

No attempt has been made to rank the information contained in this report in order of importance, since CCAB believes this is a judgement which must be made by the user of the report.



Business of Performing Audits

Canadian Circulations Audit Board
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STRATEGY™

THE CANADIAN MARKETING REPORT

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Official Publication of: None
Established: 1986
Issues Per Year: 26
(See Paragraph 11)

FIELD SERVED

Strategy serves the Canadian marketing industry.

DEFINITION OF RECIPIENT QUALIFICATION

Qualified recipients include advertising agencies, promotion agencies, public relations firms, media buying agencies, package design, multimedia/interactive agencies, marketing consultants, advertisers and client marketers, media and professional services, suppliers and others allied to the field.

Primary Market C.A.R.D. Class 500 Advertising Marketing Sales

AVERAGE NON-QUALIFIED CIRCULATION	
NON-QUALIFIED Not Included Elsewhere	Copies
Other Paid Circulation _____	-
Advertiser and Agency _____	-
Rotated or Occasional _____	-
Allocated for Trade Shows and Conventions _____	10
All Other _____	173
TOTAL	183

*See Paragraph 11

1. AVERAGE QUALIFIED CIRCULATION BREAKOUT FOR PERIOD (SEE PARAGRAPH 11)						
QUALIFIED CIRCULATION	Total Qualified		Qualified Non-Paid		Qualified Paid	
	Copies	Percent	Copies	Percent	Copies	Percent
Individual _____	13,176	98.4	11,447	85.4	1,729	12.9
Sponsored Individually Addressed _____	-	-	-	-	-	-
Membership Benefit _____	-	-	-	-	-	-
Multi-Copy Same Addressee _____	74	0.6	34	0.3	40	0.3
*Single Copy Sales _____	147	1.1	-	-	147	1.1
TOTAL QUALIFIED CIRCULATION	13,397	100.0	11,481	85.7	1,916	14.3

2. QUALIFIED CIRCULATION BY ISSUES WITH REMOVALS AND ADDITIONS FOR PERIOD (SEE PARAGRAPH 11)											
2003 Issue	*Number Removed	*Number Added	Qualified Non-Paid	Qualified Paid	Total Qualified	2003 Issue	*Number Removed	*Number Added	Qualified Non-Paid	Qualified Paid	Total Qualified
January 13 _____					13,851	July 14 _____					13,178
January 27 _____					13,762	July 28 _____					12,992
February 10 _____					13,711	August 11 _____					13,018
February 24 _____					13,634	August 25 _____					12,923
March 10 _____					13,598	September 8 _____					13,098
March 24 _____					13,599	September 22 _____					13,152
April 7 _____					13,602	October 6 _____					13,303
April 21 _____					13,602	October 20 _____					13,179
May 5 _____					13,631	November 3 _____					13,163
May 19 _____					13,532	**November 17 _____					13,319
June 2 _____					13,517	December 1 _____					13,305
June 16 _____					13,439	December 15 _____					13,328
June 30 _____					13,491	TOTAL					

*See Paragraph 11

**Analyzed Issue

Strategy / December 2003

3a. BUSINESS/OCCUPATIONAL BREAKOUT OF QUALIFIED CIRCULATION FOR ISSUE OF NOVEMBER 17, 2003 (SEE PARAGRAPH 11)

This issue is 0.6% or 81 copies below the average of the other 24 issues reported in Paragraph two.

BUSINESS AND INDUSTRY	Canada	Outside Canada	TOTAL QUALIFIED	PERCENT OF TOTAL
1. Advertising Agencies including General Agencies, Promotional Agencies, Public Relations Firms, Media Buying Agencies, Package Design Firms, Multimedia/interactive Agencies and Marketing Consultants _____	3,515	48	3,563	26.8
2. Advertisers and Client Marketers including Automotive and Transportation, Food and Beverage, Health and Beauty, Pharmaceutical, Fashion, Entertainment, Sports and leisure, Office Products and Communications Services Travel and Hospitality _____	7,920	-	7,920	59.5
3. Media including TV, Cable, Satellite, Radio, Newspapers, Magazines, Outdoor, Online/Web _____	790	-	790	5.9
4. Professional Services, Suppliers and Others Allied To The Field _____	893	-	893	6.7
Other Paid Circulation:				
Subscriptions _____	-	-	-	-
Single Copy Sales _____	153	-	153	1.1
TOTAL QUALIFIED CIRCULATION	13,271	48	13,319	100.0

3b. QUALIFICATION SOURCE BREAKOUT OF QUALIFIED CIRCULATION FOR ISSUE OF NOVEMBER 17, 2003 (SEE PARAGRAPH 11)							
QUALIFICATION SOURCE	Qualified Within			Qualified Non-Paid	Qualified Paid	Total Qualified	Percent
	1 year	2 years	3 years				
I. TOTAL – Personal direct request from the recipient: _____	4,412	575	83			5,070	38.0
a. Written _____	1,892	320	72			2,284	17.1
b. Telecommunication _____	327	141	1			469	3.5
c. Internet and E-Mail _____	2,193	114	10			2,317	17.4
II. TOTAL – Request from recipient's company: _____	5,283	541	9			5,833	43.8
a. Written _____	373	29	3			405	3.0
b. Telecommunication _____	4,274	472	1			4,747	35.6
c. Internet and E-Mail _____	636	40	5			681	5.2
III. TOTAL – Membership Benefit: _____	-	-	-			-	-
a. Individual _____	-	-	-			-	-
b. Organizational _____	-	-	-			-	-
IV. TOTAL – Communication from recipient or recipient's company (other than request): _____	928	189	120			1,237	9.3
a. Written _____	-	-	-			-	-
b. Telecommunication _____	921	189	120			1,230	9.2
c. Internet and E-Mail _____	7	-	-			7	0.1
V. TOTAL – Sources other than above (listed alphabetically): _____	472	483	71			1,026	7.8
Association rosters and directories _____	-	-	-			-	-
Business directories _____	3	379	25			407	3.2
Independent field reports _____	-	-	-			-	-
Licenseses – Federal, Provincial, or Municipal Government _____	-	-	-			-	-
Manufacturer's, distributor's and wholesaler's lists _____	-	-	-			-	-
Other sources _____	469	104	46			619	4.6
VI. TOTAL – Single Copy Sales: _____	153	-	-			153	1.1
TOTAL QUALIFIED CIRCULATION	11,248	1,788	283			13,319	100.0
PERCENT	84.5	13.4	2.1			100.0	-

