

During 2010, Archant's staff continued to deliver innovative solutions to the challenges faced by an ever-changing media landscape.

The roll-out of our content management system is enabling journalists to publish to multiple channels with one touch. This integrated media approach continues to be essential to Archant's strategy of serving its clearly defined communities.

A significant success in 2010 was Archant's fightback against the challenge of declining newspaper circulations. Giving readers what they want, together with effective, responsive distribution management, has been critical to winning, regaining and retaining readers.

Across the Group's portfolio, new products have been launched that cater for new communities and innovative thinking has been applied to existing products. Cost efficiencies remain important and initiatives to make the Group more sustainable have started to pay off.

On the following pages, we pay tribute to some of those who have been involved in the initiatives that made 2010 a year of which Archant can be proud.

# Intelligent integration

Archant's customers increasingly expect to get news and information at a time and place of their choice, but one thing remains the same: they still want engaging, relevant content

WHETHER THEY GET it from newspapers, magazines, tablet PCs, smart phones or e-readers, Archant's customers want news that matters to them. That's why Archant continues to put the journalist at the heart of its operations. In 2009, Archant Regional moved to a single newsroom culture. Out went the idea of reporters working on just one title and in came multi-title news teams supplying tailored content to brand editors.

In 2010, Archant accelerated this integrated media approach with the roll-out of its Content Management System (CMS), enabling journalists to publish to multiple channels with one touch. James Foster, editorial director, Archant Norfolk explains: "We believe we were the first UK newspaper business (and one of the first in the world) to use a completely integrated

CMS to develop content for print, web and mobile." The CMS enhances Archant's multimedia capabilities, optimising stories for different publishing platforms, and encourages journalists to engage with audiences using social media sites such as Twitter and Facebook.

James adds: "This integrated media approach is essential to Archant's strategy of serving clearly defined communities, based on geography or interest groups."

The UK is one of Europe's fastest growing smartphone markets with mobile web traffic growing an estimated eight times quicker than fixed web traffic. As a result, mobiles could surpass PCs as the main point of web access as early as 2013. That has profound implications for the business,

as Serge Taborin, Archant's Group business development director, explains: "We must grow our audiences by providing rich content from strong brands across multiple channels – harnessing digital platforms and developing new revenue streams."

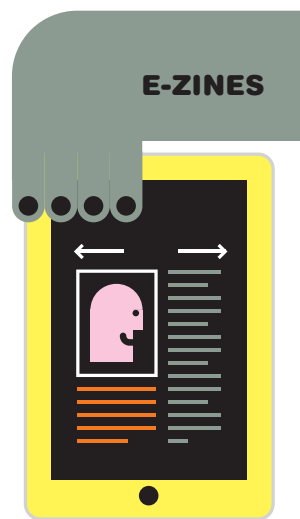
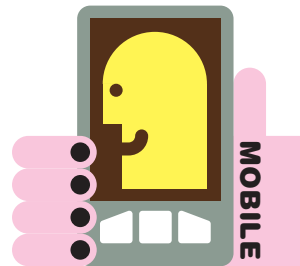
James backs this up: "Our editorial process is built on strong planning and, above all, focusing on our customers – audiences, advertisers, whoever wants to engage with us." The *Welwyn Hatfield Times (WHT)*, which was the first Archant newspaper to use the CMS in October 2009, has seen a 55 per cent increase in unique visitors to its website in 2010: "Testimony to the power of good copy," says *WHT* chief reporter Kelly-Ann Kiernan.

## Culture change

The roll-out of the CMS wasn't easy. "It involved a major cultural as well as technological shift," explains James, "as our whole approach to news gathering and storytelling radically changed."

Among those embracing the new technology are people like Richard Willner, head of sport at Archant Norfolk, who is enthusiastic about the results: "The CMS puts the story back at the heart of everything we do, rather than being driven by deadlines."

Journalists now enter all their material for each event, including photos and videos, into the CMS as a story. They then work with editors to determine how it will fit the available media. "We spend more time developing the full story," explains Richard, "making our stories more engaging for readers and the surrounding space more attractive for advertisers – which is good for journalism and Archant."



“The CMS puts the story back at the heart of everything we do, rather than being driven by deadlines”

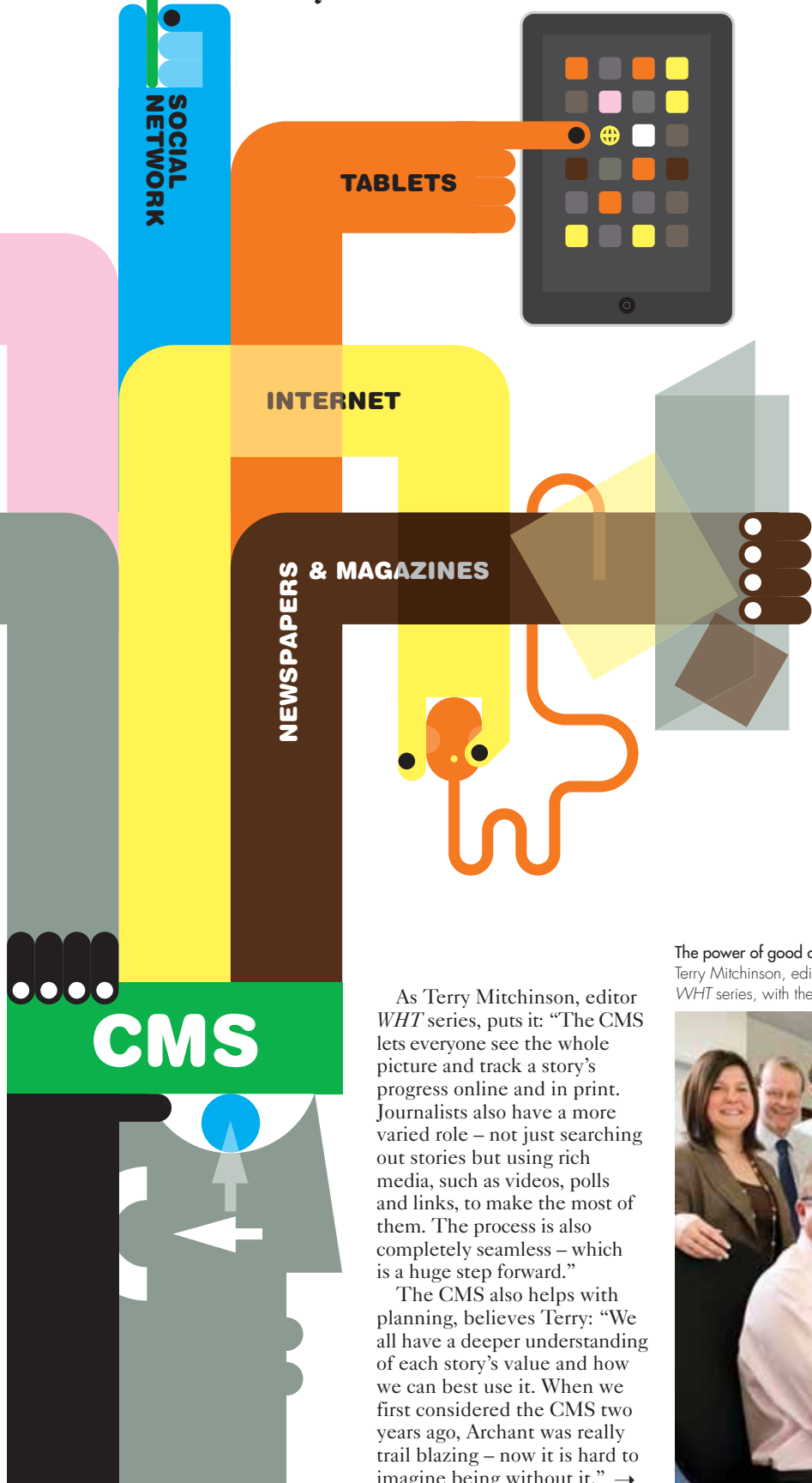


An information package Head of sport, Richard Willner (left) and editorial development director Paul Hill

That's a view shared by Bob Crawley, who moved to Archant London as editorial director in March 2010: "The new CMS gives us greater control over copy and design and frees up editors to work more closely with their brand teams, crafting interesting, relevant content for their communities."

