

JOURNAL

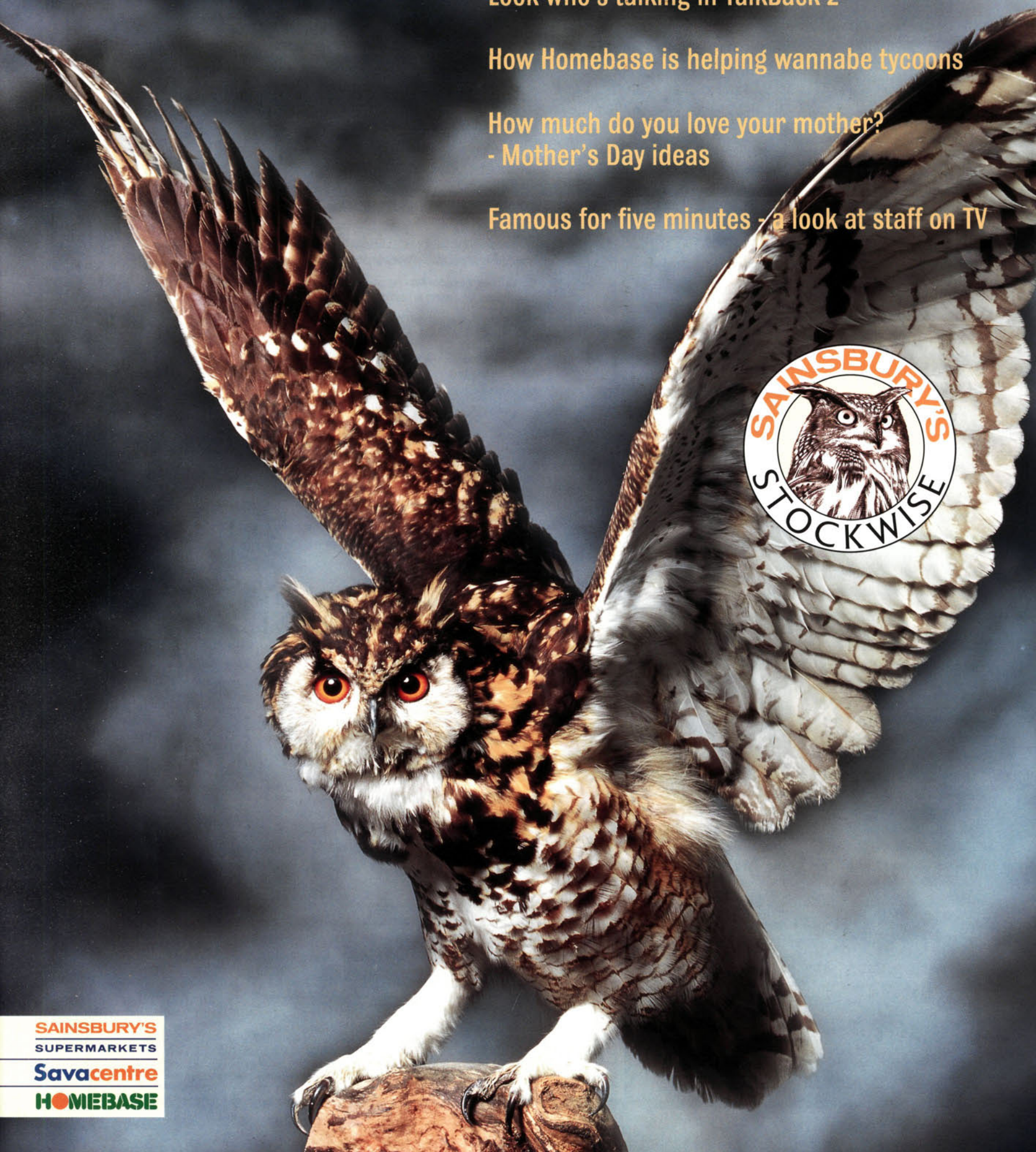
Stockwise takes off

Look who's talking in TalkBack 2

How Homebase is helping wannabe tycoons

How much do you love your mother?
- Mother's Day ideas

Famous for five minutes - a look at staff on TV





From the editor

I know the cover looks a bit like *Wildlife Weekly*, but this is the *Journal* - honest. The owl's there to help the Stockwise campaign get off the ground (page 18) and symbolize wisdom, vigilance and pride. Three attributes vital to anyone playing the central midfield role in a team entering the group-wide football tournament due to take place in April and May (page 3). But don't get carried away by footy mania just yet, there's still Mother's Day (page 15) and Easter to think about before Scotland get down to the serious business of kicking lumps out of Brazil.

For those dreading the forthcoming hours of World Cup football on TV, it might be a good idea to stop watching the box and try appearing on it instead. Dale Winton is looking for *Journal* readers to volunteer for his show *The Other Half* (page 27). But if Dale's not quite your cup of Earl Grey, perhaps you could spend your viewing time surfing the Internet instead. The Sainsbury's website is definitely worth a wander round (page 20) and you can even use it to communicate with Sainsbury's Pet Club and customer services, among other things. Although a better way to communicate if you're looking to say what you think about the company and your own working conditions is through TalkBack 2 (page 8). It's currently being rolled out to all locations and includes the question 'how satisfied are you with your job at Sainsbury's overall?'

Whatever your answer to that, I hope you'll be satisfied with this month's issue which has all the regular features and competitions as well as reports on Homebase's involvement with small businesses (page 14), the birth of the mini bakery (page 22) and some of the latest ideas in store layout and lighting (page 16). So enjoy reading and please keep sending in your letters, stories and photos. But no Polaroids please as they don't reproduce well enough to print.

See you next month

Dominic Long
editor

MANAGING EDITOR : Chris Boffey
EDITOR : Dominic Long
ASSISTANT EDITOR : Jon Carpenter
EDITORIAL ASSISTANT : Steve Lord
DESIGN : Helen Jones
FRONT COVER : Stuart McClymont - Getty Images
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JS JOURNAL, J SAINSBURY PLC, DRURY HOUSE, STAMFORD STREET, LONDON SE1 9LL

TEL: 0171-695 8181

E-mail JS.Journal@JS.bt400.co.uk

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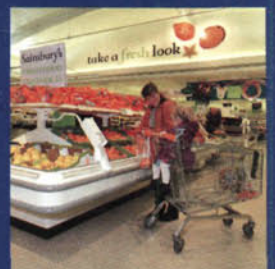
The Stockwise campaign is under way to get all of us wise about how we handle stock and protect it (page 18).



We look at what JS looks like on-screen on its Internet website (page 20).



Don't forget your mother this Mother's Day - some gift ideas are on page 15.



Halifax shows just how good-looking the inside of a store can be (page 16).



Meet some of the JS stars of the small screen on page 26.



Up, up and away with the SSA (page 34).

Double award for Pictures for Schools scheme

Sainsbury's Pictures for Schools scheme won the Sponsorship of the Year trophy in the Hollis Sponsorship Awards in February, having already won the top prize in the arts sponsorship category.



Guest speaker David Mellor presents the top award to Chris Leaver.

The Pictures for Schools scheme, in which Sainsbury's stores present framed prints of specially selected paintings to local schools, was described by the awards judging panel as a 'refreshing and inspiring project'. The scheme was also said to be a good example of how 'small can be beautiful' as it won the overall prize in the face of big budget sponsorships such as Land Rover's sponsorship of the British Lions tour on BSkyB, and Flora's sponsorship of the London Marathon. The



award was received by Chris Leaver, director of group internal communications and member of Sainsbury's Arts sponsorship panel.

The double award-winning community affairs team are (l to r): Janet Glover, Sue Mercer, Marah Winn-Moon and Fiona Matthews.

Trading statement released to City

The JS Group trading statement for the 16 weeks to 10 January was issued to the City on 6 February.

The statement highlighted Sainsbury's Supermarkets like-for-like sales growth of 3.2% which remained above the average sales inflation figure of 2%.

As anticipated in the interim results announcement, like-for-like sales volume growth decreased following the anniversary of the introduction of Extra Reward Points in November.

Savacentre's like-for-like sales growth improved to 2.6% for the 16-week period from 1.3% in the first half. The statement also confirmed that although the food retailing environment continued to be extremely competitive, Sainsbury's and Savacentre's gross margins have remained firm.

Homebase was reported to have benefited from a successful Christmas and New Year and achieved strong like-for-like sales growth of 9.8%, whilst Shaw's recorded a like-for-like sales growth of 1% in its established market areas, marginally ahead of inflation.

Sainsbury's Bank was reported to have achieved exceptional growth, opening over 10,000 new accounts each week. It now has over 600,000 accounts and customer deposits in excess of £1.4 billion, and is expected to move into profit ahead of schedule, during the course of this calendar year.

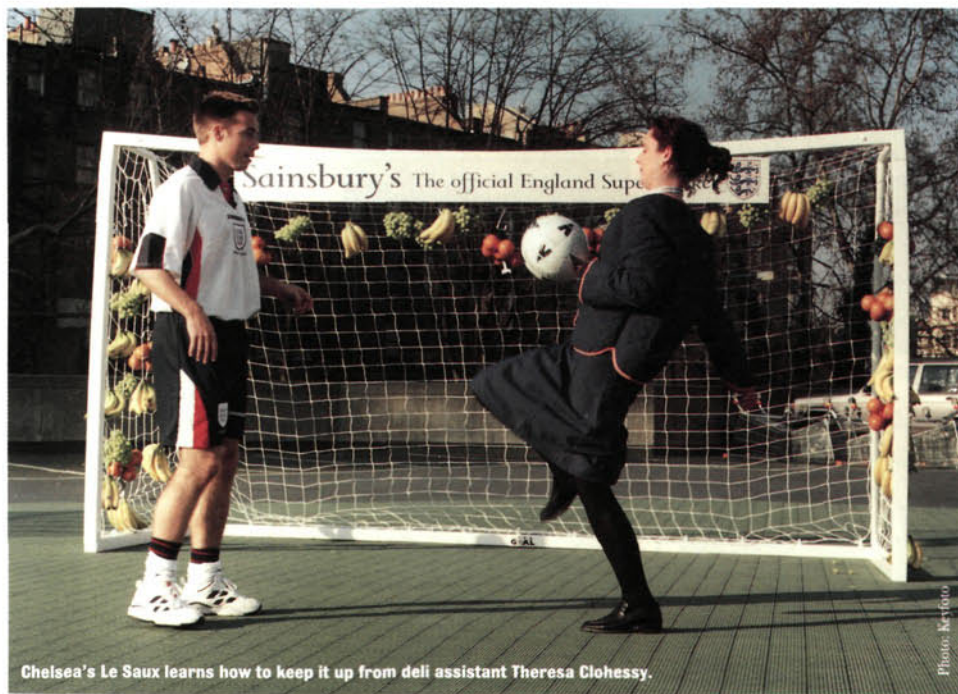
Speaking of the results, chairman David Sainsbury said: "Sainsbury's Supermarkets' performance continues to recover based on striving to provide our customers with outstanding quality, choice and value. The Group is on track to achieve the objectives outlined last May and we expect to produce satisfactory profit growth for the year."

JS gets England call-up

Sainsbury's
The Official
England Supermarket



Following an exclusive arrangement with the English Football Association, Sainsbury's is to be The Official England Supermarket throughout the World Cup period.



Chelsea's Le Saux learns how to keep it up from deli assistant Theresa Clohessy.

The world's press was invited onto the roof of Cromwell Road store on 25 February to hear the news and watch Chelsea's England international, Graeme Le Saux, pick up a few footballing tips from the store's top footballers, along with assistant England coach John Gorman.

In its role as Official England Supermarket, Sainsbury's will be giving away 1998 Official England Squad Medals free with specific

food purchases and petrol from Sainsbury's and Savacentre filling stations.

The medals will also be on sale in packs of four for 99p.

Meanwhile, customers will be able to exchange Reward Card points for merchandise from the Official England Merchandise Catalogue, available in all JS stores.

There'll be a whole host of other World Cup-related

activities in the coming weeks, including the group-wide football competition for teams from every location within Sainsbury's, Savacentre and Homebase. Posters should already be up where you are inviting your location to put forward a men's and a ladies' five-a-side team to take part in one of the 28 district tournament days to be held on 19 April.

The semi-finals and final of the Group competition will

be played with 11-a-side teams on 31 May at the stadium of a premier or Nationwide league club, with everyone welcome to come and scream abuse from the terraces.

Given the undoubted joy in Scottish stores over Sainsbury's being The Official England Supermarket, the *Journal* is expecting a particularly fiery challenge in the football competition from teams north of the border.

NEWS IN BRIEF

Senior appointments kick in

The chairman, David Sainsbury, has confirmed details of the senior appointments announced in October. In a statement released to the Group on 6 March, he said:

"Dino Adriano becomes group chief executive from 8 March, the beginning of the new financial year. From that date he will take over from me as chairman of the Group capital expenditure and Group management development committees and will also conduct the six-monthly performance reviews of the operating companies. Dino also remains chairman and chief executive officer of Sainsbury's Supermarkets Ltd.

"David Bremner becomes deputy group chief executive from 8 March, reporting to Dino Adriano. He will continue, as chairman of Homebase and Shaw's, to be responsible for our DIY and US business and, in addition will coordinate, through Rosemary Thorne and Dominic Fry, Group finance and corporate communications matters.

"As chairman, I will have responsibility for the Group's strategic development and will remain chairman of the Group strategy committee.

"I am sure you will join me in congratulating Dino and David on their new roles, in which I know you will give them every possible support."



David Sainsbury



Dino Adriano



David Bremner

New booklet for selected customers

Selected Reward Card holders are to receive a new booklet giving details of how customers have helped develop JS's own label products through the Product Quality Monitor (see page 10) and Better Quality Same Price programme. The booklet also explains the different ways reward points can be used as well as giving news on what's new in-store.



New management structure goes on trial

During March, everyone in stores will be hearing about a new style of management structure that is being trialled in seven stores, called Customer First Management.

The *Journal* will be taking a look at the thinking behind the new structure in the next issue.

Tom Vyner retires after 20 years with JS

Tom Vyner retired from JS at the end of January after almost 20 years distinguished service with the company.

Tom Vyner joined Sainsbury's in 1978 as director responsible for grocery trading. In March 1986 he was appointed assistant managing director, responsible for buying and marketing. In 1990 he was appointed joint managing director and two years later he became deputy chairman.

In January 1996 he became supermarket chief executive. During his time with the company, Tom was also chairman of Savacentre for two years and president of the Institute of Grocery Distribution from October 1994 until February 1997. His

contribution to the food industry was recognised in 1997 when he was awarded a CBE in the Queen's Birthday Honours list.


Group chairman, David Sainsbury, pays this tribute: "Tom has made an outstanding contribution to our success in many ways. I was delighted when he agreed, at my request, to stay on for a further year after his normal retirement date, to lead the recovery of the business. His work in developing a new business strategy for Sainsbury's Supermarkets and overseeing its initial implementation, has ensured that we have a firm foundation in place for our continuing recovery. I would like to wish Tom a very long and happy retirement."

In his retirement speech, Tom noted how the company had grown during his 20-year career: "When I joined Sainsbury's in 1978, our annual turnover was £811 million. Last year it was £14.3 billion. During the same 20 years, Group operating profits have shot up from £27 million in 1977/78 to £745 million last year. The number of supermarkets has also risen from just over 200 to



Tom receives a fond farewell from friends and colleagues at his retirement party.

just under 400! We have also diversified with the creation of Savacentre, Homebase, Sainsbury's Bank and the acquisition of Shaw's in the United States. Innovation and expansion have been the hallmark of these two decades.

"Looking back over my 20 years, I am most struck by the pace of change. And I am enormously impressed by the ability of this company, and those involved and associated with it, to harness and manage that change. No individual has done this so brilliantly and with such leadership as John Sainsbury, who was my direct mentor and boss, for most of my time. I have learnt from him more than I can ever repay. However, it becomes more and more clear that the business will continue to prosper and grow under the leadership of David Sainsbury and Dino Adriano." 



"I have great respect for you because you are action-driven and because you have always had a real passion for your company" - Lord Sheppard, a long-time supplier to Sainsbury's, pays tribute to Tom at the retirement party.

Quality campaign under way

The 'Taste the Sainsbury's difference' promotion got under way on Sunday 22 February with the first TV screening of a 30-second ad which emphasises the quality of JS's own label products, and shows how consumers' comments are being used to produce better tasting food.

As well as showing the work of the Product Quality Monitor (the research programme which seeks out customers' views on product quality - see page 10) the promotion also highlights how almost 600 products were improved last year, without their retail price rising, through the

Better Quality Same Price programme.

With JS products coming out top in over 160 taste tests in magazines and newspapers in the course of the year, independent endorsement of JS's quality by the press is another important feature of the 'Taste the Sainsbury's

difference' campaign. The publications running the tests in which JS products won range from *Woman's Own* and *Best to The Times Magazine* and the *Daily Mirror*.



New structure for regions as Colin Etheridge retires

Following the retirement of south-eastern regional director Colin Etheridge, the number of regions in the retail division of the supermarket business reduced from six to five on March 8, with the south-eastern and south-western regions merging into one southern region.

Colin began his 34-year career as a trainee manager at Woodford and worked his way up the store management ladder to become manager of Fulham in 1973. He was appointed district manager in 1978 and senior manager, branch operations in 1990. He became regional director in 1991.

The feasibility of having larger regions, but fewer of them, was considered by the board last year in the light of the increased level of support to stores by the retail central departments. According to retail director Robin Whitbread: "The large amount of

changes taking place in the business at that time made the reduction in regions undesirable then, but Colin's wish to retire early gave us an opportunity to reconsider and the time is now right to make the change.

"Colin has had an excellent record of consistently high achievement in his seven years as regional director and I wish him every happiness in his retirement."

Former south-western regional director Graham Naylor heads up the new southern region, which comprises 97 stores and a regional office at Bromley.



To accommodate the merger between the two regions in the south, Steve Bass's former south-eastern district has moved to the eastern region, which is now made up of 83 stores, and Ian Elkins's former south-western district has moved to central and western, which now also comprises 83 stores. The former south-western regional office at Woking has closed with the Midlands and northern regions remaining unaffected.

Show time

During February, Sainsbury's

kicked off the 1998 exhibition programme - the most extensive yet - with the Hortex International trade show at Harrogate, the UK's major event for fruit and vegetable growers.

During the show, produce director Ian Merton signed up seven new suppliers to the Sainsbury's Partnership in Produce Scheme, including three new flower nurseries.

Here is a list of the exhibitions and shows Sainsbury's will be present at this year:

- 11 March:** BEEF 'Meeting the Customers' Needs' - trade show, National Agricultural Centre (NAC).
- 1-5 April:** BBC Good Food Show, Olympia - sponsoring the Introduction to Wine and the Organic Pavilion.
- 13-15 May:** Balmoral Show, Belfast.
- 19-22 May:** Chelsea Flower Show (JS/NFU sponsoring 'UK Horticulture' stand).
- 27-30 May:** Bath & West Show, Shepton Mallet.
- 11-13 June:** South of England Show, Ardingly. Also sponsoring 'The Super Beef Bull' competition.



David Rowden, stand manager with Yta Nicholson of A N Worth, a JS supplier, at the Hortex International trade show.

- 25-28 June:** Royal Highland Show, Edinburgh. Also sponsoring 'The Scotsman' cookery theatre.
- 1-2 July:** Royal Norfolk Show, Norwich. Also sponsoring 'Farming in Norfolk' exhibition with the theme based on potatoes.
- 6-9 July:** Royal Show, NAC. Also sponsoring 'Cleaner environment' litter bins.
- 14-16 July:** Great Yorkshire Show, Harrogate. Also sponsoring new cookery theatre in the Country Pursuits area.
- 16-18 July:** Kent Show, Detling. Also sponsoring British Food Tent.

the focusing of saved several th by cutting our d time, less fuel an repairs."

Mount Ephraim Biodiversity bu already on the fe provide a clearer for environment for some of the species."

Mark Tinsley, E "Creation and

NEWS IN BRIEF

Top lottery prizes for 33 stores



Harlow's Pam Field (left) and Chris Woollard receive their certificate from Camelot's Linsey Boland.

Thirty JS stores and three Savacentres have won gold awards for best practice in the national lottery, with 39 stores achieving silver and 155 bronze. The awards were made following an assessment of the employees of lottery retailers for their lottery knowledge. Lottery project manager John Heberd says: "This is an excellent achievement and all staff associated with the lottery can be justly proud of this result, it shows the hard work and effort put in by everyone."

PHARMACY

20,000 and counting



Selby Road pharmacy assistant Anne Cumming is the 20,000th person to register on the National Pharmaceutical Association's (NPA) Pharmacy Interact Assistant Training Course.

