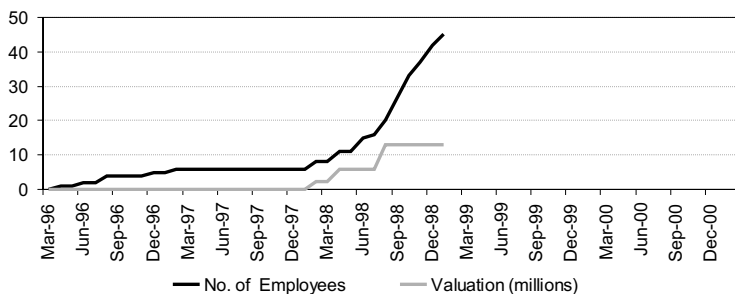


# January 1999



## Neoforma Matches Healthcare Equipment Vendors with Clients Via Unusual Website.

When Jeff Kleck and Wayne McVicker started Santa Clara-based Neoforma Inc. in 1996 . . . they didn't know they'd be at the forefront of an emerging market: business-to-business electronic commerce . . .

*The Business Journal*  
January 22, 1999

## The New Internet Market Makers

"The main shift that the Web has brought about is the shift of power from sellers to buyers in the markets," says Finnie. Take Santa Clara, Calif.-based Neoforma as an example . . .

*Forbes*  
January 6, 1999

# The Magistrate



Many of industry's renowned mavericks and iconoclasts do not convey their depth and complexity during routine encounters. But some do.

Our software developers had worked almost nonstop for two months—and straight through the holiday season—to get our new website under control. Fortunately, our customers and investors had been largely quiet during the end-of-the-year holidays.

In addition to the fact that there was a lull in my responsibilities, I had finally found someone to help build and maintain the shell that contained and protected Neoforma. This was a huge relief to me.

Roy had been one of my toughest hires. He had a challenging, well-paying job in a large software company. He was about to take a long-delayed sabbatical. An operations job at a healthcare software company was a poor fit to his vision of the future.

About halfway through 1998, Jeff and I finally admitted that the company couldn't survive in our cramped quarters for much longer.

Neoforma's presence in our building had grown from a single small office to six offices of assorted sizes, scattered disjointedly about the building. We had twenty employees, along with servers and file cabinets, in an area that could uncomfortably accommodate ten. We had three or four people jammed into offices meant for one. Jeff and I shared one of the smaller offices with Steve. If we leaned back in our chairs, we bumped heads. To make matters worse, Steve had one of the loudest voices I had ever heard. And he liked to use it.

At first, these tight quarters were invigorating. We fed off of each other's energy. Communication was very efficient, since everyone could hear what was going on everywhere.

But not everyone could get along with everyone else in such tight quarters. As our activities became more frenzied, tensions began to