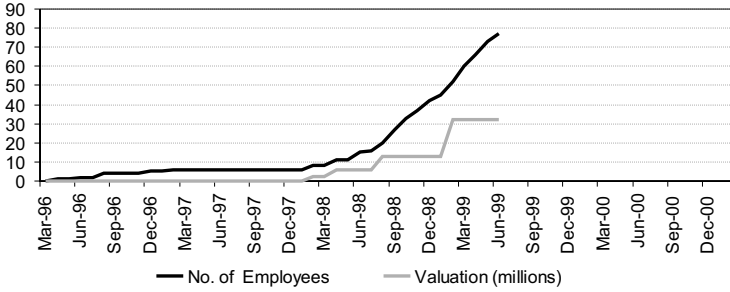


# June 1999



## UPSIDE's 1999 Hot 100

. . . They won because we believe they are the hottest private high-tech companies of 1999 . . . Neoforma, founded in 1996, operates an online marketplace linking buyers and sellers of all kinds of medical products. The company is a rising star in the lucrative business-to-business market . . .

*UPSIDE Magazine*  
June 1999

## Ariba IPO Goes Through the Roof

It looks like the Internet IPO market is still alive and well. Shares of e-commerce software provider Ariba went through the roof on their first day of trading on Wednesday . . . Ariba stock priced at \$23 and closed at \$90, a remarkable gain of 291 percent . . . E-commerce software looks hot, hot, hot.

*E-Commerce Times*  
June 24, 1999

## Web Firm Neoforma Names to Top Post Zollars From Cardinal

Neoforma Inc., in another example of an Internet company recruiting top management from traditional industries, said it is hiring a senior official of Cardinal Health Inc. to be chairman, president and chief executive . . .

*Wall Street Journal*  
June 28, 1999

# The Star



Jeff and I started Neoforma.

We had provided its first monetary food. We had reared the company, nurtured it, guided it, imposed our will and ingrained our personal ethics. But we did not control Neoforma. We did not control Neoforma because we did not *want* to control Neoforma. There are those who seek control for its own sake. We knew we weren't that type at all.

Jeff and I were much better at creating diversions than avoiding them. Our primary motivation was the release of outside control over us rather than the imposition of control over others. Both of us found ourselves increasingly fighting the need to direct others.

Our roles were still much too significant to ensure that our diversions didn't disrupt, or even destroy, the company. We needed to hire someone to keep the company on course for the long run. Someone who cared more about the business than the *idea* of the business. The sooner the better.

I have dabbled in and been transfixed by the workings of power, but in the end I get uncomfortable with its trappings and its unit of measure—money. I like money, but I don't like the pursuit of money. It is not satisfying. I like to design things. I get a thrill out of helping people create something beautiful, something useful, something original. However, in most cases the pursuit of beauty, usefulness and originality is not enough to run a company. A small company, maybe, but not a large one.

To me, Neoforma was like a child. I had loved it and nurtured it, but now it was growing up. I still loved it, but I didn't necessarily like everything about it. It wasn't quite as cute anymore. That is the nature of growing up. I was a part of Neoforma, but Neoforma was becoming a much smaller part of me. I increasingly resented any display by Neoforma of dependency on me.