

Sāls LETTER

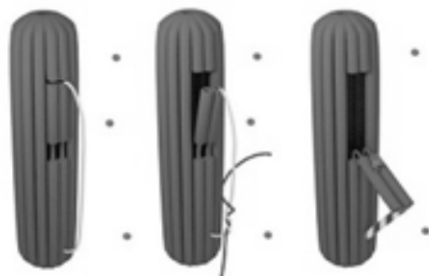
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Information and tips for pharmaceutical executives

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DNA Nanorobot Delivers Drugs Through Flap That Opens And Closes

"DNA origami," the act of molding DNA into three-dimensional objects capable of many types of action, is an important innovation in drug delivery, as it allows for precise, robotic methods to transport and release drugs at



A nanorobot made from DNA has a flap that opens with a mechanical arm (yellow) in response to a target (red).--Courtesy of U. of Udine

t a r g e t e d locations. Now researchers at the Italian University of Udine have developed small nanorobots with a "flap" designed to open and r e l e a s e compounds with

unprecedented precision. Their study was published in the journal *Small*. Some delivery methods in the past have used small particles with a dissolvable cap to release drugs. But this new system takes that one step further. As opposed to a cap--which after it dissolves is gone forever--the scientists created what is essentially a window that can be pulled open and then shut again when needed, according to a report in *Nanowerk*. "As far as our nanorobot is concerned, the lumen is large enough to accommodate a single-stranded nucleic acid, while the nano-object is small enough to be entirely contained within the capsid of viruses," lead author Giuseppe Firrao told *Nanowerk*.

Sanofi Bets Big On Dengue With Eyes On A Blockbuster

After 20 years in the lab and \$1.4 billion in R&D costs, Sanofi's (\$SNY) in-development dengue fever vaccine is on the verge of regulatory applications, and, despite a few clinical hiccups, the drugmaker told *Reuters* it believes it has a blockbuster on its hands. If approved, Sanofi's treatment would be the only vaccine on the market for an often deadly tropical disease that infects up to 100 million

people a year, according to the World Health Organization. Sanofi is working through a Phase III trial around the globe, expecting to rack up final data in the third quarter (2014) and, if they're positive, start selling the vaccine in late 2015, the company told *Reuters*. If all goes according to plan, analysts expect the shot to bring in about \$1.4 billion a year at its peak, and Sanofi's so confident in its dengue candidate that it already shelled out nearly \$1 billion to set up a plant dedicated to producing the vaccine.

FDA Accepts Avanir's Inhaled Migraine Treatment Application

California drugmaker Avanir Pharmaceuticals (\$AVNR) touted the FDA's acceptance of its application for an inhaled migraine treatment after a pivotal trial. The inhaled, dry-powder sumatriptan treatment, which makes use of Avanir partner OptiNose's bidirectional nasal technology, is now set for a review date in November this year. In July of last year, Avanir offered PA-based OptiNose \$20 million up front with another \$90 million in milestone and sales target payments on the line. In late 2012, the drug-delivery device demonstrated relief of headaches in 68% of patients as quickly as 15 minutes after treatment. If approved, AVP-825 would be the first sumatriptan migraine powder on the market. The device itself uses a patient's natural breathing to propel drugs into the nasal cavity. A patient blows into the mouthpiece to send drugs through a nosepiece. With this bidirectional technology, the soft palate closes, which prevents the unwanted propulsion of active ingredients into the lungs, according to Avanir.

Nasal Spray For Depression Offers Minimally Invasive Treatment Option

A nasal spray could offer a new route by which to administer a peptide used to treat depression, as published in a new study by researchers at the Toronto, Canada-based Centre for Addiction and Mental Health (CAMH). It's the first time this type of delivery has been used to treat the condition. Using nasal spray technology

from U.S. company Impel NeuroPharma, CAMH's Fang Liu and her team of researchers demonstrated in rats that an interfering peptide designed to disrupt an interaction between dopamine receptors in the brain acted as an antidepressant when delivered across the nasal passage. Previously, the scientists showed that the drug worked the same way when injected directly into the brain, but this route of delivery was too invasive for clinical viability, they wrote in their study published in the journal *Neuropsychopharmacology*. To treat major depressive disorder, which is associated with significant morbidity, Liu and team said, the peptide disrupts the interaction between the D1 and D2 dopamine receptors in the brain, a binding pathway that is notably higher in the brains of people with major depression. Delivered intranasally, the drug could be detected for two hours at a time, according to the abstract.

