

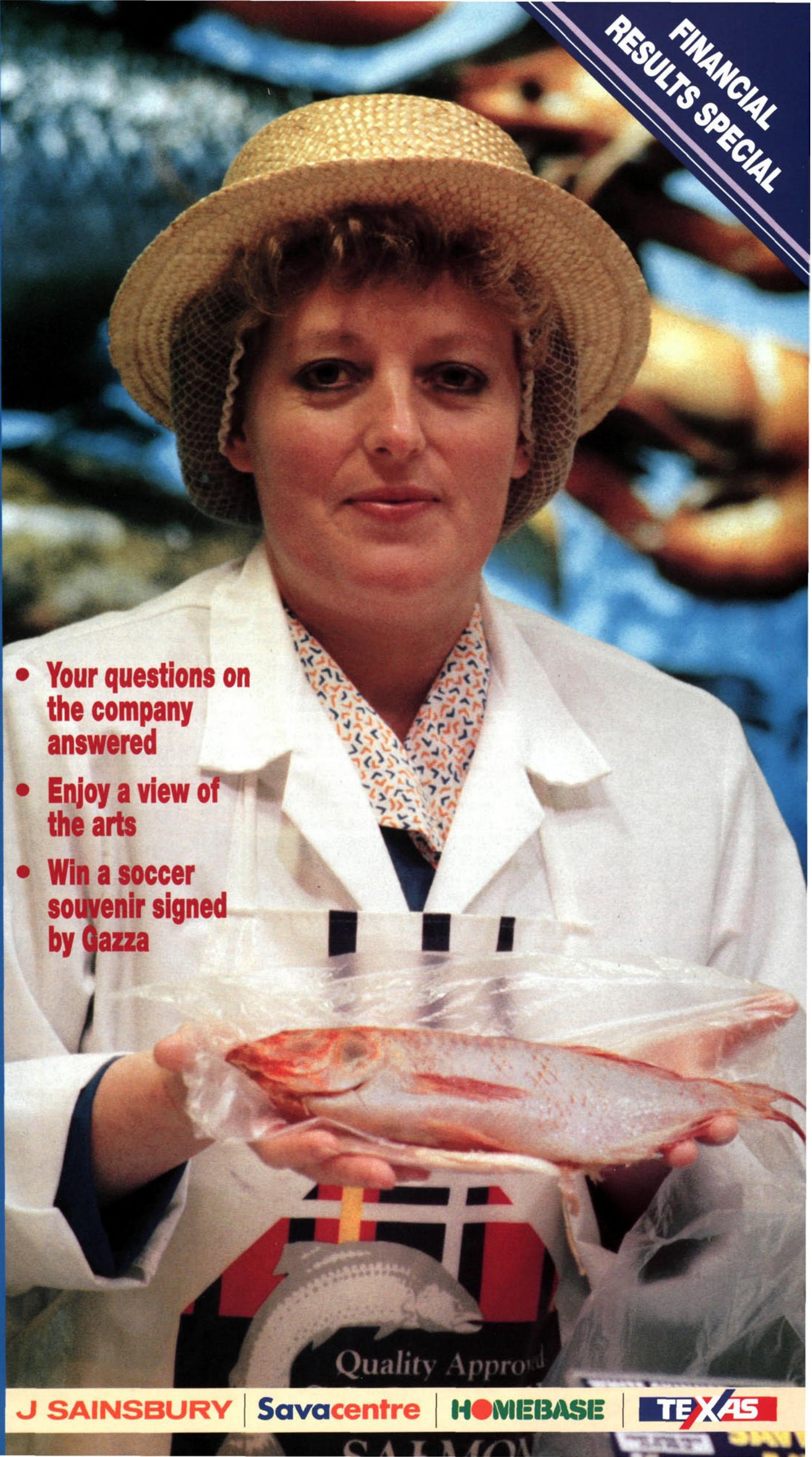
JS JOURNAL IS PUBLISHED FOR EMPLOYEES OF J SAINSBURY, SAVACENTRE, HOMEBASE AND TEXAS

Journal

MAY 1996



**FINANCIAL
RESULTS SPECIAL**



- **Your questions on the company answered**
- **Enjoy a view of the arts**
- **Win a soccer souvenir signed by Gazza**

Quality Approved

SALMON

FRONTLINE



FRAN EMMS, FISH ASSISTANT AT OLDBURY SAVACENTRE KNOWS THAT SERVICE IS THE KEY TO SUCCESS.

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**CENTRE 12 PAGES
EMPLOYEE REPORT GIVING
GROUP FINANCIAL
RESULTS FOR 1995/96**

MANAGING EDITOR
BRIDGET WILLIAMS

EDITOR
REBECCA MORRIS

EDITORIAL ASSISTANT
ABBIE BOULTON

EDITORIAL SERVICES BY
RED EDIT

DESIGN
HELEN JONES

PRINTING
KELDIA PRINTING CO. LTD.

JS JOURNAL
J SAINSBURY PLC
STAMFORD HOUSE
STAMFORD STREET
LONDON SE1 9LL

TEL: 0171-921 8181

E-mail JS.Journal
@ JS.btx400.co.uk



How are we doing?

A full run down on the results for 1995/96 is given on the centre 12 pages. They also include questions from staff on some of the trickiest issues facing the company, with an answer from a director to every question asked. Meanwhile, if you have a question of your own, why not write to Writelines (pages 8/9).

Time for action



Staff get fit at Warringham.

Large numbers of staff have now completed TalkBack questionnaires and many of the suggestions made in the south east region and finance division from phase one of the initiative are being acted upon.

Jan Cameron, personnel policy and communications manager, says that following the questionnaires stores have been holding their own feedback events and, where applicable, issues are being raised at corporate level.

TalkBack has also led to Victoria launching an employee/manager of the month award. All staff receive the nominations which are judged monthly by a panel with a prize of a day off work.

At Nine Elms TalkBack project teams were set up, which suggested display changes in the bakery, meat and occasions counters. The result has been increased sales.

Meanwhile, Kevin Plant, manager at Warringham, responded to TalkBack requests for a keep fit class. More than 30 staff turned up for the 15 minute introduction class by a local fitness trainer.

Phase two TalkBack questionnaires are currently being analysed.

JS hosts energy conference



Ian Williamson (centre) gives his views to Robert Jones MP, Minister for Planning, Construction and Energy Efficiency (second from right) and conference delegates.

The Minister responsible for energy efficiency, Robert Jones MP, was one of the principal speakers at a conference on the benefits of energy management held at Blackfriars recently.

The conference, which was hosted by JS in conjunction with the Department of the Environment (DoE), was attended by 70 of the company's major suppliers. They were encouraged to sign up to the DoE's Making A Corporate Commitment (MACC) initiative. The initiative aims to obtain commitments from signatories to

find ways of saving energy in the operation of their organisations.

As one of the original members among the current 1,800 signatories, JS was asked to host the conference and make presentations on some of JS's energy saving strategies, such as staff motivation and awareness campaigns, energy efficient store designs and the Thermie project, which involves daily monitoring and targeting of energy use.

JS speakers at the conference were development director Ian Coull, senior manager, store investment planning Ian Williamson and the energy team.

Produce staff read all about it



Staff in produce departments, both instore and centrally, will have noticed a brand new glossy newsletter *Pride in Produce* which has been created especially for them.

Initially the newsletter will be produced six times a year, and publish news and views from the fresh produce and floral industries. It will include input from buyers, suppliers and branches and it is hoped this will lead to a superior flow of information, enabling the departments to react more quickly to issues as they arise.



SSA is looking good

The SSA News has been reformatting to give a more professional image, transforming it from a plain photocopied edition to a properly designed publication, in which information is easier to find.

This does more justice to the work of the section, which has expanded the SSA membership over the last year to more than 50,000 members.

Says employee services manager Martin Pratt, 'The previous format was dated and did not reflect the standards of corporate image. It is specially pleasing to be able to introduce the new issue at the beginning of our 50th anniversary year.'



Blooming good shows on the way

Homebase and Sainsbury's will both have a presence at shows with a horticultural flavour in the coming months.

Homebase will have a stand at the National Exhibition Centre (NEC) in Birmingham for the BBC Gardeners' World Live show, which runs from June 12 to June 16, whilst Sainsbury's will be represented at the Royal Show, which takes place over four days from July 1 at Stoneleigh in Warwickshire.

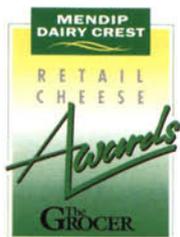
The Gardeners' World Live show will reflect many of the gardening issues raised in the eponymous BBC series whilst the Royal Show acts as a celebration of all that's best in the British countryside, from flower arranging to cooking game. As president of the Royal Agricultural Society of England, HRH The Princess Royal will be visiting the show.

Tickets for the show at the Birmingham NEC can be obtained by calling freephone 0800 378985. For groups of nine or more,

tickets are £9.00 each.

For the Royal Show, JS Journal readers can gain up to 25 per cent discount on tickets bought before June 17. Discounted tickets cost £9 for adults while OAPs and children (5-15) are half price. Call the hotline number 01203 693000 quoting ref no CK01 between May 7 - 31, noon - 5pm and 3-17 June, noon - 8pm. For general information call 01203 696969.

Prizes on offer for deli staff



Mendip Dairy Crest and The Grocer Magazine are holding the 1996 Retail Cheese Awards to find the best retail cheese displays in the UK.

Italian promotion borrows a tenor

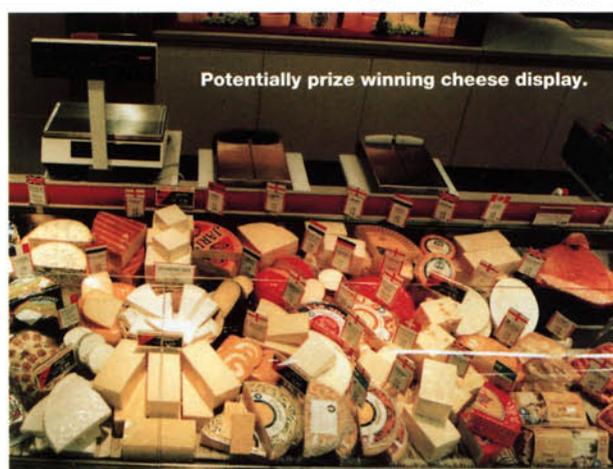
During the recent instore promotion of Italian products, four stores received a visit from Pavarotti look alike, Colin Miller.



With Pavarotti's double at Fosse Park are (left to right) customer services manager Emma Wilson, produce assistant manager Karen Biggs, and checkout assistants Jo Magnor and Katie Wong.

By welcoming customers and miming to the great tenor's voice, Colin Miller brought greater attention to the promotion which gave customers the chance to taste authentic Italian products and buy them at special offer prices.

The four stores to benefit from the traditionally Italian operatic dimension, which Colin's presence lent to the promotion, were Hanley, Tamworth, Nuneaton and Fosse Park.



Potentially prize winning cheese display.

Going for growth



Spring, and the average gardener's fancy turns to thoughts of growth. Homebase picked this time of blossoming to launch Gardening with Spend & Save.

The free 24 page magazine will be issued every four months to around 130,000 Homebase and Texas Spend & Save card holders who describe themselves as 'keen gardeners'. Further copies are available instore for card holders.

The magazine features tips and ideas as well as step-by-step guides and diaries for a colourful garden all year round.

It is published for Homebase by BBC Gardeners' World Magazine.



We're meeting the challenge to promote healthy eating

Sainsbury's is the first food retailer to be awarded the right to use the 'Meeting the Challenge' logo by the Department of Health.

The logo is part of the Government's Health of the Nation strategy and is awarded to companies who have undertaken special activities to improve health awareness across the nation.

Sainsbury's won the award in recognition of the highly successful Healthy Eating Initiative. This was seen to have a broad approach, offering helpful nutritional advice and information to customers who felt confused by the mass of healthy eating information available. The initiative included:

- an easily recognisable symbol for all own brand products containing limited amounts of fat - particularly saturated fat, sodium and added sugar;
- further nutritional improvements for prod-



ucts resulting in over 2,000 own brand products qualifying for the Healthy Eating symbol

- more informative nutritional labelling on all products by highlighting the amount of calories and fat per serving
- a series of customer information leaflets on healthy eating

Commented company nutritionist Gill Fine, 'We are delighted to have been the first retailer to have received this recognition from the Department of Health. Sainsbury's is greatly committed to helping those who want to enjoy the benefits of a healthier diet and the consumer response has proved that it works.

Healthy eating should be convenient, enjoyable and affordable - it's easy to make it a part of your everyday life.'

Mother's help

Many of Sainsbury's customers are young mothers, and the company has a service policy to support young mums and pregnant women.

It has already set the service pace with baby changing rooms, packing and loading services and a unique breast-feeding policy. And there is also a strong emphasis on providing information. The new folic acid leaflet (see right) and 'healthy

Follow the folic acid route

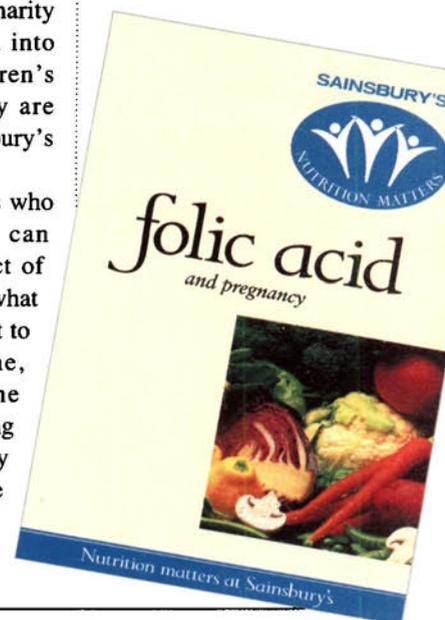
Folic acid, one of the important B vitamins, plays a crucial role in the healthy development of babies.

Research has shown that women who don't have enough folic acid are at increased risk of having a baby with one of the birth conditions known as neural tube defects, such as spina bifida. These affect the development of the unborn baby's spine or brain. The leaflet explains what folic acid does and how you can ensure your diet contains the recommended daily amount.

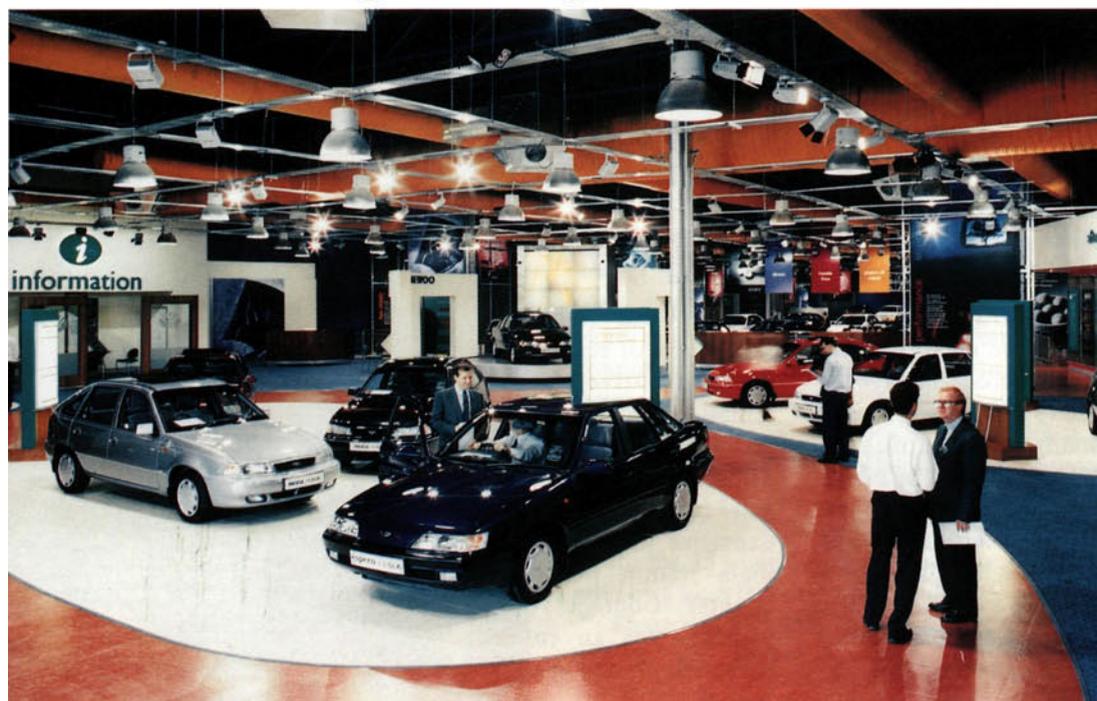
eating in pregnancy' leaflet give vital information on nutrition in pregnancy but the company has now gone further.

Sainsbury's is also sponsoring the WellBeing 'Eating for Pregnancy' helpline - a telephone helpline that gives information and advice to health professionals and to women who want to conceive, who are pregnant or who have recently had a baby. WellBeing is a leading national charity that funds research into women's and children's health issues. They are delighted that Sainsbury's is supporting them.

The professionals who man the phones can advise on any aspect of nutrition, including what foods to eat and what to avoid. The helpline, now known as the Sainsbury's Wellbeing Eating for Pregnancy Helpline, can be reached on 0114 242 4084.



Driving a bargain at Savacentre



Customers at London Colney Savacentre can now take home something bigger than their normal weekly groceries - a new car.

The company has teamed up with Korean motor manufacturer Daewoo in a pilot scheme to become the first major retail store to sell cars.

A new Daewoo car is displayed inside the store, with four demonstration cars available in the car park for test drives.

