

ARCHANT } NORFOLK

12 March 2004

EffCo
Attention: Cees Sistermans
Waterloosesteenweg 1487
1180 Brussels BELGIUM

To whom it may concern

Dear Sir / Madam

Efficiency drives are never easy things to sell to staff because they generate fears of job losses. Effco's work with Archant Norfolk came at a time (June 2003 – March 2004) when we were taking some key strategic decisions. Over the previous two years, we had moved from being purely a regional newspaper publisher to a regional media company. Our portfolio now includes magazines, web sites, other new revenue generating products and services as well as our long established newspapers. All of these changes made us realise that we needed to take a long hard look at how we were running the business.

After the initial period of fear among staff, Effco's approach of worker involvement stabilised matters. The Brown Paper Sessions helped us, with the help of staff, to address some real local key issues like excessive administration and poor communication.

The Effco team worked closely with my executive team to look at new areas. They also helped us pick up on previous projects that we had parked due to the general pressures of running a fast-expanding company (in terms of new products).

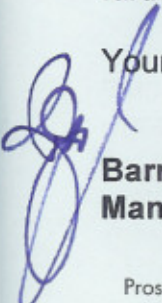
There were a few problems along the way but that would be expected of any project of such magnitude.

At the end of the six months, the business saw clear benefits to the bottom line, resulting in a 2% improvement to our overall margin.

I would also like to take this opportunity to express my thanks to EffCo and in particular the team of on-site consultants, Peter Felix, Christian Elwood and René Visser for their determination and enthusiasm in delivering this project to date.

Finally, I know this letter will serve as a positive reference, but I am also willing to provide further personal references in the future.

Yours faithfully



Barry Dennis
Managing Director

Prospect House Rouen Road Norwich NR1 1RE
Telephone 01603 628311 Fax 01603 612930 www.archant.co.uk



INVESTOR IN PEOPLE