

Sāls LETTER

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Information and tips for pharmaceutical executives

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Our business in life is not to get ahead of others, but to get ahead of ourselves -- to break our own records, to outstrip our yesterday by our today. *Stewart B Johnson*

FDA Approves New Treatment For A Type Of Late-Stage Lung Cancer

The U.S. Food and Drug Administration (FDA) approved Gilotrif (afatinib) for patients with late stage (metastatic) non-small cell lung cancer (NSCLC) whose tumors express specific types of epidermal growth factor receptor (EGFR) gene mutations, as detected by an FDA-approved test.

Lung cancer is the leading cause of cancer-related death among men and women. About 85 percent of lung cancers are NSCLC, making it the most common type of lung cancer. EGFR gene mutations are present in about 10 percent of NSCLC, with the majority of these gene mutations expressing EGFR exon 19 deletions or exon 21 L858R substitution.

'Reverse Vaccine' For Type 1 Diabetes Seems To Pass Human Test

A "reverse vaccine" that allows people with Type 1 diabetes to produce their own insulin has passed its first test with human subjects, according to a new study. The success points to a potential new strategy for treating those in the early stages of the disease, experts said.

The therapy is designed to protect cells in the pancreas that make insulin, a hormone the body needs to convert sugars and starches into energy. In people with Type 1 diabetes, the immune

system goes haywire and attacks those crucial insulin-producing cells for reasons that medical researchers don't understand.

Researchers dubbed the treatment a reverse vaccine because it suppresses the immune system instead of stimulating it. As hoped, the experimental vaccine reduced the number of immune system "killer" cells that went on the attack.

Sanofi Starts Dengue Vaccine Production To Keep Lead Over Rivals

Sanofi SA has started producing its experimental dengue vaccine, the most advanced against the tropical disease, in a move to keep its lead over competitors ahead of the product's likely launch in 2015. The mosquito-borne disease is a threat to nearly 3 billion people and is caused by four types of virus, none of which confers immunity from the others.

Sanofi Pasteur, which has been working on the project for 20 years, has kick-started production ahead of receiving authorization from regulators to ensure it will be the first company to launch this type of vaccine. "Production time is rather long, it takes two years to produce this vaccine," said Anthony Quin, who heads Sanofi Pasteur's manufacturing site in Neuville-sur-Saone, eastern France.

Making a mixed dengue vaccine containing four different virus strains can produce uneven results, underscoring the complexity of a disease that scientists have been trying to develop a vaccine against for more than 70 years.

Pfizer Gets Eu Approval For Wider Use Of Prevenar Vaccine

Pfizer Inc said it received approval from the European health regulator to expand use of its anti-bacterial vaccine to a wider population of adults aged 18 to 49 years. The vaccine, Prevenar 13, was previously approved in Europe for use in infants, young children and adolescents between the ages of 6 weeks and 17 years and adults of 50 years and over. It is used to prevent infections from 13 strains of the *Streptococcus pneumoniae* bacterium, which can cause pneumonia, ear infections and even fatal diseases such as pneumococcal meningitis. The vaccine is approved for use in infants and young children in more than 120 countries, and for use in adults aged 50 and over in more than 80 countries.

Avoid The Deadly Temptations That Derail Innovators

Any promising new initiative hits roadblocks and unexpected obstacles. Recently I've advised entrepreneurs and innovators about a different dilemma: pop-up opportunities that look like short cuts to success. The danger comes from possibilities that are close enough to be plausible but take attention away from building the main business and don't prove the concept anyway. Entrepreneurs who want to avoid these deadly temptations can take these actions:

Establish Principles By Which Opportunities Will Be Judged.

Creating new initiatives benefits from the flexibility to improvise but, boundaries and direction ensure that efforts add up in a coherent

way and can be replicated and scaled. Strategy is what you *don't* do, not just what you do.

Prove the concept you want to prove. Most people are concrete thinkers who will assume that a project is whatever they first see. It's important to build into the first model at least one glimmer of everything you anticipate for the full product, while screening out anything that doesn't signal future aspirations. For example, if you want corporate partners eventually, get at least one before you start. If you want to reach full potential in the domestic market, hold off on international forays. Sometimes walking away from money is smart strategy if it comes with unrelated requirements.

Control your identity. Put the right words around the project, and stick with them. Observers often reduce innovations to familiar elements, using language they already have, but which might not fit the initiative, leading to offers of distracting opportunities when the core business isn't understood. This result in misleading signals to be sent about the business the venture is in.

Don't lean insular. Innovators can lean in so far that they become insular, talking only to those that agree with them or flatter them. In short, to get to where you want to go, ignore the deadly temptations that might spring up on an innovation journey. Stay focused on the purpose and the destination.

GSK Files Melanoma Drug Combination Early In Race To Market

GlaxoSmithKline has filed for U.S. approval of a two-drug combination against melanoma earlier than many industry analysts expected, using data from a mid-stage clinical trial. The move highlights a growing belief among drug companies that highly specific cancer drugs can prove their worth after relatively small-scale testing, speeding their path to market.