Paid Source Information can be reported at the option of the publisher.

3c. MAILING ADDRESS BREAKOUT OF QUALIFIED CIRCULATION FOR ISSUE OF NOVEMBER 17, 2003 (SEE PARAGRAPH 11)				
MAILING ADDRESS	Qualified Non-Paid	Qualified Paid	Total Qualified	Percent
Individuals by name and title and/or function _____			13,077	98.3
Individuals by name only _____			47	0.4
Titles or functions only _____			-	-
Company names only _____			-	-
Multi-Copy Same Addressee copies _____			42	0.3
Single Copy Sales _____			153	1.0
TOTAL QUALIFIED CIRCULATION			13,319	100.0

4. GEOGRAPHICAL BREAKOUT OF QUALIFIED CIRCULATION FOR ISSUE OF NOVEMBER 17, 2003 (SEE PARAGRAPH 11)				
Provinces	Qualified Non-Paid	Qualified Paid	Total Qualified	Percent
Newfoundland _____			48	0.4
Prince Edward Island _____			12	0.1
Nova Scotia _____			134	1.0
New Brunswick _____			96	0.7
Quebec _____			2,067	15.5
Ontario _____			9,022	67.7
Manitoba _____			142	1.1
Saskatchewan _____			70	0.5
Alberta, N.W.T and Nunavut _____			437	3.3
B.C. and Yukon _____			1,090	8.2
Single Copy Sales _____			153	1.1
TOTAL FOR CANADA			13,271	99.6
United States _____			42	0.4
Other Foreign _____			6	-
TOTAL OUTSIDE CANADA			48	0.4
TOTAL QUALIFIED CIRCULATION			13,319	100.0

TOTAL NEW AND RENEWED QUALIFIED PAID SUBSCRIPTIONS ORDERED/SOLD FOR THE PERIOD
Includes gross subscription sales/orders with unpaid invoices pending.

PARAGRAPHS 5 THROUGH 8 ARE NOT REQUIRED

9. FIVE CALENDAR YEAR ANALYSIS: AVERAGE ANNUAL AUDITED QUALIFIED CIRCULATION AND CURRENT UNAUDITED CIRCULATION STATEMENTS			
	Audited Data	Audited Data	Audited Data
	2001	2002	*2003
Total Audit Average Qualified: _____	14,463	13,464	13,397
Qualified Non-Paid: _____	12,585	11,611	11,481
Qualified Paid: _____	1,878	1,853	1,916
Post Expire Copies included in Paid Circulation: _	**NC	**NC	**NC
Average Annual Order Price: _____	**NC	\$63.75	\$62.01

***NOTE: All data through 2003 is audited. With each successive year, new data will be added until five years of data is displayed.**

**NC = None claimed.

11. ADDITIONAL DATA

ISSUES PER YEAR:

Strategy was published 26 times in 2003.

PARAGRAPH 1:

Single copy sales for the June 2, 2003 to June 30, 2003 issues are based on an average known sales form January 2002 to December 2002 inclusive for an average single copy sale of 21.0% of the draw.

PARAGRAPH 2:

Additions and removals are not required for Single Copy Sales.

PARAGRAPHS 5 THROUGH 8 ARE NOT REQUIRED

As a result of the December 2003 circulation audit, the following adjustments and corrections have been made to the previously released unaudited June 2003 Circulation Statement.

The audit found 124 copies or 0.9% non-qualified copies on November 17, 2003 analyzed issue. As a result of the total qualified circulation for the January 2003 through June 2003 issues has been reduced an average of 124 copies or 0.9% per issue.

Paragraphs 1, 2, 3a, 3b, 3c, and 4 have been reduced accordingly.

PARAGRAPHS 1 & 2, SINGLE COPY SALES:

In accordance with standard circulation practices, final records for single copies sold were not available at the time the Publisher's Claim was filed. As such, net sales for some issues were estimated based on an average sales rate over a period of time. At the time of audit, records of final sales were available for the January 13, 2003 through October 6, 2003 issues. Therefore, single copy sales have been increased by an average of 0.1% per issue with a high of 0.3% and a low of (0.3)%.

Paragraphs 3a, 3b, and 4 have been adjusted accordingly.

10. PAID CIRCULATION DATA

\$62.01	Average Annual Subscription Order Price for the Period Required (includes promotional incentive value, if any)
25	Issues Per Year
\$3.75	All Single Copy Sales Prices for the Period
**NC	Renewal Rate of Paid Subscribers (Optional)

The records maintained by this publication for the period covered by this report have been examined by CCAB Inc. The examination was made in accordance with auditing procedures generally employed by the Corporation and accordingly included such tests of the records and such other auditing procedures as considered necessary under the circumstances. Based on our examination, the data shown in this report present fairly and accurately the records of this publication.

CCAB Inc.

Toronto, ON

April 16, 2004

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