The car manufacturer, which sells direct to the public, provides a reception desk and a semi-private discussion area between one of the store's entrances and the shopping aisles, and two Daewoo customer advisers are present to handle any

customer enquiries. Information about the cars is also available on a touch screen within the hypermarket itself and literature is displayed in the shopping aisles and in the petrol station.

The scheme has started well with the first car being sold on the second day and deals struck on a further six new cars and two second hand ones in the first four weeks of the offer.

Plans to build Daewoo concessions into the format of future Savacentre sites are under consideration.

Diabetic diet can be good for all



DIABETES & FOOD SHOPPING MADE EASY

To support National Diabetes Week 9-15 June, store tours will be run at selected Sainsbury's and Savacentre stores.

The tours will be led by a local State Registered Dietitian, and will give practical advice on food shopping for people with diabetes.

For further information, contact the Customer Service Desk in store for details.



SAINSBURY'S

In support of National Diabetes Week (June 9 - 15), Sainsbury's and the British Diabetic Association (BDA) have got together to give advice on food shopping for people with diabetes and to show that there is no need for people with diabetes to have restrictive diets.

State registered dieticians will be holding store tours in around 150 stores, showing people how to make the right food choices. Customers who wish to participate can register with a local store, and are then informed by letter of the date and time of their tour.

Norma McGough, chief dietician of the BDA says, 'People with diabetes are encouraged to eat food which is high in fibre and low in fat and sugar. Our message is "The healthy diet for people with diabetes, is the healthy diet for people without diabetes". We are delighted that Sainsbury's have joined with us to help promote healthy eating.'

The target is Tadworth



Jan Hubbard, Target Tadworth co-ordinator, Purley Way store manager Nigel Wade and Teresa Taylor.

A staff-led initiative in Bryn Page's district will see all his stores working together over the next year to raise funds for the Target Tadworth campaign.

The stores aim to raise £50,000 to help children with profound disabilities at the Children's Trust, Tadworth Court, near Epsom in Surrey.

Having learnt of the trust's need for help, Bryn visited the centre and met some of the 60 children there. What he saw convinced him that JS could help and the idea was immediately taken up by the managers of all 14 stores on his district.

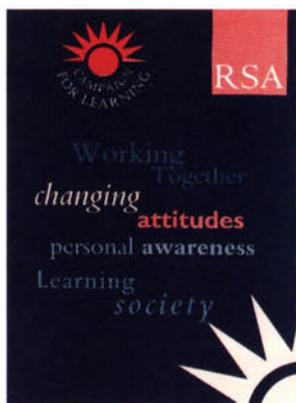
Tadworth Court was run as the country branch of Great Ormond Street Children's Hospital, but in the 1980s it broke away and became an independent charitable trust

specialising in the care, treatment and education of profoundly disabled and terminally ill children.

Store manager of Purley Way, Nigel Wade, now heads the committee of fundraising co-ordina-

tors which meets regularly. Even before the campaign was officially launched the stores had raised over £7,000 through sponsored bike rides, swims, walks and raffles. Over the Easter weekend a murder mystery evening, arranged by North Cheam's Janet Codd, was held in the 18th century Tadworth Court and proved to be very popular.

Commented Children's Trust director for marketing and fundraising Derek Robertson, 'We are very impressed by the enthusiasm and commitment of Sainsbury's staff. I am sure they will achieve their target because of everyone's tremendous effort. We're very grateful for their help.'



Government backed campaign aims to create a 'learning society'

JS joined the Government, education and other business leaders during April in the launch of the Campaign for Learning.

Education Minister Gillian Shephard launched the campaign by giving a speech at the Draper's Hall in London in which she stated that the aim of the campaign is to create a 'learning society' by the year 2000.

Personnel director John Adshead also spoke at the launch. He highlighted some of the initiatives introduced at JS which aid staff in undertaking further education, such as the Choices Scheme set up in 1992 to provide non-management staff with education, career and training opportunities which enable them to make better use of their personal skills. To date over 2,000 members of staff have benefited from the scheme.

He also cited the specialised MBA and degree courses run for members of management

as another example of JS's commitment to training, pointing out that 17 managers have achieved the MBA, and that in July 1995 the first 30 managers graduated from the Retail Marketing Degree course run by the Manchester Metropolitan University.

Attention was also drawn to the company's involvement with National Vocational Qualifications (NVQs) as 1,000 adult employees have achieved Level 2 and a further 800 are currently registered, with around 250 retail trainees (aged 16-18) achieving Level 2 qualifications every year.

Grand moment for NVQ training

Mark Ford from Winton is the 1,000th adult within the retail division to achieve a National Vocational Qualification Level 2 (NVQ2) in retailing since the level two programme for adults began at JS in 1994.

On 28 April, Mark was presented with his NVQ2 Retail Certificate by retail personnel director Nigel Broome. In

making the presentation Nigel paid tribute to the previous 999 adult staff to gain the qualification and to the 1,500 16 to 18 year old retail trainees who have also succeeded on NVQ courses since 1989.

Commenting on his

NVQ2 training, Mark says, 'It improves your standard of work and refreshes all the information you were given when you first joined the company. It also gives you the opportunity to work in areas you

wouldn't normally be able to.'

He thanked colleagues at Winton for their support, especially his district trainer Sarah McCormack, who encouraged and helped him to complete his work book.



Mark Ford (left) receives his NVQ2.

Testing...testing...testing

Since the development of its first own brand product, peat smoked bacon in 1882, Sainsbury's has been developing and expanding the range. Today there are 10,000 own brand products on the shelves, many of which compete directly with proprietary products such as Heinz, Kellogg's or Cadbury's. But just how well do JS brands stand up to the big brands?

Special projects and sensory appraisal decided to ask staff to put own brand products to the test. They began by presenting staff from Mere Green with a fairly new own brand product – American Style Chocolate Chip Cookies – along with McVitie's own Masterpieces, American Chocolate Chip Cookie.

Sainsbury's brand retails at 65p and McVitie's at 77p. The two were labelled with random numbers to disguise their identity. Staff were then asked to rate the cookies on appearance and taste and to decide which brand they preferred.

By the end of the tasting session, the results were: JS 24, McVitie's 22, and two had no preference.

Among those taking the cookie challenge were reception manager Simon Blizzard, produce manager Michael Rimmer, senior deputy dry goods Gary Golby, checkout assistant Sue Mistry and checkout manager Simon Tennant.



an own brand product from a competitor because he felt a loyalty to JS. But, he believed, there was a 'perception of quality' when it came to brands such as Kellogg's or Heinz.

Gary said: 'In our house we try JS own brands and if we like it we stick to it. If not, we go back to the branded. For example, the kids don't like JS cereals, but we

use Novon and JS tomato sauce.' Gary and his family have also tried the Economy Range and although they would not use them all, they were surprised by the taste and quality of some of the products. 'I liked the Economy Range Tomato Soup,' he said, 'which surprised me. But, to me, the beans definitely aren't as good as Heinz.'

Sue Mistry, a self-confessed chocoholic, preferred the McVitie's biscuit but said she usually bought JS own brand.

Many of the staff said they were directed by price when it came to buying own brand. 'I know there is very little quality difference, if any, between own brand and branded,' said Simon Tennant 'so why should I pay more for the branded goods?'



Simon Blizzard buys a lot of biscuits

and the majority of his groceries are own brand products. 'JS quality definitely compares to branded goods,' he said. 'I wouldn't buy own brand from one of our competitors. I don't think they will be of a similar quality.'

Michael said his shopping consisted of both branded and own brand products. He said he probably wouldn't buy

Back to the cookies in hand, Julia Brown from sensory appraisal summed up, 'When people chose a cookie by appearance they went straight for the JS product as it looked better. But if they liked chocolate they went for the McVitie's biscuit as it visibly contained many more chocolate chips.'

Gillian Flowers of special projects was pleased by the results. 'They show that JS competes very favourably with big brands. But we still have a long way to go to change people's perception of own brand, and the results and comments from staff show we are well on our way to doing so.'

Special projects plan to continue staff sampling sessions. Watch your instore notice boards and the JS Journal to see when the taste panel will be in your area.

SAINSBURY'S

AMERICAN STYLE CHOCOLATE CHIP COOKIES

To the customer:

This coupon can only be used as part payment for the American style chocolate chip cookies by 30.06.96. Only one coupon can be used against each of the products purchased. Please do not redeem this voucher against any other product as this may cause embarrassment and delay at the checkout.



Redemption address, NCH, Corby, Northants, NN17 1NN.
Coupon Code No. 0894 17936 Department code: Grocery 2

VALID UNTIL 30.06.96

10p off

IT'S A GIANT BIRTHDAY



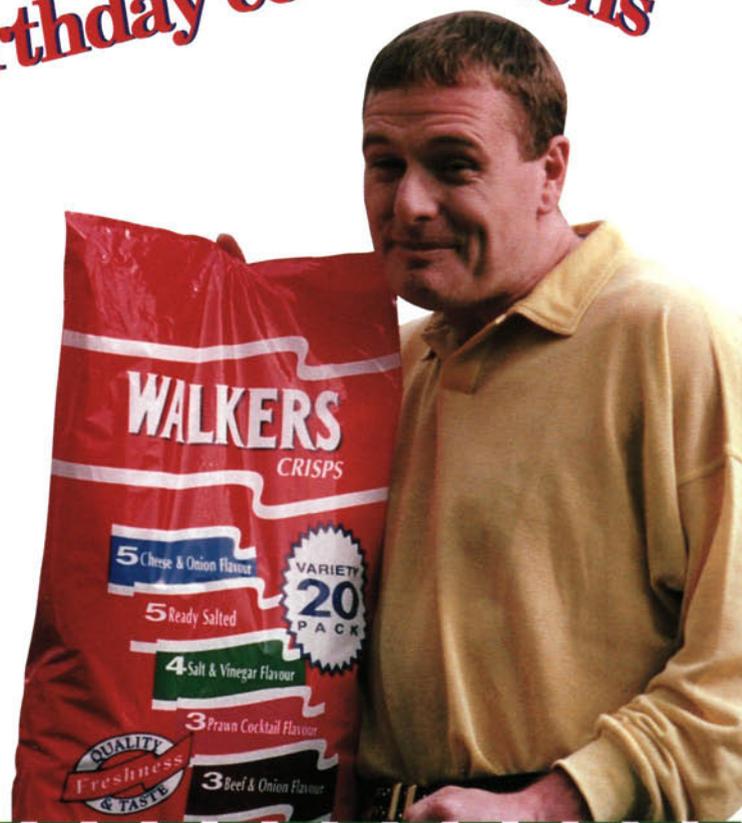
Join in the Journal's 50th birthday celebrations

Hiya! Freddy
Fifty back again.
This month I've been
celebrating the JS Journal's
50th anniversary by having a
kick about with my old pal
Gazza. So now's your chance
to win a soccer shirt or
football signed by him.



The England and Glasgow Rangers
midfield star, Paul Gascoigne - better
known to millions as Gazza - was down at New Cross Gate
store last month. In between picking up football tips in the car park from that wizard of the
dribble Freddy Fifty, Gazza gave an emotional performance with a bag of crisps for the spring
bonus TV commercial.

After filming, Gazza took time out to sign England and Rangers shirts and two footballs.
If you want to win one of the signed soccer souvenirs, simply guess what Gazza is writing for
some of New Cross's staff and fill in the form below. The frown of concentration on his face
might offer some clues.



The four best guesses will each receive
a signed souvenir
with every entry going
forward to the prize
draw at the end of
the year to win Freddy
Fifty's star prize of a
grand trip for two to
the Australian sunshine, as provided by the
International Travel Club in conjunction
with Travel 2. For a variety of great holiday
offers call 01484 450111.



Winners of Freddy's 50th birthday
competition no.2. are: Susan Marcham,
Homebase Branksome; Mrs RE Samwell,
veteran; and Anthony Carter, Merton
Savacentre. They each receive a piece
of Tyrone crystal, as featured in March's
issue of the Journal.



50th Birthday competition no.4

Gazza is writing:

FULL NAME

WORK LOCATION

CONTACT TEL. NO.

Send your entry, in an envelope marked 50th Birthday Comp no.4, to
JS Journal, Stamford House, to arrive by May 31. Entrants must work
for, or be veterans of, the Sainsbury Group. Only one entry form per
person please.



Sixty years ago this year, Giant
Supermarkets was founded by
Nehemiah Myer at 3509
George Avenue, Washington
DC. Nehemiah, a Jewish immigrant and former
rabbi and teacher, arrived in the US in 1914 to start
a new life. Temporarily parted from his family by
the outbreak of the First World War, he set up as a
market trader in meat. In 1921 Nehemiah (known
as NM), his wife and sons Emanuel (Manny) and
Israel (Izzy), settled in Lancaster, Pennsylvania,
where NM set up a chain of three small butchers'
shops. There the two boys learned the business at
their father's side.

This modest success was just the start. During
the inter-war years the first supermarket chains
were appearing in the US, and NM recognised that
the new trading style was 'the wave of the future'.
He chose Washington as the most promising
market.

Izzy, by now in his early 20s, was sent to

research the supermarket trading methods used by
other retailers and NM secured financial backing
from the Lehrman family, who ran a wholesale
distribution firm in Harrisburg, Pennsylvania.

Izzy later recalled the first Giant store, which
opened on February 6, 1936: 'This was a different
type of store for the single reason that it carried
everything. It had meat, it had groceries, it had
produce, it had fish.' And it had success - so
much success that by the outbreak of the Second
World War the Cohen family had opened five
further Giant Supermarkets, and by the late 1950s,
a chain of over 40 stores.

It wasn't just the number of stores that grew. In
the late 1950s, when JS's largest store was 7,500
square feet, Izzy Cohen was encouraged by his
father to open stores with almost 50,000 feet of
sales area - super Giant food and general
merchandise combination stores. Soon afterwards,
Giant, which underwent public flotation in 1959,
opened its first food/pharmacy combination store.

Today, 123 of Giant's 166 supermarkets are
food/pharmacy combinations.

In 1964, NM Cohen announced that he was ready
to pass responsibility for running the company over
to his son Izzy, who became executive
vice-president and chief executive officer. In 1977
he became president and chief executive officer
(CEO), and a year later also took on the
chairmanship of the company. In 1992 Pete Manos
became president, with Izzy Cohen remaining
chairman and chief executive officer (CEO) until his
death in November 1995, when Pete Manos took
over as CEO.

In 1994, JS purchased the Lehrman family's
interest in Giant acquiring 16 per cent of the
company's equity and 50 per cent of its voting rights.
Izzy Cohen died confident that Giant's long-term
future was in good hands. In a speech to Giant
managers in 1995, he predicted that the next few
years would be 'the most exciting in Giant's
history'.

Happy Birthday Giant, and here's to the next 60!

WRITELINES



A customer at Heaton Park branch in Manchester snapped this wonderful picture during the BSE beef issue. From the horse's – sorry dog's – mouth?

STAFF SAFETY FIRST

John Worledge, veteran, Northampton

In answer to Mr Stuart Corder regarding my letter in the *JS Journal* on the move of JS into Northern Ireland: Mr Corder misinterpreted my reason for writing. I know that JS would be a great addition to Northern Island. My reason for writing was that I was very worried about the well-being of the staff in branches.

TAKE NOTE

Gareth Williams, business analyst, Blackfriars

Relatives arrived next door to a loyal JS shopper and her son went to play with the Dalmatian they had brought with them. The time came to do the family shopping and his mother called for him. She found that most of the family had gone out,

leaving the boy in the care of grandma. She told him that she was going shopping and he said 'I'll leave a note' and disappeared into the kitchen.

When he reappeared, she asked him what he had written. 'Oh, Mum called and we're going to Tesco', he replied. 'But we always go to Sainsbury's!' she reminded him. 'I know,' he said. 'But I can't spell Sainsbury's!'

MORE MAGAZINES?

Nigel Billinge, senior deputy in training, Bitterne:

Many of our competitors have free magazines which are either sent out to locals in the mail or are available free of charge to customers in store. Two of these competitors are Safeway and Asda. Asda have both a delivered newspaper and a free magazine in store.

The magazines contain

money-off coupons and information on store and company activities, recipes and promotions on branded and proprietary goods. For example in the Safeway magazine, a Taste of Safeway, there is an article on the Safeway ABC card, a double page feature on what the company does for mothers (a lead up to the Tommy's campaign) and up to £13 in money-off coupons.

In the Asda newspaper, Asda Price News, there are articles on Asda Computers Direct and the Asda healthy eating logo on Asda branded products, as well as a coupon for a free roll of Valentine wrapping paper for every £5 spent.

These magazines and newspapers hit the homes of customers from all stores and could entice a local JS shopper to try one of our competitors. I understand that Sainsbury's *the Magazine* is very successful and would not want to detract sales from this, but, as it is a quality magazine, any other free paper could complement it. Do we have any plans afoot to bring out a free magazine or newspaper?

Mike Conolly, director operational marketing replies:

I think Nigel Billinge has hit the nail on the head in his reference to the quality of our own magazine. This has been an outstanding success and is an important marketing tool for us. It gives us the opportunity to offer coupons to readers and, perhaps more importantly, reinforces our brand strengths as the source of good food and good food ideas. Set alongside our *Magazine*, our competitors' offerings lack quality and authority, so I'm sure we would not want to go down the road of a cheap and not very cheerful freebie. I do accept that there is a need to make our customers aware of the strength of our offers. This is the prime function of the flyers that are handed out by the greeters. There may well be other uses for these flyers, particularly in areas where we need to give additional local support to stores which are struggling to build up trade. This is currently being investigated.



Mrs P Vallon, customer, Heaton Park

May I extend a most sincere thank you for the kindness and depth of interest shown by a member of your management, namely Naomi Martell. This does not mean that any other member of your staff is lacking in courteousness.

