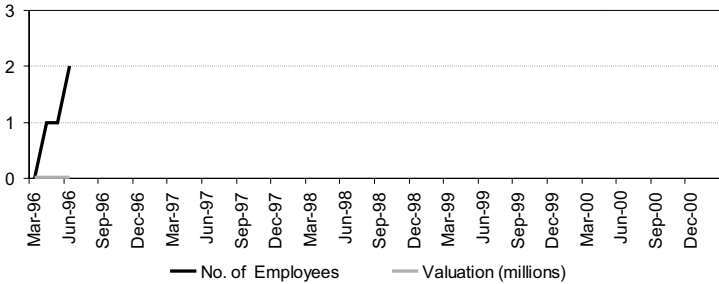


June 1996



CompuServe, Microsoft Forge Major Strategic Alliance

CompuServe Inc. (NASDAQ: CSRV) and Microsoft Corp. today announced a far-reaching strategic alliance that includes a comprehensive technological partnership as well as marketing, distribution and commercial opportunities . . .

*Microsoft Press Release
June 4, 1996*

Borderline



There is nothing more frustrating than watching someone wear their fabric of memories and behaviors in such a way as to enshroud rather than enhance the beauty that is their unique potential.

She was charming.

I first met Cassandra when a very good friend and former business partner invited me to meet his new, attractive, very stylish girlfriend. The warning signs should have been obvious from the start, but expertise is tough to see around. Her subtle, flirtatious glances focused only on me. Her well-timed smiles, hints of inner wisdom, tidbits of an extraordinary life—as a professional ballet dancer, a pilot, a designer, a salesperson, a marketer—her fluency in many languages made her charming, mysterious, someone you would like to get to know.

After a particularly nasty breakup with my friend, Cassandra married someone else, moved to San Francisco and became a good friend to both Anni and me. I have always been exceptionally resistant to the wiles of charming people, but she caught me off-guard. We enjoyed being around her. Her presence was often very uplifting. Yet, as we got to know her better, we caught glimpses of a darker side—an inner turmoil—sides and corners disturbingly incongruous.

When we needed an extroverted, aggressive salesperson at Neoforma, Cassandra came to mind. The thought that hiring friends was a bad idea crossed my mind many times. Concern that she clearly had troubling gaps between her inner reality and outer projection crossed my mind. But her last job had been selling architectural services to hospitals. Her experience was ideal for Neoforma.

She agreed to spend some time helping us with sales—just part-time, just for a while. And she did very well! She would get on the phone and charm away. An expert, she knew that she would be calling