

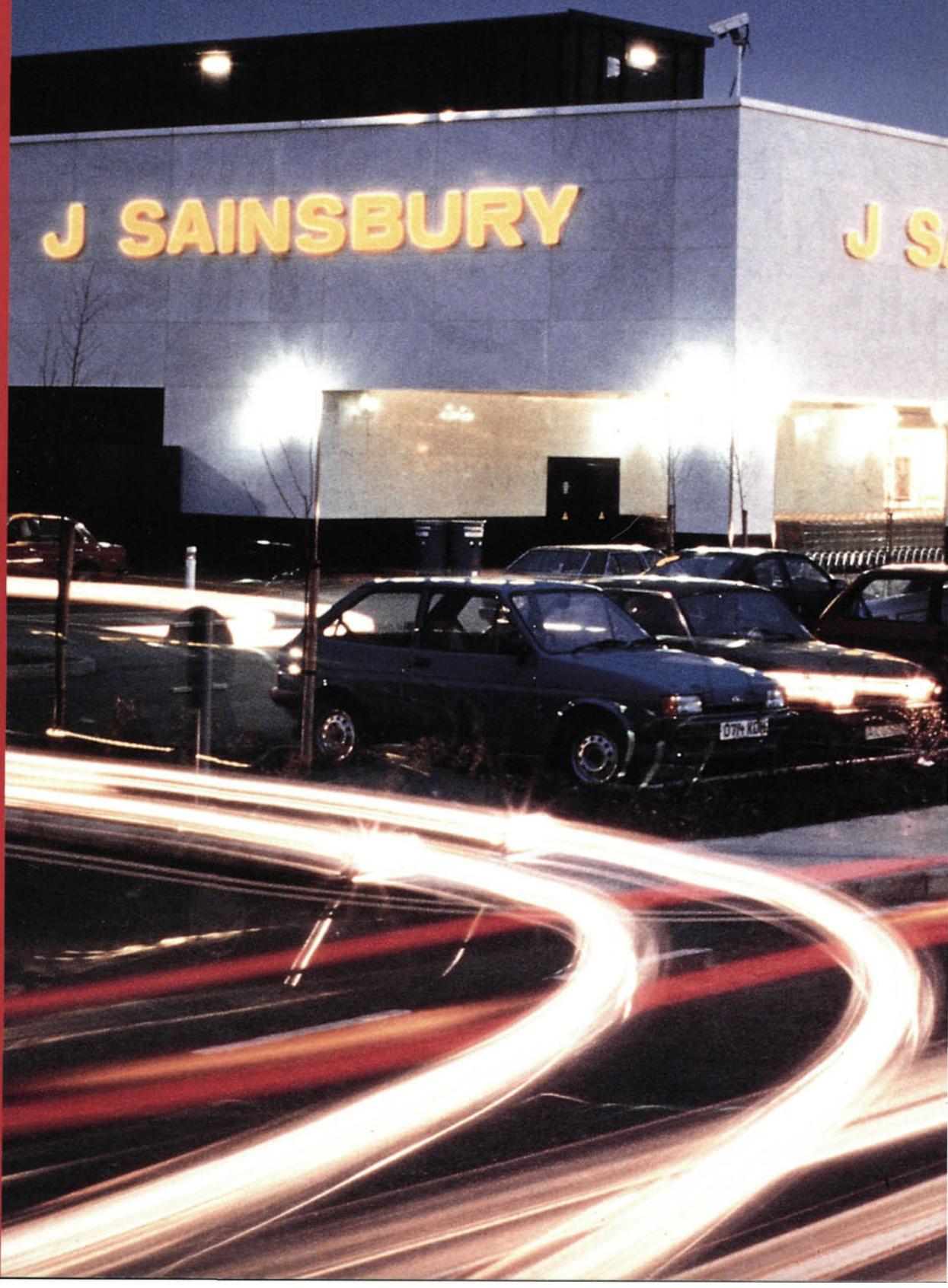
JS JOURNAL IS PUBLISHED FOR EMPLOYEES OF J SAINSBURY, SAVACENTRE AND HOMEBASE

# Journal

MARCH ISSUE 1992

# JS

*JS by night*





## COVER STORY

A NIGHT VIEW OF MERRY HILL, DUDLEY. THE JOURNAL MEETS SOME JS NIGHT WORKERS. PAGE 14/15.

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# FRONTLINE

By the time you read this JS will have taken its first step into Scotland with the opening of Darnley store, just outside Glasgow, on March 3. Scottish customers have previously only been able to buy JS products at Edinburgh Savacentre which opened in 1984. The opening story will be covered in the next *Journal* but, in the meantime, we remain firmly north of the Watford Gap with the Liverpool and Stafford opening stories on pages 8/9.

And another step into new territory comes with the appointment this month of Rosemary Thorne to the JS board. As the

company's first woman executive director and the youngest member of the board, Rosemary is in a high profile position. Many of the national newspapers ran stories on her appointment. See page 5 for details.

Just as the *Journal* was going to press it was announced that Sainsbury's had won, in the larger companies category, the top City award for the best published accounts. The chairman accepted the award on February 26 at the Guildhall, London. A full report will appear in the next issue.

## ESTHER CHEQUES OUT CHILDREN IN NEED TOTAL

On January 21 six representatives from JS handed over to Esther Rantzen, presenter of BBC's *That's Life*, a cheque for £375,000.

The money was the total raised by Sainsbury's for the Children in Need Appeal. Esther was delighted to receive her guests at the BBC's White City offices. The money was raised by collections outside the stores and by numerous activities organised by staff, many of which were reported in the December and January/February *Journals*.



Pudsey bear holds the cheque presented by JS staff, from left to right: Marjorie Shriver, senior systems assistant, Harpenden; June Telling, personnel services clerk, Hitchin; Esther Rantzen; Clare Ellis, trainee bakery manager, Luton; Gloria Allen, checkout operator, Stevenage; John Phillipson, Eastern area director and Nicky Gregory, senior systems assistant, Letchworth.



One of the more determined of the many fundraising efforts was at Kings Heath branch. Jackie Collingwood, food safety officer, stands behind Suzanne Hunt, produce section manager, while raising £432 during an eight hour drenching on a cold winter's day - and they kept smiling.



Under last year's scheme Rayleigh Weir Under Tens Football Club received £250 for a new kit. Pictured with team manager, Nick Downer, and the team, is Rayleigh Weir's senior deputy store manager, Sharee Rankin (left), and BPM, Kim Chapman.



## 1992 GOOD NEIGHBOURS WILL SUPPORT THE HANDICAPPED

Sainsbury's will be distributing £100,000 to local self-help groups working with the mentally and physically handicapped as part of this year's Good Neighbour scheme.

The scheme is now in its tenth year and has seen individual stores sponsoring a total of 2,000 neighbourhood groups working for various local causes. In that time more than £500,000 has been distributed to community groups by JS, Homebase and Savacentre stores.

## JS MANAGES NORTHERN DOUBLE

JS enjoyed the honour of being the only retailer to be represented by two teams in the final of the 1991 Store Manager of the Year competition.

Andrew Parker, Leeds branch manager, whose team won the North Western regional heat, joined David Milburn, Middlesbrough branch manager and North East winning team leader, to battle it out with the five other teams at Claridge's in January.

The teams were asked to make decisions in the running of a hypothetical business and those decisions were analysed by a computer to determine who would make the largest profit.

Andrew Parker's team came a close second to the Gateway team from the South West who picked up the £1,000 cheque from joint sponsors Yoplait, Dairy Crest and *Supermarketing*. Andrew congratulated his team for a sterling effort and vowed that JS would return next year to wrest the crown from the Gateway team.

Said Gillian Barker, senior manager of grocery ii and member of Andrew's team: 'The competition was part-



Andrew Parker stands far right with his regional heat winning team: (left to right) Lynn Loftus, Midlands area accountant; Gillian Barker; Margaret Farnham, provisions manager, Monks Cross, and David Clarke, Midlands area operations manager.

icularly exhausting and nerve-wracking. What kept us going was the great atmosphere through the competition, which had something to do with the mix of head office and branch staff.'

## HEARTY DETERMINATION PAYS OFF

The Variety Club of Great Britain is delighted with the efforts of JS stores which have raised funds by the sale of gold hearts. One particular success story is that of Lois Teca, checkout assistant at Kingsland Road branch. She single-handedly raised no less than £1,116 after exhausting the first delivery of badges in three days. She stands (far right) with (left to right) David Wiltshire, senior deputy; Richard Thomas, customer services manager, and Carol Smith, section manager, meat. Watch this space for the final count and a 'knockout' presentation story.





## < MOSCOW MERCY MISSION

When the *Sun* newspaper launched its Moscow Mercy Mission to fly food out to hungry families in Russia, JS stepped forward with a contribution of nearly £3,000 worth of food. A tonne of Sainsbury's dried milk and potatoes, coffee and corned beef made up the bulk of the Sun Food Aid which was distributed to charities, orphanages and churches.

JS has also supported relief in Russia by a donation of £1,250 towards the cost of transporting by road 20 tonnes of food collected by many schools in the Oxford area.

The food arrives in Moscow.



Winners of the Sainsbury's Youth Choir of the Year 1990 were the Central Singers from Chichester's Central Junior School.

## THEIR VOICES WILL BE HEARD >

This year sees the fifth Sainsbury's Choir of the Year Competition. The biennial event will take place throughout 1992, and is open to all types of choirs.

This competition is the largest choral event in the UK and, as in previous years, the selection stages, semi-finals and the final will be televised and broadcast on BBC2.

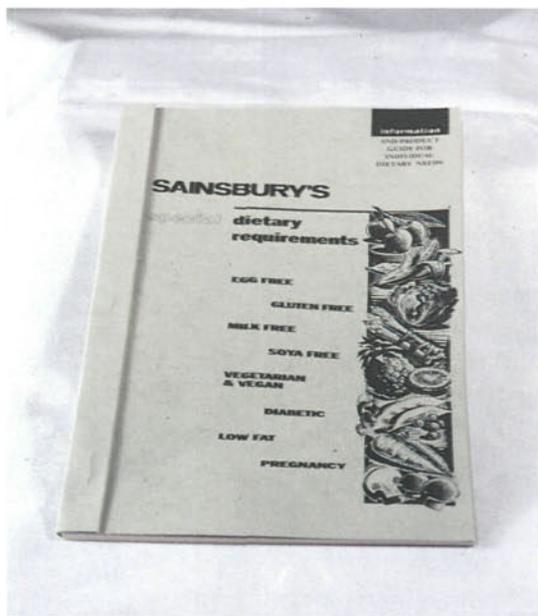
The competition offers two titles: Sainsbury's Choir of the Year and Sainsbury's Youth Choir of the Year (under 19 years of age). The semi-finals and finals will be held at the Buxton Opera House in Buxton, Derbyshire on November 28-29.



