



Audit Bureau of Circulations

**BUSINESS PUBLICATION  
PUBLISHER'S STATEMENT  
Subject to Audit  
For the 6 month period ending  
June 30, 2009**

# strategy+business

**Field Served:**  
Business Professionals.

*This is an independent publication not directly related to or affiliated with any association.*

**TOTAL AVERAGE QUALIFIED PAID & NON-PAID CIRCULATION 91,095**

<b>1A</b>	<b>AVERAGE QUALIFIED PAID CIRCULATION</b>		
	Individual .....	4,221	
	Association .....		
	Sponsored Individually Addressed, See Par. 11(a) .....	774	
	Multi-Copy Same Addressee, See Par. 11(b) .....	24,581	
	Single Copy Sales .....	4,871	
	<b>Total Average Qualified Paid Circulation .....</b>		<b>34,447</b>

<b>1B</b>	<b>AVERAGE QUALIFIED NON-PAID CIRCULATION</b>		
	Individual .....	56,648	
	Association .....		
	Multi-Copy Same Addressee .....		
	<b>Total Average Qualified Non-Paid Circulation .....</b>		<b>56,648</b>

<b>1C</b>	<b>AVERAGE NON-QUALIFIED CIRCULATION</b>		
	Non-Continuous Market Coverage Copies .....		
	Allocated For Shows & Conventions .....		
	Miscellaneous, Including Staff Copies, See Par. 11(c) .....	40,354	
	<b>Total Average Non-Qualified Circulation .....</b>		<b>40,354</b>

<b>1D</b>	<b>AVERAGE QUALIFIED PAID CIRCULATION OF REGIONAL AND DEMOGRAPHIC EDITIONS</b>	
	None	

**2 QUALIFIED PAID & NON-PAID CIRCULATION BY ISSUES & QUALIFIED NON-PAID REMOVALS & ADDITIONS**

2009 Issue	Total	Paid	Qualified Non-Paid	Qualified Non-Paid Removed	Qualified Non-Paid Added
Spring	91,537	35,445	56,092	13,063	11,125
Summer	90,652	33,448	57,204	15,254	16,366
			<b>Total</b>	<b>28,317</b>	<b>27,491</b>

THE INFORMATION IN PARAGRAPHS 3A, 3B, 3C AND 4 IS FROM AN ANALYSIS OF THE SUMMER, 2009 ISSUE IN WHICH:

- QUALIFIED PAID CIRCULATION WAS 2.9% less THAN THE PERIOD AVERAGE
- QUALIFIED NON-PAID CIRCULATION WAS 1.0% GREATER THAN THE PERIOD AVERAGE

**3A**

**BUSINESS/OCCUPATIONAL ANALYSIS**

Classification by Business & Industry	Total	%	Paid	Qualified Non-Paid	Assets Under \$1 Billion	Assets Over \$1 Billion	Sales Under \$1 Billion	Sales Over \$1 Billion
1. Senior and Second Level Executives including President, Vice President, Senior Vice President, Chairman, Vice Chairman, CEO, CFO, COO, CIO, CTO, Director, Executive Vice President, Division Head, Division Chief, Chief Officer .....	39,905	44.0	8	39,897	5,982	6,389	11,231	16,295
2. Engineering .....	621	0.7		621	355	124	37	105
3. E-Commerce .....	34	0.0	1	33	3	5	8	17
4. Environmental .....	37	0.0		37		3	7	27
5. Human Resources .....	1,501	1.7	1	1,500	1,099	221	82	98
6. International .....	80	0.1		80	1	20		59
7. Manufacturing/Operations .....	131	0.2		131	3	20	33	75
8. Marketing .....	2,350	2.6	3	2,347	1,517	284	368	178
9. Medical Services .....	1	0.0		1				1
10. Quality Control .....	381	0.4	1	380	255	70	16	39
11. Sales .....	2,436	2.7	2	2,434	1,561	376	222	275
12. Strategic Planning .....	212	0.2	1	211	7	42	17	145
13. MBA Students .....	89	0.1		89	89			
14. Others Allied to the Field .....	9,444	10.4	1	9,443	7,557	471	1,262	153
Other Paid Circulation								
Subscriptions .....	28,652	31.6	28,652					
Single Copy Sales .....	4,778	5.3	4,778					
<b>Total Paid and Qualified Non-Paid Circulation .....</b>	<b>90,652</b>	<b>100.0</b>	<b>33,448</b>	<b>57,204</b>	<b>18,429</b>	<b>8,025</b>	<b>13,283</b>	<b>17,467</b>