To mark the occasion, Anne received an engraved vase from NPA's Ian Conquest, along with representative from the course's sponsors, Mel Smith (far left), pharmacy manager Peter Tate, and store manager Ian Jackson (far right).

NVQ success at Bletchley



David Bates, central and western regional personnel manager, recently visited Bletchley store to present the NVQ Assessors and Internal Verifiers with their certificates, and to congratulate them on their achievement. They were also each presented with a bottle of champagne. Bletchley is a first-phase IIP branch and has had an active NVQ programme for some time.

Back row (from l to r): Richard Stankiewicz, store manager; Shirl Pegram, operational skills co-ordinator; Esther Gibbs, senior clerk; Janet Leathers, assistant manager customer service; Mike Vysoudil, BWS senior assistant; David Bates, regional personnel manager. Front row (l to r): Barry Smith, meat manager; Andy Smith, assistant manager fresh foods.

Stratton to the rescue



When pregnant teenager, Kathy Hatcher had more than £4,500 worth of goods burgled from her flat, Stratton store decided to give her a helping hand.

District customer services specialist, Linda Cook (right) presents Kathy with a trolley full of nappies and other baby equipment, worth over £50, to replace some of the items that were stolen.

Workshop well up on wines

Following the success of six members of staff from Workshop in The Wines and Spirits Education Trust (WSET) Course, the store now has eight colleagues qualified to give expert advice to customers buying alcoholic drinks. Branch personnel manager Ailiss Nind asks: "Is this a record?"

NEWS IN BRIEF

92 years a JS shopper

Customer Lilian Soar recently celebrated her 100th birthday with a party in Stanway's coffee shop, where she was presented with champagne, flowers and a JS hamper by store manager Arthur Holland and eastern regional director Ken Barden.

Lilian first shopped at Sainsbury's with her mother back in 1906.



Ainsley pops into Penge

Penge JS was pleased to lend a hand with Ainsley Harriott's latest BBC2 TV series, *Ainsley's Meals in Minutes*. The programme shows how food bought from ordinary outlets such as garage forecourts, corner shops and supermarkets can be transformed into culinary masterpieces suitable for all the family.

Ainsley met JS butcher Roger Gilbert who helped the star select some Toulouse sausages and lamb fillets (which the TV chef wanted cutting up into strips for kebabs). Says Roger: "The filming only lasted about a minute and it was all a bit of a blur. Ainsley asked me how long I'd been a butcher, to which I replied 38 years. He then said this proved that you can find good, experienced butchers in supermarkets."

The programme featuring Roger was shown on Monday 9 March. Press officer Kelly Flynn also persuaded Ainsley to buy some of Penge's fresh produce for the following week's programme.



Gone fishin' - Ainsley shows off his catch at Penge.

Flies on the wall at Straiton

Straiton's customer restaurant recently hosted an exhibition of insect photographs taken by some of the 100 plus local schoolchildren who took part in a photography project sponsored by JS.

The micro-monsters photo project was part of the Animal Magic programme run by Edinburgh's City Art Centre, which combined museum exhibits and artworks from contemporary artists and craftspeople with hands-on learning activities. Animal Magic is now on a UK tour so keep an eye out for fearsome beasts and creepy-crawlies in your area.



Badger Farm educates educators

Fourteen teachers from local schools attended Badger Farm's presentation on 'Food Retailing & Food Technology', developed and organised by food adviser/marketing coordinator, Davinia Tibbetts, in conjunction with Hampshire Education Authority.



Store manager Phil Woodland and Davinia Tibbetts (right foreground) with Hampshire teachers.

The presentation, which included a store tour and information on Microban and the chilled foods distribution chain, was received so well that a second one is planned for later in spring.

Uniform creations on the way

Thanks to local staff councils, uniform 2000 questionnaires have been completed by staff from 288 stores to help decide what the future Sainsbury's staff uniform should look like.

Among the female colleagues who filled in questionnaires, 75% think the current blouse is a winner while only 6% like tracksuits. The men also mark the tracksuits low with a thumbs up coming from only 8% compared to over 60% for both the current trousers and shirt.

In giving views on a future uniform, half the people in the survey wanted something very smart - as opposed to casual, with a distinct preference being shown for the kinds of uniforms worn by staff in airlines, banks and building societies. Suits were also very popular with both men and women whilst dresses and waistcoats proved less popular.

The important element

of any uniform is said to be the fit, and half the people surveyed like the idea of a polyester/cotton fabric.

The information from the survey is now being used to formulate a brief which can

be given to designers so they can come up with ideas for the new uniform. Watch this space for news of the creations that come off their drawing boards.

Give Me 5

The British Dietetic Association ran its first Food Awareness Week (from 9 to 15 March).



Five very good reasons to eat more fruit and vegetables...



...and make every week Food Awareness Week



Sainsbury's

The British Dietetic Association

The key message of the week is that, as part of a healthy balanced diet, people should eat at least five portions of fruit and vegetables a day, including fresh, frozen, canned, dried and juices.

On average people only eat three portions a day. Food Awareness Week therefore concentrated on

providing plenty of practical and motivating information to help people on their way to achieving five a day.

Sainsbury's supported the campaign with in-store leaflets, posters, price promotions, recipes, shelf-edge labelling and tastings.



says: "When top designers and writers say it's the best show they've seen you know you've got it right. After our Christmas product launch

Homebase had more mentions in home interest magazines than any other retailer. This is our aim for summer too."

Homebase impresses press



More than 120 journalists from home interest magazines and national press experienced an assault on all their senses on 11 February at the Homebase Outdoor Living launch. The brave new world created within The Music Room in London's West End comprised four gardens inspired by contrasting countries and evoking different moods.

Despite there being celebrities such as *Changing Rooms'* Lawrence Llewelyn Bauwen (pictured in the red jacket) and Home Front's Kevin McCloud, the real stars of the show were the products.

Homebase's consumer PR manager Sally Warren

Enjoy a musical day out

If you fancy a musical day out with the family in the coming months, make a note of the dates of the audition rounds of the 1998 Sainsbury's Choir of the Year Competition.



Photo: Nick Cornish

JS looks for SOuRCe of organics

Sainsbury's is seeking out new supplies of organic produce through a new body known as Sainsbury's Organic Resourcing Club (SOuRCe), the first meeting of which was held recently at Fanhams Hall, attended by 13 major organic suppliers.

SOuRCe aims to tackle the problems of under-supply and lack of UK production in the increasingly popular organic sector by enabling different suppliers to network, sharing information on new sources of products. SOuRCe will also help suppliers find a market for any sections of the crop that Sainsbury's is unable to use - for example, undersized carrots.

Organics product manager Robert Duxbury is in charge of technical issues with organic products across the company - a new position created to reflect the importance of the range. Says

Robert: "The club will give confidence to UK growers. It also shows that JS is committed to organics - it's not just a passing fad."

"The club will give confidence to UK growers. It also shows that JS is committed to organics - it's not just a passing fad."

Primary agriculture director Ian Merton says: "The first meeting of the SOuRCe club was an outstanding success. We now have a focus group for our buyers and suppliers to provide our customers with the very best range and quality of organic products."

Currently, 75% of organic products have to be imported. The organic market, worth £260 million, has doubled in the last three years and is expected to reach £500 million by 2001.

There's going to be something for every taste from jazz, folk and gospel through to barber-shop and even the occasional Gregorian chant.

Most auditions will be compered by Howard Goodall, composer of the theme tunes for *Red Dwarf*, *Blackadder* and *Mr Bean*. For further information, or to reserve tickets, call the community affairs department on 0171 695 7851.

Dates for the diary:

- 22 March : Charter Hall, Colchester
- 28 & 29 March : Royal Northern College of Music, Manchester
- 5 April : St David's Hall, Cardiff
- 19 April : Queen's University, Belfast
- 25 & 26 April : Arts Centre, University of Warwick
- 3 May : Queen's Hall, Edinburgh
- 9 & 10 May : Anvil, Basingstoke
- 16 May : Arts Centre, University of Warwick
- 17 May : Tyne Theatre & Opera House, Newcastle upon Tyne
- 24 May : Victoria Rooms, Bristol
- 31 May : Towngate Theatre, Basildon

NEWS IN BRIEF

June kick-off for Corporate Games

Anyone on Dave Reynolds' district who is interested in taking part in The UK & Ireland Corporate Games taking place in Bracknell from 12 to 14 June should contact store manager's clerk, Anthony Stevens, at Bagshot Road on 01344 360727.

The games are aimed at businesses throughout the UK who are interested in promoting fitness and team building, and include 20 sports such as basketball, bowling, volleyball and hockey.



Six of the best

Six candidates from central and western region have now achieved the Customer Service Award Level 3. The qualification requires candidates to achieve a prescribed standard in their daily tasks and to produce a business-improving idea.

The six are Mandy Poole and Scott Tyreman from Barnwood, Marcus Cole from Clifton Down, Mark Hook from Winterstoke Road, Suzie Slater from Milton Keynes, and Angie Meierhans from Dome Roundabout. Congratulations also go to their tutor, Maureen Webb.

Chilled meal factory ready for action

A new factory, dedicated to producing chilled Italian and vegetable ready meals exclusively for JS has been opened by chief executive Dino Adriano. Saxon Valley Foods is owned by the Geest group and is situated in Biggleswade, Bedfordshire. The £11 million plant was built in just 23 weeks and, when working at full capacity after further investment, will have 100,000 sq ft of manufacturing capability. It currently employs 140 staff - mostly local jobs.



Dino Adriano and Ian Menzies-Gow declare the factory open.

Andy Green receives OBE

Former JS employee and land speed record holder, Andy Green, received his OBE from the Queen at a recent ceremony held at Buckingham Palace. Andy once worked as a trolley boy at Orpington and his father, Tony, and his two brothers also worked for the company.

Tony spoke for the whole family when he told the *Journal*: "It was a marvellous day and we feel very proud of Andy's achievements."



Tony and Betty Green join their son after he was awarded the OBE.

Supermarkets merge

Somerfield and Kwik Save have completed a £1.3 billion merger to create a supermarket retailer with over 1,400 stores. The enlarged group is the fifth largest UK food retailer with a 7% market share. The merger is subject to approval from the Monopolies and Mergers Commission.

Moving like natural spring water, TalkBack views given in 1996 filtered through JS's structure, permeating it with new ideas as they went, before emerging as a crystal-clear expression of employee opinion. Now the process is under way again with TalkBack 2.

Look who's talking: 2

Gathering the views of everybody at Sainsbury's, from the chairman down, is a long process. But it's one that is now seen as indispensable in running the supermarket business. Personnel policy and communication manager Jan Cameron explains: "It is vital that we find out what staff think about the company, so we can sort out problems and find out what the barriers are which prevent people from doing

their job well.

"Whether it's the working environment, problems with holiday pay or poor communication, if there's something stopping people from serving the customer, we must know about it so we can put it right. For the sake of the people involved, and for the sake of the business."

The obvious benefits of the first TalkBack survey in early 1996 were the setting up of staff councils and the introduction of special leave, so long-serving staff could take a short break from JS, whether for reasons of personal development or to care for an elderly relative. But there are less obvious, fundamental benefits which have come about as a result of TalkBack views filtering through to the right places.

Says Jan: "TalkBack was one of the things that gave us data which helped put the

“TalkBack helped put the ‘people and organisation’ section in the company’s Web business strategy. Among other things, this has led to managers’ performance being measured by the way they manage their people, in the same way they are measured on sales and stock results, and any other operational issue.

“If they are not motivating their people to work towards the Web’s main objective - of making Sainsbury’s the customer’s first choice for food shopping - then their performance rating will be affected.”

Jan Cameron with the TalkBack 2 collection box.



Group-wide

Here's our regular round-up of what's been going on across the Group...

SAINSBURY'S SUPERMARKETS

LIGHT YEARS AHEAD AT HALIFAX

In a national competition, the Lighting Industry Federation has judged the concept lighting scheme at Halifax (see page 16) worthy of a 'Highly Commended' award. The presentation of the award will be made on 17 April.

PRESS SAYS BANK ON SAINSBURY'S

Out of 1,367 companies, Sainsbury's won more favourable comment in the London national press than any other company in the fourth quarter of 1997, according to the latest edition of *The PressWatch Quarterly*. Marks & Spencer and Tesco were placed second and third respectively. Sainsbury's revival is largely due to the strength of coverage of Sainsbury's Bank.

BURNS' NIGHT CELEBRATIONS

To celebrate Burns' Night on the 25 January, 14 stores around the country piped in the haggis. Two of them, Selly Oak in Birmingham and Hadleigh Road in Ipswich, were featured on local television, with another five appearing in the local press.

LOVE IS IN THE AIR

To celebrate Valentine's Day, Nigel Lane wanted to give his girlfriend, Emma Parker, the biggest bunch of flowers in the world - and he did, by taking Emma for a ride in Sainsbury's Flowers hot-air balloon. Nigel and Emma both work at Sainsbury's Dome Roundabout store in Watford. Other in-store events on Valentine's Day included a Tom Jones impersonator serenading customers and staff at the new Brentwood store (page 25).



BAKERS FOCUS ON TRAINING

Sainsbury's is working with the Chipping Campden Food Research Association, Brooklands College in Weybridge and Tameside College in Manchester to offer bakery managers across the country a national training initiative, called the 'The Bakery Managers Focus Programme'. Mark Williamson, senior manager for JS bakeries, says: "We believe the Focus Programme is unique in the industry and will become a blueprint for the rest of the trade. The Focus Programme continues this year and we are also trialling an NVQ Level 2 block release course for bakers, again at Brooklands College. This will accommodate 72 bakers over a 12-month programme, which again we believe is a first."



BITTERNE SWEET

Rachael Meech, staff restaurant supervisor at Bitterne store won the national competition run by Klix, who supply over 450 JS stores with hot and cold beverage vending machines. Rachael (centre) celebrates winning a bottle of champagne and an all expenses paid holiday to Las Vegas with store manager Bob Litster and BPM Rachel James.

BUSY WEEK FOR OPENINGS

Four new stores opened in the first week of March. Partick got the ball rolling, opening on 1 March with Craigavon becoming the fourth JS store trading in Northern Ireland, following its opening on 3 March. Telford opened on the same day, with the Deal store in Kent opening two days later on 5 March.

LAUNCH OF SECOND CONVENIENCE STORE

JS officially declared the launch of the second pilot convenience store. A 3,000 sq ft store in Headcorn, Kent is scheduled to open around September, subject to obtaining planning consent.

HOMEBASE

NEW FACE ON HOMEBASE BOARD

Judith Evans has been appointed by Homebase to its board as director, human resources, reporting to Homebase's managing director Ross McLaren. Judith was formerly human resources - policies director at Sainsbury's Supermarkets.



HOMEBASE COMMITTED TO RESPONSIBLE FORESTRY

Ross McLaren, managing director of Homebase, confirmed Homebase's continued commitment to the principles of environmentally responsible forestry at the WorldWide Fund for Nature 95 Plus Group's annual conference on 29 January. This commitment has resulted in an ever-rising volume of Forest Stewardship Council (FSC) certified timber on sale to consumers at Homebase.

REOPENING AFTER REVAMP

Wolverhampton St Johns store reopened on 6 March after a major refit.

BRUSHES AND ROLLERS DISCOUNT

All Homebase stores are having 15% off decorating accessories until 24 March. Use your staff discount card for a further 10% saving, and your Spend & Save card to increase your voucher entitlement.

Savacentre

SUNSHINE TO MOONBEAM

Savacentre Edinburgh's store manager, Hill Irvine, along with ex-Scotland and British Lions rugby star, Gavin Hastings, presented a Sunshine Coach to Moonbeams Children's Cancer Charity on 25 February. The Moonbeams is a charity which Edinburgh store's staff and their families have regularly supported with fund-raising activities. The coach will help in taking the children on day trips and holidays abroad.

MORE SUNSHINE AT WASHINGTON

As a result of fund-raising activities by Savacentre's Washington staff, children and staff at the Shipcote Centre, Gateshead were presented with a Sunshine Coach on 24 February. The centre caters for pupils who have been excluded from mainstream education because of health reasons.

CHOP! CHOP!

There was a taste of the Orient at Savacentre's Calcot hypermarket on 3 February, courtesy of top Chinese cook Ken Hom. The master of the wok demonstrated a variety of authentic dishes that appear in his cookery book *Ken Hom's Hot Wok*.

SAINSBURY'S BANK

IT'S GOOD UP NORTH

Congratulations go to the northern region, who came top of the table in the regional bank account statistics for period 12. Northern region now has an average penetration of 10.15%, with the top store, Whitley Bay, achieving 18.99%. In 267 stores, 5% or more of customers now have a Sainsbury's Bank account.

BANK INFORMATION POINTS

The in-store location for one of four designs of Bank Information Point (BIP) has now been approved for all JS and Savacentre stores. The regional roll out of the installation programme began in early March. All stores will then benefit from a consistent and permanent in-store Sainsbury's Bank presence.

shaw's

JS RECRUIT

Robin Lassiter has been recruited from JS to join Shaw's as vice-president of the meat and seafood buying department.



In her role as TalkBack coordinator, JS restaurant manager Nicki Metcalfe makes sure everyone at Newton Abbot knows 'TalkBack 2 - the sequel' is on the way.

To help assess how well all of us are being motivated, the final question on the TalkBack 2 questionnaire asks 'how satisfied are you with your job at Sainsbury's overall?'

The first questionnaires in TalkBack 2 were distributed in February to depots and stores in selected districts of the southern and central and western regions. By November, all locations will have received the questionnaires.

According to Jan, it's easy to see when TalkBack 2 is coming your way: "All locations nominate a TalkBack coordinator to attend a briefing and collect advertising materials and details of the survey to go up on noticeboards, so everyone knows about it. They also receive a collection box and the questionnaires and

and organisation' section in the strategy. ”

envelopes, including pre-paid ones so colleagues on maternity leave and long-term sickness can send in their answers direct to the research company which is compiling the results for us."

The questionnaires are put in sealed envelopes so everybody's answers are anonymous and confidential. And though there is a section asking for personal details such as age, race, grade and sex, individuals can never be identified because findings for one particular group of people are never published unless there are at least ten people in that group.

Working closely with the group internal communications department, Jan has ensured that TalkBack 2 is strongly branded to increase recognition and awareness of the whole survey process.

The results of TalkBack 2 in each location will be made available to every member of staff at that location, with nothing edited out. If you want to make sure the results for where you are give a true picture of what's happening, get talking back when TalkBack 2 comes your way.



CHRIS DAVIES

SAINSBURY'S
CRISP
READY SALTED
Crisp - Fresh

A final check on the production line.

A question of quality

With the hard-hitting 'Taste the Sainsbury's difference' campaign focusing on JS's competitive quality, the *Journal* takes a look at the part the consumer is playing in helping JS develop better-tasting food.

As JS has always recognised, quality is a key discriminator in supermarket choice. In other words, the better JS's food tastes, the more customers we'll attract. Sounds like a simple recipe for business success doesn't it?

But how can JS know for certain that the quality of its products is superior to the competition? The answer to that is also simple. You get large numbers of the general public to sit down and ask them to taste a leading brand of a product alongside its JS counterpart, without their knowing which is which. You then ask which product is better, and where any improvements could be made.

These kind of large-scale, head-to-head tests have been going on regularly at JS for over a year now since the introduction of the Product Quality Monitor (PQM). Manager of quality and choice market research, Jeremy Garlick, explains the PQM's origins: "JS has historically owned the quality area and we want to make sure it stays that way. We set up the PQM as a robust, unbiased measure of what UK consumers think of the quality of our products."

Unbiased is the key word here. The 200 to 330 members of the public who participate in the eight PQM tests which take place every week have no idea which company is testing them, or which brands of products they are tasting. Sainsbury's is never mentioned. It's just a straight case of 'is A better than B, and why?'

Says Jeremy: "Half the tests are carried out by researchers knocking on doors and getting people to taste products in their homes, the other half, known as 'hall tests', take place in hotels or halls or, in fact, in any large room with a kitchen."

To see an all-day hall test in action, the *Journal* packed its cameras and headed off to a hotel near the main shopping area in the Norfolk town of King's Lynn. At the hotel we found a PQM research supervisor, six researchers, a cook, and mountains of questionnaires and products to be tested. The questionnaires ask tasters to rate the products on everything from taste and appearance to texture and smell.

To find the right cross-section of people to act as tasters, the researchers take to the streets and screen volunteers to make sure that they regularly eat the products being tested, and that they fit the PQM's profile requirement for age and shopping habits. Volunteers are then invited into the hotel to spend up to 30 minutes tasting unlabelled products while the researchers ensure questionnaires are filled in correctly, paying strict attention to avoid leading the volunteer towards one product or the other. As Jeremy says: "We don't want any bias introduced. It is vital that the test is rigorously fair and that we find out the truth of how consumers rate the JS product on

quality compared to what is reputedly the best brand on the market."

