

# JOURNAL

## CONVENTION SETS STAGE FOR CHANGE IN DIRECTION

### MILLENNIUM PROJECTS BUILD TO 2000

### LISTENING TO PEOPLE WITH HEARING DIFFICULTIES



SAINSBURY'S  
SUPERMARKETS

HOMEBASE  
SAINSBURY'S  
BANK

SAINSBURY'S  
*Savacentre*





## From the editor

You can probably tell from my inability to write proper sentences that I didn't read much as a child. But thanks to the Bookstart Millennium Project (page 18) I've been catching up on some of the reading I missed.

And I have to say the denouement of the secondary plot in *Mr Bear Says Goodnight* really does provide a thought-provoking twist.

Mighty as the written word is, there are other equally powerful ways of communicating, as you'll see from the colleagues at Blackpole on page 20, who learnt British Sign Language so they could communicate more easily with a workmate with hearing difficulties. Meanwhile, page 21 features two colleagues at Epsom Central who are profoundly deaf, one of whom now works on checkouts, communicating with customers every day. The story's a real reminder of how important communication and language are in all our lives. It is, after all, language that separates us from the animals – language and not being afraid of vacuum cleaners.

On the theme of communication, this issue carries a massive six-page report on Sainsbury's Supermarkets convention in Brighton (pages 12-17), where directors communicated the company's change in direction to 1,200 of JS's most senior management.

A fair slice of communication could also be on the agenda this month for the Energy Helpline, especially if energy vandals take up the challenge of the *Journal's* energy quiz (page 19) and ring for advice on how to use energy more efficiently. Mind you, the *Journal's* editorial assistant Steve won't need to ring as he's already a master at saving energy, especially on the really arduous tasks like digging in his pocket to buy a round.

Thankfully, other colleagues around the JS Group are not afraid of hard work so this issue has plenty of major achievements to report on, like the opening of new supermarkets and Homebases (page 22) and the refurbishment and extension of existing stores (page 5). Although I do hope if you're one of the people involved in getting a new store open – or a refurbished one to reopen – you're not working so hard you can't find time to dip into this issue. It's got all the usual news (pages 3-8) and some particularly good views on the letters pages (9-11). So put your feet up for half an hour and get reading. And I'll see you next time, as long as human resources don't decide the ability to read grown-up literature should be a *Journal* editor competency.

*Dominic*

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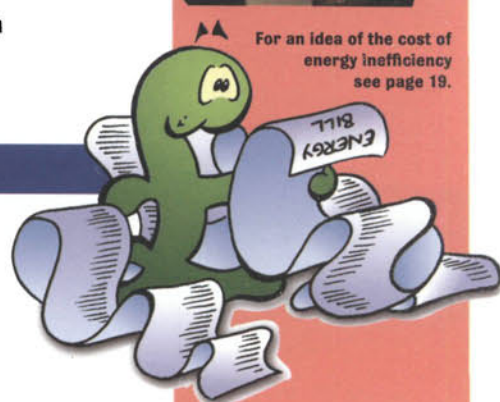
The L'Oréal Kids launch will mean a Disneyland Paris trip for one lucky reader (page 28).



Group chief executive Dino Adriano shares his vision for JS's future (page 12).



Portsmouth store manager Ian Woodland and daughter Lauren launch their local Bookstart project on page 18.



For an idea of the cost of energy inefficiency see page 19.



Fallowfield store opening proves a lively one on page 23.





# Group board regroups

Group chairman Sir George Bull has announced changes in responsibility for Sainsbury Group board members, establishing a clear distinction of responsibilities between the Group and operating-company boards.

The Group board will also reduce in size, as finance director Rosemary Thorne leaves to pursue other opportunities this summer and special business units director David Clapham retires, after 35 years' company service.

In addition to the chairman and four non-executive directors, there will be seven executive directors with the following Group-level responsibilities:

**Dino Adriano** – chief executive (and chief executive of Sainsbury's Supermarkets Limited)

**David Bremner** – deputy chief executive, with specific responsibility for international business development, the US and Homebase

**Ian Coull** – property and corporate communications (and Savacentre chairman)

**John Adshead** – human resources and information systems

**Robin Whitbread** – trading and international buying

**Kevin McCarten** – marketing and brand development

**Rosemary Thorne** – finance (until July 1999).

On the Sainsbury's Supermarkets board, Hamish Elvidge assumes responsibil-

ity for procurement, and Robin Whitbread responsibility for the technical division. Bill Williams will be responsible for special business units.

The responsibilities of other directors on the board of Sainsbury's Supermarkets Limited are unchanged.

Says Sir George: "My colleagues and I wish to express our appreciation for the contribution made by Rosemary Thorne and David Clapham, and to wish them both well for the future." ■

## Comically relieved

Sainsbury Group colleagues and customers helped raise a record-breaking £4.1 million for 1999's Comic Relief appeal – the largest single donation ever made.

The Sainsbury's Bank cheque – which, reportedly, is also the biggest-sized ever – was unveiled on Red Nose night by JS's Comic Relief project manager Nicky Clash. If you didn't blink and miss it around 10.15 on the night, she was the one in the hard hat pressing the button which made the cheque unfurl down the side of BBC Television Centre.

Sales of red noses, car badges, recipe books and wine books raised £3.3 million of the total, while, as the *Journal* went to press, the total so far raised by Group colleagues' fund-raising activities was £367,000. This is all included in the £13,654,281 total raised by the end of the BBC1 telethon. Organizers hope the final total – once funds raised through all the other Red Nose events are included – will top 1997's record figure of £27m.

The *Journal* will be bringing you a bumper Comic Relief round-up – and the final fund-raising figures – in the next issue.

## A taste of things to come

Sainsbury's is launching a huge campaign to support its new range of over 200 own-label products which enable you to reduce the fat in your diet without compromising on taste. The campaign will include extensive TV and magazine advertising.

The *Be Good to Yourself* range will be one of the largest and most distinctive sub-brands of any UK food retailer and will mean customers can pick products at a glance that are at least 20% lower in fat than the standard equivalent.

Keep Refrigerated Once pack is opened consume within 2 days. Do not Freeze		200 gram
Pack price	Display until	Use by

The products will be found across the whole of the store, ranging from cheese-cake to lasagne, and from cooking sauce to cakes and biscuits. More than 60 of the products are completely new to Sainsbury's or reformulated for the range. To make

sure that the range tastes just as good as its higher-fat equivalent, natural lower-fat substitutes have been used – such as Crème Fraiche instead of cream.

Fighting the fat is a high priority for many people, and recent research indicates it is

Distinctive branding makes the new lower-fat range easy to pick out.

the biggest dietary concern in the UK – bigger than calories. More and more people are becoming aware that lowering fat in the diet reduces the risk of heart disease.

*Be Good to Yourself* has been developed by a cross-functional team made up from representatives of many different areas of the company. According to brand manager Russell Morris: "By working together, we now have a range which will propel Sainsbury's to where it belongs in the valuable lower-fat foods market – leading the way!"

The complete range will be in-store from early May.

## Bank stand delivers results

Olympia's Homebuyers' Exhibition had a new attraction this year – a stand from Sainsbury's Bank. Six staff, seconded from Bank of Scotland, which helps operate Sainsbury's Bank, provided information to potential customers on the Bank's two mortgage products and home-insurance

and personal-loan products. They were even able to provide tailored customer quotations on the spot.

The stand, the first for Sainsbury's Bank at a major exhibition, was busy from opening to closing on all three days at Olympia and the team running the stand was praised by the organizers

for being among the most approachable and professional at the exhibition.

Members of the stand team have also been busy visiting selected stores in the Liverpool area during April, to help market the Bank to customers in-store.

Potential home buyers find out all about Sainsbury's Bank at Olympia's Homebuyers' Exhibition in London.





## High-tech tagging bags big award



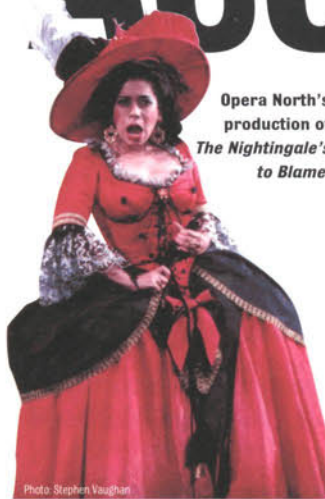
Mark Gillott (left) RF tagging project manager and business analyst Darren Ratcliffe (centre), receive the Millennium Product award from chief executive of the Design Council, Andrew Summers.

High-tech tags which can track a product through every stage of the supply chain have been awarded Millennium-Product status by the Design Council. Radio-frequency tagging (RFT), which began as a prototype trial last year, is now moving into a pre-production trial which is believed to be the most ambitious trial of its kind ever implemented worldwide.

The tags, which attach to crates, track products from the supplier, through the distribution centre and on to the store – informing a tag-reading device of the product's department/commodity number and sell-by date. The benefits are reduced costs in the supply chain and improved accuracy.

Four other Sainsbury's innovations have also been awarded Millennium-Product status for their inventive designs. They are Avoscan – which checks the ripeness of avocados, City Petrol, Freshcheck – which helps predict the last acceptable day for consumption of canned goods, and Microban.

# Access all areas



Opera North's production of *The Nightingale's to Blame*.

Stage Pass, a unique national arts card for 16-29 year olds offering discounts of up to 70% on the best arts and entertainment events across the UK is available FREE to Sainsbury Group staff and their families.

Stage Pass members can:

- See top shows like *Cats*, *Miss Saigon* and *Les Misérables* for greatly-reduced prices.
- Get regular discounts at top venues like the Barbican, the South Bank Centre and the National Film Theatre.
- Enjoy performers like Ardal O'Hanlon, the Welsh and Scottish National Operas, and the Rambert Dance Company at discount prices.

Members also receive a monthly magazine, packed with news, reviews, competitions and around 600 great

discounts a month. Membership is valid for a year, and members can book two discounted tickets – enabling them to take a friend along too.

To join, simply send your name, home address and date of birth to: STAGEPASS, Youth and Music, FREEPOST (WC5382), London WC2H 0BR. You don't even need a stamp. Don't forget to state you're a Sainsbury's employee.

The offer is open to all Sainsbury Group employees aged 16-29 and members of their families in this age group. If you would like more information, call Fiona Matthews at Blackfriars on 0171 695 7851.

## Paying with plastic



Showing off an enlarged version of the new money are Fran Berry (seated) and (from the left) Hansa Lad, Veena Patel, Dorothy Beeching and Clare Duckenfield.

Trainee cashiers have always been thrown in at the deep end when it comes to handling money – having to practise with an empty

cassette and not dealing with hard cash until the first real-life customer is served. But, thanks to suggestions from cashiers, and a little bit of

help from Sainsbury's Bank, trainees are soon to have dummy money to practise with as they train.

Clare Duckenfield, STC

business change analyst explains: "We asked cashiers what we could do to make training better, and they suggested *Monopoly* money.



# Show time

Sainsbury's exhibition programme got under way in February with the HortEx International trade show at Harrogate, the UK's major event for fruit and vegetable growers.

Just so you can make sure you free up your diary, here's a list of the various exhibitions Sainsbury's will be present at during 1999:

**12-14 May:** Balmoral Show, Belfast.

**20-22 May:** Devon Show, Exeter – *sponsoring the 'Why keep Britain farming' exhibition.*

**25-28 May:** Chelsea Flower Show – *with NFU sponsoring the 'UK Horticulture' stand.*

**10-12 June:** South of England Show, Ardingly – *also sponsoring 'The Super Beef Bull' competition.*

**24-27 June:** Royal Highland Show, Edinburgh – *also sponsoring the 'Scotsman' cookery theatre.*

**30 June & 1 July:** Royal Norfolk Show, Norwich.

**5-8 July:** Royal Show, Stoneleigh – *also sponsoring 300 'Sainsbury's for a cleaner environment' litter bins.*

**13-15 July:** Great Yorkshire Show, Harrogate – *sponsoring the Country Cookery Theatre.*

**15-17 July:** Kent Show, Detling – *also sponsoring the British Food Tent.*

**27-28 July:** Nantwich Cheese Show, Nantwich – *also sponsoring the 'Best New Dairy Product' competition.*

**18-19 September:** Newbury & South Berkshire Show, Chieveley.

**7-10 October:** Sunday Times Festival of Fine Wine and Food, Olympia.

**20-21 October:** Marden Fruit Show, Detling – *JS is also a major sponsor of the show.*

**24-28 November:** BBC Good Food Show, NEC.

FOR FURTHER INFORMATION ON VENUES, CALL PRISCILLA PLAYFORD ON 0171 695 8206.

That wasn't as simple as it sounded because we had to get Bank of England approval for anything that looks like real money – the notes and coins have to be a certain size so as not to resemble real cash too closely."

Sainsbury's Bank stepped in to design the notes and coins, which feature the Bank's logo – it's also a good way of letting those new to JS know about the Bank. Says Clare: "The plastic notes and coins will be issued to stores to help make training more realistic, so the cashier can concentrate on interacting with the customer rather than worrying about where notes and coins go in the cassette."

The plastic money will be available from mid-summer, and will include a department/commodity number to make it easy to reorder.

## Merton makes double figures



Happy birthday to you gets a jazz swing – store director Steve Potts (dark suit) joins Merton's mayor and young guest Anne Marie in the cake-cutting ceremony.

The week-long celebration of Merton Savacentre's tenth birthday included a disco and raffle for colleagues, and a Reward Card prize draw for customers to win a Daewoo Leganza.

At the end of the week, the store welcomed Mayor of

Merton, Linda Kirby, who cut the birthday cake baked by the in-store bakery's Barbara Caridad and Graham Parish. Thanks also go to Tina Drew and the staff-restaurant team who arranged the snacks for the party held later that afternoon.

## REFIT ROUND-UP

The four latest stores to get a facelift are:

### Warrington



The store's new-look exterior.

The store's extension to 49,600 sq ft makes it into one of the biggest in the company. Warrington now boasts a new salad bar, new Food to Go, meat and fish counters, a new restaurant and many other improvements.

### Shorehead



The store now boasts a gleaming row of new counters.

Shorehead has been extended to 48,600 sq ft, and now features a new salad bar, new counters, more checkouts, improvements to the restaurant, bakery and BWS departments. There's also new Sketchley and Mr Minit concessions for dry cleaning, and key cutting and shoe repairs.

### Wakefield

With an extra 11,000 square feet of sales area, Wakefield is now over 40,000 sq ft.

The store closed for seven days to allow the improvements to be made. These include a salad bar, hot-food counter, self-weight scales, refrigerated produce and a new customer-friendly entrance.



Jonathan Dawson and long-serving colleagues let in the reopening-day crowd – after a little Buck's Fizz toast.

### Christchurch

Christchurch now has an increased sales area, new Food to Go counters, a greatly improved JS Restaurant, fish and meat counters and a new frozen section. The entrance has been rebuilt to give a brighter, more modern look.



The reopening-day jazz men take five as store manager Alan Barker (far left) and colleagues give the honour of cutting to the ribbon to Tousco Mai Facer – a local girl who is raising funds for the Wessex Heart Circle after undergoing major heart surgery herself.



## NEWS IN BRIEF

## Bridgwater boosts IIP numbers

Bridgwater has joined the growing ranks of stores to be accredited as an Investor in People. After 11 months of preparation the store was assessed as being well up to the national standard of excellence in training and development required by IIP.

According to store manager Robin Ireland: "Communication throughout the store is substantially better, as is motivation and morale."



Enjoying their IIP status are deputy manager Simon Perry, BPM Nicky Rossiter (centre) and store training coordinator Lesley Howe.

## Chelmsford chalks up another IIP success

One of the latest stores to gain the Investors in People national standard of excellence in training and development is Chelmsford. Lining up with the store's Investor in People plaque are (l to r) senior customer services assistant Trudy Cox, checkout supervisor Ruth Marlow, store manager Sheree Rankin, senior grocery assistant Melvyn Littlejohn, and bakery assistant Pat Birch.



## Old kit bag collection proves no trouble

In a joint project between JS and London's dance-music station, *Kiss FM*, 2,000 bags of clothes have been collected for Centrepoint, the charity which aims to find shelter and work for the city's homeless.

Twelve stores in London, and the central departments offices at Blackfriars, acted as collection points for the clothes which are to be recycled and the money raised donated to Centrepoint. Donations were made by colleagues and customers who heard *Kiss FM*'s exhortation for listeners to 'get down to Sainsbury's and get your kit off!'



Queen of stand-up Jo Brand shows off some of the 2,000 bags of clothing collected to help London's homeless.

## Calling all parents

Parentline is for all parents and is now recruiting volunteers to help expand its service. If you can spare four hours a week to work on the helpline, supporting other parents, please call Rosemary or Diane on 01702 557983. They will advise you if one of the nine Parentline branches is near where you live. The number of the helpline itself is 01702 559900.

## Prize cheers new wine masters



Cheers! (l to r) Barbara Abraham (MW 1998), Anthony Hanson, Allan Cheesman and Anne Tupker (MW 1997) toast their success with a glass of fine Sauternes.

Two newly-qualified Masters of Wine have been awarded £2,000 by JS for their outstanding dissertations. Sainsbury's sponsors the dissertation prize as part of its overall support for the Institute of Masters of Wine and wine education in general. The institute, which has around 250 Masters of Wine (MWs) worldwide, is at the leading edge of wine

education and aims to promote the highest standards in wine, wine education and trade conduct.

Winners Anne Tupker and Barbara Abraham were presented with their prizes by off-licence director Allan Cheesman and chairman of the Institute of Masters of Wine, Anthony Hanson MW.

Sainsbury's wine marketing manager Claire Gordon-

Brown – who, along with wine category manager Rebecca Hull is also a Master of Wine – tells the *Journal*: "Our sponsorship of the new MWs' dissertation prize demonstrates our commitment to trade education and expertise. We're looking forward to hearing all about our prizewinners' experiences on returning from their travels into the world of wine."

## Trolleys for triplets

Since JS's first triplet trolley went into service at Pound Lane a year ago, trolleys for triplets have become all the rage. Tamworth and Fairfield Park stores now have customers with triplets in the family who are jumping on the triplet-trolley bandwagon.

Clare and James Warburton, shown here with their eight-month-old trio at Fairfield Park, were doubly delighted to try out the trolley as their maiden voyage began with them being presented with £200 worth of baby products, courtesy of the store.