**3B**

**AGE OF SOURCE DATA ANALYSIS**

Source	Qualified Within			Total	%
	1 Year	2 Years	3 Years		
Qualified Non-Paid Circulation:					
Total Direct request from recipient:	<b>20,283</b>	<b>2,360</b>	<b>368</b>	<b>23,011</b>	<b>40.3</b>
Written .....	1,691	822	173	2,686	4.7
Telecommunication .....	1	1,109	20	1,130	2.0
Internet and E-mail .....	18,591	429	175	19,195	33.6
Total Direct request from recipient's company:	<b>18</b>	<b>7</b>	<b>25</b>	<b>0.0</b>	<b>0.0</b>
Written .....	4	6	10	0.0	
Telecommunication .....					
Internet and E-mail .....	14	1	15	0.0	
Total Communication other than request:					
Written .....					
Telecommunication .....					
Internet and E-mail .....					
Association .....					
Business Directories .....					
Lists, See Par. 11(d) .....	29,239	4,188	741	34,168	59.7
Acquired Circulation .....					
Other Sources .....					
<b>Total Qualified Non-Paid Circulation .....</b>	<b>49,540</b>	<b>6,555</b>	<b>1,109</b>	<b>57,204</b>	<b>100.0</b>
<b>Percent .....</b>	<b>86.6</b>	<b>11.5</b>	<b>1.9</b>	<b>100.0</b>	
Paid Subscription Circulation .....				28,670	
Paid Acquired Circulation .....					
Single Copy Sales .....				4,778	
<b>Total Qualified Circulation .....</b>				<b>90,652</b>	

3C

MAILING ADDRESS ANALYSIS

	Total	%	Paid	Qualified Non-Paid
Individual by name and title and/or occupation .....	53,447	62.2	17	53,430
Individual by name only .....	8,221	9.6	4,530	3,691
Title or occupation only .....	73	0.1	1	72
Company name only .....	304	0.4	293	11
Multi-Copy Same Addressee .....	23,829	27.7	23,829	
<b>Total Qualified Paid Subscription &amp; Non-Paid Circulation .....</b>	<b>85,874</b>	<b>100.0</b>	<b>28,670</b>	<b>57,204</b>
Single Copy Sales .....	4,778			
<b>Total Qualified Circulation .....</b>	<b>90,652</b>			

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GEOGRAPHIC ANALYSIS

State & ZIP Code	Total	%	Paid	Qualified Non-Paid
<b>New England</b>				
ME 039-049.....	142		11	131
NH 030-038.....	152		12	140
VT 050-059.....	261		205	56
MA 010-027.....	2,410		951	1,459
RI 028-029.....	215		38	177
CT 060-069.....	1,199		180	1,019
<b>New England</b>	<b>4,379</b>	<b>4.8</b>	<b>1,397</b>	<b>2,982</b>
<b>Middle Atlantic</b>				
NY 100-149.....	5,616		1,291	4,325
NJ 070-089.....	2,536		698	1,838
PA 150-196.....	3,312		902	2,410
<b>Middle Atlantic</b>	<b>11,464</b>	<b>12.6</b>	<b>2,891</b>	<b>8,573</b>
<b>East N. Central</b>				
OH 430-459.....	2,305		200	2,105
IN 460-479.....	959		44	915
IL 600-629.....	3,226		366	2,860
MI 480-499.....	1,693		75	1,618
WI 530-549.....	1,122		53	1,069
<b>East N. Central</b>	<b>9,305</b>	<b>10.3</b>	<b>738</b>	<b>8,567</b>
<b>West N. Central</b>				
MN 550-567.....	1,273		127	1,146
IA 500-528.....	411		24	387
MO 630-658.....	1,493		122	1,371
ND 580-588.....	66		4	62
SD 570-577.....	71		4	67
NE 680-693.....	322		25	297
KS 660-679.....	380		16	364
<b>West N. Central</b>	<b>4,016</b>	<b>4.4</b>	<b>322</b>	<b>3,694</b>
<b>South Atlantic</b>				
DE 197-199.....	249		56	193
MD 206-219.....	1,152		284	868
DC 200, 202-205.....	672		444	228
VA 201, 220-246.....	1,953		450	1,503
WV 247-268.....	124		4	120
NC 270-289.....	1,714		431	1,283
SC 290-299.....	479		26	453
GA 300-319.....	2,148		488	1,660
FL 320-349.....	3,106		568	2,538
<b>South Atlantic</b>	<b>11,597</b>	<b>12.8</b>	<b>2,751</b>	<b>8,846</b>

