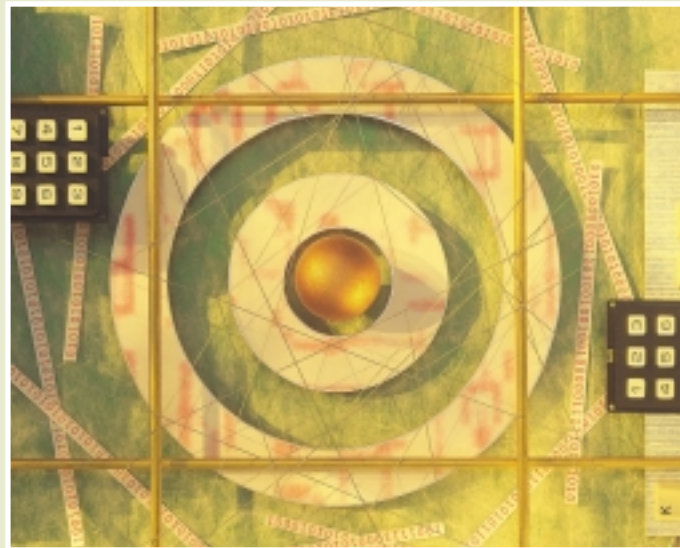


# National Physicians DataSource LLC



A TPG Internet Strategy Review



**The Perkins Group Ltd.**  
PHILADELPHIA • LONDON

[www.perkinsgroup.net](http://www.perkinsgroup.net)

# Internet Strategy Review: National Physicians DataSource LLC



**The Perkins Group Ltd.**  
PHILADELPHIA • LONDON

[www.perkinsgroup.net](http://www.perkinsgroup.net)

## NATIONAL PHYSICIANS DATASOURCE LLC

### Key Executives:

Jerold B. Spitz, MD, Founder and Chairman  
Lauren Engel, General Manager

### PRIMARY PRODUCTS:

The Little Blue Book (print; BTB)  
Little Yellow Fax Book (print; BTB)  
Physician MasterFile (Database; BTB)  
DocFinderPlus (Web; BTC)  
EKGonline (Web; BTB)  
MDhub (Web; BTC)  
QUIKMED (Software; BTB)

### COMPETITORS:

American Medical Association  
infoUSA  
SK&A Information Services

### COMPANY SIZE:

\$7 million; 50 employees

### INDUSTRY:

Healthcare

### OWNERSHIP:

Privately-held

### MARKET:

US, national

### FOCUS:

BTB; BTC

### REVENUE BASE:

Advertising



*“Being in practice is key. A lot of e-healthcare ventures fail because they’re not relying on doctors to, not only do the developing, but also to actually oversee products being developed.”*

*Jerold Spitz, MD, founder*

## History/Market Position

Back in 1988, faced with the frustration of never being able to quickly find other physicians’ phone numbers in his area, or having to refer to outdated directories, Dr. Jerold Spitz developed a pocket-size directory that listed local *practicing* physicians, their medical office phone/fax numbers and addresses, and more recently, their email addresses, doctor-to-pharmacist phone numbers, HMO affiliations, UPIN (Unique Physician Identification Number) and hospital extension information.

There are now 145 local editions of what came to be known in the industry as *The Little Blue Book*, published by National Physicians DataSource<sup>1</sup> (NPD) and distributed exclusively to doctors, some 92% of all office-based practicing physicians. The books, supported completely by advertising, have always been free, but in 2000, the company actually sold over 125,000 additional copies, a business Spitz never anticipated. When the company first started and doctors asked for extra books, he says.

We just gave it to them. Every doctor got the same edition, with the same advertisers. Then we split the advertising (psychologists, for example, aren't prescribing birth control), and split the editions into specialty editions. Every specialty in a locale gets the complete listing of physicians in that area. The only thing that changes is advertising to that specialty. This is a tremendous burden for us (in terms of production), meaning there are 12 or 13 specialty editions in every city. But advertisers love it.

As for additional sales of the books, Spitz explains.

We have no ads for ophthalmologists, for example. Years ago we used to send ophthalmologists a book with primary care advertising. Then we stopped sending it to them because there was no sponsorship. Instead we sent an offer to purchase *The Little Blue Book* and that increased our sales of books tremendously.

The aggregated listings of the local editions, collected from primary sources only, form *The Little Blue Book Physician MasterFile*, the most complete database of practicing physicians available. With more than 350,000 listings<sup>2</sup>, it is also the foundation for an array of *Little Blue Book* products, including:

- *The Little Yellow Fax Book* (like *The Little Blue Book* but fax numbers only)
- *DocFinderPlus*, the online consumer version of *The Little Blue Book*
- MDhub, an online service that allows patients to contact doctors' offices for non-emergency needs.
- EKGonline, which allows doctors free and instant access to patients' EKG information
- *QUIKMED*, a medical record-keeping software program for physicians

NPD sells its *Physician MasterFile* through direct mail postcards and trade shows, and also through **Medical Marketing Services** (MMS), a major list broker also used by the **American Medical Association** AMA. All NPD data comes with a "guarantee for accuracy." If a company buys mailing labels from the NPD, for example, and certain mailed items get returned, the NPD provides postage refunds on those items.

<sup>1</sup> Because of brand-name recognition, National Physicians DataSource is on its way to becoming The Little Blue Book Company.

<sup>2</sup> Various estimates place the number of total physicians at between 600,000 to 700,000, a critical marketing issue for the company

---

*Despite being a relatively small player with a relatively small database, the company has had some major licensing wins.*

The database is also licensed, primarily to pharmaceutical companies, but also to e-healthcare ventures such as **Yahoo! Health**, **Medscape**, **Lumenos** and **Beansprout.net**.

Although the company has seen increased revenue from database licensing and sources other than *The Little Blue Book*, the original print product is what allows the company to continue building and maintaining its database. "It will always be the focus of our efforts," says Spitz.

The company, which focuses exclusively on healthcare efficiency and making doctors' lives easier, is privately owned by Spitz and his wife, Lauren Engel, who has been president for the past seven years. Spitz, a practicing physician, sees himself as a "creative director" of sorts, but adds.

Being in practice is key. A lot of e-healthcare ventures fail because they're not relying on doctors to, not only do the developing, but also to actually oversee products being developed.

Spitz partially attributes the success of the NPD products to the fact that he uses them continually, has constant involvement in the process, and may send 4 or 5 emails a day to his publishing staff, pointing out what works and what doesn't.

Located in Avon, CT, the \$7M company has grown from 40 to 50 employees in the last year, including home-callers who call doctors' offices to verify information. Back when the company first started out, the caller would say (legitimately), "I'm calling from Dr. Spitz's office" to get Dr. So-and-So's fax number, for example. If they'd said they were calling from *The Little Blue Book* it would never have worked. These days it's "flipped the other way", according to Spitz. When callers say they're calling from *The Little Blue Book*, the response is, 'Oh! What can we do for you?'

Spitz cannot emphasize enough the value of primary sourcing-every aspect of his business depends on it-and the inclusion of hospital, pharmacy and HMO information along with a physician's listing. His database doesn't swell with sheer numbers like some competitor databases, such as the **AMA**, **InfoUSA** and **Healthgrades** but he proclaims.

Everybody thinks, the more the better. What we do doesn't gel with people because users think they're missing out on something. From the database publishing side, if you're infoUSA, you get paid for your numbers [the more doctors in your lists, the more you can charge]. We fight that. We want to be pure and as accurate as possible. That costs us a lot of business.

Spitz concedes that the infoUSA database relies on primary sources, but the AMA does not. He also adds.

