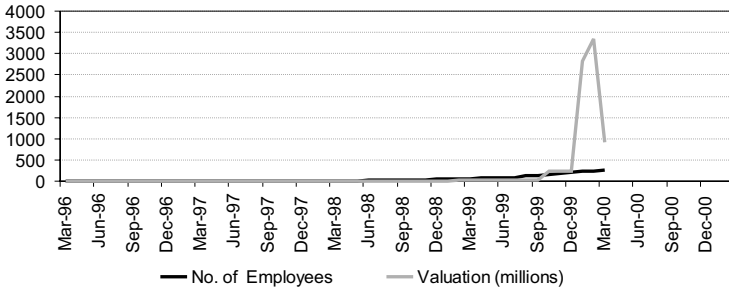


March 2000



Burning Up: Warning: Internet Companies Are Running Out of Cash—Fast

When will the Internet Bubble burst? For scores of Net upstarts, that unpleasant popping sound is likely to be heard before the end of this year. Starved for cash, many of these companies will try to raise fresh funds by issuing more stock or bonds. But a lot of them won't succeed. As a result, they will be forced to sell out to stronger rivals or go out of business altogether . . .

*Barron's
March 20, 2000*

Neoforma.com Chief Bridges Old and New Economies

Robert Zollars is not your stereotypical Silicon Valley chief executive. Before taking over the top three posts at Neoforma.com . . . he spent nearly 20 years working his way up the corporate ladder of the healthcare products industry . . . After less than a year at the helm of Neoforma.com, he took the company public. It now boasts a hefty \$3.3 billion market capitalization . . .

*Forbes Magazine
March 28, 2000*

Neoforma.com to Acquire Eclipsys

Neoforma.com Inc., operator of an online medical marketplace, agreed to acquire Eclipsys Corp., a healthcare software and services provider, and a related company for stock totaling \$2.72 billion.

*Associated Press
March 30, 2000*

Fortune



Over dinner one evening, I glanced up from my plate, assumed an air of casualness, and said to Anni, “We made twenty million dollars today.”

I just had to say it, once. Anni frowned at me, scolding, “It’s *not* real, you know. It’s only on paper. Anything could happen.” I knew it was only paper, but even a fraction of that paper would get us out of debt. Anni would finally be able to quit the graphics job she dreaded more each day. She could finally catch up on a hundred unfinished projects. She could finally get back to fine art. I felt good about that.

But Anni had been well trained by her father, whose family had lived during the Depression . . . *Nothing is real until it is real.* I begged to differ. *Nothing is real until someone imagines it to be real.*

I did not want to act on an uncertain future, but neither did I want to deny it. While I have never been one to lean toward extravagance, I couldn’t help having some small fantasies about what I could do with some of this unexpected money.

I imagined creating and funding a guild of talented architects and craftspeople, dedicated to building the beautiful and experimental buildings I had visualized in my design school days. My new business skills could be creatively applied to a profession that I believed was sorely lacking in innovation. I just had to figure out a way to do it without becoming obsessed with or consumed by it.

This seemingly small rift between Anni’s caution and my optimism amplified all the other rifts that had developed over the past decade. I was trying to allow myself some hope that all of the sacrifices we had made would finally be, somehow, justified. She had seen enough hopes suffocated by my pursuit of this venture to be less optimistic.

Neoforma had been working for almost a year to come up with a way to work with Novation, the largest group purchasing organization, the big daddy of GPOs. Their mission was to save hospitals huge amounts