Tamworth's trio. ▶





# Group-wide

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

## VETERANS MEET

Four hundred and thirty Sainsbury Group veterans attended a veterans reunion in Bristol in March. Trading director Robin Whitbread and president of J Sainsbury plc, Lord Sainsbury of Preston Candover KG – and his wife Anya – were present at the event. Two other reunions also took place for veterans recently at London's Royal Lancaster hotel. These were on 29 March and 6 April.

## SAINSBURY'S SUPERMARKETS

### OWN-BRAND TO BE GM FREE

Sainsbury's has formed an international alliance with six other food retailers to establish valid sources of GM-free crops and derivatives. Other members of the consortium include Marks & Spencer, French company Carrefour and Superquinn of Ireland. The consortium also includes an independent group of experts led by Law Laboratories Ltd, leaders in technical verification of GM-free products.

According to Sainsbury's environmental manager, Alison Austin: "This is a world first. A consortium like this is the only way JS and other food retailers can establish GM-free sources of crops and derivatives. By establishing verified non-GM sources in the farmer's field and ensuring segregation through the supply chain, we will be GM free."

"We always wanted GM and standard crops to be separated and were extremely disappointed when this did not happen with the US soya crop. Over the last 18 months we have been working hard to source non-GM soya or alternatives for our own-brand products. By working with international food retailers and scientists we will give UK shoppers what they want."

### OPENINGS ON TRACK

The latest stores to open are at Sherborne in Dorset (23 March), Darwen in Lancashire (27 March), and Clitheroe (30 March) – also in Lancashire. Buchanan Galleries also opened last month (31 March) in Glasgow, and is the first new city-centre format store – known as Sainsbury's Central. Reports on all these openings will be featured in the next issue of the *Journal*.

The Isle of Wight store will open on 27 April.

### RIGHT RESULT FOR FOOTBALL CAMPAIGN

Sainsbury's has won the Retail Promotion of the Year award for its 1998 World Cup 'Feast of Football' campaign at the *Retail Week* awards. The award

acknowledges the impressive results the marketing and promotional activity delivered, and reflects the vast contribution made by all divisions, particularly colleagues in stores.

The campaign featured an Official England Squad Medal Collection, officially-licensed football products and in-store events, which boosted incremental supermarket and petrol sales by £43 million. Over 50 million medals were collected during the campaign – the equivalent of a medal for everyone in the UK.

### NEW PHARMACIES ON THE WAY

JS's pharmacy business continues to grow with pharmacies due to open in Stanway store in Colchester on 4 May, and Eltham store in south-east London on 10 May.

### KING'S LYNN BOOSTS HEADWAY

King's Lynn store has donated £300 raised through its Penny Back scheme to Headway, the charity which helps fund the rehabilitation of people who have suffered serious head injuries. Headway was chosen for the donation thanks to deli assistant Jenny Affleck, who joined the charity after she and her husband Derek were involved in a road accident in 1994.

### CENTRAL STORES MOVE FROM CHARLTON

The transfer of the central stores operation from Charlton depot to Hays Retail Support Services in Derbyshire is soon to be completed. Central stores is responsible for the storage and distribution of a specific range of goods-not-for-resale items – from paper and pens to cups and saucers and display equipment.

With the aid of a newly-built, dedicated warehouse, Hays will be able to provide faster responses to orders. A central help desk will be set up in the near future to assist stores directly with queries on items ordered.



### EURO IMPACTS ON JS

With the introduction of the euro on 1 January 1999 in 11 of the 15 member states of the EU – Britain excluded – you may be wondering how it might affect you.

If you're lucky enough to holiday somewhere in 'euroland' this year (euroland being the prevailing term for the 11 countries using the euro) you will notice dual pricing on bills and till receipts. Britain will not be entering until after a referendum decides the issue, but already, the euro's introduction is beginning to

affect the way JS works.

Between November and March, 22 workshops were held for over 250 buyers from Sainsbury's, Savacentre and Homebase to inform them of the impact of foreign currency generally, and Economic and Monetary Union (EMU), on JS's supply chain – and the business opportunities arising from this. One example of this is price transparency, whereby prices of the same product in different euroland countries can be compared in the same currency – the euro.

A memo and set of Q&As has recently been sent to JS store managers setting out the company's policy regarding the euro. This information is intended for dissemination through management teams and staff councils. If you would like further details on the company's position, contact EMU project manager Andy Tiller on 0171 695 7063 or e-mail alias EURO.

### BLACKFRIARS ALERT TO EMERGENCY

During February, over 2,100 colleagues at central departments attended business continuity awareness seminars informing them of what Sainsbury's is doing about minimizing the impact on the business of an incapacitating disaster at Blackfriars.

If disaster did strike the central departments offices, ongoing testing has shown that effective procedures are in place for relevant support to be provided to stores as quickly as possible. Emergency business recovery centres have been established in the King's Cross and Docklands areas of London, which will house departments responsible for keeping the business going.

Colleagues from the business continuity management team will oversee the entire operation from the control centre at Fanhams Hall. If you would like more information, please contact the business continuity group on 0171 695 4172.

### FOOD AGENCY FINDS NATURAL HOME

According to a report in the *Daily Telegraph*, the offices of the Government's new Food Standards Agency are to be sited above the Sainsbury's Central store which will open in High Holborn, London, early next year.

### PROJECT MANAGERS' SKILLS RECOGNIZED

Eighteen project managers from central departments have been awarded membership of the Association of Project Management (APM) after attending a gruelling four-day training course at Fanhams Hall, followed by a three-hour exam.

The course is part of a pilot initiative to improve project-management skills across the business – particularly for

colleagues leading major projects which have a big impact on the business and often directly impact on stores. As well as passing the course, the candidates are required to satisfy the APM they have at least three years' experience of managing projects.

The pilot – which had a 100% pass rate – is being assessed and, if successful, the course – or a similar one – may be made more widely available.

### GOLD LOTTERY AWARD FOR TELFORD

Telford JS has received the Gold certificate for Best Lottery Practice '99. Out of the 36,000 National Lottery retailers who undergo annual assessment the store was measured in the top 10% for its high quality and consistent level of service to game players.

Says customer services manager Sarah Dunkin: "Having a BLP Gold certificate on the wall is a sign to players that they will be dealing with the experts when they buy their tickets from us."

### LIFE TO GET SIMPLER IN-STORE

A team including JS store managers, deputies and consultants is working to remove outdated and unnecessary jobs from the business – to allow more time to be spent with customers. The Optimising Store Activities project team, based in Portakabins in Fairfield Park's staff car park, will be looking at ways to simplify many areas of store operations across most parts of the store – focusing on tasks that are seen as a waste of time, or which never get done the right way.

Colleagues at Enfield and Edgware have already helped the team measure current processes and generate initial ideas – and many other colleagues were involved in suggesting areas for the team to look at.

Optimising Store Activities is one of five projects in the Simplifying Store Operations programme. You can read about the other four projects in the convention report on page 15.

## HOMEBASE

### NORTH FINCHLEY OPENS

North Finchley store opened officially on 12 March following a soft opening on 5 March. The store did extremely well with sales 25% above target on the day, finishing the week over 60% ahead of target forecast.

### REMPLOY REWARD

Homebase has received an award from Remploy in recognition of the contribution made by the company towards the support and employment of people with disabilities. Remploy is an

organization set up in 1945 to help find work for people with disabilities.

### HOMEBASE'S IDEAL HOME

Over 165,000 visitors are reported to have visited the Homebase-sponsored *Ideal Home* magazine room-set during the month-long exhibition at London's Earl's Court. The bedroom and en-suite shower room were decorated with Homebase products taken from the New Better Best seasonal area.

### IS IT CRICKET?

Former England cricket captain Graham Gooch made an appearance at Romford store's car park on 18 March for the Children's Society. He chatted to customers and accepted a cheque for £6,000 – raised by stores on region 24 – on behalf of the charity.

### EASTERN PROMISE

Chris Stewart from Cheltenham store has been selected to take part in the International Volunteer Exchange and flies out to Thailand soon. He will spend three months working on community projects and living with a Thai family, but first he must raise £500.

## SAINSBURY'S Savacentre

### CASH UP FOR GRABS

Calcot ran an Easter competition in association with the local paper, the *Reading Chronicle*. Ten customers a week for three weeks won a £10 gift voucher, and in the final week, a £500 top prize and two runners-up prizes of £100 were given away.

### FOUR CALCOT COLLEAGUES GIVE A TOSS

Calcot chef Kerry Clark and three colleagues raced through Reading in a pancake race against other retailers. They didn't win, but got some good coverage in the local paper.

## shaw's

### DRESS CODE TO CHANGE

The current dress code is to change from white shirt and black tie to a green Shaw's polo shirt. The shirts will give a more casual style although white coats are still required on meat, deli and seafood departments.

### CASH FOR ZOO

Buttonwood Park Zoo in south-eastern Massachusetts has received \$10,000 from Shaw's towards the establishment of a wildlife education centre. The \$10,000 is the first of a three-year, \$30,000 commitment to the zoo.



1

NOT-SO-SANE JANE



Jane Asher did her bit for Comic Relief when she visited Islington store to sign copies of the Comic Relief recipe book, *Five Go Mad in the Kitchen*. Here she is with customer services assistant Susan Sugrue.

The book includes recipes from masterchefs Ainsley Harriott, Ken Hom, Gary Rhodes and Anthony Worrall-Thompson, with comedy from the likes of Jo Brand, Nick Hancock, Kathy Burke and Ruby Wax.

2

GOOD HOME FOUND FOR UNSALEABLE PRODUCTS

Sainsbury's logistics department, under the guidance of Ian Fidler, has linked up with the Provision charity, set up by the Institute of Grocery Distribution, to ensure supermarket companies' unsaleable products are donated to underprivileged people all over the UK.

To demonstrate JS's growing commitment to Provision, the waste management department, together with soon-to-retire special business units and services director David Clapham, visited the charity's Swindon depot and David afterwards made a presentation to carers at a local nursing home benefiting from the scheme.



David Clapham makes a Provision donation to nursing-home carers, Sisters Therese and Stanislaus, with help from director of Provision, Mary McGrath.

3

FISH EXPERT SCALES UP JS'S OPERATION

Peter Hajipieris is set to become a familiar face to fish-counter colleagues.



Peter Hajipieris, a fresh-fish expert and member of the Seafish Industry Authority, has joined Sainsbury's to head up an operation exploring new ways of developing Sainsbury's fresh-fish business, focusing specifically on in-store training.

Whilst at the Seafish Authority, Peter played a key role in designing staff workshops for helping supermarkets raise standards in quality and customer-related issues. Martin

Barron, senior manager for fish buying, tells the *Journal*: "We are totally committed to customer service and believe the wealth of experience Peter Hajipieris brings to the department will give us a unique opportunity to develop our staff-training procedures and improve the service we offer customers."

4

FAMILIAR FACE RAISES FUNDS

Colleagues at Winchester were aided in their fund-raising efforts during Comic Relief by retired cashier Muriel Bell. Muriel retired from JS 12 years ago, but has been fund-raising at the store ever since, standing outside in all weather to raise thousands of pounds for charity. She tells the *Journal* why she keeps coming back: "I had a son with spina bifida – sadly he died aged four. People at the store were so kind to me, I wanted to give something back."

As well as her recent collections for Comic Relief, Muriel collected £1,500 for the Meningitis Trust campaign last year, a disease that both her sisters suffered from. For Muriel, whose daughter Sheila works on Winchester's deli, coming back week after week is a way of keeping in touch with old faces: "I knew a lot of customers while on the tills. People stop and



talk to me in the street – in fact sometimes they think I still work here!"

Fund-raiser fantastique – Muriel Bell collects outside Winchester store.

5

'WALKING BUS' DRIVES SCHOOL RUN OFF ROAD

Sainsbury's is sponsoring an innovative scheme to get kids walking safely to school – reducing traffic and helping them stay fit. In the scheme, known as a 'walking bus', children are collected from 'bus stops' along a timetabled route and 'chauffeured' to school by trained volunteer parents – vetted by the police to help ensure the children's safety.

Sainsbury's has provided a trolley to carry bags for the first such scheme at Wheatfields School, St Albans, plus umbrellas to keep the children dry if it rains.

The scheme is being encouraged by the Government as a way to get cars off the road and reduce congestion caused by the school run, and was endorsed by transport minister Glenda Jackson, who dropped in to Wheatfield School to see the bus in action.



Transport minister Glenda Jackson visits Wheatfields School in St Albans to see how the walking bus works.

6

ORGANIC LOVERS LOVE JS



Readers of *Here's Health* magazine have voted JS their 'Favourite supermarket source of organic foods' in the magazine's 1999 awards. There were 16 award categories altogether including everything from favourite supplements and natural bodycare to favourite chemists and supermarkets.

Organic technology manager Robert Duxbury is pictured above accepting the award on behalf of JS from *Here's Health's* editor, Elaine Griffiths, at a special ceremony in London. The award underlines JS's status as leader in the organics market with £1.6 million of organic products sold every week – double the sales of just one year ago. The organic range at JS now comprises 400 different foods and over 40% of customers regularly buy some organic products.

7

PET CLUB PURRS OVER NEW AWARD

Sainsbury's Pet Club has won a Silver award at the New York Festivals. The awards attract high-quality advertising and marketing entries from all over the world, and Sainsbury's Pet Club came ahead of Tesco's 'Every little helps' campaign in the retail category, and was also a finalist in the household category.

Pictured with the award are (from l to r) cat food buyer Lindsey Williams, pet care category manager Mark Vodden, manager of the Pet Club Clare Wilson, and the club's assistant manager Trish Ferris.



8

RED CARD FOR ABUSERS OF ORANGE BADGE SPACES

JS has joined with the UK's other three big supermarkets in a nationwide initiative to crack down on the abuse of disabled parking spaces. This unique collaborative effort, called Disabled Link Up, builds on the stores' common commitment to disability issues.

The scheme introduces a 'three-strikes-and-you're-out' system to deter non-disabled drivers from using the 25,000 spaces designated to Orange Badge holders. A customer who fails to observe these new regulations may be prohibited from shopping at that store.

9

ALL THE STORE'S A STAGE

Minister for the Government's integrated-transport policy, Glenda Jackson, says: "I congratulate the four leading supermarkets for introducing this scheme. It will help combat abuse and ensure it's easier for people with disabilities to make use of their shopping facilities."

Sainsbury's CheckOut Theatre, just launched, is a major new sponsorship which will support up to eight new plays for young people over the next three years. The plays will tour theatres across the UK and be aimed at 10-14 year olds and their families.

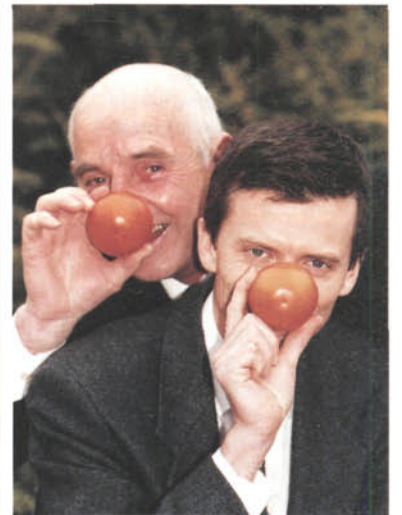


Research shows that young people and their families want to go to the theatre – but there's little that's affordable and fun available to entice them. CheckOut theatre aims to encourage new plays and associated entertainment. The Government is so keen on the initiative it has contributed £100,000 to making it work.

A range of marketing activities will be created between stores and theatres, for example heavily-discounted tickets for colleagues and customers, and special Sunday performances – so keep an eye out for some dramatic offers.

10

ORGANICALLY CORRECT



Ian Finlayson, Sainsbury's technical manager got into the Red Nose spirit when he sported an organic Red Nose before addressing the recent Ulster Farmers' Union Organic Conference at Greenmount College, Antrim.

Pictured (left) with Ian is Greer McCollum, chairman of the one-day event and a past president of the Ulster Farmers' Union. At the conference Ian reported that, in 1996 JS sold 42 organic products, compared to over 400 today. Sainsbury's now sells £1.6m of organic products per week. This still represents less than 1% of sales at Sainsbury's – so the potential for expansion is huge. In his address, Ian said it was Sainsbury's intention to have the widest possible choice of organic food available in as many stores as possible.



# Have your say

stores as an added service and attraction for families with young children, whilst at the same time making a small profit. I do hope this answers your question and gives you reassurance for the future.

## Not all right on the night

**Amanda Welch**, fresh foods replenishment assistant, Chester:

I have worked for JS for eight years and would like to know why, in all that time, the night premium has never gone up? It seems unfair as the company wants staff to work through the night to get the store ready for the next day.

We have to work these unsociable hours for only £1.35 extra per hour. We don't even have hot meals provided. We have a vending machine that's never full; it might have four meals in it and there are ten people working. So why has the night premium not gone up? It should go up every year with our wage increase. I am speaking on behalf of a lot of shift workers, so please explain.

**Michelle Wall**, pay and benefits development manager, Blackfriars, replies:

A review of premium and variable payments is being carried out. When this is complete the findings will be communicated to all colleagues. The night shift premium of £1.35 per hour is now one of the most generous amongst our competitors, some of whom are reducing premium payments across all shifts.

I am sorry to hear your vending machine is not always fully replenished and would suggest that this is brought to your manager's attention as it is a local issue. Alternatively your staff council would be happy to help you resolve this issue.

## Where do we stand?

**Elizabeth Lamb**, cashier, Dalston:

As we are going to experience an economic downturn, this will surely mean less customers shopping in the store. Will this have an impact on jobs, especially within customer services? Can the company guarantee the jobs of all its workers?

Does the company ever intend to move into having a home-and-wear section in its larger stores, with TVs and video recorders, and will JS launch its own Internet server, like Tesco?

**John Adshad**, human resources director, Blackfriars, replies:

First, many forecasters are now saying that the UK will not suffer an economic downturn. Second, our strategy remains clear. We are determined to grow sales through the excellence of our product offer and through outstanding customer service, delivered by our talented and enthusiastic staff.

We do not anticipate a downturn for Sainsbury's. We will continue to need and value the skills and professionalism of all our colleagues to serve our customers better than our competitors.