## DURHAM IS A COMPREHENSIVE HOST

Durham store strengthened its links with local schools in January when they played host to over 100 teachers from two schools engaged on a training course.

Eighty teachers from Durham Johnston Comprehensive came to the store's training centre to conduct a course on the New National Appraisal System and were followed by 45 from Fyndoune Comprehensive in February. The store offered to provide meals for the teachers during their course and Rosemarie Hall, staff restaurant section manager, found herself feeding considerably more hungry mouths than she is used to.



## < GUIDE TO SPECIAL DIETS

Sainsbury's free Nutrition Information Lists - product guides for individual dietary needs - have proved so useful to customers that the eight most frequently requested lists have now been incorporated into one handy booklet.

The Dietary Requirements Booklet contains information for people with food allergies and dietary restrictions. These include details of food free of gluten, egg, milk and soya. Other information is included for vegetarians and vegans, diabetics, pregnant women and people on low fat diets.

The booklet, which is colour-coded for easy reference, is updated every six months, and is available from the customer services department, Blackfriars.

## APPOINTMENTS



DAVID CLAPHAM (pictured above), will be appointed to the board later this year.

The appointment arises from the retirement of Cecil Roberts in a year's time.

David Clapham has been managing director of Savacentre since 1989. From 1987 to 1989 he was departmental director, branch operations, and from 1982 to 1987 he was area director of South Eastern area.

Following his appointment to the board in September, David Clapham will assume board responsibility for bakery, delicatessen and pork products from Cecil Roberts. At the same time he will take over from Bob Cooper as the board director for the scientific services division.



Rosemary Thorne.

### First woman executive director

ROSEMARY THORNE is appointed to the JS board from March 16, the beginning of the 1992/93 financial year. She will succeed Derek Henson as finance director when he retires on his 60th birthday in June. Rosemary Thorne joins JS from Grand Metropolitan plc, where she was group financial controller.

Miss Thorne, who is a Fellow of the Chartered Institute of Management Accountants held senior financial management positions in Mothercare, Habitat and Harrods, before joining Grand Metropolitan.



BOB COOPER (above) will succeed Cecil Roberts as director responsible for dairy, cheese, frozen foods and BWS from February next year. In addition, in order to allow Tom Vyner more time for his managing director's role, Bob Cooper has been appointed chairman of the directors marketing committee.



MIKE BROOMFIELD (above), who returns from Shaw's in June, will succeed David Clapham as managing director of Savacentre in September. Before his secondment to Shaw's in January 1991 as senior vice president, retail,



Graham Naylor.

MIKE BROOMFIELD was South Eastern area director, from 1987.

### Retail

GRAHAM NAYLOR currently senior manager, branch operations, is to be appointed area director of the new Northern area when it comes formally into being on August 30. Prior to that he will spend three months as area director (designate), working alongside Dave Smith, area director, Midlands area.

Graham Naylor was district manager in the South Western area from 1988 until 1991.

STEVE BASS has been appointed district manager in the South Eastern area. He will succeed John Spence who retires in August after 40 years with JS. Steve Bass has been on secondment to head office as senior manager, retail logistics, for two years.

## STORES MAKE THE ELECTRONIC CONNECTION

The growth in the volume of electronic communications between all parts of the company has led to the introduction of a new system, known as a 'managed data network' and run by BT, enabling the 313 JS stores to have access to the computer centres at Feltham and Stevenage.

This move is essential to enable the implementation of such systems as SABRE, EPICS and to improve security controls and the reliability of data transmissions. All stores will be linked into the new data network by the end of the year, though most store personnel are unlikely to even be aware of this significant change, which should only take two hours to implement.

John Blake, departmental director, data processing, praised the new system: 'The BT system will provide a totally reliable service to take us through our store expansion programme for the 1990s.'



Chris Wray, BT technical officer, flicks the switch for the changeover as BT project manager, Malcolm Thomas (left) and John Newbury, central Croydon deputy manager, look on.



That crumpled feeling. Trestle Theatre Company joins with the Birmingham Contemporary Music Group to perform Stravinsky's 'Soldier's tale'.

## 'BEST OFFERS THIS MONTH'

Holders of Stage Passes, which were offered free to JS staff under 30 in last month's *Journal*, are discovering just what bargains are available to them. If you missed the offer, don't despair, you can still apply for your Stage Pass by calling Alison Mahon (arts sponsorship assistant, 6th floor, Drury House, London SE1) on 071 921 7851.

Stage Pass entitles you to up to 50 per cent discount on the best seats for shows and concerts around the country; so go out on the town this month and take in some real live entertainment at fantastic prices!

- Adventures In Motion Pictures, South West Dance Company, with 'Deadly Serious' at the Arnolfini, Bristol (March 10-14).
- Edward Fox stars in a new production of 'My Fair Lady'. Lavish costume designs by Jasper Conran. Birmingham Hippodrome (March 11-28).
- Brighton Philharmonic Orchestra performs Rachmaninov, Rossini and Sibelius, at The Dome in Brighton (March 15).
- Birmingham Contemporary Music Group, conducted by Simon Rattle, with The Trestle Theatre Company mime group, performs Stravinsky's *The Soldier's Tale* (March 29).
- The Rocky Horror Show! hits Newcastle Theatre Royal (March 31 - April 1).
- Street Scene by Kurt Weill, a musical medley of jazz, jitterbug and blues. This English National Opera production has had sparkling reviews - must not be missed! London Coliseum (March 2-19).



# Do the CAN-CAN and win a prize

Three quarters of all canned food, drink and other products that you see on the supermarket shelf are packaged in steel - the UK's most recycled metal: a staggering one billion cans are recycled every year. One way in which they are recycled is through the one hundred or so recycling collection points located in JS car parks operated by Save-a-Can. These accept all types of metal cans, so there is no need to sort them first. Children are encouraged to spread the word about recycling through the 'Friends of Save-a-Can' scheme which entitles them to a regular newsletter and goodies.

A small number of people can recycle their steel cans by simply throwing them straight into the bin! This is made possible by the use of electro-magnets installed at some local authority waste depots which recover the steel cans directly from household refuse.



To encourage increased recycling, JS is incorporating the 'recyclable steel' symbol on certain cans; guidelines to buyers already urge its use

while own label products will shortly display the symbol.

You can find out more about Save-a-Can and magnetic extraction by contacting the Steel Can Recycling Information Bureau, Kingsgate House, 536 Kings Road, London SW10 0TE or telephone 071 351 5208.



The *Journal* has organised a competition in conjunction with the Steel Can Recycling Information Bureau which gives you a chance to win a fabulous canteen of stainless steel cutlery worth £350 with five runners-up prizes of steel letter openers. Anyone from JS, Savacentre and Homebase, including veterans, 'can' enter and all you have to do is identify the twelve words associated with recycling that are hidden in the grid. They can read in any direction and none of the words have been split. Entries to arrive at the Journal office, 10th floor, Drury House, by April 24. Happy word hunting.

V	Y	R	U	B	S	N	I	A	S	D	M
L	J	E	N	E	R	G	Y	U	S	E	E
N	M	T	L	E	M	N	E	P	T	C	N
Z	P	X	K	C	A	N	W	A	R	G	V
X	M	O	A	W	J	D	L	O	K	J	I
I	D	R	E	C	Y	C	L	E	T	F	R
U	Y	D	E	B	G	T	V	E	I	K	O
S	A	V	E	A	C	A	N	X	N	H	N
M	K	O	D	S	A	G	E	R	T	Y	M
C	X	Z	S	D	A	G	H	J	K	P	E
T	R	M	N	M	I	A	L	C	E	R	N
J	S	T	E	E	L	R	D	S	A	Z	T

Circle the 12 recycling words on the grid.



NAME .....

LOCATION .....

TEL. NO .....

**S T O R E**  
O P E N I N G

# EAST PRESCOT ROAD

*The first new JS store to open in the Liverpool area since 1983 has opened in Knotty Ash. On the East Prescott Road site, which was formerly used by British Rail, there is now a new generation JS store. The fifth Sainsbury's on Merseyside has a traditional red brick exterior and a hi-tech interior. The opening created 203 jobs and launched a new training scheme for the long term unemployed.*



**Opening date:** 9 January 1992  
**Address:** 112 East Prescott Road, Knotty Ash, Liverpool  
**Opened by:** Retail director, Colin Harvey  
**Manager:** Rob Forbes  
**Staff:** 267 (203 new jobs)  
**Sales area:** 32,000 sq ft  
**Car park:** 515 spaces



Rob Forbes, far right, in last minute discussions with his deputies. Left to right: Sarah Williams, deputy manager, dry goods; Lesley Eccleston, deputy manager, fresh foods, and John Decamp, senior deputy manager, services.

