

Company	Years on List	Comments
<p><b>1-800-DOCTORS Inc.</b> (private)            Woodbridge, NJ            Douglas Nelson, EVP  <a href="http://www.1800doctors.com">www.1800doctors.com</a>  <i>InfoCommerce business model:</i>            Advertising &amp; Transaction Supported:            Fully Paid</p>	<p>1</p>	<p>With all the excitement generated by the Web, it's easy to forget that the transactional business model didn't originate there. <b>1-800-Doctors</b> started in 1984 with a telephone-based physician referral service. By enhancing the product with wireless and Web access, it's become a multi-media buying guide. The model is transactional; physicians pay to be included in the 1-800-Doctors referral service. It is also pushing beyond performing the traditional function of introducing buyer to seller, with such features as an online appointment capability.</p>
<p><b>Advertising Specialty Institute</b>            (private)            Langhorne, PA            Norman Cohn, Chairman  <a href="http://www.asicentral.com">www.asicentral.com</a>  <i>InfoCommerce business model:</i>            Advertising &amp; Transaction Supported:            Fully Paid</p>	<p>1</p>	<p>Few information companies as thoroughly dominate their vertical markets as does the Advertising Specialty Institute. Its market position is derived from maintaining the industry's central product database, and ASI has been aggressively moving it online in a number of different ways, one of the most noteworthy of which is <b>ESP Online</b>. This product couples a powerful database which offers organized access to over 650,000 promotional products and 100,000 manufacturer catalog pages with infocommerce tools to help users quickly and easily create customized sales presentations. This product is an excellent example of how an information company can embed itself in its user's business workflow.</p>
<p><b>All Media Guide</b> (private)            Ann Arbor, MI            Vladimir Bogdanov, President  <a href="http://www.allmediaguide.com">www.allmediaguide.com</a>  <i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>To sell music, video or computer games either online or in a retail environment, you need product information, and lots of it. That's because consumers need to find specific titles, want background details, and need recommendations. In the best of all worlds, all this information would be maintained in a highly accurate, completely searchable database, and that's exactly what All Media Guide offers: over a billion pieces of information on movies, music and computer games. All product descriptions are original editorial content, and all records are classified with a proprietary taxonomy. Not content with mere data, AMG has now launched what it calls <b>SonicGuides</b>, audio music clips attached to each music database record to further enhance the buying experience, and it has added 5 million tracks from over 300,000 CDs</p>
<p><b>Andale Inc.</b> (private)            Mountain View, CA            Linda Hayes, President &amp; CEO  <a href="http://www.andale.com">www.andale.com</a>  <i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>Andale began life offering back-office management software to those selling on eBay, but quickly realized that the transactional data that was flowing through its system had as much value as its software. It packaged this information, which includes such data as average selling price and fastest moving products by category, into an information product called <b>Andale Market Research Pack</b>. This product illustrates the value of both transactional and historical information in an innovative, highly specialized sales intelligence database.</p>

