

Sāls LETTER

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Information and tips for pharmaceutical executives

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"The key to success is to focus our conscious mind on things we desire not things we fear."

Brian Tracy

Beta Blockers May Reduce Alzheimer's Risk, Study Finds

Beta blocker drugs for hypertension may protect the brain from effects of Alzheimer's disease.

Beta blockers, a venerable class of blood pressure drugs that has fallen from favor in recent years, may help protect the aging brain against changes linked to Alzheimer's disease and other forms of dementia that rob memory and mental function, new research indicates.

In autopsies on the brains of 774 men after their deaths, scientists found that those who took beta blockers to help control hypertension had fewer of the brain lesions and less of the brain shrinkage seen in Alzheimer's than men who took other types of blood pressure medications and those who left the condition untreated. Their brains also showed significantly less evidence of multiple tiny strokes, called microinfarcts.

A parallel study showed that an expanded group of men who took beta blockers also experienced less cognitive decline as they aged compared with those in the control groups.

The study adds to mounting evidence that high blood pressure has a corrosive and probably cumulative effect on the brain, and that treating it promptly and effectively can yield dividends beyond lowering the risk of heart attack or stroke. Studies suggest the risk of Alzheimer's and other dementia is lower for people whose blood pressure

is kept within healthy bounds. The newest study suggests that the 11 classes of drugs used to lower high blood pressure do not confer equal protection against dementia. "Beta blockers are different," said Dr. Lon White, a University of Hawaii neurologist who led the study, which has not yet been published in a medical

journal. In microscopic examination of his subjects' brain tissues, White said, he found significantly fewer microinfarcts in those who had taken beta blockers. "This is a tantalizing clue," he said.

FDA Approves Lorcaserin, First Weight-Loss Drug Since 1999

The Food and Drug Administration (FDA, USA) has approved marketing of the weight-loss drug lorcaserin, the first prescription anti-obesity medication to win the FDA's blessing since the agency approved orlistat in 1999. Once it is cleared by the Drug Enforcement Administration, the drug will be marketed in the United States under the commercial name Belviq. The medication won marketing approval as a drug for "chronic weight management in adult patients" with a body mass index greater than 30, or for those with a BMI of 27 or above with a weight-related condition such as high blood pressure, elevated cholesterol or Type 2 diabetes.

Belviq offers would-be dieters modest benefits. One clinical trial found that two-thirds of patients on the drug lost 5% of their body weight, while one-third lost at least 10%, after one year of taking the drug as a supplement to diet and exercise. Subjects' average weight loss was 17 to 18 pounds. Dr. Lee Kaplan, head of Massachusetts General Hospital's weight management program, said that while lorcaserin's effects appeared modest, there were some patients who could be expected to respond to the drug with major weight loss.

"Business has only two basic functions- marketing and innovation." Peter Drucker

Catheter-Based Renal Denervation

WHAT IT'S FOR: CONTROLLING RESISTANT HYPERTENSION. **Why it's needed:** One in three adult Americans has high blood pressure, or hypertension, which can lead to strokes, heart attacks and kidney failure. Hypertension—not smoking—is the No. 1 risk factor for death in the world. **How it works:** Small nerves that carry signals between the brain and kidneys—known as the renal sympathetic system—play a role in the regulation of blood pressure levels. Research has shown that disrupting these nerve fibers can positively affect blood pressure levels, and now there's a 40-minute procedure available to do just that. A catheter-based probe, via the femoral artery in the upper thigh, is threaded up into the renal artery near each kidney. Then, low-power radio-frequency energy is used to manipulate the sympathetic nerves. "Not only is renal denervation a new treatment avenue that causes significant drops in blood pressure, it also has shown promising results for treating chronic kidney disease, insulin resistance, and heart failure," says the Cleveland Clinic.

What makes a leader?

by [Daniel Goleman](#)

It was Daniel Goleman who first brought the term "emotional intelligence" to a wide audience with his 1995 book of that name, and it was Goleman who first applied the concept to business with his 1998 HBR article. In his research at nearly 200 large, global companies, Goleman found that while the qualities traditionally associated with leadership—such as intelligence, toughness, determination, and vision—are required for success, they are insufficient. Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill. These qualities may sound "soft" and unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. While emotional intelligence's relevance to business has continued to spark debate over the past six years, Goleman's article remains the definitive reference on

the subject, with a description of each component of emotional intelligence and a detailed discussion of how to recognize it in potential leaders, how and why it connects to performance, and how it can be learned.