**Brian Horley**, senior manager, home and leisure, Blackfriars, also replies:

At present we have far fewer large stores than Tesco. However, Savacentre already has a large range of home and wear, more than a match for Tesco. In Sainsbury's Supermarkets we have recently had very successful sales of mobile phones and a promotion of TVs, video recorders and radio/cassette/CD units. We are also trialling computers in ten stores and all Savacentres.

We are first and foremost a food company but we can make shopping better for our customers on other items as well.

**John Renshaw**, location marketing director, Blackfriars, replies too:

Our primary focus remains on our core business, food. We are actively investigating a number of e-commerce opportunities, one of which is to brand a free Internet access product but, as yet, have no firm plans.

## STAR LETTER

£20

## Don't let the checkouts choke availability

**Martin Smith**, cold store warehouse assistant, Newport:

Isn't it about time something was done about the system of taking staff off departments to man tills? I know this happens very rarely, and only to cover tea breaks and 'needs of the business'. And, of course, no staff can be found to cover because no one is willing to do the overtime. These are the excuses, but in the real world staff are missing from departments, out of stocks and low stocks are not being filled, and customers shop in a virtual ghost town hunting for staff for any product queries or questions. It also builds resentment between departments.

One of the most irritating things I find is to come into a store only to find half the products I want and be met by empty shelves. I, like many customers, don't mind waiting a few extra minutes at the checkouts if my trolley is full of the products I want. I'm sure if we can't have the best of both worlds – tills open and shelves filled – many customers would opt for filled shelves. We appear to be suffering for the sake of the productivity factor. We want to be the customer's first choice, but if this continues I'm sure many will take their custom elsewhere.

**Bill Williams**, retail director, Blackfriars, replies:

We recognize that our current way of scheduling checkout hours is complex. We are in the process of developing new scheduling and payroll systems that will provide a much simpler and more user-friendly way of scheduling the whole store and, in particular, checkouts.

This new system is to be piloted later this year with company roll-out early in 2000. In the meantime, it is essential we maintain our targeted levels of checkout service. Our research with customers clearly indicates the importance of reducing queues at the checkout. Checkout service is seen by customers as having the greatest impact on their perception of overall service within our and our competitors' stores.

The recent increase in PF has been necessary and our store managers have been asked to review carefully the scheduling across the whole store to ensure that any impact on product availability and front-end service are minimized. Store managers are also aware that any significant local issues as a result of this increase should be discussed with their district manager and customer services specialist.

## Whirlybird worry

**Gwen Foster**, fresh foods replenishment assistant, Bexhill:

On arriving at work recently, I was very surprised to see a Budgie helicopter ride situated about eight feet from our busy car park. It's just waiting for an accident to happen. Our store has a large majority of elderly customers. Do you really think having a gimmick like this will attract younger families? Surely this sort of amusement would only be fitting if the store had a crèche?

Are these profitable, and is enough thought given to where they are situated?

**Graham Naylor**, retail operations director, replies:

Thank you for taking the trouble to raise your concerns over the recently-introduced children's ride at Bexhill. Having spoken to local management, it is their opinion that safety is not a problem and that these rides are becoming increasingly popular. That said, we will continue to monitor closely all safety aspects.

As a company we are introducing the rides into many



## Really love your tiger feet

**Sandra Beckett**, meat counter assistant, Kempshott:

Congratulations to Stockwise for taking Oscar the Owl under the wing, as reported in the Christmas Journal. My family and I recently visited Paradise Wildlife Park in Broxbourne, Hertfordshire, where Oscar is housed. Here's me with Rocky, a tiger cub aged seven months. A truly wonderful day was had by all.



# Have your say



## Colchester reunited

**Brian Morton**, Norwich:

This picture may be of interest to *Journal* readers. It is, I believe, the Colchester branch football team of 1925/6. My father, born in 1908, joined Sainsbury's at Colchester about 1925.

The photo is in the form of a postcard sent to his sister at Downham Market to say that he would be on the 7.30 or 8.30 train on Christmas Eve. It is postmarked Ipswich, Suffolk, and date-stamped 22 December, 1926. After service at Colchester my father moved to Norwich, working at Magdalen Street and The Walk. He retired from the Bury St Edmunds branch about 1971.

## Why limit discount?

**Sue Swann**, personnel and training assistant, East Grinstead:

As we again approach the time when staff-discount cards are being returned to our personnel office in ever increasing numbers, could you please explain why the limit is set at £5,200 per annum (£100 per week).

I am aware that this year (having 14 periods) the limit has been raised to £6,000 but this only increases the amount to £107 per week, and is a one-off. If you are shopping for a family – in my case five adults – this limit is bound to be exceeded, without taking into

consideration any larger purchases made at Homebase or Savacentre. A staff discount is quoted as a benefit of working for Sainsbury's, but why is there a limit? Surely, it should be a standard 10% across the board?

**Emma Chilton**, pay and benefits analyst, Blackfriars, replies:

*The objective with staff discount is to be as generous as the company can afford to be, whilst at the same time operating a system that is fair to all colleagues. To ensure the benefit is applied fairly and consistently, each colleague is entitled to the same level of discount on receipt of their discount card and any change to entitlement is applied company-wide to maintain this approach. The level of discount available is reviewed on a regular basis.*

*A system of discretionary increase is open to widespread abuse, due to the complexity of monitoring such a system. This would result in an inconsistent level of benefit.*

*I am pleased that you gain maximum benefit from your discount card and hope you continue to enjoy the benefit in the future.*

## Telford tops Tesco

**Lorraine Lees**, customer, Telford:

Since moving to Telford last year I have continued to shop at Sainsbury's and, on occasion, at Tesco too. I wanted to take the opportunity to thank you for the quality of customer service your Telford store offers, which is in stark contrast to that of Tesco.

As a mother of three-year-old triplets, shopping can be a stressful experience at the best of times, but your staff have always been helpful. I have never had a problem having someone to help me pack my shopping, and recently one of your staff offered to

accompany me around the store if I needed any help to complete my shopping. Although I don't need help in that way particularly, the fact that she offered made me feel like a valued customer.

Incidentally, just before writing this letter I wrote to Tesco to complain about their service and to offer your store as an example they may wish to emulate.

## Transfer market

**Liz Godden**, BWS assistant, Purley:

I have worked for JS for 13½ years at Purley store. Owing to my children's ill health, the family has been advised to move to the coast. On applying for a transfer to Hampden Park and the Eastbourne stores, I find that there are no vacancies available. Following our move I will be commuting to Purley and back, which is over 100 miles a day.

Surely, with the experience I have, transfers within the company should be guaranteed if we are to continue to value our staff through Investors in People. I do not wish to break my service with the company and lose all the benefits I have accrued.

Investors in People is the best way forward, but what about all the investment that has been put into me over the past 13½ years? Is it all going to be just a waste of time and money?

**Colin Moffat**, senior manager HR operations – retail, Blackfriars, replies:

*Of course it is in the company's interests to do its very best to accommodate transfer requests, and you make a very valid point about retaining skills and experience. Unfortunately, timing can prove problematical on occasions and it seems that this was the case when you first applied, with there being no vacancies at all within your new home-*

*town store, and other stores still being checked out for a suitable post.*

*I am delighted, however, to learn that you have now been offered a position at a nearby store and I sincerely hope that by the time this letter appears in the *Journal*, you have settled happily into your new home and new job!*

## Bright trolley idea

**Richard Smith**, trolley collector, Marshall Lake:

As a trolley collector in the car park at Sainsbury's, I have come up with a safety idea. A small light that fits easily onto the front of the trolleys may prove helpful in getting them noticed. I have been using one myself on a demo and customers have been saying they are very good in the dark.

**Peter Gibson**, equipment development manager, Blackfriars, replies:

*The concept of lighting on customer trolleys is obviously very beneficial on the dark, winter evenings. We have already looked at safety clothing for trolley retrieval staff which illuminates and could be powered by a rechargeable battery.*

*However, I could foresee technical difficulties in achieving this on supermarket trolleys. The environment is so very harsh, and any electrical device would need to withstand all weathers, shocks, and vandalism. If money was not a consideration, I'm sure such a device could be designed and fitted. But even then, the power source would need constant attention – such as recharging and battery replacement – and bulbs, which would be subject to severe buffeting, would need frequent checking and replacement. Such a device would also have to be visible from all four sides when the trolley was full. This indicates that the mounting would have to be above normal trolley height.*

## STAR LETTER

### The world's a stage

£20



**Marion Watts**, personnel clerk, Chase Lane:

Here's a photo of a mural that has been painted on the wall in our staff canteen. Pictured are the two people who did it – Antony Owide, deli assistant, and Kate Smeulders, part-time student who also works on the deli counter. They designed it themselves and put a lot of hours into it. The mural has really caught the attention of staff and increased our SSA membership.



STAR LETTER



Rhyme with reason

Irene Perry, deli counter assistant, Savacentre Basildon:

On our deli we all try to keep wastage to a minimum. A colleague and friend, Doreen Armstrong, is brilliant at making up rhymes and is quite modest so I've taken it upon myself to let everybody enjoy her poem.

*We're only little bits of cheese  
But wrap us properly, if you please.  
Wrap us up firm, wrap us tight  
To keep us fresh all through the night.  
Please don't leave our ends all bare,  
We go dry when exposed to air!  
Don't wrap us up with too much haste  
We'll only end up in the waste  
Remember you get a profit share.*

*In conclusion, I really believe that the most cost-efficient way to illuminate trolleys is by providing adequate car-park lighting, but if there are any frustrated inventors out there who think they have an answer to this problem, I would be happy to evaluate any ideas with them.*

Bins for pets

Julie Tomkins, checkout/replenishment assistant, Penge:

I am a member of the JS Pet Club and I read you can now donate your Reward vouchers to the Blue Cross, which I think is a very good idea. Why don't we as a company have 'pet bins'? That is collection points where customers and staff can buy one extra tin of cat or dog food and give it to the Blue Cross. I have already e-mailed head office and they said it was up to the store managers.

When I go shopping at Savacentre in Sydenham they have a Cat Protection League pet bin where people can donate cat food. Every time I go shopping at Savacentre I always buy one extra tin of cat food and give it to them. What about if we did something along those lines in every store?

Trish Ferris, pet club assistant manager, Blackfriars, replies:

*Thank you very much for your views. I know The Blue Cross Animal Charity would be keen to have a collection point for*

*pet food in-store, and we are currently investigating with the retail marketing managers the best way to implement such a scheme locally. The Journal will bring you news of any developments.*

SAYE what we raised

Christine Blanshard, personnel manager, Coldharbour Lane:

Last year, colleagues exercising their options to SAYE contracts were asked if they would like to donate the balance between money saved and shares purchased to Children in Need. Colleagues have the option to do it again this year, but was it ever published how much was raised by this option last year? It would be interesting to know!

Bill Hamilton, assistant company secretary, Blackfriars, replies:

*Cash fractions donated to Save the Children from the 1997/8 SAYE maturity amounted to £12,716. So far this year (from 1 February) we have donated £9,200 to Children in Need. The SAYE maturity will run until the end of July, so plenty of time to increase that figure.*

Should we label cholesterol?

Carol Simmons, customer, East Ham:

Would you like to be the first supermarket to print the amount of cholesterol there is in seafood? The content is 80% in prawns, etc. But it is not on any label. My husband takes tablets for high blood pressure plus a high cholesterol level, so on no account should he eat seafood (which he loves). This applies to anyone who has had a heart attack. So you would be doing the NHS a favour.

Debbie Walker, nutrition co-ordinator (dietics), Blackfriars, replies:

*People with increased levels of cholesterol are at an increased risk of heart disease and are usually advised to reduce the amount of fat – especially saturated fat – they eat. This is because saturated fat raises blood cholesterol levels in the body.*

*Some people with a high cholesterol are also advised to decrease the amount of cholesterol-containing foods in their diet. There are very few high cholesterol foods e.g. egg yolk, shellfish and liver, but*

*individuals with a cholesterol problem are given a diet sheet detailing the foods that they should avoid.*

*Sainsbury's does not give the cholesterol content on labels but we do label the saturated-fat content. Anyone concerned about their cholesterol level should ask their health professional for individual dietary advice.*

Feed the world

Ann Rimmer, Valley of the Angels Orphanage Support Group, Derby:

Our support group has been sending supplies to La Finca De Los Ninos, Home for Homeless Children in Honduras for the last 13 years. Thanks to the support and generosity of private individuals, and companies like Sainsbury's, this has been possible.

Last year, supplies were sent to the orphanage and arrived just before the onset of Hurricane Mitch, which was to cause so much damage and hardship to Central America. This photograph was amongst several sent to us soon after the storms – a very special treat being handed out to warm and cheer the children – hot chocolate and Sainsbury's Chocolate Chip Digestives! We thought you might like to see just how far they had travelled.

We are very grateful to our local Sainsbury's stores for their help and interest.



*Stock availability of houseplants is vital for both companies, especially during Christmas and Mother's Day. To assist stores, we are directing our efforts to provide choice to our customers at all times, without expecting staff to undertake additional workload by performing stock transfers.*

*To this end, we are continually reviewing and enhancing our replenishment strategy, paying particular attention to seasonal horticulture. We are currently delivering three times per week directly from the Homebase horticultural depot to Sainsbury's Supermarkets and Homebase stores. This partnership has resulted in us becoming by far the largest retailer of houseplants in the UK, a position we are determined to maintain and build upon.*

STAR LETTER



Missing Homebase link

Colin Green, fresh foods deputy, Wellingborough:

Why as one company, can we not transfer goods backwards and forwards between Homebase and JS stores? This is raised with reference to floral and pot plants. Surely at the height of peak-selling times like Christmas and Mother's Day, where stock is at a premium, our neighbours at nearby Homebase stores could help support JS branches with additional stock, should they require it. This would maintain availability to customers, optimizing our offers at these key trading times and, ultimately, increase trade and profit. This would obviously be a key indicator in going for sales! It would also help build relationships as a company rather than individual concerns.

We could also help – where space permits – in selling seasonal lines, particularly across the summer, i.e. sports equipment, selected BBQs etc.

Peter Guildford, Homebase retail director, replies:

*Homebase and Sainsbury's Supermarkets operate as two separate businesses within the J Sainsbury Group. As a result, the store systems within both companies have evolved independently. An unfortunate consequence of this separate development is the incompatibility of both systems.*

*Stock availability of houseplants is vital for both companies, especially during Christmas and Mother's Day. To assist stores, we are directing our efforts to provide choice to our customers at all times, without expecting staff to undertake additional workload by performing stock transfers.*

*To this end, we are continually reviewing and enhancing our replenishment strategy, paying particular attention to seasonal horticulture. We are currently*

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 at least three STAR LETTERS and the author of each will receive a cheque for £5, £10 or £20.**

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



The most face-changing conference in Sainsbury's history took place in Brighton in February. It talked about the programmes currently transforming JS into a more vivacious, customer-first business, and highlighted the changes necessary to continue the transformation.

# Wind of change blows in JS's sails

At the convention in Brighton for 1,200 of the most senior members of JS's management, group chief executive Dino Adriano likened Sainsbury's to a boat. As part of his opening address at the two-day event, he told a tale of a boy and a girl sailing toy boats on a lake. The boy equips his model with toy sailors, cannons, rigging and everything else he can think of to make it the best boat ever. The girl simply adjusts her sails.

When the boats are launched, the little girl's sails out to the middle while the boy's sits heavily in the water, moving slowly. According to Dino Adriano, Sainsbury's must become like the girl's boat. All the extras and paraphernalia on board which don't help it move forward have to go.

Putting the concept in concrete terms, Dino Adriano explained that just as a boat's real purpose in life is to sail, so JS exists to provide the products customers want to buy. Any projects not geared to making JS the customer's first choice should not be undertaken. Says Dino: "We have to start judging everything we do throughout the business in terms of how it adds value to the customer. The phrase we've evolved to describe this is 'Value crystallizes in the store'." This means that every piece of work carried out in central departments and every pound spent must seek to help colleagues in-store sell products to the customer – and that means making sure products and the prices of them are attractive, and that colleagues serving customers face-to-face are supported as they strive to make JS's service superior to the competition in certain areas.

## Where do we want to be?

Looking to the future, Dino Adriano explained his vision for JS to become a business that appeals to the widest range of customers of all ages. A business with stores in easy reach of those customers, selling the products they want at the prices they expect. Stores where the service is friendly.

From employees' point of view, Dino Adriano wants to see: "A Sainsbury's that everyone wants to work for. A perfect career move, where people want to be in a business that's making history."

According to Dino, this can be achieved in the near future through a three-year plan which has two broad aims: to transform the structural economies of the business, and to invest as much as possible to improve the customer value of Sainsbury's. But the plan can only succeed if colleagues throughout the business work together to achieve the five key priorities opposite.

### THE FIVE TO STRIVE FOR

- Make more customers so happy with JS that they won't want to go anywhere else.
- Implement the brand programme.
- Reduce the cost base substantially (see page 14).
- Change the way we work (see page 17).
- Grow and refresh the company's selling space (see page 16).

A big message needs big screens – Dino Adriano outlines his plans for 'changing the business from top to bottom'.



**"We've been on a journey to get closer to our customers."**

Kevin McCarten outlines the future for the Sainsbury's brand.

### Taking the brand forward

Speaking directly after Dino Adriano, marketing director Kevin McCarten kept up the theme of change by outlining what the Sainsbury's name stands for and how the actions and values of colleagues throughout the business today will shape the Sainsbury's brand of tomorrow.

Key in deciding exactly where to position the brand are the results of the large-scale market research carried out last year. Says Kevin: "We've been on a journey to get closer to our customers. Listening to thousands of customers and ex-customers has enabled us to draw up six Customer Needs and Values – six key ideas that everyone in Sainsbury's can focus on."

According to Kevin: "Whatever we are doing, we can ask: 'Does this help achieve the CNVs? If not, why am I doing it?'"

Delegates then heard details of JS's past performance in satisfying the CNVs. JS scored very well against the competition on the three most crucial ones – *High standards*, *Wide choice*, and *Great new ideas*. Scores were not so impressive, however, on the other three. Customer perception of JS's performance on value is poor, although this is being addressed. On *Easy shopping* the company is behind Tesco and the Customer Satisfaction Monitor confirms this. On *Respect and thanks* the picture is unclear. Sainsbury's is seen as the most responsible and responsive. But it's also seen as aloof. In Kevin McCarten's vision for the future: "This has to change. Colleagues everywhere need to realize they can champion the brand – it is a living, tangible entity."