---

*The scoping of the Little Blue Book database (its designated universe of coverage) places it at a competitive disadvantage in an industry that has traditionally valued larger rather than smaller databases.*

One thing that really differentiates us is the listing of *practicing* physicians. None of the other databases do that.

Alluding to one of the *The Little Blue Book's* direct mail pieces, Spitz asks:

When is a database of 400,000 doctors better than a database of 700,000? [You turn the card over]: When they're all *practicing* physicians.

Pointing to industry-related websites that feature doctor-lookup functionality, Spitz alleges that most produce inaccurate, incomplete or outdated information. He adds that, in light of the fact that doctors commonly practice one thing but may have been board-certified in another, his is the only database that differentiates between the specialty the doctor actually practices vs. the specialty in which the doctor was educated.

Verification of practicing physicians also takes place through fax broadcasts, a primary tool used to reach physicians to get them to update their information. Fax broadcasts, Spitz says, are also an ideal tool for soliciting doctors to attend pharmaceutical meetings.

Though the fax database is not licensed, the NPD charges to disseminate marketing information while maintaining "editorial oversight". A fax goes out to a group of doctors who then use a tracking sheet to pass the information around.

The fax broadcast service continues to be one of the NPD's most effective communication tools. Spitz even cites one occasion when the company did a fax broadcast for **Dragon NaturallySpeaking** (NatSpak), a voice-recognition software. After the first 10,000 faxes went out, the company called and asked them to stop because they couldn't handle the magnitude of calls coming in.

In the future Spitz envisions managing data for hospitals and managed care organizations, using **Cigna** as an example of a company that spends a lot of money trying to track down its doctors. Likewise for hospitals, says Spitz. "It's not their business, (whereas) we *are* in the business of knowing where doctors are."

## First Internet Effort

In 1999, Spitz decided to take his database online with DocFinderPlus, a consumer version of *The Little Blue Book* which allows users to search for a doctor by specialty, location, HMO and hospital affiliation. "It's the only Web offering like this," he asserts.

Up until that time, *The Little Blue Book Physician MasterFile* only listed doctors found in the 145 local editions. Says Spitz.

---

*The company derives substantial revenue by sending fax broadcast messages to its database for clients. Fax is still a powerful communications tool for physicians.*

---

*While many owners of physicians databases see opportunity in maintaining databases on behalf of HMOs, the scale and risk of such undertakings, coupled with internal HMO operational and political issues, have mitigated against such ventures.*

---

*The company avoided cannibalization by positioning DocFinderPlus as a consumer site, not a site for physician use.*

When we realized we were going on the Internet we had to make an extraordinary effort to go get (more national coverage). We basically had to go to hospitals and ask for lists of attending physicians, then we had to verify that information (by contacting those doctors' offices to make sure they were *practicing* physicians). Now we have representation in every state. Even if we don't publish a local edition, we list doctors in that state (in the *Physician MasterFile*).

Still, he says, there are two weaknesses in *The Little Blue Book* database: 1) coverage of rural areas, and 2) hazy distinction when it comes to full-time hospital doctors who see non-hospital patients within the hospital environment.

There may also be cases where you've got prominent physicians, household names in the medical community, but if they're not practicing, and you can't make an appointment with them when you find their name online, they won't be listed in *The Little Blue Book*.

## Newest Internet Venture

MDhub, another online product based on *The Little Blue Book*, was launched in March 2001. Due to its magnitude and sophisticated functionality, it is the only online offering that was not built in-house. MDhub allows patients to search for a doctor, view the doctor's profile, including medical office address information, doctor's specialty, HMO and hospital affiliations, and also visit that doctor's Message Center, a pre-built online "office" where they can request prescription renewals, referrals and test results, request or cancel appointments, or fill out a form to let their doctor know how they're feeling since their recent visit.

Because physicians generally don't use computers and email in their daily practice, the system employs *The Little Blue Book* fax database to spur the message. Any data you plug in goes directly by fax to the doctor's office. How quickly the doctor responds to your request is another matter. "We're not changing the way the doctor handles the message," explains Spitz. "What we're doing is providing patients with another option."

The fact that doctors' offices are not universally equipped with computers and the Internet is a resounding message in Spitz's approach. Because his business relies on the accuracy of physician information, which is often garnered by fax broadcast, the new MDhub allows physicians to be on the receiving end of Internet activity (via fax) without requiring them to actually go online. In fact, a doctor may not even be aware of their individual MDhub Message Center at all until a patient accesses it and a resulting fax arrives in the doctor's office, Spitz says.

---

*The Little Blue Book's "insider" market knowledge gave rise to its ingenious approach to the Web: since most doctors are not online, their site yields benefits to physicians, even when they don't have an Internet connection.*

---

*Unlike many Web start-ups whose success depends on the target market changing the way it does business, MDhub was deliberately designed so physicians would not have to change the way they do business.*

Now doctors know about this and can go to their own pre-built message center. I don't think our competitor, whoever that is, has this.

Using *The Little Blue Book* database and the proven-effective fax broadcast system, the company markets MDhub to doctors by sending three or four faxes, including a couple of teasers, to introduce the product. Fax and email are the company's most effective marketing tools, says Spitz, who also says he hoped to be featured in the media. Mentions on local radio stations, for example, drive consumers to try out these kinds of products.

---

*MDhub has enough win-win elements for all parties and can therefore rely on a viral marketing effort.*

To further market the online offering, the company distributes promotional items such as posters and appointment cards that have the MDhub URL. It's still up to the doctors to help make patients aware of the service, but in some cases, the doctors will end up hearing about it first from their patients who accessed them through MDhub. Citing budgetary reasons for not launching an all-out marketing campaign for the product, Spitz anticipates an eventual "buzz" around MDhub's breakthrough possibilities.

He further sees MDhub as a communications module for all his "so-called" competitors' products, such as Salu.net<sup>3</sup>, the AMA's Medem<sup>4</sup>, WebMD<sup>5</sup> and **Medscape's** Aboutmyhealth.com<sup>6</sup>. If there are other players in the healthcare communications arena, he says.

[Their activities help] create awareness amongst the public that the Internet is in fact a way to communicate between patients and physicians.

Spitz makes the analogy to "Survivor", the popular television series that launched a spin-off phenomenon. Chances are, he suggests, the people who watch Survivor are watching the spin-offs and enjoying them all. "They're *all* doing well," he says. He also mentions a new online MD venture between **Pfizer**, **IBM** and **Microsoft** which aims to lighten the paperwork load of doctors and enhance office efficiency. This bold statement about the future of doctor-patient communications, and encouraging doctors to use computers, says Spitz,

...can only help our product. As long as you're the best there is, hopefully the best will do better.

Spitz further correlates the business to the food court in the mall, where all the food stores are in one place and there's something for everyone.

He's less impressed with products like Helinx7, an e-healthcare site that lets patients create structured messages to doctors on the Internet. The doctor can then bill the patient or the insurance company. Spitz sees his products as the "exact opposite" of that kind of venture, stating he doesn't see it as a good practice of medicine. He cites the importance of doctor-to-patient communication—the way a

<sup>3</sup>Salunet - venture capital backed Web startup

<sup>4</sup>Medem - owned by American Medical Association

<sup>5</sup>WebMD - publicly held; NASDAQ:HLTH

<sup>6</sup>MedScape - publicly held; NASDAQ: MDLI

patient explains their problems and the back-and-forth of questions and answers—as vital to diagnosis and discussion of patient health.

Spitz reports that the company's focus has shifted at the expense of *The Little Blue Book* to MDhub for the time being, not necessarily because it's a Web offering, but just because it's a new product and its launch depended entirely on internal resources. Bringing doctors online, according to Spitz, "is not that intentional." Also, he states.

[MDhub] is very dear to my heart. It's an important answer to a big problem, and if successful, enhances *The Little Blue Book's* reputation.

