

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

Journal

NOVEMBER ISSUE
1993



Big appetite for Savacentre's tenth store



SHAW'S SPECIAL

- Report from New England
- Win a holiday in Boston

INTERIM RESULTS

FRONTLINE



COVER STORY

DESPERATE DAN WAS ONE OF THE SPECIAL GUESTS AT THE OPENING OF SAVACENTRE'S TENTH HYPERMARKET AT BECKTON P10/11.

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EDITOR
YVONNE BURKE

ASSISTANT EDITOR
ANDY SZEBENI

EDITORIAL
ASSISTANT
KERRY COHEN

DESIGN
HELEN JONES

PRINTING
GREENSHIRES PRINT LTD

JS JOURNAL
J SAINSBURY PLC
STAMFORD HOUSE
STAMFORD STREET
LONDON SE1 9LL
TEL: 071-921 6660

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There's no business like our business

Food retailing is certainly a dynamic market. It's little wonder some staff say working at Sainsbury's is like being in show business. Bums on seats or trolleys down aisles, it's all about putting on a good show and giving value for money.

There's been plenty of song

and dance lately. New players are coming in and our performance is becoming even more of an attraction. Check out the interim results opposite and turn to page 12 to learn more about the new kids on the block - discounters and warehouse clubs.

It's Shaw's which really steals the limelight in this issue. As well as devoting the centre eight pages to developments in New England, we are offering a holiday in Boston to be won on page 21, and the Archives on page 32 gives a history of our North American company.



OPPORTUNITY 2000

Women are the winners

JS celebrated the second anniversary of the launch of Opportunity 2000 - the organisation that promotes women's role in business - with a magnificent seven successes in the Winning Women Awards on November 2.

Forty finalists from 13 companies were selected for the awards at the lunch and 20 were declared the Winning Women for 1993. Seven of the winners were from JS.

Sainsbury's sponsored the Opportunity 2000 second anniversary event at The Brewery Conference Centre in London on November 1, where chairman David Sainsbury made the keynote speech. Proof of the success of the organisation, which now has 216 members, is that women at Sainsbury's made up 15 per cent of middle management two years ago - now the figure is 20 per cent.

A press lunch on October 20 brought together journalists from national papers and magazines to meet three JS success stories from Opportunity 2000. They had a chance to speak to Christine Reid, transport manager at Buntingford depot (*JS Journal*, July

1993), Lynn Walford, King's Heath part-time restaurant assistant, and Ann Thomas, Purley Way senior deputy manager. Ann was featured in both the *Financial Times* and *The Guardian* for her achievements while on the Career Bridge scheme.



Winning women finalists, standing l to r: Heather Hailstone, Maureen Dunn, Jayn Gilbert, Alison Austin, Marion Archer and Claire Gordon-Brown. Seated l to r: Penny Manuel, Christine Reid, Lynn Blethyn and Lesley Portus.

Essential for the essentials

SAINSBURY'S
Fabric Conditioner
2 litre

Essential LOW PRICE 99p
49.5p per litre

JS goes on the offensive with a new price promotion.

JS launched a new promotional campaign on October 31. The Essential for the essentials programme involves the reduction of prices on around 300 key own brand lines which together account for about 10 per cent of turnover. Commented the chairman: 'Essential for the essentials is designed

to strengthen the price leadership of our existing own brand products. With more and more of our competitors emphasising tertiary brands and generic ranges at the expense of quality products, we believe we have a unique opportunity to reinforce the value of our own brand.

'Over the last year we have been experimenting with proprietary lines which provide low prices but only basic quality. These have generally not

sold well, and our customers have been telling us that they want both quality and price. So we are systematically withdrawing most tertiary brands, and we are strengthening the price competitiveness of our existing own brand products. We have no intention of introducing a range of basic own brand products along the lines adopted by some of our competitors.

HEADLINES

Half year results

Chairman David Sainsbury announced the company's interim results on November 3.

Highlights were:

- ▶ group sales increase by 10.9% to £5.9 billion.
- ▶ market share of UK supermarkets and hypermarkets up 0.4% to 11.4%.
- ▶ supermarket operating profit up 13.3%.
- ▶ Savacentre, Homebase and Shaw's operating profit increases by 28.7% to £47.7 million.
- ▶ Fully diluted earnings per share up 9%, an increase of 7.5% in real terms.

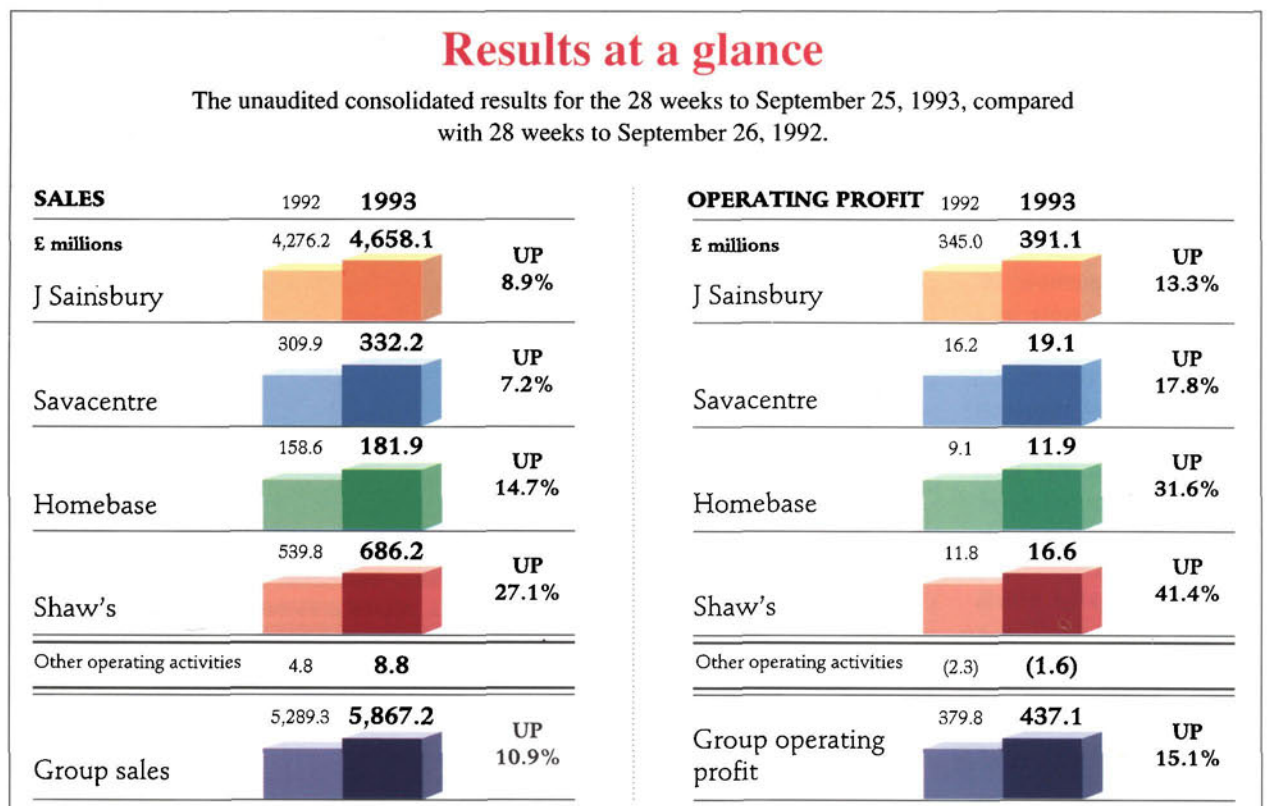


Chairman David Sainsbury pictured outside the new Beckton Savacentre.

The chairman commented: 'In highly competitive markets we have achieved very satisfactory results due to the quality and price competitiveness of our products, and tight cost control. All parts of the Group have contributed to the excellent increase of 15.1% in group operating profit. We are continuing to invest successfully, both in new supermarkets and in the expansion of our subsidiaries.'

Looking to the remainder of the year, the chairman said: 'Sales growth in the second half has generally been in line with the first half trend.' And he outlined the company strategy:

- We are determined to enhance the quality and value provided by the Sainsbury brand. Recent events have provided us with a clear opportunity to strengthen our position.
- Investing wisely in new stores and systems.
- Pursuing further improvements in operating efficiency and service.
- Expanding the activities of our subsidiaries and raising the standards of their performance.



Sound bites

(taken from the chairman's statement)

'We have the strongest franchise in the food retail sector, the best store portfolio and a strong platform of diversified activities. We are determined to make these advantages deliver performance.'

J SAINSBURY

Average transaction size grew by almost 1% in real terms. Sales in stores not subject to impacts from new Sainsbury openings increased by 3%. The level of impact from competitors' openings was significantly down on last year and we continued to see little effect from the opening of discount stores.

Savacentre

Operating profit benefited not only from tight cost control but also an improvement in gross margin due to the higher participation of non food sales.

HOMEBASE

Excellent results are particularly impressive when compared with the performance of other DIY operators where the norm appears to be declining profit or a loss making position.

Sales growth was supported by keen promotional programmes and the Spend and Save loyalty scheme which now has over 1.5 million cardholders.

shaws

Gross margins and operating costs were well controlled and helped to increase operating profit. This increase would have been significantly higher but for a substantial rise in healthcare costs - a familiar problem for US businesses at present.

HEADLINES

Traditional beef tops the field



Robin Tapper (far left), head of fresh meat buying, with representatives from Partnership in Livestock.

Sainsbury's Traditional Beef has won a major award for helping to reduce the food trade gap.

Its producers, Anglo Beef Processors (ABP), picked up the award in the Best Market Planning category of the ADAS/Sunday Telegraph Food Marketing Awards, held on October 14.

The awards aim to make a contribution to cutting Britain's £6 billion food trade deficit.

ABP have joined with Sainsbury's in the Partnership in Livestock scheme to become the first and biggest

organisation to make matured beef available in large quantities throughout a British supermarket group. The 400 producers in the partnership use the most practical and natural farming methods.

Another Sainsbury supplier received an award in the Producers category. Peter Elliot supplies domestically produced wild strawberries, a market previously dominated by French imports.

That's Life!

Employees of JS, Savacentre and Homebase, and their family members over 14 years of age, are invited to studio recordings of the BBC Television programme *That's Life!*

The recordings will take place at BBC Television Centre (opposite White City tube station), Wood Lane, London W12, between 7.15pm and 9.00pm on Fridays from January 14 to July 1, 1994.

For complimentary tickets, call Zoë Taylor, production secretary, on 081 752 5912.

Lovely manoeuvres

Buntingford depot swept the board at the 40th Lorry Driver of the Year Competition on September 19. Dave Lyne was truly on a roll as he took the Overall Championship, his Class Championship, the Best Articulated Driver Award and the trophy for Best Manoeuvres.

Buntingford also took the Team Championship with the help of Chris

Fry's third position in his class, Des Matthews' fifth and Travers Ward's commendable 15th in his first championships. Says Dave, 'We were well prepared for the competition: I've spent 14 years driving, four consecutive years entering this competition and the team spent three days practising on Bourne airfield in Cambridgeshire'.



L to r: John Wells, deputy president of the Lorry Driver of the Year Association; Mike Billingham, president of the United Road Transport Union, and Dave Lyne.

Jayn makes the grade



Jayn Gilbert.

Jayn Gilbert has become the first woman of the seven graduates to qualify under the Sainsbury's Management MBA scheme. She is also only the second to attain her certificate with distinction.

She was congratulated by marketing director Robin Whitbread at a reception on September 23 when she explained: 'Doing this MBA has been a great experience, if hard work. I have made a lot of new friends across Sainsbury's while doing my projects and these contacts have turned out to be very helpful in my new job in environment affairs.'



Savings-Related Share Option Scheme

On November 5, the company again offered eligible employees an opportunity to join the Savings-Related Share Option Scheme.

Over 19,000 group employees are currently saving more than £15 million a year for over 32 million shares. This year the savings limits have

been raised to **£200 per month** for employees working 16 hours per week or more and **£80 per month** for those working less than 16 hours per week.

A Save As You Earn account is opened with either the National Westminster Bank or the Halifax Building Society for a five year period. At the end of this time all contributions will be refunded together with a tax-free bonus of nine months' payments. This money can then be used to purchase JS shares at the original option price - at a discount of 20 per cent on the market price at the time of the offer.

If, during the next five years, the share price increases, option holders could make a substantial gain. If, however, the share price falls, savers may allow their options to lapse and take their savings plus bonus as a cash refund.

The board has set aside nine million shares to be put under option. If the offer is oversubscribed, applications will be scaled down on a pro-rata basis.

Application forms are available until **November 19** from your personnel manager or the company secretary's office at Blackfriars.

Cool man Peter goes to the Palace

Peter Cooper went to the Palace to see the Queen on October 12 to receive his OBE medal.

We announced in the July *JS Journal* that Peter had been included in the Queen's birthday honours for his international work on the reduction of CFCs in refrigeration equipment.

At a reception in Stamford House following the ceremony, chairman David Sainsbury congratulated Peter and his family. Director of construction and engineering, Peter Ibbotson, thanked him for his contribution to Sainsbury's. In reply, Peter Cooper said, 'This honour would not have been possible without my wife behind me all the way for the last 40 years, and JS's dedication in allowing me the time to engage in my projects in the field of refrigeration.'



Peter Ibbotson (left) with Peter Cooper and his OBE medal.

News in brief

M&S announced an increase in pre-tax profits of 21% for the half year to £308 million on the same day Sainsbury's announced its interims. Sir Richard Greenbury, chairman of the groceries to textiles stores, attributed the 'strong profit increase' to 'the virtuous circle of higher sales through lower margins.'

William Morrison, the Bradford-based supermarket with 63 stores, showed a 5.5% rise in profits to £38.2m in its latest half year.

A selected range of items in Sainsbury's own brand of clothing, Lifestyle, has just been introduced into four JS stores. The range has been available in Savacentre stores for nearly three years. Now Stevenage, Springfield, Stanway and Chase Lane supermarkets offer a selection of men's and ladies' underwear, t-shirts and jumpers at competitive prices.

BBC Crimewatch has filmed reconstructions at JS stores twice in the last month. Putney's Lisa Faure, checkout assistant, helped in the dramatisation

of the movements of a shopper who was later attacked in Earl's Court. Wimbledon branch's car park also featured in the reconstruction of an assault, recorded in October.