Small, Drug-Releasing Battery Could Dissolve Completely Over Time

A study published this week in *Advanced Materials* highlights a biodegradable battery that could be designed to deliver drugs in a controlled manner and then disappear within a set amount of time. The implantable device uses magnesium foil as its anode and iron, molybdenum or tungsten as its cathode, all of which dissolve in the body over time. Held together in the biodegradable polymer polyanhydride, the battery uses a phosphate-buffered solution as an electrolyte between the two electrodes, according to an article in *Nature*. In further research, the creators, who hail from the University of Illinois, hope to turn these batteries into delivery devices that can be implanted in the body and then controlled by radio signals to release their payload. This could happen in response to a specific signal, such as that of a seizure, according to the article. They say that a 0.25-square-centimeter battery that is just a micrometer thick could eventually power a wireless sensor for a day.

Brain Tissue Adds To Evidence That Autism Begins Before Birth

Brain tissue samples from children with autism look markedly different than the brain tissue of other kids, researchers say. The physiological differences could explain many of the well-known symptoms of autism spectrum disorders, and they suggest that the

developmental problems that lead to autism begin before birth. A group of scientists from around the country obtained frozen cubes of brain tissue from the National Institute of Child Health and Human Development and the Harvard Brain Tissue Resource Center. The cubes, measuring one or two cubic centimeters, were taken from children ages 2 to 15 who had died. The samples were from three brain regions in the cortex: the dorsolateral prefrontal cortex, the posterior superior temporal cortex and the occipital cortex. These parts of the brain play a role in social cognition, inhibition and abstract reasoning. The researchers analyzed 11 samples from children with autism and 11 samples from typically developing children.

Big Pharma Dusts Itself Off In China Scandal, But Crackdown Isn't Over

Nine months after GlaxoSmithKline's ([\\$GSK](#)) [bribery scandal](#) first ignited a corruption hunt among Big Pharma companies in [China](#), much of the hullabaloo has died down. With drugmakers--GSK excepted--returning to the strong emerging-markets growth they're accustomed to in the country, glass-half-full types see the scandal's accompanying sales hit as nothing more than a stumble on the market's upward sales climb. As Sanofi ([\\$SNY](#)) external affairs director Bruno Gensburger put it to the *Financial Times*, the market "has never been normal, but it does seem to be more quiet now." But as the *FT* reports, with kickbacks endemic in China's pharma sales culture, the corruption probe may not go away anytime soon. As an unnamed former salesman for GSK in China told the *FT*, while his company's sales targets were perhaps more aggressive than those of its peers, when it came to using kickbacks to achieve those targets, "everyone was doing it, domestic and foreign." "Our sales model was the same as other multinational drug companies in China: offering cash, meals or travel to low-paid doctors to encourage them to buy drugs," he told the paper. Meeting those targets scored reps a quarterly bonus of 17,000 yuan (\$2,700), more than twice their 7,500-yuan base salary--already considered high by local standards. Doctor visits also upped the buck by 5,000 yuan per quarter. "You could even make up doctors that you didn't visit," he said. While GSK called that behavior unethical and "completely unacceptable," it's not just sales reps who were complicit, the *FT*'s source says. Doctors took 5% to 20% of a drug's value in kickbacks on industry average, he said, and he never encountered a doctor who refused a handout "unless they thought it was too little."

Party Drug Turned 'Miracle' Cure For

Good design can't fix broken business models - Jeffery Veen

Depression Spurs Hype And Stubborn Hope

The notion that a party drug could be repurposed into a "miracle" cure for severe, treatment-resistant depression is an almost irresistible story line in the popular press. And there's no reason why it can't be recycled using results from the same small, short-duration study design that long ago attracted some of the world's largest research organizations still engaged in researching new drugs in one of the most difficult fields in R&D. Researchers in the U.K. can attest to that. Major news groups like the *BBC* and *Reuters* jumped on the results of a study of the Oxford Health NHS Foundation Trust demonstrating the dramatic impact of ketamine--a generic anesthetic often used to induce a quick and illicit high--on severely depressed patients. Out of 28 severely depressed patient treated with low doses of ketamine, 8 showed an improvement and four improved so much they were no longer classified as depressed. In some cases the treatment effect lasted briefly. In some cases the effect lasted up to three months. Researchers heralded the results as "dramatic" and new, according to the *BBC*.