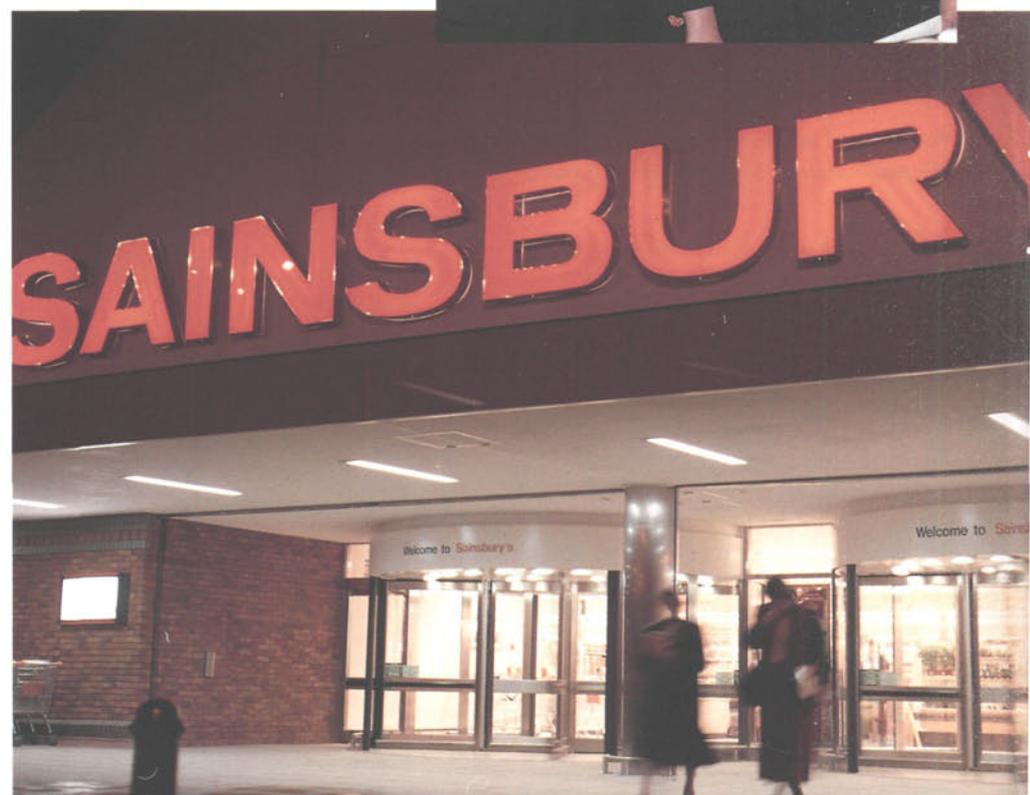


Ensuring service is well up to scratch is, left, Caron Perkins, customer services manager, and helping out is Samantha Christie, her opposite number from Bamber Bridge (centre). Right is Michele Cosgrove, area administration specialist.



Northern area director, Dave Smith, finds a warm welcome in Liverpool.

The store has a petrol filling station with a smart new style.



**S T O R E**  
O P E N I N G

# STAFFORD

The people of Stafford do not have to look far for their new JS - it is located directly opposite the old one on Chell Road. Twice the size of the twelve year old store, it offers double the number of product lines including made to order pizzas.

The store is a prime example of urban renewal: the traditional style building, with its slate pitched roof and contrasting brick-work, is located on a site originally occupied by British Gas.



**Opening date:** 20 February 1992

**Address:** Chell Road, Stafford, Staffordshire

**Opened by:** Retail director, Colin Harvey

**Manager:** Peter Daley

**Staff:** 276 (109 new jobs)

**Sales area:** 30,000 sq ft

**Car park:** 439 spaces

Peter Daley, store manager, welcomes a regular customer to the new store.



Ten minutes before the opening managers in training, Phillip Wright (left) and Justin Hall, make final adjustments.



Richard Lynch, deli manager (in training) with Paula Lloyd, deli assistant.



Shining, happy person, Angela Duckers, supermarket assistant.



# Write LINES

## FAIR SHARES

**Steve Brown, fresh foods deputy manager, Arnold**

I write to express the deep concern felt by myself and many of my colleagues on the way the 1991 SAYE Share Option Scheme has been scaled down. The allocation of shares in this manner is heavily biased against the long service employees whose savings have, in the past, helped to build and expand JS into the company it is today. It is not only their financial investments that have helped to achieve this, but their commitment to the company as a whole. These savings are looked upon by employees in many different ways: to some, it is to boost their pensions when retirement comes, in addition to saving with AVC's, or as a nest egg for the future. It is also seen as a major commitment in investing another five years of their working lives with JS, a symbol of their loyalty. This undoubted perk is, without reservation, looked upon by long service employees as a reward for their past endeavours. It is most disappointing to find that the opportunity to reinvest to the maximum amount of £150 per month has been denied them.

I do fully understand the Inland Revenue proposals to favour the smaller investor and expand share ownership and, of course, I accept that this promotes loyalty and cuts down staff turnover in due course. I do, however, feel that an alternative method of allocation could have been found that encompasses

these benefits whilst rewarding staff with longer service and greater financial investment in the company.

Why was the allocation made on this basis and at what level was the decision made? Were any staff/management steering groups consulted? Were the implications for long service employees, as I have outlined, considered? Will this be the method of allocation in future years? I very much regret to say that I feel many JS employees will be looking to other investments outside JS and this will be detrimental to company and staff. At JS we have always worked well without the need for union representation at board level but I can see the time coming when calls for this will be made if decisions continue to be made that penalise the employees who have done so much for the company.

Dare we assume that Executive Share Options, available only to senior managers, have been scaled down equally to make more shares available, as theirs represents a far greater proportion of the allocation than we at branch level could ever hope to achieve saving the maximum of £150 per month?

If the shares are so heavily over subscribed each year, then surely we need to look at alternative ways to maintain employees investments in JS.

**Nigel Matthews, group secretary replies:**

*The board reviewed the SAYE Scheme in 1990 and incorporated a number of*

*changes in time for the Offer in November 1990. This included enhancing the option price by widening the discount on the market price from ten per cent to 20 per cent and extending participation to enable many more staff to take advantage of the Scheme.*

*At the same time, since the number of shares available for employee share schemes is limited, it was necessary to place a cap on the number of Options which could be granted. In the case of over subscription, applications would be scaled down. However, because of its desire to encourage the wider ownership of JS shares by staff the board decided that any scaling down should favour new and small savers. All such procedures require Inland Revenue approval which, for 1990, was not forthcoming. The Revenue have since given their approval and the revised scaling down procedures were introduced for the 1991 Offer. The 1991 Offer was even more over subscribed than the 1990 Offer.*

*Employees whose applications have been scaled down in one year can take out new Options in future years so as to build their total savings to £150 per month.*

*The board reviews the number of shares to be put under Options before each Offer is made. However, the number of shares which can be used for employee share schemes is restricted by the Stock Exchange and by institutional investors. Only one per cent of the issued share capital can be used each year for all*

*schemes. In the last two years 1/2 per cent has been made available for Options under the SAYE Scheme.*

*JS has been one of the leading companies in the development and application of employee share schemes and it will continue to keep closely in touch with any changes in legislation affecting such schemes. The introduction of a Single Company PEP (Personal Equity Plan), which offers certain tax advantages for employees with shares from the SAYE and Profit Sharing Schemes, is the most recent example. About some 35,000 members of staff are shareholders. The SAYE scheme has played a significant role facilitating employee share ownership. Currently, some 18,000 staff are saving at a rate of around £9 million per annum for Options over 29 million shares.*

## LEST THEY FORGET

**Keith Blyth, operations supervisor, Buntingford depot**

There are three of us working as operations supervisors at Buntingford depot on a 24 hour cover basis, planning the following day's work and transport plans; the three being myself, Keith Bradfield and Mithat Guney.

We all have one thing in common which is that our wives all share the same birthday - January 5. I wonder if this is unique to any other department.

At least we can remind each other of the forthcoming birthdays and we have no reason to forget.

## VIVA LA DIFFERENCE!

**Peter Carr, manager,  
Cwmbran branch**

I thought you might be interested in this excerpt from *Popular Classics* magazine. Is our buyer a classic car enthusiast?

'Could have sworn I heard someone crowing the other day that they'd just bought a Viva from Sainsbury's.

It's true that recent efforts to sell new cars from supermarkets haven't proven successful (probably customers couldn't get them into their trolleys) but surely Sainsbury's wouldn't still have even the 1977 HC models in stock?

In fact these Vivas are extremely edible and must be Sainsbury's weapon in (pause for doom-laden musical crescendo) the old-car biscuit wars, a fight to the death against Fox's Classics!

Surely there's a case of *deja-vu* here? Isn't the Viva biscuit a little similar to the boot badge of Luton's finest, 1963-66?

In fact, don't the biscuits themselves resemble the perversely boxy shape of that steed?

Actually, putting half a Viva biscuit on top of a whole one, then adding some chocolate buttons for wheels and silver paper to represent the grille and lights makes quite an accurate model of a HA!

**Ed replies:** We spoke to Stephen Gravelle, senior manager, design, and he assured us that any similarity between the Viva biscuit logo and any car logo, living or present, is purely coincidental. However, if you have any more obscure suggestions of package designs that are so similar to another product



that it must be more than a coincidence then we at the *Journal* will be interested to hear from you.

## LEARNING EXPERIENCE

**Nicola Turner, Leyton Sixth Form College, to Stratford**

I am writing to thank you for giving me the opportunity to gain more experience from working in your offices whilst on two weeks' Work Experience Placement.

It has helped me a lot in my college course of Business Administration.

Thank you for being so patient, considerate and supportive to my situation while learning the different aspects of your company.

## AN ARTIST'S IMPRESSION

**Virginia Moody, BPM,  
Stratford**

This drawing was done by Lee Francis, son of our cook, **Shirley Francis**. He frequently draws cartoon characters for our staff.

## RADIO DAYS

**Tim Reddish, provisions manager, Blackpole**

May I, through your magazine, ask the staff of Sainsbury's if there are any other licensed radio amateurs in the company. I have been on the air since July 1990 as a class B licence holder with the callsign G7 HSL. After passing a morse code test, I have been able to operate worldwide as G0 PLA. My best contact is Malaysia and I am still waiting for my first Australian call. I would be pleased to hear from people with the same hobby as me and we could set up a meeting via the radio waves.

## KNIT ONE FOR CHARITY

**Winifred Dobson, fresh food replenishment assistant,  
Burpham**

Four years ago I held a sale

of knitted goods in the foyer of Burpham branch in aid of Great Ormond Street Hospital. This proved to be very successful and I raised a total of £1,100. The items sold were all donated by members of the public, in response to an appeal I placed in *Machine Knitters Magazine*.

I am doing a similar thing this October, with the help of Rosemary Mathews from our cash office, in aid of Breast Cancer research. Our aim is to raise £1,000 and I would like to ask if any members of staff would be willing to knit one item and donate it to this cause.

All items can be sent to me at: Remnants, 7 Josephs Road, Guildford, Surrey, GU1 1DN. It would help a lot if a note could be included to say if it can be hand or machine washed. All items to be received by September 19.

## WITH THANKS

**Doreen Ford, BPM,  
Broadmarsh**

Thank you to all the staff at Broadmarsh, to the staff in the personnel department at Coventry and to all the local BPMs for the presents, parties and best wishes they have given me on my retirement, after working with them for 14 years.