The FDA gave a green light for the two drugs to be used separately. Both drugs are given as pills and

are marketed under the brand names Tafinlar and Mekinist. Tafinlar, or dabrafenib, belongs to a class of cancer drugs called BRAF inhibitors, while Mekinist, or trametinib, inhibits a protein associated with cancerous tumors known as MEK. Together they are expected to produce a more effective and sustained treatment for melanoma and, combining them is seen as the main commercial opportunity for the medicines.

Largest Cancer Gene Database Made Public

U.S. National Cancer Institute scientists have released the largest-ever database of cancer-related genetic variations, providing researchers the most comprehensive way so far to figure out how to target treatments for the disease. Open access worldwide to the new database, based on genome studies, is expected to help researchers accelerate development of new drugs and better match patients with therapies.

Winners and Losers

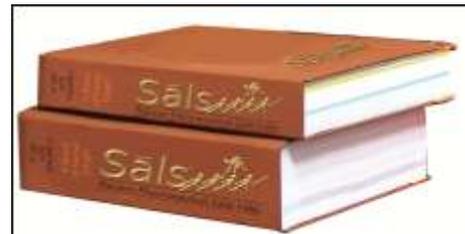
Good for presentation to your sales force.

1. **A loser** believes in “fate”; **a winner** believes that we make our fate by what we do, or fail to do.
2. **A loser** feels cheated if he gives more than he gets; **a winner** feels that he is simply building up credit for the future.
3. **A loser** becomes bitter when he’s behind, and careless when he’s ahead; **a winner** keeps his equilibrium no matter which position he happens to find himself in.
4. **A loser** fawns on the powerful and snubs the weak; **a winner** acts the same towards those who can be helpful, and those who can be of no help.
5. **A loser** hopes for a miracle before anything has been tried; **a winner** hopes for a miracle after everything else has failed.



- **The First Pakistani Multinational in its own segment**
- **The distinctive company offers a distinctive product**

Sāls (Pakistan Pharmaceutical Sales Index)



- **There are 83 reasons to subscribe Sāls**
- **There are 51 reasons to prefer Sāls over its multinational competitor.**

Conclusion: Sāls is superior

Sāls is a local enterprise. It is an excellent product from quality parameters. It gives you more information as compared to its multinational competitor. The product seeks unbiased uninfluenced support from you. Pricewise it is less than one third when compared to the multinational product(s).

Support a national company that has become a multinational with your support and cooperation.

The 7 Habits Of Highly Effective People

Our character is a collection of our habits, and habits have a powerful role in our lives. Habits consist of knowledge, skill, and desire. Knowledge allows us to know what to do, skill gives us the ability to know how to do it, and desire is the motivation to do it.

Habit 1: Be Proactive: Change starts from within, and highly effective people make the decision to improve their lives through the things that they can influence rather than by simply reacting to external forces.

Habit 2: Begin with the End in Mind: Develop a principle-centered personal mission statement. Extend the mission statement into long-term goals based on personal principles.

Habit 3: Put First Things First: Spend time doing what fits into your personal mission, observing the proper balance between production and building production capacity. Identify the key roles that you take on in life, and make time for each of them.

Habit 4: Think Win/Win: Seek agreements and relationships that are mutually beneficial. In cases where a "win/win" deal cannot be achieved, accept the fact that agreeing to make "no deal" may be the best alternative. In developing an organizational culture, be sure to reward win/win behavior among employees and avoid inadvertently rewarding win/lose behavior.

Habit 5: Seek First to Understand, Then to Be Understood

First seek to understand the other person, and only then try to be understood. Stephen Covey presents this habit as the most important principle of interpersonal relations. Effective listening is not simply echoing what the other person has said through the lens of one's own experience. Rather, it is putting oneself in the perspective of the other person, listening empathically for both feeling and meaning.

Habit 6: Synergize: Through trustful communication, find ways to leverage individual

differences to create a whole that is greater than the sum of the parts. Through mutual trust and understanding, one often can solve conflicts and find a better solution than would have been obtained through either person's own solution.

Habit 7: Sharpen the Saw: Take time out from production to build production capacity through personal renewal of the physical, mental, social/emotional, and spiritual dimensions. Maintain a balance among these dimensions.

Communicating Effectively: Tame 'In Your Face' Style

You will work more effectively with others when you learn to put your point across forcefully without being rude. Use the tactics described below:

- Gain information before you speak. State your position, and you risk closing off discussion and coming across as negative. Instead of saying "That will never work," ask: "I don't have enough information to see your point yet. Can you tell me more about what you are proposing?"
- Focus on your joint goal. Create common ground and remind others of it before you share your perspective. That common ground allows you to express yourself without alienating others. Instead of saying "I have an ethical objection to that approach," say: "I have some concerns about taking that route. May I suggest another option that would lead us toward the same goal?"
- Step off the pedestal. Let people know that you are not setting yourself up as either the expert or the ultimate authority. But do so in a way that bolsters your credibility. Don't say "I am going to say what I think, even though I'm not sure of the answer." Instead, say: "Before we start, I want to let you know that this is all new to me too. I have some experience in other similar situations, however, and I am sure that we can work this out together."