State & ZIP Code	Total	%	Paid	Qualified Non-Paid
<b>East S. Central</b>				
KY 400-427.....	713		259	454
TN 370-385.....	1,040		71	969
AL 350-369.....	501		37	464
MS 386-397.....	280		55	225
<b>East S. Central</b>	<b>2,534</b>	<b>2.8</b>	<b>422</b>	<b>2,112</b>
<b>West S. Central</b>				
AR 716-729.....	394		9	385
LA 700-714.....	495		102	393
OK 730-749.....	479		40	439
TX 750-799.....	6,139		1,687	4,452
<b>West S. Central</b>	<b>7,507</b>	<b>8.3</b>	<b>1,838</b>	<b>5,669</b>
<b>Mountain</b>				
MT 590-599.....	69		4	65
ID 832-838.....	140		2	138
WY 820-831.....	117		98	19
CO 800-816.....	955		208	747
NM 870-884.....	116		12	104
AZ 850-865.....	1,270		526	744
UT 840-847.....	331		55	276
NV 889-898.....	337		12	325
<b>Mountain</b>	<b>3,335</b>	<b>3.7</b>	<b>917</b>	<b>2,418</b>
<b>Pacific</b>				
AK 995-999.....	58		4	54
WA 980-994.....	1,066		183	883
OR 970-979.....	565		35	530
CA 900-961.....	6,950		1,364	5,586
HI 967-968.....	228		50	178
<b>Pacific</b>	<b>8,867</b>	<b>9.8</b>	<b>1,636</b>	<b>7,231</b>
Single Copy Sales .....	4,778	5.3	4,778	
U.S. Unclassified .....				
<b>United States</b>	<b>67,782</b>	<b>74.8</b>	<b>17,690</b>	<b>50,092</b>
<b>Poss. &amp; Other Areas</b>				
004-009, 969.....	100	0.1	4	96
<b>U.S. &amp; Poss., etc.</b>	<b>67,882</b>	<b>74.9</b>	<b>17,694</b>	<b>50,188</b>
Canada .....	3,066	3.4	2,016	1,050
Mexico .....				
Military or Civilian Personnel Overseas .....	13	0.0	4	9
Other International .....	19,691	21.7	13,734	5,957
<b>Total International</b>	<b>22,770</b>	<b>25.1</b>	<b>15,754</b>	<b>7,016</b>
E-Mail Address Only .....				
Other Unclassified .....				
<b>Grand Total</b>	<b>90,652</b>	<b>100.0</b>	<b>33,448</b>	<b>57,204</b>

**GEOGRAPHIC ANALYSIS FOR INTERNATIONAL CIRCULATION**

Countries	Total	Paid	Qualified Non-Paid
<b>Africa</b>			
Botswana .....	1	1	
Egypt .....	17	2	15
Kenya .....	2	2	
Mauritius.....	14		14
Nigeria.....	5	4	1
South Africa.....	120	15	105
<b>Total Africa</b>	<b>159</b>	<b>24</b>	<b>135</b>
<b>Asia</b>			
Bahrain .....	3		3
China .....	229	2	227
Cyprus .....	4	4	
Hong Kong .....	170	12	158
India .....	227	22	205
Indonesia.....	37	4	33
Israel .....	78	7	71
Japan .....	1,609	7	1,602
Jordan .....	2		2
Korea.....	262	8	254
Kuwait .....	36	3	33
Lebanon .....	3	2	1
Malaysia .....	200	7	193
Oman .....	4	4	
Pakistan .....	5	2	3
Philippines.....	14	7	7
Saudi Arabia.....	61	13	48
Singapore.....	79	13	66
Taiwan .....	160	4	156
Thailand .....	424	6	418
Turkey .....	123	6	117
United Arab Emirates.....	35	9	26
<b>Total Asia</b>	<b>3,765</b>	<b>142</b>	<b>3,623</b>
<b>Australia</b>			
Australia .....	113	112	1
New Zealand.....	52	12	40
<b>Total Australia</b>	<b>165</b>	<b>124</b>	<b>41</b>
<b>Caribbean &amp; West Indies</b>			
Bahama Islands .....	3		3
Bermuda Islands .....	2		2
<b>Total Caribbean</b>	<b>5</b>		<b>5</b>

Countries	Total	Paid	Qualified Non-Paid
<b>Europe</b>			
Austria .....	161	5	156
Belgium .....	1,652	1,506	146
Bulgaria .....	2	2	
Czech Republic .....	173	4	169
Commonwealth of Independent States.....	7	1	6
Denmark.....	85	4	81
Finland .....	117	12	105
France .....	2,032	2,032	
Germany .....	3,020	3,020	
Greece .....	78	11	67
Hungary.....	19	1	18
Iceland.....			
Ireland .....	29	10	19
Italy.....	458	18	440
Luxembourg .....	79	4	75
Netherlands.....	153	35	118
Norway .....	80	4	76
Poland .....	30	5	25
Portugal.....	43	10	33
Slovakia.....	16	6	10
Spain .....	109	14	95
Sweden .....	145	15	130
Switzerland.....	133	24	109
United Kingdom.....	6,800	6,647	153
<b>Total Europe</b>	<b>15,421</b>	<b>13,390</b>	<b>2,031</b>
<b>Central America</b>			
Costa Rica.....	9	3	6
Mexico.....	16	9	7
Nicaragua.....	1	1	
<b>Total Central America</b>	<b>26</b>	<b>13</b>	<b>13</b>
<b>South America</b>			
Argentina.....	20	5	15
Brazil .....	51	20	31
Chile .....	33	6	27
Colombia .....	18	3	15
Ecuador .....	5	2	3
Peru .....	9	3	6
Venezuela .....	14	2	12
<b>Total South America</b>	<b>150</b>	<b>41</b>	<b>109</b>
Canada.....	3,066	2,016	1,050
Military or Civilian Personnel Overseas.....	13	4	9
<b>Total International</b>	<b>22,770</b>	<b>15,754</b>	<b>7,016</b>