According to Bob, it was also a significant factor in Archant London's decision to centralise production of a number of titles and enabled a redesign of the Ilford newsroom around a central editorial hub. "This command centre," he says, "ensures joined-up thinking across the editorial, advertising and marketing teams."

# One story, many channels



As Terry Mitchinson, editor *WHT* series, puts it: “The CMS lets everyone see the whole picture and track a story’s progress online and in print. Journalists also have a more varied role – not just searching out stories but using rich media, such as videos, polls and links, to make the most of them. The process is also completely seamless – which is a huge step forward.”

The CMS also helps with planning, believes Terry: “We all have a deeper understanding of each story’s value and how we can best use it. When we first considered the CMS two years ago, Archant was really trail blazing – now it is hard to imagine being without it.” →

## NEW TALENT



**SERGE TABORIN**  
GROUP BUSINESS  
DEVELOPMENT DIRECTOR

### What attracted you to become part of Archant?

I was drawn by the opportunity to become a part of and help shape Archant’s future. The strength of the vision to turn Archant from a publishing company into a much wider multimedia organisation was even more important. I felt that Archant, with its long local history and culture of innovation, offered excellent potential for launching successful new products.

### What skills and experience do you bring?

I worked for five years in commercial and strategy roles in digital media. Prior to that I was a technology consultant. My professional skills are in corporate strategy and commercial development, although I also have operational experience. Digital media is my area of expertise.

### What excites you about your new role?

Archant’s long-standing presence in the communities that we serve gives us a number of unique advantages that, I believe, can be successfully exploited in our rapidly changing industry – something I am really looking forward to being part of.

The power of good copy  
Terry Mitchinson, editor  
*WHT* series, with the *WHT* team





**The move to mobile**

The rapid rise of smart phones and tablet PCs has increased the consumption of content on the move, something Serge is keen for Archant to exploit: “We made significant strides in mobile during 2010, launching iPhone and iPad apps as well as 10 mobile-optimised sites across selected titles helping generate new revenue.”

Two of Archant’s most popular mobile sites are for the football-focused *Pink’Un* and *Green’Un*: “These together get on average almost 20,000 visits a month, generating almost 200,000 mobile page impressions,” says Serge, “and both sites are growing rapidly.”

That coverage made them perfect for Archant’s first mobile platform sponsorship deal – with local brewer Adnams. The deal gave Adnams prominent banner ads on the mobile sites. These linked to a webpage where fans could enter a competition to win a case of beer, find a local Adnams pub and pick up a voucher redeemable for Adnams-branded goods. As Sean Clark, head of web at Adnams confirms: “Sponsoring the mobile *Pink’Un* and *Green’Un* sites was an innovative way to engage with one segment of our target audience and raise brand awareness.”

**Seeing eye-to-eye**

Archant Specialist launched a number of iPhone and iPad apps towards the end of 2010. As Miller Hogg, managing director Archant Specialist, explains: “*Foto News Now* is a new mobile brand for the amateur and professional photographer. It draws the best content from the websites of *Professional Photographer* and *Photography Monthly* and optimises it for its iPhone-compatible site, creating a great user experience.

“Updated regularly by our journalists using the CMS, *Foto News Now* delivers videos, podcasts and features from both print magazines, as well as listings, competitions and readers’ photos from both websites.” The app, which costs just £1.79, is regularly featured in iTunes Photography’s ‘What’s Hot’ list and already has over 1,200 paid subscribers.

“We also launched two iPad apps,” says Miller. “*Foto Mags Now* is a free app that lets you sample and buy iPad-friendly (or print) editions of four specialist magazines. These include *World of Photography*, which in turn offers a free iPad app compiling the best images from the readers of *Photography*

“The beauty of web and mobile is that we can reach a global audience who share a common interest”

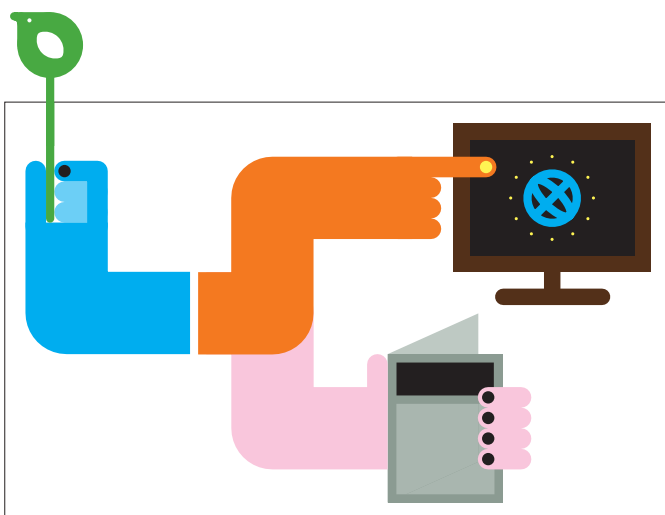
*Monthly* (a print edition is available on subscription). This app is very popular too, with more than 12,000 downloads in its first seven weeks.”

**Global reach**

Not only is this success increasing print subscriptions, it is also creating new audiences for its websites, as Miller explains: “The beauty of web and mobile is that we can reach a global audience who share a common interest.



Greater control  
Bob Crawley,  
editorial director,  
Archant London



### Social media

Social media encourages users to communicate and share. Traditional media, like print or TV, deliver one-to-many communication. Web-based and mobile technologies have turned communication into interactive dialogue between individuals and groups, often in realtime.

Social media exists in many forms, including blogs, voting, and profile building and sharing, but its basis is that of participation, encouraging contributions and feedback from a variety of users.

Archant uses social media extensively within its digital operations to encourage user engagement with its products and brands. This activity ranges from blogs and photo sharing to profiles for most newspapers and magazines on major social media sites such as Facebook and Twitter.

Thanks to the intelligent use of social media, Archant's Life titles now have 22,000 Twitter followers and around 10,000 Facebook fans between them. Regular online conversations encourage repeat visits, engagement and subscriptions to the printed magazines. As a result, visits to *Great British Life's* websites have increased by 195.5 per cent.



**Social networking**, left to right: Dan Coman, Jules Rastelli, Laura Jordan, Mary Brooks and Laura Stringer

“By producing content with global appeal, we attract global brands such as Nikon, which has already sponsored our iPad app for the next 12 months. They like the fact that a third of our mobile audience is in America, a third in Australasia and a third in Europe – you can't get that coverage or integrated sales opportunity with a specialist magazine in the UK.”