Pfizer Gets FDA Green Light For Nexium Otc Launch As AZ Braces For Competition

AstraZeneca (\$AZN) has been pulling out all the stops in trying to preserve blockbuster Nexium's revenues for as long as it can. Now, the FDA has approved an over-the-counter version of the drug--but thanks to a 2012 agreement, those sales are on their way to Pfizer (\$PFE). Late Friday, the U.S. agency green-lighted OTC Nexium 24HR, the nonprescription product Pfizer bought from AZ for more than \$250 million. Pfizer expects launches in other markets in Europe to follow this year. OTC Nexium should beef up Pfizer's consumer business, the fifth-largest in the consumer healthcare segment. Analysts once thought the unit could be on its way out, like Pfizer's spun-off animal health unit and the baby formula business it sold to Nestlé. So far the company has hung on to the division, which grew 4% last year to rake in \$3.3 billion. Meanwhile, AstraZeneca is in line for milestone and royalty payments based on performance. This means that if Pfizer can win over some would-be generics users, AZ will see some returned revenue for the stomach drug, which tallied \$3.87 billion in 2013 sales.

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

Bristol-Myers Plots 550 French Job Cuts If Officials Go Through With Generics Plan

By Tracy Staton

France wants to save money on drugs. That's not unusual. It's proposing new plans to pump up use of generics. That's not unusual either. What's less common is that Bristol-Myers Squibb (\$BMY) is threatening layoffs at two French factories in retaliation.

In fact, Bristol-Myers says, if the government goes through with its pro-generics plans, its sales in France would plummet. So, according to local labor leaders, 550 jobs would be immediately cut at its plants in Agen, which now employ 1,400 people. Like so many other layoff threats in France, the news touched off local protests. Some 2,000 people showed up to march Agen's streets, with a black coffin bearing the letters "BMS" in tow, the *Wall Street Journal* reports. The two plants produce a range of paracetamol-based painkillers--that's acetaminophen to U.S. readers--sold under the brand name Dafalgan, among others. The products made there are mostly sold in France, and they bring in about €180 million a year, the *WSJ* notes. Together with Sanofi (\$SNY), Bristol-Myers enjoys a practical duopoly on paracetamol products because most doctors prescribe their branded drugs, rather than the generic versions already on the market, the *Journal* says. Sanofi itself turns out paracetamol at two plants in the country.

But the French government wants to put paracetamol on its list of drugs subject to automatic generic substitution. A consumer would then go to a pharmacy with a prescription for Dafalgan or one of its variants, and come away with a copycat version. A common-enough occurrence in markets like the U.S., where payers push generic drugs as much as possible and automatic substitution usually begins as soon as copies appear. Bristol-Myers maintains that the substitution plans would take a serious toll on its sales. Even after cutting 550 jobs, its plants in Agen would find it tough to compete, the company told labor leaders, the *WSJ* reports. In addition to promising layoffs, the company has also called a halt to a €60 million (\$81.2 million) investment in the two plants planned for this year and next. The company wouldn't comment for the *WSJ*. As for the French government, the Health Ministry's drug safety agency, ANSM, told the *Journal* that its decision about paracetamol is imminent. Sanofi has had its own problems with job cuts in France.