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<p><b>Bankrate Inc.</b> (public: RATE)  North Palm Beach, FL  Thomas R. Evans, President/CEO  <a href="http://www.bankrate.com">www.bankrate.com</a>  <i>InfoCommerce business model:</i>  Mixed Models:  Free with Third-Party Advertising</p>	<p>1</p>	<p><b>Bankrate.com</b> is the quintessential data-driven product. If it impacts your wallet, Bankrate is there. Transitioning from a print newsletter to a high-traffic Web site, Bankrate.com now provides regularly updated financial information to help consumers intelligently and proactively make sound decisions. Bankrate leverages this base of broad-interest data through pure data sales, licensing, co-branding deals, and on-site advertising.</p>
<p><b>Center for Responsive Politics</b>  (private)  Washington, DC  Larry Noble, Executive Director  <a href="http://www.opensecrets.org">www.opensecrets.org</a>  <i>InfoCommerce business model:</i>  Mixed Models:  Free with Custom Upgrades</p>	<p>1</p>	<p>The <b>OpenSecrets.org</b> site, operated by the non-profit and non-partisan Center for Responsive Government, believes that voters can sharpen their political insights by "following the money." To that end, they've developed a powerful site, based on Federal Election Commission data, that shows who has contributed to which politician, and thus adds greater transparency to the political process. In addition to standard criteria-based searching, the site also does a nice job tying its database to current hot political issues to increase relevancy and interest.</p>
<p><b>ClickData.com Inc.</b> (public: RUK)  Golden, CO  Dianne Lessard, Acting General Manager  <a href="http://www.clickdata.com">www.clickdata.com</a>  <i>InfoCommerce business model:</i>  Subscription Supported:  Integrated Deliverable</p>	<p>1</p>	<p>The <b>ClickData Direct Automotive</b> product harnesses a database of bankruptcy information with print-on-demand capabilities to create a powerful infocommerce application for the automotive industry. Retail auto dealers with a focus on the sub-prime market specify ZIP codes near their dealerships, and at key intervals during the bankruptcy process, ClickData Direct fires off targeted mailings to prospects in that area. Speed is essential since 37% will buy a car within <i>days</i> of bankruptcy discharge. By coupling fast access of public record data with print-on-demand technology that requires no set-up time or minimum volumes, ClickDataDirect reaches these prospects faster than any conventional marketing program could.</p>
<p><b>Contact Center Compliance Corp.</b>  (private)  Santa Rosa, CA  Ron Allen, Jr., CEO  <a href="http://www.dnc.com">www.dnc.com</a>  <i>InfoCommerce business model:</i>  Subscription Supported:  Integrated Deliverable</p>	<p>1</p>	<p>The new national "Do Not Call" registry sounds simple in theory: telemarketers refer to a "do not call" database to restrict their calling activity. But add in rapid changes, state-level "do not call" databases, and various exemptions and geographic restrictions, and "do not call" compliance rapidly becomes a challenging undertaking. To streamline the process, Contact Center Compliance has built <b>DNCScrub</b>, a Web-based data-scrubbing tool. This is infocommerce at its purest - combine a software application with public domain data to create a product that is automated, efficient and easy to use.</p>
<p><b>CoStar Realty Information Inc.</b>  (public: CSGP)  Bethesda, MD  Andrew Florance, President &amp; CEO  <a href="http://www.costar.com">www.costar.com</a>  <i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	<p>1</p>	<p>CoStar is proving the subscription-based online data model is alive and flourishing. Their secret to success: deep data. CoStar employs over 500 field researchers, who provide highly detailed information on commercial buildings for its flagship product, <b>CoStar Property Professional</b>. The database includes over 100 data elements per building, over 1.4 million building photographs, video tours of buildings, even aerial photos to show the neighborhood! Then, CoStar layers in analytical reports and sales support tools. Not surprisingly, CoStar Property Professional is becoming the daily work companion of a growing percentage of commercial real estate engines.</p>

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<p><b>Domania</b> (private)</p> <p>Watertown, MA            Ben Joslin, GM &amp; VP, Marketing</p> <p><a href="http://www.domania.com">www.domania.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Integrated Deliverable</p>	<p>1</p>	<p><b>Domania.com</b> nicely packages a series of public record databases, calculators, and other tools designed to attract those interested in buying and selling a home. It's all offered free to registered users in exchange for their email addresses and other background data which Domania then employs in a variety of customer acquisition and retention programs on behalf of its customers -- mortgage companies and lenders. It's a strong business model, based on offering valuable data for free as a means to get prospective home buyers and sellers to identify themselves.</p>
<p><b>eMarketer Inc.</b> (private)</p> <p>New York, NY            Geoff Ramsey, Chief Executive Officer</p> <p><a href="http://www.emarketer.com">www.emarketer.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>The <b>eStat Database</b> produced by eMarketer is as clever as it is powerful. It's an aggregation of statistics on e-business and online marketing from nearly 2,000 of the nation's leading research organizations, all organized into a searchable, downloadable database, and optimized for use in presentations, spreadsheets and word processing documents. The cleverness of the database is based on its functionality, since it is largely gathering and reselling statistics that these research organizations have made available for free.</p>
<p><b>EuroInfoPool</b> (private)</p> <p>Stockholm, Sweden            Hans Axelsson, Sales Director</p> <p><a href="http://www.euroinfopool.com">www.euroinfopool.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            By the Slice</p>	<p>1</p>	<p>A young start-up, <b>EuroInfoPool</b> has become one of the largest providers of European business information virtually overnight, with a simple but effective strategy: offering a common interface to the official corporate registration databases of 12 major European nations. European companies are legally required to file detailed information on their operations and finances. What's unique about EuroInfoPool's approach to content is that the company does not maintain its own database; it instead retrieves it from the appropriate official database each time it is requested.</p>
<p><b>FactSet Research Systems Inc.</b>            (public: FDS)</p> <p>Greenwich, CT            Philip Hadley, Chairman &amp; CEO</p> <p><a href="http://www.factset.com">www.factset.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>With its recent acquisition of The <b>JCF Group</b>, FactSet moves from content aggregator to content owner. The well-regarded JCF Quant broker's estimates database will be integrated into the existing FactSet investment research product line. FactSet's growth stems from its commitment to make raw data more useful and actionable through smart integration and powerful user interfaces. Its slogan, "Turning information into intelligence" should be the mantra of today's successful infocommerce companies.</p>
<p><b>Fair Isaac Corporation</b> (public: FIC)</p> <p>Minneapolis, MN            Thomas Grodnowski, CEO</p> <p><a href="http://www.fairisaac.com">www.fairisaac.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>With its latest product, <b>Falcon ID</b>, Fair Isaac transfers its huge success with credit scoring to the new field of identity theft. The key to its success formula is its ability to process huge amounts of data, and then apply state of the art analytics to produce scores and other highly summarized indicators that make it quick and easy for both humans and computers to reach decisions in a consistent and confident way.</p>