We remind them that patients can find them online, and we give them a reason to care that their information is accurate. In theory, every practicing physician should be listed in our database. By creating awareness, the doctor should be proactive in keeping their listing updated. (If they move, they immediately let us know.)

To make sure doctors provide accurate information for *The Little Blue Book* database, he says.

We have to serve doctors. If we refer people online, the doctor wants to make sure their information is accurate [in order to get more patients]. [Through these online products] we promote back to doctors and hospitals.

I guess you could say we're creating a co-dependent relationship, but our gain is their gain and theirs is ours.

The print version of the database is published once a year, so of course, is not as up-to-date as the DocFinder*Plus* online version. Spitz claims, however, that his database is updated, literally, every day. *The Little Blue Book* receives thousands of communications daily, whether it's doctors sending information by phone or fax, or sending in checks for purchase of extra books. Every check and return envelope, in fact, is checked against the database for continued accuracy - and this is done on a daily basis.

Though none of *The Little Blue Book* information is downloadable from the Internet at this point, Spitz anticipates an evolution to digital on-demand printing whereby printing 100 local editions of *The Little Blue Book* can be done with the press of a button - and will therefore contain the highest level of accuracy possible. Spitz sees the downloadable capabilities as a "neat place to be."

## Internet Strategy

What may come as a surprise is that, when it comes to the Internet, Spitz claims he's "not really focused on revenue." He sees the Internet merely as a communications device that allows patients an alternative to the telephone and as another way to build *The Little*

---

*Creating dependence by injecting a database between buyer and seller is certainly a powerful approach, but one that takes time to establish.*

---

*On-demand printing can be effective for ad-supported publications, provided that traditional circulation guarantees are not a barrier. On-demand printing offers increased targeting opportunities that publishers can claim are even more valuable to advertisers.*

*Blue Book* brand. Spitz also points out that because products like MDhub are self-funded, they don't need a sales and marketing force. There is currently no advertising on the site-nor on DocFinderPlus or EKGonline. Spitz explains.

To get advertising on the Internet, you need critical mass. MDhub only has a few hundred (physicians who have actually logged in) so far. We're not pursuing advertising on our Internet products yet because we're focusing on the products becoming a standard. We first have to prove that this will work.

Very much a subscriber to the "If you build it they will come" philosophy, Spitz's approach to his Internet offerings mirrors his original approach to *The Little Blue Book*. If you give it away for free, people will come to rely on and appreciate it, and eventually they'll want to pay for it.

In terms of generating direct revenue from the Internet, however, Spitz sees "the big picture" differently than most. He's not expecting huge profit-making online, and he calls his point-of-view "realistic" and "simple".

The company's Internet business model is based on shared advertising revenue and licensing fees. Organizations may opt to use the *Physician MasterFile* data or DocFinderPlus search functionality, or can simply link to DocFinderPlus. Licensing arrangements vary and fees are negotiated case-by-case.

Yahoo! Health, for example, has a co-branding arrangement in which it licenses the DocFinderPlus functionality and database, shares a percentage of its exclusive advertising revenue and features *The Little Blue Book* logo and tagline in conjunction with its own. The NPD, however, has no involvement with the advertising featured on its partner websites.

Beansprout<sup>7</sup> (www.beansprout.net), which uses *The Little Blue Book* database for its website, also employs it for its direct mail efforts. Medscape has a \$50k minimum revenue share deal with *The Little Blue Book*, and companies like **Lumenos**, **Athena Health**, and literally hundreds of others, license *Little Blue Book* data.

## Key Internet Lessons

When it comes to how prominent a role the Internet plays in doctors' offices Spitz warns against relying on claims by secondary sources. For example.

When you ask pharmaceutical companies how many doctors are on the Web, I've yet to find someone saying they're doing their own research.

---

*The company philosophy might be more accurately stated as, "build it big enough and advertisers will come."*

---

*Revenue-share licensing deals are still relatively uncommon, and may or may not be attractive to the database owner. Most owners still tend to favor fixed, if potentially smaller, licensing fees.*

---

<sup>7</sup> Beansprout - venture capital backed Web startup

Ask doctors, 'How many times a week do you access the Internet from your medical office?' Then ask, 'How often are you actually looking for medical information on the Internet in your medical office?' This is need-to-know information for those going into Internet business with doctors. You just have to ask the question, and ask it primarily. We ask on our fax broadcast: 'Do doctors in the office have a computer in the exam or consultation room?' If so, you can target with an Internet strategy.

Spitz concedes that, in terms of e-healthcare, it's difficult to get doctors to adapt and change the way they do things, whether it's Internet or non-Internet, and cites the challenge his company ran into with EKGonline. Says Spitz.

It's a great product. It makes sense for the doctor. I can access my patient's EKG online, totally free – but it's just another thing for a doctor to think of.

The bottom line on this product is that doctors just haven't used it as much as was hoped.<sup>7</sup>

MDhub, on the other hand, has had an "extraordinary response" from doctors as well as patients. "If doctors are interested in building their practice, this is a nice way to do it," says Spitz, and although he's received some physician requests to be removed from MDhub because they don't check their faxes, even negative responses have been taken into consideration and have helped to deliver a better product. Spitz's attitude is: "You can't please all the people all the time."

Though DocFinder*Plus* is the only Web offering that has a directly corresponding print product, Spitz points out that DocFinder*Plus* and *The Little Blue Book*, in fact, serve different purposes. One lists, and is geared to, local area doctors while the other contains the national database for use by consumers. All three online products (DocFinder*Plus*, MDhub and EKGonline) are supported by the database yet have features and functionality exclusive to the Web.

Spitz also goes for a dumbed down, "less is more" approach, stating.

We could do a lot more with *The Little Blue Book* and MDhub functionality, but I say, No, let's stick with the 20% that'll get you the 80%.

---

*The company drives all products from a central database, and maintains a media-neutral distribution strategy.*

---

<sup>7</sup> A survey by the American Medical Association indicates that while more doctors are using the Internet for research and personal communications, only 17% said they use it for transferring medical records, and only 8% use it for health insurance claims processing. Among physicians who don't have a Web site, 70% said they "never" intend to develop one. Only a quarter of online physicians use e-mail to communicate with their patients. Doctors said the Internet was most useful for obtaining medical information (86%) and travel information (85%).

---

*The company is knowledgeable and practical about its marketplace, even if it means less rather than more technology.*

And according to Spitz, print isn't going away - at least not for doctors. He emphasized that everything doctors do still very much depends on paper documentation, from actually viewing a patient's records (regardless of whether they originally were created on a computer) to jotting down notes while talking to patients.

Likewise, there are no wireless strategies associated with NPD's Web offerings. The company does sell data formatted on floppy disk for Palm Pilot, which is indeed a hot item amongst physicians but, says Spitz, for simple things like drug references, scheduling and phone numbers, *not* for viewing of medical records, lab reports or treatment of patients. He adds.

There's a misconception as to how doctors work. It seems a given that a doctor would be the ideal customer for wireless communications. But doctors are *not* mobile. Mobile for doctors means going from room to room. Why not put a real color monitor in every exam room for \$800 (rather than a good, color hand-held for \$4000)?

Referring to *QUIKMED*, NPD's proprietary medical record-keeping software, Spitz points out that the end-product of the electronic records system is a *printed* record.

*QUIKMED*, allows the creation of medical records on a computer (that can then be emailed, faxed, or sent by post), but is not a Web-based product. Spitz, in fact, sees no real current or future need for patient medical records to be stored and available online. Would such availability be slightly more convenient? Yes, he answers, but in terms of healthcare, in terms of how doctors treat patients, there's no need. And if there's no need, why bother?