### Head out on the highway

Other divisions making good

use of new platforms include Archant Dialogue, which launched its first iPhone app for the Harley Owners Group (H.O.G.) in 2010. “It was a natural development,” says Dialogue's editorial director, Zoë Francis-Cox. “We already create and manage a suite of multilingual communication channels for H.O.G.,” she says, “including a quarterly magazine, members' website (with 20,000 unique visitors a month), monthly e-zine, and Twitter and Facebook

“The integration of social media is increasingly important in building brand communities”

### NEW TALENT



**JULES RASTELLI**  
DIGITAL DIRECTOR  
ARCHANT LIFE

#### What attracted you to become part of Archant?

Archant's lifestyle magazine brands lead the market and have a great reputation, so this seemed like a good opportunity to help them do the same online.

#### What skills and experience do you bring?

My last role was as head of digital at KM Group, and before that my background was in senior roles in magazine publishing at the BBC and Redwood group for 14 years.

#### What excites you about your new role?

It's a brand-new role at Archant so it's exciting to be at the start of a project that shows so much promise. I've been impressed by Archant's commitment and vision to be as successful online as they are in print, and they have backed this up with resources to get the job done.

activity. Creating an app that enables members to interact from their iPhones while out on the road made sense.”

Phil Sumner, Dialogue's senior developer, adds: “It's very rewarding to see it used around the world and it's a great way to reach existing and potential customers, without being pushy. They can read the latest news, watch videos, send messages and post pictures of their Harleys to the website.”

### Creating a social buzz

It's not just mobile platforms that are helping Archant's divisions engage new and existing audiences. The integration of social media is increasingly important in building brand communities. That's particularly true at Archant Life, which has the largest portfolio of regional magazines in the UK.

As Mary Brooks, editor and publisher, *Great British Life (GBL)*, explains: “*GBL* is the web portal to our 45 regional sites. Online conversations through our social media channels have encouraged repeat visits, engagement and subscriptions to our printed magazines. This has helped us build a database of

100,000 email addresses, with 90,000 asking to receive *GBL's* weekly e-newsletter containing local-interest articles and competitions.”

The benefits are clear: “Readers benefit from the strength of our coverage – events, lifestyle tips and regional news – while advertisers gain massive reach across affluent and engaged audiences,” says Mary.

That's something Ian Fish, finance director, Archant Lifestyle, agrees with: “Social media builds audience loyalty, as seen by the increasing number of print subscriptions taken out online.” *GBL's* Christmas 2010 gift subscription campaign generated 1,656 orders online in just nine weeks.

Ian concludes: “It's part of an integrated package where multiple access points help build strong media brands.”

NEW TALENT



**FRASER CHAPMAN,**  
COMMERCIAL DIRECTOR,  
JOBS24

**What attracted you to become part of Archant?**

I was impressed with Archant's clear vision to dominate their market and instantly wanted to be part of it. The opportunity to develop a new digital platform was an exciting challenge and one I knew we could achieve.

**What skills and experience do you bring?**

My experience developing new digital recruitment products in a market-leading publishing environment was a perfect fit for this role. I also bring experience in implementing sales strategies that improve effectiveness within many media sectors. My experience leading and influencing geographically spread teams to manage 'change' projects lends itself well to the role.

**What excites you about your new role?**

Archant shares my passion for ensuring that jobs24 continues to profitably exceed our jobseekers' and clients' needs. The most exciting element to my role is that I have the opportunity to work with a diverse group of experienced and dedicated individuals.

# Targeted innovation

During 2010, Archant continued to increase its portfolio of highly targeted publications and websites, as well as being innovative with existing products

IN 2010, ARCHANT identified areas to connect with new audiences, as well as expanding its product offering through innovation.

**Money matters**

The personal finance industry generates £1 billion in advertising revenue a year and Archant has launched a comprehensive offering that will attract a share of this. *MyMoney24* was announced in 2010, headed by award-winning personal finance writer, Adam Aiken (below). Adam has worked with Archant for 12 years – most recently as *Eastern Daily Press (EDP)* deputy business editor – but his passion is personal finance and he has always pushed for more consistent coverage across the Group. "I launched a regular column in the *EDP* in 2007," he explains, "and in February 2010 I became what we believe was the first full-time regional personal

finance writer in the UK.

"Personal finance has national appeal; mortgages, pensions, savings and borrowing interest different audiences at different life stages. Being part of Archant gives the site a competitive advantage. We will be providing an opinion piece for every one of Archant's weekly titles, which have a combined circulation of 1.1 million. The rich content will attract a wide range of advertisers – from small, local personal finance businesses to national providers."

Archant's daily newspapers also benefit from the team's incisive news and comment. "The *EDP*'s 'Money Matters' column was rebranded as *MyMoney24* and is a double page spread. It now appears every Saturday in the *EDP* and in the *East Anglian Daily Times* and *Kent on Sunday*."

Adam is also using the CMS to distribute news stories: "We are a resource for editors, helping them tackle local and national issues. We are also working with the Archant Life titles to ensure they have a range of articles for use throughout the year. These target specific audience segments and aim to provide stimulating content for readers and an attractive environment for advertisers – as well as driving traffic to the *MyMoney24* website."

**New-look recruitment**

When Fraser Chapman became the new commercial director of jobs24 in May 2010, he was tasked with relaunching the site to ensure it retained its position as a leading recruitment portal. "We had to offer a simple way to find



“Unique visitors on jobs24 were up 48 per cent year-on-year”

the right job quickly. We also wanted to help recruiters differentiate themselves in a crowded market."

With extensive experience of managing online job portals, including the award-winning *Times Educational Supplement* site, Fraser's first move was to appoint a specialist provider of online recruitment platforms. "We had to ensure the new site was flexible and responsive."

The new site is cleaner and easier to use. "It also offers seekers great functionality, which really empowers them," he says. "They can refine their search by location, sector and salary. They can also sign up for email alerts as soon as we advertise a new job that matches their saved searches."

A mobile-optimised jobs24



MyMoney24  
Adam Aiken



(left) Cambridge firsts  
Left to right: Paul Richardson,  
Barry Hunt, Roy Testa,  
John Wood, Stuart McCreery  
and Jonathan Tewson

site was launched at the same time: "Seekers can browse for jobs on the move and our sales team can offer clients a portfolio of new products that generate additional revenue. Advertisers like the new enhanced ads because they make jobs look more exciting, and that boosts enquiries." The response has been excellent, he adds: "CV numbers on the site tripled in the first two months following the relaunch in September," says Fraser. "Unique visitors were up 48 per cent year-on-year. More impressively, considering the challenging jobs market, digital revenue is up 12 per cent and means we are outperforming the market."

The new site works because of its great hyper-local strategy, adds Fraser. "We understand our communities; that enables us to engage a loyal local audience and enables recruiters to cross-advertise successfully in our printed media – we give them multiple routes to market and our seekers greater job opportunities."

### A year of firsts

For Archant Herts & Cambs, 2010 was a year of firsts – notably

the launch of *Cambridge First*, a weekly paper that takes "a fresh look" at the city. "We call it a 21st-century weekly," says Herts & Cambs managing director, Stuart McCreery, "because its 'multi-platform, multiple routes to market' approach is the future for local newspapers." These routes include paid-for sales, free pick-ups, hand-outs in high footfall locations, a website and a mobile site – a formula that also provides exciting ways to work with advertisers. "Archant is a progressive, community media company," says Stuart. "*Cambridge First* implements many of our innovative ideas on local engagement and distribution."