The truth is often very palatable. For example, in the test on Cherry Bakewell Tarts, the 'exceedingly good' cakes of a famous manufacturer had to bow to JS's cake, which was exceedingly better by 22 percentage points. Also, in the 38 head-to-head tests conducted to date with Marks & Spencer food products, JS comes out on top by 13 to 11 with 14 draws.

Sometimes the truth is less kind though. Such as when Sainsbury's Ready Salted Crisps went up against the brand leader in the crisp market (you know, the one preferred by Gary Lineker and the Spice Girls). The JS crisps got walloped by 22 percentage points. But as Jeremy says: "There is no point in just getting the good news, we want to know the bad too, so it can be put right."

So the JS crisps got a new, improved recipe and then went back to face public opinion again in the PQM. And, you'll never guess what happened. Walkers came out on top again, this time by 26 points.

"JS has historically owned the quality area and we want to make sure it stays that way."



Category manager for crisps, nuts and snacks, Phil Barnes, explains the problems with crisp recipes: "Getting the right level of salt is one thing, but getting it right over the whole surface of the crisp is another."

"It's also important that the crisps are the right colour and that you don't get too many breakages in the pack."

With this in mind, the buyers and food technologists - who carry out routine quality sampling across all crisps and snacks every week - got together again and came up with another recipe, this time with different frying oil, thicker chips and a reduced salt content. The crisps then went back once more to the PQM. This time the score was (even with scoring legend Lineker in their side): Walkers 47%, JS 53%.

But the pursuit of perfect quality doesn't stop there according to Jeremy Garlick: "The PQM is also used to test products bearing the 'Better Quality Same Price' label (BQSP), to see if the changes made to a product really are seen by consumers as an improvement in quality."

"It's no good us adding more fruit to a yogurt or something at no extra cost to the customer if consumers don't see the added fruit as a step up in quality."

A number of the 588 products to get the BQSP treatment last year have now faced up to the test of public opinion through the PQM. That's one of the reasons why, as part of the 'Taste the Sainsbury's difference' campaign, JS is confidently offering the taste guarantee whereby customers can have a full refund if they're not satisfied with the taste of an own label product.

A quality result for the customer if ever there was one.



Market researcher Pat Kemp screens members of the King's Lynn public before inviting them in to taste hot cross buns.



Volunteers rate the buns on taste, appearance, texture, smell, the size of the cross, the amount of fruit, the glaze, the strength of the spice, and everything else that affects a bun's quality.



Getting the salt level right in Sainsbury's Ready Salted Crisps is a precise science.

Have your say



Fair trade

The Reverend Malcolm King, the parish of Cove:

We have accumulated receipts for the value of £3,210 which are the results of shopping done by Anglicans at Farnborough, Watchmoor Park and Camberley. These receipts are a symbol of the appreciation of church members in Cove that the goods sold in your stores are produced by people earning a fair wage in conditions which meet current standards of acceptability.

We wish to encourage your directors on the steps they have so far taken to implement Fair Trade policies and wonder if there will be an announcement on the question of the independent monitoring of your suppliers. We fully support the aims of Christian Aid's campaign to encourage supermarkets to sell only goods meeting these standards.

Julie Shrimpton, communications manager, environmental management, Blackfriars, replies:

Thank you very much for your letter regarding Sainsbury's policies on the welfare of workers in countries in the developing world who provide many of our products. We share your concerns about these issues and, as a first

step, have begun work on developing a socially-responsible trading programme for our own brand product suppliers.

The Sainsbury Group has for the past 18 months been investigating, with the help of various international charity and non-governmental organisations, the most effective way to ensure that its own brand suppliers are making products to ethical standards at all times.

We have discussed these issues with the Fairtrade Foundation and assessed local laws covering the workplace health and safety, and employment. We have used this information to develop a Code of Conduct covering socially-responsible trading issues.

Our aim is to issue our Code of Conduct to all our own brand suppliers this year and secure their commitment to its aims. An ethical standard will then be incorporated into all supplier audits and specifications in due course.

Sainsbury's is also a member of The Ethical Trading Initiative which is a group of 20 retailers and non-governmental organisations who are working towards a common set of standards in areas such as labour, quality, training and standards for auditing a company's overall ethical performance. As part of this group, we hope to be able to bring about independent monitoring of suppliers to ensure standards are

enforced, though it is too early to say anything concrete yet as the entire retailing industry (which includes food and clothing) has yet to set up systems of independent monitoring. We also support the establishment of an industry-wide Code of Conduct.

We are also supportive of Christian Aid's "Change the Rules" campaign and we have often shared platforms with them to speak publicly on what we are doing in this area.

What about us?

Colin Green, fresh foods deputy, Market Harborough:

With reference to your article in the Jan/Feb issue of the Journal on Investors In People (IIP), Market Harborough achieved the IIP award last April. The non-recognition of this in your article only undermines the hard work put in by both staff and management to achieve this award.

Dominic Long, JS Journal editor, Blackfriars, replies:

It may interest you to know that we have received a letter on this very point from Loughborough's store manager Jim Lavin, who was manager of Market Harborough when it became the third store to achieve the IIP accreditation.

I can only apologise to you, him and everybody at Market Harborough for failing to mention what is not only a superb achievement for the store, but also a great boost for the company as a whole with regard to its aim of achieving the IIP standard at every location by the year 2000.

When covering a story in the Journal on any area of the business, we rely on the colleagues responsible for that area to supply us with the correct information. In the case of IIP we were told by the resourcing, training and development (RTD) team that Ripley and Belgrave Road were the only JS stores accredited. RTD's development programme adviser, Andrew Tanner, has since advised the Journal that Market Harborough should have been included in the article as its BPM Linda Hill was actually instrumental in developing IIP materials for stores, and the store itself has hosted numerous visits from colleagues keen to learn from its IIP success. Andrew also promises that Market Harborough will be accorded the recognition it so richly deserves in future IIP

materials.

Apologies once again, and keep up the excellent work, especially when the IIP assessors return to Market Harborough in a couple of years!

Crisis volunteers

Adrian Harris, food safety, Blackfriars:

As central departments staff are encouraged to volunteer to work in stores at Christmas and Easter, and JS has strong links with Crisis Fareshare, could staff not volunteer to work for this charity during these periods?

Jeremy Howell-Thomas, retail project manager, Blackfriars, replies:

JS has indeed strong links with Crisis Fareshare as JS Journal readers will be aware from previous issues. The fact is that with all the media attention on homelessness around Christmas-time each year, Crisis already has large numbers of volunteers offering help at that time from other sectors of the community. Volunteers also come forward in large numbers at Easter. Any additional support from JS would, therefore, be superfluous.

We are continuing to work with Crisis, however, to help expand and improve its collection and distribution of surplus food. JS's Martin Bowden has been on secondment to Crisis for a year helping it to do this and he will continue there for another year.

If anyone wishes to explore the possibility of offering unpaid volunteer help to Crisis Fareshare in their own time throughout the year, they should contact the manager of Crisis Fareshare on 0171-403 8588.

Options for share scheme

Steve Clark, assistant grocery manager, Chaddesden:

I have three questions regarding the share option scheme:

1. Why was an advertising campaign launched this year to promote the sale of shares when, since the early 90s, they



STAR LETTER

Canteen concern

David Ray, canteen, Beckenham:

During five years working in what I see as JS's face of hospitality towards its staff, the canteen, it is evident from conversations that staff of all ranks are aware of the stark contrast between the constant progress of shop floor quality and presentation, and the almost life-draining pre-cooked, vended and mechanised canteen.

I have seen canteen staff despair under the never-ending weight of directives from on high, many of which are totally irrelevant to their situation. This only serves to spoil the one area where all staff can relax, talk, learn and share in the fruits of their labours.

Craig Simpkins, retail catering manager, Blackfriars, replies:

Over the past few years there have been, as I'm sure you are aware, dramatic changes to stores' trading hours. In order to try to provide a consistent catering offer available 24 hours a day we have looked at and trialled various methods of service. We looked at vending where we identified the opportunities of providing canned drinks, hot and cold beverages, and snack items so that they are available throughout the 24 hours.

In order to enhance presentation, we have recently refitted over 50 staff restaurants with new counters and chilled sections. We have also provided new furniture for these dining areas. This coming year we are committed to reviewing at least another 50 staff restaurants so that the continued improvement of these facilities is maintained.

It is vitally important that we make use of the vast knowledge and skills that are available to us from the staff in our staff restaurants. That is why any new ideas and concepts are fully trialled in these areas and staff feedback is always actively promoted.

have been oversubscribed? I feel the money could have been used on other projects.

2. Ten million shares are available this year. Where do they come from? Are they just printed or does the company have to purchase them on employees' behalf?

3. The share price is £3.98 per share. Multiply this by ten million and you have £39.8 million pounds that goes into Halifax Bank and NatWest Bank. Why not Sainsbury's Bank? The money is guaranteed and could be used to generate more profit for the company.

Bill Hamilton, assistant company secretary, Blackfriars, replies:

1. As you rightly say, the SAYE share option scheme has been oversubscribed since the early 90s although one could argue that this is the way it should be with any really good offer. The launch was not accompanied by an advertising campaign as such. The literature circulated was intended purely to inform as it is felt important that as many staff as possible are aware of the scheme. The total cost of printing and circulating the launch material is borne by the savings providers, Halifax plc and Royal Bank of Scotland plc.

2. The shares are issued out of the company's authorised, but unissued, share capital. The company is permitted by institutional guidelines only to issue a maximum of 1% per annum of share capital to meet



STAR LETTER

Do equal opportunities figures add up?

Saleem Chohan, facilities management analyst, central and western regional office:

How many females, Asians, other ethnic minorities and disabled people are in management or senior management positions, and how do our percentages compare to those of our competitors?

Rob Hart, equality and diversity manager, Blackfriars, replies:

Sainsbury's has had an equal opportunities policy for about 20 years and the number of women and people from ethnic minorities in management positions has increased steadily every year. At the moment, 38% of total management and 10% of senior managers are women, 5% of total management and 1% of senior managers are people from ethnic minorities.

These figures are broadly similar to our competitors. Since the Disability Discrimination Act came into force and the definition of disability changed, we have had no data on people with disabilities. However, we are currently developing a survey which will give us some up-to-date information.

Our goal is for everyone to feel they are treated fairly and to have equal opportunity. We measure how well we are achieving this in TalkBack. We have an action plan, part of which is a training programme explaining to people what equal opportunity really means (it has a negative image in a lot of people's minds), why it is important for Sainsbury's, and what we are doing to work towards it. The directors were the first to take part in this programme last year and it is now being extended to all management on a phased basis.

We are also revising a number of our personnel procedures to ensure they enable us to meet our equal opportunity objectives. An example is the guidance we give to managers to handle recruitment fairly when a candidate with a disability applies. By ensuring there is no discrimination in the recruitment and appointment processes we will not only meet our legal obligations but also ensure we have the best people available to serve our customers.

employee share scheme requirements. Additionally, share issues have a cost to the company in that earnings per share are reduced and future dividend commitments increased. Hence a limit imposed by the board this year of 10 million shares.

3. It's not quite £39.8 million going to Halifax and Royal Bank of Scotland, because both have to pay a bonus to savers to bring it up to that figure. It is, however, still a large sum and with five such schemes running at any one time there is

something in excess of £100 million going to the banks over the life of the schemes.

Sharesave is certainly a product which Sainsbury's Bank will be considering, but it's early days yet. Sainsbury's SAYE scheme has over 40,000 accounts and significant resources and expertise are required to administer these.

Once Sainsbury's Bank is more established it will be in a position to offer a Sharesave service and this will be reviewed annually at each SAYE offer.

of balancing work requirements with family responsibilities. This balance is never more strained in the retail division than at seasonal peak trading times.

As lifestyles change, customer shopping habits continue to move more and more towards shopping outside normal working hours. As retailers we have to respond to this, hence the 10pm closing times at our larger stores, and the advent of overnight trading on Fridays at 50 stores, the success of which indicates that customers are looking for this facility.

At Christmas this change in shopping habits is particularly evident. Customers have tended to leave their main Christmas shopping later and later in recent years and we have a duty to those customers to respond to their requirements. We do, however, recognise the need for our staff to have a reasonable break over the Christmas period and try to arrange working schedules accordingly.

Thanks from Calne's mayor

Councillor Mike Smith, town mayor, Calne:

May I express my thanks and admiration for the efforts that Sainsbury's has made for the good of the town recently. The encouragement of the local residents' group and the generous help given in kind to many local organisations, including my own mayoral charity, are but two examples of Sainsbury's commitment to the local community.

I would also like to add my personal congratulations on the quality of the new Sainsbury's building. It is quite splendid, especially the artistic enhancements in front, and it is a great improvement on the wasteland of tarmac car park that was there before.

This is the start of great things in Calne after a long period of decline and disappointment, and we are indebted to you for the impetus Sainsbury's arrival has given the other plans for the town centre. I consider myself most fortunate to have been mayor when it happened.

STAR LETTER

CHOOSE EXTRA LIFE



Carl McFarlane, produce manager, Chiswick:

Over Christmas and New Year trading, the company gives extra life to products, e.g. greens two-day life increased to four days. I know this is due to the trade pattern over this period. In most cases the products do maintain quality to the new increased life. If this is the case why don't we do this all year round?

We would be able to give customers better choice and we could deliver better stock loss targets, which would also benefit the company.

Ian Merton, director of primary agriculture, Blackfriars, replies:

At Christmas we have very high volumes to contend with but we are able to extend life by careful refrigeration and storage controls at our suppliers. In addition, we are helped significantly by the lower ambient temperatures during the winter months. Temperature control is critical to obtaining longer life.

At other times of the year it is not cost-effective to apply the special storage systems at our suppliers as volumes are nowhere near as high and, most importantly, ambient temperatures are higher, especially during the summer months.

Temperature control is critical to obtaining top quality and freshness of our produce, especially as we have to give our customers some time to consume the products. We are very keen to continue to improve our offer in this area. It is for this reason that we have trialled full refrigeration of produce in some of our stores over the past 18 months. Full refrigeration means we can normally extend shelf-life by two days. All new stores and refits will now have full refrigeration.

Not so merry Christmas

Maureen Moloney, senior fish assistant, Stevenage:

For 363 days a year our stores are geared to customer needs, which after all is what we are about, with stores opening later than ever and some all night. But on one day a year, namely Christmas Eve, I think staff should be given consideration.

Closing at 6pm last year meant that some staff didn't get home until 7.30 - 8pm. It is a time to be with your family and your children before they go to bed. It is also a time to unwind after the hectic build-up to Christmas. Surely the stores could shut at 3pm, giving us all a chance to enjoy Christmas Eve.

Geraldine Galway, senior manager, retail support, Blackfriars, replies:

I fully appreciate the difficulty

Have your say

Do you have anything to get off your chest? This is your chance to voice your opinion and ask any questions you may wish to put to management. Ideas are also very welcome!

Each issue we'll choose three 'star' letters and the authors will receive cheques for £20, £10 and £5 respectively.

Please write or e-mail to the address on page two, marking your letter "Writelines".



Homebase helps home town



Richard Collings (left) helps Gary McIlroy set targets for Mergewise Telecom & Security.

Small businesses are far more likely to go broke in the first few years than at any other time. That's why good advice early on from an experienced business partner can be so vital in making the entrepreneur of today the tycoon of tomorrow.

All of us have said at least once in our lives: 'If only I'd known then what I know now'. But that's how life works. First you make the mistake, then you learn the lesson. It's called experience, and a very valuable commodity it is too. Especially for people setting up small businesses who want to steer clear of the bitter experience of their business going bust. But how can a new entrepreneur possibly have the experience necessary to avoid making mistakes whilst their business is finding its feet?

That's where the business mentoring scheme set up by Sutton Council comes in. It pairs inexperienced entrepreneurs with senior executives from larger organisations in the Sutton area. An area which includes Homebase's offices at Wallington.

Running the business mentoring scheme at Homebase is management development officer Steve Walker: "Since the

"The principles of business don't change. It is only the scale and the detail that change."

mentoring scheme began, in November 1996, there have been many small businesses in the Sutton area which have benefited from the expertise and experience of managers in larger local organisations, such as ourselves, Canon UK and Carshalton College. We have 18 managers at Homebase trained as mentors and another three keen to attend the next training day in April.

"At the moment there are 50 live mentoring relationships in Sutton with a large pool of small businesses waiting in the wings to be paired with a mentor."

The scheme works by managers volunteering to attend a mentoring training course and filling in questionnaires showing where their skills and experience lie. Homebase concessions manager, and volunteer mentor, Richard Collings explains: "Our skills and knowledge are matched to the needs of mentorees. The training shows us how to be a business friend and provide advice. We don't make decisions, we're there to listen, advise and prompt."

Richard's mentoree is managing director of Mergewise Telecom & Security, Gary McIlroy: "We have seven people in the company including me. So I have quite a lot on my plate with day to day issues, which means you tend to lose sight of longer term goals and target setting."

It's a weakness common to many small businesses according to Richard:

"It's easier in a large organisation to take a broader view of what you're doing because you have the structure and the resources to stand back and develop long-term strategies. Smaller companies tend to live day to day, fire-fighting, without having the time to develop a strategic business plan, or to stop and think whether they are going in the right direction overall.

"An issue facing Gary in our first meetings was setting sales targets, then marketing the business to achieve them."

Says Gary: "Richard said very early on it would be a good idea to send mail shots on specific items rather than trying to tell customers about the whole business. This stops the marketing message being too complicated.

"He's also helped us with a structured business plan so we can break down the business into understandable sections and set short-, medium- and long-term goals in each."

Like all the mentors in the scheme, Richard meets monthly for one or two hours with his mentoree and submits a quarterly report on their discussions to the scheme's coordinators at Sutton Council. Annual meetings for mentors are also planned, the first of which took place last July. Business systems manager - marketing, Barry Watkinson, was in attendance. Says Barry: "The scheme had been running for several months by then, so it was about feedback on the relationships being built up, and how the principles from the mentoring training course were standing up in practice."

Barry's mentoree is Tony Matthews of Absolute Solutions, a sole trader with part-time admin support. Says Tony: "Barry is a great sounding board for bouncing ideas off. He is very good at listening and he knows the right questions to ask.

"We have a common background in IT, but it's his marketing experience and business planning that I lack. We can talk bytes and bobs, but he has also got the management experience. And he is passing it on, which is great."

Passing on expertise gained in a big company to a small businessman is fairly straightforward according to Barry: "The principles of business don't change. It is only the scale and the detail that change."

Tony agrees: "We did a time management exercise and worked out where my time was going. I realised I was spending as much time on admin as earning. This showed I needed administrative support, and now I have a part-time secretary."

But the benefits of the relationship aren't just one-way, as Barry explains: "I have had quite a bit of financial planning training, but I don't draw up the financial plan for Homebase. The departmental budget I'm responsible for is only a small proportion of the company's overall business. So it's good to be involved with Absolute Solutions and get the holistic view of a financial plan. It gives me a better understanding of the larger corporate goals at Homebase.

"It's also very rewarding to help a small business. It gives you a real buzz to think you are contributing to its success."

Funding for the mentoring scheme from the Sutton Regeneration Partnership looks set to continue for the foreseeable future, but the scheme is running low on another vital resource - mentors. Steve Walker explains: "There are many more mentorees looking for help than there are mentors to give it. We will be looking to recruit more mentors in the future and if anyone would like more information, please call me on 0181 784 6488 or e-mail me on internal TAO at SJWA."

Barry Watkinson (left) gives Tony Matthews the benefit of his experience in between talking bytes and bobs.



I'M MAKING JAM ROLY-POLY FOR YOUR TEA, DARLING - JUST AS SOON AS I'VE FINISHED IRONING YOUR UNDERWEAR.



WHY DO YOU NEVER RING ME? GOOD CHILDREN TALK TO THEIR MOTHERS!



Ideas for... Mother's Day 22 March



Whether your mother is trying to kill you with kindness or just plain nag you to death, the chances are she loves you really. So why not show her you love her too deep down - even if you don't phone - and get her a Country Companions Mother's Day Cake (picture 1 - £4.99) or one of the special range of Helen Exley books (picture 2), which includes titles such as *To the World's Best Mother* (£3.50) and *The Love Between Mothers and Daughters* (£4.50).

without Amaretto (picture 3 - both £4.99 in 200 stores), and the Purse Ceramic plant (picture 4 - £2.49). Or take your choice from the I Love You Mum bouquet (picture 5 - £9.99 in 211 stores) or the Premium Mother's bouquet (£14.99 in 356 stores).

Of course, if you want to stay in the doghouse for the rest of the year, you can always forget the present. But would you be able to live with the guilt if you didn't at least manage to send one of the cards from the extensive Mother's Day range (picture 6), costing from 99p to £2.99?