The *QUIKMED* website, which touts a hybrid electronic/paper system, is really testament to the philosophy behind NPD products - in print or online - and even takes a jab at those who would have us think that electronic communications are the final answer. With regard to patient medical records, the site reads:

A patient medical record is often best viewed in printed form, particularly during the patient encounter. The very same salespeople who are trying to convert doctors to the paperless office are attending their own meetings with paper agendas, Excel spreadsheets and Word documents in hand.

In Spitz's own words.

I don't think there's an easier way than pulling a book out of your pocket. When doctors make rounds in the hospital, *The Little Blue Book*, or *any* print medium, is really handy.

---

*"We have to scale down our dreams about the Internet."*

Concludes Spitz.

We have to scale down our dreams about the Internet. We're going to learn that it's a way to communicate. Everything's going to be a hybrid and a choice. Whatever you want to do, whatever works.

At that moment, Spitz declares his cable modem is down. He had been quoting from an emailed article he'd read stating that some 20% of doctor's office phone calls are for prescription renewals, and perhaps the other 80% for appointments. "If we can alleviate some of that burden," he says, "we'll be doing all right."

## TPG's Strategy Analysis

National Physician DataSource ("NPD") faced the issue typical to all print directory publishers: a need to find a way to migrate its print product to the Web which is increasingly supplanting print as a communications medium.

In addition, NPD needed to accomplish this in what is indisputably one of the most crowded areas on the Web, healthcare, where an estimated 10,000 Web sites vie for trade and consumer attention. Further, as with all advertising-based directory publishers, NPD needed to find a model for advertising presentation that worked for advertisers, and find a way to price it that recognizes the nascent status of the Web, without setting dangerous pricing precedents for the highly successful print product.

In its favor were a number of factors:

- The healthcare market is both a consumer and business market, creating a variety of positioning options not generally available to publishers
- Physicians are a known laggard market as far as Internet adoption, providing NPD additional time to find a workable online model
- The extreme portability of its print product (pocket-sized), and highly abbreviated content (literally a white pages phone directory) provided a strong defense against Web migration
- Having a successful advertising-based print publication, established, respected and producing results, NPD did not feel the pressure experienced by some other publishers to offer a "Web solution" to its advertisers. This, too, provided NPD time to experiment to find an appropriate online model for itself

At the same time, NPD was confronted with a number of issues peculiar to its business:

- Its limited dataset, while an asset from a production and presentation standpoint, was a liability from a competitive standpoint, as physician name and address information carries low value in a crowded marketplace.
- Its database, while arguably of superior quality, is grossly inferior on a strict numeric basis – far fewer listings than most competitors offer. This requires NPD to educate its market – a mission that Spitz and other publishers acknowledge is a seemingly Quixotic one in today's environment.

Given these market anomalies and constraints, NPD made the correct decision not to chase the BTB market it serves in print. Based on its unique “insider” market knowledge NPD knew that physicians would not use such a Web database to search for other physicians.

Instead, NPD wisely chose to exploit the BTC opportunity. Its first Web venture, *DocFinderPlus*, was similar to first generation Web sites created by other directory publishers who felt the need to move quickly to establish a Web presence. Such sites are characterized by:

- Lack of a clear short-term revenue model
- Positioning issues (in this case, consumers were unlikely to fully appreciate some of the characteristics of the database that make it a successful business product, particularly its selectivity)
- Cannibalization potential (this is mitigated with NPD because physicians were widely known for their resistance to Web usage, particularly in the office)
- An orientation towards defense of franchise (the notion that existence of the site would be reassuring to advertisers and might discourage competitors from creating similar sites)
- Limited resources to properly promote the site to achieve high visibility and usage

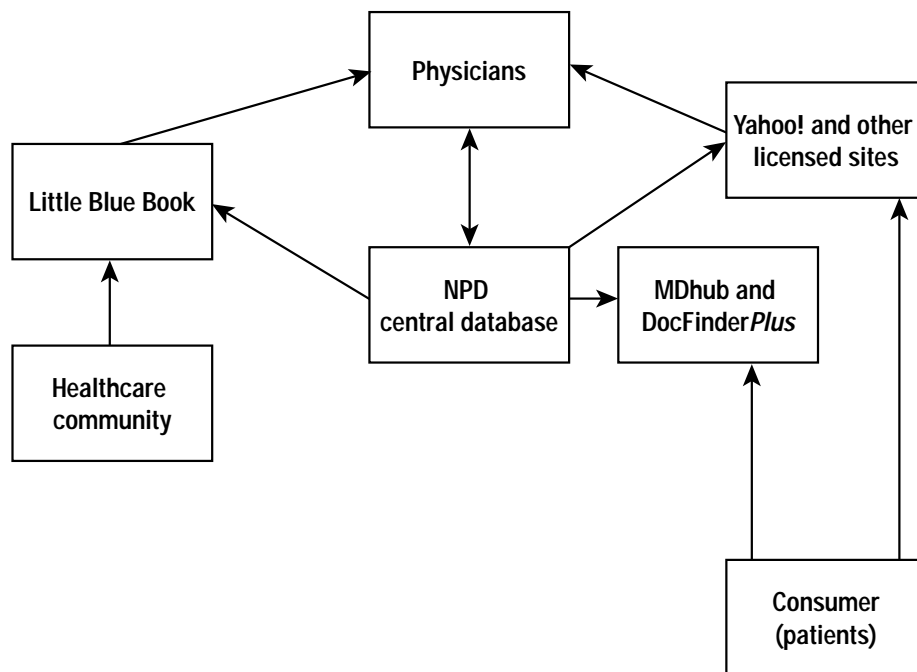
Having said all this, it is clear that NPD learned lessons from its *DocFinderPlus* implementation when it launched MDhub. The MDhub site is particularly interesting because:

- While it lacks a clear short-term revenue model, only a modest level of consumer adoption will make it an ongoing necessity and high-value service to physicians, a highly leveraged and inexpensive (though risky) way to achieve “lock-in” in a market. With lock-in there will be rich advertising potential, which NPD has shown itself to be adept at exploiting.
- Positioning issues are mitigated because MDhub is more of a service than an information source. While it requires quality, accurate information to work, consumers will value it for its convenience.

- Cannibalization is not an issue with MDhub because it is a service for consumers, not an information source that might compete with the print product. NPD was truly innovative in designing a service that requires no physician participation or even Web connectivity, thus bypassing the critical mass conundrum that has doomed so many other Web ventures. Indeed, MDhub was fully functional from the day it was launched.
- As an entirely new, value-added service, MDhub adopts an expansion rather than defensive posture. It hopes to utilize the consumer traffic and physician loyalty it attracts to develop new advertising vehicles, while continuously reinforcing the value of the company and its products to its core physician constituency.
- Promotion of the MDhub site can utilize viral marketing: NPD provides physicians with devices to promote the site to patients thereby increasing their efficiency and productivity without cost.

Perhaps most notable, MDhub strengthens NPD's information value proposition to physicians. As NPD data powers more sites (directly and indirectly through licensing), it plays a greater role in bringing both business and operating efficiencies to physicians, who in turn have an increasingly powerful incentive to keep their NPD database entries current and complete.

#### NATIONAL PHYSICIAN DATASOURCE LLC'S INFORMATION VALUE PROPOSITION



This approach neatly positions NPD in the center of its marketplace, creating a self-perpetuating information hub, by serving as both an industry telephone book, an ASP answering service for physicians, and a listings syndicator.

Best of all, all these services are free to all participants since the overall model is one of advertising support. NPD could in theory adopt an ASP pricing model should MDhub become widely accepted in the marketplace. However, NPD has rejected this approach in the short term, preferring to remain a “friend of the physician,” because it believes this position enhances its ability to collect and maintain a high value database that is monetized through advertising, list sales, and data licensing.