Paul Richardson, editorial director, adds: "*Cambridge First* has an original design and refreshing blend of positive news and useful information. It also has a strong rapport with its audience, and reflects the city's reputation as a centre of research and innovation."

In another first, Herts & Cambs launched *Scene*, an innovative weekly 'newszine' covering East Hertfordshire and Harlow. Herts & Cambs business development manager,

Jonathan Tewson, says: "*Scene* fuses the excitement and thrust of a newspaper with the glamour and comfort of a magazine, supported by web and mobile sites."

*Scene* also takes multiple routes to market, including the use of 41 parish council outlets to distribute copies to rural areas. Editor, Barry Hunt, adds: "We aim to increase reader involvement by delivering desirable, relevant and accurate content, at a time and place to suit them."

Jason Valentine, regional advertisement manager, is proud of the team for delivering such an exceptional publication: "With its sharp news and contemporary design, it meets the needs of our readers and creates a positive environment

for advertisers and sponsors."

Herts & Cambs' third success was the acquisition of Cambridge-focused *Explorer* magazine, which celebrated its 100th edition in December. This vibrant 'what's on?' guide, with its individual editorial style, keeps readers abreast of the latest leisure and entertainment opportunities in the city and surrounding area. "*Explorer* is an ideal fit with our existing titles," says Stuart McCreery, "giving Archant a comprehensive portfolio of products covering the exciting Cambridge market. It also provides us with an opportunity to develop *Explorer*'s digital offering and replicate the format in other markets."

### Lifestyle launches

Archant Life relaunched in Leicestershire and Nottinghamshire, and acquired a title in Herefordshire. "We continue to strive to achieve our ambition of having a title in every English county," says Archant Life managing director, Johnny Hustler. "Our coverage offers advertisers a local solution of consistent quality."

Synergies are also being exploited between Archant divisions. The opportunity to promote local events, such as Porsche Club events, through Life titles, is now a regular part of Archant Dialogue's pitches for new business. "When Archant Norfolk launched an equestrian magazine in 2010, it was able to draw on Dialogue's →

### Chapelfield celebration

Innovation is not just about new titles and formats, explains Tim Williams, *Norwich Evening News* editor: "We also use existing products in different ways to create a real buzz for readers and key customers – such as Chapelfield shopping centre's sponsorship deal with the newspaper, celebrating its fifth birthday."

For one day in September, the *Norwich Evening News* mixed regular news with content specific to the Norwich Chapelfield mall – including a fashion feature on the new Superdry store, TV programme reviews by Chapelfield staff and a look at the centre's green credentials. Chapelfield's general manager, Davina Tanner (right), who was guest editor for the day, says:

"This was an exciting and innovative partnership. Credit to Tim and his team for the idea – and for making a positive local business story even more relevant and engaging. That helped boost our footfall across the week – and sales of the newspaper. So it was good for our consumers and retailers, as well as Archant and its readers."



**Sales innovation drives spend**



Helping advertisers maximise their sales is good business – successful campaigns encourage repeat bookings. That’s why Archant invested in a McInnis & Associates design and sales course for 320 sales people, more than half its sales force.

Bob McInnis, based in the US, specialises in teaching sales teams to understand customers and tailor campaigns to their needs, aiming to “help advertisers get the best response possible”.

Linda Ikwue, Archant Life (above), saw immediate benefits of the training: “One customer planned to pull their account because of poor response,” she explains, “but, following the training, I helped make their ad more effective. As a result they moved from a quarter page to a full page and increased spend from £520 in 2009 to £1,605 in 2010.”

Stephan Phillips, Archant Norfolk’s managing director, says: “The sales team has already generated significantly higher sales revenues. The remainder of the sales workforce will attend a further workshop in 2011.”

considerable experience in the equestrian area,” explains Johnny. “And advertisers and sponsors are taking advantage of opportunities to reach and interact with Archant Life and Specialist audiences too.”

**Dialogue developments**

Launching products for new clients and creating innovative solutions for existing customers kept Archant Dialogue busy during 2010. “As well as seeing the rebirth of Saab in 2010, we also launched our first monthly customer magazine for Porsche Club GB,” explains client services director, Chris Rainer. “Each issue of the 136-page magazine includes 50 pages of advertising which generate significant advertising revenue,” adds head of advertising Sam Overton.

The Army Cadet Force (ACF) put its magazine out to tender in early 2010. Fighting off tough competition from leading industry players, Archant Dialogue was awarded a three-year contract. Melanie Bowran, head of marketing and communications at the ACF said: “The decision to appoint Dialogue was unanimous. Their proposal was very detailed and we were incredibly impressed by the level of enthusiasm of the team that presented to us.” Managing editor, Aisha Singleton, adds: “We worked hard to gain valuable knowledge about the organisation. Now we produce their magazine, annual

review and e-newsletters. We’ve also directed some video work for them at some of their prestigious events, including the Cadet150 Garden Party at Buckingham Palace.”

Dialogue was also appointed by the British Parachute Association (BPA) to publish its bi-monthly members’ magazine. Kirsty Kelly, managing editor, who has been learning to skydive, explains: “We also designed, built and now manage a website that complements the printed magazine, with news, event reports and photo galleries. The BPA was very impressed with what we have delivered and asked us to rebuild the Association’s website to incorporate online renewal and membership.”

Archant Dialogue’s work in the equestrian marketplace also saw expansion. James Houlder, commercial manager, explains: “We’ve been working with British Eventing since late 2008 and this has given us a good understanding of the equestrian marketplace. In mid-2010, working closely with Anne Basey-Fisher and Johnny Hustler from Archant Life, we presented to the PR team for the Land Rover Burghley Horse Trials the idea for a *Burghley Life* magazine. The magazine was very well received and the client has committed to a second edition to celebrate the event’s 50th anniversary in 2011.”

**NEW TALENT**



**MICK HURRELL,**  
MANAGING DIRECTOR,  
ARCHANT DIALOGUE

**What attracted you to become part of Archant?**

The opportunity to contribute to Dialogue’s great success story and take it to new heights. I saw Archant as an impressively progressive company, offering a unique media portfolio and platform for growth, combined with a supportive senior management team that encourages and invests in innovation and entrepreneurial success.

**What skills and experience do you bring?**

I have 25 years’ experience in magazine and multimedia publishing – 15 of those in the contract publishing sector. I bring a proven track record of growing businesses and producing international award-winning publications, both as a journalist and publisher. I relish challenges, encourage and embrace innovation and bring a passion for publishing – it’s a great business.

**What excites you about your new role?**

The sheer scope of the opportunity. Dialogue is one of the country’s most established publishing agencies, boasting an enviable client list – many of whom have been with us not just for five years, but 10 and more. From this strong base we have the perfect platform to grow across a range of fronts – new media, new clients and new services – to exploit business opportunities within the Group and with national and international brands.



**Dynamic Dialogue**

Left to right: James Houlder, Chris Rainer, Sam Overton, Nicola Preston, Abi Burroughes, Claire Leibrick, Aisha Singleton and Kirsty Kelly



**Teamwork**  
Suzanne Heaven  
and Tim Thurston

# Local focus

An aligned management structure has seen Archant's county magazines focus on what's really important...

ARCHANT LIFE'S ABILITY to enhance and empower its local teams played an important part in its success in 2010.

