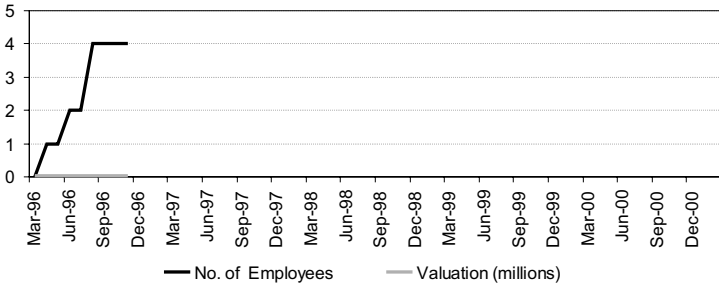


November 1996



Department Toolkit Now Available

Neoforma Inc., in collaboration with Varian Oncology Systems (VOS), has developed a software-based planning tool and product catalog for radiotherapy departments . . . Eventually, there will be a Department Toolkit for the entire hospital . . .

*Centerline
Fall '96*

Confidence



We *were* going to change the world. All we had to do was let the world know.

The largest U.S. trade show for medical equipment is held every November in Chicago. I had attended, and dreaded, this show for many years.

Booth duty consisted of standing in uncomfortable clothes for long hours, mostly hoping that a customer would walk in and ask a question I would know the answer to.

In 1996, I went there with a new mission: to convince a good portion of the six hundred vendors attending that there was a better way to get in front of their customers.

While there were fifty thousand attendees at this conference, most were not in the middle of a critical decision process. And of those that were, a very small portion would stumble into any particular booth among the hundreds of vendors. And of those, very few would actually remember the products they had seen when it came time for them to make their decision. Also, they were only one of many people usually tasked with making each decision.

Our products could change that.

Since our software on the Web and CD was used as an integral part of the planning processes, everyone visiting our website or using our CD was at the decision sweet spot. *Didn't it make sense to put your products in front of these professionals the Neoforma way?* Of course it did.

That was the spiel. So far, so good.

The thing is, I am an introvert. My casual social interactions tend to be awkward, stilted events. Niceties escape me. Witticisms slip into my brain moments too late for effective delivery. Proper nouns—such as names and sports teams—are stored in a largely inaccessible place in my brain. Add to this the fact that I am neither tall nor imposing