It is the attentiveness of such members of your staff that draws a customer such as myself to your store. Even though my husband and I are only pensioners, shopping at your store is most pleasurable.

ROYAL SERVICE

Elizabeth Hewitt, customer, Potters Bar

I write with pleasure to make you aware of the kindness of a member of your staff - cashier Lynn Robson.

Earlier this week I was searching for an outdated copy of the *Daily Telegraph* in order to take the coupon for the *Royal Magazine*. This member of staff, after trying to find a copy at your news counter asked me for my address so if she could obtain one she would bring it to me. And this she did. She brought it to me in the pouring rain on Friday evening. I give my thanks to this lady and compliment you on your staff.

IN PRAISE OF KINDNESS

Malcolm White, customer, Harrogate

On Thursday April 4 my wife and I travelled through to Harrogate. We do this frequently and always make a point of visiting Sainsbury's with its facilities and excellent range of goods.

Unfortunately my wife became separated from me and became unwell and distressed - she had only recently had an operation and was not fully recovered. However she was quickly attended to by Tina from customer services who made her comfortable, gave her a cup of tea and kept me informed whilst I was checking our goods.

As an ex-manager myself I know the importance of good customer relations and I feel that Tina should be given a pat on the back for a job well done. She is a credit to Sainsbury's and I would ask you to thank her on my behalf.

Helen Gardner, customer, Canterbury

As a long term and regular customer, I have been using your Canterbury branch ever since it opened in the early eighties. I find your prices competitive and the choice of produce varied.

My reason for writing is to congratulate you on having the friendliest and most helpful staff possible! The chaps who help with the trolleys are very polite and do as much as they can. The staff who fill up the shelves are always cheerful and obliging. The checkout ladies (and men) are the best that you could ask for; they always ask how you are and do their utmost to help.

However, the ladies on the deli counter, well they are just super and you should be especially proud of them. Ever since my daughter was born, two and a half years ago it has been like being with old friends when I visit their counter. Most of the staff know Charlotte by name - they are very kind and sweet to her as they have seen her growing up from a little angel to a bigger monster. But they are all so very tolerant and understanding with her.

All in all you should be very pleased and proud of them, as they turn a daily chore into a pleasant outing for my daughter and myself.

Garfield Morris, customer, Swansea

My late wife and I have been customers of your store since it first opened. The ladies of your delicatessen counter have always been polite and courteous and very efficient when attending to our needs. Eighteen months ago my wife was diagnosed with cancer.

Upon hearing of this, these ladies made a fuss of my wife whenever we came to your store, this helped keep her spirits up. They would make a point of looking for her and if she wasn't with me always asking after her. If they saw me first I would be asked "Where is she?" "How is she?" then they would see her and they would make a fuss of her. Their attention and kindness helped her and myself through a very stressful time.

This sympathy, kindness and compassion showed itself even further when they found out my wife had passed away on January 25. It was so nice to receive a card of sympathy from the staff of the deli counter. Those lovely ladies. And on the day of her funeral to see two of these ladies (those that were able to attend) in the congregation at St Mary's Church meant a lot to me. My wife would have been so pleased.

It is nice to know that we were not just a face across the counter, especially this very busy one. I found it very comforting that these lovely ladies showed so very much compassion helping me through a very difficult time. Thank you again.

CHECKOUTS ON THE MOVE

Peter York, evening shift, Beckenham

Hand held scanners have been tried in one of our competitors' stores. I would like to offer an idea as to how I think we might benefit from them. Scanner teams could be set up comprising two people each. Their equipment would consist of one empty shopping trolley and shopping basket, a stock of carrier bags, two types of elastic edged plastic covers to fit over either trolleys or baskets (one of each), a set of numbered tickets, and of course their scanner. A clip-on tray attached to the trolley could carry the equipment. A sign saying mobile checkout on a pole about 120 cm tall to be visible would be attached to the trolley. The team could operate anywhere in the store as conditions dictated.

One team member would scan goods from customers' baskets or trolleys; the other team member would pack them into carrier bags and place them in the empty basket or trolley. Goods needing to be weighed would be kept separate. When all the goods have been transferred into the team's trolley, the equipment would be transferred to the customer's now empty trolley. There would have to be special tills and weighing scales set up away from the main checkout areas where the till trained member will take the customer and any goods to be weighed to finalise the transaction. Meanwhile, the other team member will stay with the shopping and ensure that no-one tampers with it by putting the cover over the trolley.

Should there be other customers waiting, the numbered tickets would be issued in the hope of keeping an orderly queue.

Once the transaction is completed the shopping could be taken by the non till-trained team member to

the outside of the store, maybe even to the customer's car if there is time. The cover would then be removed and brought back for re-use.

The extra tills wouldn't take up half the room of normal tills. Wouldn't it be a good advertising slogan to be able to say that 'Our checkouts go all around our stores'. Imagine how many more customers this system would attract during the Christmas period. And how many more we could keep throughout the year due to faster turn round times.

Hamish Elvidge, director branch services, replies:

This idea from Peter York relates quite directly with our Scahead system which has been trialled in Kingston and Staines.

This operation involves a member of staff approaching customers who are approaching the checkouts and offering the facility to scan their goods ahead by using a hand held scanner.

This involves scanning each item into a carrier bag and then attaching a 2D bar code to the bag. This bag may contain perhaps eleven or twelve items and the 2D bar code is scanned at the checkout with a hand held scanner.

The checkout automatically records the contents and therefore all the itemising time using the scanner is saved.

I am very enthusiastic about the opportunities that this technology will provide in improving our service and we will be testing out this technology in a number of other store sizes and types.

In addition, we are keen to identify new opportunities to use the technology on the shop floor, although the logistics of this will be more complicated. Peter's idea is clearly very much in line with our thinking and we are keen to take advantage of these ideas. Watch this space.

Ron Williams, customer, Warlingham

I thought you may be interested in the enclosed print. It was taken the evening before your store in Warlingham opened.

Seems that this store was blessed from the start and I know from living opposite that it does a roaring trade.'



POWER TO THE PEOPLE

Pitsea staff are promoting energy awareness in their store with the help of this poem:

Please spare one minute
before you bin it
We can all save power
If we reduce for one hour
So when it's sunny
Let's save money
Is it necessary, do we need it?
Electricity costs money to feed it!
Energy is becoming rare
So don't leave it to others, that's
not fair.
So come on now, let's all do our
share
Let us show we really care
There's a lesson we can learn
It's our money that we burn
If we're careful and we can hack it
It gets returned in our wage
packet
We don't pay the bill, so why do
we care
Oh yes we do from our profit
share!

DALSTON

SUPERMARKET

OPENINGS

HOMEBASE

A Saturday Funday made the first week at the new Dalston JS store a festive one. After the opening on Tuesday, Saturday was given over to competitions, giveaways, a live calypso band, a comedy act and a special guest appearance by Barbara Windsor.

The store in the Kingsland Shopping Centre replaces the JS over the road and offers existing customers service counters for hot doughnuts, oven fresh chickens and hot pies, and fresh meat and fish.



1 Left to right: Pam Wallace, Tony Redgrave and Joyce Sterling.



2 David Sainsbury greets one of the store's first customers.

3 Facing up on opening day.

4 The magazine counter looking good.

5 Volunteers from another store help out on the day.



Opening date: March 26, 1996 / Address: Kingsland Shopping Centre, Kingsland Road, London E8 2LX / Opened by: Chairman David Sainsbury / Store manager: Tony Redgrave / Project manager: Henry Grala / Staff: 386 (223 new jobs) / Sales area: 30,000 sq ft (2,787 sq m) / Car Park: 370 spaces.

NEWPORT

The new Homebase store at Harlech Retail Park in Newport replaces the Texas store at the Newport Retail Park and becomes Homebase's third store in Wales. Many of the Texas staff have transferred to the new store and swapped their red uniforms for green.

The relocation of the Texas store had been planned before acquisition by Homebase, and a garden centre was not included in the original plans. But this was added in the conversion of the new store to a Homebase and will open shortly.



1 Dino Adriano, Homebase chairman, greets one of the store's first customers.

2 So many different products on tap.

3 Customer service with a personal touch.



Opening date: March 27, 1996 / Address: Harlech Retail Park, Cardiff Road, Newport, Gwent / Opened by: Homebase chairman, Dino Adriano / Store manager: Alan Loughlin / Project manager: Mike Gould / Staff: 390 (358 new) / Sales area: 40,372 sq ft (3,751 sq m) / Car Park: shared retail space.

Report on the Sainsbury Group's Performance for the Financial Year to 9th March 1996

Results at a glance

| Sales | |
|-------------|------------|
| | £ millions |
| J SAINSBURY | 10,148.1 |
| SAVACENTRE | 751.2 |
| HOMEBASE | 425.7 |
| TEXAS | 677.9 |
| SHAW'S | 1,461.7 |
| GROUP | 13,499.4 |

| Operating profit | |
|------------------|------------|
| | £ millions |
| J SAINSBURY | 744.3 |
| SAVACENTRE | 34.4 |
| HOMEBASE | 36.2 |
| TEXAS | (10.4) |
| SHAW'S | 50.9 |
| GROUP | 854.2 |

J SAINSBURY

Savacentre

HOMEBASE

TEXAS

shaws





A message from the chairman



Last year the performance of the Sainsbury Group was mixed. Profits in our core supermarket business and in Savacentre were down on the previous year. Yet Homebase performed extremely well in a depressed market, and Shaw's achieved outstanding profit growth of almost a quarter. Their excellent financial results demonstrate the soundness and importance of our programme of Group diversification, which is a strength unique amongst UK food retailers.

The Sainsbury Group is one of the leading retailing groups in the world and our standards and achievements are admired throughout the business community.

We continue, during a time of intense competition, to be Britain's most profitable food retailer. But our competitors are successfully chasing us, and we can't be satisfied with our performance during the last year. We have, therefore, strengthened the team that runs our UK supermarket business, and they have already

produced a new marketing plan to build our sales during the coming year.

While good progress was made in integrating Texas into Homebase, the financial performance of Texas was clearly unsatisfactory, and in the coming year we will be accelerating the re-badging and conversion of the Texas stores.

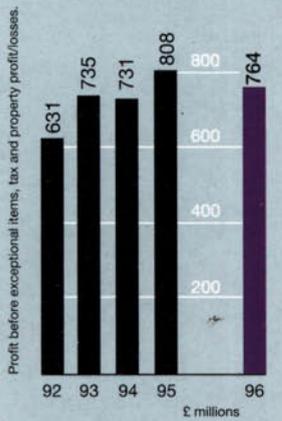
We are committed throughout the Group to providing superior quality and choice at very competitive prices together with customer service that is unsurpassed. We will only achieve this goal with the enthusiastic participation of all 160,000 Sainsbury's staff in the UK and the US and that is why we are increasing substantially our investment in operator training, management development and communications at all levels of the company.

It has been an extremely tough year for staff across the Group. The directors and I appreciate your efforts and would like to thank each of you for your hard work, commitment and invaluable contribution to the business.

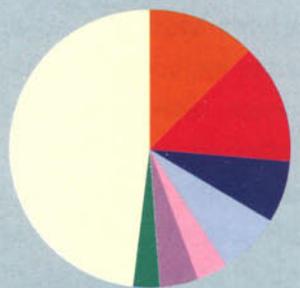
DAVID SAINSBURY

J SAINSBURY

Group Profit over the last five years



Market share



GROUP STAFF NUMBERS

There are now over 160,000 staff in the Sainsbury Group

| | |
|--------------------|----------------|
| JS | 115,800 |
| SAVACENTRE | 9,800 |
| HOMEBASE | 6,800 |
| TEXAS | 10,300 |
| SHAW'S | 17,800 |
| NEW MARKET FOODS | 1,500 |
| GROUP TOTAL | 162,000 |

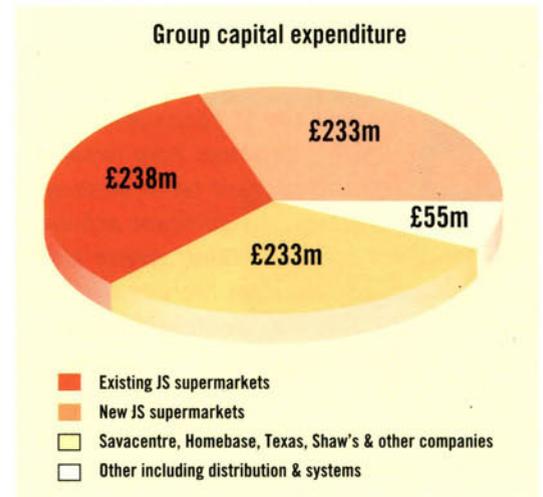
About these results

These pages present highlights of the financial results. A much more detailed review of the results will be available in the Annual Review published in June. Staff who are shareholders - a third of the total - will be sent a copy. Staff who do not hold shares may obtain a copy by calling Freephone 0800 387 504.

Group profit

In total, Group Operating Profit fell by 5.0 per cent to £854 million. Homebase and Shaw's performed extremely well but this was not sufficient to offset the profit reductions at Sainsbury's supermarkets and Savacentre, and the loss at Texas. After including the profit contribution from associate companies such as Giant Food Inc., and charging interest and profit sharing, Group profit decreased by 5.4 per cent to £764 million. A provision of £48 million was also made to cover the expected costs of converting Texas stores more rapidly to Homebase.

Last year saw a record level of investment in modernising existing Sainsbury's supermarkets by extension and refurbishment.



Staff share of profit

Profit share of £47.3 million (or £50.6 million, including employer's national insurance) will be distributed to approximately 101,000 Sainsbury Group staff in the UK. Employees eligible for full profit sharing will receive the equivalent of up to 3.7 weeks' pay.

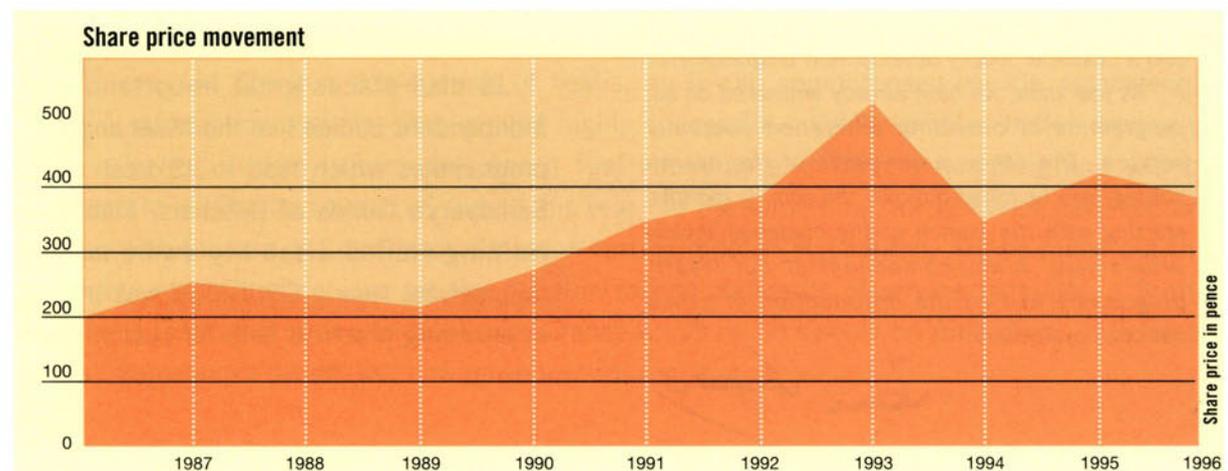
The amount to be distributed is lower than last year because profit generated by our core supermarkets business and Savacentre is down on last year. The size of the staff profit sharing fund is further diminished because of the financial loss made by Texas but the fund has not been penalised by the £48 million exceptional charge for Texas. At the same time, the acquisition of Texas increases the number of staff eligible for profit sharing. So, there are more of us sharing a smaller fund than last year.

Investment for the future

Of the total investment of £759 million, nearly one third was spent on Savacentre, Homebase, Texas and Shaw's.

Share price movement

The JS share price fell during the year, reflecting a slower growth in sales and profit than that of some of our competitors.





Chief executive Tom Vyner

This has been a year of major change in the supermarket business. We have had to face up to competitive realities and we have done so. But the cost of the measures that we have taken to improve our competitive position, together

with low sales growth, have led to a fall in profits for the year.

What were the key competitive pressures?

First, we needed to restore the JS range and availability which had suffered because of systems and distribution problems. This has now been done. **Second**, we had to continue to deal with price competition. Our prices have remained, on average, over three per cent below those of other major supermarkets, a significant achievement which we will maintain. **Third**, service standards have improved. We have recruited more than 5,000 staff, providing additional packers and more staff at service counters. The commitment of staff to enhancing levels of service is critical to our competitiveness and is much appreciated. I am particularly grateful to everyone for the effort that they have put into these service initiatives.

Finally, we have during this year, suffered from the disadvantage of opening fewer stores than our key competitor. The reason was that we entered the year with fewer new sites but we will be opening 16 stores in the current year compared with 10 last year. We have also successfully carried out a major programme of store extensions which will continue.

The current year will be tough and challenging and I now want to tell you how we intend to stimulate sales in today's very competitive market place. The marketing department, under our new marketing director Kevin McCarten, has undertaken a major review of our business based on the current needs and expectations of our customers. We have developed a radical, comprehensive and much more aggressive marketing strategy. Its central theme is that we shall strive to be the consumer's first choice for food shopping. The strategy comprises four marketing programmes, which will deliver improved business performance: the superior quality and choice programme; the better value programme; the unbeatable service programme; and a customer loyalty development programme.

As you know, we have already embarked on our programme of providing unrivalled customer service. The other major parts of the overall strategy will be rolled out over the coming months, starting with the launch of the customer loyalty programme. A key component of our loyalty programme will be the introduction of a new national loyalty card.