All the returns are now in from the smoking survey conducted through October. The deadline was November 6 for staff to register their support or disapproval for their branch becoming a no-smoking environment. If the confidential ballot reveals over 50 per cent support, the store will permanently ban smoking; if not, they will be rebaloted each year. Results will be announced in the new year.

Children in Need is with us again and culminates on November 26. JS hopes this year's efforts will bring the total raised over the last three years to over £1 million. This year, the Radio 2 Roadshow will be visiting stores with the most original fundraising capers. A bumper employee lucky draw will offer a dozen glittering prizes, including holidays, a gold watch and theatre tickets.

APPOINTMENTS

Finance

In autumn 1994, BERNARD WILLIS, currently Savacentre finance and systems director, will succeed ALEC FRY, who retires as chief accountant. Bernard will become financial controller, reporting to finance director Rosemary Thorne. From November 22 he will be managing the new Genesis project until taking up his new appointment as financial controller. EDWARD BONNER succeeds him at Savacentre. CHRIS GRANVILLE replaces Edward Bonner as head of retail financial control, reporting to board director Hamish Elvidge.

CHRIS BAKER takes up the new senior management position of manager, labour methods and systems, reporting to Hamish Elvidge. Chris will be responsible for retail methods studies,

Improvement of labour performance through a number of programmes such as STAR, and the development of retail labour management systems. COLIN SWANSTON is promoted to succeed Chris.

Branch security

PETER GUILDFORD assumes the new position of senior manager, retail loss prevention, reporting to Trefor Hales. Peter will be responsible for the first stages of moving the current focus of the branch security department to the wider field of loss prevention. At the end of the year he will transfer to district manager on the Northern area.

Logistics

The supply logistics department is to change its name to the corporate

logistics department in line with the following appointments:

BHARAT POPAT is promoted to senior manager from SCION project manager. He will oversee the implementation of that project as well as becoming responsible for logistics analysts concerned with depot stock. In Autumn 1994, Bharat will also take responsibility for corporate data control, EDI and trading data security upon TED GLENDINNING's retirement.

JUSTIN SUTER becomes logistics control manager on January 10, adding distribution control to his current responsibilities.

RICHARD BROWN becomes senior systems manager, corporate logistics and STEVE BURGESS transfers to senior manager, technical projects ISD.

Nice one Tommy



Coronation Street's Tommy Duckworth may not have had his mum and dad to help him celebrate his first birthday, but grandma Vera knew how to make the event really special. She bought him a Sainsbury's exclusive Jane Asher number cake - which, we can be sure, was not purchased from Betterbuys!

WRITELINES

*P'enfuit la lettre
nous auons ceste singu
que la vertu lance quelque
deur en l'entendement de t
x qui ne la suyuent ne lai*

RECRUITS MEASURED UP

Mrs L Waters, wife of veteran

I had to smile having seen in the July JS Journal the advert for 'Are you a retail manager?' in which they want to know if you have two A' Levels and three GCSEs, two in Maths and English. So different from when my husband joined the firm in 1926 when all the adverts asked for were: 'Tall, well educated youths'.

ALL SHAPES AND SIZES

Rosemary Smith, Poole

Has this, from the *Bournemouth Evening Echo*, something to do with Little and Large perhaps?

Special offers

SPECIAL offers at Sainsbury's include 80 p off Grade A fresh chickens in 2lb 14 oz and 4lb 8oz sizes, and 50 p a lb off fresh top rump steak and mice.

JS white potatoes are down by 55p to 99p per five kg bag and there is £2 off a 12-pack of Stella Artois.

JANE'S BIG PRODUCTION LINE

Gaynor John, section manager, customer service, Swansea

We recently had an elderly lady in our branch at Swansea, who was very impressed with our range of Jane Asher cakes. She commented on how nice they all looked and then said, quite seriously, 'I don't know how Jane Asher finds the time to bake all these cakes. She's an actress as well, you know.'

I didn't have the heart to disillusion her.

PREDICTING DANGER?

K Gaved, Homebase veteran

I received my August/September Journal and was disappointed to see the article on The Astrological Cookbook.

I am saddened that JS has linked themselves to a very doubtful philosophy - that of Astrology. Reading the stars - seen by many as a harmless pastime - can in fact lead participants into a very dangerous world.

As a long-time former employee and practising Christian, I would ask the directors to think again, and disengage the company from this project.

Wendy Godfrey, senior manager, consumer public relations, replies:

Most women's magazines and many newspapers carry an astrological forecast which we know, from research, is a popular feature. When we received the idea for this book we thought that it would be a different and lighthearted angle on cookery - certainly not dangerous. This attractively presented book has proved very popular from the cookery and the novelty points of view and we will continue to sell it as long as it remains a best selling title.

HOW WILL HOMELESS BE CHOSEN?

JJ, Ilford

I was reading the article in my father's Journal about the homeless project you are setting up in South-wark.

It struck my heart because I have lived on the streets myself and know what it's all about. I thought it was an excellent project. But are the right people going to make it through the doors - people who are in complete discipline and are willing to try and make it work?

Eric Nicholls, community investment manager,

replies:

The Gateway project is a partnership between The Peabody Trust, Look Ahead Housing Association, Grand Met. Trust and the London Enterprise Agency.

The people who will be given the opportunity to be on the programme will have been closely vetted, 30 per cent coming from clearing houses and 70 per cent from short stay hostels.

All those recommended will be interviewed at the Gateway Partnership by experienced trainers and they will need to be in the 18-25 age group, having a housing need and a commitment to turn the training into jobs.

STAFF HAVE THEIR SAY

Staff Council members, Perton

You may be interested in an idea our branch manager implemented some time ago.

He set up a Staff Council which consists of the branch manager, branch personnel manager, customer service manager, store instructor and four elected members of staff, including a student. It meets quarterly to discuss problems and ideas put forward by staff. Minor problems have been solved and ideas implemented.

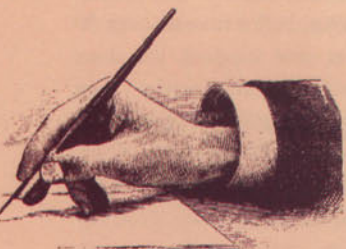
SMALL STORES WANT LOYALTY TOO

Julie Matchett, newspaper assistant, Bracknell

Why are the loyalty campaigns, like the new SaverCard and, before that, the JS Stamp Card, always in the bigger branches? We at Bracknell are trying to keep our customers and stay open. Why can't we have something like this at smaller branches please?

Anthony Rees, departmental director, marketing, replies:

Loyalty promotions are agreed, on a priority basis, between the advertising department and area



QUEEN'S SHILLING WENT A BIT FURTHER

Maureen Sampson, Worcester

This picture was taken at an exhibition close to Windsor Great Park.



Daniel Parsons knows what he likes at seven months.

WHO NEEDS POSTMAN PAT?

Lauren Parsons, on career break from customer services, Blackfriars

As you can see, the JS Journal is very well read in our house!

directors at six monthly meetings. Inevitably, activity is restricted by available budgets. The new electronic Savercard being trialled at Bagshot Road, Bracknell, requires the release of ICL5 software; this is currently only available at certain branches, some of which are also being considered for the experimental trial of this type of promotion.

Where possible, we attempt to link high street and edge-of-town stores in joint promotions but, given the system constraints, it was not possible to do this for the Savercard promotion.

WE PLOUGH THE FIELDS AND GO SHOPPING

Joan Vidler, retired director's secretary

I thought you might be amused to see the verse which the congregation of Peckham Rye Baptist Tabernacle was asked to sing instead of the middle verse of the hymn 'we plough the fields and scatter'. It is a novel way to advertise JS don't you think?

*We get our food from Sainsbury's
We go there in the car,
We rarely see a farmer's field,
We rarely go that far.
We get meat from the freezer,
The prices have gone down,
But our Lord God is master,
Of country and of town.
All good gifts...*

WIDE EXPANSE IN CANADA

Vanessa Mitchell, health and beauty assistant, Exeter

I have just had a marvellous holiday in Toronto, Canada. While my husband and I were there, we visited an enormous supermarket and I was amazed at the size of it - like an aircraft hangar. ➤



SAFE IN HIS SAINSBURY'S BAG

Eileen Bewley, BPM, Durham

Councillor Beswick, a customer, recently brought us this photograph taken at Safdarjang's Tomb in Delhi. He used his JS carrier bag for security purposes throughout his stay as it is generally believed thieves do not expect money and passports to be carried in this way.



WORDS OF WISDOM

Roy Hilliard, West Hove

Further to my letter in the August/September issue of the *JS Journal*, I wish to point out that the contents had no reflection whatsoever regarding the West Hove store, which is an above-par managed branch. I was simply indicating that, if the system could be altered to make it more easy for staff throughout the company, especially younger members, to receive advice from the manager, a few words of wisdom can be very beneficial.

Long may all of us at JS have the opportunity of expressing our opinions, without prejudice, through Writelines.

TRUE ROMANCE

Corey's Mill management

Is Valentine's Day not sacred any more? We thought Sainsbury's was a loving, caring company.

Whoever set the date for the next branch managers' conference couldn't have been thinking of all those husbands, wives, boyfriends and girlfriends who will be pining for their loved ones on February 14. It wouldn't be so bad if it was just for the day, but overnight.

Bang goes the candlelit dinner for two and in comes the good book and a cup of cocoa!

Has all the love gone out of Sainsbury's?

SEASON'S GREETINGS IN SEPTEMBER

Sue Shergold, confectionery assistant, Lordshill

When I was holidaying in Majorca in mid-September, I was horrified to read the paper and see a Sainsbury advert for Christmas cakes. I just had to leave the beach and partake of some Christmas spirit and pinch myself to see I wasn't dreaming.

WITH THANKS

From Bridget Prentice MP to Brendan Glynn, manager Lee Green, following a Sunday shopping day lunch at the store

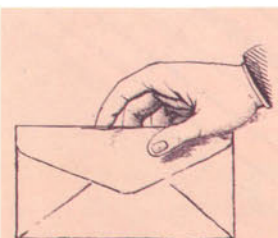
Thank you so much for inviting me to the store last Sunday, for the enjoyable lunch and for the interesting and informative conversations I had with you and your staff.

Daphne Birch, former area catering specialist, Midlands area

I would like to thank all my friends and colleagues for the wonderful farewell lunch held at the Hilton, Coventry, on October 3. And thanks for all the lovely presents and messages of goodwill I received for my retirement. As there are so many, I could not possibly thank you individually. Good luck and good health to you all.

Brenda Stringer, former director's secretary

I would like to say thank you for the very many cards, good wishes and generous gifts I received upon my retirement. My watch will be a constant reminder of the many friends I have made throughout the Group and I wish you could all have been at my retirement party so that I could have thanked you in person.



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





SUPERMARKET

O P E N I N G S

PINHOE ROAD, EXETER

Opening date: September 7, 1993
Address: 1 Hill Barton Road, Exeter, Devon
Opened by: Joint managing director David Quarmbury
Branch manager: David Ambrose
Project manager: John Kemsley
Staff: 350 (268 new jobs)
Sales area: 32,228 sq ft
Car park: 600 spaces

NORTH CHEAM

Opening date: September 14, 1993
Address: London Road, North Cheam, Surrey
Opened by: Chairman David Sainsbury
Branch manager: Nigel Wade
Project manager: Graham Caughey
Staff: 429 (150 new jobs)
Sales area: 35,988 sq ft
Car park: 550 spaces

ENFIELD

Opening date: September 28, 1993
Address: Great Cambridge Road, Enfield, Middlesex
Opened by: Joint managing director David Quarmbury
Branch manager: Clive Taylor
Project manager: Andy Siwik
Staff: 383 (180 new jobs)
Sales area: 38,000 sq ft
Car park: 620 shared

PINHOE ROAD, EXETER

Go to Pinhoe Road and you'll be inspired to contemplate a little philosophy. The three striking statues outside the store depict sheet metal figures running through grey monoliths of local granite.

Their creator, Ray Smith, explains: 'The figures are shown running through granite - an impenetrable material - with speed and fluency: a clearly impossible feat. The sculpture invites speculation at the way in which we set ourselves goals and attempt to achieve them, however insurmountable the odds.' Not unlike trying to get a new store built, suggests project manager John Kemsley!



Hoping for a good run - the statues welcome shoppers to Pinhoe Road.



Peter Harris, section manager fresh foods, adds the finishing touch to the fresh pasta cabinet.



George King (centre) may not have been the first customer through the door but he is one of the store's strongest supporters. He raised a petition among locals to support the store's planning application. Joint managing director David Quarmbury presented Mr King with a bottle of Champagne on opening morning. Manager David Ambrose is right.

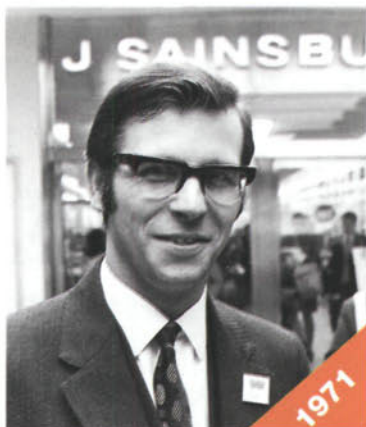


Using their loaves are bakery assistants (left to right) Karina Owens, Sue King and Fiona Edwards.



David Quarmbury (left) with the store's first customers and branch manager Clive Taylor.

NORTH CHEAM



A flashback to Colin Harvey's first day as branch manager at the opening of the previous North Cheam store in 1971.

In July 1971, a young manager and his deputy waited nervously for the opening of Sainsbury's new flagship supermarket in North Cheam. No doubt they discussed the improvements on the old store that had just closed a few doors down on the London Road, including the 160 space adjacent car park, the carry out bags offered free to customers, and those clever change computation tills that automatically delivered the customers' change down a chute.

Twenty two years later, that manager and the deputy returned to North Cheam for the opening of another store directly adjacent to the 1971-built store. But now the manager, Colin Harvey, is retail director, and the deputy, Colin Etheridge, is area director. 'It was very pleasing going back to North Cheam again,' says Colin Harvey. 'Who would have envisaged that all these years later a new store, two and a half times the size of the original, would be built virtually on the same site?

'Many of our staff are from the old store, including at least six who were at its opening. That store set quite a few pointers for the future of JS; it was the second with a deli and third with a freezer centre. In 1971, it seemed to many to be in a village location but it went on to be the number one store for two years, proving you did not have to build a store in a city location.'