TPG finds it difficult to make the case that either EKGonline or *QUIKMED*, NPD’s software ventures, are strategically important, as they leverage neither NPD data nor brand positioning. Instead, TPG relegates these to the status of entrepreneurial inspiration that, whether or not they succeed, will neither significantly enhance nor detract from the core business. NPD does not seem to have significant resources devoted to either initiative.

While Spitz explicitly embraces the “build it and they will come” philosophy of Web marketing, he is uniquely positioned to make this generally discredited approach work. If MDhub succeeds, it will offer significant new revenue streams to the company. If it fails, short of potentially creating a window of opportunity for competitors, it will have little long-term impact on the company.

As long as NPD has a dependable long-term revenue stream from print advertising, it can adopt the long-term view with regard to its Web ventures - a critical element of success when resources are limited and viral marketing is the primary tool for site promotion. As importantly, NPD has implemented its site using internal resources, so there is no significant cash burn requiring short-term success.

TPG worries that NPD is so heavily committed to a database scoping that puts itself at odds with the industry by focusing on practicing physicians rather than building a database of all physicians. While eminently practical on the surface (after all, how useful is it to reach non-practicing physicians?), its smaller database forces NPD into a defensive sales posture that ultimately relies on data quality - a tough sell in today’s environment. That’s because quality is easy to claim, hard to prove, and largely outside the consideration of the mainstream direct marketing industry, which is driven by convenience and compensated based on volume.

This issue notwithstanding, NPD has shown remarkable success licensing its database to big name players, which reflects its aggressiveness and flexibility.