Every businessperson knows a story about a highly intelligent, highly skilled executive who was promoted into a leadership position only to fail at the job. And they also know a story about someone with solid—but not extraordinary—intellectual abilities and technical skills who was promoted into a similar position and then soared.

Such anecdotes support the widespread belief that identifying individuals with the "right stuff" to be leaders is more art than science. After all, the personal styles of superb leaders vary: Some leaders are subdued and analytical; others shout their manifestos from the mountaintops. And just as important, different situations call for different types of leadership. Most mergers need a sensitive negotiator at the helm, whereas many turnarounds require a more forceful authority.

I have found, however, that the most effective leaders are alike in one crucial way: They all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but mainly as "threshold capabilities"; that is, they are the entry-level requirements for executive positions. But my research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.

In the course of the past year, my colleagues and I have focused on how emotional intelligence operates at work. We have examined the relationship between emotional intelligence and effective performance, especially in leaders. And we have observed how emotional intelligence shows itself on the job. We have taken each of the components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skill in consideration. When I analyzed all this data, I found dramatic results. To be sure, intellect was a driver of outstanding performance. Cognitive skills such as big-picture thinking and long-term vision were particularly important. But when I calculated the ratio of technical

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skills, IQ, and emotional intelligence as ingredients of excellent performance, emotional intelligence proved to be twice as important as the others for jobs at all levels. (Source: HBR (Harvard Business Review))

MANAGEMENT TIPS

Make Emotional Connections With Your Employees

The higher up you go in an organization, the more important is to connect with your employees on a personal level. Show people you work with that there is more to your relationship than the job. Here are three ways to forge these connections: **Give your undivided attention.** This sounds simple, but it's easy to overlook when you are overloaded with ringing phones and packed inboxes. In conversations, put everything down and focus exclusively on what's being said. **Remember emotions are contagious.** If you're feeling particularly anxious or negative, make an effort to quarantine yourself. When you're feeling especially buoyant, go to more meetings and spend more time with others. **Get out there.** Even if you're an introvert, reach out to people, engage them in discussion, and actively provide feedback. You can't connect from behind a closed office door.

Adapted from "Three Ways Leaders Make Emotional Connections" by Scott Edinger.

Build Trust On Your Virtual Team

Instilling team self-confidence in the traditional workplace is difficult enough, but the process is even tougher in a virtual environment. But even if your group is scattered across the globe, you can ensure they trust each other by doing the following: **Help them get to know each other.** Managers often assume that people are mainly interested in what their fellow team members can do, not who they are. Wrong. Encourage personal connections by starting meetings with a short time for people to talk about what's been happening in their lives, both professionally and personally. **Share and rotate power.** Outside of the office, centralized power structure is less effective. Let different members lead the team at different times. The person with the most relevant knowledge about a particular stage of work should take charge. Adapted

from "How to Build Trust in a Virtual Workplace" by Keith Ferrazzi.

Tips Of The Month

Delegate more when you remember this motto as you face your daily to-do list: "Do it only if only you can do it." (Adapted from "Seven Simple Steps to Get More Out of Your Day," Alan Fairweather, The Motivation Doctor). **Boost productivity** by giving every request a time frame. If you are not working with a set time frame, make one up: "May I have this by the end of the day on Monday?" (Adapted from 100 Ways to Motivate Others, Steve Chandler and Scott Richardson). **React differently** to stress. Examine the situation and ask "What difference will this make tomorrow?" If the answer is "Little" or "None," let it go. Take a long-term view by asking "How important will this seem next year or in 10 years?" (Adapted from "Stress Is Killing Your Business," Mimi Barre, Redlands Daily Facts). **Ensure delivery** of your email broadcasts. Include your own email address among the recipients, preferably at the bottom of the list. If you receive the message in your inbox, everyone else likely received it as well. (Adapted from "Common Sense Email," Bob Osgoodby). **Choose success.** Both heroes and victims face setbacks. The distinction between those two groups is that heroes stand up, while victims give up. (Adapted from "Burned Out, Over Worked and Demoralized Employees?" Jon Gordon).