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<p><b>FindLaw Inc.</b> (public: TOC)</p> <p>St. Paul, MN  Deborah Monroe, CEO &amp; President</p> <p><a href="http://www.findlaw.com">www.findlaw.com</a></p> <p><i>InfoCommerce business model:</i>  Advertising &amp; Transaction Supported:  Free Listings with Paid Enhancements</p>	<p>1</p>	<p>In the race to capture the attention of corporate counsel at major corporations, FindLaw has upped the ante with its new <b>Thomson Legal Record</b> which helps corporate counsel make better decisions when hiring outside counsel. Thomson Legal Record seamlessly integrates data from West Legal Directory, Westlaw and FindLaw to provide a detailed picture of an attorney's actual expertise in a specific area of law, based on the cases they've argued and the articles they have published. It's a powerful example of how data-text integration can create new, high-value information resources by combining the structure of a directory record with the depth of full-text case and article information.</p>
<p><b>GlobalSpec LLC</b> (private)</p> <p>Troy, NY  John Schneiter, President</p> <p><a href="http://www.globalspec.com">www.globalspec.com</a></p> <p><i>InfoCommerce business model:</i>  Advertising &amp; Transaction Supported:  Lead Generation</p>	<p>2</p>	<p>A second-year Model of Excellence winner, GlobalSpec continues to innovate, this year launching <b>The Engineering Search Engine</b>, a powerful and sophisticated companion to its existing parametric product search database. Coupling a high-end buying guide with a vertical search engine is an aggressive move by GlobalSpec to make its site a true information destination for engineers. In addition to significantly boosting site traffic, it introduces a host of new opportunities for advertisers to reach this highly targeted market.</p>
<p><b>GlobExplorer LLC</b> (private)</p> <p>Walnut Creek, CA  Robert C. Shanks, President &amp; CEO</p> <p><a href="http://www.globexplorer.com">www.globexplorer.com</a></p> <p><i>InfoCommerce business model:</i>  Mixed Models:  Licensed for Re-Distribution</p>	<p>1</p>	<p>In a remarkable achievement, <b>GlobeXplorer</b> has not only aggregated detailed aerial and satellite photographs that cover most of the planet, it's made them uniquely accessible through a database that correlates each image to latitude and longitude, allowing their integration into all types of value-added applications from real estate to government and defense. In addition to developing this one of a kind database, GlobeXplorer has also developed technology to compress and deliver images quickly, making them accessible to anyone with a browser and even a relatively slow Internet connection.</p>
<p><b>GraceNote Inc.</b> (private)</p> <p>Emeryville, CA  Craig Palmer, President &amp; CEO</p> <p><a href="http://www.gracenote.com">www.gracenote.com</a></p> <p><i>InfoCommerce business model:</i>  Mixed Models:  Licensed for Re-Distribution</p>	<p>1</p>	<p>Music is increasingly being stored in digital format, and this creates a huge organization and management headache for end-users. After all, you can't play it if you can't find it. Enter GraceNote with its <b>CDDB database</b>, which now powers the popular Apple iTunes software and Music Store, as well as a growing list of consumer electronic devices. Using its remarkable music recognition technology, GraceNote software can identify a song and associated CD, match it to its database, and return a complete database record with song name, genre, length, even links to the artist's fan site.</p>
<p><b>HealthGrades Inc.</b> (public: HGRD.OB)</p> <p>Lakewood, CO  Kerry R. Hicks, President &amp; CEO</p> <p><a href="http://www.healthgrades.com">www.healthgrades.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  By the Slice</p>	<p>1</p>	<p>Health Grades has undertaken the daunting task of developing methodologies to rate health care providers (hospitals, physicians, nursing homes, etc.). It then packages and delivers this information to consumers online. Its <b>Physician Quality Reports</b> provides background information on nearly 600,000 individual physicians, providing concrete proof that consumers will purchase information online -- and lots of it.</p>