**PHYSICIANS**

**Betman Shelly MD (IM) [E49641] cgu**  
201 E Huron #1-260, CG 60641 ... 773-626-3430

**Betts Henry MD (PM) [C42656]**  
348 E Superior #1521, CG 60611 ... 312-238-8017

**Beutel Ernest MD (TS) [C44786] m**  
7447 W Talcott Rd 542, CG 60631 ... 773-631-2180

**Bhagavan Sheila MD (IM) abchmpu**  
2515 N Clark St #907, CG 60614 ... 773-671-4609

**Bhaskra C MD (P) [D14633] hms**  
6283 S Archer Ave, CG 60638 ... 773-585-3131

**Bhat Poochalla K MD (CD) abcpu**  
3000 N Halsted, CG 60667 ... 773-296-7174

**Bialowas Stanley MD (IM) [D16088] u**  
3902 W Diversey Ave, CG 60647 ... 773-773-6610

**Blanco Adrian MD (HO) [E49136] bhmpu**  
7447 W Talcott Ave #1, CG 60631 ... 773-774-0042

**Blechno Silvia MD (OG) [F33796] bu**  
3000 N Halsted St 309, CG 60667 ... 773-296-3600

**Bloch Michael MD (IM) [D13122]**  
5327 N Sheridan Rd S, CG 60640 ... 773-561-4262

**Bleber Eric MD (OG)**  
6841 S Maryland Ave, CG 60637 ... 773-732-6642

**Bliffhardt Roger MD (CD) [C43722]**  
7447 W Talcott Ave #1, CG 60631 ... 773-774-0042

**Blines Steven D MD (S) [C42816] abcp**  
1725 W Harrison #810, CG 60612 ... 312-942-6500

**Blinslock Wendy MD (AN)**  
5941 S Maryland Ave, CG 60637 ... 773-732-1187

**Blinis Rodrick MD (OS) abcdhmpu**  
5941 S Maryland Ave, CG 60637 ... 773-732-6315

**Blishnik Dilek MD (P)**  
E 65th at Lk Michigan, CG 60649 ... 773-363-6700

**Blizal James MD (OP) [C41503] hms**  
30 N Michigan Ave 725, CG 60602 ... 312-236-9060

**Black Henry R MD (PV) bpu**  
1653 W Congress Pkwy, CG 60612 ... 312-942-5910

**Black Matthew MD (PM)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6627

**Blacker Bruce MD (IM)**  
4648 N Marine Ave, CG 60640 ... 773-564-5233

**Blade Constance MD (P)**  
200 S Michigan #1-636, CG 60604 ... 312-362-1940

**Blair Norman MD (OP)**  
1885 W Taylor St, CG 60612 ... 312-696-2615

**Blanchard Anita MD (OG)**  
5941 S Maryland Ave, CG 60637 ... 773-732-6123

**Blanco Robert MD (CD) abcdhmpu**  
4122 W 29th St, CG 60623 ... 773-521-2080

**Blankas-Hermasz Nida MD (P)**  
241 Golf Me Ct, IL 60714 ... 847-390-9070

**Blanka Mary MD (OG) [C45825]**  
10325 S Western Ave, CG 60643 ... 773-233-6500

**Blatt David E MD (IM) [D93851] abcdpu**  
228 W Nelson St 3FL, CG 60607 ... 773-266-8400

**Blatt Andrew MD (G) [D14307] cm**  
685 N Lk Shore #622, CG 60611 ... 312-908-5020

**Blonda Thomas MD (P)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6169

**Blumenfeld Lewis MD (OG) abchms**  
66 S Washington #3708, CG 60607 ... 312-263-5515

**Boatwright Patricia MD (OG) [C43327] acmp**  
1725 W Harrison #251, CG 60612 ... 312-736-9056

**Boctor Zaher MD (U) [C41363] abhmpu**  
3900 W 29th St, EG 60642 ... 708-424-4777

**Bodda Lakshmi MD (FP) hu**  
7501 S Stony Island, CG 60649 ... 773-947-2484

**Bogner Simon MD (IM) [C06117]**  
17 West Park Ave, CG 60621 ... 773-962-8600

**Bolamp Jaime MD (IM) [D14634]**  
2020 W Cornell Rd, CG 60628 ... 773-647-1120

**Boler Jr. Leo MD (OG) [C43307] u**  
41 W Congress Pkwy, CG 60605 ... 312-639-4296

**Bolney Carlos MD (FP) [E31851] abcpu**  
7634 W Belmont Ave, CG 60634 ... 773-637-5644

**Bona Jr. Adolph A MD (FP) [D11366]**  
2701 W 69th St, CG 60629 ... 773-471-6000

**Bonsignore Ronald MD (U) [C48666]**  
8760 S Kedzie Ave, CG 60642 ... 708-426-0112

**Bongiorno Joseph A MD (PY) [D12569]**  
30 N Michigan #1509, CG 60602 ... 312-762-6219

**Bonner Michael MD (IM) cmpu**  
47 W Park St, CG 60605 ... 312-663-0030

**Bonomi Philip D MD (HO) cmpu**  
1725 W Harrison #810, CG 60612 ... 312-942-5904

**Borow Robert MD (CD) [F34147] bcmpu**  
675 N St Clair 13-100, CG 60611 ... 312-696-6666

**Borda Edgar MD (IM) [D15596]**  
3048 N Ashland Ave, CG 60627 ... 773-526-5851

**Borell Nelson MD (PY) [C41304]**  
261 E Chicago Ave, CG 60611 ... 312-649-9270

**Bornes Thomas MD (U) [E18483] abcdhmpu**  
1725 W Harrison #817, CG 60612 ... 312-629-1820

**Borillo Naomi MD (FP) [D13196] bdpu**  
7038 N Waikagan Rd, IL 60714 ... 847-647-0436

**Borromeo Rita MD (OG)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6116

**Borwick Cary MD (IM) [C47666] abcdhmpu**  
5327 N Sheridan Rd, CG 60640 ... 773-271-8601

**Bothe Albert MD (S)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6472

**Bourand Jean E MD (FP) [C42966]**  
5025 W Fullerton Ave, CG 60630 ... 773-622-6555

**Bowman Robin MD (P) abcdhmpu**  
2000 N Chidwode Ave, CG 60614 ... 773-680-4270

**Bowman Deborah MD (PY)**  
303 E Ontario St, CG 60611 ... 312-944-3003

**Boyd Bruce MD (PY) [D12128]**  
819 N Michigan Ave, CG 60611 ... 312-280-9292

**Boyer Kenneth MD (D)**  
1663 W Congress Pkwy, CG 60612 ... 312-942-3004

**Boyle Catherine MD (RH)**  
4640 N Lk Shore Dr, CG 60614 ... 773-664-5151

**Buzongi Nader MD (OG) [D13347] m**  
680 N Lk Shore #1115, CG 60611 ... 312-943-3300

**PHYSICIANS**

**Bozzano Anthony MD (FP) [C40951]**  
6449 S Palooka Rd, CG 60629 ... 773-735-3456

**Bracebury William MD (PY) [D13655] d**  
180 N Michigan #1910, CG 60601 ... 312-762-6667

**Bradshaw William H MD (VS) [F19156] abcdhmpu**  
2800 N Sheridan #206, CG 60667 ... 773-477-4343

**Brady Lynda MD (P)**  
5841 S Maryland Ave, CG 60637 ... 773-732-6418

**Brage Michael E MD (OS) [F44546] bcgpu**  
5841 S Maryland Ave, CG 60637 ... 773-732-3442

**Braithwaite Susan MD (E) abcu**  
1725 W Harrison #256, CG 60612 ... 312-942-6163

**Brand Marc I MD (S) [F37427] abcp**  
1725 W Harrison #815, CG 60612 ... 312-942-6500

**Brandt Victoria MD (PM) [E41107]**  
345 E Superior #1140, CG 60611 ... 312-238-1156

**Brannigan Robert MD (U) p**  
675 N St Clair 20-190, CG 60611 ... 312-696-6146

**Bransford James MD (S) [C41106] m**  
7447 W Talcott Rd 32L, CG 60631 ... 773-631-6900

**Brant Jack DPM (PO)**  
2481 N Lincoln Ave, CG 60614 ... 773-549-1772

**Braich Steven MD (FP) [D15241]**  
2600 N Clark St, CG 60614 ... 773-261-5511

**Breuer Daniel MD (IM)**  
2549 S Cornell Ave, CG 60615 ... 773-732-6840

**Breunstein Sara MD (FP) [D12676] h**  
3502 N Kedzie Ave, CG 60619 ... 773-568-4907

**Breadon Jonth MD (D) [C88174] abcdhmpu**  
2266 N Lincoln Ave, CG 60614 ... 773-662-6300

**Breell Phyllis MD (D) [D55156] abcdhmpu**  
2606 N Laramie, CG 60641 ... 688-325-6432

**Breihan James MD (OS) [D12991]**  
2350 N Lincoln Ave, CG 60614 ... 773-525-3991

**Bremer Jennifer MD (P)**  
5758 S Maryland Ave, CG 60637 ... 773-732-3856

**Brendler Charles MD (U)**  
5841 S Maryland Ave, CG 60637 ... 773-732-6325

**Brennan Maure MD (OG) [G34413] abchms**  
30 N Michigan #7310, CG 60632 ... 312-726-7272

**Breyer Robert MD (VS) [857719] abcdhmpu**  
2800 N Sheridan #206, CG 60667 ... 773-477-4343

**Brint Steven MD (N) [A60863] bcmsu**  
912 S Wood St #625A, CG 60612 ... 312-996-6906

**Brockman David MD (PY) [D16693]**  
122 S Michigan Ave, CG 60603 ... 312-932-2970

**Brockstein Bruce MD (HO)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6149

**Brodach Walter MD (IM) [C41761]**  
809 N Western Ave, CG 60622 ... 773-772-9121

**Brockfield Leslie MD (CD)**  
8000 W Touhy Ave, CG 60646 ... 773-594-1900

**Bronson James MD (N)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6322

**Brown Calvin R MD (RH) [D16018] abcpu**  
1725 W Harrison #1517, CG 60612 ... 312-929-4349

**Brown Clarence W MD (D) abcdhms**  
2900 N Harrison #216, CG 60627 ... 773-261-0046

**Brown Donald MD (P) [D88293] abch**  
233 S Erie #304, CG 60611 ... 312-280-1480

**Brown Jt. Pinley MD (FP) h**  
2511 N Kedzie Ave, CG 60647 ... 773-489-7040

**Brown Frederick MD (NS)**  
5841 S Maryland Ave, CG 60637 ... 312-280-8157

**Brown J T MD (NS) [D13642] abcdhmpu**  
2515 N Clark St #806, CG 60614 ... 773-368-7700

**Brown James MD (U) [C37735] abcdhmpu**  
7447 W Talcott #262, CG 60631 ... 773-733-1314

**Brown Marie Isabella MD (FP) [C42166] cgu**  
1702 S Halsted St, CG 60608 ... 312-421-4126

**Brown Marvin MD (GP) [D14653] abcmtpu**  
3000 N Cicero Ave 1FL, CG 60641 ... 773-745-1444

**Brown Michael D MD (G)**  
1725 W Harrison #209, CG 60612 ... 312-942-6913

**Brown Steven MD (OP) [C42717]**  
1725 W Harrison #526, CG 60612 ... 312-942-4400

**Brown Susan G MD (HO) [L20373] bcgpu**  
2900 N Lk Shore #999, CG 60637 ... 773-666-3269

**Brown William C MD (IM) [C69152] bu**  
30 N Michigan Ave 517, CG 60602 ... 312-726-6525

**Broy Susan B MD (RH)**  
6300 W Touhy Ave, CG 60646 ... 773-763-1900

**Brubaker Linda T MD (OG) [E64508]**  
1725 W Harrison #818, CG 60612 ... 312-733-5551

**Bruce David MD (S) abcdhmpu**  
5841 S Maryland Ave, CG 60637 ... 773-732-6394

**Bruker Halina MD (IM)**  
5758 S Maryland Ave, CG 60637 ... 773-732-6240

**Buchanan Robert MD (U) [C42667]**  
180 N Michigan Ave, CG 60601 ... 312-726-7729

**Buchanan Victoria C MD (IM) [G13726]**  
111 N Washburn #1918, CG 60602 ... 312-726-6800

**Buchman Aron MD (N) [D16692]**  
1725 W Harrison #1118, CG 60612 ... 312-942-6906

**Buck David MD (PY) [D11487]**  
400 E Randolph #205, CG 60601 ... 312-565-0800

**Buckingham William B MD (IM)**  
234 E Ontario St, CG 60611 ... 312-280-6966

**Buick Alan MD (IM)**  
2511 N Kedzie Ave, CG 60647 ... 773-260-1337

**Bujewski Steven J MD (OG) dp**  
7447 W Talcott Rd 41B, CG 60631 ... 773-775-2100

**HMO Affiliations**

a = Aetna/US Healthcare      h = Harsco Health Care Plans      o = One Health Plan  
b = Blue Cross/Blue Shield of IL      i = Illinois Masonic      p = Oxford Health Plans  
c = CIGNA HealthCare of IL      j = Community Health Plan      r = RUSH Prudential Hth Plan  
d = Blue Advantage (BC/BS)      k = PersonalCare Insurance of Illinois      t = AMERIPAC Illinois  
e = Accord Health Plan      l = American Health Care      u = United Healthcare of Illinois  
g = Benchmark Hth Insurance      m = American Health Care      y = Harmony Health Plan