Or if you fancy the more traditional approach of flowers and choccies, there's Belgian Truffles, with or



Fresh ideas,

The future's bright. The future's Halifax. The *Journal* invites you on a tour of the store with such a good-looking interior that it could well be shaping supermarket design into the next millennium.

fresh Halifax



Mention Halifax to most people and they'll probably conjure up traditional images of the Pennines and cold days watching Vauxhall Conference football. But to anyone working in the store format department at Blackfriars, Halifax has come to represent a revolution in supermarket design.

Store format director John Phillipson explains: "The idea was to be first. To do something completely different in terms of lighting and design.

"We didn't want to confine ourselves just to what was being done in food retailing, so we went to learn from other retailers, such as department stores where they have mood-swing changes in atmosphere between different areas, like furniture or fashion or toys."

Research at Halifax shows that customers believe the store is lighter, airier and brighter when, in reality, it uses less light than conventional formats. Says John: "Technology is improving all the time and the lamps, fluorescent tubes and lighting control gear are all the results of the latest technological developments. They're much more energy efficient and will actually save around 20 kilowatts of electricity a year."

To get a better idea of the detail of the innovations at Halifax, the *Journal* asks store design manager Anthea Nicholson-Cole and principal electrical engineer Dave Littler to give us a tour:

First we go through the foyer and into produce, looking across the store to the meat counter on the far wall.

Says Dave: "Special baton lighting with no end-brackets has been used to light the vertical bulk-head so there are no gaps in the illumination where one tube meets another."

Says Anthea: "The cleanly-lit barrel vault shows the current promotional campaign in a good light and invites customers who have just entered to 'take a fresh look'."



In the canned veg and cooking sauces aisle, Anthea points out: "The 90-foot gondola stops wrapping-round-the-corner dressing. The curved headers also give the gondola a more attractive shape and provide a graphics look which is more in line with JS's overall brand image."

Says Dave: "The new generation 16mm fluorescent lamps are much smaller than the standard (26mm) and this means the whole fitting can be neater and more streamlined. We've also got up-lighting behind the headers, washing the ceiling with light to provide a brighter, more welcoming atmosphere."

Audrey Brown and Jane Rawson (right) at work on the deli counter along the far wall.

Says Dave: "The ceiling has no lighting at all. It's all behind the pelmet. The up-lighting gives ambient illumination while the down-lighting provides light for tasks."





Carole Sampson gets the plinths looking just right in the BWS department which runs the length of the back wall.

Says Anthea: "The photography has to work on a large scale as the curved boards are nine metres long."



A step back along the far wall to the cooked meats cabinet where Mark Keast is busy with his SABRE handset.

Says Anthea: "We had high-impact photographs taken to go on the curved graphics boards and the signage on the perimeter is backed with a line-textured, silver metal laminate. The combination of high quality graphics and silver expresses freshness and food quality."



Above Halifax's 29 checkouts, curved graphics hangers are being used to suspend what Dave describes as "a continuous linear lighting system". Dave also points out: "We've put 400 watt floodlights on all the verticals to give the barrel vault noticeable warmth."

Says Anthea: "All the graphics on and around the checkouts are much tidier with the signage properly designed to give a much higher quality look, in line with the company's brand values."



Jeanette Battye finds time to chat with a customer in the J's Restaurant, situated behind the checkouts.

Says Anthea: "The wonderful, high curved roof gave us the opportunity to hang sails to enhance the drama of the space. They give a nice effect with the high-level spotlights shining on them."



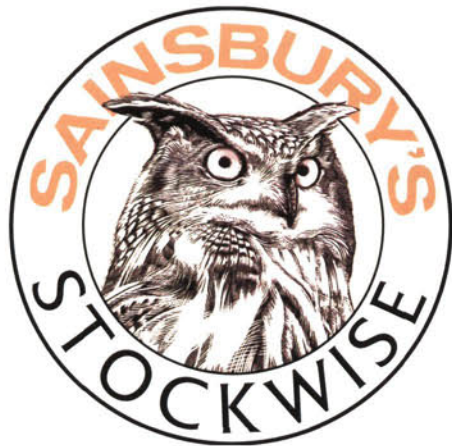
Halfway up the store, the personal care gondolas sit opposite the pharmacy counter in the far wall.

According to Dave: "Toiletries is a key product area so we must try to draw customers into it. The artificial skylights give as near actual daylight colour as you can get."

"You can also see the effects from this angle of the up-lighting where it's washing the ceiling with warm light above the other aisles."

In just under six months of trading, Halifax has had many compliments from customers on the look of the store. Takings are also outperforming the district average in deli, sausages and pies, and beers, wines and spirits, with the J's Restaurant doing a roaring trade.

The stores lighting even won a 'Highly Commended' award in the Lighting Industry Federation's national competition. That's why many of the new design features at Halifax have been incorporated into the new Telford store which opened on 3 March. So if you're near either store, why not go and take a look. They're even more impressive in the flesh.



Wise up to

A radical new way of discussing stock issues with colleagues is launched this month under the Stockwise banner. Kicking off the Stockwise programme is *Jenny's Choice*, a real-life video drama about real dilemmas facing people in-store.

Video drama

The *Jenny's Choice* video was filmed in Harrogate JS and took five days to shoot. The store remained open throughout the filming. One of the professional actors is a male stripper currently appearing on stage in London in *Girl's Night Out* (try to guess which one!); another has appeared in *Coronation Street* and one even starred in an episode of *The Bill*. A number of Harrogate staff also made Oscar-winning cameo performances.

Every store is showing the video throughout March. Don't miss it!



1



2



3



4



5



6

Meet the characters...

- 1 Single mum Jenny is the video's heroine.
- 2 Is the engagement on or off? - David and Melanie fail to see eye to eye.
- 3 Terry the Parrot uses a roll pallet in his impersonation of *ER*'s George Clooney.
- 4 Baz the wide boy chats up the kiosk assistant.
- 5 Keith makes Dirty Den and Barry Grant look like saints. The actor who plays Keith is also currently appearing in the new BBC series *Playing the Field*.
- 6 'Store manager' Richard offers some friendly advice.
- 7 The video crew play back an earlier take.
- 8 Jenny is filmed inside Harrogate's warehouse.
- 9 Jenny receives a quick make-over between takes.



7



8



9

Stockwise

DID YOU KNOW?

The Stockwise team was formed in May 1997 to find solutions to stock loss problems that exist across the company.

Stock loss has doubled over the last five years.

The Stockwise team needs your help in tackling this problem. If you have an idea on how stock loss can be reduced, please complete one of the Stockwise ideas forms which will be available in all stores later this month.

WISE UP TO OWLS

The owl is representing Stockwise because it symbolises wisdom, vigilance and pride. Some things you may not know about owls are:

There are 134 known species of owl found in almost all parts of the world.

The evolution of the owl species can be traced back to a time before the Palaeocene period, some 54 to 65 million years ago.

Owls vary in size from 10 centimetres high (4 inches) to over 70 centimetres (28 inches).

An owl's eyes are fixed in their sockets - that's why owls have extraordinarily flexible neck muscles enabling them to rotate their heads up to 270°.

Photo: Tim Flack - Getty images

Stockwise - what it's all about?

Stockwise is all about changing people's attitude towards stock. The Stockwise communication campaign, including the *Jenny's Choice* video, has been developed by Mike Goodman and his team in conjunction with the group internal communications department. Says Mike: "Everyone of us needs to be wise about stock, how we handle it, how we order it and how we can protect it. This is all about getting people excited and involved in looking after our stock better."

Mike is acutely aware that it will take more than a 16-minute video to get everyone wise about stock loss. That's why he and his team will be providing stores with practical tools to tackle stock problems: "Because every location is different we can't be too prescriptive from the centre," he says. "Instead we can offer stores support and advice which can be used to address the particular stock loss issue for that location - it may be theft, it may be poor rotation or it may be something else. The advice can be tailored to solve the specific problem."

"This approach is very store-focused. It has been developed to help stores formulate a site-specific approach to stock loss. For example, each store will have a Stockwise champion whose job it is to raise awareness amongst colleagues and help find ways to tackle the particular problems facing them."

Help the *Journal* name the **Stockwise owl**

Send in your entry to: Stockwise Owl Competition, Stockwise Department, 4th Floor, Rennie House North, Stamford Street, London, SE1 9LL. The suggestion which gets used will win £75 worth of gift vouchers.

SUGGESTION FORM

I think the Stockwise owl should be called:

Name:

Workplace:

Contact Tel No:

A wander round Sainsbury's

With households able to access the Internet increasing by 140% last year, the *Journal* decided to join the ranks of the superhighway surfers, and navigate its way to the Sainsbury's website. This is what we found.

On entering Sainsbury's Supermarket's website (and 10,500 people do every week) you are faced with a number of options. You can enter a monthly competition to try to win 10,000 Reward Points, simply by filling in an on-screen form. Or you can join Sainsbury's Pet Club or 0-5 Club, or even order gift vouchers or goodies such as wine, chocolates and flowers (now there's an idea for Mother's Day and Easter).

All of these things can be done in a matter of seconds on the website by using e-mail. Customers can also e-mail JS with queries at any time of day - a cost-efficient way of communicating which has already proved very popular, judging by the 300% increase in the number of people using it to contact customer services.

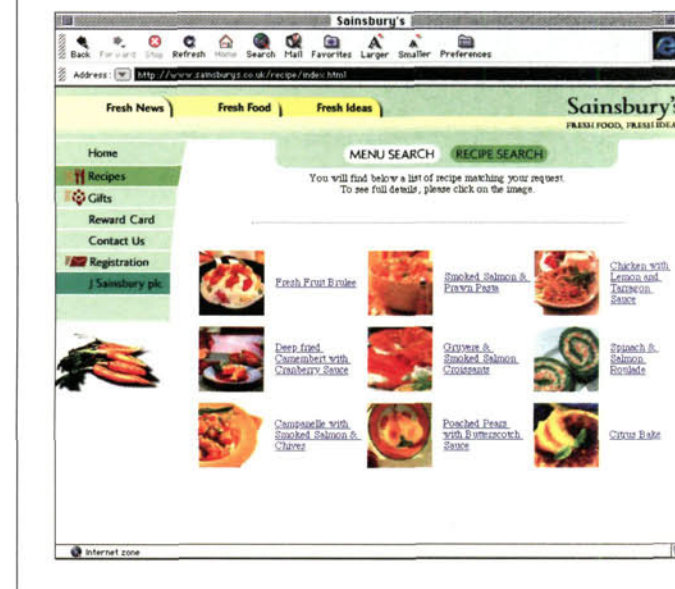
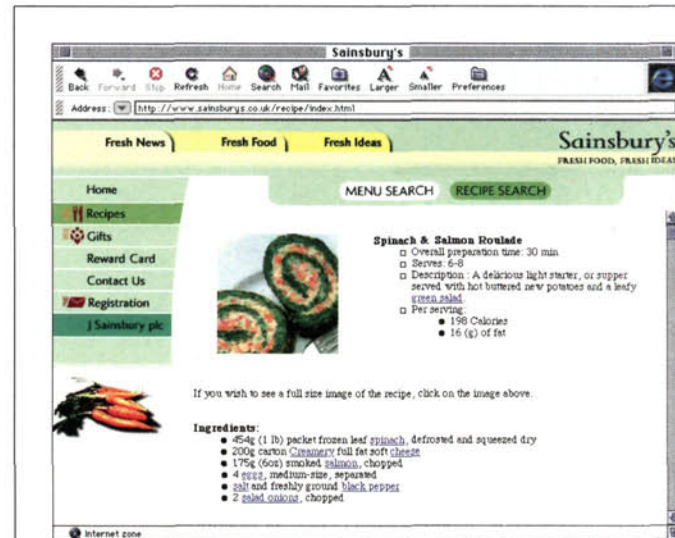
Sainsbury's was the first retailer to realise the potential of the Internet as a tool for communicating across the world, and was the first UK retailer to go on-line, back in spring 1995. Though an experimental site at first, JS was also the first retailer to offer on-line sales. The website is now the responsibility of the national advertising department at Blackfriars, which has brought in new media agency, AKQA, to help run the site.

A good example of what the site contains is the School Rewards promotion. Since 11 March schools have been able to access their Reward point balance on a weekly basis via e-mail. According to Frances Palmer, Sainsbury's account manager from AKQA: "The Internet allows us to do things that traditional media can't, like e-mail. All the schools will be able to get updates on how many points they have collected so far."

Simon Miller, national advertising executive and manager of the JS website, says: "We see the site as a marketing tool. Our objective is to be the first choice for food shopping on the Internet, through a site which enhances the Sainsbury's brand, and builds valuable relationships with customers.

"We are aiming to increase the number of visitors to the site. We want to offer more than the websites of competitors - we want to be a reference point for nutrition and food safety, diets, recipes, the Reward Card, and customer relations. The recipe database is a major reason for people to visit the site, much more so than the competition.

"A major advantage of the Net is that through registration to the 10,000 Reward Points competition and various other promotions and activities on the site, we are building an e-mail database of users with whom we are able to communicate and thus build relationships. By finding out what kind of customers visit the site, we can make communications more relevant to their needs."



website

Addresses of:

Sainsbury's Supermarkets site:

www.sainsburys.co.uk

Sainsbury's corporate site:

www.j-sainsbury.co.uk

Homebase site:

www.homebase.co.uk

(launches 25 March)

So, what other kinds of information can be found on the Sainsbury's website?

JS not only has the supermarket site which aims to encompass JS 'Fresh Food, Fresh Ideas', but also a corporate site - containing Group information like JS's environmental policy, company history - which includes archival pictures from the 1800s, and recent annual reports. News on Sainsbury's, Homebase, Savacentre, Sainsbury's Bank and Shaw's can be accessed from this site. In fact, Homebase will be launching its own site on 25 March.

Will we be able to do our shopping on the Net?

According to Sue Jackson, marketing manager, consumer direct, who is responsible for on-line shopping: "We're looking at offering customers other ways of shopping and the Internet is one of the answers. Ultimately, people will be able to do their home shopping via an electronic shop on the Internet which will offer a full store grocery range. This will be set up on a trial basis in the near future."

As for the future of the website, Simon says: "We have a strategic development plan in place for the next six months. We will improve the interactive nature of our site, and we're examining using the Reward Card and Sainsbury's *The Magazine* to help achieve this. Ultimately, we are intending to make it the best food retailer site on the Web."

Whatever the future of electronic communications holds, the Internet is going to play a major role. So get on-line, catch the wave and surf the Net.

Internet (or the Net) - global networks and computers

The Web = World Wide Web = www - the graphical interface for browsing the Web

Website (or site) - page/s on the Net containing information on a certain subject, like a magazine

On-line - being physically connected to the Internet; accessing info and/or having a site on the Web

E-mail - sending messages on a computer via an electronic mail system

E-mail address - the postbox where e-mail messages are received or sent from

URL - Universal Resource Location - this is the address of a particular website

Mini bakery brings



Bakers John Shaw (left) and Steve Merchant get behind Harpenden's new mini bakery range.

in the dough

Thanks to the invention of the mini bakery, 65

smaller stores without in-store bakeries will all soon be able to provide products hot from the oven. The *Journal* looks at the thinking behind the mini bakery and visits Harpenden to learn more about the construction process.

By the end of May, 65 mini bakeries will have been installed into stores that previously had no bakery at all. The *Journal* asks Steve Steadman, project manager, JS Bakeries, how the mini bakery project developed. "It was recognised that the previous store-twinning operation, whereby a larger store supplied fully baked in-store bakery products to smaller stores, was not in line with our customers' expectations of freshly-baked products, hot from the oven throughout the day.

"Due to space limitations in smaller stores, we were unable to install a traditional in-store bakery. The challenge was, therefore, to provide an outstanding product range in a third of the floor area. Our clear aim was to install a mini bakery at all 65 sites that previously had no in-store bakery offer."

With this in mind, the JS bakery operations team developed a format, working with equipment suppliers to find the required equipment that could provide fresh hot product throughout the day. It was decided that the product would be based on a part-baked range of cakes, doughnuts, bread and rolls.

The first mini bakery was fitted into Camberley store by using warehouse space located away from sales area. The construction was completed by Longcross Management Construction Group, which has continued to work with JS Bakeries on all 65 mini bakeries. Camberley was a major success with initial sales increasing by 150%. The roll out began.

To see the mini bakery installation programme step by step, the *Journal* decided to visit Harpenden store during its seven-week construction process. On our first visit we were confronted by a scene out of a Bruce Willis movie - rubble and tools strewn across the floor, hanging wires, boxes, ladders and clothes everywhere. As Steve says: "Once all the plans have been approved, consent given and equipment ordered, the construction begins. During this first stage the shell of the bakery is built, and initial services like plumbing, electricity and ventilation/extraction are installed."

By the time of our second visit, the second stage



had been completed - the vinyl floor was laid, the walls were in, and the ceiling was finished. We even managed to see some of the equipment in its wrapping awaiting installation. The following week things were really taking shape - the equipment was in place, and the JS bakery range had been extended to the store.

On our fourth and final visit, Harpenden's mini bakery was up and running. All the shelves, signage and minor fixings had been put up, the bakers were baking and the customers were buying. All this after only seven weeks! Store manager Mike Banissy says: "The construction work didn't really bother us. The mini bakery has been an outstanding success. Sales are over 200% up! Customers are very positive and satisfied with it."

The final word comes from Steve Steadman: "The success of these mini bakeries has been reflected in average increased sales of 100%. The format has been so successful that it has been adopted for the new Country Town Store format and also the new Convenience Store format. We'll soon have a mini bakery or full in-store bakery at virtually every store."

Clockwise from top left:

Visit 1: The shell takes shape.

Visit 2: Floor and ceiling in place, and the new equipment is ready for unpacking.

Visit 3: Project manager Steve Steadman (left) and bakery accountant Anit Chandarana, find time for a loaf.

Visit 4: Proud of the finished mini bakery, store manager Mike Banissy shows off another freshly-baked product.

Ashbourne



A chilly but dry January day marked the opening of the new store in the conservation area of Ashbourne up in the Peak District.

Built in the smaller Country Town format, the store makes extensive use of oak beams in line with many of the other buildings in the town.

Unlike JS's larger supermarkets, there is no room in the store for a customer restaurant or pharmacy, but Ashbourne's Country Town format does offer a deli, a bakery, floral and newspapers and magazines sections, not to mention baby-changing facilities.



Opening date: 20 January 1998
Address: Coopers Mill, Compton, Ashbourne, Derbyshire DE6 1DA
Opened by: Chief executive Dino Adriano
Store manager: Darran Bateman
Project manager: Rob Carpenter
Staff: 144 (133 new jobs)
Sales area: 15,000 sq ft (1,393 sq m)
Car park: Over 220 spaces

Calne



Clad in natural stone, Calne store is built on the site of the old Harris bacon factory - which supplied JS before the Second World War. During the war, staff from Sainsbury's factory were evacuated to Calne whilst Harris provided alternative production facilities. The friendship between the two companies continued for years with an annual cricket match being played until the early 1980's.

This part of Wiltshire has traditionally had a large wool industry, reflected outside the store by a sculpture of two sheep, designed by local artists, who were also responsible for corn circle-style motifs in the brickwork outside and Celtic designs in the walls.

A local couple with a familiar last name, Fred and Mildred Sainsbury, helped chairman David Sainsbury open the store.



Opening date: 27 January 1998
Address: The Pippin, Calne, Wiltshire, SN11 8JG
Opened by: Chairman David Sainsbury
Store manager: Bob Upshall
Project manager: Mike Turner
Staff: 205 (185 new jobs)
Sales area: 15,167 sq ft (1,409 sq m)
Car park: 254 spaces

Brentwood



It's taken 15 years and the expertise of JS's property development team to find a site suited to the company's needs for a large, modern store and the needs of the local authority and Brentwood community. Several sites were considered but rejected for various reasons, the principal one being a change in government planning policy in favour of town centre locations rather than out-of-town.

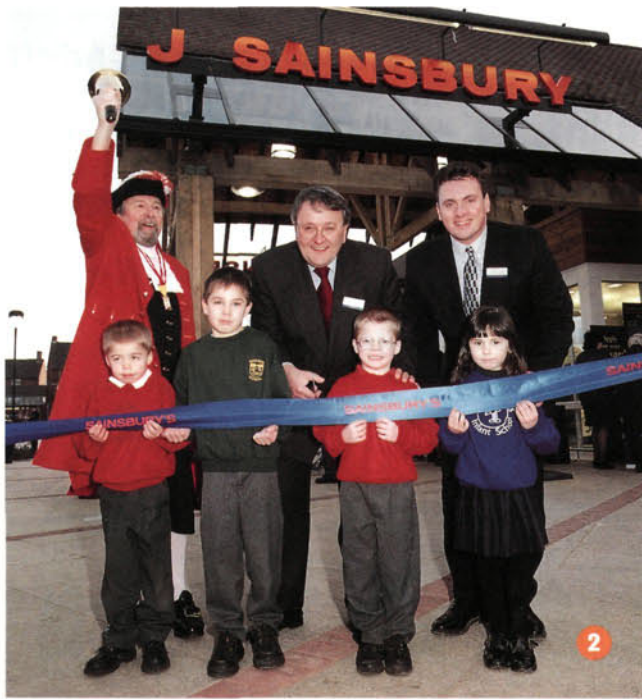
But, thanks to the acquisition of the old North Road bus garage and Thermos factory, along with several adjacent pieces of land, the modern store is now standing in its full glory, boasting a 38,500 sq ft sales area - as opposed to 7,600 sq ft of the old High Street store.