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<p><b>HighBeam Research LLC</b> (private)</p> <p>Chicago, IL            Patrick Spain, Chairman &amp; CEO</p> <p><a href="http://www.highbeam.com">www.highbeam.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p><b>HighBeam</b> is staking out the gap between expensive, high-end content aggregators such as Factiva and LexisNexis and the free search engines. Positioning itself as "an online research engine for individuals," HighBeam is keenly aware that a growing number of business executives are purchasing individual subscriptions to online information services, and expects to benefit from this trend. Beyond clever positioning, HighBeam offers a simple yet powerful user interface, access to a growing list of useful data sources, and a long-term commitment to making data not only accessible, but useable.</p>
<p><b>Homestore Inc.</b> (public: HOMS)</p> <p>Westlake Village, CA            W. Michael Long, Chief Executive Officer</p> <p><a href="http://www.homestore.com">www.homestore.com</a></p> <p><i>InfoCommerce business model:</i>            Advertising &amp; Transaction Supported:            Fully Paid</p>	<p>1</p>	<p>Homestore's <b>Realtors.com</b> offers one of the most significant databases on the Internet, listing over 2 million homes for sale nationwide at any given time. The listings are drawn primarily from over 800 MLS (Multiple Listing Service) databases around the country. In addition to timely and valuable content, the Realtors.com site is loaded with impressive capabilities to merchandise the listed properties, most of which generate advertising revenue for Homestore. Beyond this consumer-oriented site, Homestore has also developed a set of software tools for real estate agents that leverage the Realtors.com database which nicely insinuates itself into the daily workflow and business processes of the real estate industry.</p>
<p><b>HotelGuide.com</b> (private)</p> <p>Lucerne, Switzerland            Bruno Gabriel, CEO</p> <p><a href="http://www.hotelguide.com">www.hotelguide.com</a></p> <p><i>InfoCommerce business model:</i>            Advertising &amp; Transaction Supported:            Transactional</p>	<p>1</p>	<p>Beginning in 1991 with a print directory for travel agencies, HotelGuide followed the natural evolution from CD-ROM to the Internet. But not content merely to offer an "Internet edition" of its database, HotelGuide grafted on a smooth e-commerce front-end to allow direct reservations from consumers and effecting a crossover from B2B to B2C. Despite throwing itself into direct competition with the well-known airline reservation systems, which are increasingly moving into hotel reservations, <b>HotelGuide.com</b> has found real market traction, and has managed to co-opt several putative competitors, no small task for a small independent player operating globally.</p>
<p><b>iJet Travel Intelligence Inc.</b> (private)</p> <p>Bruce McIndoe, Chairman &amp; CEO            Annapolis, MD</p> <p><a href="http://www.ijet.com">www.ijet.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>iJet with its <b>Travel Intelligence</b> products, delivers high value as a provider of "travel risk management" services. It combines sophisticated analysis with rapid delivery to help corporate travelers avoid danger and risk, this in addition to maintaining a continuously updated library of geographic risk reports, all summarized with the company's own "Security Assessment Ratings." The company purposely stays away from "tier 1" information - where to go, what to see, what to do - so as not to compete with the travel guide companies. In carving out a new niche - real-time travel information - iJet proves infocommerce knows no bounds.</p>

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<p><b>Internet Movie Database Inc.</b>            (public: AMZN)</p> <p>Seattle, WA            Col Needham, Managing Director &amp;            Founder/CEO</p> <p><a href="http://www.imdb.com">www.imdb.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Free with Custom Upgrades</p>		<p>A subsidiary of Amazon.com, <b>IMDB</b> hews to the philosophy of its parent: become a one-stop shop, and good things will happen. IMDB has information on over 375,000 movies, with up to 30 <i>pages</i> of data on individual titles. What is especially noteworthy is that much of the data is contributed by volunteers, and it has managed to commercialize this data while preserving the "community" on which it depends to produce it. Basic access is free to maximize site traffic; IMDB derives revenue from database licensing, advertising and now a paid subscription professional edition of the database. Although IMDB purposely downplays its links to Amazon to maintain a strong sense of community, it has cherry-picked the best of Amazon's technology and marketing practices.</p>
<p><b>KnowledgeStorm Inc.</b> (private)</p> <p>Alpharetta, GA            Kelly Gay, Chairman, President &amp; CEO</p> <p><a href="http://www.knowledgestorm.com">www.knowledgestorm.com</a></p> <p><i>InfoCommerce business model:</i>            Advertising &amp; Transaction Supported:            Transactional</p>	2	<p>KnowledgeStorm continues to represent one of the best examples of a pure online directory, and as such is a second year model of Excellence winner. By providing easy and intuitive searching and rich, product-level information on IT products, it allows users to make comparisons among products, and has become the Web's highest-traffic business technology search site as a result. KnowledgeStorm also "one-ups" the highly popular pay-per-click advertising model through an approach that delivers actual sales leads to advertisers, as opposed to just clicks. KnowledgeStorm focuses on the very large and very Web-oriented IT market, and has done an intelligent job of translating the traditional print buying guide to the online medium.</p>
<p><b>LinkedIn Ltd.</b> (private)</p> <p>Mountain View, CA            Reid Hoffman, Chief Executive Officer</p> <p><a href="http://www.linkedin.com">www.linkedin.com</a></p> <p>Mixed Models:            Development Stage</p>	1	<p><b>Linked In</b>, has successfully used a volunteer database to build an online networking service that works – and it provides a rare example of successful viral marketing. By leveraging its network of senior executives, the service has grown exponentially, and without cost. The key here is, it's managed to keep its professional focus, and this encourages people to list themselves and maintain their listings. The result? A remarkably rich database with an infocommerce orientation: helping people make useful business contacts by leveraging "the friends of their friends."</p>
<p><b>Martindale-Hubbell</b> (public: RUK)</p> <p>New Providence, NJ            John A. Lawler, President &amp; CEO</p> <p><a href="http://www.martindale.com">www.martindale.com</a></p> <p>Advertising &amp; Transaction Supported:            Free Listings with Paid Enhancements</p>	1	<p>Martindale-Hubbell's <b>lawyers.com</b> illustrates how B2B publishers can, in certain markets, re-purpose their content for the consumer market, using the Web to achieve a "crossover" level of distribution and use. By targeting the consumer market, Martindale-Hubbell is evolving from a staid directory publisher into a true client-development service for lawyers.</p>
<p><b>Morningstar Inc.</b> (private)</p> <p>Chicago, IL            Joe Manseuto, Chairman, Founder &amp;            CEO</p> <p><a href="http://www.morningstar.com">www.morningstar.com</a></p> <p>Mixed Models:            Free with Third-Party Advertising</p>	1	<p>Morningstar is well-known for its hugely successful service of rating and ranking mutual funds. Now, it's building out its investment research offerings with <b>Fiduciary Grades</b>, which scores mutual funds on their qualitative aspects such as regulatory compliance, board composition, fund manager compensation, fees and corporate culture. It's a massive undertaking, but it will allow Morningstar to deliver a highly synthesized and comparable total picture of mutual funds to its customer base.</p>

