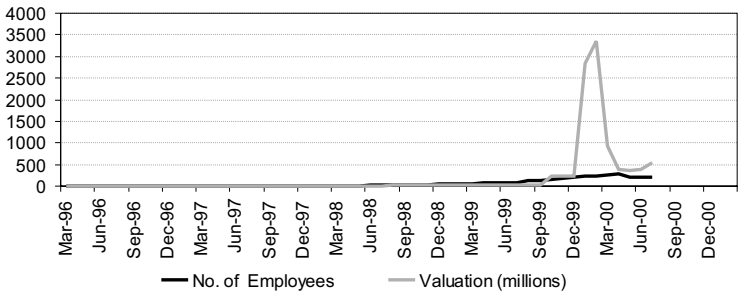


# July 2000



## A Virtual Turf War . . .

. . . is breaking out in the healthcare industry as emerging dot-com companies, established manufacturers, distributors, and traditional brokers scramble to establish competing Internet marketplaces for buying and selling everything from Band-Aids to JPI machines. At stake are potentially billions of dollars in revenue, savings for hospitals and their IT departments, and a controlling interest in the way health care goods are bought and sold in the future . . .

*InfoWorld*  
July 3, 2000

# Royalties



The entrepreneurial pot of gold shone like a lump of clay.

The Internet can be an amazing thing. Nearly every obscure fact (and fiction) is available at the touch of a few keys. And for those who hate to shop (or only like to shop for obscure things), the Internet can be like magic.

Only a few years ago, the idea that we would be able to shop for just about anything and at the same time find reviews of that thing by actual customers would have been unimaginable. That a large percentage of these reviews are articulate and useful is absolutely amazing.

Of course, not all of these reviews are quite so useful. Some reviewers are clearly biased or ignorant, or both. They've got a gripe with someone or something and they have found a place to vent, if only for a few seconds. With the good, we have to accept some bad.

When I was studying the stock market in preparation for our IPO, I had been surprised to see how many investors had shared their own reviews of public companies, via the broad assortment of Internet message boards tied to stock information.

A single company might have hundreds or thousands of people submitting their two cents' worth of information. And that is about what the information was generally worth.

Only about two out of a hundred messages had any real value to an investor. The rest seemed to be written by individuals who had lost their debate team finals and were out to angrily prove themselves in front of the broadest possible audience—but had instead demonstrated why they had failed.

The first time I saw Neoforma mentioned in these message boards was just after we filed for the IPO.

At the very moment Neoforma became NEOF, message boards