** Watch out for next month's Journal when we chronicle the construction of the new store.*



Brenda Spink, area checkout specialist, with some of North Cheam's assistants.



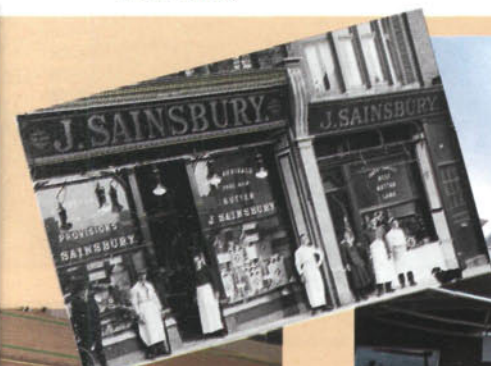
Current manager Nigel Wade (left), retail director and former North Cheam manager Colin Harvey (centre) and chairman David Sainsbury welcome the first customers.

ENFIELD

It is difficult to ignore the dramatic new Enfield store. Andy Siwik, project manager, describes the eye-catching steel and brick design: 'Enfield represents a new concept in supermarket design introduced at Northfleet. It is neither overly modern nor too traditional. It is meant to be a style that will be characteristic of supermarkets, not just a 'hi-tech' or a 'vernacular'. It is very functional and cost effective - what you see is what you get. I think it lends a timeless elegance to the building and it should look just as good in ten years' time.'

The retail site on which the store stands is only the second site, after Hemel Hempstead, to be wholly developed by JS Developments Ltd - the new company headed by Barry Henderson to develop surplus land purchased by Sainsbury's. One of the benefits will be that all the designs of the other units will co-ordinate with that of the JS store.

In this case, JS was able to buy the whole 21 acre site and devote half to the supermarket. The rest will be occupied by five other retailers and a TGI Friday's restaurant. A Homebase store is due to open in spring 1994.



What a contrast between the old and the new. The picture top left of Enfield's Windmill Hill shop was taken around 1920. The first Enfield branch opened in 1896.



Kiosk assistants Chris Marchione and Jean Whittread.

BECKTON

Savacentre opens tenth hypermarket



Opening date: October 19, 1993

Address: Claps Gate Lane,
Beckton, London E6

Opened by: Savacentre chairman
Tom Vyner

Branch manager: John Lavin

Project manager: Chris Isherwood

Staff: 800 (750 new jobs)

Sales area: 75,000 sq ft

Car park: 1,300 spaces

At the opening, which proved to be the busiest ever for Savacentre, cartoon characters mingled with the customer queue. The response to the store was overwhelming as the queue stretched along the edge of the store and all the way around the car park. When the doors opened it took almost an hour for all those people to filter in!



L to r: John Lavin, Tom Vyner and Savacentre managing director Mike Broomfield declare the store open for business.

Beckton's sales area is about the same size as an English league football pitch.

The store took just 33 weeks to build and contains several new ideas for the company.

New upright freezer units provide customers with frozen products at eye level. On the checkout line, tandem checkouts with an assistant on either side provide fast service for customers with 12 items or less - and pack their bags as well!

Throughout the food area, new style gondola ends, dedi-

cated to single lines, give impact. In non-food, the store was the first ever to open with the complete range of Lifestyle clothing - the BhS lines having now been phased - out while the home and leisure department featured the new Sainsbury's bedlinen and towel ranges, both exclusive to Savacentre.

There are 800 staff working in the store, 750 of whom are new to the company. Twenty per cent of these were registered unemployed, meaning Savacentre has reduced the long term unemployment list in the area by around 25 per cent.



Dennis the Menace has a few words of advice for manager John Lavin.

A pre-opening shot of the customer restaurant.



Standing left: Nick Wright, grocery display specialist; centre: John Lavin; right: Julie Jiggins, departmental instructor. Front left: Lee Hogan, grocery specialist; right: Sue Pittaway, checkout assistant.





Pat Jardine, deli assistant on relief from Washington (left), and June Burns, provisions assistant.



The new speedy tandem checkouts. At the back is Rav Sahota and at the front is Claire Sullivan. Both are customer service assistants.



Esther Samak, general assistant on home and leisure.



Tony Duffy, senior general assistant on electrical goods.

Said managing director Mike Broomfield: 'Beckton has moved further towards the hypermarket format and away from that of a supermarket. We have new lighting, new merchandising, and we have packed more services under one roof. Initial takings have broken records, showing an immediate response to our new concept. This formula will help us compete very successfully.'



BUYERS RAISE THE PACE

A conference entitled Raising the Pace was held for all buyers at the Queen Elizabeth II Conference Centre on October 5.

Presentations were given by directors and senior managers and by guests associated with the company, namely Jane Asher, Delia Smith and David Abbott of Abbott Mead Vickers (BBDO), the company's advertising agency.

The conference presenter was Nick Ross of BBC television's *Crimewatch UK*, and the cases under investigation were: Discounters - A Threat or an Opportunity; Tools for the Trade - a look at new systems for buyers; and Innovation - Attacking New Markets.

The middle of the day was devoted to a business simulation exercise for which delegates divided into 28 separate teams and competed for the greatest success in setting up a new supermarket in an East European town.

The day closed with an open forum. Deputy chairman Tom Vyner, trading directors David Clapham, Bob Cooper and Keith Worrall, and marketing director Robin Whitbread answered questions from buyers.



Jane Asher.



Mike Morgan, director of international buying and chairman of the organising committee, chats with delegates.



Delia Smith addresses the forum.

Market place



Aldi



Costco

THE MAIN PLAYERS

DISCOUNTERS

Kwiksave, long established in the UK, they now have around 800 stores.

Newcomers:

- Aldi** (Midlands)
- Netto** (in the North)
- Ed** (in the South)
- Lidl and Schwarz** (in the North)
- Shoprite** (Scotland and expanding South)
- Dales** (part of Asda)
- Food Giant** (part of Gateway)

WAREHOUSE CLUBS

Costco will open the first warehouse club in the UK at Thurrock, Essex. They are one of the biggest warehouse club companies in the US. **Nurdin and Peacock** - already operate a cash and carry business in the UK. **Cargo Club**.



Is the face of food retailing in Britain about to alter forever? The media seem to think so.

Newspaper column inches and various TV items have been devoted to outlining the threat to the major supermarket companies by discounters and warehouse clubs. The jittery City has wiped pennies off the share prices of all leading supermarkets, and even Asda's Archie Norman has spoken out as a prophet of doom. But Sainsbury's remains confident in the face of competition.

Said David Sainsbury as he announced the company's interim results on November 3: 'Most of our competitors ... are now focusing primarily on price and the introduction of lower quality economy lines. We see this as providing us with a significant opportunity. Our response will be to press home our advantage by improving both price competitiveness and quality. For us, value has two dimensions.'

Much publicised throughout autumn has been the case of Sainsbury's, Tesco and Safeway against Costco at Thurrock. We spoke to development director Ian Coull:

HOW DO DISCOUNTERS KEEP MARGINS LOWER?

- They don't invest in new technology.
- They don't invest in equipment required by food safety legislation as they sell little fresh food.
- Their stores are much cheaper to build.
- They do not provide facilities such as customer toilets and nappy changing rooms.
- They invest little in staff training.

HOW DO WAREHOUSE CLUBS KEEP MARGINS LOWER?

- They rely on cheap land (more readily available in the US than UK).
- They rely on membership fees to make money.
- They deal in bulk amounts of food.

< Ian Coull.

Journal: Why have the foreign discounters and warehouse clubs decided to expand into Britain at this time?

Ian Coull: The domestic markets of these companies have reached saturation and so they have been forced to look abroad to expand. They have seen the margins achieved by UK supermarkets and believe there is room for them to operate and make a profit.

Journal: Have we tried to keep them out?

IC: No. Sainsbury's has always thrived on competition. It has made us sharper at what we do.

Journal: So why did we take Costco to court?

IC: When they first announced their intention to apply for planning permission for warehouse use on a site in Thurrock, we objected. We wanted the warehouse clubs to be evaluated as retailers, and every retailer in the country felt the same way. When we appeared for the first hearing, the judge suggested we avoid tripling the paperwork by presenting a single case.

Journal: Was it worthwhile?

IC: We were pleased to see the law clarified, both by the judge in the Thurrock case and also by government

guidance to local authorities. This guidance came out as a direct result of our lobbying and these stores are now to be evaluated as retailers.

In the case of discounters, we have never put forward objections or obstacles. We have even sold them some of our old shops. We have certainly never told any of our suppliers not to supply them.

Journal: We seem to be able to trade happily alongside the discounters, but will the warehouse clubs present a greater threat?

IC: I don't believe so. It would be wrong to ignore them, and we won't be doing that. We have a great advantage over other UK supermarkets in that we have a fund of experience in Shaw's. They compete with Costco in a number of their trading areas. One response they have is to sell large packs of products such as pet food or frozen foods by the case. By competing head on and introducing similar bulk buys, we can reduce our unit price further.

An important point is that the average warehouse club carries 3,000 lines, whereas the average JS carries 17,000 lines, Savacentre around 25,000. They cannot compete with the choice we offer. And customers pay a membership fee to shop at warehouse clubs.

Visiting distant

shaws

'We would like more reports from the subsidiaries,' was your message to the Journal. 'And tell us more about Shaw's.' So, we decided to look closely at Shaw's, Savacentre and Homebase, devoting extra pages to each, in three consecutive Journals. We begin with Shaw's.

New England in the Fall. Who could refuse? But first things first. Let's talk to those people who spend more time than most on transatlantic flights. Shaw's deputy chairman Dino Adriano (chairman of Homebase) and marketing director Robin Whitbread, also on the Shaw's board, should point us in the right direction.

JOURNAL: Why did we buy Shaw's?

DINO ADRIANO: Given the future plans for the Group, the US provided a very good opportunity to expand. They have few truly national chains and the culture encourages enterprise.

ROBIN WHITBREAD: A number of chains were visited in the early 80s and Shaw's was found to have a similar philosophy to Sainsbury's. It's a family business which, throughout its long history, has shown fairness and integrity towards customers and staff.

JOURNAL: So far, results have not exactly been turning heads. Was Shaw's a good buy?

RW: Yes. Shaw's was always a long-term investment. We didn't aim to make a quick buck. We knew we would have to invest to ensure our offer was competitive in every way to become the best food retailer in New England. We are emerging as that right now.

DA: The US economy has been sluggish for a few years, particularly in New England, and competition has been strong. Shaw's has also had to cope with the internal pressure of doubling its size in five years.

And they have had to work hard on the basics: to develop efficient systems to get goods into the stores, to keep their costs under control and to

increase sales. They are making great strides in all three. The management team led by Phil Francis is really focused on generating sales and delivering profit targets. We are very encouraged.

JOURNAL: What can we learn from Shaw's?

RW: There is an increasing exchange of ideas. Many elements of the business are similar and we can learn from one another. For example, they have useful experience of working alongside discounters and warehouse clubs. Penny Back came from Shaw's, and we have joint sourcing projects, particularly in fish, produce and grocery. Sainsbury's people seconded to Shaw's have been able to contribute a lot, but it has also given them a very useful experience.



Dino Adriano



Robin Whitbread

Time to make a list. . .

SHAW'S SHOPPING LIST

- Meet the man in charge
- Check out the image - What is Shaw's doing to increase sales?
- Where does own brand fit in?
- Visit a store and see what they're talking about
- What about systems and controlling costs?
- Meet some secondees
- Make new friends
- What about the future?



Driving south from Boston, the city suburbs quickly give way to trees in abundance, just coming into autumn colour with the promise of an extravagant show.

Turn off Highway 24 onto route 106 and the first thing you see is a pretty white spired church, quickly followed by antique shops and timber houses. Shaw's corporate office and one of its three depots nestle in the middle of leafy East Bridgewater. Here we meet Phil Francis, president and chief executive officer.

Meeting the man in charge

We've heard about Phil. He involves himself. His senior managers are no longer surprised when he walks into their meetings and sits at the back unannounced; he likes to know what's going on. Admired on both sides of the Atlantic, he is the man entrusted with leading Shaw's to the top slot in New England food retailing:

'Our sales increased by 27 per cent in the first half but there is no cause for complacency. After all,

we were starting from a low base - last year's performance was poor. Nevertheless, we are encouraged, particularly as the New England recession is still solid and will probably last another 18 months.'

There has been much talk lately about UK supermarkets making too much money. We ask Phil to comment: 'One of the reasons for requiring higher profits in the UK is the higher cost of land and development. A Shaw's supermarket may cost a quarter of a typical JS supermarket. We can get our money back more quickly.'

Asked to list the most important things Sainsbury's has brought Shaw's, he names own label, systems, logistics and store design. And going back across the Atlantic? 'Here we have to sell food; in the UK people buy food. But things could change in the UK and some of the people seconded to Shaw's have learnt more about aggressive price competition. Shaw's could act as a valuable laboratory for future trading conditions in the UK.'



Phil Francis

Check out the image

'Shaw's', says Andrew Mitcham, seconded as senior vice president, marketing and buying, 'is changing the way it does business. We are now the most competitive supermarket retailer in New England.'

'The emphasis in New England has always been on price but Shaw's has not always been the cheapest. Now, however, we are five per cent cheaper than the high street average.'

With price being the single most important issue to the

New England customer, and the recession only serving to intensify the undercut and thrust, Shaw's watches its competition like a hawk. This is not easy in New England with its extremely diverse market. There are no less than 19 separate sets of competitors in 19 identified trading areas.

As New England supermarkets shout their prices loud from the rooftops, it is important to shout that bit louder than the rest. We listened, and our ears are still ringing!

The shouting takes various forms, from in-store

posters to TV ads and the perennial flyer.

Every major supermarket produces a flyer, chock-full of money-off coupons. The flyers are mailed to homes or jammed into local Sunday papers making them thicker than *The New York Times* and presenting a dawn chorus of 'cents off', 'half price', 'double coupons' and 'buy for a dime'.

Clipping coupons is a national pastime which cuts across all the income brackets. One Sainsbury visitor tells the tale of calling on a friend who was head of a major bank. It was Sunday morning and this serious financial figure was religiously cutting out the supermarket coupons.

A bargain-hunting instinct goes hand in hand with a fickle nature. New England customers are often described as 'cherry pickers', picking and choosing their supermarket depending upon special offers and convenience. As one Shaw's store manager put it: 'You have to fight for every damn penny.'