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<p><b>Netvention Inc.</b> (private)</p> <p>Montreal, Quebec            Julien Benoit, President</p> <p><a href="http://www.netvention.com">www.netvention.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>Netvention employs proprietary data mining technology to find, extract and harvest business information from Web sites. But instead of trying to collect every bit of information about every business, it focuses on specific types of companies and specific data elements, then structures that data and adds inferential intelligence. For example, a site with many broken links may be flagged as a poorly maintained site, making it of interest to Web design companies seeking sales leads. Its <b>WebHosting Prospector</b> service, soon to be officially launched, is an excellent example of how adding fielded structure and inferential intelligence can turn readily available public data into premium value datasets.</p>
<p><b>Omnigraphics Inc.</b> (private)</p> <p>Detroit, MI            Matt Barbour, Senior Vice-President</p> <p><a href="http://www.omnigraphics.com">www.omnigraphics.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>With its <b>HQ Online</b> product, Omnigraphics ably demonstrates that even a product with content as basic as business name, headquarters address, phone, fax and Web site can still benefit from the Web, if it's priced appropriately. HQ Online's formula is mixing an editorially canny selection of the most-contacted companies with frequent updates and a streamlined Web application. The fact that it has found a paid audience on the Web points up the gap between "available" and "readily available". Every piece of information in HQ Online is available for free through the major search engines. The value-add is as simple as adding convenience via structured searches and a clean interface.</p>
<p><b>PartMiner Inc.</b> (private)</p> <p>Melville, NY            R. Christopher Meyer, CEO</p> <p><a href="http://www.partminer.com">www.partminer.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>Buying guides bring buyers and sellers together, and brokers bring buyers and sellers together. What's notable about PartMiner is that it saw this similarity and has managed to combine the best elements of both. It offers the largest database of electronic components information along with its <b>Supply &amp; Demand</b> Database, which contains over 10 million active lines of inventory from over 6,000 sources. On top of this rich base of research and discovery data, PartMiner then layers an online marketplace where electronic components can be bought and sold.</p>
<p><b>Philanthropic Research Inc.</b> (private)</p> <p>Williamsburg, VA            Robert Ottenhoff, President &amp; CEO</p> <p><a href="http://www.guidestar.org">www.guidestar.org</a></p> <p><i>InfoCommerce business model:</i>            Mixed Models:            Free with Custom Upgrades</p>	<p>1</p>	<p>Philanthropic Research, which does business as <b>GuideStar</b>, maintains a national database of financial and other information on non-profit organizations nationwide. The initial task of building the database was massive; so much so that GuideStar had to help the Internal Revenue Service (tax returns for non-profits are available to the public) organize and digitize its own records so that GuideStar could offer PDF images of actual tax returns. All this effort has yielded a unique database that GuideStar offers to the public, funding sources and the non-profit community in a variety of different formats.</p>
<p><b>PhoneScoop</b> (private)</p> <p>Philadelphia, PA            Richard Brome, Founder</p> <p><a href="http://www.phonescoop.com">www.phonescoop.com</a></p> <p><i>InfoCommerce business model:</i>            Mixed Models:            Free with Third-Party Advertising</p>	<p>1</p>	<p>This is a remarkably comprehensive database of cellular phone products that reflects its founder's deep knowledge of, and passion for, cellular telephony. By acting as a one-stop resource for all things cellular, <b>PhoneScoop</b> has built a loyal and growing audience that in turn has attracted a growing base of advertisers. It's a simple idea from a small start-up, and proof that online success is based on old line principles - defining a need and a market, and serving it well.</p>

