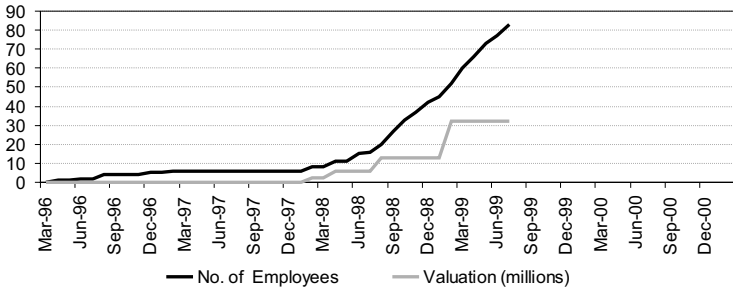


July 1999



Chemdex Shines on Market Debut

Chemdex, an online seller of laboratory chemicals and equipment with sales of \$29,000 last year, rose almost 60 percent in its first day of public trading . . . The Palo Alto, California-based company rose 8.87 to 23.87 . . . The company closed with a market value of \$758.65 million.

Chemdex's investors include Silicon Valley venture capital firm Kleiner Perkins Caufield & Byers . . . The company will use \$30 million of the net proceeds to fund anticipated operating losses . . . It will use the rest of the proceeds . . . possibly to acquire complementary businesses, it said.

CNET News.com
July 28, 1999

The Cast



Doing what's good is not always what's best.

At first, I didn't see much of Bob. After a few weeks of familiarizing himself with the company by interviewing the managers in charge of each department, Bob came into my office and said, "Wayne, it seems that whenever I ask employees why something is the way it is or who they take their direction from, your name comes up. I guess I should be turning to you for more information on what's going on around here."

I was surprised and somewhat flattered to hear this, which, I suppose, was the idea.

I told Bob that I had not wanted to prejudice his own evaluation of the company and its employees. I did not want to dilute the value of Jeff's unbiased appraisal of the company. "Also, I wanted you to know that I do not see you as a threat in any way and that I have no desire to manipulate you. We hired you because we sincerely believe that you will make the best decisions for Neoforma."

Bob asked me many questions about the organization—how it had evolved and why, what I thought its strengths and weaknesses were, what I thought of the senior managers—that kind of stuff. It was our first real conversation. When the meeting was over, I felt more confident about the future of Neoforma than I had in a long time.

From that day on, Bob consulted with me on many organizational issues. However, there were many issues he did not discuss with me. He knew the risk of getting too close to me, or anyone else. He endeavored to make everybody feel important and nobody feel indispensable. That was his job.

And his job was a tough one. Bob had been hired to star in and direct the company. Our investors were in heat. Their scent was followed right to Neoforma's doors by reporters, bankers, lawyers and account-