The key is to stand out from the crowd and Shaw's knows it can build loyalty. One of the big guns in this campaign is own brand. But more on that later.

Says Andrew Mitcham: 'New loyalty schemes in around 28 stores are proving very good for sales, and the new Multisavers and Supasavers are working extremely well.' He talks about the benefits of a strong identity: 'We changed the

style of our flyer, making it easier to identify products and price; we redesigned all the in-store signs and introduced more impactful point-of-sale advertising; we now support store openings with local campaigns, and our TV ads really emphasise the quality of Shaw's own brand.'

Own brand brings a two-fold benefit: uniqueness - customers have to come to Shaw's to buy it; more control - it is easier to control costs and quality, making Shaw's more competitive and more profitable.

Where does own brand fit in?

Own brand across the US has never had a quality image, being cheap and not necessarily cheerful. Shaw's is changing that. Mirroring Sainsbury's own brand, they have developed a wide range of products by sourcing the



The newly-designed flyer makes it easier for customers to identify products and price.



Loyalty schemes are now in 28 stores.



Coupon clipping is a national pastime which cuts across all income brackets.

Visit a store



North Attleboro.

Arriving at North Attleboro, Shaw's new flagship store in the Southern Region, we have an uncanny feeling of having been here before. The Sainsbury's connection is unmistakable.

Jim Walsh, vice president Southern Region, is our guide. He talks of the relationship with the parent company: 'Sainsbury's expectations are extremely high but the fact that David Sainsbury and his board believe in the US management team is a great resource; it empowers us.'

Jim provides an insight into how the structure of the retail division has changed. 'There used to be three divisions all doing their own thing in terms of buying, and running the stores. Layout was determined to a great extent by suppliers concerned with blocking their own brand into an impressive display. Now we have two regions and one standard. Whether you're a customer in Brockton or Bangor, the offer is essentially the same.'

best quality for the best price. The brand was launched in 1990 by John Ramsden, on secondment at Shaw's, replacing the label customers previously recognised as 'private label' - Topco. This was supplied to a number of supermarkets by a buying association.

In just four years, the Shaw's own brand range has grown to around 1,400 lines.

Its exceptional quality is assured with the help of a new food technology department, developing specifications for suppliers and auditing them. Margaret McEwan is responsible for this department and for public relations. We ask her what's cooking?

'Last spring we formalised the sampling programme and took on a co-ordinator to conduct product sampling. Before that, buyers had to cook their own products for sampling. We recently tested products for the TV campaign to see how well Shaw's stands up against the brand equivalent and we were very pleased with the results.'

When the Shaw's brand began, Margaret took own label on the road: 'We went on a PR tour. It was a small



affair, like a dog and pony show. We took products round to TV, radio shows and newspapers and invited journalists to the stores.'

Margaret tells us about changes in legislation affecting nutritional labelling: 'The purpose is to provide people with a clearer idea of nutrient content, being more stringent about claims and setting minimum typesize standards.'

This is an area in which Sainsbury's can offer a wealth of experience and Shaw's sees another opportunity to make a better job of it than the competition.

Looking down a Shaw's aisle gives a unique view for a New England supermarket - the own brand really does stand out. Steven Gravelle, Sainsbury's corporate design manager: 'We chose the black design because customers, when researched, told us they found it simple and distinctive. Customers were not used to quality own label, so there was a process of education going on. It was important to be consistent across all ranges, saying more about Shaw's than about any one particular product.' Steven also introduced a quality seal logo with a quality statement to appear on all products, encouraging customers to have confidence in the brand.



Centralised buying brings economies of scale which is good for the profit margin, and the new consistency within stores builds the company identity.

The main difference between a Shaw's and a JS store is the product range. North Attleboro carries 25,000 products compared with 17,000 at an equivalent JS. The traditionally brand-loyal New England customer invariably shops with coupons, and demands that all brands be available.

Fresh foods take up a much smaller proportion of the store. There is only a small market for ready meals but Shaw's is working on increasing the demand.

The first thing we encounter is a very large customer service desk. This not only deals with returns and queries, but is a point at which customers may buy stamps and money orders; pay gas and electricity bills, wire money and, biggest draw of all, buy state lottery tickets. There are even videos to rent, although it is anticipated this market may dry up when cable TV really establishes itself.



The pictures on this page are for illustration and were taken at Warwick just before its opening.



There is a massive range of 'ground beef', or minced beef, as we know it. You may expect this in the home of the hamburger. Shaw's is proud of the fact that meat is prepared on the premises, and the preparation area is visible by means of a window. A 'press for help' button encourages customers to take advantage of the personal service on offer.



The fresh fish department is appropriately large - after all, this is Massachusetts, the Bay State, with its many fishing ports. Lobsters are on offer at \$5.99 (£4.00) a pound.

CONTINUED | ►

A brief history

In 1860, Maynard A. Davis started a company called Brockton Public Markets (BPM) which consisted of small downtown stores in the Brockton and New Bedford, Massachusetts areas. In 1919 he purchased the George C Shaw company which consisted of two similar markets in Portland, Maine. In September, 1979, George C Shaw Co. and Brockton Public Markets merged, forming a new company - Shaw's Supermarkets, Inc. JS originally acquired a 21% shareholding in November 1983 and acquired all the remaining share capital in July 1, 1987, through J Sainsbury USA Inc.

To learn more, turn to the Archives, page 32.

Distribution centres

Wells, Maine
Methuen, Mass.
East Bridgewater, Mass.

Offices

Corporate office - East Bridgewater, Mass.
Southern Region office - Brockton, Mass.
Northern Region office - Portland, Maine.

| State | area in sq metres | population | Shaw's |
|--------------------------------|-------------------|--------------|-----------|
| Maine | 35,387 | 1.3m | 17 |
| New Hampshire | 9,351 | 1.2m | 18 |
| Massachusetts | 10,555 | 6.0m | 45 |
| Rhode Island | 1,545 | 1.0m | 6 |
| Connecticut (new trading area) | 5,544 | 3.3m | - |
| | 62,382 | 12.8m | 86 |

England, Scotland and Wales cover a total of 88,000 square miles and together have a population of 54 million.



NOT TO SCALE

What about systems and controlling costs?

Time to return to the corporate office to meet Scott Ramsay, senior vice president administration, and treasurer. We ask him what Shaw's is doing to get the goods on its shelves more efficiently.

'Sainsbury's brought us an awareness of the importance of systems and the need for a proper infrastructure to operate the business effectively. In five years we have spent \$8 million on information technology and training. We're moving towards electronic transfer of information with our suppliers and the whole supply system is being streamlined and speeded up.'

It won't be long before Shaw's has better systems, albeit on a smaller scale, than Sainsbury's, which is acknowledged as having the best systems in the business. Sainsbury's systems have evolved over years, and Shaw's has the advantage of using that experience.

The streamlined supply chain at Shaw's and the much increased availability of information have resulted in higher product availability to customers in all stores and the three depots holding less stock. Back in the old



days, when store managers virtually held a finger in the air to determine sales, warehouses could be filled with misjudged orders sitting around losing money.

New systems are beginning to tell buyers how much money their products are making - essential knowledge for managing the business more profitably. An electronic cheque authorisation system was installed last January, and next year Shaw's will have the facility to take debit cards. Selected stores are now trialling credit cards; it helps sales to take them in areas with lots of students - often given credit cards by their parents - and in areas with lots of tourists.



Store guide continued



Round in bakery we can see the origins of our own serve-yourself bread rolls. Here, the range extends to cakes, bagels and muffins, all baked in-store.

A great deal of work has been carried out lately on merchandising. Particularly important is the proper positioning of own brand to increase sales.



A huge area at the front of the store is given over to Hallowe'en products. Trick or treating, when children in fancy dress are positively encouraged to accept sweets from strangers, is a favourite tradition. Chocolate pumpkins share shelf space with witches' masks to make a hauntingly good display.

Such seasonal sales are important in the US, and store layout has to have the flexibility to accommodate them. Next will be Thanksgiving, which is even bigger than Christmas, and turkeys will be taking over.



There is approximately half the number of staff in this store - less than 200 - than there would be in a similar sized JS store. But the throughput of Shaw's stores is much less than in JS and Savacentre stores. Also, trade is spread over the long opening hours - usually 12-16 hours, seven days a week, (some stores are open 24 hours a day).

There is a bagger on every checkout in operation, and we are surprised to see checkout assistants standing. There is no staff restaurant, just a rest room with a microwave oven and a drinks machine.

In the UK, we take staff uniforms for granted. In the US, uniforms are the exception. While checking out the local competition, we were served by staff in T-shirts and jeans and it was impossible to identify who to approach for help.

Jim Walsh has implemented a consistent uniform standard at Shaw's: 'We were the leaders and our competitors are following.' It is smart and practical, without being too 'posh'; the US customer would perceive that as heralding high prices.



Meet some secondees



ANDREW MITCHAM senior vice president, marketing and buying

Andrew Mitcham has already told us about the new Shaw's marketing strategy: 'The aim of the Shaw's team now is to drive trade forward and become more aggressive. We still need sales to pick up.'

Andrew need not look far for inspiration. On his wall is a poster of major competitor Mike DeMoulas of DeMoulas stores, glaring down from beneath heavy brows. It is a reflection of the fierceness of competition round here.

Andrew is, he believes, the only person in the Sainsbury's Group to have

worked in all four retail companies, starting with JS in 1974 and moving to Homebase then Sava-centre before Shaw's. We suggest that Sainsbury's may have to buy another company for his next move. He quite likes that idea.

In the meantime, he is enjoying life in New England: 'We came out at the start of winter - 3 1/2 months of permanent snow, and colder than anything we had experienced. But the summer more than made up for that; every day was glorious.'



JAN CHRISTENSEN, processed meat buyer

Jan Christensen, a Shaw's buyer for four years, spent ten months in JS produce buying in 1991 and 92. 'I learnt how buying, produce in particular, works at JS and brought that knowledge back. I see myself as a buyer, buying meat, not a meat buyer. That concept of

being a buyer first and foremost is becoming the norm at Shaw's.'

Jan thoroughly enjoyed her secondment and loved living in London. 'I'll always remember the friends I made there.' She also brought back a taste for Bio Yogurt 'and I can't get it here!'



NICOLA LOVELL, category manager, household and paper

Nicola Lovell had been a JS buyer for six years and, before leaving for Shaw's, was deputy manager of the dairy buying department.

'I came here 16 months ago to set up financial reporting and controls for buyers. Now

I'm back in buying.

'The job can be complicated, for example planning special offers at JS was a fairly simple affair, but at Shaw's there can be up to 12 different prices in grocery to alter because of the different price zones of

our trading areas. It is also different when negotiating with suppliers because legislation fixes their price to a certain extent. It makes own label especially important and we're aiming to introduce far more.'

As for leisure: 'It's two hours to the mountains and one hour to the beach. There's a lot more to do in terms of sports and travel.' Nicola has the BA promotion to thank for being kept busy between November and March. 'Lots of friends came over to stay using their discount vouchers, so now I'm on standby for another influx.'



IAN GRIEVE, branch manager, Stoughton

Ian Grieve, former director's PA, is in the unusual position of having a joint passport, as he was born in England to American parents.

'I was interested in coming here from early on. As part of my job I used to help organise visits by Shaw's district managers. I was able to move out here a couple of years ago.'

Ian has been through the branch management training programme and now manages his own store at Stoughton. 'Everyone wants the company to grow quicker, but it has to evolve. I have no doubt it will be very big and powerful.' He says.



Make some new friends

The 17,000 people working for Shaw's are known as associates, and a surprising number of them began as baggers. Typically, baggers are high school or college students and they are given priority over external candidates for management training programmes.

Training is an area which is expanding rapidly. New skills are required as the company changes the way it does business, introduces many new systems and grows.

Just as in the UK, the Shaw's stores are heavily involved in their local communities. There are walkathons, bowlathons, volley ball tournaments and bake sales. And there is The United Way. This is a national umbrella organisation of which Shaw's is a member. It has a massive annual push for funds and then distributes the money between charities decided upon by the fundraisers.

Progress is followed closely in the associate's own journal, *Market Action*, a newspaper published in two issues for Northern and Southern Regions.



RICH BARONE, bagger, North Attleboro

Rich has recently left school and works 20-30 hours a week. He would



BILLI JO NICHOLS, deli assistant, North Attleboro

Billi Jo has just moved to Massachusetts from Washington and works 25 hours a week: 'I like the people I work with and Shaw's don't insist you work Sundays as some stores do.' She teaches on Sunday and her husband is a pastor.

What is Billi Jo's impression of the UK? 'I think of it as a rich place, very formal and with castles. I think it would be pretty.'

like more hours eventually so he could leave home: 'I enjoy the mobility of packing and it's good exercise for the upper body - like membership of a gym!'

He's a bit of a TV addict and apologises that most of his impressions of the UK are from Benny



JOHN BORISOFF, assistant produce manager, North Attleboro

John began with Shaw's nearly eight years ago as a bagger while still at

school. Since then, he has worked his way up the ladder and round the departments at Dartmouth, Taunton, Woonsocket and North Attleboro. How does he imagine life at Sainsbury's? 'I hope you don't have less people working in your stores than we have here! I'm sure different items would sell better. And it must be foggy in London.'

'We're more detail-orientated now.'

Joe Ferreira



JOE FERREIRA, manager, Middletown

After 13 years with Shaw's, Joe had the honour of opening the flagship store of North Attleboro. Sainsbury's influence, he says, has made Shaw's more purposeful. 'We're more detail-orientated now.'

Hill, Monty Python and Are You Being Served? He thinks the British are 'very proper, and too concerned with your royal family,' although 'I've seen your parliament on TV and all the politicians seem very bombastic - a lot less restrained than our House of Representatives.'



What about the future?

Phil Francis tells us about plans for Shaw's future expansion: 'We are moving into Connecticut where we have purchased one site already and have options on a further three.' Connecticut is a densely populated and relatively affluent area north of New York. The major competitor will be Stop and Shop, which has large stores with lots of services.

'We are developing a new prototype for the Shaw's store of the future and this is designed to be particularly successful in Connecticut. The concept is one-stop shopping with more service departments and concessions such as pharmacies, key making, one hour photo developing and fast food. There will be a larger area for fresh foods and a new exterior design.'