Opening date: 10 February 1998
Address: 51 North Service Road, Brentwood, Essex CM14 4WQ
Opened by: Chairman David Sainsbury
Store manager: Paul Heywood
Project manager: Ray Riley
Staff: 500, including 110 from the old High Street store (250 new jobs)
Sales area: 38,500 sq ft (3,577 sq m)
Car park: 455 spaces

OPENINGS

- 1 The front of the store.
- 2 Ashbourne's town crier craves silence for the cutting of the ribbon by Dino Adriano and Darran Bateman (right) with four young winners of the store's poster competition.
- 3 Produce assistant Catherine Slaney gets the peppers perfect with a little help from assistant provisions manager from the nearby Kingsway store, Jeff Marriott.
- 4 Jennifer Homer, team leader merchandising (left), and Denise Brown, price controller, fill up on floral.



- 1 Laura Widger waits to meet the first customers.
- 2 Say cheese! Angela Tyrell, Claudia Nelson, Neil Myers, Mair Llewellyn and Eileen Rumble.
- 3 Fred and Mildred with their more famous namesake.
- 4 Wiltshire has a strong tradition in wool – this sculpture by local artists celebrates that heritage. The piazza with its corn circle-inspired patterns is visible behind.
- 5 The store exterior – blending with local architecture.



- 1 The store's entrance.
- 2 Joe Kennedy (right), the retiring manager of the Brentwood High Street store – which closed the day before – hands over a golden key to Paul Heywood (left) with the help of David Sainsbury.
- 3 Scanning assistant Linda White puts the finishing touches to the poultry display.
- 4 Tom Jones sound-alike Johnnie Kennedy pops in on Valentine's Day and asks student worker Sarah Chidgey *What's New Pussycat?*



Telly Addicts host Noel Edmonds seems to have become addicted to using JS people in his *House Party*. Perhaps he'd seen how good the two night shift workers from Hedge End were on BBC's *Style Challenge*. Dale Winton must have been watching too, as he's now seeking *Journal* readers to take part in his game show *The Other Half*. Where will it all end?

As seen on TV

Style presents no challenge at Hedge End

Best friends and colleagues on the night shift at Hedge End, Julie Pancaldi and Marie Davis have worked together for six years. Both are fans of the *Style Challenge* - the programme where volunteers get a head-to-toe make-over without being allowed to look in the mirror until they're fully made over and in front of the cameras. Marie and Julie won their spot on the show after writing in and attending an audition.

For the filming of the show, the pair travelled to London with the support of a coach load of colleagues from the store. Says Julie: "We really didn't know what we'd be wearing." Says Marie: "We were blindfolded and told to strip to our underwear - I felt like I was in 9½ weeks!"

But how did Julie and Marie react when the blindfolds were removed? Did the experts get it right? Says Marie: "I liked my hair - I'd had the same style for 18 years so it was an improvement, but I wasn't too sure about the clothes. The purple was a bit extreme for my taste."

Julie had the reverse experience: "I liked most of the clothes, although they were a little bit 'executive'. But I found the hair a bit hard to manage." But the pair had no regrets about going, according to Marie: "It was a great day and we were treated really well."



1. Before - Julie (right) and Marie at Hedge End.

2 & 3. Absolutely Fabulous! - Edina and Patsy eat your hearts out.

4. Marie (left) and Julie with guest presenter Caryn Franklin from *The Clothes Show*.

Know any choice stories about trolleys?

A new ITV show urgently needs funny stories or statistics about shopping trolleys. If you can help, please call Zena on 0171 465 6044.

A legend in his own lunch box

Meanwhile, over at Noel Edmonds' *House Party*, deception, swearing and stripping were the order of the day with senior grocery assistant from North Cheam, Matthew 'Woody' Woodington giving a *Full Monty*-style performance on Noel's NTV slot.

Watching Saturday night TV, Woody was amazed to see himself on screen courtesy of a previously-planted secret camera in his living room. Noel Edmonds told Woody he and his policeman neighbour, Chris, were about to be whisked off to their local pub to perform a striptease in front of a hollering mob of friends and family.

Woody's fiancée Emma and Chris's wife Fiona led the screams of encouragement as Woody and Chris stripped off their police uniforms then whipped away their G-strings. Noel's cameras at this point were discreetly aimed above the waistline and viewers were left to imagine the rest. But the reality was a little more modest. Both men were wearing two pairs of posing pouches so when one was whipped away, well, it wasn't really the full Monty!

So how did it feel to be thus exposed? Says Woody: "It was a great laugh. I was really confused at first. It's all live and apparently I was the first person to have sworn in seven years of the programme!" Senior deputy Paul Baterip had to come up with an excuse to keep Woody late at work while the BBC's engineers rigged his home with the hidden cameras. Says Paul: "Woody normally finishes at 4.30pm and the researcher asked me to keep him until 6pm. I told him a key member of staff was sick and we needed him to cover."

Will Woody ever trust a management instruction again!

Right: Paul Baterip doesn't want Woody to know he's about to cop a load of grief.

Below: Woody (right) and neighbour Chris (left) as they appeared on screen with professional strippers.



Noel goes gunge-ho at Pinhoe Road



Left: M'lud Ken Morley makes sure Maria feels the full gunge of the law.

Below: Maria's colleagues nip out to the back door to watch the 'trial'.



After Woody's cheeky performance, it was the turn of Pinhoe Road checkout assistant Maria Mallett to make an appearance on the *House Party*. But Maria wasn't required to take anything off. Quite the opposite. She had several gallons of gunge poured onto her.

Maria had been nominated for Noel Edmonds' gunge treatment by her family as revenge for her setting up her mum, brother and sister-in-law on the show a year earlier.

After being marched round to the back door by Ken Morley (aka *Coro*'s Reg Holdsworth) Maria was put on trial for being a shameful joker, and for wrongfully claiming £60 for the loss of her sister-in-law's shirt by the BBC, following the latter's soaking on the show the year before with champagne and prawn cocktail.

Despite her protestations that she didn't know her sister-in-law had received her shirt back from the Beeb, Maria was convicted and sentenced to a gunging. Says Maria: "It was a nightmare, and such a shock." Maria also promises she won't be playing any more tricks on her family.

Dale wants you for his other half



Fancy getting your face on the box with Dale Winton on the BBC1 game show, *The Other Half*? If you do, and you are an outgoing, lively, fun couple or individual, the BBC want to hear from you. They'll be travelling the country interviewing people, so obtain an application form now by ringing them on 0181 225 7549 or 0181 225 7542.

The Taste test



Taste testers pronounce Hot Cakes "exquisite".

Members of Homebase's merchandising department provide the taste buds for this month's taste test product - Hot Cakes (£1.49). The cakes come in three varieties - Chunky Chocolate, Maple & Pecan, and Luscious Lemon - and

can be eaten cold or hot, needing just one minute in a microwave.

According to Shelley Perry the cakes "would be heaven with a cup of tea" while Steve Ayres (left) points out: "Chocolate cake is usually heavy,

but this is light and fluffy." In giving unanimity to the A-OK verdict on the cakes, Jon Dean says: "The sponge is

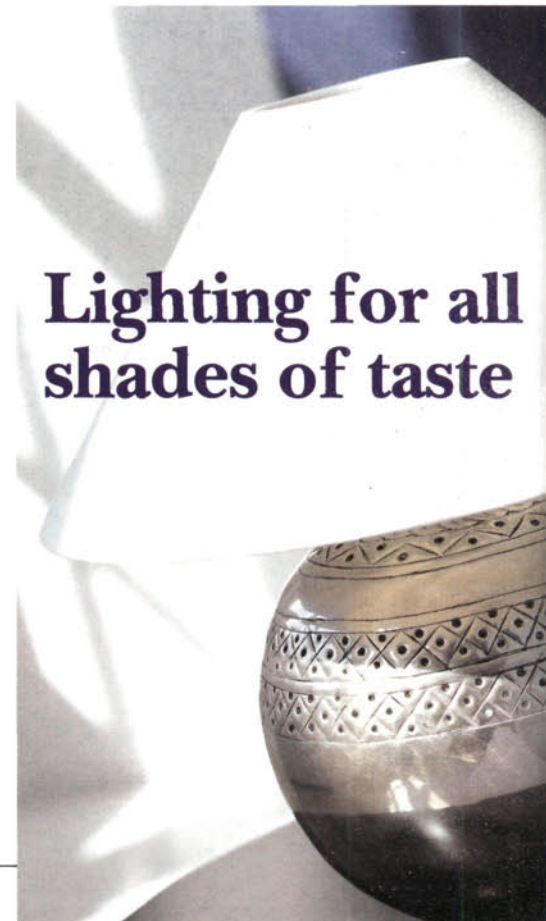
delicious, I am amazed by its naive impertinence."

AVAILABLE IN 152 STORES



The new Homebase lighting collection of table lamp bases, fabric shades and uplighters has been launched to coincide with the opening of the Homebase flagship store in Ewell. The colourway of the new label was selected to complement a wide range of colours and fabrics, from natural cottons and linens to bright citrus shades. The range reflects styles within fashion and home furnishings, which then filter down to lighting.

CHECK OUT LOCAL STORE FOR DETAILS



Lighting for all shades of taste



Tasty twin-pot For the superior pet

Sainsbury's has unveiled a brand new concept - a two-part meal in one. The three meals available are: Satay Vegetable & Jasmine Rice in a spicy peanut sauce; Vegetable Couscous in a spicy tomato sauce and Tabbouleh - a couscous salad with tomatoes, onions, lemon and herbs. The first two contain a can of vegetables which after cooking can be added to the pot of couscous, while the Tabbouleh contains a pot of couscous and a can of sauce, which only need to be mixed and refrigerated for an hour. All three are long-life and serve two. These exotic meals cost

£1.99 each.

AVAILABLE IN 124 STORES

Pamper your pets with Sainsbury's High Society new luxury recipes for cats and dogs made from quality ingredients. For your cat there are five flavours including Fillet of Salmon & White Fish in jelly, Trout & Prawns in jelly and Chicken & Turkey in jelly. Each costs 42p. Dog lovers can treat their pet to three flavours including Lamb & Farmhouse Vegetables in Gravy, and Rabbit & Game in a rich sauce at 49p each.

AVAILABLE IN AROUND 300 STORES

Special spuds

For one of the most versatile spuds on the market, try Desirée Potatoes at 99p for 1.5kg. The reddish-coloured and unevenly-shaped Desirée potato can be baked, boiled, roasted and is ideal for making chips or potato wedges. Desirée comes with the highest pedigree, it is Delia Smith's favourite variety!

AVAILABLE IN 250 STORES





Muffin mania

An addition to the existing range, the American Style Bitesize 9 Double Choc Chip Muffins are the perfect light treat to keep your hunger at bay. The pack of nine costs 99p.

AVAILABLE IN 146 STORES



Causing a stir

Washed and ready to cook Exotic Stir Fry Vegetables (£1.69) are now available. Containing baby pak choi, sweet peppers, sugar snaps, salad onions, baby corn and coriander - all grown and packed in Kenya specially for Sainsbury's - it is ideal for stir frying with sesame oil and chicken or beef strips, aromatically flavoured with the coriander leaves.

AVAILABLE IN 100 STORES

What's NEW in-store

Wash day therapy

A new aromatherapy product has hit the shelves. Aromasoft Fabric Conditioner (£1.29) has three variants - Serenity, Awakenings and Sensual. Each contains essential oils and comes in a resealable pouch, exclusive to JS. The 500ml pouch is totally new packaging for the UK and is designed to reduce packaging and waste.

AVAILABLE IN AROUND 300 STORES



Cakes galore

Two cake lines have been launched to appeal to all sweet-lovers out there. Jungle Animal Cakes (£1.19) is a selection of fondant-topped sponge squares with chocolate, banana, orange, lemon and strawberry flavours. Suitable for vegetarians, the 96% Fat Free Cakes are available in Orange, Chocolate and Cherry & Sultana. Each costs 99p.

AVAILABLE IN 140 TO 188 STORES



Side by Side outside...and in

Staff at Archer Road worked 'Side by Side' with Whirlow Hall Farm Trust to transform a neglected area into a garden that could be appreciated and looked after by city children who stay at the farm. Some of the staff involved are shown below. From l to r: Ian Marsh, Lesley Bridgman, Carol Crann, Helen Marsh, Karen Ogden and Barbara Barrett.



Staff at Lincoln's JS and Homebase stores supported another Side by Side project by helping The Nomad Trust, a local charity working with homeless people in Lincoln. With the help of local people and organizations, and a grant from the National Lottery, the trust was able to buy and decorate its own building. Store coordinators Adrian Brown and Elaine Troop, together with their colleagues, helped decorate and furnish two of the bedrooms, which now bear plaques on the doors for the Stamford Room and the Blackfriars Room.

Christmas card donation

Dot Buonvino, checkout/replenishment assistant and Sainsbury's Bank store champion at Forest Hill recently presented a cheque for £100 to the special baby unit at Lewisham Hospital. It was money raised by members of staff at Christmas who, instead of buying everybody Christmas cards, just signed a big card in the canteen then put the money they would have spent on a card in the charity box.

"Possibly a good idea for other stores to try next Christmas?" says Dot.



Dot Buonvino (centre) presents the cheque to Lewisham's special baby unit and a couple of sleepy onlookers.

Cycling for charity



To raise money for neurofibromatosis research, Jackie Kennedy, assistant manager administration at Grimsby, cycled 46 miles from Cleethorpes to Lincoln with her friend, Belinda. Jackie raised the grand total of £853.55 and is seen here holding her nephew who suffers from neurofibromatosis and who inspired her to take up the challenge.



The half monty

Though the rest of the staff at Truro were bursting to see these sexy things go the full monty, they were to be disappointed. Nevertheless, they were treated to a sight not seen at the average Christmas dinner. Leaving their pants on are (from l to r): Jon Bray, Andy Latham, Andy Knight, Steve Kay, Paul Carhart and John Sullivan.

Fondly remembered

A seat has been dedicated at the Harlow crematorium garden of rest to Wendy Swann, who worked at Hoddesdon for 23 years, and died last July.

Wendy was manager of the services department, and is remembered with great affection by all who worked with her over the years. Wendy leaves her husband Bill, son Steve (a stock control specialist on Ian Tweed's district) and two grandchildren, Gemma and Ross. Bill thanks all who have been in contact with him over the past months for their kind words and donations.



From l to r: David Devereux, Janet Crosbie and Brenda Walls from Hoddesdon store, and Bill Swann, Wendy's husband.

New boys on the block

It may not have been the Brits but the 'sing for your supper' night for the Buntingford veterans produced a fresh and exciting group sure to take the music world by storm. These five young lads, known as the Spice Boys, have not landed a recording contract yet, but interest in the band is bound to be huge once news gets out of their majorly kickin' floor-fillin' harmony style. Respect.



T-shirts find a good home

If anyone has wondered what happened to the left-over Special Olympics promotional T-shirts, they're in Gambia! Wendy Lawrence, who works in the kiosk at Longwater, took 75 T-shirts on holiday and donated them to the K Jarjou Memorial Nursery School in Gambia. The children were delighted with their gift and now wear them for their weekly sports day.



Tom shows his bottle



Tom Miller (above), customer services manager at Durham proudly shows off the bottle of bubbly he won for being mentioned in *Newcastle Journal's* Good Service Award article. Tom was nominated by a customer who had injured her foot. He helped pack her bags, carried them to her car, and then went back into the store for a forgotten item.

The girls at play (l to r): Joan, Chris and Sharon.



Beautiful day for Hereford beauties

When Chris Tong, a confectioner at Hereford, wrote to the *News of the World's Sunday* magazine requesting a make-over, she didn't think she



The girls at work (from l to r): Chris Tong, Joan McLavey and Sharon Kitchen.

had much of a chance. But a few months later she received a call inviting her and two colleagues to London for an all-expenses-paid make-over, to be featured in the magazine as a Christmas special. So Chris, along with Sharon Kitchen and Joan McLavey, both fresh food replenishment assistants, took the train to London and got the full treatment.

After having their 'before' photos taken, they were taken to the Daniel Field hair salon where Daniel himself cut, styled and coloured their hair. Then they were given the dress of their choice, a trip to the make-up studio, and finally, a photo session. Chris says: "We were all on a total high. Certainly a memory for ever!"

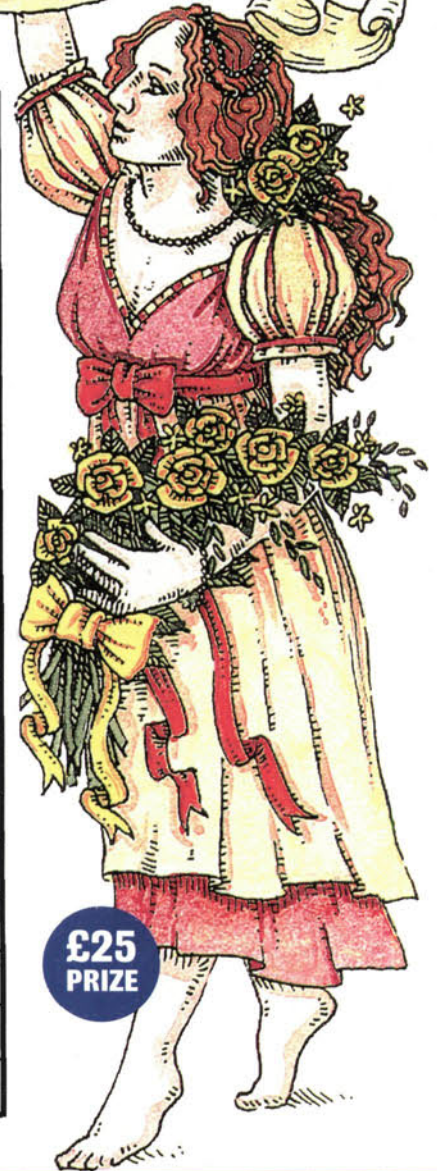
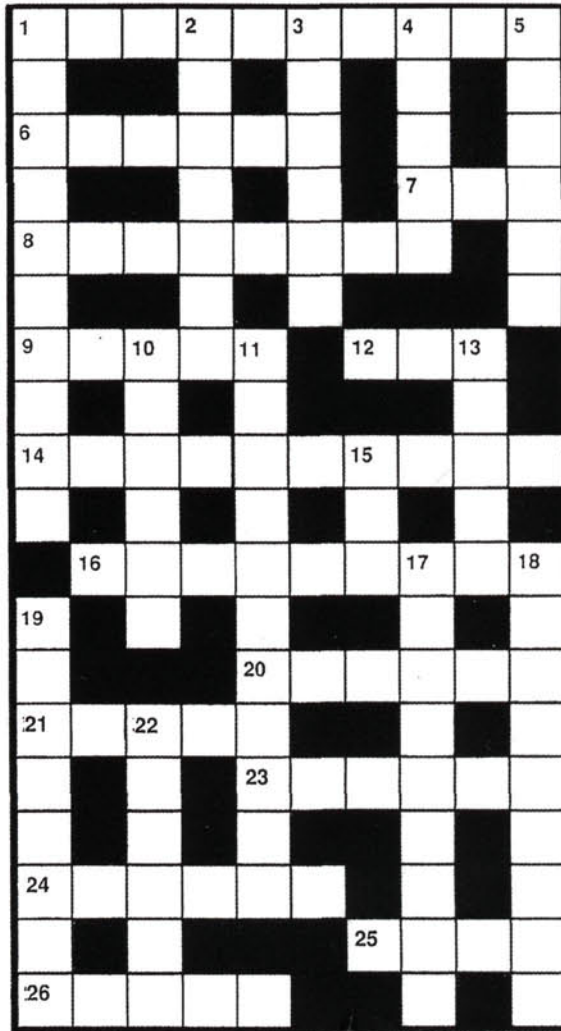
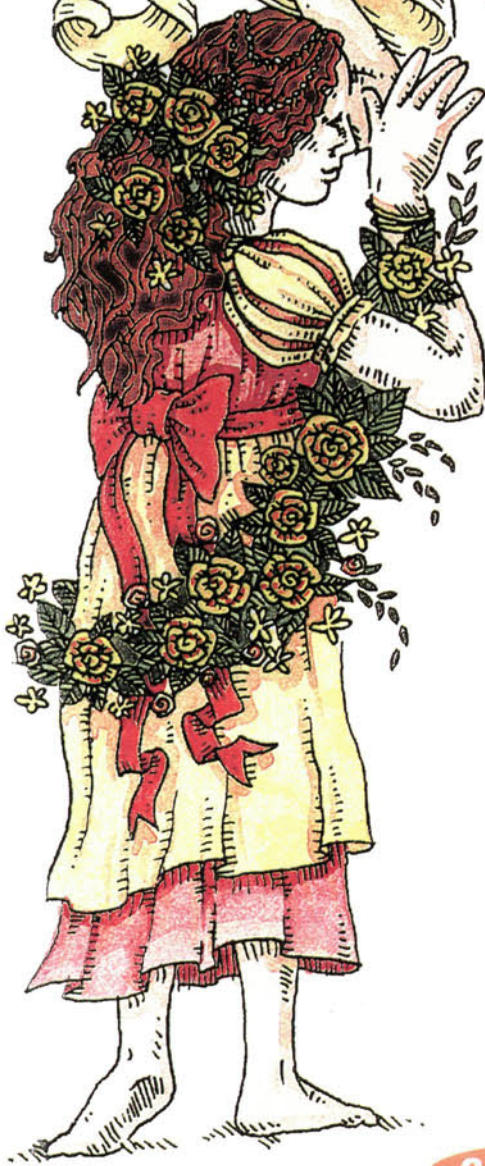
He who pays the piper calls the haggis



Wantage store had a great time piping in the haggis on Burns' Night. Piping the haggis around the store is Julian Steer (front) followed by George Phillips who is carrying the haggis, and Mark Cowey, services deputy, who is jollily christening the haggis with whisky.