The people charged with changing Sainsbury's – 1,200 delegates listen to Dino Adriano's opening address.



### CUSTOMER NEEDS AND VALUES (CNVs)

#### High standards

*our customers expect:*

- consistently high-quality perishable and own-label products
- the products they want to be in stock
- us to be honest, and know about the products we sell
- professional staff and spotlessly clean stores

#### Wide choice

*our customers expect:*

- a range at all price levels
- a wide range of brands
- a wide choice of own-label products
- to find everything they want under one roof

#### Great value

*our customers expect:*

- great value for money
- lots of special offers to make their money go further
- us to be affordable and good for people on a budget
- a good range at all price levels

#### Easy shopping

*our customers expect:*

- our stores to be easy to get to
- stores to be easy to get around, and displays easy to follow
- to find quickly and easily what they need
- to be able to pay and leave easily

#### Great new ideas

*our customers expect:*

- ideas and suggestions for meal solutions
- to be introduced to new and interesting foods
- to be offered treats
- variety and different ideas for eating

#### Respect and thanks

*our customers expect:*

- themselves and their custom to be valued
- sensitivity to their needs
- responsiveness to their problems, by turning them into a positive experience
- us to share their concerns on issues like the community and environment



Finance director Hamish Elvidge outlines four major programmes aimed at releasing resources and making savings in operating costs for investment back into the business and its people. The savings are seen as vital.

# Breaking out of the vicious circle

Hamish Elvidge explains how to make a vicious circle virtuous.

The vicious circle which has held JS captive in recent years is, according to finance director Hamish Elvidge, like the trap which can catch a local corner shop. For example, a corner shopkeeper may know there's money to be made if he markets his goods to a new housing estate, but if his business is only performing adequately, he won't be able to invest in advertising and still pay the family bills.

But if he doesn't market himself, he'll miss the opportunity afforded by the new estate and his business will have less chance of rising above its adequate performance and, consequently, less chance of generating cash in future to spend on exploiting other opportunities.

To break the vicious circle at JS – and enable investment to be made in the future of the business – four large-scale programmes have been set in motion.

## Four circle-smashing programmes

The four programmes are key to halting the trend which has seen JS's operating costs rise steadily over the last four years.

The largest programme is Simplifying Store Operations (see opposite). The other three programmes are:

### ■ CONI

CONI stands for Cost Of Net Issues. It's the programme which is looking at the way trading departments buy the goods JS sells to customers. It is initially focusing on three areas for savings: excise duty, packaging, and foreign exchange.

The programme involves JS's traders working closely with suppliers to find out whether they are paying too much duty on foreign imports, and then ensuring the minimum necessary tax payments are made. Traders and suppliers are also working

hand in glove to make sure the packaging of 20,000 products is fit for purpose and minimizes waste. Meanwhile, greater attention is being paid to the impact of foreign currency movement on the cost of the products JS sources across 27 different countries.

The CONI programme will deliver significant savings this year.

### ■ PROCUREMENT PRACTICE

This programme is looking to reduce spending on the services JS buys in, and cut the cost of the goods which are bought, not for resale, but to help run the business. Procurement costs include constructing stores and refitting them, running the distribution operation, providing computer systems and telecommunications, buying space in the media, personnel costs beyond the normal payroll, and paying for services such as cleaning, waste disposal, security, recycling, landscape maintenance and laundry.

According to Hamish: "In many areas we have only just scratched the surface of the opportunity for making savings."

### ■ SUPPLY CHAIN REVIEW

The objective of the Supply Chain Review is to make sure the supply chain – which is the process for moving goods from suppliers to the shelves – provides a competitive service at the lowest possible cost.

The review itself is being led by distribution and logistics director Martin White, who joined the Sainsbury's Supermarkets board last August. The review's conclusions will be reported in coming weeks and a strategy put in place, for implementation over the next three years. Says Martin White: "You will hear a lot more about this review as it will affect each and every store."



### SIMPLIFYING STORE OPERATIONS

There are five different projects within the Simplifying Store Operations (SSO) programme:

PROJECT	OBJECTIVE	HOW IT WORKS
<b>Hands-off SABRE</b>	To move all inventory forecasting and ordering from stores to a central department so stores need only take action on inventory-control issues.	A less hands-on system will be developed which can be left alone to get on automatically with the job of ordering. The system will allow much greater central control – as with seasonal lines last Christmas.
<b>Product Flow</b>	To invest in the supply chain so stores can transfer goods to the shelf with minimum handling in-store following delivery.	The programme is examining closely how huge sums of money are spent handling products within the supply chain, especially in-store. The principles of the programme are to innovate, aggregate, automate and eliminate any non-value-adding activities.
<b>Customer First Management</b>	To have a consistent, flexible management structure in all stores to improve customer service and satisfaction.	With greater support from central departments, Hands-off SABRE (above) and Optimising Store Activities (below), the store-management team will be spared many admin tasks, allowing more time to be spent putting the customer first.
<b>Optimising Store Activities</b>	To make radical changes and incremental improvements to simplify the way a range of processes are carried out in-store.	The programme has identified 135 ways to simplify operations in most store areas, from deli and the bakery to the kiosk and general office (see page 7 for more details).
<b>Support To Stores</b>	To bring the centre closer to the stores and avoid the unnecessary duplication of the regional structure.	By increasing the level of support from the centre in carrying out what were previously regional functions, the duplication carried out by the five former regional offices has been eliminated.

*“In life we all have a certain amount of resource to achieve what we want. The only difference in big business is scale.”*

#### Where will the savings be invested?

The money released through the programmes outlined by Hamish Elvidge will be invested into new stores and store formats, and extensions – to give JS appeal to a wider range of

customers; it will go into new products – offering quality and value to satisfy JS’s customers; into marketing the brand – through advertising and in-store treatments; and into training and developing the people who work for JS so we are all equipped to succeed.

The investment into people – which will foster the skills needed to implement the changes presented at the convention – also underlines the high priority JS is giving to being a ‘people business’. Says Hamish: “When Dino said in his address that the single most important challenge for 1999 is to roll out the Way We Work principles (see page 17) and the application of the Customer Needs and Values (page 13), this sent out a clear message of intent not just to improve life for customers and shareholders, but for colleagues too – at every level of the business.

“As everyone brings the Way We Work principles into everyday life, it will become clear that stripping away the unnecessary practices weighing down JS’s operation is part of always being better at what we do. Releasing money for investment into people will also play a major part in making sure we’re equipped to succeed, that we can develop and enjoy ourselves, and work together better as a team in a spirit of respect and appreciation. We’ll also be able to see how well we’re doing by comparing our performance against the targets set for the four programmes aimed at breaking out of the vicious circle.”

How would you spend £100m? – Weedon Road store manager Ian Partridge joins other delegates in a group exercise to decide if investment should go into the front end, the supply chain, marketing, or any one of five other squares on the JS ‘monopoly’ board.





# Why Cat Man will be a superhero at JS

Actors and a giant jigsaw puzzle helped trading director Robin Whitbread get across the message that Category Management is a process and set of skills that will transform JS's product offer forever.

**C**ategory Management is an eight-step process for improving JS's offer on specific categories of products. First step is to decide which products go together – should chilled juice go with ambient juice? Should UHT milk go with fresh milk?

Next step is to define where a category fits in with JS's overall offer. For example, produce and wine are destination categories – areas which are so good at JS that people will bypass other supermarkets to get to them. Then comes category assessment where mountains of data are analysed to find out

**“The customer needs are at the centre of Category Management.”**

exactly how the customer shops a particular product area and what they're looking for. The data doesn't just come from JS, but from its lead suppliers, many of whom hold sales and product information for the whole retail sector – including all the other supermarkets, and independents.

Step four is the category score-card where a category's current performance is measured and a target set for future performance, then supply and marketing strategies are developed at step five so the right tactics can be adopted for the category to meet that target. The tactics are drawn up at step six

by asking the right questions, such as what is the appropriate product choice? What are the strategic price gaps? What would be the timely and productive promotion plan?

Once a plan has been shaped for a category from the first six steps, that plan is implement-

ed and, in the final step, the category is reviewed so the whole process can begin again.

Because the process involves so many different areas of the business, category-management teams work cross-functionally, including representatives from logistics, stores, marketing, merchandising, trading, finance, technical departments and, importantly, suppliers.

## The immediate future

So far, over 2,000 key people have been trained in category-management principles, including colleagues from central departments and their partners in lead suppliers. All district and store managers will receive training by the end of May.

According to Robin Whitbread, the biggest challenge is getting the implementation step of Category Management right. Says Robin: “An investigation into key implementation issues has been carried out and a plan put in place. I am confident that the next wave of category plans to be

implemented will demonstrate what we have learnt from the pilots, but none of us should underestimate the challenge to get it right.”

Category Management will ultimately roll out to all categories. Although the roll-out is in its early stages, the signs so far are pointing in the right direction. Says Robin: “It is encouraging that the five most established pilots are outpacing our corporate market-share performance.”

## Being in the right place at all times

In a presentation showing how JS is rethinking its approach to building new stores, property director Ian Coull and soon-to-



Cornwall comes under scrutiny in an exercise requiring delegates to map out a perfect JS presence in the county, using the various store formats.

retire special business units and services director David Clapham explained how finding sites for new stores is increasingly difficult due to severe planning restrictions, and the presence of competitors. Says Ian: “Current accessibility to our brand is through our 400 outlets and some electronic shopping. This compares to Tesco's 600 outlets,

Somerfield's 1,200, and 900 for Alldays.”

David adds: “We need to develop more formats that will fit readily into each market area and conform to Government restrictions.” In the whole of 1998 only four supermarkets received planning consent outside established high streets.

## The formats making JS more accessible

**Sainsbury's Savacentre:** An 85,000 sq ft store with around 20% of space devoted to non foods.

**The conforming store:** The traditional JS is 30-50,000 sq ft with free, surface car parking.

**Infill stores:** Infills serve smaller urban populations facing awkward journeys to get to conforming stores. 20-25,000 sq ft, they often have just 100-150 parking spaces.

**Country Town Stores:** CTS are 15-20,000 sq ft stores with around 150 parking spaces.

**Smaller Country Town Stores:** The first smaller CTS is 10,000 sq ft and opened in Chipping Ongar just before Christmas.

**City Centre format:** These are 10-15,000 sq ft and rely on city-centre pedestrian traffic. The first new Central store opened in Glasgow on 31 March (the next issue of the *Journal* tells you more).

**Convenience stores:** Sainsbury's Local is a small 3,000 sq ft store designed to be part of the community it trades in.

As well as developing new stores and new formats, an investment plan has been created which would mean existing stores receive capital investment for improvements every 4-5 years.



Oxo man Michael Redfearn (far left on stage) – aka Linda Bellingham's on-screen husband in the classic Oxo TV ads – joins other actors to express the problem of determining which products should go in which categories.



## Developing the future

The ultimate goal is to win a substantial part of the £15 billion convenience market. The plan is to build more Sainsbury's Locals over the next 12 months and, if these are successful, to increase the number in future years.

There is also a plan to have significantly more stores in five years' time across the other range of formats. If this is achieved, and JS continues to grow in the following five years, there could be enough Sainsbury's outlets around the country to leave JS extremely well placed with collection points for orders made via electronic-shopping channels. Says David Clapham: "None of us know how big electronic shopping could be, but we have a very clear aim that we are going to have the infrastructure in place to roll it out once it starts to take off."

# We all have to change the way we work

All of us at JS need to transform the way we think, the way we do things, and the way we work.

"If colleagues feel good about their role, they will transmit that to customers." That's the view of retail director Bill Williams, expressed in his joint presentation with human resources director John Adshead.

A challenge was then laid down by John Adshead to the 1,200 managers watching the presentation: "Among the 120,000 people who work at JS are colleagues who act as magistrates, scout leaders, fund-raisers, and many other responsible roles in the community. It's the task of you as managers to get everyone to use their talents for the benefit of Sainsbury's."

To help with the task of unlocking the potential of everyone in the business, a set of guidelines for changing our working behaviour has been devised. These have been named the Way We Work principles. WWWs for short.

## Changing everyday reality

The WWW principles have already been put into practice in a five-store trial. The result is that not only did the WWWs get the thumbs up from colleagues for creating a better working environment, but – along with a set of principles for how, by all colleagues working together, JS can better meet the Customer Needs and Values – they actually improved business. Incremental sales at one store grew by over 5% and labour turnover is now the lowest in that store's district, 12% better than the corporate figure. Customer complaints were also down 26% on the previous year.

Because of the strength of the evidence, the board is now determined the WWWs are adopted right across Sainsbury's with no one left out. But as Bill Williams explains: "This is not implementation. That sounds like a project that starts and finishes. This is a new way of life, it has no end date. It's about doing things better, measuring the impact, and then setting ever-higher targets.

"By November we hope we shall have worked through all the Way We Work principles, one at a time, setting in place improvements, and really embedding these ideas into our daily routines."

Getting to grips with change – Bill Williams promises a substantial budget to fund the change programme in stores, depots and central departments.

**"Today is not an invitation to change. Change isn't optional."**

### THE WWWs

- We are equipped to succeed
- We develop and enjoy ourselves
- We work together as a team
- We respect and appreciate each other
- We know how well we're doing
- We can always be better at what we do

**"Among the 120,000 people who work at JS are colleagues who act as magistrates, scout leaders, fund-raisers, and many other responsible roles in the community. It's the task of you as managers to get everyone to use their talents for the benefit of Sainsbury's."**

The jury returns its verdict – colleagues from stores trialling the new ways of working tell John Adshead how WWWs affected them.

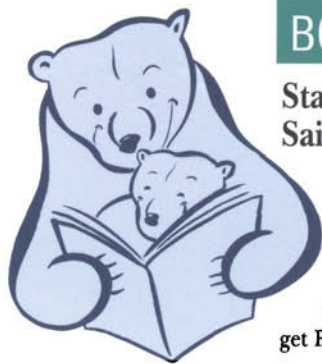




Brent's Bookstart scheme flies out the blocks thanks to hurdler supreme, Sally Gunnell.

As we move closer to 2000, development of the millennium projects announced in the Jan/Feb Journal is gathering pace. This month, two Olympians hurdle into the limelight to launch Bookstart schemes in Portsmouth and Brent whilst four more sites are announced for Woodlands for the Millennium.

# Millennium projects move on apace



**Sainsbury's Bookstart**  
A SAINSBURY'S MILLENNIUM PROJECT

## BOOKSTART

### Stars kick-start Sainsbury's Bookstart

Olympic hurdler and man with the loudest laugh on TV, Kriss Akabussi, met up with Portsmouth store manager Ian Woodland to



Kriss Akabussi teams up with Ian Woodland and daughter Lauren to get Portsmouth's scheme on track.

get Portsmouth's Bookstart scheme off to a flyer at a launch in the Guildhall Square Library. In Kriss's view Bookstart is "a fantastic scheme for Sainsbury's to be sponsoring. I have two kids of my own and I know how much fun babies can have sharing books with mum and dad."

Also at the Portsmouth launch with local parents and children were Ian Woodland's baby daughter Lauren, and Laurence and Catherine Anholt – illustrators of the *Babies Love Books* leaflet included in every Sainsbury's Bookstart bag.

Meanwhile, Kriss's fellow Olympian hurdler, Sally Gunnell, was the star attraction at the Willesden Green Library in London where Brent launched its Bookstart scheme. Sally, who has a 10-month-old baby herself, marked the launch by cutting a universally-admired Bookstart cake, specially supplied for the occasion by the bakery at Kenton store. 'Mr Bear' was also on hand to try a slice having come to life in six-foot furry form, straight from the pages of the *Mr Bear Says Goodnight* book included in the Bookstart bag.

An area of Brent was used in a very early pilot books scheme and Beshir Refik from Brent and Harrow Health Authority tells the *Journal*: "Before introducing Bookstart, attendance by parents at the 7-9 month health check had been as low as 25%. With the Bookstart scheme this has increased to over 90%."

According to Sainsbury's Bookstart organizer, Alison Waldron: "With over 50 different languages spoken in Brent, we have to make sure what we're offering is appropriate for everyone. That's why we've included a wordless picture book in the selection of books and we're translating some of the materials into different languages."

"I'm delighted with the way the first Bookstart schemes are shaping up, especially with the stores in Portsmouth and Brent linking further with their local schemes through activities such as in-store storytelling sessions by librarians, visits by JS home-economist speakers, free prize draws, and a play bus in the car park."

## WOODLANDS FOR THE MILLENNIUM



Woodland Trust members enjoy a dawn planting on the first Woodlands for the Millennium site, at Earl Shilton in Leicestershire.



### List of woodland sites grows

Five sites have now been acquired in the Woodlands for the Millennium project, which is being led by Homebase and run in tandem with woodland-conservation charity, the Woodland Trust. The plan is to acquire 20 sites of around 15 acres each by April 2001.

The five sites acquired so far are in Leicestershire, Wiltshire, Nottinghamshire, Warwickshire and West Sussex. Other sites are being considered all over the country, wherever there are Homebase stores. This will allow Homebases to become the community focus for each of the 20 woodlands as they are planted in time for the deadline for the Woodlands for the Millennium project in spring 2001.

The timetable for the project is to have planting sessions for the first ten sites between October this year and March 2000, with the second ten sites planted between autumn 2000 and spring 2001.

## PARTIES

Watch out for more information on parties from your staff council.



# Quiz:

## Does your energy awareness make you an energy angel or a vandal?



So far around 400 colleagues have attended energy-awareness courses run by the JS Group energy team, led by Ian Taylor. All the attendees are now energy angels eliminating energy vandalism in stores, offices and depots. To find out if you qualify as an energy angel or vandal, answer the Journal's straight-eight energy-quiz questions.