HBR Classic: The Art of Corporate Endurance

CEOs incentivize and promote those senior executives who can get new ideas to market more quickly than competitors. But what if speed is the wrong measure for success? What if, instead of being fast, what matters is endurance—the ability to sustain competitive advantage longer and more dominantly than others? The art of endurance can be studied in some of the world's oldest companies. The art of endurance is increasingly rare. Over the last 50 years, the average lifespan of S&P 500 companies has shrunk from around 60 years to closer to 18 years. For each company that has lasted more than a century, there are countless more that have failed. Recall the glory days of Polaroid, Kodak, and the F. W. Woolworth. What does it take to sustain competitive advantage? What qualities of culture and individual leadership allow some companies to endure where others crumble under the pressure? To answer this question, I turned to the history books and extracted 4 lessons from those who have succeeded and failed. **Beware the dogma of founders.** Edwin Land founded Polaroid in 1937. He was as famous for his visionary commitment to instant photography as he was for his autocratic style and dogmatic beliefs. Land deeply believed in Polaroid as a technology-led company committed to expensive, long-term technology projects. That makes him sound like Google. But he was also zealously committed to the physical instant print and matching the quality of Polaroid prints with the 35mm product. His singular belief was both his greatest strength and weakness. **Cultivate wasted time.** There is an enormous gulf between ironworks and aerospace. The secret is to find safe structures to waste time and money. It seems paradoxical at first, but companies need slack resources to be efficient with capital allocation over the long term. **Talk to your customers.** Good product managers are in continuous conversation with their customers. But many senior executives lose touch with the humble customer as they get closer to the C-Suite. **Don't just build competencies, build dynamic capabilities.** A firm can buy competencies, but capabilities are harder to develop and are the key to sustaining competitive advantage. Take Southwest Airlines as an example. It has clear competencies in being able to turnaround aircraft quickly, and manage a low cost operating model. These competencies are hard to imitate, but they can ultimately be replicated with time and money. Capabilities, by contrast, relate to structures and routines of decision-making at the most senior level of the organization. The rigor, culture and logic around these decisions are incredibly important, hard to develop, and almost impossible to change when they become dysfunctional.

Enduring companies have dynamic capabilities. That means they have a culture of decision-making that is data-driven, customer-oriented, and adaptive to change. When we slow down and think about what it means to be successful, endurance may be a more prized possession than raw speed alone.

The New Rules of Globalization

Until 2008 going global seemed to make sense for just about every company in the world. Since then, we've entered a different phase, one of *guarded globalization*. Governments of developing nations have become wary of opening more industries to multinational companies. They are defining national security more broadly and perceiving more and more sectors to be of strategic importance, taking active steps to deter foreign companies from entering them and promoting domestic, often state-owned enterprises. Indeed, the rise of state capitalism in some of the world's most important emerging markets has altered the playing field.

To factor globalization's new risks into strategy, executives must consider their industry's strategic importance to the host government and their home government. They can then choose among various approaches: strike alliances with local players, look for new ways to add value abroad, enter multiple sectors, or stay home.

6 Steps To A Killer Text Message Campaign

The growth of spending in mobile is undeniable, as is the rapid shift toward tablets and smartphones. For B2B marketers vying for their customer's attention, it is imperative to boost mobile marketing strategies.

It's tempting to think mobile is all about cleverly placed traditional ads: pop-ups that scream for attention in a mobile Web browser or interrupt an app to slap users in the face. But the truth is, slipping your message to consumers via text message has proven much easier, and much more effective.

"Text message marketing, specifically MMS, has proven itself on the consumer side, and is now showing traction in the B2B industry," said James Citron, CMO and co-founder of Mogreet. "No matter the audience, the same rules apply. Mobile marketing is about providing relevant content that is specific and tailored to the customer and given in a timely and respectful manner."

Many businesses lean heavily on email databases to reach customers, but text messages could prove much more efficient. The average open rate for emails is 12 percent, compared to an almost perfect 98 percent of text and MMS messages. Not only that, but marketers can include

pictures and video at the same cost as standard SMS text messages. So what are you waiting for? Citron shared a handful of helpful hints to get you started. **1.** Increase the use of MMS, especially video. **2.** Ensure content works across all devices. **3.** Stay compliant with new regulations. **4.** Make mobile part of the whole. **5.** Segment mobile databases and target. **6.** Integrate mobile internally.

Find The Coaching In Criticism

Feedback is crucial but almost everyone, from new hires to C-suite executives, struggles with receiving it. The authors, who have spent 20 years working with managers on difficult conversations, outline six steps that can help you turn feedback into an important, and unthreatening, tool. *Know your tendencies.* Look for patterns in how you respond. (Do you defend yourself? Do you lash out?) Once you understand your standard operating procedure, you can make better choices about where to go from there. *Separate the “what” from the “who.”* Your feelings about the messenger might be short-circuiting your ability to learn from the message. **Sort toward coaching.** Work to hear feedback as well-meant advice, not as an indictment. *Unpack the feedback.* Resist snap judgments; explore where suggestions are coming from and where they're going. **Request and direct feedback.** Don't wait for a formal review; ask for bite-size pieces of coaching. **Experiment.** Try following a piece of advice and seeing what happens. Criticism is never easy to take but learning to pull value from it is essential to your development and success.