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<p><b>Planalytics Inc.</b> (private)</p> <p>Wayne, PA            Frederic Fox, President</p> <p><a href="http://www.planalytics.com">www.planalytics.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>While a number of other companies have been focusing on how to give away weather information on the Web with an advertising-supported model, Planalytics has packaged raw weather data into sophisticated Web-based applications. <b>Impact</b> measures the specific effects of past, present, and future weather on consumer demand by product, location, and time, and presents it in a format useful to retailers whose store traffic can be profoundly impacted by weather conditions. New features in Impact, such as its "Decision Point" bulletins, are specifically designed to make Planalytics' data more accessible and actionable by effectively analyzing its data for its customers so that they need not do so themselves.</p>
<p><b>Plaxo Inc.</b> (private)</p> <p>Mountain View, CA            J. Todd Masonis, Founder</p> <p><a href="http://www.plaxo.com">www.plaxo.com</a></p> <p><i>InfoCommerce business model:</i>            Mixed Models:            Development Stage</p>	<p>1</p>	<p>Our biggest frustration with <b>Plaxo</b>? Trying to categorize it, which is of course a sign that Plaxo is doing something novel. It's also doing something important, by creating a whole new approach to directory maintenance. Plaxo is not a content company as such. It helps its several million users automatically maintain their personal contact databases through innovative technology and a unique peer-to-peer database maintenance concept. It's innovative, it's progressive, and it's potentially a disruptive business model that is growing rapidly.</p>
<p><b>Prospect Information Network</b>            (public: KNTA)</p> <p>Daytona Beach, FL            David M. Lawson, President</p> <p><a href="http://www.prospectinfo.com">www.prospectinfo.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>Prospect Information Network serves the non-profit/fundraising market with <b>ProfileBuilder</b>, which uses both software and third-party content to help non-profits identify wealthy potential contributors on their in-house databases, then rank and profile them. Rarely do we see so many infocommerce attributes in a single offering. And given that the philanthropic community appears to be set for a large influx of new givers from the Baby Boom generation, this is another case of "right time, right market."</p>
<p><b>RestaurantRow Inc.</b> (private)</p> <p>Rye, NY            Jim Gurfein, Founder &amp; CEO</p> <p><a href="http://www.restaurantrow.com">www.restaurantrow.com</a></p> <p><i>InfoCommerce business model:</i>            Advertising &amp; Transaction Supported:            Free Listings with Paid Enhancements</p>	<p>1</p>	<p>Who's got the largest national database of restaurants? No, it's not <i>that</i> well-known guide publisher, but rather <b>RestaurantRow</b>, whose ambitious site not only lists well over 100,000 restaurants, with descriptions and contact information, but also offers a service that will make reservations at most of them. In addition, restaurants can pay a modest fee to add menus and photos to their listings. As the source for the largest restaurant database, RestaurantRow has also seized on lots of licensing opportunities, including distributing its data through mobile device companies, entertainment and event sites, and even search engines.</p>
<p><b>Salary.com</b> (private)</p> <p>Needham, MA            Kent Plunkett, Founder &amp; CEO</p> <p><a href="http://www.salary.com">www.salary.com</a></p> <p><i>InfoCommerce business model:</i>            Subscription Supported:            Pure Subscription</p>	<p>1</p>	<p>Salary.com has built a proprietary database containing information on a topic of universal interest - salaries - and then markets it to both consumers and business. Its B2C offering is an advertising-supported Web site. Its B2B offering is bundled with powerful analytics software to create high value compensation analysis tools such as <b>Company Analysis</b>, sold to large corporations which use it to quickly produce complete enterprise pay audits. Coupling proprietary data with powerful analytics software is a sure fire formula for improving productivity and the basis for a winning infocommerce business model.</p>