EIGHT STRAIGHT QUESTIONS

Please choose one answer for each question then check the value of that answer in the rating table (below right):



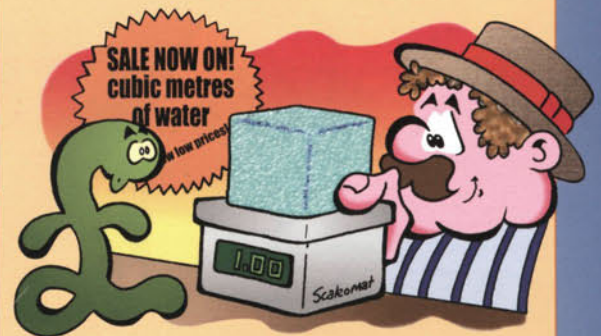
- 1 What is Sainsbury's Supermarkets' annual energy bill?  
A. £45m B. £60m C. £88m
- 2 What percentage of a JS store's energy is used by refrigeration?  
A. 40% B. 48% C. 62%

- 3 How long would the energy consumed in a day at a typical JS store last at home?  
A. 240 days B. 380 days C. 720 days



- 4 Which is the most environmentally-friendly fuel?  
A. gas B. electricity C. oil
- 5 How much does a typical computer screen cost to run for 12 months?  
A. £4.20 B. £5.55 C. £16.50
- 6 How much does it cost a week to run the average fridge/freezer at home?  
A. 35p B. 70p C. £1.00

- 7 Which of the following costs Sainsbury's Supermarkets most?  
A. labour B. energy C. stock loss
- 8 What is the average cost of one cubic metre of water?  
A. £1.00 B. 50p C. 35p



### JUMBO ENERGY WORDSEARCH

Don't worry too much if you scored badly in the quiz. The energy team will forgive you as long as you score better next time. To show there are no hard feelings, the team has even put up the prize money for this energy wordsearch – £25 to the first correct entry pulled from the hat and £5 each for three runners-up. Just circle the following 32 words and phrases in the wordsquare:

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

#### HOW DID YOU RATE? ANGEL OR VANDAL?

- |                |                |                |                |                |                |                |                |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 1. A=1 B=3 C=1 | 2. A=2 B=3 C=1 | 3. A=1 B=2 C=3 | 4. A=3 B=1 C=1 | 5. A=1 B=2 C=3 | 6. A=1 B=2 C=3 | 7. A=3 B=1 C=1 | 8. A=3 B=3 C=1 |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|

**19-24 points:** You're too good to be true. You must have been on an energy-awareness course and listened to every word.

**13-18 points:** You're half-angel/half-vandal. You should ring the **Energy Helpline** on 0800 328 7700 to fill in the blanks in your knowledge.

**12 or less:** No getting away from it, you are an energy vandal. Ring the Energy Helpline immediately.

SAVE ENERGY AWARENESS EFFICIENCY TURN SWITCH OFF  
LEAK TAP CUT COST KILOWATT METER WATER  
ELECTRICITY GAS WASTE MONEY PROFIT CARBON DIOXIDE  
ENVIRONMENT INSULATION HOMEBASE RETAIL COMPUTER SCREEN  
WIND POWER PLUG HEAT COOL ON TURN DOWN

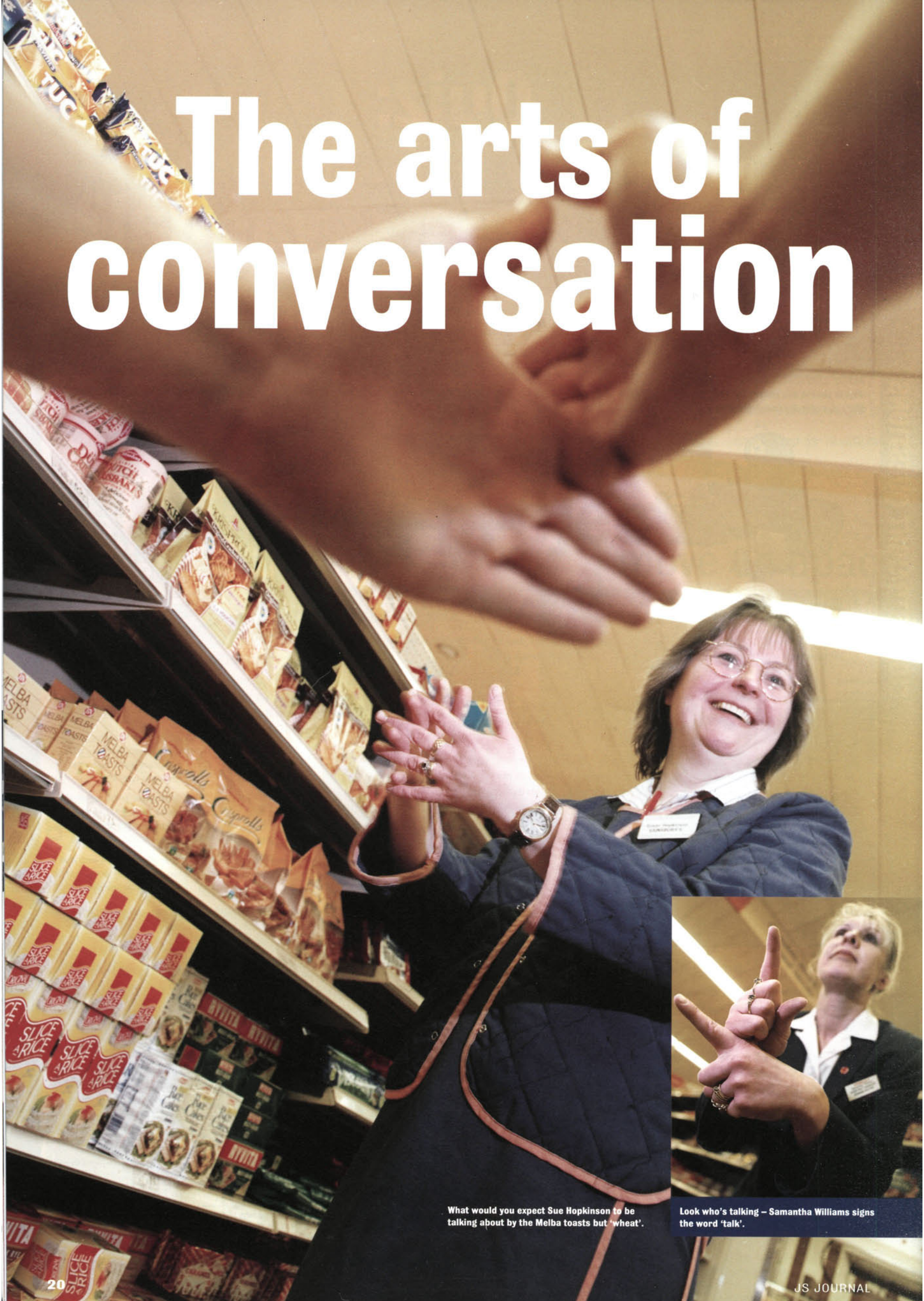
#### ENTRY FORM : ENERGY WORDSEARCH

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Work location: \_\_\_\_\_

Send your completed entry to: Competitions, JS Journal, J Sainsbury plc, 9th Floor Drury House, Stamford Street, London SE1 9LL, to arrive no later than 21 May. Only one entry per person please. Photocopies are acceptable.



# The arts of conversation



What would you expect Sue Hopkinson to be talking about by the Melba toasts but 'wheat'.

Look who's talking – Samantha Williams signs the word 'talk'.



Life at JS can be demanding at the best of times, but imagine how you'd cope with the extra demands of having to lip-read and write down every complex instruction. The *Journal* visits Blackpole and Epsom stores to find out how three hearing-impaired colleagues are getting by with a little help from their friends.

**A**sk evening display assistant Sue Hopkinson how she likes working at Blackpole store and you get a broad smile and thumbs-up signal. But her colleagues know that for Sue, who has been deaf since early childhood, communication can sometimes be a problem.

So four years ago, they embarked on a training scheme to help her and customers with hearing difficulties. Evening display assistant Chris Lord explains: "I first raised the idea of learning sign language at a staff council meeting, but I must admit I didn't think anything would come of it. But then a notice appeared on the board asking if people would be interested, and it just snowballed from there."

"Colleagues became involved from all parts of the store, and altogether about 25 responded, including four from our Worcester Central store."

The result was a year-long series of evening classes funded under JS's Choices scheme. Interest was so great that instructor John Pusser, who normally takes his classes at Worcester Technical College, agreed to run the sessions in the staff canteen, teaching employees how to communicate using British Sign Language (BSL).

### Sentences are difficult

According to Chris: "Learning the signs was very, very difficult – particularly forming sentences rather than just isolated words. Those of us who managed to complete the course took the first-stage basic exam, where we had to follow and understand the examiner, then repeat everything he signed to us."

For Sue, having colleagues she could speak to in BSL made her feel much more part of the team. "I've never encountered any prejudice at Sainsbury's, but to begin with I had to rely a lot on lip-reading and writing things down, especially if it was something complex," she says. "Being able to talk to my colleagues, to ask them questions and have conversations, means I'm not so alone."

"And I think the training has made them a lot less frightened to speak to me and other people with hearing difficulties – though

they needn't have been frightened in the first place!"

Colleagues who took part in the training agree it has brought benefits for themselves and customers. Says assistant manager administration, Samantha Williams: "It's given me much more of an insight into how Sue feels, and into the problems of people with disabilities generally."

"Many of the staff are now proud wearers of the 'Sainsbury's Signer' badge, and we have a listening-ear logo on the customer services wall. When a customer with hearing difficulties needs help, they're often quite surprised to find that staff can use sign language – or that they can quickly get help from someone who can."

### Signing as a first language

A combination of thousands of signs for specific words backed up by letter symbols which allow signers to spell out others, British Sign Language is now widely used among people with hearing impairments. According to Sue: "I had to go to college to learn how to sign because when I was a child we weren't allowed to – we were encouraged to lip-read and to try to speak."

Now she is able to use signing as her first language at work as well as at home. Husband Anthony is also deaf, although the couple's sons, Adrian, 12, and William, seven, have no hearing problems. "They sign a bit, but we don't force them," says Sue, before hinting with a smile that there are times when, like all youngsters, they only 'hear' what they want to!

Since the original training course ended in 1996, some of the participants have moved on, to other jobs or to raise families. And it's not always easy for those still working at the store to keep up their skill levels. Says Chris: "We try to get together to practise, but that can be difficult because we all work different hours."

"We're thinking of organizing a refresher course, so we can look back on what we've learned and add to the signs we know. Or perhaps it would be a good idea to hold a new course every three years or so, to make sure interest is maintained and we don't lose a skill which has been so beneficial to us and customers."

## More than one way to break the sound barrier

*Two colleagues at Epsom Central have found that a personal determination to communicate has stopped deafness becoming a barrier to feeling at home at JS.*

Lucinda Hughes and her husband Craig are both profoundly deaf and both work at the Epsom Central store. Lucinda has worked at the store for three years, Craig for one, on provisions. Although few customers and colleagues are signers, Lucinda has found ways of overcoming communication difficulties and now faces the public every day, working on the checkout. Says Lucinda: "I started in the bakery, but had some problems – I need to talk face-to-face with people and that wasn't happening. So I moved onto packing bags and collecting baskets, before eventually moving onto checkouts."

"I've had no problems talking with colleagues. But it was hard at first with some customers – some of them could understand and some couldn't – but I enjoy the job."

Lucinda sits on checkout 12 – under the watchful eye of senior checkout assistant Linda Leaney. Says Linda: "Till 12 is near the customer services desk so there's always somebody around if there's any real communication problem."

Lucinda and Craig, who married a few years after meeting at Tolworth Bowling Club, both wear badges which say 'Hard of hearing – please speak clearly'. They both agree it would be easier for them if more people knew sign language. But, according to Lucinda signing's not essential for developing at JS – when asked whether her confidence has increased since moving from the bakery to the shop floor, both she and Linda are unhesitating: "Yes, enormously."



Lucinda and Craig Hughes with senior checkout assistant Linda Leaney.



Chris Lord lives up to the promise of her 'Sainsbury's Signer' badge.

'How many?' is a common sign when replenishing.



# Chesham

Chesham is Sainsbury's 400th store, and it's twice the size of the old Chesham which closed last year. Around 80 staff who had been working at nearby stores have now returned to the new Chesham.

The new store is part of a major redevelopment of the town centre, including a re-sited town hall and theatre, paid for by JS. The side of the store facing the high street has been designed to complement two listed buildings nearby – and a section of Tudor floor was discovered on site when the building was under construction.

Opening day shoppers were entertained by a jazz band – and an appearance by the Comic Relief Millennium Gnome.



<b>Opening date:</b> 23 February
<b>Address:</b> Elgiva Lane, Chesham, Bucks, HP5 2YA
<b>Opened by:</b> Group chief executive Dino Adriano
<b>Store manager:</b> Tim Denyer
<b>Development surveyor:</b> Kevin McMillan
<b>Project manager:</b> Brian Marsden
<b>Staff:</b> 246 (166 new jobs)
<b>Sales area:</b> 27,998 sq ft (2,601 sq m)
<b>Car park:</b> 249 spaces

- 1 Bananaman! Craig Richardson stocks up.
- 2 Ready to meet the locals – Brenda Heyhoe (left) and Ronnie Brown.
- 3 The store front.

# East Grinstead

East Grinstead Homebase opened officially on 26 February after a 'soft' opening on 5 February – meaning the store is trading but not advertised until the official opening date.

The store was trading only seven days after being handed over by the developers – a Homebase record. There is a higher proportion of older workers at the store – a deliberate policy to address demographic changes, as younger workers will be in shorter supply in future years. The site was formerly occupied by a tyre and exhaust centre which has now relocated.



<b>Opening date:</b> 26 February
<b>Address:</b> 219-223 London Road, East Grinstead, Sussex RH19 1HA
<b>Store manager:</b> Mark West
<b>Development surveyor:</b> Michael Neal
<b>Project manager:</b> Neil Hotston
<b>Staff:</b> 75 (65 new jobs)
<b>Sales area:</b> 35,613 sq ft (3,308 sq m)
<b>Car park:</b> 132 spaces



- 1 Deputy manager Bob Harford and office manager Natalie Smithers in mission control.
- 2 The store's entrance.
- 3 Green fingers of Grinstead – regional garden centre specialist Kemal Kalmakci (right) and garden centre manager Joe Murray.
- 4 Board-cutter extraordinaire – DIY assistant Steve Waterman.





# Fallowfield

The site for Fallowfield was previously occupied by a British Rail goods yard that was closed in 1958. It's now a major student area of Manchester, with 1,400 student flats around the store. As a result, 50% of the customer base is students – which means that economy lines, pizzas, takeaway curries and the salad bar are among the most popular attractions, and half the day's trade takes place after 4pm. Twenty-two per cent of the store's personnel are also students.

**Opening date:** 2 March

**Address:** 347 Wilmslow Road, Fallowfield, Manchester M14 6SX

**Opened by:** Group chief executive, Dino Adriano

**Store manager:** Adrian Robins

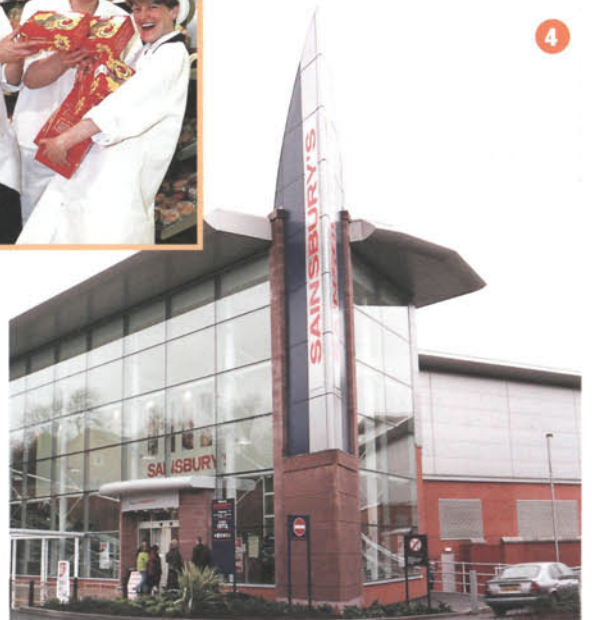
**Development surveyor:** Kevin McMillan

**Project manager:** Brian Marsden

**Staff:** 287 (249 new jobs)

**Sales area:** 31,770 sq ft (2,951 sq m).

**Car park:** 390 spaces



- 1 Multi-talented salad bar assistant Julie George shows she can juggle her priorities.
- 2 They've gone dough-nuts – John Harrison (left), Darren Beech and Janice Mayall look on the brighter side of life.
- 3 Just ten days left of Red Nose fun and Steve Proctor (left), Eddie McEntee and Christine Holt were still trucking.
- 4 The beautifully angular store front.



# Meadowbank

As Meadowbank backs onto Edinburgh's basketball stadium, two players from the Edinburgh Rocks basketball team laid up on opening morning to give the occasion a bit of slam-dunk appeal.

The new store has revitalized the shopping centre housing it, and is on the main commuter route to the east of Edinburgh, giving it a wide customer base. Colleagues at the store are a cosmopolitan bunch, including French, African, Russian and Spanish. Less of a surprise is that Scottish lines are selling particularly well on the in-store bakery!

**Opening date:** 4 March

**Address:** Meadowbank Retail Park, Moray Park, Edinburgh EH7 5TR

**Opened by:** Retail director, Bill Williams

**Store manager:** John Walker

**Development surveyor:** Fiona Thompson

**Project manager:** John Williams

**Staff:** 234 (207 new jobs)

**Sales area:** 25,220 sq ft (2,343 sq m)

**Car park:** 163 spaces (447 in retail park)



- 1 Raring to go – Meadowbank's management team gets set to face the world, with a little help from a piper and two Edinburgh Rocks stars.
- 2 Hat's the spirit – (l to r) Kim Stevens, Barry Bridges, Paul Wifchce, Robert Falconer, Blair Moscrop, Alan Thomson and Gordon Duncan.
- 3 Read 'em and shop – Michael Gillon, Jacqueline Young and Paula Adamson (right) catch up on the magazines.
- 4 The way in.





## Go stir crazy

Four new vegetable stir fries have been launched in the frozen foods section. They are: Oriental Style Rice, Oriental Style Vegetables, Chinese Style Vegetables, and Cantonese Style Egg Fried Noodles. The four products cost £1.49 each. They're suitable for vegetarians and carry the healthy balance logo.