Spring crossword

SPRING TIME



£25 PRIZE

Find the following 12 words in the wordsearch below and circle them:

£10 PRIZE

DAFFODILS RHODODENDRON GARDENING GLOVES ROSES GREENHOUSE
SHRUBS GRASS SPADE LAWNMOWER TROWEL PLANTING WATERING CAN

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

GARDENING WORDSEARCH

CLUES

ACROSS

- Holiday in memory of the crucifixion of Christ (4,6)
- Showy, cup-shaped spring flowers (6)
- North Sea product (3)
- 23 April is his day (2,6)
- Famous Australian wicketkeeper, whose brother is a professional golfer (5)
- Popular Easter present (3)
- Unpleasant dreams (10)
- Tall, furry caps of Guardsmen (9)
- The Tuesday before Ash Wednesday (6)
- Was *Roll With It* their Easter song? (5)
- Succulent piece of chicken (6)
- Winter sport that many still pursue in early spring (6)
- People do this with their Easter eggs on Easter Sunday (4)
- Sweetener for coffee or tea (5)

DOWN

- Garden where Judas Iscariot betrayed Jesus (10)
- Golf clubs which are used on the tee (7)
- Holiday place (6)
- Robinson Crusoe* author (5)
- The colour of spring chicks (6)
- Dishonest people (6)
- Easter goodie (3,5,3)
- The colour of emerging spring growth (5)
- Vessel built by Noah against the flood (3)
- Being apart from others (9)
- Large-scale public show (9)
- Spring plants with yellow, purple or white flowers (8)
- The Rite Of _____*, seasonal music from Stravinsky (6)

ANSWERS TO VALENTINE CROSSWORD

ACROSS: 6. Bouquet 7. Steal
9. He-man 10. Promise
12. *She Loves You*
14. Heart-throbs 18. Costner
19. Cards 21. Angel
22. Letters

DOWN: 1. Roses 2. Squash
3. Red 4. Stamps 5. Passion
8. Proverb 11. Flatter
13. Heroine 15. Rotten
16. Beauty 17. Adore
20. Ken

ENTRY FORM

Wordsearch and crossword competition

Name: _____

Address: _____

Work location: _____

Send us your completed entry by 10 April, using this coupon for both. Only one entry per person. Photocopies are acceptable.

ANSWERS TO TRICKY TRIVIA (from page 35)
1: Brazilian 2: Sarbiton 3: Kenny Dalglish 4: *Garden* 5: Wells 6: Plutonium 7: January 8: Apr 9: 24 10: Kevin Keegan
11: Andorra 12: Charles de Gaulle 13: Dr No 14: Casino Royale 15: *Pride (In the Name of Love)*

SSA TRAVEL CLUB

There are a variety of activities now on offer to SSA members for that special birthday or anniversary present, or even just a treat for yourself. Here's a few suggestions at prices that won't break the bank.

SPECIAL INTEREST SHORT UK BREAKS FOR SSA MEMBERS



Murder Mystery Weekend:

FROM ONLY £62.00 per person
Not for the faint-hearted...

Based at The Barnton Hotel, Edinburgh

Arrive for dinner on Friday evening before going on a mystery walk visiting the scenes of many horrific tortures, murders and supernatural happenings within the historic old town of Edinburgh. Your guide under the cloak of darkness is the well-known city character Adam Lyall (deceased)...Transport provided.

On Saturday enjoy a leisurely breakfast, leaving the morning and afternoon free to visit Edinburgh. Return for dinner and from then on things may start to happen. You may be sitting next to the victim or even the murderer! Help the detectives by questioning the suspects and examining evidence. The case is solved the next morning.

This package is available on various dates throughout the year.

Price from £62.00 per person based on

- a Saturday night stay only with dinner, breakfast and entertainment

Two nights' accommodation is from £115.00 per person based on

- full breakfast
- table d'hôte dinner and entertainment

Other venues are available, please enquire for details and prices.

Drive a racing car:



FROM ONLY £140.00 per person

This is a really exciting offer strictly for the more adventurous over 21s. An introduction to motor racing using a single-seater racing, or racing saloon car. Based at Donington Park Race Circuit, your trial lesson will include tuition from the Jim Russell Racing School and your driving practice will take place on the test track, originally part of the main circuit. Weekend dates are on request.

Cost per adult would be from £155.00 per person inclusive of

- 1 night's accommodation with full breakfast
- race driving activity on Saturday or Sunday
- or to include table d'hôte dinner

Brands Hatch also available with prices from £220.00 per person based on

- two nights' accommodation
- tuition from the Nigel Mansell Racing School



Hot air ballooning:
FROM ONLY £199.00 per person

Based at The George Hotel, Chepstow

Experience a bird's eye view of the Welsh border countryside when you treat yourself to a touch of the high life. The break includes:

- two nights' accommodation
- table d'hôte dinner each evening
- early start on Saturday morning for balloon flight
- return to the hotel for buffet brunch
- full traditional breakfast on Sunday
- glass of champagne after flight
- commemorative certificate
- insurance cover

This package is also available in the Lake District from only £227.00 per person.

If you are interested in any of these offers or want to make a reservation telephone
THE SSA TRAVEL CLUB ON 01484 450111.

Weddings

SAMANTHA BURFORD, Forest Hill's dry goods deputy manager, and **MARK FERRIS**, department manager bakery at Eltham, married on 23 August and honeymooned in the Dominican Republic. They met at Sevenoaks store and Mark proposed to Samantha in a hot air balloon.



Pam and Terry.

PAM WILLIAMS, senior grocery assistant and **TERRY GILLMAN**, shift manager (both at Thetford) married on 27 September and honeymooned in Corfu.



Samantha and Kevin.

SAMANTHA CHRISTIE, property affairs manager, Blackfriars and **KEVIN ROBB**, store manager, Ilford married on 1 November in Chorley, Lancashire. They met on the JS retail marketing degree course several years ago.



Samantha and Mark.



Ruth and Paul.

RUTH HOBBS, merchandising and **PAUL SHAW**, trading and marketing finance (both at Blackfriars) married on 30 August in Sandhurst. For their honeymoon, they cruised around the Mediterranean for two weeks aboard the *Oriana*.

Long service

Employees who have completed 25 years' service

BERYL ADAMS, kiosk assistant, Redditch. **PAM ANDREWS**, senior checkout assistant, Muswell Hill. **CHRISTOPHER BAGGALEY**, store manager, Sittingbourne. **MARGARET BAYLISS**, fresh foods replenishment assistant, Camberley. **SUSAN BEECHER**, additional departmental manager, Pinhoe Road. **ALAN BIGNELL**, deputy manager fresh foods, Clifton Down. **DAVID BIRD**, warehouse controller, Basingstoke depot. **DORREN BROWNING**, assistant manager in training, Haywards Heath. **CAROL BULLEN**, checkout replenishment assistant, Merry Hill. **TERENCE CAMPION**, senior warehouseman, Winton. **ANNA CAVALIERI**, confectioner, Peterborough. **RICHARD CHAPMAN**, coldstore warehouse assistant, Kettering. **CARMINE COLELLA**, produce, Basingstoke depot. **SHEILA CORBETT**, BWS assistant, Woolwich. **STEPHEN DALTON**, reception manager, Redditch. **GLENN DEMICAL**, meat manager, Harringay. **PAUL DIXON**, deputy manager dry goods, Bury St Edmunds. **ROBERT EDWARDS**, produce warehouse, Basingstoke depot. **DOREEN FOX**, checkout/replenishment assistant, Romford. **LESLIE FRANKLIN**, administration manager, Redditch. **STUART GALLAWAY**, store manager, Hankridge Farm. **MARJORIE GOODE**, senior evening worker, Kingston. **MAVIS GRABURN**, assistant manager in training, Hull. **ANNE GUIRY**, meat prep assistant, Cowley. **SANDRA HAINES**, health and beauty assistant, Barnwood. **DOUGLAS HILLIER**, warehouseman, Basingstoke depot. **MERLE HOYTE**, meat prep assistant, Cromwell Road. **RAYMOND LEWIS**, driver, Charlton. **PETER LINDSEY**, deputy manager, Banbury. **MARGARET MEAKIN**, clerk, Welwyn Garden City. **GEORGE MENNELL**, driver, Basingstoke depot. **JENNIFER MILLS**, administration manager, Wandsworth. **WENDY NEWMAN**, checkout/replenishment assistant, Ashford. **BERNADETTE O'BRIEN**, checkout/replenishment assistant, Luton. **JANE OROLENSHAW**, BPM's clerk, Leamington. **JEAN O'SULLIVAN**, additional departmental manager, Shirley. **CHRISTINE PAGET**, administration manager, Cannock. **HARDIAL POONI**, non-perishables warehouseman, Basingstoke depot. **TERENCE ROBINS**, technical manager, Blackfriars. **RITA SATCHELL**, kiosk assistant, Purley. **ANDREW SCHOFIELD**, assistant manager grocery, Northampton. **BRIAN SHAW**, fresh foods replenishment assistant, Watford. **ANGELA SHEARD**, evening display assistant, Arnold. **EVAN TIDMAN**, area general manager, Homebase Scotland & North. **ANTHONY TRINDER**, engineering supervisor, Basingstoke depot. **ROBERT TRIPP**, perishables warehouse, Basingstoke depot. **MONICA WHITE**, senior clerk, Chesham. **DAVID WILSON**, senior butcher, Kettering. **PETER WILSON**, reception manager, Chester.

Retirements

Length of service is in brackets

JEAN ALI, checkout/replenishment assistant, Ashford (9yrs). **JOYCE AMBLER**, checkout/replenishment assistant, Woolwich (25yrs). **DOROTHY BARR**, bread and cake assistant, Forestside (23yrs). **SHIRLEY BOTFIELD**, deli assistant, Harlow (8yrs). **SYLVIA BROWN**, checkout/replenishment assistant, Great Yarmouth (18yrs). **DOREEN BYE**, dry goods reduction control, New Barnet (23yrs). **MARGARET CHANDLER**, checkout/replenishment assistant, Bromley (18yrs). **PAMELA CLARKE**, checkout/replenishment assistant, Southend (9yrs). **JEAN COPE**, checkout/replenishment assistant, Potters Bar (24yrs). **JOAN FENTON**, BWS replenishment assistant, Bletchley (10yrs). **BETTY FORD**, cleaner, Fanhams Hall (2yrs). **JOSEPHINE FRANCE**, night display assistant, Harringay (8yrs). **LILY GIBSON**, cook, Forestside (17yrs). **MARJORIE GRAIMES**, checkout/replenishment assistant, Crayford (9yrs). **RONALD GRISTWOOD**, trolley collector, Bagshot Road (2yrs). **ANN GURTON**, fresh foods replenishment assistant, Farnborough (9yrs). **EARNEST HALE**, personnel, Fanhams Hall (7yrs). **CAROL HARRISON**, checkout/replenishment assistant, Marshall Lake (20yrs). **DESIREE HOLLAND**, fresh foods replenishment assistant, Northampton (20yrs). **DOROTHY HOMER**, cleaner, Sutton Coldfield (10yrs). **JANET HOMER**, bakery counter assistant, Marshall Lake (15yrs). **ERIC HORSTMAN**, petrol station assistant, Coldhams Lane (7yrs). **MALCOLM JONES**, store manager, Haverhill (34yrs). **JOE KENNEDY**, store manager, Brentwood (37yrs). **COLLEEN KING**, coffee shop assistant, Crayford (11yrs). **JEAN LANGFORD**, meat assistant, West Ealing (14yrs). **WILLIAM LUCAS**, warehouse assistant, King's Lynn (16yrs). **VALERIE MANSELL**, checkout/replenishment assistant, Hitchin (21yrs). **MARGARET MARTIN**, assistant manager customer services, Chingford (17yrs). **RUTH MILLS**, deli counter assistant, Forestside (6yrs). **JOY MOLYNEUX**, fresh foods replenishment assistant, Belgrave Road (17yrs). **ANTHONY MUMFORD**, meat manager, Kingston (40yrs). **HAZEL ORROM**, general office clerk, Haywards Heath (28yrs). **RITA PARSONS**, SABRE clerk, Wolverhampton (23yrs). **BETTY RAMKIN**, checkout/replenishment assistant, Woolwich (2yrs). **MURIEL RICHARDS**, checkout/replenishment assistant, Worcester (12yrs). **RITA RODRIGUEZ**, checkout/replenishment assistant, Fulham (16yrs). **JOYCE SCOTT**, meat prep assistant, Stratford (24yrs). **ENID SHILLINGFORD**, meat prep assistant, Chiswick (10yrs). **JEAN ST JOHN**, checkout/replenishment assistant, Chingford (19yrs). **MARY TOMPKINS**, meat prep assistant, Romford (13yrs). **JOHN WARE**, meat manager, West Ealing (40yrs). **CLIVE WEDLOCK**, trolley collector, Kingswood (2yrs). **BEATRICE WEEKES**, fresh foods replenishment assistant, Newton Abbot (9yrs). **IRENE WILLIAMS**, BWS assistant, Bury St Edmunds (15yrs). **MARION WOOD**, bakery counter assistant, Winchmore Hill (7yrs).

All employees with more than five years' service are eligible to attend a pre-retirement seminar at Fanhams Hall. For nomination details see your personnel manager

Obituary

CHARLIE BROWN, 73, a trolley collector at Milton Keynes, died suddenly on 10 February (9yrs). **RENE CARR**, 55, a zone controller at Camden, died suddenly on 17 February (7yrs). **CLAIRE LANGRIDGE**, 26, a kiosk assistant at Oxford, died suddenly on 30 January (9yrs).

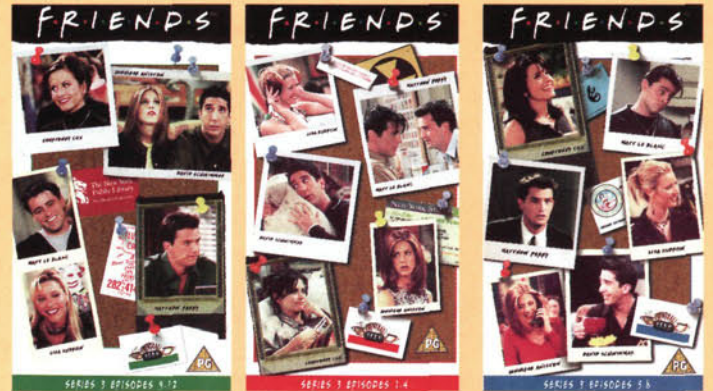
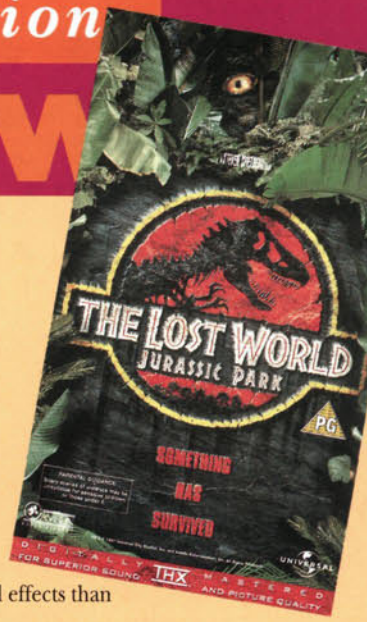
Sainsbury's **sound+vision**

review

Friendly dinosaurs?

On the video front, 'something has survived' from Steven Spielberg's *Jurassic Park*, and is now wreaking havoc in the sequel, *The Lost World*. Starring Jeff Goldblum, Pete Postlethwaite and Julianne Moore, the film boasts even more dinosaurs, action and visual effects than the first record-breaking reptilian extravaganza.

Series three of *Friends* is also now available. A great reward points offer is available in JS stores till June - for any three *Friends* videos bought at the same time, Reward Card holders get 400 points. This means that when all 24 videos are out, customers can collect 3,200 points. To whet your appetites, the *Journal* is offering ten sets of the first three videos of series three.



For some laid-back sounds, sample *Tribute*, the latest album from Yanni. He has sold over 17 million albums worldwide and recorded *Tribute* during live concerts in China's Forbidden City and India's Taj Mahal - the first Westerner to do so. Yanni's album was released on 9 March.



The eponymous debut album from Australian duo, Savage Garden is now on the shelves. Full of catchy pop tunes, all written, performed and played by Darren Hayes and Daniel Jones, the album includes the hit singles *I Want You* and *Truly Madly Deeply*.



COMPETITION

In this month's bumper Sound + Vision competition we're giving away 20 copies of *The Lost World* video. For a chance to win answer this question:

Who directed *The Lost World*?

To win one of the ten sets of *Friends* videos simply answer the following question:

Who plays Rachel in *Friends*?

To win one of the six copies of Yanni's CD, answer this question:

Where in India did Yanni record his latest album?

.....

FULL NAME

WORK LOCATION

CONTACT TEL NO

HOME ADDRESS

.....

.....

Entries to *Sound + Vision* competition, *JS Journal*, 9th Floor Drury House, Stamford Street, to arrive no later than 10 April. Entrants must work for or be veterans of the Sainsbury Group. Only one entry form per person please. Photocopies are acceptable.

The gentlemanly business of insurance

The recent launch by Sainsbury's Bank of buildings and home contents insurance set the archives thinking of past policies.



The drapery store in Lewisham's Obelisk Buildings.

32

COUNTERFOIL RECEIPT for Goods to be sent
J. SAINSBURY, The Obelisk, LEWISHAM
 Customers please quote below in reference to their purchase

PAID	Acct. No.	DATE	No. of LINES	TO PAY

FASHION SALON AND COLONNADE
 Adjoining Tea Rooms for Light Refreshments, etc.

Telephone: LEE GREEN 1205
 Manager: LEE GREEN 1208

REMOVALS **OBELISK** **DEPOSITORIES**

"The Mecca of the fashionable world of Lewisham."—(vide Press)

SAINSBURY'S
 General and Fancy Draper and Complete House Furnisher
 1, 3, 5 Loampit Vale & 34, 36, 38, 40, 42 High Street, LEWISHAM, S.E.

Sold by *80* Exd. by *12/11/14* Date *12/11/14*

DEPARTMENTS:

- DRAPERY
- DRESSES
- SILKS
- HOSIERY
- GLOVES, LACE
- RIBBONS
- OUTFITTING
- COSTUMES
- MANTLES
- MILLINERY
- BLOUSES
- DRESSMAKING
- FANCY
- STATIONERY
- BOOTS AND SHOES
- CABINETS
- CARPETS
- BEDSTEADS
- BEDDING
- LINOLEUMS
- CHINA AND GLASS
- FURNISHING
- WAREHOUSING

If PAID and to be sent Name and Address

1156

if to pay Name & Address here

Second-hand Furniture Sale Room - Jerrard St. & Horton St., Lewisham, S.E.

A 1914 receipt from the 'obelisk' store.