**NEW Tequin** *gabapentin* **Now available**  
© 2001, Bristol Myers Squibb Company, Princeton, New Jersey 08543, USA

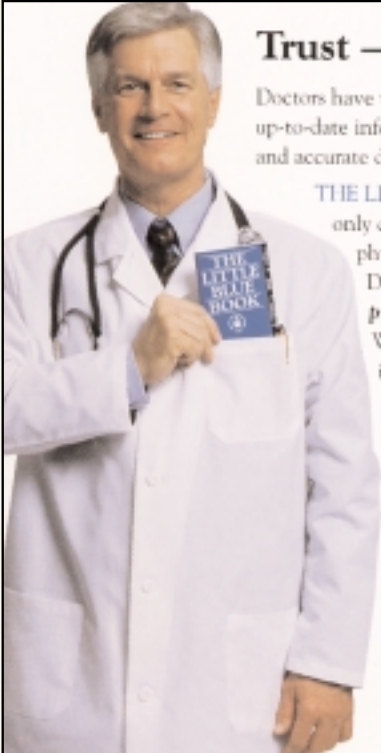


National Physicians DataSource LLC  
302 West Main Street, Suite 206  
Avon, CT 06001

RETURN SERVICE REQUESTED

First Class Mail  
U.S. Postage Paid  
Avon, CT 06001  
Permit No. 60

# Trust.




## Trust — THE LITTLE BLUE BOOK MasterFile

Doctors have trusted THE LITTLE BLUE BOOK for over a decade when they need accurate and up-to-date information about their colleagues because they know it is based on the most complete and accurate database of **practicing** physician information available.

THE LITTLE BLUE BOOK Physician MasterFile is the only database that restricts its content to **practicing** physicians and their medical office information. Don't compromise when it comes to the accurate **practicing** physician information you need. With data on over 350,000 **practicing** physicians, information can be tailored according to your specific marketing needs. Advertising and data leasing opportunities include fax broadcasts, mailing labels, electronic contact lists, web site content, and more!

- NO** administrators
- NO** research docs
- NO** insurance docs
- NO** retired docs
- NO** dead docs

To find out how THE LITTLE BLUE BOOK Physician MasterFile will work for you, call 1-800-345-6865, and ask for one of our sales representatives at extension 164. Or explore our universe at [www.thelittlebluebook.com](http://www.thelittlebluebook.com).



"This book is essential to my practice - daily!"  
*Jeffrey L. Marks, MD, Urology*

"Essential, portable data for all practitioners."  
*Juanis C. Memosa, MD, Family Practice*

MORE THAN JUST THE LITTLE BLUE BOOK

Promotion for The Little Blue Book Physicians Masterfile



Use our Internet MessageCenter for *non-urgent* requests:

**Request/Cancel Appointment**



**Renew Prescription**



**Test Results**



**Referrals**



**Are You Better?**



*www.MDhub.com*

---

has an appointment with

---

Date \_\_\_\_\_ Time \_\_\_\_\_  a.m.  p.m.

If unable to keep appointment, reschedule or cancel at [www.MDhub.com](http://www.MDhub.com).  
If less than 24 hrs. of appointment time, cancel by phone.

Enlarged version of a patient appointment card.



Contacting us  
has never been easier!  
Use the Internet instead  
of the phone.



[www.MDhub.com](http://www.MDhub.com)

Poster provided to physicians to post in their waiting rooms.

# Our Practice is Now Online.



Use our MDhub Internet Message Center instead of the phone.

Never get a busy signal, music on hold, telephone tag, or have calls overheard by your office mates.

Contacting us has never been easier.

---




Use our Internet MessageCenter  
for *non-urgent* requests:










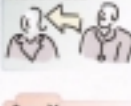
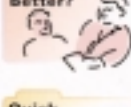
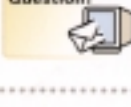
[www.MDhub.com](http://www.MDhub.com)



## It's simple!

Just visit our MDhub online message center at [www.MDhub.com](http://www.MDhub.com).  
Fill out the form for your request and click SEND.  
It's that simple!

Use MDhub for *non-urgent* requests.

 <b>Request/Cancel Appointment</b>	<p><b>Request Appointments</b> Request, cancel, and reschedule <i>non-urgent</i> appointments. <i>Note: Not for same day appointments.</i></p>
 <b>Renew Prescription</b>	<p><b>Request Prescription Renewals</b> Request prescription renewals anytime day or night.</p>
 <b>Test Results</b>	<p><b>Request Test Results</b> An easy way to request your test results. We will call you or e-mail the results.</p>
 <b>Referrals</b>	<p><b>Request Referrals</b> If your present referral has expired, request a new referral for your recurring problem.</p>
 <b>Are You Better?</b>	<p><b>Are you better?</b> We'd like to know how you feel following your recent visit with us.</p>
 <b>Quick Question?</b>	<p><b>Quick Questions</b> Ask quick questions of a non-medical or non-diagnostic nature.</p>

---

\_\_\_\_\_

has an appointment with

\_\_\_\_\_

Date \_\_\_\_\_ Time \_\_\_\_\_  a.m.  p.m.

If unable to keep appointment, reschedule or cancel at [www.MDhub.com](http://www.MDhub.com).  
If less than 24 hrs. of appointment time, cancel by phone.

Giveaway appointment card distributed in physicians' offices.



**JEROLD B SPITZ MD**  
 100 Retreat Ave #304  
 Hartford CT  
 Jerold Spitz MD

Tel:860.525-3434

[HOME](#) [ABOUT OUR PRACTICE](#) [FORMS](#) [DIRECTIONS](#) [FAQs](#)

April 23, 2001

- Request/Cancel Appointment
- Request RX Renewal
- Request Test Results
- Request a Referral
- Are You Better?
- Quick Question?



Send us a **non-urgent** message, day or night. You'll never hear a busy signal or be placed on "hold" again with our Internet Message Center.

**Read our [privacy statement](#).** Messages are retrieved during normal business hours only. We do not retrieve messages when the office is closed, during holidays and over the weekend.

**MDhub** in the [News of the American Medical Association](#)

**Doctor Login** office use only

Username   
 Password

If you can't login call 800-661-2330  
[Click Here](#) to sign-up.

**Bulletin Board**

- Messages left during the weekend will be accessed on Monday morning.
- Thank you for using our Internet Message Center for non-urgent matters. We look forward to your comments and suggestions.



We subscribe to the [HONcode principles](#) of the [Health On the Net Foundation](#)

[Home](#) | [Privacy Statement](#) | [Comments](#) | [About our Practice](#) | [Directions](#) | [FAQs](#) | [MDhub Corporate](#) | [Speak Out](#)

*Note: Although extremely unlikely, the potential for breach of security on our website does exist. Therefore we ask that you NOT disclose highly confidential information. Thank you.*

[Patients Term of Service](#)  
[General Disclaimer](#)

[Contact MDhub](#)

MDhub is a product of National Physicians Data Source (NPDS) publishers of the [The Little Blue Book](#). If you would like to contact NPDS or learn more about MDhub, [click here](#).