## Branch managers gather for 1992 conference



The 1992 Branch Managers Conference felt it was witnessing the end of an era. The chairman announced that this would be his final conference and yet made it clear that he was not going to be retrospective: 'This is not the occasion to spend too long reminiscing for I want my contribution to the conference, as always, to be concerned with the future'.

He spoke of the part the Branch Managers Conference has played in the company's progress: 'One of their most valued and enjoyable features is the simple one of their uniqueness, in being the only time all JS branch managers gather together.

'JS' strength and success has, of course, always much depended on the performance of branch managers. It is your powers of leadership, your knowledge, your efficiency and your enterprise on which we depend.'

This unique event, this year taking the theme Leadership Through Teamwork, took place on January 27 and 28 at the Birmingham Metropole Hotel. The central location was both symbolic and practical as managers arrived from as far apart as the South West coast and Tyneside.

The conference was split into presentations by directors, platform discussions and syndicate sessions with broadcaster, Alan Watson, pulling the whole event together as presenter, link-man and discussion leader.

The branch managers formed small syndicate groups to discuss three main topics: leadership through teamwork, trading objectives, and managing change. The syndicate sessions followed a presentation by retail director, Colin Harvey, and personnel director, John Adshead, on The Teamwork Challenge.

Directors' presentations included joint managing director, Tom Vyner, looking at 'Changes in the Market Place' and joint managing director, David Quarmby, looking at 'Managing for Performance'. Colin Harvey and trading director, Bob Cooper, together gave a presentation on 'Promoting the Business



### LEADERSHIP through TEAMWORK

through Service Departments' and marketing director, Robin Whitbread, gave an 'Advertising Review'.

Development director, Ian Coull; Savacentre managing director, David Clapham, and Homebase managing director, Dino Adriano, gave presentations on developments in their areas.

Deputy chairman, David Sainsbury, gave a summary of the group's financial performance.

Following the first day's hard work, managers and directors alike relaxed with a gala dinner at the hotel and enjoyed an entertaining after-dinner speech by Frank Dick, former coach to the England Athletics team.

The conference drew to a close on Tuesday afternoon with area directors presenting reports from the syndicate sessions, which had provoked much lively discussion and many ideas. There followed a Question and Answer session with a panel comprising the chairman, David Sainsbury, David Quarmby and Tom Vyner.

The chairman had the last word as he gave his closing address. He looked at the elements which make JS successful and also at the main issues affecting the business today.

He concluded on the theme of the conference, Leadership Through Teamwork: 'I have listened with great interest to all that has been said during the conference and I have been much impressed by the widespread understanding of its importance. Good teamwork is indispensable to good leadership and efficient and successful management.



Managers divide into small syndicate groups to discuss set topics.

Syndicate leaders report back to the conference through discussion leader, Alan Watson, far right. Managers are, left to right: Mark Smith, Cobham; Mike Ellis, Nine Elms; Ian Tweed, Springfield; David Mellows-Facer, St Clares; Roger Dougan, Merry Hill and Trevor Trudgill, Milton Keynes.



< Left to right: non-executive director, Joe Barnes; the chairman; David Sainsbury; distribution and data processing director, Angus Clark, and joint managing director, David Quarmby.

'It has been my privilege and good fortune to lead a very strong team these last 22 years: a team that has changed over the years, but one that has always been outstanding in their dedication to our traditional strengths, in their professionalism and in their understanding of our trade and also, I should add, in their attention to detail and innovative abilities.

'That is true today and I know that when I retire the team at the top, under Mr David, are a team as strong and committed, and as qualified as ever, and more than able to lead the company forward to greater success in the years ahead.'

Commenting on the conference, David Holliday, manager of Oldham, said it was the best to date: 'The more professional presentation helped to get the points across. It's a wonderful opportunity to meet friends and colleagues and to exchange ideas.'

It was the first conference attended by David Ambrose, manager of Exeter. He said: 'The main message was that we need more openness. Shop floor and staff are extremely important and we need to be responsive to them and use their initiatives.'



The chairman with Fulham manager, Diane Oldfield, and senior project manager of SABRE, John Rowe, before the gala dinner.



David Sainsbury addresses the delegates.

**David Sainsbury, deputy chairman**

David Sainsbury had four main messages: 'First, a tough economic and competitive world lies ahead. Secondly, competition will not allow us to raise our gross margin. Thirdly, we have set ourselves ambitious targets for improving efficiency in order to maintain our profits growth. Finally, in the decade ahead the board is determined not simply to maintain our leadership of the food retailing industry in this country, but to widen the gap between ourselves and our close competitors. By leadership I don't mean simply being

bigger than anyone else. We must lead the industry by providing higher standards of quality and better value for money than anyone else, by being more efficient in our use of capital and labour, by being more socially responsible, and by continuing to be the leading innovators in the industry.

'At the end of the decade I want there to be no doubt in anyone's mind that in the 1990s we were the company in food retailing that produced the best performance, had the best record for innovation and set the standards for everyone else.'

## JS BY NIGHT

Every evening, while most JS staff are returning to their homes after a day's work, several thousand are just getting out of bed. These are the men and women of the night shifts. Sainsbury's nocturnal workers play a vital role in keeping the stores fully stocked for each day's trading, yet they remain largely invisible to their daytime colleagues. The *Journal* decided to turn assistant editor Andy Szebeni's day on its head and, as the sun disappeared below the horizon, he set off to meet the night workers at Basingstoke depot.

Basingstoke is one of the four JS depots that, combined with the other seventeen contractor depots and direct deliveries, supply the 322 JS and Savacentre stores up and down the country. Basingstoke covers an area of 34 acres, equivalent to no less than eighteen Wembley football pitches, servicing stores from Kidlington down to Lewes Road in Brighton and Swindon across to South-East London. Stores in this area will be supplied with a staggering one million cases of goods from Basingstoke each week.

There is a constant flow of goods from suppliers coming in at one end of each of the two main warehouses, with JS delivery vehicles leaving from the other end throughout the day and night. I was there to see a supply of ready meals from one of these suppliers, who was based ninety miles away in Chard, Somerset, arrive at the perishables warehouse.

This building is divided into separate temperature zones which are monitored by overhead sensors. The results are displayed on a computer screen in the stock controllers' office. As Maurice Cookson, one of the Basingstoke stock controllers, explained - anything green is good.

The vast warehouse containing the chilled foods is effectively sealed and maintained at temperatures close to freezing. On the night that the *Journal* visited it was just as cold outside. My flippant suggestion that they simply leave the doors open and save energy was rapidly dismissed with the reminder of the need to maintain tight control over the environment inside the depot.

This is part of the careful monitoring of product temperatures from the moment a commodity leaves the supplier to



Throughout the night JS vehicles are busy picking up deliveries for the stores.

when it reaches the customer's trolley. Chilled goods require especially careful handling: too warm and they may become unsafe to eat, too cold and they may suffer frost glazing. Thus, when the supplier's trailer is opened, should temperature testing with an infra-red gun reveal the load to be off-specification then probes are used to back up the reading and failure to meet the requirements will result in the vehicle being turned back. At the other end of the scale, bananas are carefully pre-ripened in a warm room, where I could not resist lingering just a little to warm my toes.

Once the goods are unloaded, warehouse keepers deposit them in pre-determined bays from where they are later selected as the order for a store is assembled. A computer prints out a debit note which advises the warehouse keepers of the most efficient route to select commodities to fulfil a store's order.

I watched Dennis Hiscock as he zipped up and down the aisles between the racking in the perishables warehouse, riding on an electric vehicle that looked like an industrial version of a C5 with the front of a fork-lift truck tacked to the back. He would stop occasionally at the bay in the racking in the perishables warehouse to place boxes of commodities onto the pallets carried by this pallet truck. Once the debit note order is assembled it may be liable to a spot check, which Dennis passed in this case with flying colours. He then deposited the commodities in the trailer destined for Burpham store.

As I waited for the driver taking the load to Guildford to arrive, Jim Hartgill, depot night manager, proudly explained the workings of the depot's new computer system, known as TOPS. Installed at the beginning of the year, it is being used to



Basingstoke keeps a stock pile of roll pallets for peak trading periods like Christmas. When we visited it was estimated that they were holding no less than 26,000.

Darren Hooker checks off the delivery as it arrives at Burpham.





Maurice Cookson tests the temperature of the delivery from the ready meal supplier with the infra-red gun.



The computer screen in the stock controller's office constantly monitors the temperatures around the depot.



The gatehouse checks off vehicles going in and out of the depot as well as monitoring security.

match the depot's available resources in terms of drivers and vehicles to travelling times and delivery 'windows' for the stores. Though still in its early stages, the system is already promising substantial increases in efficiency.

I eventually made my way up to the canteen but, no sooner had I begun to drift off to the land of nod, than I was informed that it was 2.30 am and my ride to Burpham was ready. I met G800 VUL at the security gate and climbed bleary-eyed into the cab beside the driver, Charles Grantins. A glance into the mirrors revealed a monster trailer looming over thirteen feet above the ground and stretching nearly forty feet behind us, the total vehicle weighing 38 tons. Once a security tag was fixed to its door we were ready to leave Basingstoke depot with the ready meals aboard that I had watched arriving around eight hours earlier.

Charles had plenty of time to explain to me during the one hour journey how the very trailer we were pulling housed 72 roll pallet cages, 30 of which rested on a hydraulic floor which was raised to allow the remainder to be loaded. When it was introduced over ten years ago, this goliath of the roads was the most advanced available but a new, more modern 51-pallet, trailer is being phased in. This new single-deck trailer is capable of taking the same load in weight but with quieter, more compact refrigeration equipment and a lighter trailer construction.

With this sort of bulk behind us I was glad that Charles was wide awake and in control in the middle of what is his normal 'day'. Meanwhile, my eyes were glazing over as I read the overhead sign announcing the next exit to Guildford, off the

virtually deserted M25.

By 4.30 am we were manoeuvring in place at the back of Burpham JS and Darren Hooker, night shift section manager (in training), was helping to unload and check off our load - just one of several deliveries he had received throughout the night. The cases were then taken through to the shop floor where an army of night display assistants were neatly stacking the goods on the shelves.