Coaching The Toxic Leader

by Manfred F.R. Kets de Vries

In his work as an executive coach, psychotherapist Kets de Vries sometimes comes across bosses with mental demons. The four kinds he encounters most frequently are *pathological narcissists*, who are selfish and entitled, have grandiose fantasies, and pursue power at all costs; *manic-depressives*, who can leave a trail of emotional blazes behind them; *passive-aggressives*, who shy away from confrontation but are obstructive and underhanded; and *the emotionally disconnected* - literal-minded people who cannot describe or even recognize their feelings. Left unchecked, these personalities can warp the interactions, plans, and systems of entire organizations. But with appropriate coaching, toxic bosses can learn to manage their conditions and become effective mentors and leaders. This article describes how to recognize each pathology and, step by step, guide people who suffer from

it toward healthier and more-productive interactions.

Making Business Personal

by Robert Kegan, Lisa Lahey, Andy Fleming, and Matthew Miller

Most people expend a lot of energy at work attempting to hide their inadequacies from colleagues. The authors believe that this is the single biggest cause of wasted resources in nearly every company today. When they went in search of firms where people see their mistakes not as vulnerabilities but as prime opportunities for growth, they found only a handful. Two stood out: Bridgewater Associates, an East Coast investment firm, and the Decurion Corporation, a West Coast real estate manager, cinema operator, and senior living center owner. Both are committed to developing every one of their people by weaving personal growth into daily work and both are highly successful businesses. The authors spent hundreds of hours observing their practices and interviewing employees at all levels. What they saw was people working together, in meetings, in one-on-one sessions, and in the course of their everyday work, to get at the root causes of problems and devise more-productive ways of doing things. Many companies conduct root cause analysis but stop short of crossing into an employee's interior world, where so many problems begin, for example, a tendency to avoid confrontation, to act before thinking things through, to be overly aggressive if one's ideas are criticized, and other counterproductive thinking and behavior. At Decurion and Bridgewater, everyone from the CEOs on down to the teenage ushers works on identifying and overcoming these patterns as part of doing the job well.

The Limits Of Scale

by Hanna Halaburda and Felix Oberholzer-Gee

The value of many products and services rises or falls with the number of customers using them; the fewer fax machines in use, the less important it is to have one. These network effects influence consumer decisions and affect companies' ability to compete. Strategists have developed some well-known rules for navigating business environments with network effects. “Move first” is one, and “get big fast” is another. In a study of dozens of companies, however, the authors found that quite often the conventional wisdom was dead wrong. And when the rules failed, the reason was always the same: Companies trip up when they try to attract large volumes of customers

without understanding (1) the strength of *mutual attraction* among various customer groups and (2) the extent of *asymmetric attraction* among them. Looking at examples such as TripAdvisor, Wikipedia, and the *New York Times*, the authors offer strategies for competing in markets with network effects. New entrants should focus on customer groups that they are uniquely positioned to serve or appeal to the most attractive customers in a market. Incumbents pursuing growth strategies in adjacent markets or new geographies should consider how similar the needs of new customers are to those of existing customers. Offering complements also allows incumbents to reach additional customer groups.

How To Survive Climate Change And Still Run A Thriving Business: Checklists For Smart Leaders

by Eric Lowitt

Climate change presents clear and pressing threats to business materials and product shortages, price volatility, legal bans or consumer backlash, and damaged transportation infrastructure, to name just a few. But there are opportunities as well. Lowitt, a consultant in the sustainability field, has developed a series of detailed checklists that will help smart managers reduce operational, regulatory, and reputational risk while finding new ways to cut costs, improve performance, enhance customer relationships, and otherwise increase competitiveness. The checklist recommendations, tested and refined through Lowitt's research into and work with firms including Coca-Cola, GE, and Owens Corning, cover four broad areas in the product life cycle: sourcing, manufacturing, distribution, and consumption. Actions range from educating and incentivizing employees to use climate change-conscious behavior to measuring and reporting key metrics to determining when alternative materials, methods, sites, or contract partners may be called for.