A reorganisation in late 2009 replaced the regional managing directors with a new flatter, functional structure. Tim Thurston was appointed Group commercial director and Suzanne Heaven Group publishing director – supported by commercial, publishing and editorial teams with specialist expertise on the ground.

The new structure enabled the faster implementation of decisions. Suzanne explains: "The speed we can move and change things, introduce cost efficiencies, share best practice and improve training, is much quicker with the new functional structure."

Tim and Suzanne have worked closely to ensure they spread a single vision. Both are on the road continuously, meeting and supporting local teams. Archant Life has nine offices across the country in addition to a high proportion of staff who work from home. "We need to ensure we maintain the strength of our tagline: 'made in the county,

especially for the county'," says Suzanne.

The new structure meant the teams needed time to evolve and absorb the new culture of continuous product and skill development. "Critique not criticism' is the motto for every title review meeting so everyone understands that part of our professional job satisfaction is to improve every aspect of what we do – all the time," explains Suzanne.

"The biggest challenge," adds Tim, "was a lack of balance – some titles were too focused on being platforms for advertising sales, with very little attention paid to the needs of readers, while others were editorial-led but with insufficient attention paid to the effect on the commercial attractiveness of the resulting product," he explains.

Tim and Suzanne's goal has been to focus teams on what is most important – the reader. "The reader is the responder," says Tim. "If they are happy and responsive that makes our advertisers happy.

"We have really invested in understanding what our

customers want. Suzanne hosts regular reader focus groups and I meet as many advertisers as I can, as does my team. We can tailor our products to ensure they are beautifully designed, with the right mix of content and advertising. We have proved that bespoke local content that focuses on highlighting local people and local places drives response for advertisers and creates confidence in the teams, completing the virtuous circle."

There is now far greater engagement and interaction with the reader, says Suzanne. "Instead of only focusing on content from professional journalists, we actively encourage reader photographs, local expert columnists and comments from local people – a user-generated content approach that exploits the capabilities of digital media."

This is complemented by the development of a substantial online audience through the creation of [www.greatbritishlife.co.uk](http://www.greatbritishlife.co.uk). "When *Great British Life* ran a competition supported by Land Rover, it attracted nearly 30,000 entries – a great source of content that we can publish in the printed magazines."

A commercial league table ensures that each team knows how its magazine is performing overall, and the 'best bits' of editorial and commercial content are shared across the Archant Life teams by Suzanne and her team.

"The old management structure created inter-region competition – now the competitive focus is external to ensure that Archant Life retains its unique publishing position – consistent circulation growth for the past 10 years – and the growth of profitable advertising market share is achieved.

"We are very proud of the teamwork at a local level," concludes Suzanne. "The Archant Awards nominations were really difficult because there are so many good people working in Archant Life who really care about their products."

High-quality front covers are

## NEW TALENT



**SHARON KIRBY,**  
PUBLISHING DIRECTOR,  
ARCHANT LIFE LONDON

### What attracted you to become part of Archant?

I have always understood the value and place in the community of excellent local magazines. While working at IPC I continued to watch Archant grow its life business with curiosity and admiration. In the past decade, businesses have begun to understand the need to be less global and more local.

### What skills and experience do you bring?

I have 24 years' publishing experience working across regional newspapers and magazines – the past 10 years spent in national magazines across men's, music, women's, luxury, homes and weeklies.

### What excites you about your new role?

Everything! Great brands in affluent neighbourhoods; an AB reach in London; and a great new team that believes in and loves the brands as much as I do. There are also huge opportunities for brand extensions and new platforms.

absolutely paramount to copy sales, adds Tim. "We have enabled our covers to become a revenue stream on occasion. Several of our front covers have been sponsored – but you wouldn't know it. This is an example of being true to our values, but being able to respond to short-term revenue opportunities."

The challenge now is to continue to innovate because new competitors are constantly launching. "Managing and supporting disparate locations and teams requires lots of energy and excellent communications to be added to the very best of talent locally," says Tim. "This is a challenge both Suzanne and I relish."

**140 years of the Eastern Daily Press**

In 2010, Archant Norfolk's *Eastern Daily Press* (EDP) celebrated its 140th birthday. Celebrations included running historic front pages from the past 140 years; a souvenir supplement; an exhibition at Norwich Cathedral and reception for more than 50 former and current journalists; and a special celebratory DVD.

On October 22, the EDP had a National Express train named *Eastern Daily Press 140* at Norwich's Thorpe station. The train was unveiled by editor Peter Waters and an EDP reader.

Peter said: "Being reminded of the history of this newspaper is a salutary lesson to journalists to remember who their audience is. We've served Norfolk for 140 years, we're the biggest selling regional morning newspaper in England, and our continued success is down to serving the county, reflecting its issues and interests, holding people to account when necessary, and highlighting what a great place it is to live."

**Suffolk's Evening Star celebrates 125 years**

Archant Suffolk's *Evening Star* celebrated its 125th birthday on February 17, 2010, with special supplements, features, community events, a live radio show and a huge cake.

Messages of congratulation came from the Prime Minister, the leader of the Opposition and leading Ipswich and Suffolk dignitaries.

Since February 17, 1885, when it was first published as *The Star of the East*, the paper has remained at the heart of the community. It has been there to deliver news of major world, national and local events over two centuries from the outbreak of the First and Second World Wars to the terrorist atrocities of 9/11 and 7/7.

But as well as reporting the news of events which have shocked and stunned the town, the *Evening Star* has always been there to celebrate the good things in life with its readers.



# The paid-for growth challenge

Newspaper circulation in the UK has been in general decline for many years. However, it is possible to fight this trend, as Archant Regional proves

GROWING ARCHANT'S AUDIENCE and that audience's engagement with its media is essential for the future of the Group. "Increasing the number of people that pay for our content, whether that is in a newspaper, magazine or online, is essential," says Adrian Jeakings, chief executive, who issued a challenge to senior managers in early 2010: "Halt the decline in newspaper circulations and get them growing again." This was against an industry average of an annual 5-7 per cent decline for pretty much every local

newspaper in the country.

"There are three reasons for the UK's downward trend in paid-for circulation: changes in media consumption, demographics and distribution," explains Brian McCarthy, Archant's finance director. "The launch of multiple radio and TV channels changed the way people consume news – the internet accelerated that change. Consumers now have greater access to news and opinions than ever before."

Breaking news is now largely the preserve of media other

than print – particularly rolling 24-hour news channels and social media sites such as Twitter. "Print has to adapt to reflect that, by providing more detailed and relevant analysis of events, for example," he adds.

Demographically, many young people, raised on mass-media, haven't acquired the habit of buying newspapers casually or on subscription. They tend to rely on mobile news distribution. So, Archant is making its content available through multiple, strongly branded channels.

Brian observes: “People often overlook the mundane issue of physical distribution, yet good distribution and data management are key to maintaining and even growing circulation. One problem is that home deliveries are declining – not just because of falling demand but also lack of availability. Many local, independent newsagents are closing. Some are taken over by national retail chains or nothing replaces them and trade migrates to edge-of-town superstores.”

Either way, it leaves fewer people prepared to provide local deliveries.

In 2010, Archant began to fight back against the decline: “Efficient, responsive circulation management is critical to winning, retaining and regaining readers,” says Brian. It also has other business benefits, such as controlling costs, reducing waste (which is also good for the environment) and improving returns.

“People must be able to get our content where and when they want it. That means developing multiple routes to market for physical as well as virtual products.