Wise Men's Wisdom

"I think whether you're having setbacks or not, the role of a leader is to always display a winning attitude." (— Colin Powell). "Life's battles don't always go to the stronger or faster man. Sooner or later the man who wins is the man who thinks he can win." (— Vince Lombardi). "Waste your money and you're only out of money, but waste your time and you've lost a part of your life." (— Michael LeBoeuf). "When we are no longer able to change a situation - we are challenged to change ourselves." (— Viktor E. Frankl). "Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws." (— Plato). "A successful man is one who can lay a firm foundation with the bricks others have thrown at him." (— David

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Brinkley). "The happiness of your life depends upon the quality of your thoughts: therefore, guard accordingly, and take care that you entertain no notions unsuitable to virtue and reasonable nature." (— Marcus Aurelius). "Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen." (— Winston Churchill). "You do what you can for as long as you can, and when you finally can't, you do the next best thing. You back up but you don't give up." (— Chuck Yeager). "I don't measure a man's success by how high he climbs but how high he bounces when he hits bottom." (— George S. Patton). "People who work together will win, whether it be against complex football defenses, or the problems of modern society." (— Vince Lombardi). "People grow through experience if they meet life honestly and courageously. This is how character is built." (— Eleanor Roosevelt). "Don't be afraid to give up the good to go for the great." (— John D. Rockefeller). "It's easy to have faith in yourself and have discipline when you're a winner, when you're number one. What you got to have is faith and discipline when you're not a winner." (— Vince Lombardi).

Reforming Pharma Marketing

Targeting: Until 15 years ago, the model for marketing pharmaceuticals was akin to marketing pet or baby products, in that products were purchased by one person (the physician) and consumed by someone else (the patient). Since the end user had no input into the purchasing decision, marketing efforts were centered on the individual driving the decision—in this case, the prescribing physician.

Under the ACA, the target market has become more convoluted. The customer cannot be so clearly defined, and the criteria to satisfy these various stakeholders are disparate at best and conflicting at worst. The physician, patient, and payer audiences remain critical, but a platoon of other stakeholders has been added to the marketing mix. These include administrators, support staff, decision coaches, and purchasing groups, all of whom will be incentivized to achieve better outcomes at a lower cost.

To address these diverse groups successfully, pharmaceutical marketers will be forced to find ways to reach all of these audiences throughout their commercialization process.

Positioning and messaging: A solid positioning and messaging platform sits atop every successful commercial strategy. It forms the basis for how companies seek to differentiate their products, while also guiding the sales and marketing initiatives to ensure total alignment internally and externally. Prior to the ACA, pharma built its positioning platforms almost entirely on two dimensions—efficacy and safety. Since the two most important questions that physicians want answered before prescribing a product are "Does it work?" and "Is it safe?," this approach has proven effective, if uninspiring. After all, not many industries can successfully launch a product on the basis that it works for some percentage of the population and probably won't hurt the consumer.

With the approval of the healthcare law, the conversation has moved beyond efficacy and safety to one of overall "value," which reflects the ACA's stated mission to deliver more effective care at a lower cost. Efficacy and safety are in no way diminished in importance, but they're also not enough to carry a product's positioning platform. In fact, the ACA includes funding for comparative effectiveness research estimated to reach \$500 million by 2014. That should light a fire under some pharma manufacturers to initiate comparative research studies and take control of their messaging in this area before the government does it for them.

Pharmaceutical marketers must now create a value story around their products based on both clinical and economic outcomes. For example, the ability to connect the dots between fewer adverse events and fewer readmissions, resulting in lower total resource utilization with an attached dollar value will create a far more powerful story to stakeholder groups than data alone. Commercialization executives are realizing this and starting to incorporate health economics and outcomes research (HEOR) in their positioning and messaging matrix. Internal HEOR experts are now becoming integral members of the brand team.

(Source: Pharmaceutical Executive)

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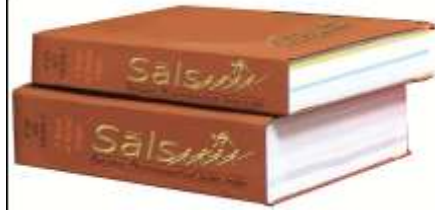
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