As we leave Shaw's to conquer its new frontier, it is time for the *Journal* to return to the UK. There is a copy date looming and we have to start thinking about our visit to Savacentre. See December's issue to find out all about developments at the Sainsbury's hypermarket.



Lobsters caught off the coast of New England and air-freighted for sale, dressed, in JS and Savacentre stores for the Christmas season, is just one example of the growing number of joint buying initiatives.

Win a holiday in BOSTON

COMPETITIONS
PAGE



WHAT COULD BE NICER THAN NEW ENGLAND IN THE FALL?
WHY, NEW ENGLAND IN THE SPRING OF COURSE!

Answer correctly our three simple questions about Shaw's and you could be jetting off to Boston with British Airways (in conjunction with the Sainsbury's/British Airways promotion).

Spend five days exploring the historic city of Boston, founded 360 years ago, with its elegant old buildings, quaint harbours and seafood restaurants, all set among a maze of rocky peninsulas on Massachusetts Bay.

Staying in the three star Copley Square Hotel, located in the heart of Boston's Back Bay area, the break includes five nights bed and breakfast, return flights and transport to the hotel on arrival.

There is plenty to do in and around Boston. You can go whale watching, take a trolley bus ride around the sights of the city, visit one of the world's biggest aquariums, view the city from the top of the Hancock Tower or take a leisurely walk around the 50 acre common at the very heart of Boston.

Now that you can almost taste the fresh lobster, answer the following three questions and return your form by internal mail to *JS Journal*, 10th floor, Drury House, Blackfriars, or by Royal Mail to the address on page two, by December 31.



CROSSWORD WINNERS

There were plenty of entries for **Colin Harvey**, retail director, to choose from when he drew the winners of the August/September crossword competition. The winner was **Deborah Milburn** from **Chesterfield** who wins £25 worth of JS gift vouchers. The three runners up, each of whom receives a £5 gift voucher, were **Helen Butler** from **North Cheam**, **Ginette Baker** from **New Barnet** and **Pamela Ethell** from **South Eastern area office**.

For those of you who were not lucky enough to win, here are the answers so you can check if you were right.

Across

- 6. Matador 7. Elton
- 9. Perth 10. Debussy
- 12. Restore Hope
- 14. Daily Mirror
- 18. Charles 19. Stain
- 21. Piano 22. Doyenne

Down

- 1. Raven 2. Castle
- 3. Roy 4. Plough
- 5. Gossips 8. Bearers
- 11. Stammer 13. Kashmir
- 15. Larynx 16. Ostler
- 17. Giant 20. Joe

1 How many Shaw's supermarkets are there in Massachusetts?

2 Who is president and chief executive officer of Shaw's?

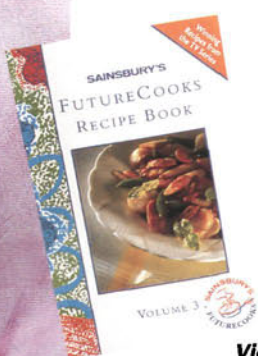
3 Name one product sourced in New England and sold in JS and Savacentre stores.

FULL NAME

JOB TITLE

LOCATION

CONTACT NO



Viewers of Sunday morning's children's television will already know that 13 year old Ross Spence of Banchory, near Aberdeen, was the winner of the Sainsbury's FutureCooks competition 1993.

Ross Spence's menu of cooked medallions of venison on a potato galette followed by floating islands with vanilla cream and autumn berries (this within a budget of £8 for two) won the votes of the FutureCooks judges. They were: The Savoy's maître chef des cuisines, Anton Edelmann; Sarah Kennedy; *Weekend Telegraph* food writer Thane Prince; The Hon Nicholas Soames MP, Minister of Food, and chairman David Sainsbury.

Ross and the other seven regional finalists had battled their way through the rounds from an initial entry of 35,000. His prizes included a family trip to Disney World in Florida and a selection of Le Creuset cookware.



Blue Peter's John Leslie and chairman David Sainsbury present the Sainsbury's Copper Pan Award to Ross Spence.



The eight regional finalists pictured with David Sainsbury after competing in the Grand Final at London's Savoy Hotel on October 19. Runner up was Charlotte Tunnicliffe, 13, Midlands (third from left) and third was Peter Woods, 15, South East England (third from right).

For the first time, this year the regional finals and Grand Final of FutureCooks were filmed by BBC television and broadcast on Sunday mornings. The programme was presented by John Leslie of Blue Peter.

FutureCooks is proud of the success achieved by former winners: one has opened a restaurant, others have gained apprenticeships at The Savoy, The Connaught and The Grosvenor House Hotels and one has won The Jeremy Round Young Food Writing Award.

If your child is a keen cook aged 8-14, they can enter Sainsbury's FutureCooks 1994. Entry forms are available from FutureCooks, Bridge Courtyard, Donnington, Chichester, West Sussex, PO20 7PP or from any Sainsbury's store from January.

25 club dinner

October 4 saw David Sainsbury's first address to the 25 Club as chairman and a new format to the long servers' dinner.

This year, 25 club membership reached almost 1,400 - all members of staff who had passed the milestone of 25 years' service with JS by the end of September. Their celebratory evening was held at the Royal Lancaster Hotel in Bayswater.

Previously, new members were presented with their gold watches before the dinner, but the rapidly increasing number had necessitated a change. This year, David Sainsbury made six separate presentations to new members up and down the country between July and September. As he explained, 'With 256 new members, we would have finished dinner around lunchtime and run the risk of the last recipients joining the JS "26 Club"!' The chairman's light hearted speech made some serious points. He addressed 'the short-term challenge posed by the unprecedented level of competition' namely

discounters and the approaching warehouse clubs. He also highlighted the opportunities presented by the subsidiaries. He emphasised the changes the company has undergone since 1968, when the new members of the club joined JS, but spoke of the abiding attributes of quality, efficiency and customer service which have made JS a great company. 'With your experience and knowledge of the company', he concluded, 'you can make certain that new recruits share your enthusiasm and commitment.'



Daphne Williams (left) and Gloria Walton from Charlton depot came to the Royal Lancaster for the first time and had colleague John Power, whose sixth year it was, to show them the ropes.

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L to r: Allan Piggott, Anthony Turnham, Alan Jones, Trevor Reedman, Brian Taylor all from Buntingford depot.



CHECK THIS OUT

Homebase sends young artists up the wall

When Homebase was given planning permission to build a store in Walton-on-Thames, they lost no time in building on their good relationship with the local community.

Hoardings were erected round the site to block the unsightly work from passers by. Homebase then invited local schools to submit a mural on the theme of the River Thames to cover these hoardings.

Westward Preparatory School of Walton for seven to 11 year olds, designed a mural entitled 'Walton Bridge'. This was chosen

to decorate the hoarding.

Through a complicated printing process the mural was transferred onto vinyl coated polyester which was then applied to plywood.

Mrs Butler, the teacher who supervised the designing of the mural, went along with several of the artists to watch the installation of the display, which took almost a day.

Chris Fenner, Homebase's property and development manager, presented the school with a cheque for £750.



Chris Fenner and Mrs Butler with some of the young artists in front of the mural.

Store gets fund started for Fiona



Fiona Harfield.

'I couldn't believe that the staff were so kind, and so concerned for me and my daughter.' These were the words of **Jane Harfield** who left **Haywards Heath** branch to have baby Fiona, born on March 19.

Fiona has cerebral palsy and needs around-the-clock care so Jane was unable to return to work.

Staff from the branch decided to help and, on September 5, completed a ten mile sponsored walk. They raised £800 which is to be used as the start of a fund for Fiona.

Richard's fine four fendered friend

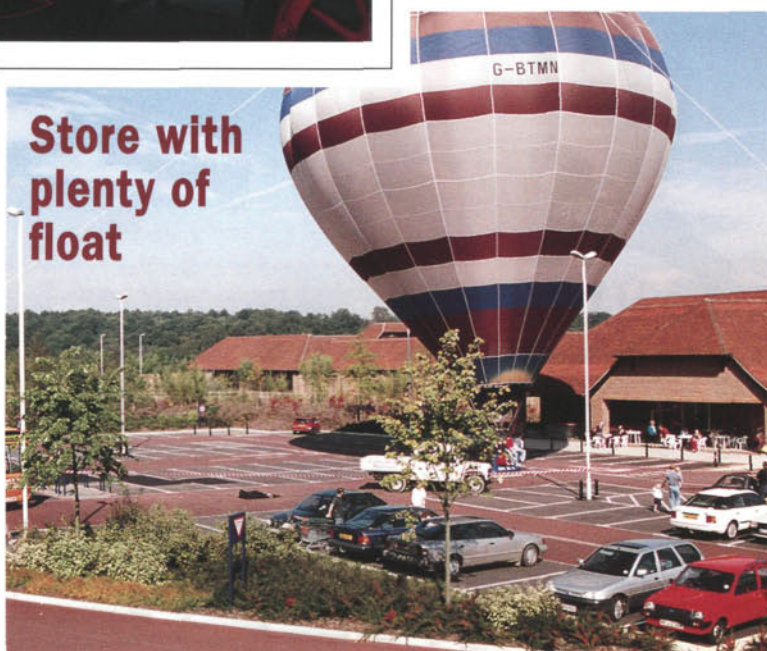


Richard Smith, branch manager at **Locksbottom**, had been pondering for so long over which new company car to select, he thought someone had made the decision for him when Chitty Chitty Bang Bang arrived outside the store.

As childhood memories came flooding back, he climbed in, but he was soon ushered out. The car was being used for TV personality Annabel Croft's wedding which was being held locally.

Richard went home with a heavy heart and several car brochures under his arm. On reflection he did say 'At £500,000 I don't think the company car centre would stretch to that anyway.'

Store with plenty of float

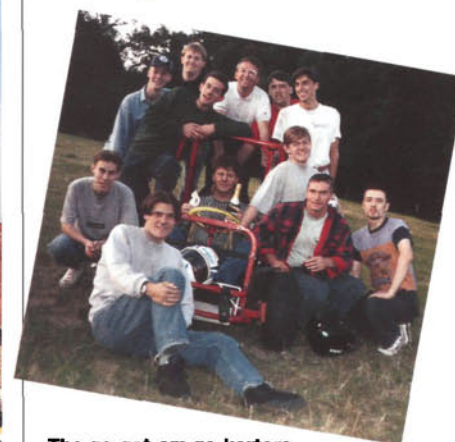


A somewhat unusual mode of transport parks at Bybrook.

Down a bit, left a bit. No this wasn't a customer's unusual shopping basket, it was part of

Bybrook's entertainment for Sunday Shopping Day on September 19.

Dusty wheelers



The go-get-em go-karters from Lordshill.

Another one bites the dust... Staff from **Lordshill** found it difficult to negotiate their way around an outdoor go-karting track as the dust flew into their faces but, they all managed it, even enjoyed it, and survived to tell the tale.

CHECK THIS OUT

Song and dance on Eastern area



Keith Millen (left) and Alan Bonner with winner Melanie Roberts.



Four ladies from South Woodford sold raffle tickets at the event.

They were jumping through hoops at the Dolphin Centre in Romford on October 9, when staff from the Eastern area gathered for their area dance.

There was plenty of entertainment as a talent contest gave budding stars a chance to show

off. District managers Keith Millen and Alan Bonner judged the contest. Singers Melanie Roberts of Coldhams Lane, Jim Beccles of Stratford and John Chambers of Peterborough came first, second and third respectively, winning £100, £50 and £25.



Thats it! Sybil shuts up shop.

Feltham says farewell

Customers and staff said a final farewell to Feltham at 6.00pm on Saturday, September 18, as the doors closed for the final time after 27 years of trading.

The store received many tributes and letters from customers.

Sybil Cobb, who has worked for JS for 30 years' was given the honour of locking the main doors for the very last time.

Many of the staff have now transferred to St Clare's.

Networking



The knockout Christchurch team.

The shooting skills of the Christchurch netball team have shot them to success this year.

In October 1992, the team entered the Bournemouth Winter League and were ranked in division nine. They won the league's runners up trophy through their great attacking and defence and were promoted to division eight.

They have played in several competitions, one of which involved matches against teams from all the divisions. Once again they were very successful, finishing runners up to a division one team.

The team have been just as successful in the summer league, and are now playing for further promotion.

The team look fit for the Premier League in their new strip.



A strip of two halves

The SSA at Lee Green has used its funds to buy new blue uniforms, not for themselves but for a local football club.

The South East London and Bexley Boys League Football Club under tens team were wearing football strips not quite up to Premier League standard. Lee Green decided to come to the rescue and donated a new strip.

Linda Glover, mother of one of the boys said: 'The kit will be of great use to present and future players.'



Mr and Mrs Williams accept the Champagne from John Brackett, with daughter Audrey behind.

Jane sits this one out



Her ladyship takes it easy and gives the men the run around.

Tunbridge Wells have been carried away on a tide of success recently.

In the August/September *Journal* 'the Wells did it better' in. It's a Knockout and football. In their latest adventure, **Jane Walker**, now customer services manager at the new **Eastbourne** store, sat it out as **Craig Leach**,

Geoff Belton, **Rod Buckman** and **Duncan Brett** carried her through the Pantiles in Tunbridge Wells in a sedan chair.

The Sedan Chair Race is an annual event and the store has improved its position every year. This year they reached the semi finals, so they are aiming to win next year.



Nigel and his knees which helped push him on his way.

Should someone be making plans for Nigel?

Nigel Bacon, branch manager of **Hampton**, showed himself to be a complete ham when he set about raising money for the Leonora Trust.

We thought the Miss JS competition had been phased out as an outmoded idea, but Nigel had obviously always fancied his chances.

He got on his bike and chose a fetching but practical outfit. Whether or not his sponsors fancied him is unclear, but they gave him £200 for the fund.

Never far from Fareham

Joan Crouch was born 67 years ago in a cottage in Fareham. On October 8, she retired from five minutes up the road.

For 17 years, Joan was a meat assistant at Fareham branch, which is just a five minute walk from the cottage she was born in.

Always very cheerful and helpful, she will be missed by all the staff.

Diamonds are a girl's best friend, but after 60 years of marriage, when Mrs Williams celebrated her diamond wedding anniversary, she decided her husband was her best friend. Mrs Williams, aged 84, retired 24 years ago from Barkingside store, where she hand-patted the butter. The couple regularly shop at **South Woodford** and, when they visited the store, manager **John Bracket**, who knew of their anniversary, presented them with a bottle of Champagne.