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<p><b>SRDS Inc.</b> (public: VNUVF.PK)</p> <p>Des Plaines, IL  Tom Drouillard, President &amp; CEO</p> <p><a href="http://www.srds.com">www.srds.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	1	<p>The SRDS <b>Media Planning System</b> is a classic infocommerce product, leveraging the venerable SRDS media database with a Web-based application that lets media buyers streamline virtually every aspect of the media planning and buying process -- from campaign scheduling to insertion order generation. By planting itself firmly in the middle of customer workflow, SRDS locks in its customers to both its software and its information. This product is specifically designed to be the "go to" planning tool and historical database, and builds client reliance by offering convenience and improved productivity.</p>
<p><b>StarCite Inc.</b> (private)</p> <p>Philadelphia, PA  John Pino, CEO &amp; Founder</p> <p><a href="http://www.starcite.com">www.starcite.com</a></p> <p><i>InfoCommerce business model:</i>  Advertising &amp; Transaction Supported:  Free Listings with Paid Enhancements</p>	1	<p><b>StarCite</b> has intelligently merged some of the best elements of the traditional buying guide and online marketplace model to create a new powerhouse serving the meetings and conventions industry. Meetings planners can plan meetings, search for venues, issues RFPs, identify suppliers, broker unused space, even handle event registration, all from a single site dedicated to streamlining and simplifying the busy life of the meeting planner.</p>
<p><b>StarMine Corp.</b> (private)</p> <p>San Francisco, CA  Joe Gatto, CEO</p> <p><a href="http://www.starmine.com">www.starmine.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	1	<p>We all know that stock analysts and their research have been in the news lately, and that can only be helping the business of San Francisco-based StarMine, which has developed a system that compares analysts earnings predictions to actual company results and then assigns a simple star rating based on their accuracy. <b>StarMine Investor</b> is a limited free service for individual investors that has helped the company build visibility and buzz. StarMine then flips the same database to create a buy-side product that helps institutions evaluate the quality of the research they use, and a sell-side product to help research houses monitor the performance of their staff analysts. It's a simple, needed idea, brilliantly executed.</p>
<p><b>TripAdvisor Inc.</b> (public: IACI)</p> <p>Needham, MA  Stephen Kaufer, CEO &amp; Co-Founder</p> <p><a href="http://www.tripadvisor.com">www.tripadvisor.com</a></p> <p><i>InfoCommerce business model:</i>  Mixed Models:  Free with Third-Party Advertising</p>	1	<p>Recently acquired by Barry Diller's InterActiveCorporation, <b>TripAdvisor</b> capitalizes on the huge consumer demand for rankings, ratings and recommendations, but uses technology rather than its own staff. Its ratings are based on an automated assessment of what is published about each destination on the Web. Now the sixth most popular travel site on the Web, TripAdvisor generates revenue through pay-per-click marketing programs.</p>
<p><b>TrueAdvantage Inc.</b> (private)</p> <p>Southborough, MA  Jaret Christopher, CEO</p> <p><a href="http://www.trueadvantage.com">www.trueadvantage.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	1	<p><b>True Advantage</b> is all about sales intelligence. Through a combination of aggregated third-party data and original research, it monitors companies for certain types of events and changes that are likely to signal a pre-disposition to buy, then immediately puts this information in the hands of its clients in the form of sales leads. While event-driven business-to-business sales prospecting is hardly unknown, True Advantage is using new technology and multiple data sources to deliver such leads with both sophistication and scale.</p>

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<p><b>UpTick Data Technologies Inc.</b>  (private)   San Francisco, CA  Tom Elliott, Founder   <a href="http://www.uptickdata.com">www.uptickdata.com</a>   <i>InfoCommerce business model:</i>  Subscription Supported:  Integrated Deliverable</p>	<p>1</p>	<p>UpTick Data's remarkable <b>FundXtra</b> product suite takes highly detailed financial performance data and turns it into well-written analyst reports -- but without the analysts. The firm uses proprietary software to convert data into readable and informative text, and not simple boilerplate phrases strung together. One major growth area in infocommerce is data-text integration. UpTick is paving the way for more products that will be based on data-text <i>generation</i>.</p>
<p><b>Vault Inc.</b> (private)   New York, NY  Samer Hamadeh, Co-Founder &amp; CEO   <a href="http://www.vault.com">www.vault.com</a>   <i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	<p>1</p>	<p><b>Vault</b> has built a fascinating business of getting employees to provide the "inside scoop" on their employers using such vehicles as surveys and online postings. It then publishes this information in a variety of formats, including employer guides, individual company profiles and high traffic company-specific online message boards. Indeed, the company now even offers information back to human resource departments of the companies it covers. Its business is noteworthy for having attained the holy grail of publishing: getting customers to supply their own editorial.</p>
<p><b>Vertex Inc.</b> (private)   Jeff Westphall, CEO &amp; President  Berwyn, PA   <a href="http://www.vertexinc.com">www.vertexinc.com</a>   <i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	<p>1</p>	<p>Founded in 1978, Vertex has been committed since its inception to taking the labor and manual effort out of tax compliance. In most cases, the work starts with large and constantly changing databases of tax rates and rules, which have to be carefully structured to be useful in an automated environment. That's a big enough job in its own right, but Vertex has long understood that it can and should deliver more than raw data tables to its customers. Its new <b>O Series</b> software product is a platform-independent, Internet-based software program that relies on object-oriented techniques and Web technologies such as Java, HTML, XML, and SOAP, and allows corporate users to centrally administer sales tax, use tax and value added tax collections through a single platform and interface, and fueled by the unique Vertex rate and rules databases. Vertex O Series software is an excellent illustration of how software can be seamlessly married with data to provide high-value business process automation.</p>
<p><b>WAND Inc.</b> (private)   Denver, CO  Ross Lehrer, CEO   <a href="http://www.wandinc.com">www.wandinc.com</a>   <i>InfoCommerce business model:</i>  Advertising &amp; Transaction Supported:  Free Listings with Paid Enhancements</p>	<p>2</p>	<p>The <b>WAND</b> online directory model is powerful and highly innovative. Publishers utilizing WAND implement its sophisticated, multi-lingual product taxonomy, which offers over 1 million distinct product attributes. In addition, while each participating publisher has a search interface customized to its needs with a distinct look and feel, all listings are centrally hosted by WAND. This creates a powerful network effect, where users of any single WAND database have access to the entire WAND database, allowing each participating site to offer more data to users, and improved traffic and visibility to advertisers. It's an intriguing solution because it allows smaller publishers all the sophistication, database coverage and traffic of much larger publishers by centrally pooling listings and applying a common taxonomy.</p>