AVAILABLE IN 165 TO 380 STORES

## Pasta with a local flavour

Specially packed for Sainsbury's in Genoa, the Regional Pastas of Italy range includes four products all made using authentic pasta-making techniques: Orecchiette – from Puglia; Malloreddus – from Sardinia, dating back to the Roman era; Trofie – first hand-rolled by the women of the Rechesse valley in Liguria; and Strangozzi – from Umbria, first produced by monks 150 years ago. The pastas cost £1.99 each, and come in stylish 500g packs.

AVAILABLE IN 70 STORES



## Chinese crackers

For a taste of the Orient, try Sainsbury's authentic new range of Chinese ready meals. Each dish has been specially created using traditional Chinese recipes and ingredients.

The new lines include Crispy Fried Noodles (£1.49), Roast Duck with Shanghai Noodles (£3.29), Sweet & Sour Chicken (£2.99), and Chicken & Oyster Sauce (£2.99).

AVAILABLE IN 160 TO ALL STORES



Sainsbury's Hot Cakes range has recently increased by two. The new products are Double Toffee – a toffee-flavour sponge with fudge pieces, filled with a toffee sauce; and Passion Cake – a moist carrot-and-sultana sponge with a cream-cheese filling. Suitable for vegetarians, the cakes can be eaten hot or cold, and cost £1.49 each. A price that should see them selling like... well, hot cakes.

AVAILABLE IN 189 STORES





## Take care of yourself

People who like to take good care of themselves will be delighted with the reformulation of the Vitamin E cleansing range and the Aromatherapy bathroom accessories. The Vitamin E range has been designed for all skin types and includes Eye Make-up Remover, Facial Cleansing Wash, Light Moisture Lotion and Toning Skin Freshener – each costing £1.79, and Light Moisture Cream which costs £2.19.

The Aromatherapy range includes Bath Essence products which cost £2.39 each, and Shower Gel products costing £1.99 each.

AVAILABLE IN 303 TO ALL STORES



## Fresh creations

## coming your way

The roll-out of Sainsbury's Fresh Creations range is now well under way. The range includes 12 complete meals, all made with fresh ingredients and ready in under ten minutes. Don't worry about recipe failure – all the chopping, peeling and preparing is already done, just follow the instructions on the pack. The meals include Salmon with White Wine Sauce (£3.99), Beef with Wild Mushroom Sauce (£3.99), Risotto Cakes with Walnut and Tarragon Dressing (£3.79), and Moroccan Style Lamb Patty (£4.99).

AVAILABLE IN 100 STORES



## Veggie good ideas

Fresh new veggie ideas ready for you to try include the Five Vegetable Medley (£1.49), which contains broccoli, carrots, red peppers, courgettes, and baby sweetcorn; Bistro Style Salad (£1.29) – a sweet red salad including red chard, lamb's lettuce and beetroot; and Charlotte Potatoes (99p).

AVAILABLE IN 250 TO 300 STORES





# Street villain earns honest living at Burpham

Fans of *Coronation Street* will know the faces in the photo as those of nurse Martin Platt and the more recently-introduced Mr Lickley. But you may not know that Mr Lickley, profiteering manager of Weatherfield's old people's home, is in fact, Neil Boorman, produce replenishment assistant at Burpham store (see inset). According to Neil, his big break on *Coro* would never have happened had it not been for Sainsbury's: "Without the job, I could never have bought the car which got me to my audition for the role."

His character in *Coronation Street* may be no more, but you can look out for Neil this autumn in a new TV drama, *This is Personal: The Hunt For The Yorkshire Ripper*. Neil will also appear as a down-and-out in a film called *Elephant Juice* starring Daniella Nardini, in cinemas later this year.



## Morocco Mel



Mel Pidd from retail finance at Streatham office completed a 65-mile trek across the Sahara desert in Morocco with 52 other fund-raisers in November. The trek took five days and Mel raised £9,000 for Macmillan Cancer Relief. Mel would like to say a big 'thank you' to all stores and individuals who donated to the cause.

## Aid worker needs help



Anita Hardcastle from Hampton store has been selected by Health Projects Abroad to help build schools and clinics in Tanzania for three months. Before her departure in June, Anita must raise £3,000 to fund her trip. If you would like to make a contribution, please call Anita on 01323 505236.

## Trooping the cake



Archer Road invited its local scout troop to bag pack at the store and help sell tickets for a guess-the-weight-of-the-cake competition. The cake was baked by bakery manager Andy Clayton, and the prize was a JS hamper. Everyone was happy as the troop kept the proceeds, and the Sheffield Children's Hospital got the cake. Pictured with the cake are the cubs and scouts of the 74th Oak Street Scout Group, scout leader Steve Crann (left), Tina Codd from Sheffield Children's Hospital, and Andy Clayton.

## Jake and Elmo get down in Durham



Durham's Blues Brothers go a little bit country with Alan Gilbert (left - we think) and Joe Thurley.

Durham's store manager Joe Thurley and senior deputy Alan Gilbert were obviously not strangers to the stage when they grabbed the microphones at the district night out at the Federation Breweries. So successful was their act, Alan and Joe now believe they could soon be called to a mission in show business, especially given their performances in Durham's version of *The Jerry Springer Show* and *Blind Date*.



## New car for SSA raffle winner

Amanda Shelley, part-time checkout/replenishment assistant at Calne store, was singing in the rain after winning a new Peugeot 106 in the SSA Christmas raffle held on Gordon Silvester's district. Presenting Amanda and her family with the keys to her new car is Gordon Silvester (second right). Amanda was especially pleased to win as her old car was reportedly 'ready for the scrap heap'.

## Rayleigh Weir cheers children

Colleagues at Rayleigh Weir store, brought smiles to the faces of children at Southend Hospital when they presented them with a video recorder, videos and CDs, purchased with the proceeds from the store's non-uniform fund-raising day.

Canteen cook Donna Price is pictured third from right at the hospital with checkout/replenishment assistant Jean Lowther (second left) presenting the gifts to the children from the Neptune unit.







## Cheers at Fanhams

Colleagues at Fanhams Hall raised their glasses together recently in aid of Cheers Day. Margaret Nash in the bar ran a social drinking night in support of the charity which benefits the young, sick and elderly in the UK drinks industry. With some big drinking and even bigger betting, £250 was raised for the cause and a further £250 for the local Ware Museum extension fund.

Winnie and Les, Ken, Margaret, and Michelle and her gang will no doubt be able to spot themselves through the boozy haze.

## Fairfield Park does the business



Fairfield Park store has been sharing the secrets of its success at a local school's business week. Change management coordinator Kirsty Blainey and store trainer Norma Arnese spent three days at St Joseph's School, introducing the children (pictured above) to the facts behind Sainsbury's advertising campaigns, logo and uniform. They then helped the little entrepreneurs create their own business ideas and design the products which were sold to parents, governors and, of course, Kirsty and Norma!

## Stanway's favourite fairy flies the coop



Stanway store has just been deprived of one of its main attractions. Josie Heinson, 62, retired on 17 April after 15 years on grocery and checkouts. While Josie has a well-deserved rest, colleagues say she will be sorely missed by staff and customers alike, for she has lifted

their spirits and made them laugh for so long. Perhaps her absence will be felt most at Christmas, a time when Josie has never failed to parade the store in fancy dress, handing out sweets to children – a tradition which earned her the nickname 'Our Favourite Fairy'!

# Presents for pre-school



Hedge End's store manager Terry Brown made the children of Priory Park Pre-school's day when he popped in to present a cheque donated through Sainsbury's community affairs department. The pre-school used the cheque to buy a number of playground toys, including a large rocker-roller soft play toy and the tricycles which Terry is trying to avoid in the picture above.





## Join the party with L'Oréal kids

L'Oréal Paris is launching a fun new range of hair products designed exclusively for kids, called L'Oréal Kids. They're offering one lucky *Journal* reader and their partner the chance to spend a weekend at Disneyland Paris. There are also 25 goody bags for kids up for grabs as runners-up prizes.

The four fruity smells of L'Oréal Kids 2-in-1 shampoos are: Banana Melon, Tropical Fruits, Watermelon, and Cherry Almond. As well as these fun shampoos, L'Oréal Kids also has a gentle conditioner scented with Juicy Grape for extra care. Finally, there's a Raspberry-scented styling gel to help kids shape up!

L'Oréal Kids has a no-tears formula, making it safe for kids to use. Their unique 'Micelle formulation' is gentle on the scalp and reduces the irritation kids may suffer using stronger shampoos, ensuring an end to bath-time tears.

The trip to Disneyland Paris for the winner and their partner will include travel, access to the park and accommodation, and the goody bags will include various little treats for kids, such as a T-shirt and product samples.

### ENTRY FORM: L'ORÉAL

For a chance to join the party simply answer the following question:

Name two of the L'Oréal Kids 2-in-1 shampoo products:

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NAME:

ADDRESS:

WORK LOCATION:

HOME TEL NO:

Entries to: Competitions, *JS Journal*, 9th Floor Drury House, Stamford Street, London SE1 9LL, to arrive no later than 21 May 1999. Entrants must work for or be retired from the Sainsbury Group. Only one entry form per person please. Photocopies are acceptable.

## Win a bread-making machine with Allinson's

Allinson's Flour is offering *JS* colleagues the chance to win one of five Panasonic bread-making machines in return for some help. One of the major customer complaints regarding flour is related to Pscoids – a common household pest or small bug found in customers' homes that feeds in flour. But could you advise customers how to get rid of them?

It's not easy telling customers that this is not a problem with the suppliers or the store, so look out for the leaflet on your customer services desk explaining how to advise customers tactfully on ways to rid their larders of the beasties, and to store flour in airtight containers in future to prevent the creatures returning.



### ENTRY FORM: BREAD MACHINE

For a chance to win one of the five Panasonic bread-making machines, simply answer the following question:

What is the name of the common household pest that feeds in flour?

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Entries to: Competitions, *JS Journal*, 9th Floor Drury House, Stamford Street, London SE1 9LL, to arrive no later than 21 May 1999. Entrants must work for Sainsbury's Supermarkets Ltd. Only one entry form per person please. Photocopies are acceptable.

NAME:

ADDRESS:

WORK LOCATION:

HOME TEL NO:

## ARE YOU A REAL TEA LOVER?



To ensure you enjoy your favourite cuppa in style, the *Journal* has linked up with Twining's, to offer six readers the chance to win a beautifully hand-painted and limited-edition Tea Lover's tea set, together with five boxes of Twining's tea.

Twining's has been blending and selling teas from around the world for almost 300 years and today its distinctive line-up of black and gold packs is recognized as a sign of quality – with a tea to suit every taste and every time of day. To help you select the right tea for your taste, there is a strength indicator on every pack. If you enjoy a really strong cup of tea, then seek out a blend with a No 3 indicator such as Assam or English Breakfast. No 2 blends, like Ceylon, are less strong but still full of flavour, and if you prefer a more delicate flavour, choose No 1 blends such as Earl Grey, Darjeeling and Lemon.

The Tea Lover's tea sets have been inspired by a delightful 1940s' fabric print and each set consists of a teapot, two cups and saucers and a cake plate. For a chance to win, simply answer the question below and send your entry form to Twining's/*JS Journal*, PO Box 480, London, SW4 7ZR. Every entrant will receive a free Twining's sample pack.

### ENTRY FORM: TWININGS

What is the strength rating of Ceylon tea?

Name:

Address:

Work location:

Home tel no:

Send your completed entry to: Twining's/*JS Journal*, PO Box 480, London SW4 7ZR to arrive no later than 21 May. Entrants must work for or be retired from the Sainsbury Group. Only one entry per person please. Photocopies are acceptable.



## CLUES

£25 PRIZE

## Transport crossword

### ACROSS:

- This ship's demise led to many Oscars (7)
- Film where a bus has to keep moving or blow up (5)
- 1980 film parodying many disaster movies (8)
- Bend or corner in a road (4)
- Helicopter blade (5)
- Distress call for Abba song (1,1,1)
- Liar returns using this form of transport! (4)
- Naval vessel, like a large corvette (7)
- This car appears to need a bodyguard! (6)
- First Englishman to fly the English Channel (5)
- Car which appears in last race! (5)
- A bend in the road or arm (5)
- These give drivers info or guidance (5)
- What old cars end up as (5)

### DOWN:

- Transport kids like in a set (6)
- Dr Who* uses this time machine (6)
- Trafalgar was his greatest triumph (6)
- Made its maiden flight in 1969 (8)
- It keeps cars going (6)
- Star of the film *Taxi Driver* (2,4)
- Man-drawn vehicles (9)
- Rowing blade (3)
- Child's toy vehicle (7)
- Model T was his most famous model (4)
- When an engine is running but stationary (6)
- Passageways on aeroplanes (6)
- Steamer without a regular route (5)
- The underground (4)



£10 PRIZE

Find the following 12 television programmes in the wordsquare opposite and circle them:

BROOKSIDE FRIENDS PARKINSON DISPATCHES HEARTBEAT  
SEINFELD EASTENDERS HOLLYOAKS SUNBURN FRASIER  
HORIZON WATCHDOG

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

TELEVISION WORDSEARCH

### ENTRY FORM

#### Wordsearch and crossword competition

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Work location: \_\_\_\_\_

Send your completed entry to: Competitions, *JS Journal*, J Sainsbury plc, 9th Floor Drury House, Stamford Street, London SE1 9LL, to arrive no later than 21 May. Use this coupon for the crossword or wordsearch, or both together. Only one entry per person please. Photocopies are acceptable.

## CHRISTMAS COMPETITION WINNERS

Winning the £25 crossword prize is **GERAINT EMES** at Cheadle. The £10 wordsearch prize goes to **RON HILYARD**, a veteran. Hiding behind Leonardo DiCaprio's mask is **GARY MINCHIN** at Merton Savacentre.

Keeping their kids happy with the *Little Mermaid* video are: **L HESTER**, Kempston; **FAIZA ATILA**, Homebase head office; **JERRY BRIDSON**, Blackfriars; **L TAYLOR**, Oldham; **DONNA LOUW**, Blackfriars; **LAURA JAMES**, Rustington; **BRIAN PITCHER**, Blackfriars; **P BARETTE**, Newhaven; **C HOOPER**, Locksbottom; **BETTY CASSIDY**, Uxbridge; **S POSTANCE**, Bowthorpe; **SIMON GOLDSTEIN**, Charlton depot; **SARA YOUNGE**, Homebase head office; **C BISHOP**, Blackfriars; **DAVID DURBIN**, Huddersfield; **JUNE MCHENDRY**, Sainsbury's Bank call centre; **PENNY SMALL**, Newhaven; **JAKI BAINBRIDGE**, Aylesbury; **K SEELIG**, veteran; **AMANDA MARTIN**, Homebase Gloucester, Eastbrook; **MARK HORLER**, Homebase Tiverton;

**R WOOLSTENCROFT**, Haydock depot; **B RODDIS**, Altrincham; **JO CURTIS**, Lordshill; **HELEN PHILLIPS**, district 42; **JANE PAGE**, North Finchley; **MICHAEL DAVIES**, Northwich; **TINA THORNTON**, Loughborough; **PAULA COLE**, Warwick; **KEVIN ROLLINS**, Newbury.

Enjoying their copy of the *Mousehunt* video are: **GILL MITCHELL**, Chesterfield; **LORRAINE DAVEY**, Homebase Maidstone; **MARILYN OTTEY**, Burton-on-Trent; **H BURGESS**, Homebase New Southgate; **GREG SAINS**, Wandsworth; **SALLY DAVEY**, Blackfriars; **SUE CAREY**, Homebase Swindon depot; **MAUREEN LANGTON**, Leicester; **G ROBEBY**, veteran; **MARY MARSDEN**, Worksop; **JACKIE WINDARD**, Springfield; **JENNY BOURNE**, Blackfriars; **BILLIE JO NICHOLSON**, Blackfriars; **MARK INSTONE**, Warrington; **DAWN ROWLEY**, Northfield.

Singing along to the Edith Piaf *La Vie en Rose 1940-46* CD are: **CLAIRE HUGGINS**, Homebase Hylton Road; **NIGEL GOWER**,

Bexhill; **JANE STEVENS**, Blackfriars; **VICKY FONZO**, Blackfriars; **CAROL RABBITT**, Savacentre head office; **SYLVIA RAYMENT**, Pound Lane; **TONI ANDERSON**, Beeston; **BECCY MEECHAM**, Burton-upon-Trent; **MANDY SAIT**, Talbot Heath; **BRIDGET FISHBURN**, Newbury.

Proving its good to talk with their BT cordless telephones are: **JENNIFER BROWN**, Homebase Newcastle-under-Lyme; **N DISLEY**, Salford; **ANN CRABB**, Calne.

Winning £600 worth of Virgin holiday vouchers courtesy of Pantene is **JENNIFER MURZYN** at Milton Keynes. Runner-up in the Pantene competition, and winning £400 worth of Virgin holiday vouchers is **P STOLWORTHY** at Bowthorpe.

Jetting off to Prague courtesy of Birds Eye is **DIANE NASON** at East Mayne, Basildon.



**SSA**  
SAINSBURY'S STAFF ASSOCIATION



# Want to win a great trip to Jersey?



Get the sand between your toes with a walk in Beaufort.

**BEAU COUPERON HOTEL**



Jersey Tourism in association with Southern Hotels, British Airways and Hertz, are offering SSA members and veterans the chance to win a fabulous short-break holiday for two.

Staying in your choice from two Southern Hotels – the Beausite or Beau Couperon, the prize can be taken any time in September and includes return flights from London Gatwick (operated by the independent carrier City Flyer Express Ltd.), twin accommodation for two people, staying three nights, and group A car hire. Subject to availability. Terms and conditions apply.

Jersey is the largest of the Channel Islands, situated 14 miles from France, measuring only 45 square miles. What it lacks in size it makes up for in beauty, variety and a unique blend of French and British cultures.

There's plenty for lovers of the great outdoors, with designated cycling and walking routes. The island is also home to the famous Jersey Zoo, founded by the late Gerald Durrell, two of Europe's finest medieval castles; some magnificent manor houses; vineyards; and one of the most evocative reminders of the island's wartime occupation, the German Underground Hospital.

Eating out in Jersey is a real experience, with a wonderful selection of locally caught fresh seafood. The capital, St Helier, is a shopper's paradise. The island has low tax duty and no VAT, so you can treat yourself to those luxury goods. And there's no need to change money – the currency is sterling.