You can never cross the ocean until you have the courage to lose sight of the shore. - Christopher Columbus

7 Ways To Become A Better Boss

Take these steps today to improve your working relationship with every person on your team:

- 1. Safeguard your credibility.** Let employees know that you trust them, and encourage them to speak their minds. Be honest and open in return.
- 2. Keep challenging them.** Boredom takes a terrible toll on productivity and enthusiasm. The best motivator is challenging work, and as their leader you have the challenge of keeping them challenged.
- 3. Recognize good work.** Show some enthusiasm as you let them know what they have done well.
- 4. Criticize regularly.** Just as you should praise regularly, you also need to inform employees when they do not perform well. Tell them immediately, instead of reserving all your critical comments for one feedback session.
- 5. Maintain clear communication channels.** Give them what they crave: clear, ongoing, understandable and unambiguous information. Relay positive as well as negative news, giving employees information before events, rather than after, whenever possible.
- 6. Partner with them.** Boost morale by making employees feel important. Best bet: Ask them to contribute. Seek their opinions and advice. Limit unilateral decisions.
- 7. Say "No."** You cannot always give employees what they want, and you should not try to do that. When turning employees down is the right

thing to do, explain your reasons for doing so, so they see that your refusal is not arbitrary.

Try These Low-Cost Rewards

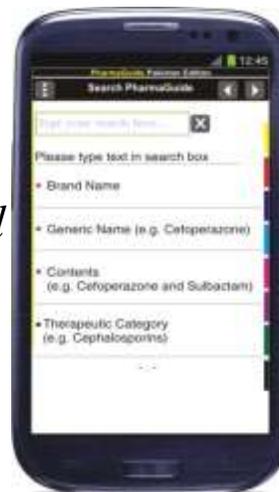
When you want to recognize an employee and can't afford to spend much: **1. Have someone** wash the employee's car in the parking lot during the working day. **2. Do the** employee's less desirable task for a day. **3. Name a space** for the employee and post a sign Example: "The Lee Brown Hallway" Or put the employee's name on an award. Example: "The Gloria Gaines Idea Of The month Award". **4. Allow the** employee to select a day to arrive an hour late or leave an hour early. **5. Double the** length of the person's usual lunch time for a week or for one day a week for a month. **6. Give the** employee a three-day weekend. **7. Buy lunch** for the person and three co-workers he or she chooses (1001 ways to reward employees)

Rubaiyat E Omar Khayyam

*Whether at Naishapur or Babylon
Whether the Cup with sweet or bitter run,
The Wine of Life keeps oozing drop by drop
The Leaves of Life keep falling one by one.*

PharmaGuide Mobile Application

- *PharmaGuide in smartphones*
- *Offline application: No Internet connection needed*
- *Free monthly updates*
- *Good gift for doctors*
- *Also good for the sales force*



YOU, YOU, YOU

Risk Taking: Some Suggestions

1. Measure the potential benefit to determine whether or not you should take the risk. You might take certain risks for a potential million-dollar profit that you wouldn't take for a potential \$10,000 profit. **2. Consider** all possibilities. Pick the best one. **3. Seek** advice from a mentor or a trusted superior. **4. Assess** the potential loss. Acknowledge the worst that can happen. **5. Be realistic** about your ability to tolerate the uncertainty of what you're going to do. **6. Realize** that chances are slim that you'll take one risk that is 100 percent successful. Learn to take a variety of risk to reach your goal. **7. Don't take** risks just because the corporate culture rewards risk taking. Be sure they are prudent. **8. Avoid** risking more than you have to lose. Don't "bet the ranch" financially or emotionally. Know the limitations of your resources and take your risk within them.

Where To Stand When Speaking

Research has disclosed how audiences react to where a speaker stands when presenting. **1. Audiences** respond better to facts presented from their left and anecdotes presented from their right. Why: You engage different parts of their brains. **2. When** consistently delivering facts from one side and humor from the other, you'll find that audiences laugh more even at jokes they've heard before. **3. Create** a distance of 12-15 feet between the right and left zones.

Wise Men's Wisdom

"In matters of style, swim with the current; in matters of principle, stand like a rock." —**Thomas Jefferson**. "The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn." - **Alvin Toffler**. "I must follow the people. Am I not their leader?" —**Benjamin Disraeli**. "If you go looking for a friend, you're going to find they're scarce. If you go out to *be* a friend, you'll find them everywhere." — **Zig Ziglar**. "You have to decide what your highest priorities are and have the courage—pleasantly, smilingly, nonapologetically, to say "no" to other things. And the way you do that is by having a bigger "yes" burning inside. The enemy of the "best" is often the "good."" — **Stephen Covey**.

Joke

A man walked into a bar, ordered a drink, and proceeded to laugh out loud about two minutes. When all eyes were upon him, he abruptly stopped laughing and started crying and sobbing. After about two minutes of this, a smile came onto his face and he again broke into uncontrollable laughter. This was followed with another bout of crying. And then more laughter. After about twenty minutes of alternate laughing and crying, he looked up at all the enquiring faces and said, "Please forgive me, but my mother in law has just driven over a cliff in my new car.

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