As one of their number, Janice Glover explained, echoing sentiments I had heard at the depot, night work does have its attractions, though I was hard-pressed in my run-down state to appreciate them. The higher pay-rate than for day work appeals, as does the cheerful family-like atmosphere but, for some, it actually means a chance to get more done in a day albeit with less sleep than some would prefer - a benefit particularly to those with families.

Some twelve hours and forty miles after the chillies and lasagnes arrived at Basingstoke, they were ready to be deposited into the customers' trolleys and I was very much ready for bed. Meanwhile, outside, the sun began to rise above the store and the first of the day staff arrived at the front door.



It's been a hard day's night



Janice Glover puts the ready meals out on display.

Burpham branch 6.00am - our delivery has been put on display and the store is nearly ready to open its doors to customers.



# BEHIND THE LINES

## GLOUCESTER COMES OF AGE

Staff at Gloucester celebrated the store's 21st birthday on December 14. Most members of staff attended the party, held at the local community centre, and enjoyed the disco and the karaoke singing events. Among the guests were four members of staff who joined the store when it first opened. Two of these, Molly Elway and Margaret Bircher are pictured cutting the cake.

In its 21st year, the store was involved in many worthwhile causes. The staff proved that they have big hearts when a crisis arose with a local family. A single mum with five children had her Christmas ruined when thieves stole all their presents, and, worst of all, their food. Staff raised enough money to give the family a hamper, full of goodies to help the festivities.

One member of staff at the store is pushing himself to new limits. Brian Martin, aged 54, is an enthusiastic runner and has competed in many national and local events. In his latest half-marathon he raised £50 for cancer research.



Molly Elway and Margaret Bircher cut the store's anniversary cake.



Brian Martin.



On the left of the picture are Tony Scannell and Charles Hart, on the right are David Hanmore, deputy manager, Bexhill; Morris Bishop, manager, Tonbridge; Ian Watson, deputy manager, Eastbourne; Nick Torrance, manager, Langley; Mick Evans, manager, Hastings; Bob Allen, manager, Chislehurst; Arther Russell, manager, Tunbridge Wells; Ian Swift, deputy manager, Orpington; Joe Lines, manager, East Grinstead; Richard Smith, manager, Locksbottom; Russell Gower, deputy manager, Sevenoaks.

## A VISIT FROM THE BILL

Last May, over the bank holiday weekend, all 11 branches in Charles Hart's district spent three days fundraising for the Variety Club of Great Britain.

Events included raffles, fancy dress collections, cleaning cars and throwing eggs and water at branch management in stocks. Since then the donations from the Penny Back Scheme have been added.

The money was collected together and used to purchase a Sunshine Coach for the children of St. George's School for the disabled.

On February 19 the presentation of the coach was made by Tony Scannell (alias Ted Roach of The Bill) to Mr Carr, headmaster of the school. Mr Carr thanked all the people involved in raising the money, on behalf of the staff and especially the children of the school, who will benefit most.

During March there will be another presentation made to the RNLI (Royal National Lifeboat Institution) in Hastings of a tractor, to enable them to transport their lifeboats more easily. The money for this was also raised during the three day bonanza.



Tony Scannell hands over the keys of the coach to St. George's school.



Staff arrive at the hospital in fancy dress and bear-ing gifts.

## CHILDREN FIND FORTY FURRY FRIENDS

Bakers at Cheltenham branch took full advantage of the offer that came their way for 'oily bears'. By returning vouchers from the oil used to fry the doughnuts made in-store, 40 teddy bears were collected.

Staff went to the local Cheltenham Children's Hospital to present the teddies to the children.

## GIVING A.R.M.S. A HELPING HAND

Kempston's Penny Back Scheme enabled the store to present a grand total of £488.00 to A.R.M.S. (Action for Research for Multiple Sclerosis).

Each Penny Back donation made by the store has been to a charity with a local connection. The money raised for A.R.M.S. was a welcome sight for Pam Rivett, checkout assistant, who herself has M.S.



Left to right: Peter Wood, chairman of A.R.M.S.; Janice Lennon, Mayor of North Bedfordshire; Pam Rivett; Dina Smith, BPM and Graham Sherwood, manager.



## FOOD FOR THOUGHT

Thoughtful staff at Amblecote store organised many different sponsored events in order to raise the £532 needed to purchase 25 food hampers. The food hampers were presented to the local Institute for the Blind, for distribution to their members.

Pictured is Colin Ingley, grocery manager, centre, presenting a hamper to Charles Ryder of the charity, with other members of staff in the background.

## HOW TO CARRY RECYCLING THAT BIT FURTHER

What do you do with 18 carrier bags? You could turn them into 18 pennies at a JS checkout but Jean Mullis, a customer at Newport, has found an even more ingenious use. She crochets them into shopping bags using thin strips of the plastic as a cheap and practical alternative to wool. Sainsbury's carriers make the bulk of this heavy duty shopping bag and a Marks and Spencer's bag is used for the green of the flowers. Orders are now flooding in from Jean's family and friends, for the ultimate in recycling with style.



# BEHIND THE LINES



Diane Oldfield, manager, Fulham; Royston Abernethy, provisions manager, Cromwell Road; Michael Goodman, district manager, SW area; Keith Wendon, appeals officer from the hospital, and Mike Salmon, manager, Chiswick.

## MURDER, MYSTERY, SUSPENSE

When **Derek Lobb**, the manager of **Wellingborough**, was cruelly murdered by a giant poisonous spider it was the fourth murder in one evening, and the last straw for the rest of the staff. Who was the murderer and what was the motive? Wellingborough staff were determined to find out.

Staff turned detectives looked for evidence and, as the net closed in, the pressure became too much for the murderer, **Jo Kibble**, office manager, who gave herself up. But she refused to go quietly and, pulling a gun, she cried 'if I go, you all go too'. After reviving Derek and the other three victims, the spider was deflated but survived to strike again, possibly when Derek gets his breath back.

The murder mystery evening, organised by the staff, was held in a local hall and was such a success that another one is planned for the near future.



Left to right are John Foster, provisions manager, presenting the cheque to Roger Siddenham from the Hospice; Gerry Quin, customer services manager, and Gwyn Rees, reception manager.

## SOUTH WEST CHEQUE IS JUST WHAT THE DOCTOR ORDERED

The Royal Marsden Hospital has benefited from a force ten of fundraising. The joint efforts of the ten branches in the South West district raised a grand total of £23,861.54 for the hospital's appeal.

Fundraising activities included raffles, sponsored events and donations from the Penny Back Scheme. The finalé was a district cricket day held at Burgh Heath Cricket Club, which was attended by over 500 people. As well as the cricket competition, there were many side stalls, a bouncy castle, barbecue and entertainers.



Pictured is Derek where the staff have always wanted him, at their feet.

## Correction

As eagle-eyed Spurs fans may have noticed in the last issue of the *Journal*, in the article entitled 'Fundraisers are spurred on' we mis-named one of the players: Jon Torsvedt should have read Erik Thorstvedt.

## BRANCHES DISPLAY BRAIN POWER

All that sea air in Suffolk is obviously good for the brain. Staff at branches in **Alan Bonner's** district held their annual quiz recently. The standard was very high for all teams but the **Warren Heath** team was a cut above the rest. They snatched the title back from last year's winners, **Ipswich**. A raffle, held at the event, raised £100 and pictured is the winning team presenting the cheque to the St Elizabeth Hospice in Ipswich.

# LIFE LINES

When most people plan their summer holidays or days out, they think of Spain or Florida, or perhaps a trip to Chessington Zoo, but not Jim Fairman, branch manager of Basingstoke Central. His idea of summer fun is something a little different.



## BY ROYAL APPOINTMENT



Since Jim was a teenager he has been interested in the Royal family. He began collecting memorabilia including commemorative mugs and china, books and posters, but has since moved on to bigger, better and altogether more exciting things.

Over the last 15 years, Jim has spent his summers not chasing the sun, but chasing the Royals. His summer months are spent taking pictures of different members of the Royal family. Jim finds out the agenda of the 'No. 1 family' by consulting the *Times* Court Diary and, if it is within reasonable distance, he sets off with his



Jim with just a portion of his albums.

packed lunch under his arm and his camera at the ready.

Says Jim: 'It can be a long and tiring day. At Garter Day last June, I arrived at Windsor Castle at 7.30am, in order to get my front row spot, and I had to wait until 3.00pm to get a glimpse of the family.'

Throughout his years of 'snapping' Jim's collection has grown in size and now totals over 30 albums, which contain pictures of the Queen and her immediate family.

'As her Majesty celebrates 40 years as our Monarch, I decided to send an album to her, to celebrate my 15 years of loyal 'snapping'. I was pleasantly surprised to receive a reply from a lady in waiting which started 'I am commanded ...'. It went on to thank me for the pictures, and to say that the Queen was pleased to accept my gift.'

Jim has many stories to tell resulting from his hobby, including the time when he met the Princess of Wales. 'On August 1 last year, I had tracked the Princess down to Portsmouth. As usual I arrived early to get my front row position. As the Princess walked along I was able to take many pictures and was amazed when she stopped right in front of me. But I had a block and I couldn't get my camera in focus. Realising my dilemma, the Princess laughed and said 'click, click, whir, whir', then continued on her way. I stood in shock. Finally, pulling myself together I was able to get one of my best pictures yet, as the Princess moved further on. It proves what a great sense of humour she has.' On another occasion, Jim shook the Princess's hand.

Despite amassing a huge collection, Jim is not yet ready to hang up his camera. He has every intention of spending this Summer chasing up and down the country in search of the ultimate Royal portrait.



**MINI SWEET SENSATIONS**

Perfect for children's parties, or outings to the zoo or park, JS has launched a new selection of children's sweets.

Nursery Rhymes Bags of Fun contain 12 mini bags, in four different varieties, based on Tweedle Dum and Tweedle Dee, The Owl and the Pussy Cat, Hickory Dickory Dock and Little Bo Peep.

Retailing at £1.38 and in 163 branches, this multipack is the perfect way to find peace and quiet.

Also available are new JS Mini Jelly Babies - scaled down versions of the traditional jelly baby, they are perfect for tots.

These retail at 39p and are available in most branches.

**BACON GETS A GRILLING**

Already available in JS stores are bacon and cheese grills, and now pizza grills have been added to the range.

Made with minced bacon and pork topped with tomato sauce and a slice of cheddar cheese, coated in crispy bread-crumbs, they are available in 177 stores at £1.49 for a pack of four.