“We are working more closely with newsagents on various initiatives. For instance, we use them – and accurate marketing data – to canvass new customers, who they then supply.

“We help transfer home deliveries from one agent to another, if one is taken over



“People must be able to get our content where and when they want it”

Team of the Year 2010

Left to right: Mervyn Freeman, Neil Bowman, Jo Hawkins, Ian Condron and Don Williamson

or closes. We have also invested in our merchandising, particularly for promotions and point-of-sale materials, and we train shopkeepers on ways of improving sales of selected titles.”

As well as improving traditional channels, Archant has an active programme of promoting selected titles at high-profile events in their circulation areas. “We have stands at agricultural shows, airshows, football games and horse trials – even local Lord Mayor’s shows.”

These events are a great way to promote Archant’s products, because the context shows potential customers that a local title is relevant to them. It also reminds lapsed readers what they are missing. “As a result,” concludes Brian,

“we have actually delivered year-on-year circulation growth on some titles.”

Adrian Jeakings adds: “I am delighted that two of our daily papers grew their circulation in the second half of 2010. Also, half of our weekly titles outside London are showing year-on-year growth.” In recognition of this success, Archant Norfolk’s Audience Growth Team was named Archant Team of the Year at the 2010 Archant Awards, for spectacular results on the *EDP*, *Evening News* and weekly newspapers.

#### Closer to customers

Getting closer to readers has paid dividends for Archant Life too, as managing director Johnny Hustler explains: “Despite 2010 being a tough year, we have delivered revenue

and circulation growth – including a 10th successive year of circulation growth for our county magazines.”

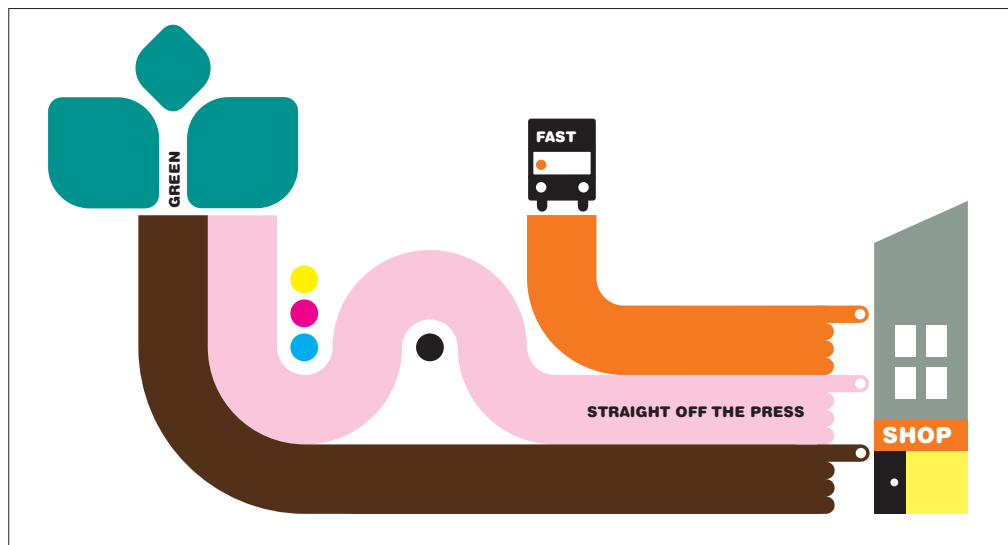
He also puts this circulation success down to the team’s skills. “We have people who have worked for newspaper distributors and magazine wholesalers. They understand the issues and are making our distribution more efficient and greener so that less of the cover price goes on getting magazines to market.”

That has led to one particular development in 2010: “We started supplying some retailers directly from our printer,” explains Johnny. “The main motivation was to reduce waste. Now Booths, which is an important retailer with 26 stores in the north west, receives copies directly from us and sells every one.”

He also stresses: “We continue to work with our logistics partners to increase supply chain efficiency, particularly by improving the sales data we get back from retailers. This will help reduce the number of magazines that have to be pulped each month – which is good for us and the environment.”

However, Johnny comes back to Brian’s point about strong brands: “We are a local media company – we live or die by our localness – which is why we have a clear objective of having a magazine in every county.”

In 2011, Archant plans to strengthen its merchandising support for independent stores because local shops run by local people are good for selling local magazines. Johnny concludes: “They understand them in a way that the national chains sometimes don’t.”



#### Effective distribution management

Archant fought back against the decline in the circulation of local newspapers during 2010, focusing on retaining and regaining readers as well as targeting

new readers through multiple routes to market. The business benefits from cost control and waste reduction, which is also good for the environment.

## NEW TALENT



**PENNY WHITELOCK,**  
BUSINESS DEVELOPMENT  
DIRECTOR, WEDDINGS &  
PUBLISHER, ARCHANT LIFE

#### What attracted you to become part of Archant?

I was attracted to Archant for its strong belief in the printed product. I quickly recognised the appetite for continued growth and development for new and existing titles. I could see there was an opportunity to work with beautiful and well-respected editorial products. This meant I would get the chance to work with editors which brings new challenges and chances to learn. Further, I was given the opportunity to look at a side of the business that is entirely new to me: exhibitions.

#### What skills and experience do you bring?

I come to Archant with 10 years' publishing experience at a senior level. This means that I have good knowledge not only of the strategic processes needed to take businesses forward, but I have also gone through many changes in the business and so can bring solutions to the table to help move Archant forward through current changes. I have a broad range of commercial experience in managing the people, the processes and the finances which makes me a good all-rounder which is of value in the Life business.

#### What excites you about your new role?

The senior management team at Life have open minds and welcome ideas, which is really refreshing.

# Investing in new ideas

People remain at the heart of Archant. In 2010 Archant embarked on three programmes to encourage new ideas from the geographical community in which it is based, while helping education in the region

ARCHANT THRIVES ON ideas from its employees, so pursues policies to draw in talented individuals from regional communities while also supporting local educational establishments.

#### Fresh thinking

Archant has always had a good relationship with Norwich University College of the Arts (NUCA). This was further strengthened in 2010 when Archant Norfolk agreed to donate £50,000 a year (for three years) to NUCA and to provide live projects for students. "This sponsorship shows that Archant takes its social responsibilities seriously," says Stephan Phillips, Archant Norfolk's managing director, "but it also makes good business sense. Drawing on such an extraordinarily rich talent pool gives us a real, long-

term, competitive advantage."

The first project was to redesign the classified columns in print. The judges selected four teams of three students (plus tutors) from 48 applications to work on the brief. Those teams presented their work to Archant Norfolk's executive team – and the results were "absolutely brilliant", says Stephan. "They were so good that we will use the winning design to relaunch our classifieds sections in our newspapers in 2011."

He continues: "It helps the students because they have to produce 'real work' that demonstrates to their tutors that they can meet the needs of a modern media company. Meanwhile we benefit from their fresh vision and thinking which has the web as a default setting, so they naturally come up with some innovative ideas."

For some of the students there was another benefit: "Having seen their work," says Stephan, "and how they fitted into the team, we felt confident enough to employ three of them (Mary Hender, Lucy Moss and Stewart Muller) full time. We hope to do the same again in future."

As Lucy Moss, now an editorial designer, confirms: "It's been a great experience – the Archant team is really supportive. Knowing how hard it is to get a job at the moment, I feel really lucky to have been offered such an excellent opportunity so soon after graduating."