Southern Hotels is a small family business comprising four hotels, offering value for money in a relaxed and friendly environment. Seconds away from the Royal Jersey golf course, and overlooking the beautiful Grouville and Gorey Castle is the Beausite hotel, whilst the Beau Couperon is a converted Napoleonic fortress, set in the heart of the picturesque fishing harbour of Rozel. You will be treated to a bottle of sparkling wine in your room and a complimentary English breakfast whichever hotel you choose.



**BEAUSITE HOTEL**



Flying to Jersey with British Airways, from London Gatwick has never been easier. Gatwick is conveniently situated with major road and rail links to take you directly to your terminal, and Jersey is just a short, comfortable flight away – with the friendly cabin staff of British Airways ensuring you are relaxed and refreshed on arrival.

**BRITISH AIRWAYS**  
The world's favourite airline

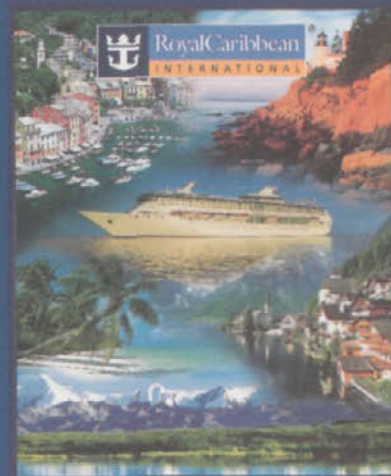


All you have to do for a chance to win this superb offer is answer the following questions:

1. How big is Jersey?
2. Who founded the famous Jersey Zoo?

Entries should be sent on a postcard, please, to SSA/Journal Competition, Jersey Tourism, 7 Lower Grosvenor Place, London SW1W 0EN, to arrive no later than 14 May 1999.

## Choose a cruise



### SPECIAL OFFER FOR SSA MEMBERS – 7-NIGHT MEDITERRANEAN FLY-CRUISES

Spend your days rediscovering historic sights. Visiting villages, vineyards and the ruins of ancient civilizations. Or wandering around coffee shops, bakeries, boutiques and bars. No other part of the world is so richly steeped in history, culture and spectacular scenery as the Mediterranean.

The special offer for SSA members includes seven nights on board the *Legend of the Seas* from only £789 per person inclusive of £90 port taxes.

There are two different itineraries available. The first takes in Barcelona, Majorca, Marseilles, Livorno, Naples and Sardinia. The second takes in Barcelona, Villefranche, Corsica, Civitavecchia (for Rome), Sicily and Malta.

This is a fabulous opportunity to experience the fantastic *Legend of the Seas* at an affordable price.

Departure dates: Every Saturday from 22 May to 28 August inclusive (alternates between the two itineraries above)

Flights are included from London. Other regional airports may be available at a reasonable supplement. For further details call the SSA Cruise Club on 01484 450333 and ask for Jacky.



## Long service

Employee who completed 40 years' service:  
**MARGARET WEBB**, chief display assistant, Bishop's Stortford

Employees who completed 25 years' service before April:

**JEAN BAKER**, deli counter assistant, Portsmouth. **RICHARD BEAGLEY**, business environment research manager, Blackfriars. **MICHAEL BLUNT**, non perishables warehouseman, Charlton depot. **MARY BRENNAN**, evening display assistant, Kilburn. **JOHN CLARKE**, despatch and returns, Charlton depot. **BRYAN COOPER**, driver, Basingstoke depot. **MOLLY CROSS**, BWS replenishment assistant, Christchurch. **BRENDAN DUNNE**, contract manager, northern region distribution. **VALERIE FOX**, deli counter assistant, Hampden Park. **CAROL FRUIN**, meat replenishment assistant, Bletchley. **ALAN GILBERT**, senior deputy manager, services, Durham. **JUNE GREENER**, licensed trainer, Croydon. **BETTY HALL**, checkout/replenishment assistant, North Cheam. **MELVYN HALL**, deputy manager, fresh foods, Harpenden. **DAVID HANMORE**, deputy manager, dry goods, Bexhill. **CHARLES HARWOOD**, produce manager, Haringgay. **TESSA HOLMES**, checkout/replenishment assistant, Ashford. **THELMA HOPKINS**, deli counter assistant, Sutton Coldfield. **PAT KINGSMILL**, confectioner, Bletchley. **RUTH MEACHIN**, hardware assistant, Winterstoke Road. **MICHAEL MILNE**, driver, Buntingford depot. **JEAN NEALE**, checkout/replenishment assistant, Telford. **SUDHARMA PITIGALA**, checkout/replenishment assistant, Ilford. **LILLIAN POTTER**, hardware assistant, Christchurch. **TERRY PULLEN**, principal engineer, store and equipment design, Blackfriars. **WENDY PURLE**, checkout/replenishment assistant, Christchurch. **MICHAEL REGGIO**, driver, Charlton depot. **JEAN ROBINSON**, checkout/replenishment assistant, Kettering. **PHILLIP ROGERS**, packer, Tewkesbury Road. **MAY TOWNSEND**, dry goods reduction controller, Romford. **JESSIE WELCH**, checkout/replenishment assistant, Taunton. **TERENCE WILKINS**, non perishables warehouseman, Buntingford depot. **PAUL WIDDOWSON**, senior merchandiser, Blackfriars. **MAUREEN WILLIAMS**, deli counter

assistant, St Clares. **ALAN YOUNG**, driver, Basingstoke depot

Employees who complete 25 years' service during April:

**MAY ALLEN**, cook, Walsall. **ANN ARMSON**, fresh foods replenishment assistant, Burton-on-Trent. **LYNN BAKER**, chief display assistant, Orpington. **JOHN BATEMAN**, non perishables warehouseman, Basingstoke depot. **LINDA CAUSTON**, assistant manager in training, Letchworth. **SUE COOTE**, floral assistant, Letchworth. **DENISE COPSON**, chief display assistant, Nuneaton. **HYACINTH CUFFY**, meat assistant, Harpenden. **IAN DODD**, clerk, Hoddesdon depot. **CAROLYN EDWARDS**, coffee shop assistant, Bridgwater. **ANTHONY FARNUM**, grocery manager, Dalston. **PAMELA FELSTEAD**, fresh foods replenishment assistant, St Clares. **RAY FLETCHER**, driver, Basingstoke depot. **ROSS FROUD**, fresh foods code controller, Bury St Edmunds. **PAT GODWIN**, JSR assistant, Burton-on-Trent. **SHELAGH GOODWIN**, cash office clerk, Farnham. **JUNE GREENER**, licensed trainer, Croydon. **CARMEL HODGE**, grocery replenishment assistant, Wood Green. **HAROLD HORNESS**, warehouse assistant, Winterstoke Road. **CHRISTINE LISTER**, checkout/ replenishment assistant, Luton. **VAL LLOYD**, checkout/replenishment assistant, Walsall. **GERALDINE MANDEVILLE**, BWS replenishment assistant, London Road. **PAUL MILWARD**, driver, Basingstoke depot. **SIMON NESSLING**, assistant manager fresh foods, Seddlescombe Road. **JUNE PALER**, overs controller, Guildford. **BINA PATEL**, branch journal clerk, Streatham office. **ROBERT PEPPER**, store manager, East Prescott Road. **MARIO PITZUS**, frozen foods assistant, Lyons Farm Worthing. **BRENDA SHINE**, deli counter assistant, Lyons Farm Worthing. **JAYNE SMITH**, deli counter assistant, Warwick. **LESLEY SPRECKLEY**, packer, Learnington. **CHRISTINE STOREY**, confectioner, Queens Road. **MARY TUBB**, restaurant assistant, Beeston. **PENNY WOODS**, assistant manager, dry goods, Oxford

## Retirements

**ANGELA ARCHER**, checkout/replenishment assistant, Hampden Park (4yrs). **LOUISA BAYMAN**, checkout/replenishment assistant, New Barnet (3yrs). **ALBERT BROWN**, evening warehouse assistant, King's Lynn (3yrs). **PATRICIA BROWN**, checkout/replenishment assistant, Stratton (10yrs). **DEE BUTLER**, checkout/replenishment assistant, Bournemouth (13yrs). **DOREEN BUTLER**, checkout/replenishment assistant, Rayleigh Weir (18yrs). **PEARL CASEY**, checkout/replenishment assistant, St Clares (13yrs). **MAXINE COPPOLA**, director's secretary (11yrs). **RAYMOND CORNS**, warehouse assistant, Great Yarmouth (10yrs). **CATHERINE CUNNINGHAM**, evening display assistant, Kirkcaldy (2yrs). **EILEEN DUCKHAM**, fresh foods replenishment assistant, Cobham (9yrs). **SHEILA EDWARDS**, checkout assistant, Tonbridge (30yrs). **CYNTHIA FOREMAN**, checkout/ replenishment assistant, Maidstone (18yrs). **MARY FRAKE**, senior evening/night display assistant, North Cheam (15yrs). **CATHERINE GALLOWAY**, fresh foods replenishment assistant, Kempshott (11yrs). **MARY GANNER**, checkout/replenishment assistant, Stanway (6yrs). **CHRISTINE GARLEY**, checkout/replenishment assistant, Greenford (24yrs). **VALERIE HALL**, packer, Guildford (8yrs). **JOYCE HARDING**, checkout/replenishment assistant, Larkfield (7yrs). **ANN HARPER**, fresh foods replenishment assistant, Beeston (9yrs). **MARGARET HIPWELL**, packer, Rugby (3yrs). **MOLLY HOUGHTON**, senior checkout assistant, Larkfield (22yrs). **EDWARD HUDSON**, overs controller, Ashford (10yrs). **MARIE ISTEAD**, checkout/replenishment assistant, Bexhill (17yrs). **CLIVE JONES**, regional personnel manager, Blackfriars (32yrs). **DARRYL JONES**, human resources manager,

Blackfriars (14yrs). **JOYCE KAYE**, dry goods code controller, Courthouse Green (15yrs). **VIRGINIA KETLEY**, checkout/ replenishment assistant, Chelmsford Central (25yrs). **RAYMOND LACEY**, warehouse assistant, Haywards Heath (8yrs). **MOYRA LEWIS**, kiosk assistant, Maidenhead (18yrs). **FAY MARSHALL**, fresh foods replenishment assistant, Alphington Road (7yrs). **JOAN MATTHEWS**, checkout/replenishment assistant, Romford (19yrs). **PATRICIA PAUTARD**, petrol station assistant, Lyons Farm Worthing (15yrs). **MAY PEARCE**, checkout/replenishment assistant, Wallington (17yrs). **JOY PEARSON**, senior checkout assistant, Nuneaton (28yrs). **MAUREEN PLUMB**, meat replenishment assistant, Hadleigh Road, Ipswich (25yrs). **GEORGE POTTER**, control department, Basingstoke depot (29yrs). **IRENE QUINCEY**, bakery counter assistant, Lincoln (17yrs). **ELIZABETH RICE**, checkout/replenishment assistant, Tonbridge (17yrs). **ROY RICHARDS**, cold store warehouse assistant, Bitterne (8yrs). **BETTY SALMON**, general assistant, DIY, Homebase York Fossbank (14yrs). **VERA SAMSA**, cash office clerk, Dunstable (19yrs). **JEAN SANDELL**, checkout/ replenishment assistant, Portsmouth (8yrs). **ELSIE SMITH**, coffee shop assistant, Rustington (8yrs). **MAUREEN THOMAS**, checkout/replenishment assistant, Hull (12yrs). **NORMAN TUTTY**, fresh foods replenishment assistant, Cowley (27yrs). **JEAN WARING**, regional accounts clerk (5yrs). **CLARE WRIGHT**, checkout/ replenishment assistant, Rugby (13yrs). **DOROTHY WRIGHT**, checkout/replenishment assistant, Maidstone (19yrs). **GEORGE YATES**, senior warehouse assistant, Upton Wirral (16yrs).

## Obituaries

**HARRY GRABHAM**, 75, packer at Lee Green, died on 12 March after a short illness (9yrs). **MAURO FERRARA**, 40, part-time checkout operator at Stratham Common, died on 28 March after a short illness (1yr). **JEAN PERKINS**, 50, senior provisions assistant at Amblecote, died on 21 March after a short illness (15yrs). **MAUREEN SHERWOOD**, 56, customer services assistant at Kidderminster Homebase, died on 25 March after a long illness (7yrs). **DEREK WHITE**, 55, bread and cake/SABRE assistant at Newport, died on 11 December after a long illness (16yrs).

# Tricky trivia

Let's see how you do in this month's Tricky Trivia

## JS JOURNAL *Tricky Trivia*

- 1 What was the first Sainsbury brand product?
- 2 How many dots are there on a pair of dice?
- 3 What is the most common transplant operation?
- 4 In which country would you find the islands of New Britain and New Ireland?
- 5 Which actress did Don Johnson marry twice?

Answers below

## JS JOURNAL *Tricky Trivia*

- 6 What was Sainsbury's first slogan?
- 7 In what village was Leonardo da Vinci born?
- 8 Dustin Hoffman starred in the 1974 film, Lenny. Which comedian was it about?
- 9 In which city will you find the cricket ground Sophia Gardens?
- 10 Who wrote The Prime Of Miss Jean Brodie?

## JS JOURNAL *Tricky Trivia*

- 11 What type of aircraft was used to drop bombs in the first German air raids on London in 1915?
- 12 What movie and its sequel both won Academy Awards for Best Picture?
- 13 In the Bible, which of the four horsemen of the Apocalypse rides a red horse?
- 14 In what country did the beverage we know as punch originate?
- 15 How can you tell the age of a mountain goat?

# Can you read this?

If you would like a large-print version of any *Journal* article, please contact the JS disability information officer at Blackfriars on 0171 695 7162.

ANSWERS TO FAMOUS PERSONALITIES CROSSWORD

ANSWERS TO TRICKY TRIVIA (from above)

ACROSS: 1. Cleopatra 2. Justin Rose 3. Santa 4. All 5. Jim 6. Jim 7. Romeo 8. Pelé 9. Donald 10. Callaghan 11. Ince 12. Aswan 13. Starman 14. Esau 15. Rice 16. Sand 17. Rag DOWN: 1. Cruise 2. Eton John 3. Pen-name 4. Thomas 5. Alexis 6. Tim 7. Opera 8. Eiba 9. Smile 10. Muriel 11. A zepplin 12. The Godfather, Part II (1974) 13. War 14. India 15. By the number of rings on its Spark Gritths 6. 'Quality Perfect, Prices Lower' - on Islington's signboard in 1882. 7. Vinyl 8. Lenny Bruce 9. Cardiff 10. Muriel 1. Bacon, smoked in Sainsbury's own bacon stores from 1882. 2. 42 3. The bone graft 4. Papua New Guinea 5. Melanle



When Napoleon invented metric weights and measures, he probably didn't imagine they'd still be making extra work for shopkeepers some 200 years later. Before the curtain comes down on the old ounce and pound at the end of this year, the Archives looks back at the effects of metrication in Sainsbury's.

**O**n the mid-nineteenth century, when John James and Mary Ann Sainsbury first started selling pounds of butter and pints of milk in their little dairy shop in Drury Lane, London, they were quick to gain a reputation for giving fair weights and selling pure food at the best possible prices.

It seems incredible now to think just how prevalent cheating on weights was in the nineteenth century. Some retailers even had two sets of weights – one false for the customer and one fair for when the inspector of weights and measures visited. Visits were arranged so the shopkeeper knew when the inspector was coming. An act in 1878 stipulated that every trade had to be visited at least once a year, but the inspector also had to arrange occasional surprise visits.

Such surprise visits were necessary. Robert Roberts, who was the son of a Salford shopkeeper, recalls in his autobiography, *The Classic Slum*, how as a child at the turn of the century, one of his jobs was to dive beneath the counter if the inspector called and dislodge the lump of bacon fat attached to the bottom of the scale!

Sainsbury's not only gave fair weight, it took steps to ensure customers could see they got a good deal. Sainsbury's scales were made by Herbert and Sons of Smithfield who advertised their machines as having a 'quick movement and a long drop' so the customer could see she was getting a fair weight. They were also accurate to one-twelfth of an ounce. Sainsbury's staff knew that they would be sacked on the spot for giving short weight.

The JS salesmen who were expected to calculate weights and prices for customers' purchases and add them in their head would doubtless have been delighted with the simplicity of decimal currency and metric measures. But although JS led the way in making the transition simple, it was to be a long, drawn-out process.

In 1971 Sainsbury's printed both imperial and metric weights on own-brand packs. Sainsbury's

A REPEAT ORDER of 22 LION SCALES FROM A FIRM ALREADY USING 298 SIMILAR MACHINES.



Ensuring just weights for customers – scales made by Herbert's for Sainsbury's in 1928.

implemented plans for metrication and to ensure it proceeded smoothly, the company developed special packaging on some items. For example, an extra fold was put in the top of sugar packets so they would have the capacity to hold metric-sized weights while still holding two imperial pounds.

Further assistance was provided in 1972 with the invention of the 'value calculator' which allowed customers to compare prices along a slide rule. It cost just ten pence and allowed price comparisons where goods were packed in weights other than four-, eight- or 16-ounce sizes. The later introduction of 'price-per-pound' markings made it easier

for customers to see they were getting value for money, with the first marking appearing on barker cards for biscuits in 1973.

In 1978, caster and granulated sugar finally went metric. The price of the new metric packs was an exact calculation based on the price of the old imperial pound.

Even though the Government had decided not to go ahead with compulsory metrication and enforce the cut-off dates for imperial measures in 1978, a year later the Metrication Board was anxious to ease the way for total food metrication in Britain and so launched an information campaign, and a leaflet called *Shopping in Metric 1979*.

In accordance with these plans Sainsbury's forged on with metrication. Pre-packed foods were

given metric weights for the first time. Margarine in metric quantities was introduced in May and by the end of August all pre-packed margarine and butter was sold in metric sizes. By 1980, all tea packs were also sold in metric sizes. The rate of conversion continued rapidly, so that Sainsbury's was long in advance of the final deadline at the end of 1999.

Look out for news in future *Journals* of how JS is progressing in the move towards full metrication.

# The weighty problem of metrication

**16 ozs. of Tea make a Pound**

Was the last pound of Tea you bought a pound of Tea, or was it not 15 ozs. of Tea and an ounce or so of paper?

—Paper is so much cheaper than Tea, that most tradesmen find a huge profit in charging Tea prices for the paper wrapping.