Grasping the Challenge

Not since the price wars of the late 1970s has UK food retailing faced such a competitive climate as that of 1995/6. It was a difficult year for JS supermarkets and profits were depressed for several reasons.

Intense price competition reduced our margins, while heavier costs, most notably extra investment in customer service, also affected our profits. Additionally, eight of the 10 branch openings came in the second half of the year, and therefore made only a limited contribution to sales.

Investing in customer service

We have invested heavily to ensure that JS's service stands head and shoulders above the rest. Our customer service charter includes our 'one in front' checkout service commitment, carry to car service, additional packers and more staff working on service counters and offering assistance with customer queries. Our free AA breakdown service has recently added a further dimension to our customer service commitment. Staff rose to the challenge, and in recent months have won three major customer service awards:

AccessAbility 1995 - in recognition of outstanding achievement for service to disabled customers - *Mother and Baby* Retailer of the Year, and the Tommy's Campaign Parent Friendly Award.

Developing skills through training

It is the staff who serve our customers - the people at the sharp end - who deliver

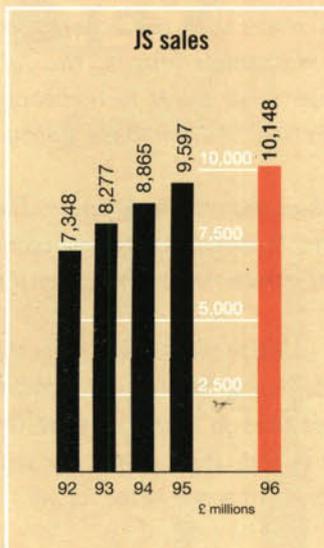
customer service. To ensure that they are equipped with the skills for the job there has been heavy investment in training, with £8 million currently being spent on operational skills training for branch and management staff.

The total number of adults who have qualified for NVQ level 2 reached 1,000, with a further 800 currently studying. Additionally, over 200 young people are now studying for NVQs through the Retail Training Scheme. In July, the first 30 JS managers graduated from Manchester Metropolitan University with honours degrees in retail marketing.

JS also places great importance on specialist training, working with independent bodies like the Meat and Livestock Commission to create training programmes which lead to JS fresh food staff qualifying as members of the Sainsbury's Guilds of Butchers, Fishmongers and Greengrocers. The idea for Helping Hands disability awareness training came originally from staff themselves. Nearly £500,000 was invested in giving some 6,000 staff skills in providing practical help for customers with disabilities.



SAINSBURY'S



Store refurbishments and extensions

As promised at the start of the financial year there was considerable investment in refurbishment and extending stores.

Ninety-seven stores were refurbished, adding new service facilities and product ranges. The number of fresh meat counters, for example, has increased from 68 to 110, and 248 stores now stock CDs and videos. Additionally, 21 stores were extended, adding 143,000 sq ft to sales area - an average increase of 25 per cent.

Amongst the 16 stores to be opened during the current financial year will be JS's first three stores in Northern Ireland and three 'country town' stores, the first of which will open at March, Cambridgeshire. In addition, this year will see a further 25 extensions, adding 163,000 sq ft to sales area.

Marketing initiatives

The company invested heavily in initiatives like

Schoolbags, with over 14,500 schools now participating, January Savers and the Bonus programmes. Schoolbags recently won Best Retail Promotion award from the Association of Promotion Marketing Agencies in the Worldwide Sales Promotion awards. These promotions are having a positive effect on sales which we will continue to build upon.

Product quality is central to our competitiveness, and buyers worked hard to source new products like Indulgence ice cream, Occasions and Paws and Scout's petfoods. The Economy range brought a new element of choice to the Sainsbury brand, offering family shoppers good quality at low prices.

Buyers placed great emphasis on partnership with suppliers. The company secured independent monitoring of its five year old Farm Assured Scheme ensuring traceability of all meat from the 12,000 farms supplying JS and Savacentre. This made Sainsbury's the first major retailer to guarantee independently the welfare of livestock sold as meat. More recently, the Farm Assured Scheme has been important in reassuring customers following the BSE controversy. Partnership in Produce, launched in August, is an agreement between grower, supplier and retailer. Growers follow Sainsbury's specifications, including the Integrated Crop Management System which promotes good practice like reducing pesticide use.

Improving systems and distribution

Last year was a major year for systems changes. All stores are now using Sabre for perishable ordering and 275 stores are also using it fully for non-perishables. Scion integrates the supply chain to enable suppliers' orders to be driven by front-end sales. Frozen foods is the first department to be integrated in this way for daily ordering from suppliers.

At Charlton depot, trials of VeMis, an in-cab computerised vehicle management information system, have proved highly successful. VeMis enables better driving by giving drivers information about fuel economy and vehicle handling and will be extended to all Charlton-based JS lorries this year. At the same time, all JS lorries have become cleaner with the use of City Diesel. Emission testing, piloted at Charlton, will be rolled out this financial year. Charlton also set the pace on raising standards of service, attaining a British Standards Institution award for quality assurance which relied heavily on staff ideas. It is hoped that all Sainsbury's depots will now move towards registration.

JS increased its commitment to National Vocational Qualifications. All training will ultimately be nationally accredited.



Store openings 1995/96

Ten new JS supermarkets opened: Horsham, Watford, Cheadle, Straiton, Witney, Wigan, Kenton, Street, New Cross Gate, and Hamilton.



Homebase chairman
Dino Adriano

We have completed yet another excellent year for Homebase and whilst trading conditions have been difficult at Texas it has been a year of learning and planning for the future. The first three months of 1996 have seen a substantial change in Texas stores with the accelerated introduction of Homebase ranges, the full conversion of three Texas stores to Homebase and the introduction of Homebase garden

centres into 35 Texas stores.

Work on integrating the two businesses has proceeded apace. The head office at Wallington has expanded to accommodate colleagues from Texas and the increased infrastructure necessary to run the larger business.

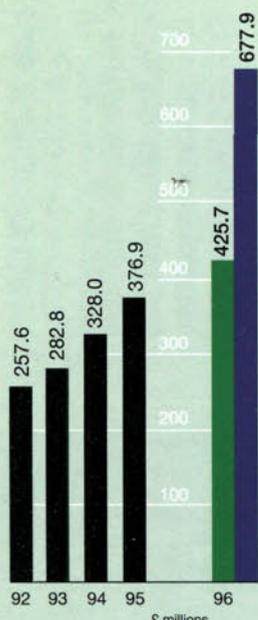
On behalf of the Homebase Board I wish to thank everyone in the business for their tremendous efforts during the last 12 months. The response to the incredible pressures in many parts of the organisation is appreciated and much valued. It is in particular your efforts and motivation that underpin our confidence in the future.

A handwritten signature in dark ink, appearing to read 'Dino Adriano', written in a cursive style.





Homebase/Texas sales



An excellent year

The housing market may still be in the doldrums but Homebase made a major property purchase at the beginning of the year when it bought the Texas Homecare business, comprising 241 stores, from Ladbrokes. This effectively doubled Homebase's share of the DIY superstore market. The move also gave the JS Journal 10,000 new readers.

Homebase and Texas are still trading as two companies but behind the scenes the year has been one of integration. By early 1996 most of the major functions for the combined business were located at Wallington. The small number of functions currently remaining at Wellingborough will transfer by the summer. The Wellingborough Texas depot has also been fully integrated and plays a key role in servicing both Homebase and Texas stores.

Market performance

In trading terms Homebase had another excellent year in a difficult market. Sales in existing stores performed well and increased by 4.5 per cent. The scale of this achievement is demonstrated by the poor performance of the market leader and main competitor, B&Q, whose profits fell by one third.

Texas stores had a difficult year and made an operating loss of £10.4 million. But this was the year of integration and laying the foundations for recovery and as we enter the new financial year Texas sales are beginning to benefit from all this work.

The Homebase range of products including own brand is also being introduced to the Texas stores even before we convert to Homebase.



Store openings 1995/96

Ten new Homebase stores opened: Preston, Staines, Wolverhampton, Winchester, Hedge End, Hermiston Gait, Ruislip, Aintree, Falkirk and Wigan.

Integration

The integration process has involved a huge training programme to meet the needs of the combined chain and bring standards up to those enjoyed by Homebase. Emphasis has been placed on giving Texas staff horticultural skills and over 70 were enrolled on the Horticultural Skills Course, developed with Hadlow Horticultural College in Kent.

Texas stores also benefited from their inclusion in the successful Homebase Spend & Save scheme. Full credit must be given to everyone at

Texas for their effort in recruitment as we now have almost two million Texas card holders. When this is added to the existing Homebase database more than five million people are card holders for Spend & Save.

Accelerated conversion

In the autumn, we will be changing all Texas stores to the Homebase livery. By then, product range integration will be 70 per cent complete. In parallel with this our conversion plans are being accelerated. Forty stores will be converted this year and this will rise to 50 stores for each of the two succeeding years. The first three conversions, Longwell Green (Bristol), Telford and Selly Oak (Birmingham) were completed during the first three months of 1996. Sales increased by an average of 53 per cent and customer reaction was excellent. During the year 10 Homebase stores opened, three on sites originally bought by Texas. The plan is to open 10 new Homebase stores in the current financial year on top of the ambitious Texas conversion schedule.





Savacentre chairman
Colin Harvey

At Savacentre, we have had a difficult year, but one in which we have invested massively in the future growth of our business.

Our food sales were affected by similar factors to Sainsbury's supermarkets while our disappointing performance was compounded by poor clothing sales. However, home and leisure sales have been healthy, and we shall expand this area during the current year and build on our marketing theme of 'much more in one store' to ensure that our customers appreciate our distinctive character as Britain's only specialist hypermarket company.

Profits were held back by the huge cost of our opening and refurbishment programme, which entailed two openings - at Sydenham and Stockton - and refurbishments at Merton, Calcot and Oldbury. This investment accounts for almost half the fall in our profits of 15.9 per cent.

To manage the 20 per cent growth in the size of our company, plus a fundamental change in a further 30 per cent of the stores in a 12 month period was a fantastic achievement, and I thank everyone at Savacentre for their unstinting and enthusiastic efforts during a very difficult year.

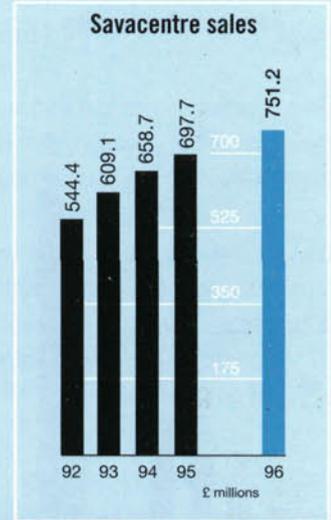
Investment in the future

Savacentre's sales rose by 7.7 per cent to £751.2m and operating profit declined by 15.9 per cent to £34.4 million. As at Sainsbury's supermarkets, food sales were affected by fierce competition, while Savacentre had the additional disadvantage of depressed clothing sales during a wet spring and hot summer. Profits were also held back by the pre-opening costs of two new stores at Sydenham and Stockton, and by heavy investment in refurbishments at Calcot, Merton and Oldbury.

But customers are making it clear that the investment is worth it. The new store at Sydenham, which opened in August, is proving particularly successful, while customers have also reacted positively to the stores that have undergone dramatic refurbishment based on ideas from continental hypermarkets. Savacentre is now serving nearly half a million customers a week - 15 per cent more than last year.

Those customers are finding even more choice, with over 62,000 products now being stocked in a typical store. The range extends to dishwashers and duvets but the priority is still food. Ranges have been extended and displays improved, while Savacentre food prices are consistently five per cent below the average for its direct competitors.

Savacentre



We shall ensure customers appreciate our distinctive character as Britain's only specialist hypermarket company.

Store openings 1995/96

Two new Savacentre stores opened: Sydenham and Stockton.

Award-winning training

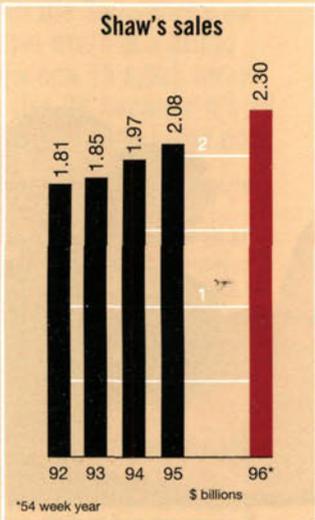
There are now around 9,800 Savacentre employees. The company was very proud to win a National Training Award for its training franchise at the Sheffield store in partnership with the Prince's Trust.

Service through technology

Calcot store became the first Savacentre to boast the most advanced point of sale system in the UK. Fifty new checkouts were

installed in one day and night, creating minimum disruption to trading and customer service, and requiring phenomenal organisation on behalf of the company's installation team. New checkouts will now be introduced in all stores.





Sainsbury's in North America

Shaw's, the Sainsbury's wholly owned US supermarket chain, and Giant Food Inc., of which Sainsbury's has a 16.7 per cent interest (including 50 per cent of the voting shares), proved their value last year within the Group's diversification strategy.

Shaw's

Shaw's experienced an excellent trading year, increasing operating profit to \$80 million for the 54 weeks to 9th March 1996. Sales rose to \$2.3 billion. On a 52-week basis this represents increases of 23.6 per cent and 6.4 per cent respectively.

By the year end, Shaw's had 96 stores in the states of Massachusetts, New Hampshire, Maine, Rhode Island and Connecticut. Ten new stores were opened including Fairhaven, Massachusetts, which was the first to include

a new store concept featuring a large first aisle for fresh foods, and new and improved facilities such as instore bakery, pharmacy, dry cleaning, photo processing and food court.

New products

Over 750 Shaw's brand products were introduced last year, ranging from children's books and wedding cakes to Belgian chocolates. A number of these are sourced jointly with Sainsbury's.

Shaw's home delivery shopping service currently on trial - serving 26 locations from 18 stores - delivers the same day or following morning. Since December, goods can be ordered through the Internet, which also provides customer information and recipes.

Training for the 18,000 employees developed further last year and all senior managers have now completed an extensive personal development course.



Shaw's president Phil Francis

Shaw's staff accomplished a third consecutive year of good improvement in sales and earnings.

After mid-year, Shaw's entered a new, large market, the state of Connecticut, with four of our new prototype stores. We will continue our expansion in this state.

In total, we opened 10 stores during the year, including six in our successful new store format and two acquired from Stop & Shop.

This year will mark our entry into our sixth state, Vermont, with two stores scheduled for late 1996.

Shaw's brand continues its strong development story with over 750 items launched last year and over 650 scheduled for the current financial year.

Philip Z. Francis

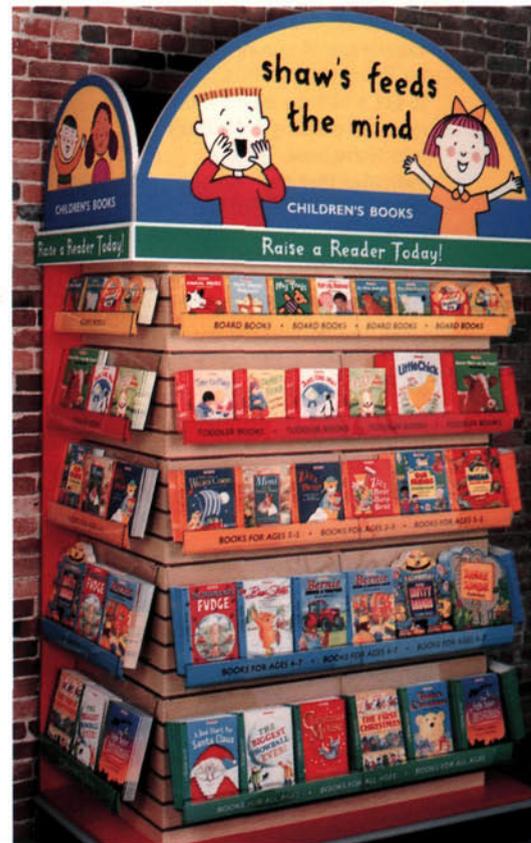


Store openings 1995/96

Ten new Shaw's stores opened: Ellsworth, North Providence, Fairhaven, Northbridge, Manchester, Bristol, New Britain, Vernon, Royal Ridge and Upper Valley.



Shaw's own brand continues to follow the Sainsbury's brand lead in quality and value.



Giant, the leading food retailer in Washington and Baltimore in which JS has a 16.7% share performed well last year. In the 52 weeks to 24th February 1996 Giant increased profit before tax by 8.1% to \$167.8 million on sales up 4.5% to \$3.9 billion. During the year Giant opened seven new stores. This year the company will open 8 stores, of which six will be in the new trading areas of Delaware, New Jersey and Pennsylvania.

Your questions



The *Journal* has been all over the country talking to staff, and we've taken your questions right to the top for replies.



Jenny Lacey, part time sales assistant, Texas Eastleigh (pictured above).

Will Texas lose their more price-conscious customers when they convert to Homebase?

Homebase managing director Ross McLaren:

'Although the Texas customer has traditionally tended to be more influenced by promotional activity than Homebase customers, our experience of conversions so far indicates that it is possible to get a healthy balance of new and existing customers into Homebase. This indicates that the Homebase offer is broad enough to appeal to a wide cross section of customers.'

Paula Goulton, trainee manager, Fosse Park.

Has JS become reactive rather than proactive? We used to be the ones who called the tune.

Chairman David Sainsbury: 'We are just as proactive as ever but pressures in the market place have increased in the last year and we must accept that our competitors have had their successes. What we now need to do to regain the edge is to build on the customer initiatives we have put in place in the last few months and to translate our marketing plans into a coherent message for our customers and potential customers.'