Copyright© All rights reserved National Physicians Data Source 2000-2001

<http://www.mdhub.com/patient/index.asp>

4/23/01

MDhub home page

**MDhub** Center for Medical Office Rehabilitation  
 13 Main Street  
 Gladstone, NJ  
 83 Transitions  
 Tel: 800-499-7908  
 Fax: 860-674-8803

Message Center Inbox Customize My Site Information Desk View My Home Page

Message Center  
 CureALL  
 APRIL 24, 2001  
 Print Page

View Options: Active Messages | Read Messages | Summary View | Use View

Actions for Selected Messages: Flag for Doctor | Flag for Staff | Read All Messages

Select All / Unselect	Type	Sort by Doctor	Sort by Status	Sort by Patient	Sort by Date
<input type="checkbox"/>	Appointment	Craig Hallett	*NEW*	Andy Borst	4/24/2001
<input type="checkbox"/>	Appointment	Craig Hallett	*NEW*	Robert Heft	4/24/2001
<input type="checkbox"/>	Quick ?	Craig Hallett	*NEW*	Robert Heft	4/20/2001
<input type="checkbox"/>	Are you better	Craig Hallett	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Are you better	Raphael Werner	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Are you better	Barbara Peck	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Are you better	Barbara Peck	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Are you better	Barbara Peck	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Are you better	Craig Hallett	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Are you better	Craig Hallett	*NEW*	Alexis Galisa	4/20/2001
<input type="checkbox"/>	Quick ?	Barbara Peck	Pending	Matthew delucia	4/20/2001
<input type="checkbox"/>	Quick ?	Craig Hallett	Pending	Andrew Borst	4/19/2001
<input type="checkbox"/>	Prescription	Barbara Peck	Pending	Nina Gutcheon	4/19/2001
<input type="checkbox"/>	Referrals	Barbara Peck	*NEW*	Magnus Borst	4/19/2001
<input type="checkbox"/>	Appointment	Craig Hallett	*NEW*	Magnus Borst	4/19/2001
<input type="checkbox"/>	Appointment	Barbara Peck	Pending	Alexis Galisa	4/17/2001

file://S:\mdhub\screen%20shots\inbox.gif

4/25/01

MDhub search screen used by consumers to identify appropriate physicians.

to: Barbara Peck MD R 080-674-8893

From: MDhub .com

Via eFax.com Pg. 1 / 1 04-24-01 04:12 PM

## MDhub

*Revolutionizing the way Doctors and Patients Communicate*

**IMPORTANT NOTICE:** Your patient submitted this request via MDhub, a FREE service of THE LITTLE BLUE BOOK. Non-urgent messages that tie up your phone and take your staff away from your in-office patients can now be received by fax. Cost of fax paper and ink: less than a nickel. Cost of tying up the phone and a staff person for 3 minutes: in excess of \$0.60. Value of patient satisfaction for not getting busy signals, voice mail and hold messages: priceless! Fax messages can be handled just like phone messages. For further information, please call 800-661-2330 or visit www.MDhub.com.

### TO: Peck MD

13 Main Street

Closter NJ 07624

Tel: 860-409-7005

fax: 860-674-8893

## REFERRAL REQUEST

### PATIENT INFORMATION:

Submitted 4/24/2001 5:14:26 PM

**Name:** Mina Gutcheon**Home Email:****Home Phone:** 860-123-1234**Work Email:** minag@tlbb.com**Work Phone:** 860-409-7000**Work Extension:** 124

### INSURANCE INFORMATION:

**Insurance Provider:** Other**ID Number:****Name of Insured:**

**DOCTOR:** Barbara Peck MD

### REFERRAL REQUESTED TO:

**Specialist:** Martin Smithline

44 Godwin Ave

Midland Park NJ 07432

Phone 201-447-5454

Fax 201-447-8922


**Specialty:** Ophthalmology**Last Seen:** more than a year**Reason For Request:** Need to have eyes checked. I think I need new glasses.**Date of appointment:** 04/05/2001

The information contained in this communication is confidential and may be legally privileged. It is intended solely for the use of the individual to whom it is addressed and others authorized to receive it. If you are not the intended recipient you are hereby notified that any disclosure, copying, distribution or taking any action in relation to the contents of this information is strictly prohibited and may be unlawful. If you received this in error, please contact the sender. Neither the sender nor MDhub are liable for the correct and complete transmission of the contents of a fax, or for its timely receipt.

*This MDhub Message is underwritten by THE LITTLE BLUE BOOK*

Fax received by the physician from a user of MDhub.


Reach over 150,000 practices with your message daily.



**THE LITTLE Yellow FAX BOOK is here!**  
 Every doctor's office communicates by fax!  
 When they do, they turn to this unique resource for their colleagues' fax numbers.  
 Reaching the physician's office staff with your advertising message has never been easier.

**Just the Fax:** New from the publishers of THE LITTLE BLUE BOOK!  
**Reach Your Target:** Used by over 150,000 doctors' offices and hospitals nationwide!  
**Make an Impression:** Be conspicuous with your message, or your sales team can use it as a premium!  
**Frequent Exposure:** Your message will receive exposure several times a day, everyday, year-round!  
**Cost-effective:** Lower cost per exposure than a 1 page run in most medical publications!

Reserve your space today!  
 Call Myron Raiser at 1-800-345-6865, extension 164.



*From TPCPS*  
**WHEN IT COMES TO REACHING PHYSICIANS, WE WRITE THE BOOK.**  
 National Physicians DataSource, LLC • www.theLittleBlueBook.com

## THE LITTLE Yellow FAX BOOK 2000 Advertising Rate Card.

	Circulation	Back Cover	Inside Front Cover	Inside Front Cover Spread	Inside Back Cover	Inside Back Cover Spread	Center Spread	Wsp. of Book
Total Circulation	150,000	\$200,000	\$120,000	\$109,000	\$120,000	\$109,000	\$180,000	\$17,500

Reserve your space today!  
 Call Myron Raiser at 1-800-345-6865, extension 164.



**THE LITTLE BLUE BOOK Universe**  
 MORE THAN JUST THE LITTLE BLUE BOOK

THE LITTLE BLUE BOOK and THE LITTLE Yellow FAX BOOK are published annually by National Physicians DataSource. Funded by physicians, National Physicians DataSource is dedicated to developing tools that make doctors' professional lives efficient and more productive.

National Physicians DataSource  
 60 West Main Street • Suite 108 • Avon, CT 06001-0601  
 Telephone: 800-639-7022 • Fax: 860-434-8800 • www.theLittleBlueBook.com

Fax and advertising promotions for The Little Yellow Fax Book.



Home | Find a Doctor | Business Alliances | Contact Us |  
Allies Overview  
Allies FAQ  
Contact Form  
Get DocFinderPlus

Now! National Physicians DataSource is  
the physician data source for:



National Physicians DataSource, LLC Partnership Marketing Department can work with your company to create a relationship that will provide DocFinderPlus's unique search capabilities to your audience.

Please visit our [Linking to DocFinderPlus](#) page to find out more about working with NPDS's DocFinderPlus.

---

Copyright © 1999, 2000 National Physicians DataSource, LLC. All rights reserved.  
[Terms of Service](#)

Promotion for DocFinder Plus.

## ABOUT THE PERKINS GROUP

Founded in 1995, The Perkins Group is a research and consulting firm focused on helping producers of database content understand the strategic implications of the infocommerce revolution, and to identify, develop and adapt data-driven products and services that capitalize on the ongoing fundamental shifts in the way information, is accessed, valued and used.

Based in Philadelphia, The Perkins Group also maintains an office in London. The Perkins Group is a member of these industry organizations:

- Newsletter and Database Publishers Association
- European Association of Database Publishers
- Directory and Database Publishers Forum
- American Medical Publishers Association

## ABOUT THE AUTHOR

Kennerly Clay is a Philadelphia-based freelance writer/editor and a regular contributor to *Infocommerce Report*, a Perkins Group publication geared to makers and marketers of database information. She has been extensively researching and writing about electronic business and Web technology since 1999, and is currently working on the Web Strategy Review series for The Perkins Group.

She is former Genres Editor/Web Content Developer for Inkspot.com, the online writing community of Xlibris Corporation, a print-on-demand publishing company, where she handled all editorial and technical maintenance of Inkspot's Genre pages. She also researched and developed original material for a CD-ROM training course produced for partners and principals of PricewaterhouseCoopers.