Links with Royal Sun Alliance, Sainsbury's Bank's partner in this new service, go back to the days when the founder, John James Sainsbury, took out insurance for his first shop, at 173 Drury Lane, Holborn. The insurer he chose was the Westminster Fire Office, whose headquarters were around the corner in King Street, Covent Garden, and who later became part of the Royal Sun Alliance Group.

As his chain grew, John James continued to insure with the Westminster, and developed a close business relationship with its manager, William Meredith Browne. In 1888, he opened a flagship shop at 44/46 High Street, Lewisham, offering a wide range of fresh provisions to the residents of this rapidly-growing London suburb.

Adjacent to John James's shop was a drapery store and furniture repository owned by a W A Matthews. It appears that Mr Matthews found himself in financial difficulties and, rather than have a large empty store next door to his smart Lewisham premises, John James decided to prop up the ailing business. It was only when the drapery store burned down, however, that John James realised the extent of his liabilities. To his dismay, he discovered that he was not insured, and sought Mr Browne's advice.

"And what would you have done, Mr Sainsbury, if you had known that the shop was not insured?" asked Mr Browne.

"Why, I should have insured it with the Westminster," replied John James.

"Very well then, Mr Sainsbury," said Mr Browne, "we will issue a policy dating from the time of the purchase and we will meet your claim."

As they left Mr Browne's office, John James turned to his son John Benjamin, who had accompanied him, and remarked: "That, my boy, is the way gentlemen do business."

Mr Browne's generosity was matched by his shrewdness, for even today much of Sainsbury's insurance is handled by Royal Sun Alliance. What better endorsement could there be of JS's confidence in the group's financial services?

And the fate of the Lewisham properties? The drapery store remained a private business which belonged personally to John James, but was sold soon after his death in 1928. A Westminster Fire Office report dating from July 1928 valued the premises for £41,900 - which equates to about £1.1 million in today's money - roughly what the building would be worth today.

The provisions store next door remained open until 1955, when it was replaced by a modern supermarket. It survived the fate of JS's other premises at 114 High Street, Lewisham which were destroyed by German war planes in July 1944.

Moving like natural spring water, TalkBack views given in 1996 filtered through JS's structure, permeating it with new ideas as they went, before emerging as a crystal-clear expression of employee opinion. Now the process is under way again with TalkBack 2.

Look who's talking: 2

Gathering the views of everybody at Sainsbury's, from the chairman down, is a long process. But it's one that is now seen as indispensable in running the supermarket business. Personnel policy and communication manager Jan Cameron explains: "It is vital that we find out what staff think about the company, so we can sort out problems and find out what the barriers are which prevent people from doing

their job well.

"Whether it's the working environment, problems with holiday pay or poor communication, if there's something stopping people from serving the customer, we must know about it so we can put it right. For the sake of the people involved, and for the sake of the business."

The obvious benefits of the first TalkBack survey in early 1996 were the setting up of staff councils and the introduction of special leave, so long-serving staff could take a short break from JS, whether for reasons of personal development or to care for an elderly relative. But there are less obvious, fundamental benefits which have come about as a result of TalkBack views filtering through to the right places.

Says Jan: "TalkBack was one of the things that gave us data which helped put the

“TalkBack helped put the ‘people and organisation’ section in the company’s Web business strategy.”

‘people and organisation’ section in the company’s Web business strategy. Among other things, this has led to managers’ performance being measured by the way they manage their people, in the same way they are measured on sales and stock results, and any other operational issue.

"If they are not motivating their people to work towards the Web's main objective - of making Sainsbury's the customer's first choice for food shopping - then their performance rating will be affected."



In her role as TalkBack coordinator, JS restaurant manager Nicki Metcalfe makes sure everyone at Newton Abbot knows 'TalkBack 2 - the sequel' is on the way.

To help assess how well all of us are being motivated, the final question on the TalkBack 2 questionnaire asks 'how satisfied are you with your job at Sainsbury's overall?'

The first questionnaires in TalkBack 2 were distributed in February to depots and stores in selected districts of the southern and central and western regions. By November, all locations will have received the questionnaires.

According to Jan, it's easy to see when TalkBack 2 is coming your way: "All locations nominate a TalkBack coordinator to attend a briefing and collect advertising materials and details of the survey to go up on noticeboards, so everyone knows about it. They also receive a collection box and the questionnaires and

envelopes, including pre-paid ones so colleagues on maternity leave and long-term sickness can send in their answers direct to the research company which is compiling the results for us."

The questionnaires are put in sealed envelopes so everybody's answers are anonymous and confidential. And though there is a section asking for personal details such as age, race, grade and sex, individuals can never be identified because findings for one particular group of people are never published unless there are at least ten people in that group.

Working closely with the group internal communications department, Jan has ensured that TalkBack 2 is strongly branded to increase recognition and awareness of the whole survey process.

The results of TalkBack 2 in each location will be made available to every member of staff at that location, with nothing edited out. If you want to make sure the results for where you are give a true picture of what's happening, get talking back when TalkBack 2 comes your way.

Group-wide

Here's our regular round-up of what's been going on across the Group...

SAINSBURY'S SUPERMARKETS

LIGHT YEARS AHEAD AT HALIFAX
In a national competition, the Lighting Industry Federation has judged the concept lighting scheme at Halifax (see page 16) worthy of a 'Highly Commended' award. The presentation of the award will be made on 17 April.

PRESS SAYS BANK ON SAINSBURY'S
Out of 1,367 companies, Sainsbury's won more favourable comment in the London national press than any other company in the fourth quarter of 1997, according to the latest edition of *The PressWatch Quarterly Marks & Spencer* and *Tesco* were placed second and third respectively. Sainsbury's revival is largely due to the strength of coverage of Sainsbury's Bank.

BURNS' NIGHT CELEBRATIONS
To celebrate Burns' Night on the 25 January, 14 stores around the country piped in the haggis. Two of them, Selly Oak in Birmingham and Hadleigh Road in Ipswich, were featured on local television, with another five appearing in the local press.

LOVE IS IN THE AIR
To celebrate Valentine's Day, Nigel Lane wanted to give his girlfriend, Emma Parker, the biggest bunch of flowers in the world - and he did, by taking Emma for a ride in Sainsbury's Flowers hot-air balloon. Nigel and Emma both work at Sainsbury's Dome Roundabout store in Watford. Other in-store events on Valentine's Day included a Tom Jones impersonator serenading customers and staff at the new Brentwood store (page 25).



BAKERS FOCUS ON TRAINING
Sainsbury's is working with the Chipping Campden Food Research Association, Brooklands College in Weybridge and Tameside College in Manchester to offer bakery managers across the country a national training initiative, called the 'The Bakery Managers Focus Programme'. Mark Williamson, senior manager for JS bakeries, says: "We believe the Focus Programme is unique in the industry and will become a blueprint for the rest of the trade. The Focus Programme continues this year and we are also trialling an NVQ Level 2 block release course for bakers, again at Brooklands College. This will accommodate 72 bakers over a 12-month programme, which again we believe is a first."



BITTERNE SWEET
Rachael Meech, staff restaurant supervisor at Bitterne store won the national competition run by Klix, who supply over 450 JS stores with hot and cold beverage vending machines. Rachael (centre) celebrates winning a bottle of champagne and an all expenses paid holiday to Las Vegas with store manager Bob Litster and BPM Rachel James.

BUSY WEEK FOR OPENINGS
Four new stores opened in the first week of March. Partick got the ball rolling, opening on 1 March with Craigavon becoming the fourth JS store trading in Northern Ireland, following its opening on 3 March. Telford opened on the same day, with the Deal store in Kent opening two days later on 5 March.

LAUNCH OF SECOND CONVENIENCE STORE
JS officially declared the launch of the second pilot convenience store. A 3,000 sq ft store in Headcorn, Kent is scheduled to open around September, subject to obtaining planning consent.

HOMEBASE

NEW FACE ON HOMEBASE BOARD
Judith Evans has been appointed by Homebase to its board as director, human resources, reporting to Homebase's managing director Ross McLaren. Judith was formerly human resources - policies director at Sainsbury's Supermarkets.



HOMEBASE COMMITTED TO RESPONSIBLE FORESTRY
Ross McLaren, managing director of Homebase, confirmed Homebase's continued commitment to the principles of environmentally-responsible forestry at the WorldWide Fund for Nature 95 Plus Group's annual conference on 29 January. This commitment has resulted in an ever-rising volume of Forest Stewardship Council (FSC) certified timber on sale to consumers at Homebase.

REOPENING AFTER REVAMP
Wolverhampton St Johns store reopened on 6 March after a major refit.

BRUSHES AND ROLLERS DISCOUNT
All Homebase stores are having 15% off decorating accessories until 24 March. Use your staff discount card for a further 10% saving, and your Spend & Save card to increase your voucher entitlement.

Savacentre

SUNSHINE TO MOONBEAM
Savacentre Edinburgh's store manager, Hill Irvine, along with ex-Scotland and British Lions rugby star, Gavin Hastings, presented a Sunshine Coach to Moonbeams Children's Cancer Charity on 25 February. The Moonbeams is a charity which Edinburgh store's staff and their families have regularly supported with fund-raising activities. The coach will help in taking the children on day trips and holidays abroad.

MORE SUNSHINE AT WASHINGTON
As a result of fund-raising activities by Savacentre's Washington staff, children and staff at the Shipcote Centre, Gateshead were presented with a Sunshine Coach on 24 February. The centre caters for pupils who have been excluded from mainstream education because of health reasons.

CHOP! CHOP!
There was a taste of the Orient at Savacentre's Calcot hypermarket on 3 February, courtesy of top Chinese cook Ken Hom. The master of the wok demonstrated a variety of authentic dishes that appear in his cookery book *Ken Hom's Hot Wok*.

SAINSBURY'S BANK

IT'S GOOD UP NORTH
Congratulations go to the northern region, who came top of the table in the regional bank account statistics for period 12. Northern region now has an average penetration of 10.15%, with the top store, Whitley Bay, achieving 18.99%. In 267 stores, 5% or more of customers now have a Sainsbury's Bank account.

BANK INFORMATION POINTS
The in-store location for one of four designs of Bank Information Point (BIP) has now been approved for all JS and Savacentre stores. The regional roll out of the installation programme began in early March. All stores will then benefit from a consistent and permanent in-store Sainsbury's Bank presence.

shaw's

JS RECRUIT
Robin Lassiter has been recruited from JS to join Shaw's as vice-president of the meat and seafood buying department.

Jan Cameron with the TalkBack 2 collection box.





Wise up to

A radical new way of discussing stock issues with colleagues is launched this month under the Stockwise banner. Kicking off the Stockwise programme is *Jenny's Choice*, a real-life video drama about real dilemmas facing people in-store.

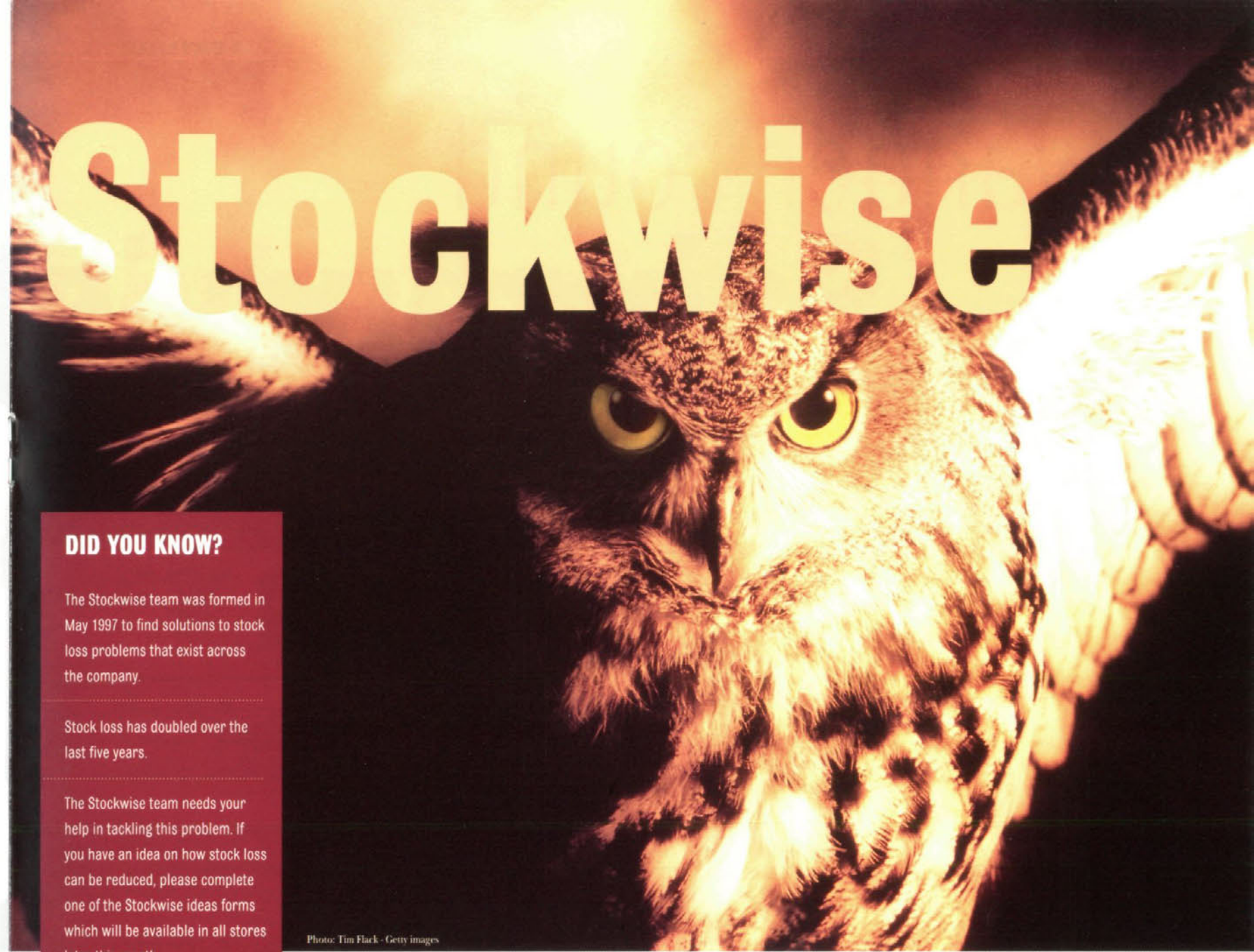
Video drama

The *Jenny's Choice* video was filmed in Harrogate JS and took five days to shoot. The store remained open throughout the filming. One of the professional actors is a male stripper currently appearing on stage in London in *Girl's Night Out* (try to guess which one!); another has appeared in *Coronation Street* and one even starred in an episode of *The Bill*. A number of Harrogate staff also made Oscar-winning cameo performances.

Every store is showing the video throughout March. Don't miss it!

Meet the characters...

- 1 Single mum Jenny is the video's heroine.
- 2 Is the engagement on or off? - David and Melanie fail to see eye to eye.
- 3 Terry the Parrot uses a roll pallet in his impersonation of *ER*'s George Clooney.
- 4 Baz the wide boy chats up the kiosk assistant.
- 5 Keith makes Dirty Den and Barry Grant look like saints. The actor who plays Keith is also currently appearing in the new BBC series *Playing the Field*.
- 6 'Store manager' Richard offers some friendly advice.
- 7 The video crew play back an earlier take.
- 8 Jenny is filmed inside Harrogate's warehouse.
- 9 Jenny receives a quick make-over between takes.



DID YOU KNOW?

The Stockwise team was formed in May 1997 to find solutions to stock loss problems that exist across the company.

Stock loss has doubled over the last five years.

The Stockwise team needs your help in tackling this problem. If you have an idea on how stock loss can be reduced, please complete one of the Stockwise ideas forms which will be available in all stores later this month.

WISE UP TO OWLS

The owl is representing Stockwise because it symbolises wisdom, vigilance and pride. Some things you may not know about owls are:

There are 134 known species of owl found in almost all parts of the world.

The evolution of the owl species can be traced back to a time before the Palaeocene period, some 54 to 65 million years ago.

Owls vary in size from 10 centimetres high (4 inches) to over 70 centimetres (28 inches).

An owl's eyes are fixed in their sockets - that's why owls have extraordinarily flexible neck muscles enabling them to rotate their heads up to 270°.

Stockwise - what it's all about?

Stockwise is all about changing people's attitude towards stock. The Stockwise communication campaign, including the *Jenny's Choice* video, has been developed by Mike Goodman and his team in conjunction with the group internal communications department. Says Mike: "Everyone of us needs to be wise about stock, how we handle it, how we order it and how we can protect it. This is all about getting people excited and involved in looking after our stock better."

Mike is acutely aware that it will take more than a 16-minute video to get everyone wise about stock loss. That's why he and his team will be providing stores with practical tools to tackle stock problems: "Because every location is different we can't be too prescriptive from the centre," he says. "Instead we can offer stores support and advice which can be used to address the particular stock loss issue for that location - it may be theft, it may be poor rotation or it may be something else. The advice can be tailored to solve the specific problem."

"This approach is very store-focused. It has been developed to help stores formulate a site-specific approach to stock loss. For example, each store will have a Stockwise champion whose job it is to raise awareness amongst colleagues and help find ways to tackle the particular problems facing them."

Help the *Journal* name the Stockwise owl

Send in your entry to: Stockwise Owl Competition, Stockwise Department, 4th Floor, Rennie House North, Stamford Street, London, SE1 9LL. The suggestion which gets used will win £75 worth of gift vouchers.

SUGGESTION FORM

I think the Stockwise owl should be called:

Name:

Workplace:

Contact Tel No:

A wander round Sainsbury's website

With households able to access the Internet increasing by 140% last year, the *Journal* decided to join the ranks of the superhighway surfers, and navigate its way to the Sainsbury's website. This is what we found.

On entering Sainsbury's Supermarket's website (and 10,500 people do every week) you are faced with a number of options. You can enter a monthly competition to try to win 10,000 Reward Points, simply by filling in an on-screen form. Or you can join Sainsbury's Pet Club or 0-5 Club, or even order gift vouchers or goodies such as wine, chocolates and flowers (now there's an idea for Mother's Day and Easter).

All of these things can be done in a matter of seconds on the website by using e-mail. Customers can also e-mail JS with queries at any time of day - a cost-efficient way of communicating which has already proved very popular, judging by the 300% increase in the number of people using it to contact customer services.

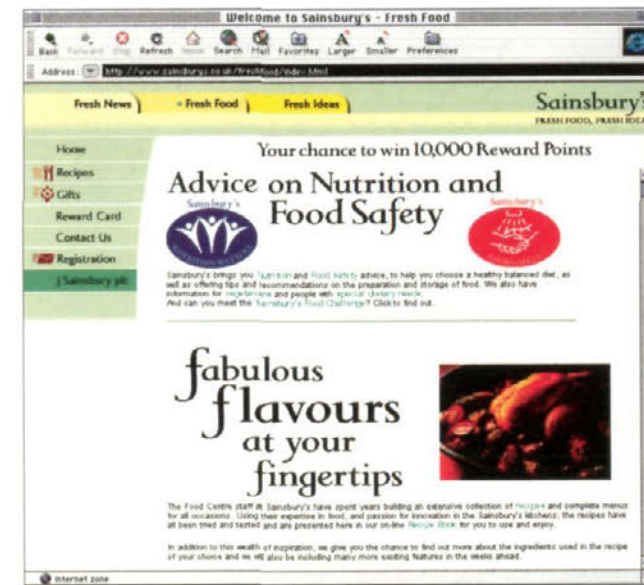
Sainsbury's was the first retailer to realise the potential of the Internet as a tool for communicating across the world, and was the first UK retailer to go on-line, back in spring 1995. Though an experimental site at first, JS was also the first retailer to offer on-line sales. The website is now the responsibility of the national advertising department at Blackfriars, which has brought in new media agency, AKQA, to help run the site.

A good example of what the site contains is the School Rewards promotion. Since 11 March schools have been able to access their Reward point balance on a weekly basis via e-mail. According to Frances Palmer, Sainsbury's account manager from AKQA: "The Internet allows us to do things that traditional media can't, like e-mail. All the schools will be able to get updates on how many points they have collected so far."

Simon Miller, national advertising executive and manager of the JS website, says: "We see the site as a marketing tool. Our objective is to be the first choice for food shopping on the Internet, through a site which enhances the Sainsbury's brand, and builds valuable relationships with customers.

"We are aiming to increase the number of visitors to the site. We want to offer more than the websites of competitors - we want to be a reference point for nutrition and food safety, diets, recipes, the Reward Card, and customer relations. The recipe database is a major reason for people to visit the site, much more so than the competition.

"A major advantage of the Net is that through registration to the 10,000 Reward Points competition and various other promotions and activities on the site, we are building an e-mail database of users with whom we are able to communicate and thus build relationships. By finding out what kind of customers visit the site, we can make communications more relevant to their needs."