Like any such tool, the checklists don't provide a one-size-fits-all plan. Rather, they equip executives to customize their strategies according to factors such as their goods and services, risk tolerance, customer needs, and reliance on third parties throughout the value chain.

15 Rules For Negotiating A Job Offer

The author, a professor of negotiation at Harvard Business School, offers specific pieces of advice for job candidates:

1. Don't underestimate the importance of likability. **2.** Help prospective employers understand why you deserve what

you're requesting. **3.** Make it clear that they can get you. **4.** Understand the person across the table from you. **5.** Understand his or her constraints. **6.** Be prepared for tough questions. **7.** Focus on the questioner's intent, not on the question. **8.** Consider the whole deal. **9.** Negotiate multiple issues simultaneously, not serially. **10.** Don't negotiate just for the sake of negotiating (a pitfall for recent MBA graduates). **11.** Think through the timing of offers. **12.** Avoid, ignore, or downplay ultimatums. **13.** Remember that your interviewer isn't out to get you. **14.** Stay at the table. **15.** Maintain a sense of perspective.

The Five Competitive Forces That Shape Strategy

by Michael E. Porter

In 1979, a young associate professor at Harvard Business School published his first article for HBR, "How Competitive Forces Shape Strategy." In the years that followed, Michael Porter's explication of the five forces that determine the long-run profitability of any industry has shaped a generation of academic research and business practice.

The five forces govern the profit structure of an industry by determining how the economic value it creates is apportioned. That value may be drained away through the rivalry among existing competitors, of course, but it can also be bargained away through the *power of suppliers* or the *power of customers* or be constrained by the *threat of new entrants* or the *threat of substitutes*. Strategy can be viewed as building defenses against the competitive forces or as finding a position in an industry where the forces are weaker. Changes in the strength of the forces signal changes in the competitive landscape critical to ongoing strategy formulation.

In exploring the implications of the five forces framework, Porter explains why a fast-growing industry is not always a profitable one, how eliminating today's competitors through mergers and acquisitions can reduce an industry's profit potential, how government policies play a role by changing the relative strength of the forces, and how to use the forces to understand complements. He then shows how a company can influence the key forces in its industry to create a more favorable structure for itself or to expand the pie altogether. The five forces reveal *why* industry profitability is what it is. Only by understanding them can a company incorporate industry conditions into strategy.

The Pharmaceutical Industry's Biggest Digital Marketing Challenge This Year Will Be Formulating A Clear Strategy.

That was message from the Digital Futures 2014 survey, run by PMLiVE publisher PMGroup in association with Havas Lynx.

The online survey of nearly 250 people working in, and for, the pharma industry saw 'unclear strategy' voted the biggest challenge the industry will face with 'digital' in 2014. Although nearly a third of respondents thought digital strategy would be the industry's biggest issue this year, the survey results outline a range of significant challenges marketers expect to have to overcome. One of those was gaining internal buy-in for digital marketing, which our survey said would be pharma's third biggest challenge in 2014. Internal buy-in was bookended two forms of a familiar industry bugbear - rules, with overly-restrictive external regulations cited by 21 per cent of our survey and working within internal rules suggested as this year's pre-eminent challenges for pharma by 17 per cent of respondents. If you're struggling with formulating a clear digital strategy there's advice on planning the big thinking behind your use of digital marketing in the **Digital Handbook**. Guidance there includes the suggestion that considering which digital tools or websites you will use should be the last stage of the process and that you should instead begin with identifying internal stakeholders.

Digital Futures 2014 survey

The survey was hosted online at PMLiVE.com and ran for one month from December 4, 2013. During this time it attracted 236 respondents, among them executives from companies such as AbbVie, AstraZeneca, Bayer, Boehringer Ingelheim, GSK, Johnson & Johnson, Lilly, Pfizer, Roche, Sanofi and Teva. Just under half (48.5 per cent) of respondents came from the pharma, biotech or medical devices sectors, with the rest mainly split evenly between consultancies and agencies. By region, 46 per cent of respondents were located in the UK, with strong representation from Europe (29 per cent), the US (9 per cent) and Asia (8 per cent). The survey attracted a comparable split between those in senior management (19 per cent), marketing (23 per cent), and digital and communications (both 17 per cent). Nearly half of respondents had global responsibilities, with local or regional responsibilities each claimed by just over a quarter of respondents.

