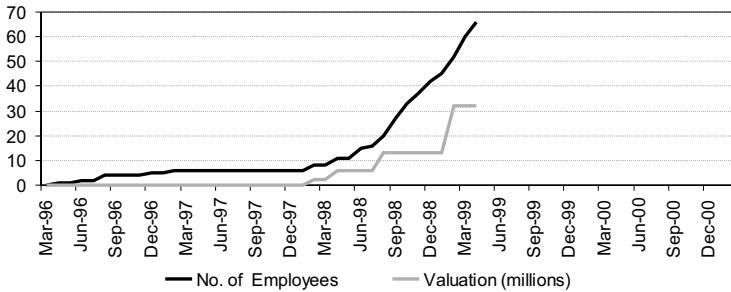


April 1999



Cool Company A Site Where Hospitals Can Click to Shop

Today hospitals and suppliers checking into Neoforma.com swap 10,000 to 20,000 emails a month about products . . .

Fortune Magazine
April 12, 1999

E-Commerce Poised to Impact Healthcare Supply Industry Significantly

Several companies are lining up to cash in on what looks like the purest form of healthcare e-business . . . Probably one of the most visionary, and by far the best financed, of the medical product e-commerce companies is Neoforma . . .

IDN Strategies
April 1999

The Trillion-Dollar Opportunity

One of the Internet's great conceits is that it changes everything. In the Internet Economy, you can buy anything from Furbys to furniture online . . . But swallowing the trillion-dollar dinosaur that is the U.S. healthcare industry could give Net entrepreneurs a serious case of indigestion . . .

The Industry Standard
April 5, 1999

Discontinuity



Balance is not always found in the middle.

In moments of stress or confusion, I often catch myself looking back in time to similar situations. One such moment occurred as I was leading a meeting in a crowded conference room in April, 1999. I was thinking about a meeting that happened long ago. The context of that meeting had been quite similar to this one, but had turned out very differently.

About fifteen years earlier I had been working seven days and nights a week helping a friend, Andy, design and build a restaurant that he wanted to open in Southern California. Things were not going well. The contractor had used all of the money we paid him to buy a sporty new car, then he promptly disappeared without paying any of his subcontractors.

I had brought in a few friends from architecture school to help out at almost no cost. They were not getting along with each other nor with Andy. Then a series of unexpected accidents happened.

Foolishly, I took one day off to go water skiing with a friend. I had been so tired that I severely pulled a hamstring, leaving me almost unable to walk. A few days later, I had fallen twenty feet from a ladder that had broken under me. I landed hard. Nothing was broken, but everything was strained and bruised. I could have used an excuse to take a day or so off, but I was still able to hobble around, so I kept working. I was a mess, but the project was even more of a mess.

On the day of my return, Andy was in a particularly bad mood. He was in the middle of a nightmare project and could see no end to his misery. Andy was standing inside the dark and dusty restaurant, yelling at one of the guys I had brought in. He was pointing out his distaste for the way this guy had constructed one of the walls. Another guy I had hired had stopped working and was listening, disgusted by the