- Staff at **Stafford** put their best foot forward and raised £2,200 through a charity fun run for a local hospital. Because JS raised more money than any other company, the hospital presented them with a shield.

- **Wakefield** hoisted themselves into the good books of Pinderfields Hospital by donating money raised through the Penny Back Scheme to buy a hoist to enable nurses to lift disabled patients.

- **Clifton Down** has been raising funds for the research charity Cancer and Leukaemia In Children (CLIC) for some time now, and their most recent presentation of £1,000 brings the total donated to £3,157.

- Butchers on **Michael Goodman's** district have been battling to win the district's meat trades competition. Many different factors were considered when judging the heats, but the winner of the final was **Russell Hollis** from **Staines**.

- **Buntingford depot** has raised nearly £10,000 for a local hospital - a marathon achievement. **John Steward** will be adding to this total by competing in the 12th National Trust Snowdonia Marathon Race.



- Staff at **Blackpole** sent delicatessen section manager **Tracey Willmott** home in style after her last day at work before her wedding. She was wheeled across the car park in a roll pallet!

- Congratulations to **Nicola Bedwell** of **Apsley Mills**. She passed her food hygiene exam while still an RTS student.

- Branches on **Tony Trevethan's** district are reaping the benefits of their monthly draw for 14" remote controlled colour televisions. The first two winners were **Redditch** and **Gloucester**. They will go on to raffle the TVs in aid of SSA funds.

- **Bury St Edmunds** has been a constant source of support to the St Nicholas Hospice, donating a great deal of money. Staff from the Hospice would like to say a big thank you.

- Staff at **Rugby** have raised £500 for the Rugby St Cross Hospital to buy a bed for the children's ward.

- Fifteen staff from **Alton** heightened their awareness of health and safety when they completed a basic life support course run by Alton Heart Start.

- Since late 1992, **South Eastern area office** has had enough deliveries from the stork to start its own crèche, according to **Kay Douglas**, area personnel manager. Five babies have been born, three more are expected and two members of staff have become grandmothers.

- **Central and Western area** have sponsored two minibuses, which are in frequent use in and around Redditch, supporting the local community.

- **Steve Cobb** from **Wigston** is all set for the run of his life when he competes in the Athletics Championships for the Blind in Dublin. Steve is extremely short sighted in one eye but he will not have a guide runner.

- **Talbot Heath** branch proved that JS is a winning ingredient when they ventured into the world of Ten Pin Bowling.

The team of six made their debut at a tournament held at the Mega Bowl, Tower Park, Poole, and walked away with the winner's trophy.



Constance is raring to go in her running gear.

Running battle for babies

Constance Hood gained blisters for Bliss when she finished 18th out of 8,000 competitors in the Glasgow half marathon.

The senior deli assistant at **Darnley** ran the race in one hour 28 minutes and, as well as gaining blisters for herself, she gained £140 in sponsorship for Bliss, a support system for babies in Yorkhill Hospital.

NEW LINES



ALL HOMEBASE STORES

MIRROR, MIRROR ON THE WALL

Homebase has launched a range of Solid Wood Framed Mirrors.

Homebase Fashion Mirrors are available in rectangular and octagonal shapes in a variety of sizes and in pine, antique pine and mahogany finishes, floral peony, beige and other colour frames.

All mirrors have a fixing kit with easy to follow fixing instructions included in the pack.

Prices start at £18.95.



TRUFFLES AND TOM KITTENS

SELECTED STORES

Several new chocolate selections have been introduced into stores in time for Christmas.

Luxury Belgian Chocolates are made in Belgium from the highest quality ingredients. A 200g box retails at £4.85. Belgian Truffles containing Cognac and Cointreau retail at £4.75 for 250g.

Also available is a Special Selection which contains milk, plain and white chocolates and

truffles. This retails at £3.45 for 200g.

Cappuccino Sticks provide a delicious alternative to mints to be served with coffee after dinner. These retail at 99p for 125g.

Children will love Tom Kitten. He is a white chocolate hollow figure taken from the Beatrix Potter stories, retailing at £1.95.

All these products are exclusive to JS.



SELECTED STORES

PANCETTA OR PORCINI?

JS has launched two new pasta dishes (Pasticcio's).

Pasta and Bacon Pasticcio comprises pasta shells and smoked pancetta (Italian diced bacon), red peppers and onion in a creamy sauce. Pasta and Mushroom Pasticcio comprises pasta bows and an authentic mushroom sauce made with field, closed cap and wild porcini mushrooms. Both are microwaveable.

They retail at £1.99.

IT'S NEW, IT'S FRESH



MOST STORES

The new Sainsbury's range of air fresheners provides a delightful set of aromas which cover the nastiest of niffs.

Available in aerosol, gel or compact format, the fresheners come in four scents: Water Lily, Damask Rose, Wild Freesia and Ocean Mist.

The aerosols retail at 59p, the gels at 63p and the compacts at 55p.

MAKE YOUR OWN DINOSAUR SWAMP

Sainsbury's has teamed up with the Natural History Museum to launch a range of dinosaur bubble bath products.

Royalties from the friendly dinosaur characters will help to fund the museum's research into improving the environment.

Pol (a Parasaurolophas) is a very clever dinosaur and a nature lover who enjoys singing. Rex (a Tyrannosaurus Rex) is completely addicted to hamburgers and is a great sports fan. Both these dinosaur characters contain bubble bath, and retail at £2.69.

Also available is Wobbly Bubble Bath.

This comes in two different colours, each packaged in 500ml jars. The purple variety is Brac (a Brachiosaurus). He is always eating and he particularly enjoys palm leaves. The blue variety is Tric (a Triceratops). He is the natural leader of the gang and a real skateboard nut.

Baths can become wobbly and bubbly for £1.39.

Steg (a Stegosaurus) is a real country boy who loves being one of the gang. This Colour Change Bubble Bath retails at £1.19 for a 500ml bottle.



MOST STORES

LIFELINES

EDDIE'S CUE FOR SUCCESS

Eddie Barker, part time sales assistant at Chesham, knows there is nothing like making a living from something many people regard as a bit of fun.



At the tender age of 19, Eddie Barker is about to become a professional snooker player. He is already Amateur South of England champion and he represented England in the Home Internationals in October. Next month he jets off to Pakistan for the Amateur World Championships. The only thing holding him back from professional

success is sponsorship - at the moment, working for JS and the occasional prize money just about pays his travel costs.

Eddie's father could not have foreseen that buying a mini snooker table for his ten-year-old son would have led to such success. 'My Dad's all behind me', says Eddie, 'but my Mum is a bit wary! She always says I

should do more overtime at Sainsbury's instead of practising, but if I don't practise I can't win tournaments.'

To reach world class standard, talent is not enough. Eddie practises up to six hours every day at his local snooker club in High Wycombe, where he is regarded as something of a local hero. 'If I have a tournament

Eddie hopes to soon be adding some professional titles to his sizeable collection of amateur trophies.

coming up then practising is a bit like working - I know I've got to do it. Otherwise playing is fun,' he explains.

Another ingredient of a great player is the ability to keep a steady arm under pressure. Prior to the finals of the English Amateur Tournament, Eddie had not played under formal matchroom conditions or in front of a large audience, as his heroes Tony Drago and Jimmy White regularly do. 'That final was the first time I've had to get dressed up in a dicky bow and waistcoat and it didn't help that there were 70 people watching - I was shaking like a leaf. Even so, the first two frames were the best of the whole game for me. You just have to block out the audience, concentrate on the balls, not the other player, and hope the balls go in.'

The pressure will really be on at the Amateur World Championships but, like the professional that he hopes to be, Eddie knows the score: 'Sure, it's the biggest thing I've ever entered and my first time abroad; but I'll take it in my stride, and if I play well, I'm in with a good chance.'

A MODEL LIFESTYLE



Mark Reynolds, Buntingford depot warehousekeeper, is a man with a mission. If he cannot buy a model of any one of the lorries that has been through the gates of Buntingford depot in its 26 year history, he will make it from scratch.

Mark Reynolds has already made 14 Sainsbury's HGV models (and he owns an enviable collection of 2,000 other die-cast vehicles), each accurate down to the original colour schemes and refrigerator units. He uses archive photographs and videos to make sure they are exactly right. And he often needs to use bits from up to six different models to make just one, because the complete kit is no longer commercially available.

To look at one of Mark's models

is like being a giant looking down on the world. The models are only around 12 inches long, each take around 20 hours to make, and painting them is painstaking work. 'I paint the cab first, then pick out details like lamps and mirrors with brushes that have only three or four bristles.

'I have to pay attention to detail. When the drivers see them they are not slow to point out mistakes. It was great to be at the Buntingford 25th anniversary celebration last year with my models - they brought back a lot of memories for the drivers.'

Mark knows that on the commercial market such models can fetch up to £150 but they are a labour of love for him and a matter of personal pride. 'My Dad was a driver at Buntingford for 23 years and one of his friends drives a 1955 AEC flatbed truck. I built a model of it for him in the same colours as his. He was quite gob-smacked when I gave it to him - it made all the effort worthwhile.'

SSA SAINSBURY'S

STAFF ASSOCIATION

Tel: 071 921 7227

HOLIDAY WINNER

A member of the information systems division is off to the Mediterranean courtesy of the SSA and the International Travel Club (ITC).



David Adler with Sue Casey, UK manager of ITC (left), and Joy Foley from the SSA office.

David Adler, principal analyst/programmer, has entered many competitions over the last few months but he was losing faith, having won only a lilo from Opal Fruits!

Now his faith in competitions is restored. He is the winner of a £400 Mediterranean holiday. He was one of many who answered correctly the three questions in the July JS Journal, but David came to the top of the pile by virtue of his snappy tie breaker: International Travel Club is a first rate travel agent because 'just like JS, they offer the best'.



It is never too early to start thinking about next year's holiday, and you have all the more reason with an SSA offer like this one. Two weeks in Orlando in spring 1994 staying in a three star hotel room for 14 nights with car hire at only £489 per adult and £199 per child (£199 for the second child too). There is a selection of dates so call International Travel Club on **0484 540 111** for more details.

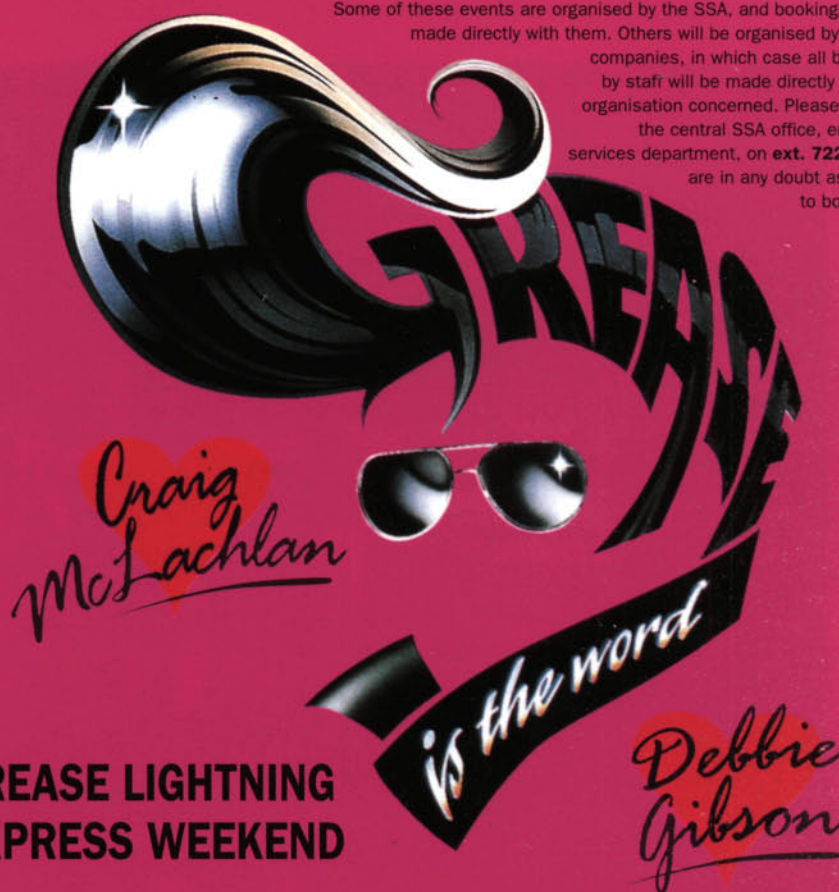
ENJOY A CRAZY NEW YEAR

For only £105 you can see in the new year with gusto. A visit to the West End musical Crazy For You will be followed by a New Year's Eve party and, if you are up to it, the next day, a sightseeing tour.

Contact Rita at Celebration Breaks (ITC) 0484 450 333 for more details.

- One night B&B at the three star Novotel
- A ticket for the evening performance of Crazy For You
- Gala New Year's Eve disco in the hotel
- Guided tour of London on Saturday
- Return coach travel to your local area

Some of these events are organised by the SSA, and bookings will be made directly with them. Others will be organised by outside companies, in which case all bookings by staff will be made directly with the organisation concerned. Please contact the central SSA office, employee services department, on ext. 7227 if you are in any doubt as to who to book with.



GREASE LIGHTNING EXPRESS WEEKEND

Here is an offer for the next half term break that you can enjoy as much as the kids. Bring the family to London on Friday, February 18, with a little sightseeing in Windsor during the day, and see the new Grease musical in the evening.

You will stay in the four star Forte Crest that night and enjoy a guided coach tour of the city the next day. After seeing the matinee performance of Starlight Express, you will get back in time to tuck the kids into bed on Saturday night. And all for £105 each adult and £90 per child in a family room. More details are available from Rita at Celebration Breaks (ITC) **0484 450 333**.

ANDREW LLOYD WEBBER'S NEW PRODUCTION OF



MUSIC BY ANDREW LLOYD WEBBER
LYRICS BY RICHARD STILGOE
DESIGNED BY JOHN NAPIER
CHOREOGRAPHY BY ARLENE PHILLIPS
LIGHTING BY DAVID HERSEY
DIRECTED BY TREVOR NUNN
SOUND BY MARTIN LEVAN

APOLLO VICTORIA THEATRE

PEOPLE



Mandy and Philip.



Ruth and Simon.



Kevin and Elizabeth.



John and Alison.



Fiona and David.



Lawrie Hall and his wife Myra.