Answer Questions The Right Way

Be careful how you answer questions from customers or

co-workers. An answer that seems fine to you may be offensive to the other person. Use these tips to answer questions more effectively and to reduce the chances of misunderstandings or hurt feelings: Avoid using "Of course" as a synonym for "Yes." Answer that are obvious to you may be less obvious to the other person. For that reason, the questioner may interpret the answer "Of course" as an insult.

Winners & Losers

1. A winner wants the respect of others, but does nothing eith that end in mind; A loser does everything with that end in mind, and therefore defeats his purpose. **2.** A winner knows how much he still has to learn, even when he is considered an expert by others; A loser wants to be considered an expert by others before he has even learned enough to know how little he knows. **3.** A winner is sympathetic to weakness in others, because he understands and accepts his own weakness; A loser is contemptuous towards weakness in others, because he despises and rejects his own weaknesses. **4.** A winner hopes for a miracle after everything else has failed; A loser hopes for a miracle before anything has been tried. **5.** A winner in the end gives more than he takes; A loser dies clinging to the illusions that "winning" means taking more than you give. **6.** A winner isn't afraid to leave the road when he doesn't agree with the direction it's taking; A loser follows "the middle of the road" no matter where tha road is going.

In Dress And Personal Habits

1. Don't neglect personal cleanliness - which is more neglected than careless observers suppose. **2.** Don't wear soiled linen. Be scrupulously particular on this point. **3.** Don't be untidy in anything. Neatness is one of the most important of the minor morals. **4.** Don't neglect the details of the toilet. Many persons, near in other particulars, Carry blackened finger-nail. This is disgusting. **5.** Don't neglect the small hairs that project from the nostrils and grow about the apertures of the ears-small matters of the toilet often overlooked. **6.** Don't cleanse your ears, or your nose, or trim and clean your finger-nails, in public. Cleanliness and neatness in all things pertaining to the person are indispensable, but toilet offices are proper in the privacy of one's apartment only. **7.** Don't use hair-dye. The color is not like nature, and deceives no one. **8.** Don't use hair-oil or pomades. This habit was once quite general, but it is now considered vulgar, and it is certainly not cleanly.

The Rubaiyat
Omar Khayyem

The Worldly hope men set their Hearts upon
Turn Ashes ---- or it prospers; and anon,
Like Snow upon the Derest,s dusty face
Lighting a little Hour or two --- is gone.

Think, in this batter'd Caravanserai
Whose portals are alternate Night and Day,
How Sultan after Sultan with his pomp
Abode his destin'd Hours, and went his way.

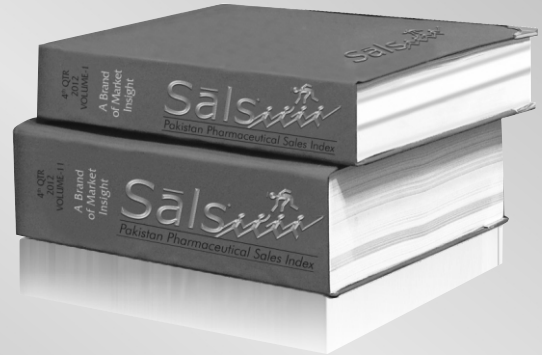
Joke

Job Interview Question: You are driving along in your car on a wild, stormy night. You pass by a bus stop, and you see three people waiting for the bus: 1. An old lady who looks as if she is about to die. 2. An old friend who once saved your life. 3. The perfect man (or) woman you have been dreaming about. Which one would you choose to offer a ride to, knowing that there could only be one passenger in your car? Think before you continue reading. This is a moral/ethical dilemma that was once actually used as part of a job application. You could pick up the old lady, because she is going to die, and thus you should save her first; or you could take the old friend because he once saved your life, and this would be the perfect chance to pay him back. However, you may never be able to find your perfect dream lover again. The candidate who was hired (out of 200 applicants) had no trouble coming up with his answer.

He simply answered: "I would give the car keys to my old friend, and let him take the lady to the hospital. I would stay behind and wait for the bus with the woman of my dreams." Never forget to "Think Outside of the Box."



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