**Branch Managers Conference**

(continued from page 13)

**Tom Vyner, joint managing director**

Tom Vyner looked at how the marketplace has changed since the previous Branch Managers Conference in 1990 and explained how the recession has fuelled that change:

'The economy has been in recession for more than a year, but only since the summer has it really affected us and our competitors.'

'In the North unemployment, although high, has not increased and our sales have been little affected. In our heartland the opposite is true; in the last two years unemployment has doubled and it is here that our sales have been most affected, especially since the summer. We continue to get the number of customer transactions we expected, but their average spend is lower. Nonetheless, we seem to have weathered the storm better than our competitors.'

He went on to look at developments since the last conference.

'Despite the recession our development programme has

not been modified. Indeed, the number of new lines continues to increase as we reap the benefits of the development teams which were set up two years ago.

'Our product is marketed in the widest sense as a brand. It is a brand in its own right. Others aspire to this but achieve only an own label.'

On price he spoke of the success of the Winter Promotion and the increase in competition from the discounters.

Still on the subject of communicating with customers he said: 'We have, at last, succeeded in projecting through the mass medium of television the most vital elements of our advertising message, namely, that we have the quality the consumer aspires to, both available and affordable.'

He went on to look at the challenges the next two years would offer: 'One is that the marketplace in which we serve will be as tough and as demanding as it has ever been. Two is that consistency of purpose, consistency of operation, consistency of improvement, not from a handful of individuals, but from the entire Sainsbury team, will keep our name at the top.'



## FISH FAVOURITES

Mackerel fillets in sauce have been added to the already extensive range of canned fish.

Three varieties have been launched, each combining a premium quality mackerel fillet with a delicious sauce. Choose from Curry Sauce, White Wine Marinade or Gravada Sauce which combines the distinctive flavours of mild mustard and dill to produce a unique piquant sauce.

All three varieties retail for 69p and are available in 122 stores.



## SOUP SPECIALS

The ultimate in convenience is Microwaveable Soup, new on JS shelves and available in three different varieties: beef and tomato; smoked sausage, lentil and bean; and tuna and pepper.

All the packaging is suitable for the microwave and incorporates handles enabling the soup to be removed from the microwave and eaten straight from the container.

This new product, exclusive to JS, will retail at 89p, but is currently on an introductory offer of 79p. Available in selected branches only.

## TOUCH OF CLASS WHEN IT COMES TO THE CRUNCH

JS has launched three new varieties of crisps which are a little out of the ordinary.

Crinkle Cut Crisps come in Garlic and Herb as well as Sour Cream and Chive flavours. They are available in larger stores at 56p.

JS Gourmet Chips Barbecue Chilli and Mesquite flavour are distinctively flavoured traditional pan-fried crisps, reminiscent of foods cooked over a mesquite wood fire. These retail for 99p and are available in 120 stores.



### David Quarmby, joint managing director

David Quarmby spoke about 'Managing for Performance'. 'What this conference is really about is helping you to improve and sustain the performance of your own store.'

He looked in detail at one crucial part of the business - the checkout operation: 'Customers feel more anxious about the checkout experience than any other part of the shopping expedition .... it is the one moment when they come into contact with a member of staff.'

'It is crucial to recognise how critical in a service business is the performance and attitude of the very large numbers of relatively junior staff. Not only must they be well trained and know what is expected of them, but they need to be supervised, coached and counselled effectively. David Quarmby went on to look at new systems and initiatives like a new style management development programme; EPICS - the new personnel and payroll system, and SABRE - the new generation of ordering systems.

### Mike Broomfield, on secondment to Shaw's as vice president, retail

Mike Broomfield gave an overview of his experiences in his year in New England, comparing the differences between the two cultures and the methods of trading.

He began with a quick language lesson:

'I had to learn that ... a BRANCH is a STORE. A BISCUIT is a COOKIE. CONFECTIONERY is CANDY. STOCK RESULTS are SHRINK. TRADE is not DOWN .... it's SOFT. A JOINT is a ROAST. A DISPLAY TROLLEY is a U BOAT. COLLUSION is SWEETHEARTING. A POUND is not a pound it's the ALMIGHTY DOLLAR. And the only thing that means the same on both sides of the water .... is the **CHAIRMAN'S VISIT!**



# PEOPLE

## APPOINTMENTS

**NICK BARKER**, from store manager, Preston, to store manager, Preston Deepdale for the opening. **MALCOLM BEATON**, from store manager, Hendon Homebase, to store manager, Richmond Homebase. **FREDERICK CLARKE**, from store manager, Guildford, to store manager, Woking. **GEOFFREY COLE**, from store manager, St Albans, to store manager, Stevenage. **PETER DALEY**, from store manager, Cannock, to store manager, Stafford. **NICHOLAS ELLINGS**, from store manager, Tottenham, to store manager, St Albans. **PETER FEENAN**, from store manager, North Cheam, to store manager, Crystal Palace. **RICHARD FLOOD**, from deputy manager, Croydon Homebase, to store manager, Hendon Homebase. **KEVIN GODBOLD**, from deputy store manager, Bury Park, Luton, to store manager, Waltham Cross. **JOHN GUIVER**, from senior deputy manager, West Green, to store manager, North Cheam. **JOHN HARDELEY**, from store manager, Farnham, to store manager, Godalming for the opening. **JIM HAWKINS**, from store manager, Croydon Purley Way, to store manager, Dulwich for the opening. **IAN KUHNEL**, from store manager, Waltham Cross, to store manager, Tottenham. **DON MCCALLUM**, from store manager, Sutton Coldfield, to store manager, Cannock. **ROBERT MCKINLAY**, from store manager, Stafford, to store manager, Sutton Coldfield. **PETER MULLINS**, from store manager, Court House Green, to store manager, Leamington Spa. **BOB SIMMONS**, from senior store manager, Crystal Palace, to senior store manager, Croydon Purley Way. **PETER SONES**, from store manager, Woking, to store manager, Farnham.

## LONG SERVICE

*Employees who have completed 25 years of service are:*

**ALMA BOWRON**, checkout assistant, Hampton. **PAUL BUCKINGHAM**, supervisor, Buntingford depot. **JOSEPH COCKRAM**, supervisor, Buntingford depot. **LURIE DIGGLE**, payroll manager, Basingstoke depot. **EMILY DOVE**, price controller, Redhill. **SHEILA EDMEDS**, fresh food assistant, Tonbridge. **DAVID EVANS**, ware-

house keeper, Hoddesdon depot. **RICHARD FARLEY**, supervisor, Basingstoke depot. **MARTIN GOODCHILD**, deputy store manager, Kings Lynn. **JOHN HILLSLEY**, assistant manager, distribution stock, Norwich House. **ROBERT JAPPY**, meat manager, Oxted. **EILEEN KING**, BWS assistant, Ruislip. **ROY KENT**, supervisor, Hoddesdon depot. **JANET MATTON**, health & beauty assistant, Edgware. **PAT RONAN**, regional distribution manager, Northern region. **JOAN SUMMERFIELD**, customer service manager, Broadmarsh. **BRIGID TAPSTER**, code controller, Swiss Cottage. **DEREK VAUGHAN**, assistant BOS1 controller, Blackfriars. **COLIN WATTS**, driver, Basingstoke depot. **FRANK WEEKS**, warehousekeeper, Buntingford depot. **WILLIAM WEEKS**, supervisor, Buntingford depot. **PAUL WHITEMAN**, chief display assistant, Bedford.

## RETIREMENTS

*Length of service is shown in brackets:*

**ALEX WATSON**, branch manager, Stevenage (39 years). **LES SELF**, operations manager, Homebase (38 years). **JOHN MARTIN**, section manager, butchery, Goring Road (37 years). **KEN FRANKS**, meat manager, Goring Road (36 years). **DESMOND NOTLEY**, engineering manager, HMP (28 years). **KATH KIRK**, chief display assistant, Feltham (27 years). **PHIL BORLEY**, quality inspector, HMP (26 years). **GEORGE MANNING**, buyer's assistant, Blackfriars (24 years). **MARGARET STRINGER**, branch stock clerk, Norwich House (24 years). **BRENDA THOMAS**, administration manager, Bedminster (24 years). **MAJORIE HAYES**, customer services manager, Boscombe (22 years). **LIONEL MOORE**, cleaner, HMP (21 years). **MADGE TUCKER**, checkout/replenishment assistant, Goring Road (20 years). **JOAN CATTERMOLE**, cook, staff restaurant, Goring Road (19 years). **JOAN GOODSALL**, cashier, Feltham (18 years). **KEITH PEARCE**, warehouse assistant, Bletchley (17 years). **JANE GRZESIK**, chief cashiers clerk, Norwich House (16 years). **BRIAN HARRISON**, manager, central investigations, Blackfriars (16 years). **PATRICK WALL**, trolley retrieval, Victoria (16

years). **RONALD MANN**, butcher, Pound Lane (14 years). **NESHE SOUBHI**, kiosk assistant, Golders Green (14 years). **JEAN FLOWERS**, restaurant assistant, Court House Green (13 years). **JOHN TAYLOR**, reception manager, Newcastle-under-Lyme (13 years). **GERRY LADBROOKE**, warehouse assistant, Bowthorpe (12 years). **PAULINE WARD**, cashier, Lords Hill (12 years). **JOAN WILTSHIRE**, bacon plant packaging operator, HMP (12 years). **DORIS STIFF**, checkout assistant, Ipswich (11 years). **JAMES GIBSON**, trolley retrieval, Aylesbury (9 years). **DULCIE NASH**, restaurant assistant, Wood Green (8 years). **JAMES ROBINSON**, car park attendant, Southport (8 years). **EDITH SMITH**, restaurant assistant, Redhill (7 years). **RON BEDWELL**, trolley retrieval, Canterbury (6 years). **ROBERT HORNER**, night shift display assistant, Queens Road (6 years). **VERA MONGER**, restaurant assistant, Redhill (5 years). **SEAN STREET**, restaurant assistant, Kilburn (5 years). **ROBERT WOOD**, delicatessen counter assistant, Burpham (5 years). **TOM HOLE**, trolley retrieval, Hornchurch (3 years).



Ken Pawley

**KEN PAWLEY**, deputy manager, fresh foods, has retired from Sidney Street, Cambridge, after 40 years service with the company.