'We must speed up the rate of innovation and make certain that we communicate our new initiatives effectively to our customers.'

Donna Hyslop, part-time assistant customer service manager, Torquay (pictured right).

Why were store instructors got rid of?

Retail operations director David Clapham:

'There were two main reasons. Firstly, all the surveys we did indicated that they spent less than half their time actually training. Secondly, the change was part of the company's longer term plan to place responsibility for training in the hands of our departmental managers (and the people who work for them) rather than specialist trainers. The Operational Skills programme for instance will only work if departmental managers are involved in the planning and implementation of the training because that it is what they and their staff have decided they want to do for their department.'



Torquay staff (left to right): night shift worker Marion Barton, senior produce assistant Tracey Edney, part time assistant customer service manager Donna Hyslop, checkout assistant Val Moyle, checkout/kiosk assistant Irene Porter, and checkout assistant Karen Burrridge.

Tracey Edney, senior produce assistant, Torquay. (pictured above).



Derek Brewer, BWS assistant, Fosse Park (pictured left).

Are initiatives like World Class Service worth the money? They must cost millions.

Retail operations director David Clapham:

'Initiatives tend to come and go, so on that basis World Class Service is certainly not an initiative. It's all about where we want to be as a company compared with our competitors - in other words to remain the best. You're right - sometimes this does cost a lot of money but not always. When it does cost money, if this is the price of staying ahead of the pack, the Board is committed to paying it.'

John Lennard, team manager DIY & furniture, Texas Eastleigh.

What will the company look like in five years' time?

Homebase managing director Ross McLaren:

'It will be one company with one name and one product range, and the aim is to be the most profitable and most successful business in the house and garden improvement sector.'

Val Moyle, checkout assistant, Torquay (pictured top).

What is the company hoping to get from TalkBack? What action will be taken as a result?

Personnel, information systems, logistics and distribution director, John Adshead:

'Eighty per cent of our staff gave us their opinions in TalkBack. We are committed to listening and acting to improve our business for everyone.'

'The results will help managers identify the issues that staff feel are important and could be improved. Of course we can't do everything at once so we intend to involve staff in discussing the issues raised in TalkBack and making suggestions for improvement. This will ensure that we concentrate on the right things first.'

'To make the results relevant to a location, we are producing reports at store and central department levels wherever possible. This means that managers can act on their own results to help staff in their own location. Senior management will be monitoring action taken in each division and will act on issues that affect every part of the business.'

Shouldn't there be a reward for multi-skilling?

Personnel, information systems, logistics and distribution director, John Adshead:

'Many of our jobs in store do actually require an element of multi-skilling and the grades and the hourly rates of pay reflect this requirement. Also, where someone is doing a job of a higher grade for a large part of their time they will receive the rate of the higher grade job. We also believe that staff welcome the opportunity to learn new skills (and sometimes gain qualifications as a result) as this creates more job interest and increases self-confidence. At the end of the day all this helps to improve the service we give to our customers. As well as rewarding for skills, we are also keen to reward for actual performance, and this year we put in place a process for our grade D and E staff.'

David Meers, senior assistant DIY, Ipswich Homebase.

Are B&Q catching up with our standards after their refits?

Homebase managing director Ross McLaren:

'We firmly believe that we set the standards in our industry. However, we are not complacent and will not let our guard slip, although we can see no evidence to suggest that anyone else is closing the gap.'

Vivian Rae, payroll officer, Edinburgh Savacentre.

We are in competition with the Sainsbury's up here; there is a brand new one 15 miles away. Is this OK because it's all going into the same pot?

Property development director, Ian Coull:

'The new JS in Edinburgh at Straiton is a good example of the challenges that we face in many parts of the country where we now have well established stores, and a decent share of the local market.'

'Our investment decisions on new stores are based on the new trade which the JS shop will take after making an allowance for the trade loss which we would experience if a competitor took the site.'

'At Straiton, we estimated what our total business would be. We then estimated how much of that total business would be deflected from our existing stores at Blackhall and the Savacentre at Cameron Toll, and finally we estimated which of our competitors would be most likely to take the site if we did not, and how much of that trade would be transferred if they were in that location rather than ourselves.'

'This complex calculation means that we are able to base our investment calculations on the real additional business to the JS Group.'

'I am delighted to say that at Straiton, the new JS store has started off life extremely well and the first few weeks' trade has been substantially ahead of our targets.'

Frank Forsyth, general assistant, Ipswich Homebase.

In the light of recent performance of JS shares, how are we going to revitalise our reputation as the number one food retailer?

Finance director Rosemary Thorne:

'Our recent share price performance reflects our slow sales and profit growth compared to our competitors. We must all work together to increase sales profitably by offering our customers an outstanding product quality at very competitive prices with unbeatable customer service. With commitment to these goals we can substantially improve our financial performance and hence the share price.'



Nigel Austin, warehouse assistant, Ipswich Homebase (pictured left).

Can the Board reassure us that the Texas acquisition will pay off in the end?

Chairman of Homebase Dino Adriano:

'Homebase has proved itself one of the most successful retail formats in the UK. The Board had already decided to accelerate the store expansion rate prior to acquiring Texas. The acquisition provides the opportunity to roll Homebase out further and faster than would otherwise have been possible. The early Texas conversions have proved very successful and we have no doubt that we will develop Homebase profitably into a major national brand.'

Sharon Woodward, chief display assistant, Altrincham.

Why do stores get advance notice of visits? Shouldn't they see us warts and all?

Retail operations director David Clapham:

'Whilst some visits are still announced, many are not. I agree that directors should, wherever possible, see the store as real customers see it. After all we are running our stores for their benefit and not for the benefit of directors. There are some advantages, however, in giving stores notice of a visit. Although this allows them to 'put on a show' it also helps the store manager to plan to get maximum advantage from the director's time.'

Billie Chell, coffee shop manager, Fosse Park.

Why has STAR disappeared?

Retail operations director David Clapham:

'STAR was an extremely successful programme which generated tremendous benefits, many of which are still with us. Although the name may have disappeared in many stores, the practice of using action teams of people to improve the way we do things has started to become commonplace. This fits with the company's wish that all staff become better informed about the business and more involved in it.'

Karen Burrige, checkout assistant, Torquay. (pictured above left)

Will Sunday pay go to normal rate in time?

Personnel, information systems, logistics and distribution director, John Adshead:

'When we were working with other retailers to reform the law on Sunday trading, we always took the view that rates of pay on Sunday should be higher than on other days of the week. We therefore have no plans to remove our Sunday premium payments.'

Justin Cottrell, BWS assistant, Altrincham (pictured below).

Why do we expand into other trading areas when the base of the business is supermarkets? Can't we concentrate on getting that right?

Deputy chairman Tom Vyner:

'We must do both things well if we are to build for the future. We must strengthen and grow our core UK supermarket business: this is the bedrock of the group and always will be. But at the same time, in order to increase value for our shareholders we must develop the business in other areas of retailing - whether here or overseas. The test will be for us to turn in a successful performance for each of the group companies.'

'Our diversification strategy - Savacentre, Homebase, Texas and Shaw's- began 20 years ago and we are still the only UK supermarket based group with a clear, coherent and successful portfolio of retailing businesses.'



Vanessa Langman, checkout assistant, Calcot Savacentre.

Our store looks good but the prices seemed to go up when it was refurbished and customers wrote in the suggestion book, 'Are we paying for your refurbishment?' Did we lose customers?

Chairman of Savacentre Colin Harvey:

'Refurbishments are built into the cost structure of a store's life, i.e. moneys are accumulated each year to bring the store up to date on a seven year cycle.'

'Much of the cost of refurbishment is spent replacing equipment. Checkout computers, for instance, are beginning to fail more frequently after eight years' usage.'

'We accept that customers do not like change, particularly if goods are moved around, but when we add new features like meat counters, hot chicken and extended ranges of groceries, the vast majority welcome the changes we have made.'

'We never put up prices because of alterations to a store and at Calcot we gained customers after the refurbishment.'

Dawn Hollick, personnel clerk, Altrincham.

Are directors aware of the different way JS is regarded in the north and south?

Marketing director Kevin McCarten:

'We have always recognised the different attitudes of customers and this has been brought home to us by many market research studies (as well as by staff!). We are looking at ways to address the differences and, for example, take a particular approach to ads and leaflets when opening new stores in various parts of the country.'

Jack French, Deputy DIY manager, Walthamstow Homebase.

Doesn't the Texas acquisition make distribution more difficult for all the Texas and Homebase stores?

Information systems and logistics director Mike Powell:

'No. We are a national chain with a very clear vision of the role of centralised distribution. In fact, the size of the operation now means that it generates some economies of scale.'

...answered

MARCH

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- Office of Fair Trading clearance for acquisition of Texas by Homebase: 10,000 staff join JS Group.
- JS purchases three Cargo Club sites.
- JS Marsh Mills, Plymouth, awarded British Astronomical Association Good Lighting Award.

APRIL

- Three thousand girls take part in nationwide Take Our Daughters to Work day.
- Sainsbury's *The Magazine* voted Magazine of the Year in the 25th annual Glenfiddich awards.
- Classic Cola voted New Product of the Year in the ITV Awards for Marketing (fast moving consumer goods category).
- JS becomes first British supermarket to offer goods for sale on the Internet through its Wine Direct service.

MAY

- JS becomes first major retailer to secure independent guarantees for the welfare of livestock sold as meat in its stores under its Farm Assured Scheme.
- Launch of City Diesel in 15 London JS petrol filling stations. National roll-out to 134 by year end. Extended to JS lorry fleet February 1996.
- Horsham JS opens - first store to have a new secondary refrigeration system for frozen and chilled foods to help towards solving the problems of ozone depletion and global warming.

JUNE

- JS reveals proposals to develop stores in Northern Ireland.
- JS Customer First initiative launched.
- 20 JS fish counter staff become the first members of the Sainsbury Guild of Fishmongers.
- JS Home Economist speaker service celebrates 25th anniversary.
- JS introduces new easy-open milk containers.

JULY

- Spend & Save card introduced nationally at Texas. Over one million Texas cards issued by October.
- JS Savercard rolled out to most stores.
- Five more MBAs qualify, bringing total to 16. Thirty JS employees graduate from Manchester Metropolitan University with degrees in retail marketing.

Royal Institute of British Architects regional awards won by Harlow and Plymouth JS stores.

- Sir Timothy Sainsbury and Clive Thompson elected non-executive directors at AGM.
- Mondex trials start at JS's six Swindon stores, two Texas stores and Bridgemoor Homebase.
- Pilot projects for Side by Side community programme launched.

AUGUST

- Group holds open day at the Hippodrome nightclub, Leicester Square, to recruit over 350 students.
- First trial Sound & Vision department introduced at Banbury.



SEPTEMBER

- Stores launch Helping Hands nationwide disability awareness campaign endorsed by RNID and RNIB.
- JS Economy range introduced.
- Charlton depot wins British Standards Institution award for its International Standards Organisation 9002 programme for quality assurance.
- Sainsbury's wins Supermarket Wine Merchant of the Year in the *Wine Magazine* International Wine Challenge 1995 for the second year running.

OCTOBER



- Watford opens with first JS pharmacy.
- Occasions range launched.
- New discount card distributed to UK Group staff.
- Shaw's becomes first food retailer in North America to publish exclusive range of own brand children's books.

NOVEMBER

- JS awarded title Retailer of the Year by *Mother and Baby* magazine.
- Children in Need - staff raise £374,213.43. JS subsequently receives award from BBC as first company to raise over £1 million during the appeal's operation.
- JS staff vote Chicken Saucery *JS Journal* Product of the Year. Award made at buyers' conference.

DECEMBER

- JS and Savacentre become the first food retailers to introduce a breast-feeding policy.
- JS named AccessAbility Retailer of the Year.
- Shaw's is first supermarket in north-east US to launch Internet home shopping service.
- Virgin Records presents JS with award for sales of 'Best of the Best'.



JANUARY

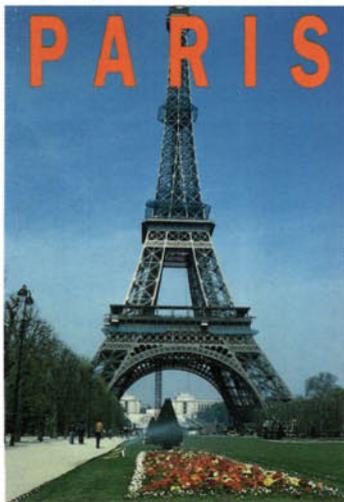
- January Savers launched.
- TalkBack goes companywide.

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FEBRUARY



- First Texas conversion opens at Longwell Green, Bristol.
- JS staff and customers raise £100,000 for Tommy's 'Going Potty' appeal. During January and February customers vote JS most parent-friendly supermarket.
- Genetically modified tomato purée introduced.

DISNEYLAND PARIS



FRIDAY 25TH OCTOBER - SUNDAY 27TH OCTOBER 1996.

Following the huge success of the Eurodisney trip in 1995, we are really pleased to offer SSA members the same break in 1996.

FRIDAY 25TH OCTOBER 1996

Coaches will pick up from the regional offices (Cowley, Romford, Coventry, Leeds, Bromley, Woking and Blackfriars) early on Friday morning, and make a Dover/Calais ferry crossing before driving to Paris. A meal stop will be made in France for your main meal of the day. Accommodation will be in 2 star rated hotels. All rooms have private facilities and can accommodate two adults and up to two children (please note some rooms with 2 adults and 2 children will be a little cramped).

SATURDAY 26th OCTOBER 1996

After continental breakfast you will set off for Disneyland Paris to enjoy a magical full day in the park (don't forget the comfy shoes!) You can enjoy all the fun of the park, take in the rides and see the late light show. The cost of the admission ticket is included in the price.

SUNDAY 27TH OCTOBER 1996

After breakfast you will be taken for a brief visit to Paris before heading for Calais for the return ferry crossing. Arrival back at regional offices will be mid to late evening, depending on how far north you have to travel.

The price for this super weekend is £115 per adult and £69 per child sharing a room with two full paying passengers. This includes two nights' accommodation in a 2-star hotel situated within easy reach of Disneyland Paris and the City of Paris, continental breakfast each morning, entry ticket to Disney, coach ferry and crossing.

We know that this will be a memorable trip ideal for SSA members and their families, full of fun, so don't delay book today! To secure your booking telephone Yorkshire Coachlines (part of International Travel Club) 01484 519915.



EXCITEMENT ON THE CARDS

Going to Florida for a holiday this year? If so, you should contact the central SSA Office at Blackfriars on 0171 921 7227 before you go. Intrigued? You can visit any one of the Anheuser Busch Theme Parks (Sea World, Busch Gardens, Adventure Island, Cypress Gardens, Water Country, Sesame Place) and obtain a 15% discount (for up to six people) on the entry price. Apply for your **FREE EXCLUSIVE CLUB USA CARD** to the central SSA office, Blackfriars, and show it at any one of the named theme parks. That's all there is to it. Sainsbury's is one of the exclusive companies in the UK able to offer this card to its members. Since we first offered the card a new attraction has opened in Sea World Orlando, featuring Polar Bears living in a recreated 'wild Arctic' habitat. True to Sea World fashion it is as near to the real thing as can be created. **HAPPY HOLIDAY.**

AIRPORT HOTELS

If you would like to start your holiday by staying at a hotel near the airport the evening before departure we have some discounts which may be of interest:

| | |
|-------------------------|-----------------|
| MANCHESTER: | |
| Britannia Country House | £75.00 per room |
| | |
| GATWICK: | |
| Felbridge Hotel | £70.00 per room |
| Scandic Crown | £89.00 per room |
| Ramada | £84.00 per room |
| | |
| HEATHROW: | |
| Holiday Inn | £85.00 per room |

All rooms are for double occupancy and also include 15 days' free car parking.

To secure your booking telephone International Travel Club on 01484 450111. A 5 per cent discount off ALL airport car parking is available if you book with International Travel Club. Prices range from £2.50 per day.

FOUR DAY MINI CRUISE TO BILBAO SPAIN

SATURDAY JUNE 8, 1996 TO TUESDAY JUNE 11, 1996

This mini-cruise, which is very popular with SSA members, sails from Portsmouth to Bilbao from just £55.50 per adult and £36.50 per child. The *Pride of Bilbao* will sail from Portsmouth on Saturday June 8, arriving in Bilbao on Monday June 10 at 08.00 (local time) and will sail again on that day at 12.30 p.m, arriving back in Portsmouth at around 16.30 on Tuesday June 11. There will be up to four hours to explore Northern Spain, or you may decide on a stroll to the local village of Santurce, or enjoy an organised excursion to the old city of Bilbao and nearby coastal resorts, which are available for booking on board ship.

SSA offers are negotiated on behalf of our members. Details of joining the SSA and the new membership card are available from your personnel manager. A list of SSA offers is now available on e-mail under 'bulletin boards'. Texas SSA members are now able to take up the advertised offers.



The facilities on board the *Pride of Bilbao* are luxurious and have facilities for all ages.

- Choice of four restaurants to suit all pockets, offering authentic Spanish and English cuisine.
- Duty and Tax Free shopping
- Quality cabins included in price, en suite
- Posh Piano Bar
- Galaxy Entertainment Lounge
- "FLASH" disco
- Cinema
- Children's Play Area
- Casino
- Quiet/Observation Lounge and Reading Room
- Swimming Pool and Jacuzzi
- Sauna and Fitness Suite
- Steiners Hair and Beauty Salon
- Sundeck, Bar and Deck Games.
- Book early to avoid disappointment - J.Z.E. 01753 548582.