LONG SERVICE

The following employees have completed 25 years' service

MERVYN BRADLEY, returns operator, Buntingford depot. **CHRISTOPHER BRYANT**, grocery manager, Leatherhead. **MAY CHAPMAN**, checkout/replenishment, Basingstoke. **STUART CLUER**, store manager, Tamworth. **ROY GODFREY**, perishables warehousekeeper, Buntingford depot. **FRANCIS HENRY**, perishables warehousekeeper, Basingstoke depot. **PHYLLIS JACKSON**, fresh food replenishment assistant, Feltham. **LORRAINE JACOBS**, fresh food replenishment assistant, Cowley. **MARGARET LAW**, grocery replenishment assistant, Leicester. **ELLEN LEGG**, checkout/replenishment, Redhill. **BETTY LIGHT**, bread and cake assistant, Maidstone. **SIDNEY LONG**, driver, Basingstoke depot. **RITA MAYES**, bakery assistant, Pound Lane, Norwich. **CECILIA MCGUINNESS**, local authority liaison officer, Blackfriars. **JOYCE NORMAN**, deli counter assistant, Barkingside. **PAUL PRICE**, driver, Buntingford depot. **GEORGE SMART**, store manager, Dartford. **LEONARD SMITH**, perishables warehouse supervisor, Basingstoke depot. **IAN TWEED**, district manager, Eastern area. **BRYCE WILLETT**, non perishables warehouse chargehand, Buntingford depot.

RETIREMENTS

Length of service in brackets

DEREK FILLERY, meat manager, Langney (39 years). **BOB FORROW**, butcher, Hastings (39 years). **MICHAEL EVANS**, store manager, Hastings (37 years). **PETER ARMIGER**, section manager, meat, Langney (36 years). **MICHAEL TORRANCE**, store manager, Langney (36 years). **PEGGY MURPHY**, senior systems assistant, Woking (24 years). **PAMELA KELLY**, section manager, cash office, Coventry (20 years). **JEAN MUTTER**, kiosk assistant, Oxford (20 years). **JANET SAYERS**, general assistant, Woking (20 years). **Ray Thompson**, section manager, warehouse, Stratford (16 years). **CYNTHIA NASH**, checkout manager, Debden (15 years). **JOAN WILD**, checkout/replenishment, Hastings (15 years). **KEN WOOD**, trolley retrieval, Hastings (15 years). **DAVID COLLINS**, cleaner, Hoddesdon depot (14 years). **JACKIE COLLIS**, checkout assistant, Orpington (14 years). **DORIS FOOTE**, display and checkout operator, Hemel Hempstead (12 years). **RITA KNOCKER**, confectionery assistant, Bowthorpe (11 years). **RON RIDDLE**, warehouse assistant, Langney (11 years). **MAUREEN FAULKNER**, checkout /replenishment, Dunstable (10 years). **CYRIL CANFIELD**, cleaner, Hoddesdon depot (9 years). **JEAN COLLINSON**, checkout assistant, Red Bank Road (9 years). **ARTHUR SMITH**, warehouse assistant, Stratford (4 years).

LAWRIE HALL has retired as reception manager at **KILBURN** after 41 years with the company.

Lawrie joined the company in June 1952 at 101 Golders Green. He moved to North Harrow in 1955 and three years later moved again, this time to Northwood Hills.

In 1962 he was promoted to assistant manager and transferred to South Harrow; 1963 brought about another move, this time to Swiss Cottage for self service training.

Lawrie moved around several other branches before settling at Kilburn.



Vera Wilkinson.

Aunt Vera, alias **VERA WILKINSON** from **WORLE** has retired after 40 years with the company.

Vera joined the company in 1953 at Redhill branch as a counter assistant. In 1963 she was promoted to chief display assistant at Portsmouth branch. Vera set a precedent in her years at JS, becoming the first woman to be appointed assistant grocery manager on the South Western area, and also the first woman to become a grocery manager on South Western area.

Vera was appointed grocery manager at Worle in 1986 and held various positions there until her retirement.

Vera told the *Journal*, 'I am looking forward to visiting the many friends I made during my career, as well as my many relations. I shall be spending this Christmas with friends in Cyprus. Later on, I hope to become involved in voluntary charity work.'

OBITUARY

Length of service in brackets

MAUREEN ALDCROFT, customer service manager, Purley Way, Croydon, died on October 15 following a long illness, aged 47 (30 years). **JOHN BERESFORD**, trolley retrieval, Chatham, died suddenly on October 27, aged 54 (2 years).

MARION FITENI, checkout assistant, South Woodford, died on August 17 following a long illness, aged 55 (13 years). **OLIVE GAMMON**, BWS assistant, Kingswood, died suddenly on October 11, aged 59 (18 years).

WILLIAM LEE, BWS assistant, Feltham, died suddenly on September 4, aged 72 (5 years). **SHARON SKILTON**, cashier, Pepper Hill, died suddenly on October 9, aged 37 (1 year).

WEDDINGS

Congratulations go to:

- **KEVIN McCAFFREY**, fresh foods deputy at **EAST FILTON**, and **ELIZABETH CULLEN**, customer services manager, **WINTERSTOKE ROAD**. They met while Elizabeth was a trainee manager at East Filton.

- **JOHN PRESTON**, section manager, warehouse, and **ALISON KINSELLA**, office clerk, both from **KIDDERMINSTER**. They were married on August 21.

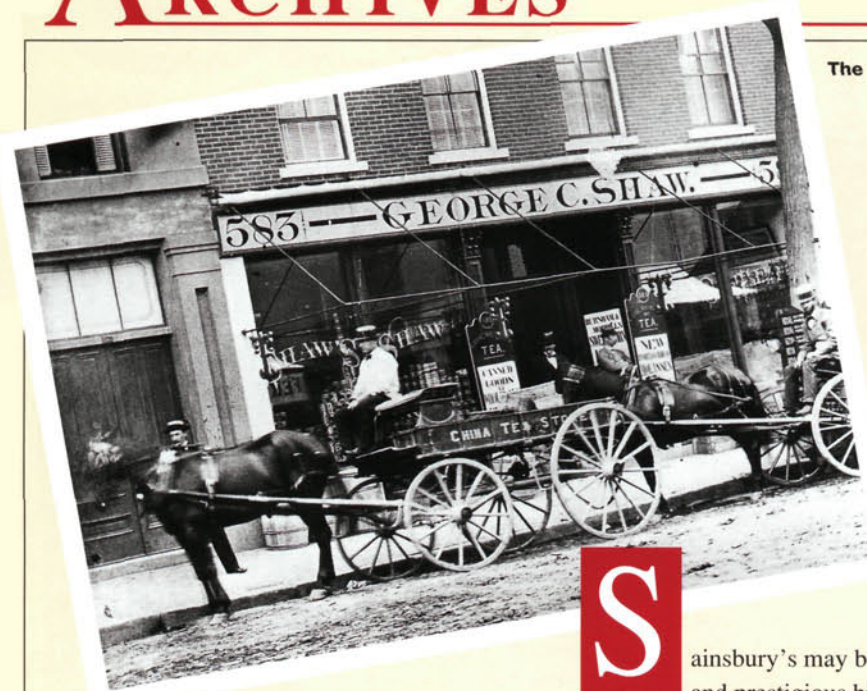
- **SIMON FLETCHER** and **RUTH LAWLOR** of **CRAYFORD**. Simon is a butcher and Ruth is a checkout assistant. They met when the store opened, and were married on August 14.

- **MANDY BINFIELD**, bakery section manager at **SEVENOAKS**, and **PHILIP JAMES**, reception manager at **TUNBRIDGE WELLS**. They were married on August 14 at Chislehurst Methodist Church.

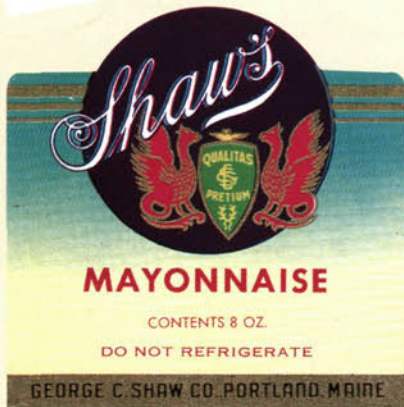
- **DAVID PAINTER**, section manager reception, and **FIONA HOWES**, office clerk, both from **HEREFORD** branch. They were married on September 18 then flew to the Bahamas for their honeymoon.

ARCHIVES

The second Shaw's store in Congress Street, Maine.



shaw's
QUALITY SINCE 1860



Sainsbury's may be proud of its long and prestigious history, but Shaw's can do even better! George C Shaw opened his first grocery store in Portland, Maine, in 1860, nine years before the young John James and Mary Ann Sainsbury began their venture in London's Drury Lane.

George C Shaw soon became a household name in the country town of Portland, supplying basic, high quality groceries such as sugar, flour, molasses and spices - goods which were not available through local farmers. Shaw was one of the largest retailers of flour in Portland during the late 1800s. An early article in *The Portland Eastern Argus* describes the business: 'The immense store is filled with a stock of the freshest of groceries, flour, canned fruit and, indeed, everything that a first class store of the kind would require. These goods are all artistically and conveniently arranged on shelves and counters, and the prices are all plainly marked upon them...Mr Shaw believes in selling a large amount of goods at a living profit so as to keep the stock fresh, rather than in demanding such profits that the goods will remain on the shelves.'

In 1866, Shaw suffered his first major setback when a fire left his store in ruins, but he refused to be defeated and set himself up in temporary accommodation with what he could salvage of his merchandise until the store was rebuilt. In April 1899, following several moves to larger premises, Shaw suffered another major fire which forced the store to close. With characteristic determination, in less than three months, Shaw had opened, on new premises, the finest grocery store in Maine.

By the time of his death in 1919, Shaw had four highly prosperous stores, and his company was eager to continue growing. A merger was sought with a business which could bring expertise in the selling of fresh meat and fish. A perfect candidate was found in Maynard Alton Davis, who had founded a successful

business at Brockton, Massachusetts, in 1899. In addition to an assortment of dry groceries such as tea, coffee, and a limited selection of packaged goods (early products included Shredded Wheat and Campbell's Soup), Davis's chain, Brockton Public Markets (BPM), also carried a range of produce, cooked and fresh meats and fish. By 1919, BPM had expanded to half a dozen stores serving Brockton, New Bedford, Bridgewater, Rockland and Stoughton.

Maynard Davis purchased two of George C Shaw's stores, which were then remodelled and modernised. The stores were staffed by around 100 employees, and offered an efficient home delivery service and charge accounts.

Deliveries were made primarily by horse and wagon, but also by sleigh during the harsh Portland winters.

Shaw's became a subsidiary of BPM, but kept its name. When Maynard Davis retired, his two sons took over - H Halsey Davis running Shaw's in the north, and Stanton W Davis becoming president of BPM. In 1979, on Halsey Davis's retirement, both Northern and Southern divisions of the company

adopted the name Shaw's.

Own brand products were introduced in 1990, but they were by no means the first in the company's long history. Maynard Davis himself introduced several private labels, including 'Trustworthy' and 'Our Roan': a dreadful pun which paid tribute to Maynard's favourite roan horse. The early brand names disappeared when the company joined the Topco co-operative buying group in 1948.

Self-service was introduced considerably earlier in the States than in the UK, and Stanton Davis first converted one of BPM's Brockton stores for this new method of shopping in 1933.

Shaw's has come a long way from its humble beginnings in 1860, but even today the old private brand 'Trustworthy' can be considered synonymous with the company's aim for excellence.



BPM store at Maine Street, Brockton.

SUPERMARKET

OPENINGS

PINHOE ROAD, EXETER

Opening date: September 7, 1993

Address: 1 Hill Barton Road, Exeter, Devon

Opened by: Joint managing director David Quarmbly

Branch manager: David Ambrose

Project manager: John Kemsley

Staff: 350 (268 new jobs)

Sales area: 32,228 sq ft

Car park: 600 spaces

NORTH CHEAM

Opening date: September 14, 1993

Address: London Road, North Cheam, Surrey

Opened by: Chairman David Sainsbury

Branch manager: Nigel Wade

Project manager: Graham Caughey

Staff: 429 (150 new jobs)

Sales area: 35,988 sq ft

Car park: 550 spaces

ENFIELD

Opening date: September 28, 1993

Address: Great Cambridge Road, Enfield, Middlesex

Opened by: Joint managing director David Quarmbly

Branch manager: Clive Taylor

Project manager: Andy Siwik

Staff: 383 (180 new jobs)

Sales area: 38,000 sq ft

Car park: 620 shared



PINHOE ROAD, EXETER

Go to Pinhoe Road and you'll be inspired to contemplate a little philosophy. The three striking statues outside the store depict sheet metal figures running through grey monoliths of local granite.

Their creator, Ray Smith, explains: 'The figures are shown running through granite - an impenetrable material - with speed and fluency: a clearly impossible feat. The sculpture invites speculation at the way in which we set ourselves goals and attempt to achieve them, however insurmountable the odds.' Not unlike trying to get a new store built, suggests project manager John Kemsley!



Hoping for a good run - the statues welcome shoppers to Pinhoe Road.



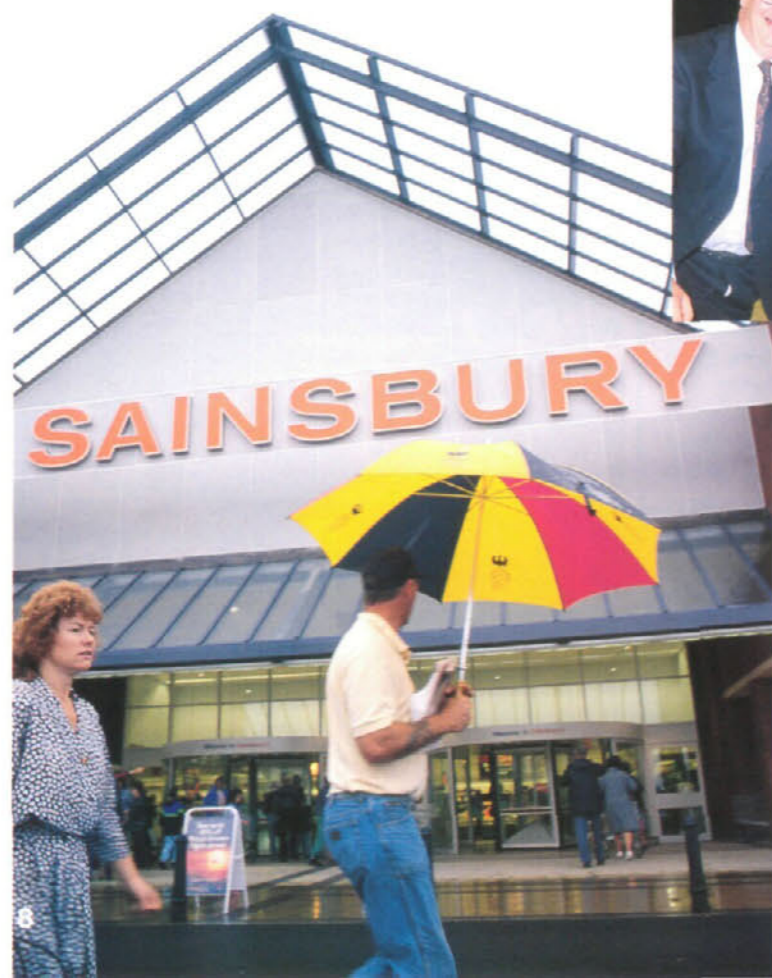
Peter Harris, section manager fresh foods, adds the finishing touch to the fresh pasta cabinet.