#### The apprentices

Archant's educational focus also includes training City College Norwich (CCN) apprentices. Eight CCN digital apprentices worked with Ashley Spooner,



CCN apprentices Back row, left to right: working with Andrew Denny – Ellie Gooch, Suzanne Chamberlin, Hannah McMillan; working with Ashley Spooner – Sophie Campbell, Marisa Alaoui and front row, left to right: Emma Parker and Sam Gibson



Left to right: Foyzur Rahman, Helal Ahmed, Val Bulgin and Leah Campbell

**Investing in our communities**

Archant doesn't just take on graduates and college students – the Group also understands that it has a responsibility to invest in the communities it serves. That is why it is particularly keen to help young people from diverse backgrounds to gain valuable work experience and training.

One such initiative is Archant London's Aspirations Programme, which is run in conjunction with the East London Business Alliance (ELBA) a not-for-profit community organisation that works for long-term positive change through volunteering, employment and legacy programmes.

"The 12-week programme is open to 18-24-year-olds from all walks of life, who are really keen to learn and learn," says Val Bulgin, HR officer for Archant London who is the driving force behind the programme and ELBA's main

contact. "Its aim is to help participants build new skills and strengthen their CVs. We also guarantee to interview everyone who completes the programme if we have any suitable vacancies."

The programme launched in September 2010 and immediately had over 30 applicants, demonstrating the level of demand for such opportunities. Following a rigorous selection process, ELBA chose six applicants who it felt had the necessary motivation and aptitude. "ELBA provides financial support for all the participants, so it has to be confident that they will get the most from the programme," Val explains. "It's fair to say that some candidates have complicated lives that make holding down a job difficult."

The first part of the programme is an intensive two weeks of employability training at ELBA's

facilities in London's Docklands.

"The whole programme is tailored to the needs of the participants and our needs as an employer, so it includes Archant-specific content," explains Val. "Members of our team even get involved with the initial training so participants know what to expect when they join us for the main 10 weeks of the programme."

"I'm pleased to say that the three who completed the course also had successful interviews with us. We have now taken them on full time; one in marketing and two in sales, and they are all doing really well. They have a great work ethic and have fitted into the team."

Archant London has worked with ELBA for a number of years and recently sponsored the design and build of ELBA's new website. As a spokesperson for ELBA says: "Archant's expertise and support

has been invaluable in terms of communicating ELBA's visions to a much broader audience."

"This sort of community work is good for Archant," says Val. "It's great to be able to give young people these opportunities, it shows us to be a positive employer and it reflects the diversity of our audiences. Even if we only help participants learn good life skills we have achieved something – but if we can go on to employ some of them then that is a real triumph."

"That is why we will be running more Aspirations Programmes in 2011," she concludes. "In fact, one of our new recruits, Foyzur Rahman, has even volunteered to speak to participants on the next course because he wants to help them understand that it really is worth their effort – now that's what I call commitment!"

Archant Norfolk's digital development director, and his colleague Andrew Denny, digital directories manager. "Four apprentices worked on social media projects," explains Ashley, "using sites such as Twitter and Facebook to promote events around Norfolk. Some events are customer sponsored, so our online activity strengthens their print campaigns. Others, such as Norwich Fashion Week, only have editorial coverage – but we create a buzz in advance to increase readership."

He also sees plenty of value

in the one-year apprenticeship scheme: "It's a great way for students to gain media experience – with the potential to go full-time – and we gain from their natural affinity for all things digital."

Other apprentices created listings for the *LocalSearch24* business directory, adds Andrew Denny. "We use the text and images from customer websites – we even design logos if they need one, which makes a huge difference," he explains. "Previously, listings took two weeks to go live. Now 95 per cent are live within an hour of booking →



Left to right: Mary Hender, tutors Andrew Campbell and Vicki Winteringham, Stewart Muller and Lucy Moss

**NEW TALENT**

**KEVIN QUARTERMAINE**  
WEDDING BUSINESS DEVELOPMENT DIRECTOR

**What attracted you to become part of Archant?**

Archant originally acquired my successful Cheshire wedding business in 2007. There were many synergies between the two businesses and Archant could also provide additional resources for its continued growth.

In 2010 Archant offered me the opportunity to lead the future development of their wedding business across the Group, utilising the brands and business model I had created. I was delighted to accept.

**What skills and experience do you bring?**

By combining the business skills I gained from my managerial positions in a financial plc with my many years' experience in the wedding industry, I created the largest independent wedding business plus renowned wedding brands in the north west.

My background provides me with the credentials necessary to help drive Archant's wedding business forward to the next level.

**What excites you about your new role?**

The wedding sector has shown itself in the past to be more resilient in times of recession. Despite the current financial difficulties, I have always enjoyed a challenge and therefore welcome the opportunity to use my experience of proven best wedding business practices, to help Archant achieve its objectives across all wedding media platforms.



**Learning on the job**  
left to right: Emma Lily-Chubb, Abi Burroughes, Sadie Jennings, Kerry Armstrong and Ruth Barton

and all within 24 hours."

The apprentices also mock-up listings so the sales team can show target clients what their listings might look like. "Their work has helped boost average conversion rates from 5.8 per cent to 15-16 per cent," concludes Andrew.

**Degrees of talent**

The need to discover new talent is behind Archant's support for CCN's new two-year Journalism Foundation Degree, launched in September 2010. "This course is particularly appropriate for Archant because it equips students with traditional skills and the ability to thrive in modern multimedia, multi-platform newsrooms," says *EDP* editor Peter Waters.

However, Archant provides more than advice. "Our journalists meet students regularly to discuss industry issues and graduates gain real work experience with us," adds Peter. "Most importantly, we will repay the fees of the two best students and offer them editorial jobs."

As CCN's vice-principal Robin Ghurbhurun observes: "This innovative partnership supports our development of work-based qualifications with leading employers who offer the best placements."

**Making the grade**

Archant continues to provide graduates with first-hand experience of the media industry through internships. "Internships are a good way to evaluate potential employees, and graduates gain valuable experience," says Tim Youngman, head of digital marketing at Archant Regional.

Tim was impressed by the interns he found through Evolve, the University of East Anglia's graduate placement

scheme: "Ruth Barton joined in January and proved so good that we made her an online analyst in March. Sadie Jennings joined in the summer and shone – she became a digital marketing executive in November."

Being an Archant intern is a great opportunity, says Ruth. "You're in at the deep end but you learn a lot in a short space of time. Even without the job it would have been worth it."

**Life opportunities**

Ian Fish, Archant Lifestyle's finance director, also used Evolve to find intern business analyst Joel Murphy. "He was very good, worked hard and learned new software skills. These, we understand, helped him win an analyst's job in Lowestoft."

Interns Ross Taylor and Elizabeth Kirk got plenty of valuable experience during their three months working on *GBL*'s websites. Mary Brooks, editor and publisher, says: "They uploaded content, tested functionality, used social marketing and produced ads."

Meanwhile Julian Rees, editorial and publishing manager, Archant Life (South West), says that Alex Richards, a three-month intern, earned herself a six-month trainee editorial assistant's contract. "Alex started working on our local weddings business website where she showed a flair for fashion and beauty writing, so we were pleased to give her this opportunity."

Alex adds: "The graduate jobs market is really tough, so I am delighted to be working with Archant."