AA RELAY - SPECIAL DISCOUNTS FOR SSA MEMBERS

Once again we are able to offer to SSA members the opportunity to enjoy the security of a first class service, from a first class vehicle recovery company, at very competitive prices. Prices quoted are valid until December 31, 1996.

| OPTION | STANDARD NEW MEMBER CASH PRICE | STANDARD RENEWAL PRICE | SSA PRICE | SAVING |
|--------|--------------------------------|------------------------|-----------|--------|
| 100 | £41.00 | £36.00 | £32.50 | £8.50 |
| 200 | £76.00 | £66.00 | £56.00 | £20.00 |
| 300 | £105.00 | £90.00 | £74.00 | £31.00 |
| 400 | £130.00 | £110.00 | £91.00 | £39.00 |

All prices include Insurance Premium Tax @ 2.5% All payment continues to be by direct debit continuous credit card. (This offer is available for the veterans).

To join, or for further information, telephone 01256 24872 and quote Sainsbury's.

Tel: 0171 921 7227

STAFF ASSOCIATION

SAINSBURY'S

Expanding the Arts arena

The worlds of painting, music and acting are all expanding thanks to the fourth year of the Sainsbury's Pictures for Schools Programme, the company's brand new sponsorship of county youth orchestras, and the innovative use of a theatre company to teach communication skills to JS staff.

Sainsbury's launched its newest arts sponsorship programme, the Sainsbury's County Youth Orchestra Series, at a concert in the Royal Albert Hall last month.

Hosting the concert performance of the Verdi Requiem were the recipients of the first sponsorship, the Berkshire Young Musicians Trust. The concert brought together instrumentalists and singers from the trust, as well as school choirs and choral societies from the wider community of Berkshire. In all there were over 900 voices.

Principal of the trust, David Marcou says, 'We are indebted to Sainsbury's for generously sponsoring this performance, the first concert in the new County Youth Orchestra Series. For many years the Sainsbury name has been synonymous with support of the arts and of young people - a role model for many other institutions.'

He added that the value of participating in such an event could not be overstated. 'Taking part develops such qualities as motivation and self-confidence, discipline and trust, concentration and tolerance. In short, this concert is an affirmation of our belief that music is not an optional extra but an essential ingredient in our continuous growth as human beings.'

Marah Winn-Moon, arts sponsorship executive, says, 'Sainsbury's has been developing its arts sponsorship programme since 1981. It is committed to supporting the areas of the country in which it trades, investing in arts activities in the communities from which it draws its customers, thereby providing access to the arts for all people of all ages.'

'Through Sainsbury's County Youth Orchestra Series we are able to support some of the best young amateur music making in the country.'



Berkshire's young cellists.



Lord Sainsbury (centre) with David Marcou, trust principal, (left) and finance manager David Rugg.



The horns.



One of the company's most popular arts sponsorship programmes, Sainsbury's Pictures for Schools, is now entering its fourth year.

In this year's programme, six works have been selected to be made into high quality prints which will then be mounted in oak frames and presented to 1,100 schools. Making the selection for 1996's pictures is Tim Clifford, director, National Galleries of Scotland.

'Choosing this year's paintings was a delightful task,' says Tim. 'What concerns me is that children in Britain should grow up with a sound understanding not only of the great Old Masters, but of fine paintings from all periods.'

Tim's chosen pictures range from the 15th century to the early 20th century and cover a variety of subjects and styles. The selection consists of Antonio Pisanello's *The Vision of St Eustace*, Nicolas Poussin's *The Triumph of David*, Sir Anthony Van Dyck's *Princess Elizabeth and Princess Anne*, George Stubb's *Cheetah and Stag with Two Indians*, Henri Matisse's *The Painting Lesson*, and Max Ernst's *Celebes*.

'All are celebrated masterpieces by the artists concerned with perhaps the single exception of Van Dyck's portrait of *Princess Elizabeth and Princess Anne*,' explains Tim. 'I have tried to spread my choice from collections across the country and hope that it will provide a stimulus for children to enjoy paintings and encourage them to visit the galleries and see the paintings in the flesh.'

Every JS supermarket in the country has chosen up to three secondary schools to take part in this year's scheme. In the first year of the scheme 750 schools were involved. This year will see almost 1,100 taking part.

JS joint president, Lord Sainsbury of Preston Candover KG, says, 'Tim Clifford has made a marvellous selection and I feel sure all will enjoy and be inspired by his choice. Feedback from schools shows that the pictures have not only contributed greatly to each school's environment, but have also been seized upon and used as curricular resource material for many different subjects. Most important of all is that the pictures are helping to introduce the richness and excitement of great art to a new generation.'



Tim Clifford



Nicolas Poussin's *The Triumph of David*.

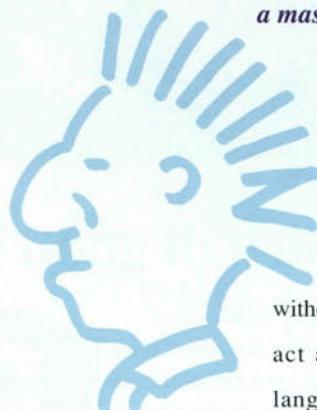


Sir Anthony Van Dyck's *Princess Elizabeth and Princess Anne*.



Antonio Pisanello's *The Vision of St Eustace*.

Proving that all the world can be a stage, Fairfield Park store was the scene last month of some Oscar-standard acting during a communications skills workshop run by the Trestle Theatre Company, a masked theatre group.



To develop the communication skills of those taking part in the workshop, Trestle's Amanda Wilsher asked them to convey the character of the mask they were wearing without using speech. This obliged participants to act as if happy or angry by using only body language and, consequently, made them more sensitive to the physical signs which accompany any attitude which could be adopted by customers or colleagues.

By improvising confrontations, the workshop also explored ways in which staff could communicate more responsively with irate or sensitive people, and take control of a difficult situation.

Commenting on the course, manager of Fairfield Park, Mark Toseland, says, 'Even though the workshop aims at improving our communication skills, it is invaluable in allowing staff to get to know each other better, and as they are all new to this form of workshop they are able to bond on an equal footing.'



(left to right): Gavin Coleman, trainee manager, Lis Jennings, senior checkout supervisor, Amanda Hooks, chief display assistant, and Jacqui Bartram, chief display assistant.



NEW LINES



Something special with seafood



The delicious and exclusive Speciality Seafood range of fresh fish dishes, ideal for special occasions and entertaining, has made its debut in only a few selected stores across the country.

The range, displayed in the chilled fish counter, includes 14 dishes with lobster, crab, prawns, mussels

and salmon, ready prepared for serving hot or cold.

Highlights are the freshly cooked whole lobster at £11.99 for 160g, or a luxury dressed crab, 170g, consisting of two crab shells filled with fresh crab meat and egg mayonnaise, £3.99. The smoked salmon and prawn triangle is 315g and costs £4.95. The mussels in the range come from the shores of New Zealand and the green lip mussels come ready prepared in garlic butter, 240g at £2.45.

For those wanting to try a bit of everything is the Sainsbury's Fruits de Mer Platter consisting of lobster, cooked langoustine, green lip mussels, winkles, shell-on prawns and crevettes, 560g for £5.99. AVAILABLE IN SELECTED STORES.

Rule of Loire



Perfect for any cook planning a special dish is the new range of Spirits for Cooking.

JS French Brandy, JS AVOC Calvados and JS Dark Rum come in conveniently small

bottles for cooks who may only want to use the spirit once or twice and wish to save the

expense of investing in a large bottle. All three varieties sell at £3.99 for 20cl. AVAILABLE IN MOST STORES.



Following in the success of the 1995 vintage, Sainsbury's has upgraded its range of wines from the middle Loire.

Renowned

winemaker Jacques Lurton has helped produce the following wines: Rose d'Anjou, £3.75, Cabernet Rose de Loire £3.99, Chenin Blanc and Vin de Pays du Jardin de la France £3.89, Sauvignon Blanc and Vin de Pays du Jardin de la France £3.99. AVAILABLE IN MOST STORES.

Stuffed crust now in store

Sainsbury's is the market leader in chilled pizzas and has developed the market further by launching a new range of fresh stuffed crust pizzas – the first in the UK retail market.

The pizzas have a crust filled with a tasty mixture of melted Mozzarella and Cheddar cheese. There are two topping varieties: Smoked Ham and Three Cheeses with Pineapple, or Vintage Cheddar Cheese and Tomato. The pizzas cost £3.49 and £3.29 respectively. AVAILABLE IN 140 STORES.



Marinades to make your mouth water



This year, the meat, poultry and fish departments are together launching the best and most delicious range of products for summer, all of which can be cooked on a barbecue.

The range, split into four areas, TexMex, Oriental, Mediterranean and Indian, comprises no less than 73 lines – 56 fresh, 8 frozen and 9 available only from service counters.

To complement these products is a new range of marinades, sauces, relishes and dressings: JS American Marinade (£1.59) and JS Marinade (£1.39) are ideal for any meat.

To launch the Summer Eating range the *Journal* is holding a competition offering as first prize a Homebase Popular Gas Barbecue which retails at £89.99. Ten runners up will each receive a barbecue cookbook.



1st PRIZE



Head for celebrity status

Buyers teamed up with celebrity hair salon Michaeljohn to create Sainsbury's exclusive range of designer hair products.

Used in Michaeljohn salons on celebrities such as Emma Forbes and Patsy Kensit, the formulations make up the range of 11 products: four shampoos, two conditioners, two intensive treatments and three styling aids.

With products such as Tea Tree shampoo for flaky scalp problems, No More Frizz! Shampoo for sleeker looking hair, and Hair Thickening Shampoo and Anti-static Detangling Conditioner to add volume,

the range offers solutions for every hair and scalp problem.

Products are all £2.99 except the intensive treatment sachets which are £1.35. AVAILABLE IN LARGER STORES.

Refreshing news

Just in time for summer is a refreshing new range of three traditional drinks from the dairy buying department.

The fresh fruit range, comprising Cranberry & Raspberry, Lemon Iced Tea, and Ginger Beer, are ideal for the whole family. The Ginger Beer contains real ginger and the Lemon Ice Tea real lemon, rather than extracts. They sell for 99p. AVAILABLE IN MOST STORES.



JS Journal barbecue COMPETITION

To enter the competition simply answer the two questions below and send your entries to **JS Journal Barbecue Competition**, Stamford House, Stamford Street, London SE1 9LL. Closing date: June 21.

1. What are the four themes for the Summer Eating meat, fish and poultry lines this year?
2. What is the total number of lines being launched?

Name _____
 Job title _____
 Work location _____
 Contact tel. no. _____



Go nuts

A delicious new combination of nuts and vegetables with a layer of Cheddar cheese makes up the new Nut Loaf. Suitable for vegetarians but bound to be equally popular with meat eaters, the loaf is 130g and sells for 89p. AVAILABLE IN MOST STORES.

Perfection in pastry

Two new enticing treats in the freezer cabinet are Raspberry Viennese Tart and Apple Sultana Filo Pie.

The tart consists of a light pastry case filled with real raspberry sauce and finished with a Viennese topping (£1.99 - 450g).

The Apple and Sultana Filo Pie has layers of sliced Granny Smith apples, sultanas and cinnamon wrapped in a butter enriched crispy filo pastry and topped with a crystal sugar glaze (£2.75 - 550g). AVAILABLE IN MOST STORES.

Home and dry

The Sainsbury's Ready to Eat Dried Fruit range has been relaunched and now boasts seven different varieties with new and exclusive packaging which is easier to open, resealable and has a base allowing the product to stand upright.

The range consists of Apricots, 250g for £1.29 and 500g for £2.29; Prunes, 250g for £1.19 and 500g for £2.15; Figs, 250g for 89p; Pears, Peaches, Papaya, and Pineapple each 250g for £1.39.

Dried fruit is the ideal snack food and is also great for baking and home cooking. AVAILABLE IN MOST STORES.



The Journal's great New Lines giveaway

Name _____
 Job title _____
 Work location _____
 Contact tel. no. _____

If you would like to sample some dried fruit write to **Journal Giveaways**, JS Journal, Stamford House, Stamford Street, London SE1 9LL.

STORES AT LARGE

YOUR ACTIVITIES IN THE COMMUNITY



Tony Redgrave, Dalston manager, presents the cheque to members of the DRAC group.

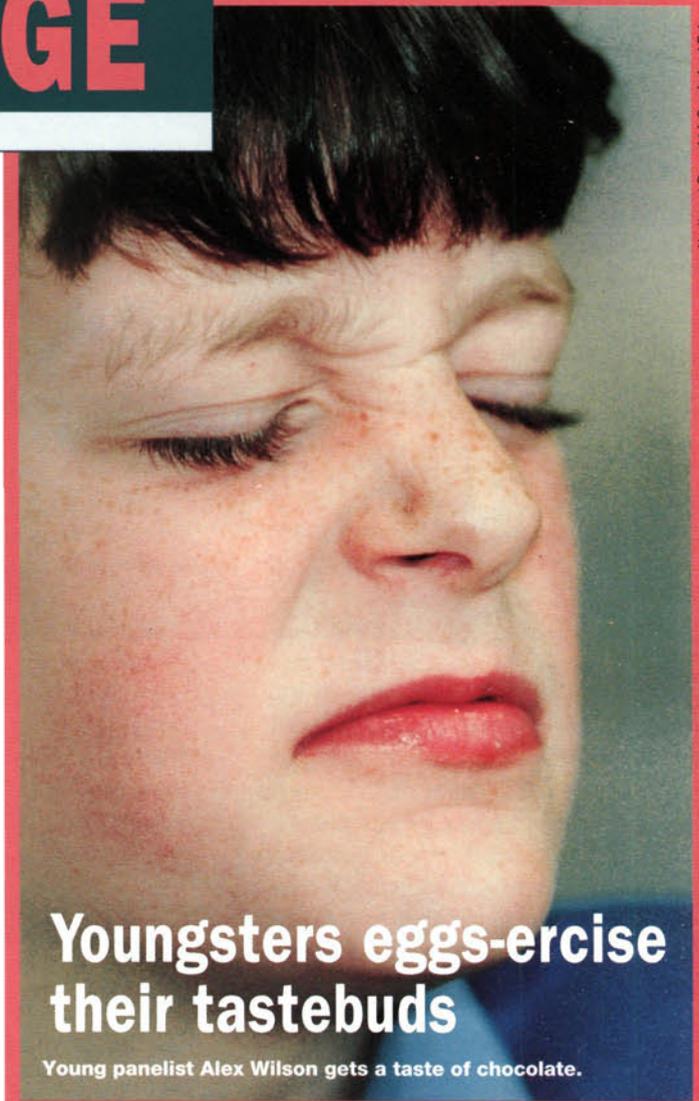
Crime fighters find it easier to get airborne

The Dalston Radio Against Crime (DRAC) scheme received a donation of £1,500 from JS recently for a base station which will improve the quality and strength of the radio signals being used to transmit crime-fighting information between the

schemes members, which include local retailers, market traders and police, and council market inspectors.

The cheque was presented on a fun day at the Kingsland Shopping Centre by Dalston's manager, Tony Redgrave,

to members of DRAC, including Inspector Barry McGill of the local police force, who described the scheme as 'an excellent example of police and local businesses working together in partnership to make shopping safer for everyone'.



Youngsters eggs-ercise their tastebuds

Young panelist Alex Wilson gets a taste of chocolate.

Nine out of the twelve children from Shiney Row Primary School in Houghton-le-Spring, who took part in a blind tasting of six different brands of chocolate egg just before Easter, judged JS's eggs the nicest because of their 'creamy' and 'smooth' taste. The bad news for Tesco is that only one taster voted for their Humpty Dumpty egg.

Invention with vision

With the help of Romford store, the local St Edward's Church of England Comprehensive came second in a competition run by The Wellcome Foundation as part of an exhibition at the University College London which focused on 'Defeating Disease'.

Schools were required to come up with an innovative idea for helping those with disabilities. With their nominal grant, St Edward's designed a product which helps the partially sighted to shop. Their hand-held scanner scans information from shelf-edge bar codes and from the products themselves. It then reproduces the information audibly.

For the exhibition, the store provided the team with various props, including JS products, in order to recreate a store.



Mr Douglas Hurd with Michael Turner, customer services at Witney.

JS puts town in the picture

The Right Honourable Douglas Hurd dropped into Witney on March 11 to unveil a new scenic map of the town. The map, sponsored by Sainsbury's, depicts Witney in full colour with streets and buildings graphically represented. Mr Hurd declared it 'a splendid idea, every town should have one!'



New JS generation on the way

Graham Cutter, a member of the delicatessen staff at Broadcut, has introduced the Northern County Infants' School reception class to shopping at Sainsbury's. Using old JS advertising material, Graham, who works as a volunteer at the Infant School, spent an afternoon transforming the school's home corner into a shopping corner. According to Graham, the children love shopping 'like Mum and Dad' so much, that some are even saying they want to work for Sainsbury's when they are older.

Looking after the pennies



Vicki Merrett (far left), Emily Jolly (standing centre) and Peter Jones (far right) with Linsell House residents at the cheque presentation.