Ken joined JS in 1951 as a poultryman at the manual Sidney Street store and, after a year there, he moved on to the meat department. When the self service Sidney Street branch opened in 1972, Ken transferred there, and was soon promoted to meat manager.

In 1974 Ken once again moved, this time to the new Coldhams Lane branch. He remained there as deputy meat manager until 1982, when he returned to Sidney Street as meat manager. In 1988 Ken had his final move with JS before his retirement, when he was promoted to fresh foods deputy.

Ken has not planned an altogether relaxing retirement, as he continues with his hobbies of gardening, fishing and walking.

## OBITUARY

*Length of service is shown in brackets:*

**GEOFF FRAKE**, meat manager, Beeston, died suddenly on February 8, aged 57 (28 years). **WENDY GORE**, hardware assistant, Blackpole, died on January 14, following a short illness, aged 50 (14 years). **MINNIE HINDLEY**, chief cashier, Wolverhampton, died on January 1, after a long illness, aged 65 (18 years). **HEATHER HODGETTS**, restaurant assistant, Blackpole, died on October 28, following a short illness, aged 49 (9 years). **MARK JONES**, section manager, customer services, Leamington, died suddenly on February 1, aged 21 (3 years). **CAROLE O'CONNEL**, night display assistant, Forest Hill, died suddenly on January 21, aged 53 (16 years). **LEANNE RAWLES**, RTS trainee at Christchurch, died on February 18 as the result of a road accident, aged 17 (2 years). **EDDIE ROBINSON**, section manager, night shift, Nine Elms, died suddenly on January 21, aged 49 (2 years). **PAMELA TAYLOR**, checkout assistant, Blackpole, died suddenly on January 24, aged 56 (25 years). **SHIRLEY TOOMER**, bakery assistant, Hempstead Savacentre, died suddenly aged 56 (4 years). **DENNIS PATERSON**, supermarket assistant, Beckenham, died on December 9 after a short illness, aged 60 (6 years). **TONY PLUMB**, stock control clerk, Buntingford depot, died suddenly on December 15, aged 23 (1 year). **SUSAN WEATHERER**, checkout/replenishment assistant, Newcastle-upon-Lyme, died suddenly on January 13, aged 42 (11 years). **STEVE LEES**, produce manager, Burton on Trent, died suddenly on January 12, aged 36 years (21 years).

# write LINES

(CONTINUED FROM PAGE 11)

## GOODBYE TO THE FLORIN

**Adrian Chandler,  
Homebase central systems**

Following my response to your article on the demise of the shilling two years ago, I thought the following may be of interest:

This year, the Royal Mint completes its current revision of our decimal coinage by issuing a smaller sized 10p. The new coin is slightly smaller than the 20p and has the same milled edge as the 5p. This means that we will be saying goodbye to the large 10p and the old 2/- price; our last link with the every day pre-decimal coinage.

It was the Victorians, a century and a half ago, who made the first moves towards decimalisation by introducing a silver 2/- piece to the public in 1849. The coins emphasised this by stating 'One Florin - one tenth of a pound'. Immediately the coin caused an uproar by omitting the words 'Del Gratia' translated as 'By the grace of God'. These pieces were quickly lampooned as the 'Godless' or 'graceless' florins.

In 1851 a new florin reinstated the full legend in a new script in gothic style. These 'gothic' florins are some of the most scarce in the series with 1869 mint-state florins selling for upwards of £200.

A further move towards decimalisation was made in 1887 with the introduction of a double-florin (4/-), however this sad coin only lasted for four years as it was too easily confused with the crown (5/-).

During the reign of Edward 7th, Britannia graced the reverse instead of

the traditional quarters of the shield. In 1930 the florin was debased to 0.5% fine silver and replaced by a cupro nickel version in 1947.

In 1968 the first true decimal coins appeared with the introduction of the 10p and 5p to replace the florin and shilling. The last florins were issued in 1970 as part of the commemorative 'farewell to £sd set'.

## GIFT OF EARLY LEARNING

**Maggie Cooper, BPM,  
Queens Road, Norwich**

May I thank the book buying department at head office for arranging for the staff at Queens Road to purchase our Early Learning Books at cost through the publishers. We were able to send around 300 books to Jalupa Primary School, Gongabu, Nepal, via Nepal Airlines who waived the freight charges.

*Journal* readers may remember my article in the August issue which pointed out the lack of books at the school.

I have no doubt that these will be well received as many of their lessons are taught in English.

## CALLING OLD COLLEAGUES

**Julia Bruce,  
BPM, Kingston**

Our branch is celebrating its 25th Anniversary in October of this year. No doubt there are staff and management at other branches who, having previously worked at Kingston, would like to join the branch in celebrating this anniversary. We will be holding a Dinner Dance on October

17 and anybody who would like to attend should contact me.

## IN MEMORY

**Katie Smith,  
BPM, Blackpole**

It is with the deepest regret that we have to report the untimely deaths of three members of staff at Blackpole.

Our first loss was Mrs Heather Hodgetts, restaurant assistant, who was 49 years old. Heather had worked in the staff restaurant for some ten years and had a close relationship with her workmates both in and out of work. Although she had been ill for a year before she died she never gave up hope and was an inspiration to all who knew her. She is sadly missed by all the staff. Heather died on October 24.

Mrs Wendy Gore died on January 14 after a very short illness. Wendy joined the company in 1978 as a supermarket assistant. She enjoyed the friendship her work brought and was always a happy outgoing person. Although very poorly, Wendy and her husband managed to spend some time at the Christmas dinner and dance. This was the last occasion we were all together. Although Wendy is sadly missed, her cheerfulness will always be remembered. Wendy died in hospital with her family beside her. Our thoughts are with her husband, Tony, and daughters, Sarah and Becky. Wendy was 50 on New Years Eve.

The sudden death of Mrs Pamela Taylor was a deep shock to the whole branch. Pam would have completed 25 years service this year. She started her service at Worcester Central and transferred to Blackpole on opening. She was one of a small group of long serving employees at Blackpole and had developed long happy friendships with the staff. Along with her husband, Wally, Pam would join us on trips to the theatre and socials and she was very much part of branch life. Pam was part of the lunch hour card school and is greatly missed by those friends. Pam died at home on January 24, following a sudden stroke. The branch is privileged to have known her and our deepest sympathy goes to Wally and her mum, Mrs Pitt.

## CUSTOMERS' LETTERS

**To Bamber Bridge from Mr S Kelly** for 'the exceptionally friendly, courteous, polite and professional staff'.

**To Dewsbury from Miss Robertshaw:** 'Not only does your store provide an excellent selection of goods, but the prices are very competitive and the service is great.'

**To Stratford from Michael Mair** to thank staff who were 'extremely kind and helpful' to his wife when she became unwell in the store.

P.S. . . .

LETTERS ARE WELCOMED AND SHOULD BE SENT THROUGH THE INTERNAL POST TO THE EDITOR, JS JOURNAL, 10TH FLOOR, DRURY HOUSE, OR BY ROYAL MAIL TO THE ADDRESS ON PAGE TWO.

## MARGARINE MEMORIES



An elaborate window display at Burlington Parade (Later 87 Ealing) 1913.

Crelos advertisement postcard, 1917.



method of advertising to customers was through elaborate window displays that required many hours to dress. Large wooden margarine boxes would be covered with yellow paper followed by white muslin.

Margarine 'roses'

were made carefully by hand using wooden moulds.

The window display shown here was at Burlington Parade (later 87 Ealing) in 1913. In this special margarine promotion, Miss Churn married Mr Nut in the 'Union of the Day'. 'Nuts and milk' doubleweight margarine was advertised at two shillings for two pounds.

During the First World War, Sainsbury's embarked on an advertising campaign for Crelos margarine linked to Prime Minister Asquith's call to economise.

Margarine continued to feature strongly in Sainsbury's advertising into the 1950s and it was also promoted in the company's first television advert in 1958.

# T

he year 1869 was to be noted not only for the founding of Sainsbury's, but also for the invention of margarine. This product was first developed by French scientist Mege Mouriés in response to a challenge by Napoleon III to produce a cheap and nutritious substitute for butter with which to supply the French navy. In a climate of growing food shortages in Europe, there was a large and eager market for such a product and this, combined with great improvements in quality, led to the steady acceptance of margarine as an alternative to butter in its own right. This was firmly established with the marketing of the first vitaminised margarine in 1927.

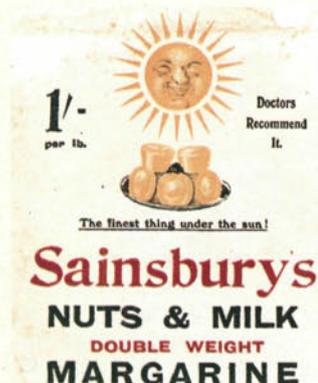
Margarine played a key role in the growth of the provisions trade and advertising was important in its acceptance as a new product.

John James Sainsbury formed close business links with a leading Dutch margarine manufacturers and exporter, the Van Den Bergh family, during the 1890s, and this became a family connection with the marriage of John Benjamin Sainsbury to Mabel Van Den Bergh in 1896. Crelos margarine was first introduced at this time as a cheap and healthy alternative to butter.

Retailing at 8d per pound (about 3 ½p) with slogans such as 'Doctors Recommend It' and 'Nourishing and Wholesome Food', Crelos was to become one of Sainsbury's best known own-brand lines. Originally called Cremos, the name was changed in 1907 to avoid any misrepresentation of the product content.

From the early days of the company through the 1950s the most immediate

Margarine advert c.1913.



JS's first TV commercial 1958.



# JS BY NIGHT

Every evening, while most JS staff are returning to their homes after a day's work, several thousand are just getting out of bed. These are the men and women of the night shifts. Sainsbury's nocturnal workers play a vital role in keeping the stores fully stocked for each day's trading, yet they remain largely invisible to their daytime colleagues. The *Journal* decided to turn assistant editor Andy Szebeni's day on its head and, as the sun disappeared below the horizon, he set off to meet the night workers at Basingstoke depot.



Throughout the night JS vehicles are busy picking up deliveries for the stores.



The computer screen in the stock controller's office constantly monitors the temperatures around the depot.

Maurice Cookson tests the temperature of the delivery from the ready meal supplier with the infra-red gun.



The gatehouse checks off vehicles going in and out of the depot as well as monitoring security.