**London calling**

The government's new graduate recruitment website, [graduatetalentpool.direct.gov.uk](http://graduatetalentpool.direct.gov.uk), proved a useful resource in 2010 for Steve Fenton, head of communication at Archant London. "I used this site to target interns for research and marketing projects. A concise brief and simple online screening process enabled me to find eight interns.

"They came with plenty of theoretical knowledge and a huge enthusiasm to put all this study to practical use in a commercial environment. The results were excellent, and we have now recruited three of them full-time. Providing internships gives graduates valuable experience, particularly in this tough market, and helps us identify talented individuals who will be a real asset to the team."

**Challenge Norfolk**

Archant's support for apprentices will continue in 2011 with the National Apprenticeship Service (NAS). The Group is one of a number of leading local business organisations working in partnership with NAS on an ambitious campaign to create 100 apprenticeships in Norfolk in just 100 days.

The 'Challenge Norfolk 100 in 100' campaign, which launched at City College Norwich in 2010, also aims to raise awareness of the benefits in apprenticeships with businesses and young people. As Teresa Logan, employer services director for NAS, says: "There has never been a more crucial time for employers in Norfolk to engage with apprenticeships. They are vital to the future success of the region's businesses and to the local economy."

"Training apprentices is an important demonstration of our belief in corporate social responsibility," says Archant's chief executive, Adrian Jeakings. "Even if we don't go on to employ all our apprentices, we know that they will have benefited from valuable work experience and on-the-job training that will give their careers a real boost. Apprenticeships also make an important contribution to the health of society because they support hard-working, motivated young people and strengthen our country's skills base."

**Greener driving**  
Group head of  
procurement and  
sustainability,  
Greg Parton



Archant continues to investigate and implement initiatives to reduce the Group's carbon footprint

# Archant's green champions

WHEN ARCHANT STAFF were given the option to downgrade to greener company cars, three times more people took up the offer than was expected. Greg Parton (above), Group head of procurement and sustainability, had expected around one in 10 to choose the green option, in fact, around one in three have done so. General approval for the scheme has prompted Archant to move to lower emission versions of all company vehicles. The car scheme reduced Archant's CO<sub>2</sub> emissions by eight per cent in 2010 on a like-for-like basis compared to 2009.

Archant's operations director,

Nick Schiller, welcomed the success of the car scheme as evidence of the support Archant's sustainability initiatives are receiving from Group staff. "There are some schemes we need to initiate from the top – such as the company car scheme," he says, "but there are many things everyone can do on a daily basis, such as thinking about paper usage and whether they choose to walk or drive to places nearby. This is a culture change that we can all support."

"The response to a call for 'Green Champions' is further evidence of the enthusiasm for this initiative," says Tara Greaves,

sustainability correspondent, an internal appointment by Archant to promote the sustainability initiative. Tara put out a call for volunteer champions and quickly recruited around 50 people. She says: "They have been sharing ideas via Facebook and passing them on to Archant's team of sustainability management representatives."

One Green Champion proposed that a message be sent to users as their PC shuts down asking them to switch off their monitors. This idea has been taken further. Archant is investing in software that will switch off PCs and their accessories if they are untouched →



## NEW TALENT

**MARK GARRARD,**  
HEAD OF FINANCE

### What attracted you to become part of Archant?

I was attracted by Archant's reputation in the sector, its adaptability to change and its proven ability to innovate. More specifically to my role, the opportunities to get involved in a variety of different and challenging projects. Finance roles come in many guises; however, critical to me is variety, being challenged daily and interacting with people not spreadsheets. The Head of Finance role at Archant ticked all of these boxes.

### What skills and experience do you bring?

Prior to joining Archant I worked in a senior finance role for a listed company operating in the health and social care market. The company grew significantly as it adapted to changes in the sector, providing me with the opportunity to develop further skills and experience in acquisitions and refinancing. I also bring expertise gained across a broad range of industries during nine years with PricewaterhouseCoopers. I worked with businesses experiencing significant change, ranging from those on the acquisition trail to those looking to refocus on their core activities.

### What excites you about your new role?

I am excited by working for a business and in an industry undergoing challenges and change.

“It is about balance and future proofing ... reducing waste must be a good thing”

for a certain length of time and at the end of shifts. The software is expected to generate five-figure savings through reductions in energy consumption and to pay for itself within 18 months.

Tara presented at the Archant editorial conference and was greeted with an enthusiastic response. Using the new CMS, her copy, promoting ideas such as how to have a greener Christmas, has been run in the majority of Archant's newspapers. "This type of editorial content, properly presented and in a structured package, can generate revenue," says Greg Parton. The *EDP* ran a 12-page supplement on renewable energy options for the home during the year. They approached renewable energy suppliers and installers for advertising and sold out.

**Green schemes**

Data is being collected and distributed to managers on four sustainability key performance indicators: water usage, paper (print and office), mileage and energy consumption. Energy management is now a part of business plans and Archant is implementing an energy management standard – ISO 16001. However, one initiative by Archant London has already delivered eight per cent energy savings by shutting down systems when the building was unoccupied at weekends.

"Any new initiatives will have to be sustainable for the business as well as good for the environment," concludes Greg Parton. "It is about balance and future proofing. Regardless of the science on climate change, reducing waste must be a good thing."



Making a difference Tara Greaves, sustainability correspondent



Left to right: Glen Mackay, Duncan Macdonald, James Franklin, Alan Doy, Tony Davison, Kevin Shelcott and Lisa Donovan

**All under one roof**

The centralisation of advertising design and production into Norwich and the introduction of workflow software improve quality while reducing costs. The new system is simple: sales people scan a rough sketch into the system attached to an order barcode. Within 48 hours a completed advert is emailed to the customer for approval. It is simple, time-saving and convenient for customers.

"The project began in November 2009 and will be completed in the second quarter of 2011, by which time all of Archant's publications, newspapers and magazines will be using the new facility," says Group information systems director, Tony Davison. Implementation in Norfolk, Suffolk, Cambridgeshire and Hertfordshire is complete.

Half the Archant Life businesses are also using the system. "The workflow's capabilities with daily and weekly newspapers have been proven," says Tony, "so we were confident in rolling it out across magazines too."

Training on the workflow system for more than 400 Archant staff is being managed by Tony Davison and Kevin Shelcott, Archant's head of production and design. "Most of those trained found it straightforward and intuitive and could see a lot of benefit," says Kevin.

"Concentrating advertising production staff at one location provides inherent efficiencies," according to operations director, Nick Schiller. "Because of the

consolidated volume of work, staff can specialise. As staff become more skilful, they become quicker and the quality of their output goes up. It also adds flexibility as staff can share workloads and cross-cover for each other. Consolidation makes more efficient use of staff and space."

Because of the move, a new group of designers, who are familiar with the latest techniques from their time in college, has joined the central team. In fact, implementation of the centralised system has allowed Archant to increase the number of designers working on advertising design.

"There are people who know that at the end of the project they will leave the business," says Nick. "We haven't dropped any pages or ads and we haven't had any problems. That is a huge credit to them."

The next phase of the project will be to set up a set of metrics that will provide the commercial teams with an overview of advertising production. "We want to see measurement day by day and month by month to prove the benefits," adds Tony.

Nick Schiller paid tribute to production director, John Ford, and others involved in the redesign of the workflow. "The art of good process flow design," says Nick, "is to come up with a system that is so simple that people do not try to find ways around it. It is so simple and common-sense, why would you do it any other way? That is very easy to say, but very difficult to do."