Penny Back helps furnish a home

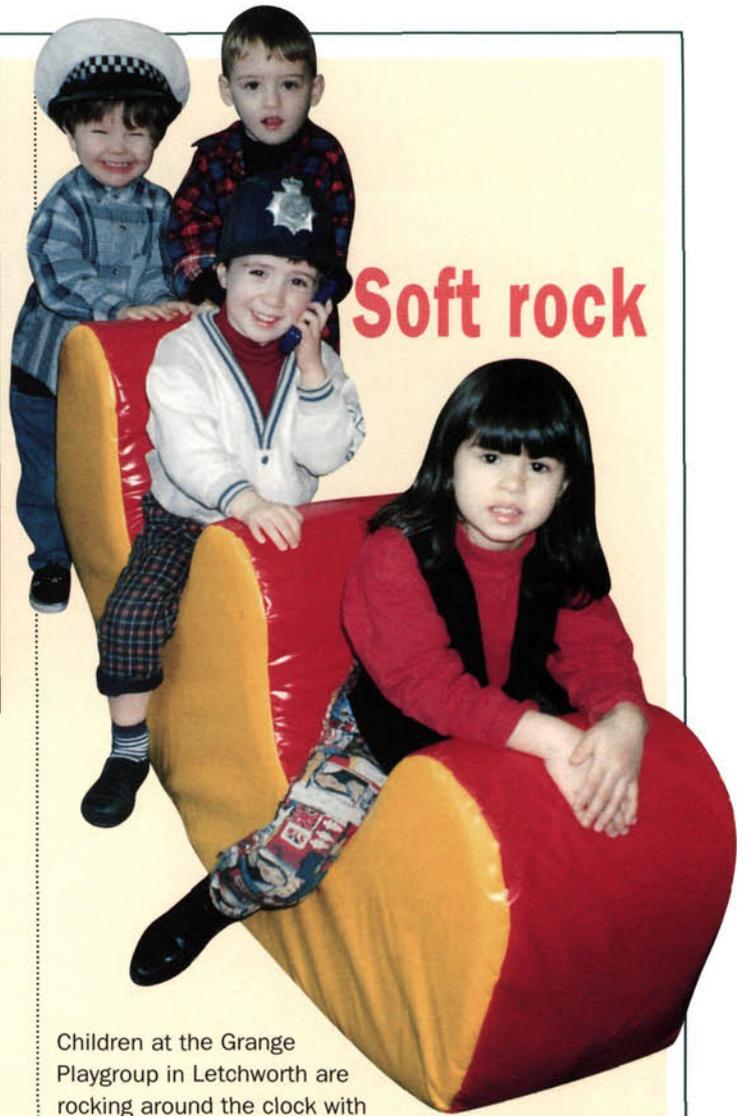
Residents from the Dunstable Linsell House, a residential home for young mentally and physically handicapped people, were presented with a cheque for £1,000 from the Dunstable Penny Back Scheme.

Store manager **Peter Jones** and staff members **Vicki Merrett**, grocery, and **Emily Jolly**, provisions, presented the cheque on April 10. The money will be used to buy furniture and equipment for the residents.



Healthy heart gift

Joyce Mottershead, a packer at **Shrewsbury** store, had the honour in March of presenting a cheque for £500 to Mr Partridge, area organiser of the British Heart Foundation from the store's Penny Back donations.



Children at the Grange Playgroup in Letchworth are rocking around the clock with their new foam rocker bought with **Letchworth** store's Penny Back Scheme donation of £100. Says senior clerk **Ann Donaldson** who nominated the playgroup, 'Organisations such as the Grange Fellowship rely so heavily on donations that I thought we could be of some help.' The foam rocker is particularly handy since it is both fun to use and very safe.

Mayor's storybook



Waverley's mayor, **Michael Blower**, showed his gratitude for the local JS's sponsorship of his book *The Mayor's Sketchbook*, a Diary of Events in Waverley, Book Two, by visiting the store at **Water Lane** to present them with a commemorative copy.

The sketchbook, which is the second in his trilogy, contains cartoon sketches of places he

has visited, with anecdotes of his time as mayor. All proceeds from sales of the book will go to local charities.

The presentation event, hosted in the staff restaurant (see the above photograph), was attended by over 50 local business people including several borough councillors and the new Farnham town manager **Keith Rogers**.



STORES AT LARGE

YOUR ACTIVITIES IN THE COMMUNITY

No business like shoe business

Burnley is one of the stores taking part in the shoe recycling scheme supported by the European Recycling Company Ltd. The aim of the scheme is to ship old shoes to third world countries where they can be reconditioned and reused.

As we buy around 260 million pairs of new footwear every year in the UK, the scheme is having to go hell for leather to keep up with all the discarded shoes which are being collected by stores taking part in the scheme. The two containers and special collection bag at **Burnley** were being mistaken as rubbish bins until deputy store manager **Tim Higgins** explained their true purpose to the local press.



Photo: Lancashire Evening Telegraph.

Photo: Eastern Counties Newspapers.



Sitting it out with the yellow peril

A charity event at **East Dereham Texas** involved a member of staff getting into a sticky situation. **Darren Dack**, warehouse assistant, volunteered to spend six hours in a bath of custard to raise funds for the Marie Curie Cancer Care organisation. The

store has a committee of staff who brainstorm novel ideas to raise funds for nominated charities.

Darren's effort was so popular that he is now planning to bathe in jelly to raise even more money!

LIFELINES

Hooked on rugby

Andrew Long, a student at **Talbot Heath** has made his international debut as a hooker for the England under 18 schools rugby team.

Andy, who has been playing rugby since the tender age of five, was selected for the team in March after six months of trials which ended in a pre-championship warm up win against Rosslyn Park XV.

He is currently completing his 'A' levels, and has worked in the grocery department at Talbot Heath for the last two years. Says **Liz South**, his personnel



Photo: Southern Newspapers, Evening Echo, Bournemouth.

manager, 'Andy is wonderfully enthusiastic. Because he has so much on his plate outside the store, we are supportive and flexible with his

working hours, and he returns the compliment. We are very proud of his achievements in the sporting field'.

Andy seems to be a man of many

talents: he also plays minor cricket for Dorset and Bournemouth in the Southern League. But rugby remains his first love.

PEOPLE



WEDDING

SAMANTHA STAMP, checkout/petrol assistant at **West Hove**, married BWS manager **ALAN MATTHEWS** on Easter Saturday, April 6. The couple met while working together 18 months ago. Many colleagues from the store joined in the celebrations at the reception.

LONG SERVICE

Employees who have completed 40 years' service: **DAVID FISHER**, driver, Charlton depot

Employees who have completed 25 years' service: **KATHY AUSTIN**, checkout/replenishment assistant, West Hove. **ARTHUR BIRD**, store manager, Bowthorpe. **DORIS ELLIS**, checkout/replenishment assistant, Wandsworth. **TOM FORTUNE**, returns department, Buntingford depot. **PETER HAWKINS**, grocery manager, Rayleigh Weir. **BARBARA HILL**, fresh food replenishment assistant, Worcester. **DAVE HOPKINS**, returns department, Basingstoke depot. **DOT HOWES**, checkout/replenishment assistant, Chichester. **JANE INGATE**, kiosk assistant, Colchester. **ANDREW NASH**, senior manager, Hoddesdon depot. **FRANCIS SMITH**, CDA,

Chesham. **GILL TAYLOR**, checkout/replenishment assistant, Winterstoke Road. **JOHN WARE**, warehouse assistant, Portsmouth.

RETIREMENTS

Length of service appears in brackets.

KEITH BENTON, warehouse-keeper, Basingstoke depot (24 years) **BARRY STANWAY**, senior steward, Basingstoke depot (28 years) **HELGA HALL**, senior systems assistant, Letchworth (32 years) **ANGUS MARTIN**, trolley collector, Southport (4 years) **PATRICIA CASSIDY**, replenishment assistant, Prestwich (15 Years) **PHILLIP METZGER**, hardware assistant, Cobham (4 years) **CHRISTINE SIMMONS**, cook, North Cheam (13 years) **BEATRICE CHAMPION** checkout/replenishment assistant, North Cheam (10 years) **STELLA GRIMSEY**, checkout/replenishment assistant, Reading (19 years) **JUNE CRYER**, remuneration and personnel policy, Blackfriars (18 years) **BRIAN EDWARD TIDD**, contract manager, Western regional office, Yate depot (26 years) **JOAN TANDY**, checkout/replenishment assistant, Beeston (16 years) **SHIRLEY COLLINS**, deli assistant, Beeston, (23 years) **JEAN TOMLINSON**, checkout/replenishment assistant, Beeston (25 years) **JOAN WHARMBY**, checkout/replenishment assistant, Beeston (25 years) **JOAN LAND**, area accounts clerk, Eastern regional office (7 years) **KATHLEEN TOMBS**, checkout/replenishment assistant, Swindon (18 years).

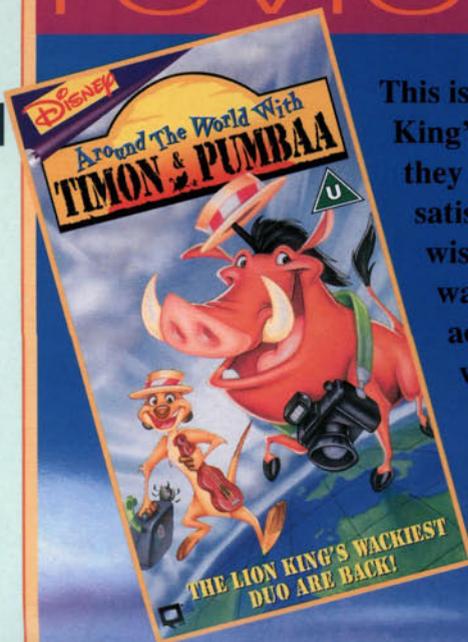
OBITUARY

Length of service appears in brackets.

RAYMOND BUCKLEY, the south west regional services manager, distribution, aged 50, died after a long illness on March 29. (25yrs). **DIANE BARNETSON**, checkout replenishment assistant at Warlingham, aged 50, died after a long illness on April 17. (2yrs).

SAINSBURY'S
s+u sound+vision

review



This issue we see the return of The Lion King's wackiest duo, Timon and Pumbaa as they search the world for the most gut satisfying bug. Follow the adventures of the wise-cracking meerkat and his trusty wart-hog friend. With the same voice actors as those in The Lion King, this video has a broad appeal for those who enjoy slapstick humour. It is a definite must for lovers of the blockbuster The Lion King. Now in stores.



© Disney



Wigan kiosk assistant **Paul Blundell** reviewed new release Walking Wounded by Everything but the Girl, released by Virgin:

'Although Everything But the Girl is not my type of music, I gave the CD a go and was in some ways surprised. The music is easy listening which has been influenced by house. I probably wouldn't buy the CD myself, but I would be tempted by the remix by Todd Terry. It's an album of intense beat driven songs.

The group have tried to redefine the Brazilian feel of their earlier work through drum and bass on songs such as Good Cop Bad Cop and Missing Today.

I really enjoyed Before Today and Single. A good buy if you're a fan of the group.'



COMPETITION • COMPETITION

Win George Michael's latest release, Fast Love, on CD single by filling in the coupon with the name of George's partner from the 1980s duo Wham. We have five of the CD singles to give away, one to each of the first five correct entries to be drawn on June 1 from the editor's

I ♥ Wham baseball cap.

George's Wham partner was:

FULL NAME

WORK LOCATION

CONTACT TEL NO

Send your entry, in an envelope marked Fast Love CD, to JS Journal, Stamford House, to arrive by May 31. Entrants must work for, or be veterans of, the Sainsbury Group. Only one entry form per person please.

New video releases for May include Men Behaving Badly series two part two, Star Trek Deep Space 9 vol 4-5, Star Trek Voyager vol 2-5 and vol 2-6, family favourite Free Willy 2, Dr Who (the re-make featuring Paul McGann), The Madness of King George, and Gulliver's travels.

Archives



JS's first computer on the 'launch pad' ready to be winched into Stamford House. These days you could get more bytes into the building by tucking a laptop under your arm.

It might have been a year or two before the sixties got really swinging, but 1961 did bring with it some out of this world experiences that would have made even the most far out flower power people look down to earth - the first manned space flights. It also marked JS's launch into the world of computers.

1 961 was the year in which spacemen became a reality. In April, Major Yuri Gagarin made the first manned orbit of the Earth. Less than a month later the Americans confirmed their equal status in the space race by launching Commander Alan Shepard into space.

The *JS Journal*, ever topical, published a feature about the challenges of eating 'Breakfast in Orbit'. It revealed that in a US Air Force space travel simulation each participant spent 'about three-quarters of his waking time discussing or arguing about how to get the best out of his food supply.' Given that the team's diet consisted largely of 'semi-fluids and pastes ... which can be squeezed out of collapsible tubes like toothpaste,' the five men must have had some exciting conversations.

The *Journal* also reported on major technological advances closer to home. A succession of articles heralded the arrival of JS's first computer. In March, the *Journal* visited the EMI works at Hayes, Middlesex, to see the final stages of the machine's construction. In April, it described the sealing of a room at head office to ensure that the computer was kept at the right temperature and humidity and to protect it from dust and insects, as 'bugs' would wreak havoc with delicate circuitry.

Finally, in June, the new machine arrived. The EMIDEC 1100 had been

ordered two years previously. It cost £250,000 and was somewhat less powerful than a modern laptop. It was winched by crane into Stamford House.

The EMIDEC was extremely advanced for its day. Its installation made JS the first food retailer to enter the computer age. As Graeme Nicholls, who had been recruited by JS to advise on the machine's purchase, recalls: 'It was only the sixth business computer in the country.'



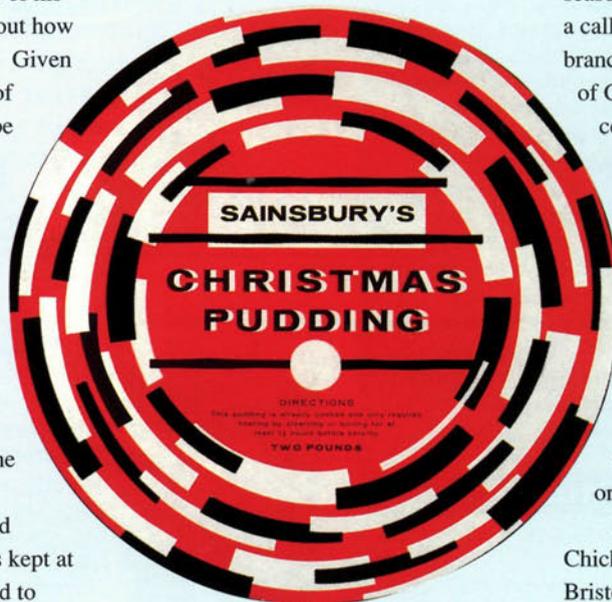
Chichester's cashiers, as featured in the November 1961 issue of the *Journal*.

began programming it for the stock control and ordering of non-perishables and 'we started with preserves and babyfoods, as these were free from the complexities of seasonal fluctuations. I remember receiving a call from the manager of the Southampton branch to say that he had received 50 cases of Greek honey, which was more than he could sell in a year. It took us 2,000 man-hours to find the programming error.'

Such glitches were an embarrassing occupational hazard, but the company was well aware that computers held the key to future expansion, liberating it from the constraints of manual calculations and ultimately allowing stores to take the initiative in product ordering.

New branches opened in 1961 included Chichester - the first to sell non-foods - and Bristol, at just over 10,000 sq ft, Britain's biggest food store. Eight months later this became the first self-service store to have an off-licence.

The first issue of Sainsbury's *Family* magazine was published on 18 September 1961. The editor, Marie-Jacqueline Lancaster wrote enthusiastically for *Journal* readers about the challenge of producing Britain's first general interest store-to-customer magazine. She added a footnote: 'PS - And, d'you know, it's a very odd thing, but whenever there's a telephone message from Blackfriars to ask if the teeniest weeniest bit here and there could be changed ... it's always about the feature that's just gone to press. Such an unlikely coincidence to happen again and again, don't you think? - ED.' 'Hmm', says the *Journal*.



The first own brand Christmas pudding appeared in 1961.

There were so few computer experts in those days that we all knew each other. When a job came up we used to ring each other up and ask "Which job are you going to apply for?"

Data processing manager at the time, Brian French, counselled *JS Journal* readers against the popular notion of a computer as an "electronic brain": 'It is, in reality, no more than a "moronic slave" - a very fast and accurate slave, but nevertheless a moron which will do nothing unless told exactly what to do.'

Graeme recalls that the EMIDEC was not always told to do the right thing. Work



Welwyn Garden City opened in the autumn of 1961.

WRITELINES



A customer at Heaton Park branch in Manchester snapped this wonderful picture during the BSE beef issue. From the horse's - sorry dog's - mouth?

STAFF SAFETY FIRST

John Worledge, veteran, Northampton

In answer to Mr Stuart Corder regarding my letter in the JS Journal on the move of JS into Northern Ireland: Mr Corder misinterpreted my reason for writing. I know that JS would be a great addition to Northern Island. My reason for writing was that I was very worried about the well-being of the staff in branches.

leaving the boy in the care of grandma. She told him that she was going shopping and he said 'I'll leave a note' and disappeared into the kitchen.

When he reappeared, she asked him what he had written. 'Oh, Mum called and we're going to Tesco', he replied. 'But we always go to Sainsbury's!' she reminded him. 'I know,' he said. 'But I can't spell Sainsbury's!'

MORE MAGAZINES?

Nigel Billinge, senior deputy in training, Bitterne:

Many of our competitors have free magazines which are either sent out to locals in the mail or are available free of charge to customers in store. Two of these competitors are Safeway and Asda. Asda have both a delivered newspaper and a free magazine in store.

The magazines contain

money-off coupons and information on store and company activities, recipes and promotions on branded and proprietary goods. For example in the Safeway magazine, a Taste of Safeway, there is an article on the Safeway ABC card, a double page feature on what the company does for mothers (a lead up to the Tommy's campaign) and up to £13 in money-off coupons.

In the Asda newspaper, Asda Price News, there are articles on Asda Computers Direct and the Asda healthy eating logo on Asda branded products, as well as a coupon for a free roll of Valentine wrapping paper for every £5 spent.

These magazines and newspapers hit the homes of customers from all stores and could entice a local JS shopper to try one of our competitors. I understand that Sainsbury's the Magazine is very successful and would not want to detract sales from this, but, as it is a quality magazine, any other free paper could complement it. Do we have any plans afoot to bring out a free magazine or newspaper?

