure and not the matter of our affairs.'

Syndicate two was introduced by departmental director of branch operations, **Dennis Males**, speaking on *Managing JS stores in the '80's*.

He referred to the 'Back to Basics' resolutions made at the last conference and their role in the retail division's contribution to JS recent record trading achievements. He then looked forward to what will be expected of managers in the mid and late '80's, reminding them that there is no room for complacency and that the ideas presented during the syndicates will have an important effect on the rest of the decade.

The morning was rounded off by personnel director, **Angus Clark**, discussing *Corporate Systems*.

He introduced delegates to a new audio-visual programme about the main systems in use, described how it should be used and gave some general background on how JS systems are evolving.



Syndicates play an increasingly important role in the conference

Future Management Techniques was the title of the first paper of the afternoon, presented by departmental director of branch services, **Jeremy Grindle**.

Following on directly from Angus Clark, he gave an up-date on current systems developments as they affect the retail division. He then went on to discuss the advantages of branch computing and scanning projects.

'Time moves fast in the 1980's, and nowhere faster than in the field of computers. Even if the plans which I have outlined do not work out exactly, I have no doubt that at our next conference in 1984 there will be many managers with first hand experience in the use of these techniques.'

Jeremy Grindle concluded with an

important reminder: 'these machines and these systems are only tools. They do not themselves deploy our resources to do the job—and they do not replace managers'.

A second question and answer session, led by the chairman brought the programme to an end.

In his closing comments Sir John thanked the conference organisers and stated: 'I think this has been the best retail conference we've ever had and that is entirely a tribute to you—the delegates.'

'The papers you have heard from this platform have been outstandingly good, and your contributions as members of the syndicates have been by far the most valuable we have ever had'.



Dinnertime gives an excuse for more discussions

BRANCH MANAGERS CONFERENCE 1982



Joe Barnes' PA (and wheelchair pusher!), Andrew Newton, joins in the plaster signing session