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<p><b>Wanted Technologies</b> (private)</p> <p>Quebec City, Quebec  David Tanguay, CEO</p> <p><a href="http://www.wantedtech.com">www.wantedtech.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	1	<p>The Wanted Technology business model aggregates help wanted ads, but not simply to toss another job board meta site onto the Web. Instead, its clever <b>Recruitment Activity Monitor</b> flips the model by creating a product for use by recruiters as a competitive intelligence and business development tool. This product offers proof that there are at least two markets for every type of database. With a current and historical database of over 12 million records, this product also capitalizes on the value of historical data which tends to rapidly disappear from company Web sites.</p>
<p><b>Weiss Ratings Inc.</b> (private)</p> <p>Jupiter, FL  Harold Cochran, President &amp; CEO</p> <p><a href="http://www.weissratings.com">www.weissratings.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  By the Slice</p>	1	<p><b>Weiss Ratings</b> is a pioneer in the area of developing and publishing totally objective assessments and ratings on over 15,000 financial institutions, including banks, brokerage firms, mutual funds, and HMO's. The company utilizes an easy-to-understand letter rating system designed specifically for consumer use. The company issues two types of ratings. The first rating covers "safety," which reflects an assessment of the future financial stability of the rated organization. The other type of rating assesses the risk/reward trade-offs of investing in a specific stock or mutual fund. With so much scrutiny of investment research these days, Weiss is in the right place at the right time.</p>
<p><b>Wendover Corporation</b> (private)</p> <p>Haverford, PA  Larry Dillon, President/CEO</p> <p><a href="http://www.wendovercorp.com">www.wendovercorp.com</a></p> <p><i>InfoCommerce business model:</i>  Subscription Supported:  Pure Subscription</p>	1	<p>The Wendover <b>Technology Marketing Reports</b> represent a proof statement that customers will pay premium prices for rich and actionable content. The reports are based on a powerful database that offers directory style contact information that goes much deeper, with up to 30 executive contacts per company, and a detailed look at each profiled company's IT infrastructure and even their current internal IT initiatives and buying needs. Wendover adds to these deep profiles an unparalleled level of currency, cycling through and updating its entire database on a quarterly basis.</p>

### The Keys to Their Success

Our 2004 winners comprise an interesting and diverse group of products. What do they have in common? What's underlying their success? We examined all 50 winners and identified these six key focus areas behind these most innovative information products:

- **SPECIALIZED TAXONOMIES** – developing them is worth the investment to deliver better quality search results than keyword searching
- **INTERPRETATION AND ANALYSIS** – processing data to help users get to a decision, action or solution faster, raises its value
- **3R SYSTEMS** – giving neutral data a subjective spin satisfies time-pressured users and justifies premium pricing; particularly valuable for sourcing and purchasing purposes

- **SOFTWARE INTEGRATION** – seamlessly integrating content with software helps users streamline workflow and makes you integral to their business
- **CUSTOMIZED FEEDS** – allowing users to select only the exact data elements they need, then flowing it into their systems is another way to embed yourself with your customers
- **AGGREGATION** – assembling and integrating proprietary and third-party data provides users with a unique dataset and separates yourself from the competition

InfoCommerce business models are derived from the Infocommerce Business Model Matrix which is available for free download at [www.infocommercegroup.com/services/matrix.shtml](http://www.infocommercegroup.com/services/matrix.shtml). A business model is assigned to each company based on what Infocommerce Group judges to be the company's predominant source of revenue. In complex organizations, a business model is assigned at the product level for added insight. Most companies can and do employ multiple business models.