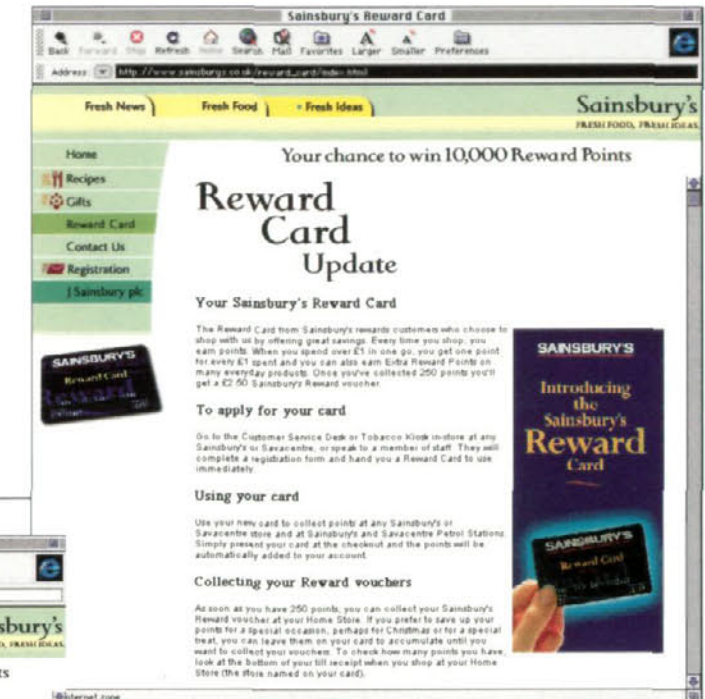
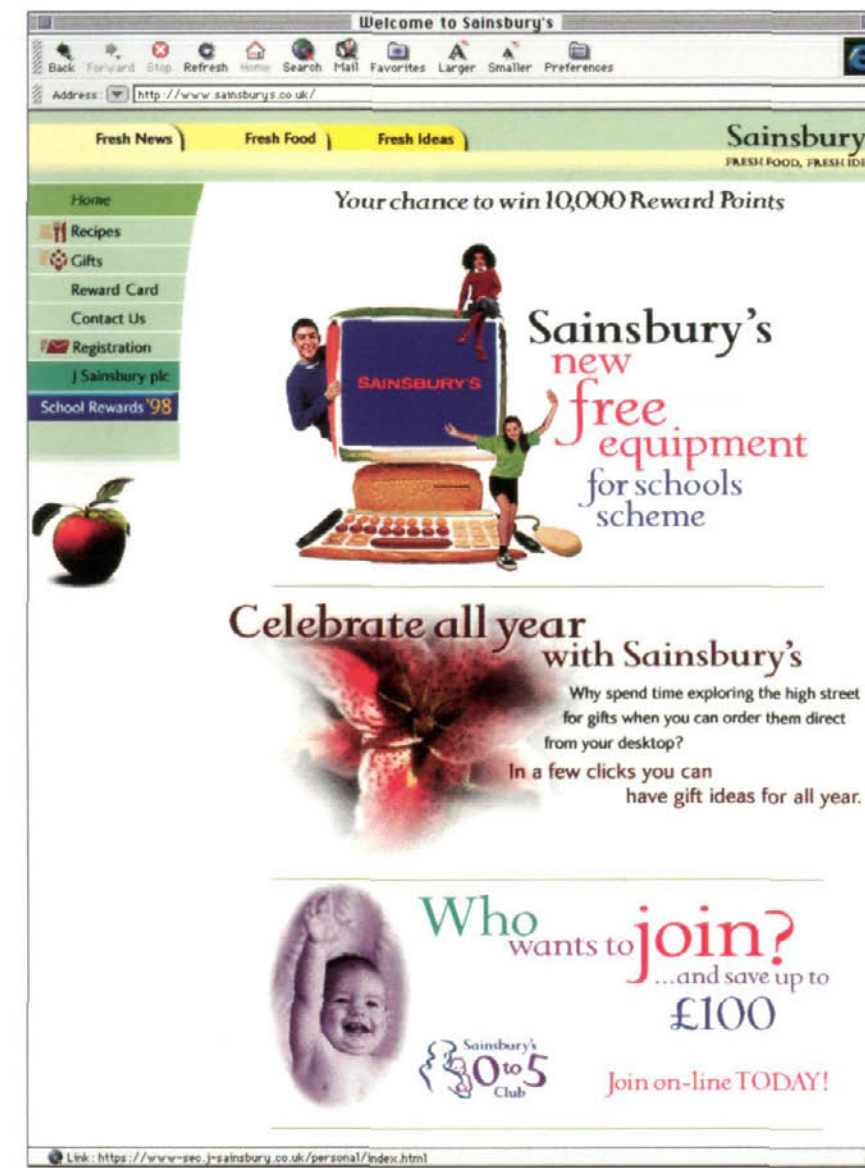
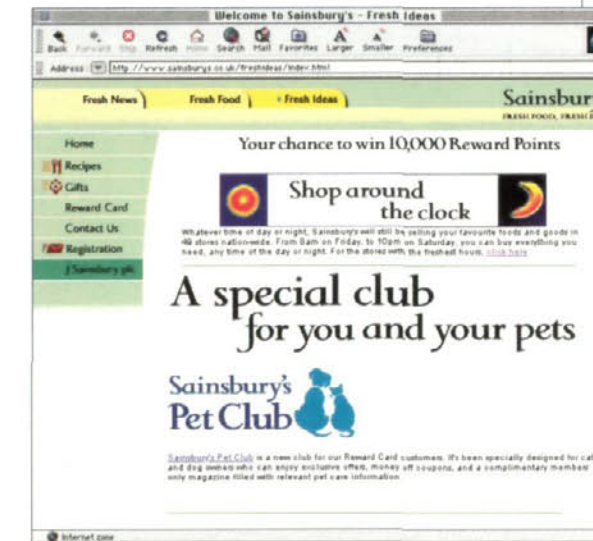


Addresses of:

Sainsbury's Supermarkets site:
www.sainsburys.co.uk

Sainsbury's corporate site:
www.j-sainsbury.co.uk

Homebase site:
www.homebase.co.uk
(launches 25 March)



So, what other kinds of information can be found on the Sainsbury's website?

JS not only has the supermarket site which aims to encompass JS 'Fresh Food, Fresh Ideas', but also a corporate site - containing Group information like JS's environmental policy, company history - which includes archival pictures from the 1800s, and recent annual reports. News on Sainsbury's, Homebase, Savacentre, Sainsbury's Bank and Shaw's can be accessed from this site. In fact, Homebase will be launching its own site on 25 March.

Will we be able to do our shopping on the Net?

According to Sue Jackson, marketing manager, consumer direct, who is responsible for on-line shopping: "We're looking at offering customers other ways of shopping and the Internet is one of the answers. Ultimately, people will be able to do their home shopping via an electronic shop on the Internet which will offer a full store grocery range. This will be set up on a trial basis in the near future."

As for the future of the website, Simon says: "We have a strategic development plan in place for the next six months. We will improve the interactive nature of our site, and we're examining using the Reward Card and Sainsbury's *The Magazine* to help achieve this. Ultimately, we are intending to make it the best food retailer site on the Web."

Whatever the future of electronic communications holds, the Internet is going to play a major role. So get on-line, catch the wave and surf the Net.

Internet (or the Net) - global networks and computers

The Web = World Wide Web = www - the graphical interface for browsing the Web
Website (or site) - page/s on the Net containing information on a certain subject, like a magazine

On-line - being physically connected to the Internet; accessing info and/or having a site on the Web

E-mail - sending messages on a computer via an electronic mail system

E-mail address - the postbox where e-mail messages are received or sent from

URL - Universal Resource Location - this is the address of a particular website

Mini bakery brings in the dough

Thanks to the invention of the mini bakery, 65

smaller stores without in-store bakeries will all soon be able to provide products hot from the oven. The *Journal* looks at the thinking behind the mini bakery and visits Harpenden to learn more about the construction process.



Bakers John Shaw (left) and Steve Merchant get behind Harpenden's new mini bakery range.

By the end of May, 65 mini bakeries will have been installed into stores that previously had no bakery at all. The *Journal* asks Steve Steadman, project manager, JS Bakeries, how the mini bakery project developed. "It was recognised that the previous store-twinning operation, whereby a larger store supplied fully baked in-store bakery products to smaller stores, was not in line with our customers' expectations of freshly-baked products, hot from the oven throughout the day.

"Due to space limitations in smaller stores, we were unable to install a traditional in-store bakery. The challenge was, therefore, to provide an outstanding product range in a third of the floor area. Our clear aim was to install a mini bakery at all 65 sites that previously had no in-store bakery offer."

With this in mind, the JS bakery operations team developed a format, working with equipment suppliers to find the required equipment that could provide fresh hot product throughout the day. It was decided that the product would be based on a part-baked range of cakes, doughnuts, bread and rolls.

The first mini bakery was fitted into Camberley store by using warehouse space located away from sales area. The construction was completed by Longcross Management Construction Group, which has continued to work with JS Bakeries on all 65 mini bakeries. Camberley was a major success with initial sales increasing by 150%. The roll out began.

To see the mini bakery installation programme step by step, the *Journal* decided to visit Harpenden store during its seven-week construction process. On our first visit we were confronted by a scene out of a Bruce Willis movie - rubble and tools strewn across the floor, hanging wires, boxes, ladders and clothes everywhere. As Steve says: "Once all the plans have been approved, consent given and equipment ordered, the construction begins. During this first stage the shell of the bakery is built, and initial services like plumbing, electricity and ventilation/extraction are installed."

By the time of our second visit, the second stage



Clockwise from top left:

Visit 1: The shell takes shape.

Visit 2: Floor and ceiling in place, and the new equipment is ready for unpacking.

Visit 3: Project manager Steve Steadman (left) and bakery accountant Anit Chandarana, find time for a loaf.

Visit 4: Proud of the finished mini bakery, store manager Mike Banissy shows off another freshly-baked product.

had been completed - the vinyl floor was laid, the walls were in, and the ceiling was finished. We even managed to see some of the equipment in its wrapping awaiting installation. The following week things were really taking shape - the equipment was in place, and the JS bakery range had been extended to the store.

On our fourth and final visit, Harpenden's mini bakery was up and running. All the shelves, signage and minor fixings had been put up, the bakers were baking and the customers were buying. All this after only seven weeks! Store manager Mike Banissy says: "The construction work didn't really bother us. The mini bakery has been an outstanding success. Sales are over 200% up! Customers are very positive and satisfied with it."

The final word comes from Steve Steadman: "The success of these mini bakeries has been reflected in average increased sales of 100%. The format has been so successful that it has been adopted for the new Country Town Store format and also the new Convenience Store format. We'll soon have a mini bakery or full in-store bakery at virtually every store."

Ashbourne



A chilly but dry January day marked the opening of the new store in the conservation area of Ashbourne up in the Peak District.

Built in the smaller Country Town format, the store makes extensive use of oak beams in line with many of the other buildings in the town.

Unlike JS's larger supermarkets, there is no room in the store for a customer restaurant or pharmacy, but Ashbourne's Country Town format does offer a deli, a bakery, floral and newspapers and magazines sections, not to mention baby-changing facilities.

OPENINGS



Opening date: 20 January 1998
Address: Coopers Mill, Compton, Ashbourne, Derbyshire DE6 1DA
Opened by: Chief executive Dino Adriano
Store manager: Darran Bateman
Project manager: Rob Carpenter
Staff: 144 (133 new jobs)
Sales area: 15,000 sq ft (1,393 sq m)
Car park: Over 220 spaces

OPENINGS

- 1 The front of the store.
- 2 Ashbourne's town crier craves silence for the cutting of the ribbon by Dino Adriano and Darran Bateman (right) with four young winners of the store's poster competition.
- 3 Produce assistant Catherine Slaney gets the peppers perfect with a little help from assistant provisions manager from the nearby Kingsway store, Jeff Marriott.
- 4 Jennifer Homer, team leader merchandising (left), and Denise Brown, price controller, fill up on floral.



Calne



Clad in natural stone, Calne store is built on the site of the old Harris bacon factory - which supplied JS before the Second World War. During the war, staff from Sainsbury's factory were evacuated to Calne whilst Harris provided alternative production facilities. The friendship between the two companies continued for years with an annual cricket match being played until the early 1980's.

This part of Wiltshire has traditionally had a large wool industry, reflected outside the store by a sculpture of two sheep, designed by local artists, who were also responsible for corn circle-style motifs in the brickwork outside and Celtic designs in the walls.

A local couple with a familiar last name, Fred and Mildred Sainsbury, helped chairman David Sainsbury open the store.



Opening date: 27 January 1998
Address: The Pippin, Calne, Wiltshire, SN11 8JG
Opened by: Chairman David Sainsbury
Store manager: Bob Upshall
Project manager: Mike Turner
Staff: 205 (185 new jobs)
Sales area: 15,167 sq ft (1,409 sq m)
Car park: 254 spaces

- 1 Laura Widger waits to meet the first customers.
- 2 Say cheese! Angela Tyrell, Claudia Nelson, Neil Myers, Mair Llewellyn and Eileen Rumble.
- 3 Fred and Mildred with their more famous namesake.
- 4 Wiltshire has a strong tradition in wool - this sculpture by local artists celebrates that heritage. The piazza with its corn circle-inspired patterns is visible behind.
- 5 The store exterior - blending with local architecture.



Brentwood



It's taken 15 years and the expertise of JS's property development team to find a site suited to the company's needs for a large, modern store and the needs of the local authority and Brentwood community. Several sites were considered but rejected for various reasons, the principal one being a change in government planning policy in favour of town centre locations rather than out-of-town.

But, thanks to the acquisition of the old North Road bus garage and Thermos factory, along with several adjacent pieces of land, the modern store is now standing in its full glory, boasting a 38,500 sq ft sales area - as opposed to 7,600 sq ft of the old High Street store.



Opening date: 10 February 1998
Address: 51 North Service Road, Brentwood, Essex CM14 4WQ
Opened by: Chairman David Sainsbury
Store manager: Paul Heywood
Project manager: Ray Riley
Staff: 500, including 110 from the old High Street store (250 new jobs)
Sales area: 38,500 sq ft (3,577 sq m)
Car park: 455 spaces

- 1 The store's entrance.
- 2 Joe Kennedy (right), the retiring manager of the Brentwood High Street store - which closed the day before - hands over a golden key to Paul Heywood (left) with the help of David Sainsbury.
- 3 Scanning assistant Linda White puts the finishing touches to the poultry display.
- 4 Tom Jones sound-alike Johnnie Kennedy pops in on Valentine's Day and asks student worker Sarah Chidgey What's New Pussycat?



The Taste test



Taste testers pronounce Hot Cakes "exquisite".

Members of Homebase's merchandising department provide the taste buds for this month's taste test product - Hot Cakes (£1.49). The cakes come in three varieties - Chunky Chocolate, Maple & Pecan, and Luscious Lemon - and

can be eaten cold or hot, needing just one minute in a microwave.

According to Shelley Perry the cakes "would be heaven with a cup of tea" while Steve Ayres (left) points out: "Chocolate cake is usually heavy, but this is light and fluffy." In giving unanimity to the A-OK verdict on the cakes, Jon Dean says: "The sponge is

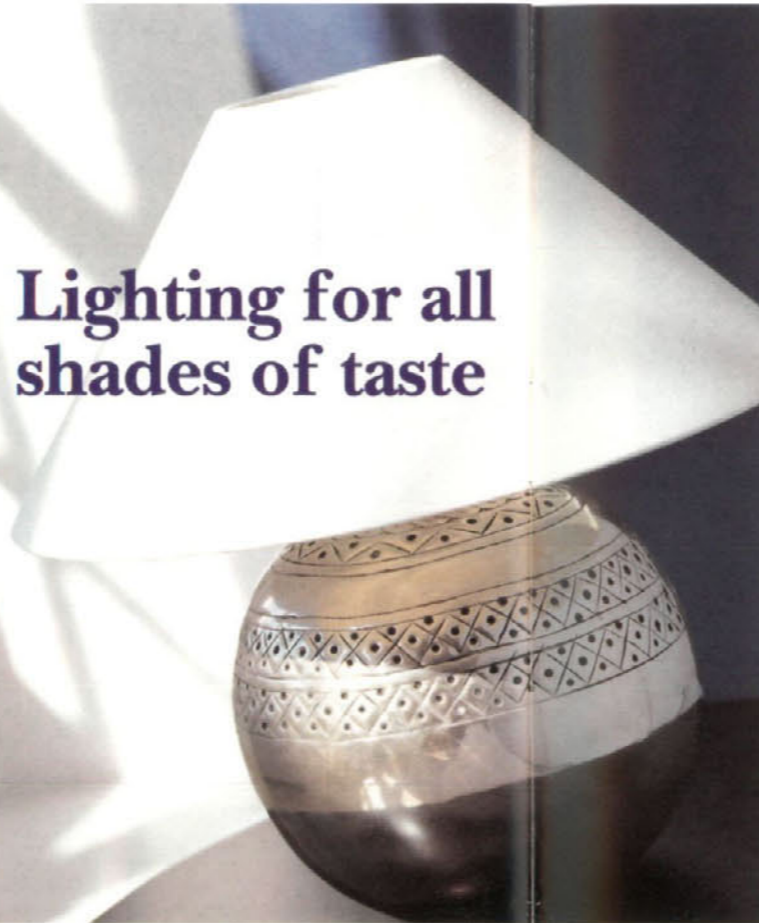
delicious, I am amazed by its naive impertinence."

AVAILABLE IN 152 STORES



The new Homebase lighting collection of table lamp bases, fabric shades and uplighters has been launched to coincide with the opening of the Homebase flagship store in Ewell. The colourway of the new label was selected to complement a wide range of colours and fabrics, from natural cottons and linens to bright citrus shades. The range reflects styles within fashion and home furnishings, which then filter down to lighting.

CHECK OUT LOCAL STORE FOR DETAILS



Lighting for all shades of taste



Muffin mania

An addition to the existing range, the American Style Bitesize 9 Double Choc Chip Muffins are the perfect light treat to keep your hunger at bay. The pack of nine costs 99p.

AVAILABLE IN 146 STORES



Causing a stir

Washed and ready to cook Exotic Stir Fry Vegetables (£1.69) are now available. Containing baby pak choi, sweet peppers, sugar snaps, salad onions, baby corn and coriander - all grown and packed in Kenya specially for Sainsbury's - it is ideal for stir frying with sesame oil and chicken or beef strips, aromatically flavoured with the coriander leaves.

AVAILABLE IN 100 STORES

What's NEW in-store



Tasty twin-pot For the superior pet

Sainsbury's has unveiled a brand new concept - a two-part meal in one. The three meals available are: Satay Vegetable & Jasmine Rice in a spicy peanut sauce; Vegetable Couscous in a spicy tomato sauce and Tabbouleh - a couscous salad with tomatoes, onions, lemon and herbs. The first two contain a can of vegetables which after cooking can be added to the pot of couscous, while the Tabbouleh contains a pot of couscous and a can of sauce, which only need to be mixed and refrigerated for an hour. All three are long-life and serve two. These exotic meals cost £1.99 each.

AVAILABLE IN 124 STORES

Pamper your pets with Sainsbury's High Society new luxury recipes for cats and dogs made from quality ingredients. For your cat there are five flavours including Fillet of Salmon & White Fish in jelly, Trout & Prawns in jelly and Chicken & Turkey in jelly. Each costs 42p. Dog lovers can treat their pet to three flavours including Lamb & Farmhouse Vegetables in Gravy, and Rabbit & Game in a rich sauce at 49p each.

AVAILABLE IN AROUND 300 STORES

Special spuds

For one of the most versatile spuds on the market, try Desirée Potatoes at 99p for 1.5kg. The reddish-coloured and unevenly-shaped Desirée potato can be baked, boiled, roasted and is ideal for making chips or potato wedges. Desirée comes with the highest pedigree, it is Delia Smith's favourite variety!

AVAILABLE IN 250 STORES



Wash day therapy

A new aromatherapy product has hit the shelves. Aromasoft Fabric Conditioner (£1.29) has three variants - Serenity, Awakenings and Sensual. Each contains essential oils and comes in a resealable pouch, exclusive to JS. The 500ml pouch is totally new packaging for the UK and is designed to reduce packaging and waste.

AVAILABLE IN AROUND 300 STORES



Cakes galore

Two cake lines have been launched to appeal to all sweet-lovers out there. Jungle Animal Cakes (£1.19) is a selection of fondant-topped sponge squares with chocolate, banana, orange, lemon and strawberry flavours. Suitable for vegetarians, the 96% Fat Free Cakes are available in Orange, Chocolate and Cherry & Sultana. Each costs 99p.

AVAILABLE IN 140 TO 188 STORES