—When you buy Tea of Sainsbury, you get 16 ozs. of Tea in each packet—you do not pay for the packet, nor the paper about it.

—More than this, you get a better quality of Tea—a choicer selection—than can be had with any other brand of packet Tea.

No packaging in the price – a 1911 tea advertisement shows JS weighed items by net, not gross, and so did not include the packaging as some firms did.

**BRASS AND IRON WEIGHTS.**

All Weights officially verified and stamped by an Inspector of Weights and Measures.

**SOLID BRASS BELL WEIGHTS**

In Sets to 1/2 oz.

No. 33	2 1/2	1 1/2	7/8	3/4	11/16
Single Weights (see list)	1 1/2	7/8	3/4	11/16	14/16
Each	3d.	4d.	5d.	7d.	10d.

**IRON BELL WEIGHTS**

In Sets to 1/2 oz.

No. 34	4 1/2	2 1/2	1 1/2	3/4	11/16
Single Weights (see list)	2 1/2	1 1/2	3/4	11/16	14/16
Each	4d.	6d.	8d.	10d.	12d.

**FLAT BRASS AND IRON WEIGHTS**

In Sets to 1/2 oz.

No. 35	1 1/2	1 1/4	3/4	3/8	1/4
Brass	1 1/2	1 1/4	3/4	3/8	1/4
Iron	1 1/2	1 1/4	3/4	3/8	1/4

**SQUARE IRON RING WEIGHTS**

In Sets to 1/2 oz.

No. 36	1 1/2	1 1/4	3/4	3/8	1/4
Brass	1 1/2	1 1/4	3/4	3/8	1/4
Iron	1 1/2	1 1/4	3/4	3/8	1/4

**BRICK SHAPE IRON WEIGHTS**

In Sets to 1/2 oz.

No. 37	1 1/2	1 1/4	3/4	3/8	1/4
Brass	1 1/2	1 1/4	3/4	3/8	1/4
Iron	1 1/2	1 1/4	3/4	3/8	1/4

**COIN TESTER**

Price 1/3 each.

**COIN BENDER, 6d.**

To Screw to Counter. No. 302

Weighty reading – a page from the 1911 'Herbert & Sons. Scale & Weighing Machine Manufacturers' catalogue.

**One shopkeeper's lad had to dive beneath the counter if the inspector called and dislodge a lump of bacon fat from the bottom of the scales.**



## High-tech tagging bags big award



Mark Gillott (left) RF tagging project manager and business analyst Darren Ratcliffe (centre), receive the Millennium Product award from chief executive of the Design Council, Andrew Summers.

High-tech tags which can track a product through every stage of the supply chain have been awarded Millennium-Product status by the Design Council. Radio-frequency tagging (RFT), which began as a prototype trial last year, is now moving into a pre-production trial which is believed to be the most ambitious trial of its kind ever implemented worldwide.

The tags, which attach to crates, track products from the supplier, through the distribution centre and on to the store – informing a tag-reading device of the product's department/commodity number and sell-by date. The benefits are reduced costs in the supply chain and improved accuracy.

Four other Sainsbury's innovations have also been awarded Millennium-Product status for their inventive designs. They are Avoscan – which checks the ripeness of avocados, City Petrol, Freshcheck – which helps predict the last acceptable day for consumption of canned goods, and Microban.

## Paying with plastic



Trainee cashiers have always been thrown in at the deep end when it comes to handling money – having to practise with an empty

cassette and not dealing with hard cash until the first real-life customer is served. But, thanks to suggestions from cashiers, and a little bit of

help from Sainsbury's Bank, trainees are soon to have dummy money to practise with as they train.

Clare Duckenfield, STC

business change analyst explains: "We asked cashiers what we could do to make training better, and they suggested Monopoly money.

Showing off an enlarged version of the new money are Fran Berry (seated) and (from the left) Hansa Lad, Veena Patel, Dorothy Beeching and Clare Duckenfield.

# Access all areas



Opera North's production of *The Nightingale's to Blame*.

Stage Pass, a unique national arts card for 16-29 year olds offering discounts of up to 70% on the best arts and entertainment events across the UK is available FREE to Sainsbury Group staff and their families.

Stage Pass members can:

- See top shows like *Cats*, *Miss Saigon* and *Les Misérables* for greatly-reduced prices.
- Get regular discounts at top venues like the Barbican, the South Bank Centre and the National Film Theatre.
- Enjoy performers like Ardal O'Hanlon, the Welsh and Scottish National Operas, and the Rambert Dance Company at discount prices.

Members also receive a monthly magazine, packed with news, reviews, competitions and around 600 great

discounts a month. Membership is valid for a year, and members can book two discounted tickets – enabling them to take a friend along too.

To join, simply send your name, home address and date of birth to: STAGEPASS, Youth and Music, FREEPOST (WC5382), London WC2H 0BR. You don't even need a stamp. Don't forget to state you're a Sainsbury's employee.

The offer is open to all Sainsbury Group employees aged 16-29 and members of their families in this age group. If you would like more information, call Fiona Matthews at Blackfriars on 0171 695 7851.

## Show time

Sainsbury's exhibition programme got under way in February with the HortEx International trade show at Harrogate, the UK's major event for fruit and vegetable growers.

Just so you can make sure you free up your diary, here's a list of the various exhibitions Sainsbury's will be present at during 1999:

12-14 May: Balmoral Show, Belfast.

20-22 May: Devon Show, Exeter – sponsoring the 'Why keep Britain farming' exhibition.

25-28 May: Chelsea Flower Show – with NFU sponsoring the 'UK Horticulture' stand.

10-12 June: South of England Show, Ardingly – also sponsoring 'The Super Beef Bull' competition.

24-27 June: Royal Highland Show, Edinburgh – also sponsoring the 'Scotsman' cookery theatre.

30 June & 1 July: Royal Norfolk Show, Norwich.

5-8 July: Royal Show, Stoneleigh – also sponsoring 300 'Sainsbury's for a cleaner environment' litter bins.

13-15 July: Great Yorkshire Show, Harrogate – sponsoring the Country Cookery Theatre.

15-17 July: Kent Show, Detling – also sponsoring the British Food Tent.

27-28 July: Nantwich Cheese Show, Nantwich – also sponsoring the 'Best New Dairy Product' competition.

18-19 September: Newbury & South Berkshire Show, Chieveley.

7-10 October: Sunday Times Festival of Fine Wine and Food, Olympia.

20-21 October: Marden Fruit Show, Detling – JS is also a major sponsor of the show.

24-28 November: BBC Good Food Show, NEC.

FOR FURTHER INFORMATION ON VENUES, CALL PRISCILLA PLAYFORD ON 0171 695 8206.

## REFIT ROUND-UP

The four latest stores to get a facelift are:

### Warrington



The store's new-look exterior.

The store's extension to 49,600 sq ft makes it into one of the biggest in the company. Warrington now boasts a new salad bar, new Food to Go, meat and fish counters, a new restaurant and many other improvements.

### Shorehead



The store now boasts a gleaming row of new counters.

Shorehead has been extended to 48,600 sq ft, and now features a new salad bar, new counters, more checkouts, improvements to the restaurant, bakery and BWS departments. There's also new concessions for dry cleaning, and key cutting and shoe repairs.

### Wakefield

With an extra 11,000 square feet of sales area, Wakefield is now over 40,000 sq ft.

The store closed for seven days to allow the improvements to be made. These include a salad bar, hot-food counter, self-weigh scales, refrigerated produce and a new customer-friendly entrance.



Jonathan Dawson and long-serving colleagues let in the reopening-day crowd – after a little Buck's Fizz toast.

### Christchurch

Christchurch now has an increased sales area, new Food to Go counters, a greatly improved JS Restaurant, fish and meat counters and a new frozen section. The entrance has been rebuilt to give a brighter, more modern look.



The reopening-day jazz men take five as store manager Alan Barker (far left) and colleagues give the honour of cutting to the ribbon to Tousco Mai Facer – a local girl who is raising funds for the Wessex Heart Circle after undergoing major heart surgery herself.

## Merton makes double figures



Happy birthday to you gets a jazz swing – store director Steve Potts (dark suit) joins Merton's mayor and young guest Anne Marie in the cake-cutting ceremony.

The week-long celebration of Merton Savacentre's tenth birthday included a disco and raffle for colleagues, and a Reward Card prize draw for customers to win a Daewoo Leganza.

At the end of the week, the store welcomed Mayor of

Merton, Linda Kirby, who cut the birthday cake baked by the in-store bakery's Barbara Caridad and Graham Parish. Thanks also go to Tina Drew and the staff-restaurant team who arranged the snacks for the party held later that afternoon.

That wasn't as simple as it sounded because we had to get Bank of England approval for anything that looks like real money – the notes and coins have to be a certain size so as not to resemble real cash too closely."

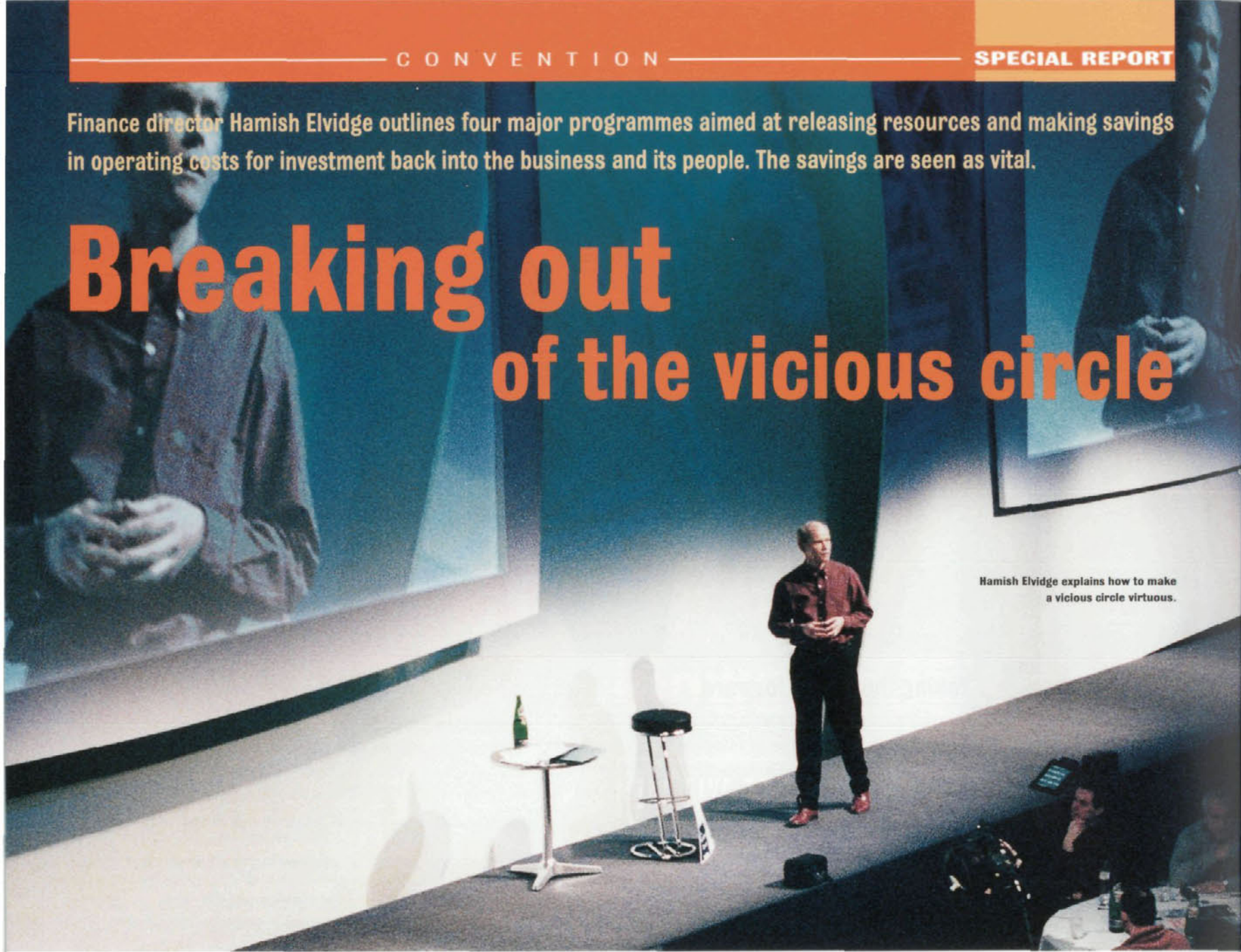
Sainsbury's Bank stepped in to design the notes and coins, which feature the Bank's logo – it's also a good way of letting those new to JS know about the Bank. Says Clare: "The plastic notes and coins will be issued to stores to help make training more realistic, so the cashier can concentrate on interacting with the customer rather than worrying about where notes and coins go in the cassette."

The plastic money will be available from mid-summer, and will include a department/commodity number to make it easy to reorder.



Finance director Hamish Elvidge outlines four major programmes aimed at releasing resources and making savings in operating costs for investment back into the business and its people. The savings are seen as vital.

# Breaking out of the vicious circle



Hamish Elvidge explains how to make a vicious circle virtuous.

*"In life we all have a certain amount of resource to achieve what we want. The only difference in big business is scale."*

The vicious circle which has held JS captive in recent years is, according to finance director Hamish Elvidge, like the trap which can catch a local corner shop. For example, a corner shopkeeper may know there's money to be made if he markets his goods to a new housing estate, but if his business is only performing adequately, he won't be able to invest in advertising and still pay the family bills.

But if he doesn't market himself, he'll miss the opportunity afforded by the new estate and his business will have less chance of rising above its adequate performance and, consequently, less chance of generating cash in future to spend on exploiting other opportunities.

To break the vicious circle at JS – and enable investment to be made in the future of the business – four large-scale programmes have been set in motion.

## Four circle-smashing programmes

The four programmes are key to halting the trend which has seen JS's operating costs rise steadily over the last four years.

The largest programme is Simplifying Store Operations (see opposite). The other three programmes are:

### CONI

CONI stands for Cost Of Net Issues. It's the programme which is looking at the way trading departments buy the goods JS sells to customers. It is initially focusing on three areas for savings: excise duty, packaging, and foreign exchange.

The programme involves JS's traders working closely with suppliers to find out whether they are paying too much duty on foreign imports, and then ensuring the minimum necessary tax payments are made. Traders and suppliers are also working

hand in glove to make sure the packaging of 20,000 products is fit for purpose and minimizes waste. Meanwhile, greater attention is being paid to the impact of foreign currency movement on the cost of the products JS sources across 27 different countries.

The CONI programme will deliver significant savings this year.

### PROCUREMENT PRACTICE

This programme is looking to reduce spending on the services JS buys in, and cut the cost of the goods which are bought, not for resale, but to help run the business. Procurement costs include constructing stores and refitting them, running the distribution operation, providing computer systems and telecommunications, buying space in the media, personnel costs beyond the normal payroll, and paying for services such as cleaning, waste disposal, security, recycling, landscape maintenance and laundry.

According to Hamish: "In many areas we have only just scratched the surface of the opportunity for making savings."

### SUPPLY CHAIN REVIEW

The objective of the Supply Chain Review is to make sure the supply chain – which is the process for moving goods from suppliers to the shelves – provides a competitive service at the lowest possible cost.

The review itself is being led by distribution and logistics director Martin White, who joined the Sainsbury's Supermarkets board last August. The review's conclusions will be reported in coming weeks and a strategy put in place, for implementation over the next three years. Says Martin White: "You will hear a lot more about this review as it will affect each and every store."

## SIMPLIFYING STORE OPERATIONS

There are five different projects within the Simplifying Store Operations (SSO) programme:

PROJECT	OBJECTIVE	HOW IT WORKS
<b>Hands-off SABRE</b>	To move all inventory forecasting and ordering from stores to a central department so stores need only take action on inventory-control issues.	A less hands-on system will be developed which can be left alone to get on automatically with the job of ordering. The system will allow much greater central control – as with seasonal lines last Christmas.
<b>Product Flow</b>	To invest in the supply chain so stores can transfer goods to the shelf with minimum handling in-store following delivery.	The programme is examining closely how huge sums of money are spent handling products within the supply chain, especially in-store. The principles of the programme are to innovate, aggregate, automate and eliminate any non-value-adding activities.
<b>Customer First Management</b>	To have a consistent, flexible management structure in all stores to improve customer service and satisfaction.	With greater support from central departments, Hands-off SABRE (above) and Optimising Store Activities (below), the store-management team will be spared many admin tasks, allowing more time to be spent putting the customer first.
<b>Optimising Store Activities</b>	To make radical changes and incremental improvements to simplify the way a range of processes are carried out in-store.	The programme has identified 135 ways to simplify operations in most store areas, from deli and the bakery to the kiosk and general office (see page 7 for more details).
<b>Support To Stores</b>	To bring the centre closer to the stores and avoid the unnecessary duplication of the regional structure.	By increasing the level of support from the centre in carrying out what were previously regional functions, the duplication carried out by the five former regional offices has been eliminated.

## Where will the savings be invested?

The money released through the programmes outlined by Hamish Elvidge will be invested into new stores and store formats, and extensions – to give JS appeal to a wider range of

customers; it will go into new products – offering quality and value to satisfy JS's customers; into marketing the brand – through advertising and in-store treatments; and into training and developing the people who work for JS so we are all equipped to succeed.

The investment into people – which will foster the skills needed to implement the changes presented at the convention – also underlines the high priority JS is giving to being a 'people business'. Says Hamish: "When Dino said in his address that the single most important challenge for 1999 is to roll out the Way We Work principles (see page 17) and the application of the Customer Needs and Values (page 13), this sent out a clear message of intent not just to improve life for customers and shareholders, but for colleagues too – at every level of the business.

"As everyone brings the Way We Work principles into everyday life, it will become clear that stripping away the unnecessary practices weighing down JS's operation is part of always being better at what we do. Releasing money for investment into people will also play a major part in making sure we're equipped to succeed, that we can develop and enjoy ourselves, and work together better as a team in a spirit of respect and appreciation. We'll also be able to see how well we're doing by comparing our performance against the targets set for the four programmes aimed at breaking out of the vicious circle."

How would you spend £100m? – Weedon Road store manager Ian Partridge joins other delegates in a group exercise to decide if investment should go into the front end, the supply chain, marketing, or any one of five other squares on the JS 'monopoly' board.