Basingstoke is one of the four JS depots that, combined with the other seventeen contractor depots and direct deliveries, supply the 322 JS and Savacentre stores up and down the country. Basingstoke covers an area of 34 acres, equivalent to no less than eighteen Wembley football pitches, servicing stores from Kidlington down to Lewes Road in Brighton and Swindon across to South-East London. Stores in this area will be supplied with a staggering one million cases of goods from Basingstoke each week.

There is a constant flow of goods from suppliers coming in at one end of each of the two main warehouses, with JS delivery vehicles leaving from the other end throughout the day and night. I was there to see a supply of ready meals from one of these suppliers, who was based ninety miles away in Chard, Somerset, arrive at the perishables warehouse.

This building is divided into separate temperature zones which are monitored by overhead sensors. The results are displayed on a computer screen in the stock controllers' office. As Maurice Cookson, one of the Basingstoke stock controllers, explained - anything green is good.

The vast warehouse containing the chilled foods is effectively sealed and maintained at temperatures close to freezing. On the night that the *Journal* visited it was just as cold outside. My flippant suggestion that they simply leave the doors open and save energy was rapidly dismissed with the reminder of the need to maintain tight control over the environment inside the depot.

This is part of the careful monitoring of product temperatures from the moment a commodity leaves the supplier to

when it reaches the customer's trolley. Chilled goods require especially careful handling: too warm and they may become unsafe to eat, too cold and they may suffer frost glazing. Thus, when the supplier's trailer is opened, should temperature testing with an infra-red gun reveal the load to be off-specification then probes are used to back up the reading and failure to meet the requirements will result in the vehicle being turned back. At the other end of the scale, bananas are carefully pre-ripened in a warm room, where I could not resist lingering just a little to warm my toes.

Once the goods are unloaded, warehouse keepers deposit them in pre-determined bays from where they are later selected as the order for a store is assembled. A computer prints out a debit note which advises the warehouse keepers of the most efficient route to select commodities to fulfil a store's order.

I watched Dennis Hiscock as he zipped up and down the aisles between the racking in the perishables warehouse, riding on an electric vehicle that looked like an industrial version of a C5 with the front of a fork-lift truck tacked to the back. He would stop occasionally at the bay in the racking in the perishables warehouse to place boxes of commodities onto the pallets carried by this pallet truck. Once the debit note order is assembled it may be liable to a spot check, which Dennis passed in this case with flying colours. He then deposited the commodities in the trailer destined for Burpham store.

As I waited for the driver taking the load to Guildford to arrive, Jim Hartgill, depot night manager, proudly explained the workings of the depot's new computer system, known as TOPS. Installed at the beginning of the year, it is being used to

match the depot's available resources in terms of drivers and vehicles to travelling times and delivery 'windows' for the stores. Though still in its early stages, the system is already promising substantial increases in efficiency.

I eventually made my way up to the canteen but, no sooner had I begun to drift off to the land of nod, than I was informed that it was 2.30 am and my ride to Burpham was ready. I met G800 VUL at the security gate and climbed bleary-eyed into the cab beside the driver, Charles Grantins. A glance into the mirrors revealed a monster trailer looming over thirteen feet above the ground and stretching nearly forty feet behind us, the total vehicle weighing 38 tons. Once a security tag was fixed to its door we were ready to leave Basingstoke depot with the ready meals aboard that I had watched arriving around eight hours earlier.

Charles had plenty of time to explain to me during the one hour journey how the very trailer we were pulling housed 72 roll pallet cages, 30 of which rested on a hydraulic floor which was raised to allow the remainder to be loaded. When it was introduced over ten years ago, this goliath of the roads was the most advanced available but a new, more modern 51-pallet, trailer is being phased in. This new single-deck trailer is capable of taking the same load in weight but with quieter, more compact refrigeration equipment and a lighter trailer construction.

With this sort of bulk behind us I was glad that Charles was wide awake and in control in the middle of what is his normal 'day'. Meanwhile, my eyes were glazing over as I read the overhead sign announcing the next exit to Guildford, off the

virtually deserted M25.

By 4.30 am we were manoeuvring in place at the back of Burpham JS and Darren Hooker, night shift section manager (in training), was helping to unload and check off our load - just one of several deliveries he had received throughout the night. The cases were then taken through to the shop floor where an army of night display assistants were neatly stacking the goods on the shelves.

As one of their number, Janice Glover explained, echoing sentiments I had heard at the depot, night work does have its attractions, though I was hard-pressed in my run-down state to appreciate them. The higher pay-rate than for day work appeals, as does the cheerful family-like atmosphere but, for some, it actually means a chance to get more done in a day albeit with less sleep than some would prefer - a benefit particularly to those with families.

Some twelve hours and forty miles after the chillies and lasagnes arrived at Basingstoke, they were ready to be deposited into the customers' trolleys and I was very much ready for bed. Meanwhile, outside, the sun began to rise above the store and the first of the day staff arrived at the front door.



It's been a hard day's night



Basingstoke keeps a stock pile of roll pallets for peak trading periods like Christmas. When we visited it was estimated that they were holding no less than 26,000.



Darren Hooker checks off the delivery as it arrives at Burpham.



Janice Glover puts the ready meals out on display.

Burpham branch 6.00am - our delivery has been put on display and the store is nearly ready to open its doors to customers.



# NEW LINES



## MINI SWEET SENSATIONS

Perfect for children's parties, or outings to the zoo or park, JS has launched a new selection of children's sweets.

Nursery Rhymes Bags of Fun contain 12 mini bags, in four different varieties, based on Tweedle Dum and Tweedle Dee, The Owl and the Pussy Cat, Hickory Dickory Dock and Little Bo Peep.

Retailing at £1.38 and in 163 branches, this multipack is the perfect way to find peace and quiet.

Also available are new JS Mini Jelly Babies - scaled down versions of the traditional jelly baby, they are perfect for tots.

These retail at 39p and are available in most branches.

## BACON GETS A GRILLING

Already available in JS stores are bacon and cheese grills, and now pizza grills have been added to the range.

Made with minced bacon and pork topped with tomato sauce and a slice of cheddar cheese, coated in crispy bread-crumbs, they are available in 177 stores at £1.49 for a pack of four.



## SOUP SPECIALS

The ultimate in convenience is Microwaveable Soup, new on JS shelves and available in three different varieties: beef and tomato; smoked sausage, lentil and bean; and tuna and pepper.

All the packaging is suitable for the microwave and incorporates handles enabling the soup to be removed from the microwave and eaten straight from the container.

This new product, exclusive to JS, will retail at 89p, but is currently on an introductory offer of 79p. Available in selected branches only.



## FISH FAVOURITES

Mackerel fillets in sauce have been added to the already extensive range of canned fish.

Three varieties have been launched, each combining a premium quality mackerel fillet with a delicious sauce. Choose from Curry Sauce, White Wine Marinade or Gravade Sauce which combines the distinctive flavours of mild mustard and dill to produce a unique piquant sauce.

All three varieties retail for 69p and are available in 122 stores.



## TOUCH OF CLASS WHEN IT COMES TO THE CRUNCH

JS has launched three new varieties of crisps which are a little out of the ordinary.

Crinkle Cut Crisps come in Garlic and Herb as well as Sour Cream and Chive flavours. They are available in larger stores at 56p.

JS Gourmet Chips Barbecue Chilli and Mesquite flavour are distinctively flavoured traditional pan-fried crisps, reminiscent of foods cooked over a mesquite wood fire. These retail for 99p and are available in 120 stores.

## Branch Managers Conference

(continued from page 13)

### Tom Vyner, joint managing director

Tom Vyner looked at how the marketplace has changed since the previous Branch Managers Conference in 1990 and explained how the recession has fuelled that change:

'The economy has been in recession for more than a year, but only since the summer has it really affected us and our competitors.'

'In the North unemployment, although high, has not increased and our sales have been little affected. In our heartland the opposite is true; in the last two years unemployment has doubled and it is here that our sales have been most affected, especially since the summer. We continue to get the number of customer transactions we expected, but their average spend is lower. Nonetheless, we seem to have weathered the storm better than our competitors.'

He went on to look at developments since the last conference.

'Despite the recession our development programme has

not been modified. Indeed, the number of new lines continues to increase as we reap the benefits of the development teams which were set up two years ago.

'Our product is marketed in the widest sense as a brand. It is a brand in its own right. Others aspire to this but achieve only an own label.'

On price he spoke of the success of the Winter Promotion and the increase in competition from the discounters.

Still on the subject of communicating with customers he said: 'We have, at last, succeeded in projecting through the mass medium of television the most vital elements of our advertising message, namely, that we have the quality the consumer aspires to, both available and affordable.'

He went on to look at the challenges the next two years would offer: 'One is that the marketplace in which we serve will be as tough and as demanding as it has ever been. Two is that consistency of purpose, consistency of operation, consistency of improvement, not from a handful of individuals, but from the entire Sainsbury team, will keep our name at the top.'

### David Quarmbly, joint managing director

David Quarmbly spoke about 'Managing for Performance'. 'What this conference is really about is helping you to improve and sustain the performance of your own store.'

He looked in detail at one crucial part of the business - the checkout operation: 'Customers feel more anxious about the checkout experience than any other part of the shopping expedition .... it is the one moment when they come into contact with a member of staff.'

'It is crucial to recognise how critical in a service business is the performance and attitude of the very large numbers of relatively junior staff. Not only must they be well trained and know what is expected of them, but they need to be supervised, coached and counselled effectively. David Quarmbly went on to look at new systems and initiatives like a new style management development programme; EPICS - the new personnel and payroll system, and SABRE - the new generation of ordering systems.'

### Mike Broomfield, on secondment to Shaw's as vice president, retail

Mike Broomfield gave an overview of his experiences in his year in New England, comparing the differences between the two cultures and the methods of trading.

He began with a quick language lesson:

'I had to learn that ... a BRANCH is a STORE. A BISCUIT is a COOKIE. CONFECTIONERY is CANDY. STOCK RESULTS are SHRINK. TRADE is not DOWN .... it's SOFT. A JOINT is a ROAST. A DISPLAY TROLLEY is a U BOAT. COLLUSION is SWEETHEARTING. A POUND is not a pound it's the ALMIGHTY DOLLAR. And the only thing that means the same on both sides of the water .... is the CHAIRMAN'S VISIT!'