Mike Conolly, director operational marketing replies:

I think Nigel Billinge has hit the nail on the head in his reference to the quality of our own magazine. This has been an outstanding success and is an important marketing tool for us. It gives us the opportunity to offer coupons to readers and, perhaps more importantly, reinforces our brand strengths as the source of good food and good food ideas. Set alongside our Magazine, our competitors' offerings lack quality and authority, so I'm sure we would not want to go down the road of a cheap and not very cheerful freebie. I do accept that there is a need to make our customers aware of the strength of our offers. This is the prime function of the flyers that are handed out by the greeters. There may well be other uses for these flyers, particularly in areas where we need to give additional local support to stores which are struggling to build up trade. This is currently being investigated.



Ron Williams, customer, Warringham

I thought you may be interested in the enclosed print. It was taken the evening before your store in Warringham opened.

Seems that this store was blessed from the start and I know from living opposite that it does a roaring trade.'

POWER TO THE PEOPLE

Pitsea staff are promoting energy awareness in their store with the help of this poem:

Please spare one minute before you bin it
We can all save power
If we reduce for one hour
So when it's sunny
Let's save money
Is it necessary, do we need it?
Electricity costs money to feed it!
Energy is becoming rare
So don't leave it to others, that's not fair.
So come on now, let's all do our share
Let us show we really care
There's a lesson we can learn
It's our money that we burn
If we're careful and we can hack it
It gets returned in our wage packet
We don't pay the bill, so why do we care
Oh yes we do from our profit share!

ROYAL SERVICE

Elizabeth Hewitt, customer, Potters Bar

I write with pleasure to make you aware of the kindness of a member of your staff - cashier Lynn Robson.

Earlier this week I was searching for an outdated copy of the Daily Telegraph in order to take the coupon for the Royal Magazine. This member of staff, after trying to find a copy at your news counter asked me for my address so if she could obtain one she would bring it to me. And this she did. She brought it to me in the pouring rain on Friday evening. I give my thanks to this lady and compliment you on your staff.

TAKE NOTE

Gareth Williams, business analyst, Blackfriars

Relatives arrived next door to a loyal JS shopper and her son went to play with the Dalmatian they had brought with them. The time came to do the family shopping and his mother called for him. She found that most of the family had gone out,

Mrs P Vallon, customer, Heaton Park

May I extend a most sincere thank you for the kindness and depth of interest shown by a member of your management, namely Naomi Martell. This does not mean that any other member of your staff is lacking in courteousness.

It is the attentiveness of such members of your staff that draws a customer such as myself to your store. Even though my husband and I are only pensioners, shopping at your store is most pleasurable.

IN PRAISE OF KINDNESS

Malcolm White, customer, Harrogate

On Thursday April 4 my wife and I travelled through to Harrogate. We do this frequently and always make a point of visiting Sainsbury's with its facilities and excellent range of goods.

Unfortunately my wife became separated from me and became unwell and distressed - she had only recently had an operation and was not fully recovered. However she was quickly attended to by Tina from customer services who made her comfortable, gave her a cup of tea and kept me informed whilst I was checking our goods.

As an ex-manager myself I know the importance of good customer relations and I feel that Tina should be given a pat on the back for a job well done. She is a credit to Sainsbury's and I would ask you to thank her on my behalf.

Helen Gardner, customer, Canterbury

As a long term and regular customer, I have been using your Canterbury branch ever since it opened in the early eighties. I find your prices competitive and the choice of produce varied.

My reason for writing is to congratulate you on having the friendliest and most helpful staff possible! The chaps who help with the trolleys are very polite and do as much as they can. The staff who fill up the shelves are always cheerful and obliging. The checkout ladies (and men) are the best that you could ask for; they always ask how you are and do their utmost to help.

However, the ladies on the deli counter, well they are just super and you should be especially proud of them. Ever since my daughter was born, two and a half years ago it has been like being with old friends when I visit their counter. Most of the staff know Charlotte by name - they are very kind and sweet to her as they have seen her growing up from a little angel to a bigger monster. But they are all so very tolerant and understanding with her.

All in all you should be very pleased and proud of them, as they turn a daily chore into a pleasant outing for my daughter and myself.

Garfield Morris, customer, Swansea

My late wife and I have been customers of your store since it first opened. The ladies of your delicatessen counter have always been polite and courteous and very efficient when attending to our needs. Eighteen months ago my wife was diagnosed with cancer.

Upon hearing of this, these ladies made a fuss of my wife whenever we came to your store, this helped keep her spirits up. They would make a point of looking for her and if she wasn't with me always asking after her. If they saw me first I would be asked "Where is she?" "How is she?" then they would see her and they would make a fuss of her. Their attention and kindness helped her and myself through a very stressful time.

This sympathy, kindness and compassion showed itself even further when they found out my wife had passed away on January 25. It was so nice to receive a card of sympathy from the staff of the deli counter. Those lovely ladies. And on the day of her funeral to see two of these ladies (those that were able to attend) in the congregation at St Mary's Church meant a lot to me. My wife would have been so pleased.

It is nice to know that we were not just a face across the counter, especially this very busy one. I found it very comforting that these lovely ladies showed so very much compassion helping me through a very difficult time. Thank you again.

CHECKOUTS ON THE MOVE

Peter York, evening shift, Beckenham

Hand held scanners have been tried in one of our competitors' stores. I would like to offer an idea as to how I think we might benefit from them. Scanner teams could be set up comprising two people each. Their equipment would consist of one empty shopping trolley and shopping basket, a stock of carrier bags, two types of elastic edged plastic covers to fit over either trolleys or baskets (one of each), a set of numbered tickets, and of course their scanner. A clip-on tray attached to the trolley could carry the equipment. A sign saying mobile checkout on a pole about 120 cm tall to be visible would be attached to the trolley. The team could operate anywhere in the store as conditions dictated.

One team member would scan goods from customers' baskets or trolleys; the other team member would pack them into carrier bags and place them in the empty basket or trolley. Goods needing to be weighed would be kept separate. When all the goods have been transferred into the team's trolley, the equipment would be transferred to the customer's now empty trolley. There would have to be special tills and weighing scales set up away from the main checkout areas where the till trained member will take the customer and any goods to be weighed to finalise the transaction. Meanwhile, the other team member will stay with the shopping and ensure that no-one tampers with it by putting the cover over the trolley.

Should there be other customers waiting, the numbered tickets would be issued in the hope of keeping an orderly queue. Once the transaction is completed the shopping could be taken by the non till-trained team member to the outside of the store, maybe even to the customer's car if there is time. The cover would then be removed and brought back for re-use.

The extra tills wouldn't take up half the room of normal tills. Wouldn't it be a good advertising slogan to be able to say that 'Our checkouts go all around our stores'. Imagine how many more customers this system would attract during the Christmas period. And how many more we could keep throughout the year due to faster turn round times.

Hamish Elvidge, director branch services, replies:

This idea from Peter York relates quite directly with our Scanhead system which has been trialled in Kingston and Staines.

This operation involves a member of staff approaching customers who are approaching the checkouts and offering the facility to scan their goods ahead by using a hand held scanner.

This involves scanning each item into a carrier bag and then attaching a 2D bar code to the bag. This bag may contain perhaps eleven or twelve items and the 2D bar code is scanned at the checkout with a hand held scanner.

The checkout automatically records the contents and therefore all the itemising time using the scanner is saved.

I am very enthusiastic about the opportunities that this technology will provide in improving our service and we will be testing out this technology in a number of other store sizes and types.

In addition, we are keen to identify new opportunities to use the technology on the shop floor, although the logistics of this will be more complicated. Peter's idea is clearly very much in line with our thinking and we are keen to take advantage of these ideas. Watch this space.

Expanding the Arts arena

The worlds of painting, music and acting are all expanding thanks to the fourth year of the Sainsbury's Pictures for Schools Programme, the company's brand new sponsorship of county youth orchestras, and the innovative use of a theatre company to teach communication skills to JS staff.

Sainsbury's launched its newest arts sponsorship programme, the Sainsbury's County Youth Orchestra Series, at a concert in the Royal Albert Hall last month.

Hosting the concert performance of the Verdi Requiem were the recipients of the first sponsorship, the Berkshire Young Musicians Trust. The concert brought together instrumentalists and singers from the trust, as well as school choirs and choral societies from the wider community of Berkshire. In all there were over 900 voices.



Berkshire's young cellists.

Principal of the trust, David Marcou says, 'We are indebted to Sainsbury's for generously sponsoring this performance, the first concert in the new County Youth Orchestra Series. For many years the Sainsbury name has been synonymous with support of the arts and of young people - a role model for many other institutions.'

He added that the value of participating in such an event could not be overstated. 'Taking part develops such qualities as motivation and self-confidence, discipline and trust, concentration and tolerance. In short, this concert is an affirmation of our belief that music is not an optional extra but an essential ingredient in our continuous growth as human beings.'



Lord Sainsbury (centre) with David Marcou, trust principal, (left) and finance manager David Rugg.

Marah Winn-Moon, arts sponsorship executive, says, 'Sainsbury's has been developing its arts sponsorship programme since 1981. It is committed to supporting the areas of the country in which it trades, investing in arts activities in the communities from which it draws its customers, thereby providing access to the arts for all people of all ages.'

'Through Sainsbury's County Youth Orchestra Series we are able to support some of the best young amateur music making in the country.'



The horns.



One of the company's most popular arts sponsorship programmes, Sainsbury's Pictures for Schools, is now entering its fourth year.

In this year's programme, six works have been selected to be made into high quality prints which will then be mounted in oak frames and presented to 1,100 schools. Making the selection for 1996's pictures is Tim Clifford, director, National Galleries of Scotland.



Tim Clifford

'Choosing this year's paintings was a delightful task,' says Tim. 'What concerns me is that children in Britain should grow up with a sound understanding not only of the great Old Masters, but of fine paintings from all periods.'

Tim's chosen pictures range from the 15th century to the early 20th century and cover a variety of subjects and styles. The selection consists of Antonio Pisanello's *The Vision of St Eustace*, Nicolas Poussin's *The Triumph of David*, Sir Anthony Van Dyck's *Princess Elizabeth and Princess Anne*, George Stubbs's *Cheetah and Stag with Two Indians*, Henri Matisse's *The Painting Lesson*, and Max Ernst's *Celebes*.

'All are celebrated masterpieces by the artists concerned with perhaps the single exception of Van Dyck's portrait of *Princess Elizabeth and Princess Anne*,' explains Tim. 'I have tried to spread my choice from collections across the country and hope that it will provide a stimulus for children to enjoy paintings and encourage them to visit the galleries and see the paintings in the flesh.'

Every JS supermarket in the country has chosen up to three secondary schools to take part in this year's scheme. In the first year of the scheme 750 schools were involved. This year will see almost 1,100 taking part.

JS joint president, Lord Sainsbury of Preston Candover KG, says, 'Tim Clifford has made a marvellous selection and I feel sure all will enjoy and be inspired by his choice. Feedback from schools shows that the pictures have not only contributed greatly to each school's environment, but have also been seized upon and used as curricular resource material for many different subjects. Most important of all is that the pictures are helping to introduce the richness and excitement of great art to a new generation.'



Nicolas Poussin's *The Triumph of David*.

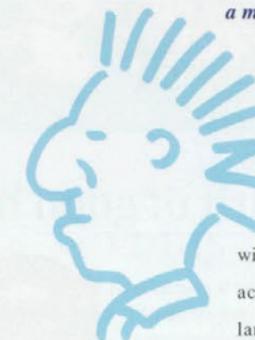


Sir Anthony Van Dyck's *Princess Elizabeth and Princess Anne*.



Antonio Pisanello's *The Vision of St Eustace*.

Proving that all the world can be a stage, Fairfield Park store was the scene last month of some Oscar-standard acting during a communications skills workshop run by the Trestle Theatre Company, a masked theatre group.



To develop the communication skills of those taking part in the workshop, Trestle's Amanda Wilsher asked them to convey the character of the mask they were wearing without using speech. This obliged participants to act as if happy or angry by using only body language and, consequently, made them more sensitive to the physical signs which accompany any attitude which could be adopted by customers or colleagues.

By improvising confrontations, the workshop also explored ways in which staff could communicate more responsively with irate or sensitive people, and take control of a difficult situation.

Commenting on the course, manager of Fairfield Park, Mark Toseland, says, 'Even though the workshop aims at improving our communication skills, it is invaluable in allowing staff to get to know each other better, and as they are all new to this form of workshop they are able to bond on an equal footing.'



(left to right): Gavin Coleman, trainee manager, Lis Jennings, senior checkout supervisor, Amanda Hooks, chief display assistant, and Jacqui Bartram, chief display assistant.



NEW LINES



Something special with seafood



The delicious and exclusive Speciality Seafood range of fresh fish dishes, ideal for special occasions and entertaining, has made its debut in only a few selected stores across the country.

The range, displayed in the chilled fish counter, includes 14 dishes with lobster, crab, prawns, mussels

and salmon, ready prepared for serving hot or cold.

Highlights are the freshly cooked whole lobster at £11.99 for 160g, or a luxury dressed crab, 170g, consisting of two crab shells filled with fresh crab meat and egg mayonnaise, £3.99. The smoked salmon and prawn triangle is 315g and costs £4.95. The mussels in the range come from the shores of New Zealand and the green lip mussels come ready prepared in garlic butter, 240g at £2.45.

For those wanting to try a bit of everything is the Sainsbury's Fruits de Mer Platter consisting of lobster, cooked langoustine, green lip mussels, winkles, shell-on prawns and crevettes, 560g for £5.99. AVAILABLE IN SELECTED STORES.

Spirit of good housekeeping

Perfect for any cook planning a special dish is the new range of Spirits for Cooking.

JS French Brandy, JS AVOC Calvados and JS Dark Rum come in conveniently small bottles for cooks who may only want to use the spirit once or twice and wish to save the expense of investing in a large bottle. All three varieties sell at £3.99 for 20cl. AVAILABLE IN MOST STORES.



Following in the success of the 1995 vintage, Sainsbury's has upgraded its range of wines from the middle Loire. Renowned

winemaker Jacques Lurton has helped produce the following wines: Rose d'Anjou, £3.75, Cabernet Rose de Loire £3.99, Chenin Blanc and Vin de Pays du Jardin de la France £3.89, Sauvignon Blanc and Vin de Pays du Jardin de la France £3.99. AVAILABLE IN MOST STORES.

Stuffed crust now in store

Sainsbury's is the market leader in chilled pizzas and has developed the market further by launching a new range of fresh stuffed crust pizzas – the first in the UK retail market.

The pizzas have a crust filled with a tasty mixture of melted Mozzarella and Cheddar cheese. There are two topping varieties: Smoked Ham and Three Cheeses with Pineapple, or Vintage Cheddar Cheese and Tomato. The pizzas cost £3.49 and £3.29 respectively. AVAILABLE IN 140 STORES.



Marinades to make your mouth water



This year, the meat, poultry and fish departments are together launching the best and most delicious range of products for summer, all of which can be cooked on a barbecue.

The range, split into four areas, TexMex, Oriental, Mediterranean and Indian, comprises no less than 73 lines – 56 fresh, 8 frozen and 9 available only from service counters.

To complement these products is a new range of marinades, sauces, relishes and dressings: JS American Marinade (£1.59) and JS Marinade (£1.39) are ideal for any meat.

To launch the Summer Eating range the *Journal* is holding a competition offering as first prize a Homebase Popular Gas Barbecue which retails at £89.99. Ten runners up will each receive a barbecue cookbook.



Head for celebrity status

Buyers teamed up with celebrity hair salon Michaeljohn to create Sainsbury's exclusive range of designer hair products.

Used in Michaeljohn salons on celebrities such as Emma Forbes and Patsy Kensit, the formulations make up the range of 11 products: four shampoos, two conditioners, two intensive treatments and three styling aids.

With products such as Tea Tree shampoo for flaky scalp problems, No More Frizz! Shampoo for sleeker looking hair, and Hair Thickening Shampoo and Anti-static Detangling Conditioner to add volume,

the range offers solutions for every hair and scalp problem. Products are all £2.99 except the intensive treatment sachets which are £1.35. AVAILABLE IN LARGER STORES.



Refreshing news

Just in time for summer is a refreshing new range of three traditional drinks from the dairy buying department.

The fresh fruit range, comprising Cranberry & Raspberry, Lemon Iced Tea, and Ginger Beer, are ideal for the whole family. The Ginger Beer contains real ginger and the Lemon Ice Tea real lemon, rather than extracts. They sell for 99p. AVAILABLE IN MOST STORES.



Home and dry

The Sainsbury's Ready to Eat Dried Fruit range has been relaunched and now boasts seven different varieties with new and exclusive packaging which is easier to open, resealable and has a base allowing the product to stand upright.

The range consists of Apricots, 250g for £1.29 and 500g for £2.29; Prunes, 250g for £1.19 and 500g for £2.15; Figs, 250g for 89p; Pears, Peaches, Papaya, and Pineapple each 250g for £1.39.

Dried fruit is the ideal snack food and is also great for baking and home cooking. AVAILABLE IN MOST STORES.



JS Journal barbecue COMPETITION

To enter the competition simply answer the two questions below and send your entries to *JS Journal Barbecue Competition*, Stamford House, Stamford Street, London SE1 9LL. Closing date: June 21.

1. What are the four themes for the Summer Eating meat, fish and poultry lines this year?
2. What is the total number of lines being launched?

Name _____

Job title _____

Work location _____

Contact tel. no. _____

The Journal's great New Lines giveaway

Name _____

Job title _____

Work location _____

Contact tel. no. _____

If you would like to sample some dried fruit write to **Journal Giveaways, JS Journal**, Stamford House, Stamford Street, London SE1 9LL.