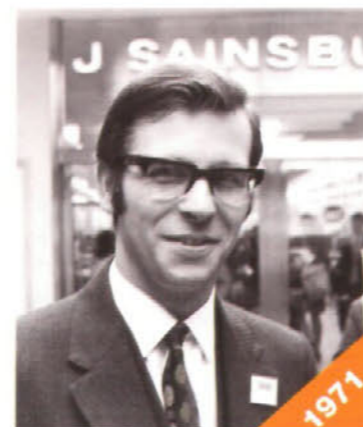
Using their loaves are bakery assistants (left to right) Karina Owens, Sue King and Fiona Edwards.



George King (centre) may not have been the first customer through the door but he is one of the store's strongest supporters. He raised a petition among locals to support the store's planning application. Joint managing director David Quarmbly presented Mr King with a bottle of Champagne on opening morning. Manager David Ambrose is right.



NORTH CHEAM



A flashback to Colin Harvey's first day as branch manager at the opening of the previous North Cheam store in 1971.

In July 1971, a young manager and his deputy waited nervously for the opening of Sainsbury's new flagship supermarket in North Cheam. No doubt they discussed the improvements on the old store that had just closed a few doors down on the London Road, including the 160 space adjacent car park, the carry out bags offered free to customers, and those clever change computation tills that automatically delivered the customers' change down a chute.

Twenty two years later, that manager and the deputy returned to North Cheam for the opening of another store directly adjacent to the 1971-built store. But now the manager, Colin Harvey, is retail director, and the deputy, Colin Etheridge, is area director. 'It was very pleasing going back to North Cheam again,' says Colin Harvey. 'Who would have envisaged that all these years later a new store, two and a half times the size of the original, would be built virtually on the same site?'

'Many of our staff are from the old store, including at least six who were at its opening. That store set quite a few pointers for the future of JS; it was the second with a deli and third with a freezer centre. In 1971, it seemed to many to be in a village location but it went on to be the number one store for two years, proving you did not have to build a store in a city location.'

*Watch out for next month's Journal when we chronicle the construction of the new store.



Brenda Spink, area checkout specialist, with some of North Cheam's assistants.



Current manager Nigel Wade (left), retail director and former North Cheam manager Colin Harvey (centre) and chairman David Sainsbury welcome the first customers.

ENFIELD

It is difficult to ignore the dramatic new Enfield store. Andy Siwik, project manager, describes the eye-catching steel and brick design: 'Enfield represents a new concept in supermarket design introduced at Northfleet. It is neither overly modern nor too traditional. It is meant to be a style that will be characteristic of supermarkets, not just a 'hi-tech' or a 'vernacular'. It is very functional and cost effective - what you see is what you get. I think it lends a timeless elegance to the building and it should look just as good in ten years' time.'

The retail site on which the store stands is only the second site, after Hemel Hempstead, to be wholly developed by JS Developments Ltd - the new company headed by Barry Henderson to develop surplus land purchased by Sainsbury's. One of the benefits will be that all the designs of the other units will co-ordinate with that of the JS store.

In this case, JS was able to buy the whole 21 acre site and devote half to the supermarket. The rest will be occupied by five other retailers and a TGI Friday's restaurant. A Homebase store is due to open in spring 1994.



What a contrast between the old and the new. The picture top left of Enfield's Windmill Hill shop was taken around 1920. The first Enfield branch opened in 1896.



David Quarmbly (left) with the store's first customers and branch manager Clive Taylor.



Kiosk assistants Chris Marchione and Jean Whittread.





Opening date: October 19, 1993

Address: Claps Gate Lane, Beckton, London E6

Opened by: Savacentre chairman Tom Vyner

Branch manager: John Lavin

Project manager: Chris Isherwood

Staff: 800 (750 new jobs)

Sales area: 75,000 sq ft

Car park: 1,300 spaces

At the opening, which proved to be the busiest ever for Savacentre, cartoon characters mingled with the customer queue. The response to the store was overwhelming as the queue stretched along the edge of the store and all the way around the car park. When the doors opened it took almost an hour for all those people to filter in!



HYPERMARKET OPENING

BECKTON Savacentre opens tenth hypermarket



L to r: John Lavin, Tom Vyner and Savacentre managing director Mike Broomfield declare the store open for business.

Beckton's sales area is about the same size as an English league football pitch.

The store took just 33 weeks to build and contains several new ideas for the company.

New upright freezer units provide customers with frozen products at eye level. On the checkout line, tandem checkouts with an assistant on either side provide fast service for customers with 12 items or less - and pack their bags as well!

Throughout the food area, new style gondola ends, dedicated to single lines, give impact. In non-food, the store was the first ever to open with the complete range of Lifestyle clothing - the BhS lines having now been phased - out while the home and leisure department featured the new Sainsbury's bedlinen and towel ranges, both exclusive to Savacentre.

There are 800 staff working in the store, 750 of whom are new to the company. Twenty per cent of these were registered unemployed, meaning Savacentre has reduced the long term unemployment list in the area by around 25 per cent.



Dennis the Menace has a few words of advice for manager John Lavin.

A pre-opening shot of the customer restaurant.



Standing left: Nick Wright, grocery display specialist; centre: John Lavin; right: Julie Jiggins, departmental instructor. Front left: Lee Hogan, grocery specialist; right: Sue Pittaway, checkout assistant.



Pat Jardine, deli assistant on relief from Washington (left), and June Burns, provisions assistant.



The new speedy tandem checkouts. At the back is Rav Sahota and at the front is Claire Sullivan. Both are customer service assistants.



Esther Samak, general assistant on home and leisure.



Tony Duffy, senior general assistant on electrical goods.

Said managing director Mike Broomfield: 'Beckton has moved further towards the hypermarket format and away from that of a supermarket. We have new lighting, new merchandising, and we have packed more services under one roof. Initial takings have broken records, showing an immediate response to our new concept. This formula will help us compete very successfully.'



Check out the image

'Shaw's', says Andrew Mitcham, seconded as senior vice president, marketing and buying, 'is changing the way it does business. We are now the most competitive supermarket retailer in New England.'

'The emphasis in New England has always been on price but Shaw's has not always been the cheapest. Now, however, we are five per cent cheaper than the high street average.'

With price being the single most important issue to the New England customer, and the recession only serving to intensify the undercut and thrust, Shaw's watches its competition like a hawk. This is not easy in New England with its extremely diverse market. There are no less than 19 separate sets of competitors in 19 identified trading areas.

As New England supermarkets shout their prices loud from the rooftops, it is important to shout that bit louder than the rest. We listened, and our ears are still ringing!

The shouting takes various forms, from in-store posters to TV ads and the perennial flyer.

Every major supermarket produces a flyer, chock-full of money-off coupons. The flyers are mailed to homes or jammed into local Sunday papers making them thicker than *The New York Times* and presenting a dawn chorus of 'cents off', 'half price', 'double coupons' and 'buy for a dime'.

Clipping coupons is a national pastime which cuts across all the income brackets. One Sainsbury visitor tells the tale of calling on a friend who was head of a major bank. It was Sunday morning and this serious financial figure was religiously cutting out the supermarket coupons.

A bargain-hunting instinct goes hand in hand with a fickle nature. New England customers are often described as 'cherry pickers', picking and choosing their supermarket depending upon special offers and convenience. As one Shaw's store manager put it: 'You have to fight for every damn penny.'

The key is to stand out from the crowd and Shaw's knows it can build loyalty. One of the big guns in this campaign is own brand. But more on that later.

Says Andrew Mitcham: 'New loyalty schemes in around 28 stores are proving very good for sales, and the new Multisavers and Supasavers are working extremely well.' He talks about the benefits of a strong identity: 'We changed the

style of our flyer, making it easier to identify products and price; we redesigned all the in-store signs and introduced more impactful point-of-sale advertising; we now support store openings with local campaigns, and our TV ads really emphasise the quality of Shaw's own brand.'

Own brand brings a two-fold benefit: uniqueness - customers have to come to Shaw's to buy it; more control - it is easier to control costs and quality, making Shaw's more competitive and more profitable.

Where does own brand fit in?

Own brand across the US has never had a quality image, being cheap and not necessarily cheerful. Shaw's is changing that. Mirroring Sainsbury's own brand, they have developed a wide range of products by sourcing the



best quality for the best price. The brand was launched in 1990 by John Ramsden, on secondment at Shaw's, replacing the label customers previously recognised as 'private label' - Topco. This was supplied to a number of supermarkets by a buying association.

In just four years, the Shaw's own brand range has grown to around 1,400 lines.

Its exceptional quality is assured with the help of a new food technology department, developing specifications for suppliers and auditing them. Margaret McEwan is responsible for this department and for public relations. We ask her what's cooking?

'Last spring we formalised the sampling programme and took on a co-ordinator to conduct product sampling. Before that, buyers had to cook their own products for sampling. We recently tested products for the TV campaign to see how well Shaw's stands up against the brand equivalent and we were very pleased with the results.'

When the Shaw's brand began, Margaret took own label on the road: 'We went on a PR tour. It was a small



affair, like a dog and pony show. We took products round to TV, radio shows and newspapers and invited journalists to the stores.'

Margaret tells us about changes in legislation affecting nutritional labelling: 'The purpose is to provide people with a clearer idea of nutrient content, being more stringent about claims and setting minimum typesize standards.'

This is an area in which Sainsbury's can offer a wealth of experience and Shaw's sees another opportunity to make a better job of it than the competition.

Looking down a Shaw's aisle gives a unique view for a New England supermarket - the own brand really does stand out. Steven Gravelle, Sainsbury's corporate design manager: 'We chose the black design because customers, when researched, told us they found it simple and distinctive. Customers were not used to quality own label, so there was a process of education going on. It was important to be consistent across all ranges, saying more about Shaw's than about any one particular product.' Steven also introduced a quality seal logo with a quality statement to appear on all products, encouraging customers to have confidence in the brand.



The newly-designed flyer makes it easier for customers to identify products and price.



Loyalty schemes are now in 28 stores.



Coupon clipping is a national pastime which cuts across all income brackets.

Visit a store



North Attleboro.

Arriving at North Attleboro, Shaw's new flagship store in the Southern Region, we have an uncanny feeling of having been here before. The Sainsbury's connection is unmistakable.

Jim Walsh, vice president Southern Region, is our guide. He talks of the relationship with the parent company: 'Sainsbury's expectations are extremely high but the fact that David Sainsbury and his board believe in the US management team is a great resource; it empowers us.'

Jim provides an insight into how the structure of the retail division has changed. 'There used to be three divisions all doing their own thing in terms of buying, and running the stores. Layout was determined to a great extent by suppliers concerned with blocking their own brand into an impressive display. Now we have two regions and one standard. Whether you're a customer in Brockton or Bangor, the offer is essentially the same.'

Centralised buying brings economies of scale which is good for the profit margin, and the new consistency within stores builds the company identity.

The main difference between a Shaw's and a JS store is the product range. North Attleboro carries 25,000 products compared with 17,000 at an equivalent JS. The traditionally brand-loyal New England customer invariably shops with coupons, and demands that all brands be available.

Fresh foods take up a much smaller proportion of the store. There is only a small market for ready meals but Shaw's is working on increasing the demand.

The first thing we encounter is a very large customer service desk. This not only deals with returns and queries, but is a point at which customers may buy stamps and money orders; pay gas and electricity bills, wire money and, biggest draw of all, buy state lottery tickets. There are even videos to rent, although it is anticipated this market may dry up when cable TV really establishes itself.



The fresh fish department is appropriately large - after all, this is Massachusetts, the Bay State, with its many fishing ports. Lobsters are on offer at \$5.99 (£4.00) a pound.



There is a massive range of 'ground beef', or minced beef, as we know it. You may expect this in the home of the hamburger. Shaw's is proud of the fact that meat is prepared on the premises, and the preparation area is visible by means of a window. A 'press for help' button encourages customers to take advantage of the personal service on offer.

CONTINUED

A brief history

In 1860, Maynard A. Davis started a company called Brockton Public Markets (BPM) which consisted of small downtown stores in the Brockton and New Bedford, Massachusetts areas. In 1919 he purchased the George C Shaw company which consisted of two similar markets in Portland, Maine. In September, 1979, George C Shaw Co. and Brockton Public Markets merged, forming a new company - Shaw's Supermarkets, Inc. JS originally acquired a 21% shareholding in November 1983 and acquired all the remaining share capital in July 1, 1987, through J Sainsbury USA Inc.

To learn more, turn to the Archives, page 32.

Distribution centres

Wells, Maine
Methuen, Mass.
East Bridgewater, Mass.

Offices

Corporate office - East Bridgewater, Mass.
Southern Region office - Brockton, Mass.
Northern Region office - Portland, Maine.

| State | area in sq metres | population | Shaw's |
|--------------------------------|-------------------|--------------|-----------|
| Maine | 35,387 | 1.3m | 17 |
| New Hampshire | 9,351 | 1.2m | 18 |
| Massachusetts | 10,555 | 6.0m | 45 |
| Rhode Island | 1,545 | 1.0m | 6 |
| Connecticut (new trading area) | 5,544 | 3.3m | - |
| | 62,382 | 12.8m | 86 |

England, Scotland and Wales cover a total of 88,000 square miles and together have a population of 54 million.



NOT TO SCALE