**ANALYSIS OF THE SALES OF TOTAL NEW AND RENEWAL SUBSCRIPTIONS  
Sold During 6 Month Period Ended June 30, 2009**

**5 PRICE DATA** See Par. 11(e)  
 Basic Prices: Subscriptions: U.S., 1 yr. \$38.00.  
 Canada and International, 1 yr. \$48.00  
 Single Copy: U.S., \$12.95. Canada, \$12.95.  
 Sales include Premium Values  
 Basic & higher than basic: .....  
 75% - 99% of basic: .....  
 50% - 74% of basic: .....  
 25% - 49% of basic: ..... Optional  
 Less than 25% of basic: ..... and not  
**Total** ..... required

**7 SALES CHANNELS**  
 Ordered by mail and/or directly requested by  
 subscriber .....  
 Ordered through salespeople:  
 Catalog agencies and individual agents .....  
 Publisher's own and other publishers' salespeople ..  
 Independent agencies' salespeople .....  
 Association memberships. .... Optional  
 All other channels ..... and not  
**Total** ..... required

**6 TERM DATA**  
 Three years or more .....  
 Two years or more but less than three .....  
 One year or more but less than two ..... Optional  
 Less than one year ..... and not  
**Total** ..... required

**8 PREMIUM USAGE**  
 Ordered without premium .....  
 Ordered with reprinted material  
 from this publication. .... Optional  
 Ordered with other premiums ..... and not  
**Total** ..... required

**ADDITIONAL CIRCULATION INFORMATION**

**9 POST EXPIRATION COPIES INCLUDED IN PAID CIRCULATION**  
 Optional and not required

**10 RENEWAL ANALYSIS OF PAID CIRCULATION**  
 Optional and not required

**11 EXPLANATORY**  
 Audit Cycle: December Ending.  
 (a) Sponsored Individually Addressed subscriptions, averaging 774 copies per issue, represent copies sold in quantities of 434 to 579 to The Association for Strategic Planning at 1 year \$15.00. Copies were mailed to names and addresses furnished by the purchaser.  
 (b) Multi-Copy Same Addressee subscriptions, averaging 24,581 copies per issue, represent copies sold in quantities of 2 to 10,000 to business concerns at 1 yr. \$0.01 to \$76.00. Copies were shipped to the purchaser for redistribution.  
 (c) Miscellaneous includes checking and promotion copies, averaging 706 copies per issue, served to advertisers and agencies.  
 (d) Lists represent copies served to subscribers obtained from recognized lists.  
 (e) Authorized prices with 5% or more of total subscription sales:  
 Optional and not required.  
**Definition of Recipient Qualification:**  
 Qualified recipients are: Senior and second level executives including President, Vice President, Senior Vice President, Chairman, Vice Chairman, CEO, CFO, COO, CIO, CTO, Director, Executive Vice President, Division Head, Division Chief, Chief Officer, Engineering, E-Commerce, Environmental, Human Resources, International, Manufacturing/Operations, Marketing, Medical Services, Quality Control, Sales, Strategic Planning, MBA students at top ranking business schools: in the following business or industry: Financial, Industrial, Transportation, Wholesale, Food, Beverage, Leisure activities, Restaurant and Restaurant Equipment, Service Industries, Health Service, Packaging, Paper, Pulp, Textile Products, Agriculture, Not-for-Profit Organizations, Photography, Photography Equipment, Photography Processing and Photography Laboratories, Coal, Minerals and Ores, Commodity Contractors, Brokers and Dealers, and other Business Classifications. Sales volumes or assets under 1 billion dollars up to over 15 billion dollars.

<p><b>We certify that to the best of our knowledge all data set forth in this Publisher's Statement are true and report circulation in accordance with Audit Bureau of Circulations' Bylaws and Rules</b></p>		<p><b>Frequency:</b> Quarterly  <b>Format:</b> Standard  <b>Established:</b> 1995  <b>ABC Member Since:</b> 2006  <b>Member No.</b> 06-1245-5  <b>SRDS:</b> 20</p>
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