

Sāls LETTER

Volume II, No 7, July, 2014

Information and tips for pharmaceutical executives

*Online monthly publication by **Sāls**, Pakistan Pharmaceutical Sales Index*

Merck snatches Idenix for \$3.8B as it watches Sovaldi gobble up market share

Merck has decided to buy Idenix Pharmaceuticals at \$3.8 billion, which has three hepatitis C drugs in early stage development. While Gilead's hep C drug is first to market, it has also given an early peek at just how large the market is and how extensive it will be for years to come, an opportunity Merck hopes to exploit by acquiring more hep C firepower.

Biogen's second long-acting hemophilia med headed for blockbuster strata

Biogen Idec won FDA approval for its second long-acting hemophilia treatment Elocate this year. Like Biogen's hemophilia B med Alprolix, green-lighted by the FDA in March, Elocate cuts down the number of infusions needed to prevent bleeding episodes, with a dose needed once every three to 5 days instead of the standard twice- or thrice-weekly regimen. And like Alprolix, Elocate will be priced on par with existing therapies, Biogen's head of commercial operations, Tony Kingsley, told Reuters. That means patients won't pay more for the added convenience of less-frequent dosing, leaving rivals vulnerable to patient-switching.

Novo Nordisk nabs FDA approval for hemophilia fighter NovoEight

Novo Nordisk is known for its dominance in the diabetes market. The company sports 5 of the 10 top-selling diabetes remedies worldwide. But the company has a stash of other treatments, and it just added one to the mix. The FDA gave its blessing to Novo's new factor VIII treatment for hemophilia A, NovoEight (turoctocog alfa). It's the first of several hoped-for approvals in the bleeding-disorders field. Novo wants to work its way into pole position in the hemophilia market, with several treatments in its late-stage pipeline. And it already has a beachhead there; its NovoSeven treatment for hemophilia A and B brought in \$1.5 billion last year, despite the loss of some IP protections in the U.S. and elsewhere.

GW hits the FDA fast track with its cannabis-based epilepsy drug

The FDA has applied its fast-track designation to GW Pharmaceuticals' Epidiolex, a cannabinoid treatment for a rare form of epilepsy. The drug, derived from cannabis, is designed to suppress seizures in patients with Dravet syndrome, a treatment-resistant type of childhood epilepsy. The disease can have catastrophic effects on patients, GW said, beginning in the first year of life and leading to repeated, prolonged seizures. Dravet affects about 5,440 patients in the U.S. and 6,710 in Europe, according to the company. Now, on FDA's fast track, Epidiolex will get expanded access to regulators to speed its way toward a final agency decision. GW has already filed an investigational new drug application for the treatment, and the company said it's on schedule to kick off a Phase II/III study in the second half of this year. The biotech's shares jumped about 7% on the news Friday morning.

Group again petitions FDA to ban Novo Nordisk's Victoza

Novo Nordisk's diabetes drug Victoza is one of its best-selling drugs, bringing in more than \$2 billion last year. But it has been dogged by concerns, and critics, that it raises the risk of pancreatitis. Despite it and other similar drugs being cleared by reviews by both the FDA and EU regulators this year, some keep pushing the FDA to consider pulling it off the market. As Regulatory Focus points out, the FDA in March denied a petition to pull the Type 2 diabetes drug from the market filed in 2012 by consumer advocacy group Public Citizen. The FDA said labeling changes to the drug had addressed their concerns. But rather than accept the denial, the group did a review of FDA adverse event reports and whipped together a new study that it posted yesterday and pointed out in a letter to the agency, again asking it to pull the drug from the market.

Eli Lilly's key franchise drug ramucirumab flops in PHILL liver cancer study

Lilly has hit another setback in its effort to expand the market range for its key cancer drug ramucirumab, recently approved as Cyramza for stomach cancer. Investigators say that the drug failed to hit the goal line for overall survival among liver cancer patients. Lilly, ever optimistic about its chances in the clinic, highlighted a trend in OS in favor of the drug and also noted some positive signs of efficacy in subpopulations. Ramucirumab has had a series of ups and downs in the clinic. The drug failed a big breast cancer study, setting up a roadblock for the drug in a key market. It also recently delivered a marginal benefit for patients suffering from advanced non-small cell lung cancer, reducing the risk of death by 14% and setting it up as a likely candidate for second-line use. This latest failure highlights a long drought of major new approvals at Lilly, which was only broken with ramucirumab's OK at the FDA. Lilly's numbers have been hit hard by patent losses on its top products, opening the door to generic competition that has eroded earnings and placed the company in a must-win position in the clinic.

Abbott, AbbVie get to defend testosterone lawsuits on their own turf

Lawsuits have been piling up against Abbott Laboratories and its recent spinoff, AbbVie, maker of one of the top-selling products in the testosterone category, AndroGel. A panel of judges has now decided that those suits will be consolidated in Chicago, where both companies are based. The consolidated case will eventually encompass all lawsuits against manufacturers of testosterone supplements--a market that's worth \$1.6 billion a year, according to Bloomberg. Other products in the category include Eli Lilly's underarm testosterone treatment Axiron, an injectable version of the hormone from Pfizer, and a patch made by Actavis.

EU takes up testosterone drug review on cardio worries

The FDA has been reviewing testosterone drugs since January of this year on concerns over their cardiovascular safety. Now, its across-the-pond counterpart is following suit, embarking on its own review following worrisome study data. The European Medicines Agency (EMA) will take a look at so-called Low-T drugs now that studies have suggested the products may come with heart risks, the agency said Friday. After it compares the risks and benefits, it will issue an opinion on whether to maintain, alter, suspend or withdraw marketing authorization on the drugs across the EU.

Sanofi, Lilly prep OTC Cialis to compete against counterfeit ED pills

What's the best defense against all those fake versions of Viagra and other prescription erectile dysfunction pills that are sold online directly to men looking for a boost in the bedroom? Sanofi believes it has the answer: an over-the-counter version of Eli Lilly's ED blockbuster Cialis. The French drugmaker has confirmed it has agreed to work with Lilly to develop OTC Cialis, according to Bloomberg. Last week, the two companies struck a deal, which Vincent Warnery, senior vice president of global consumer healthcare at Sanofi discussed at a healthcare conference in London earlier this week, Bloomberg says. "The vast majority of men don't consult their doctor on erectile dysfunction," Warnery said during the conference. "Men search online for drugs they can access directly and in doing so, they expose themselves to the huge risks of counterfeit drugs."

U.K. fraud police launch GlaxoSmithKline probe in wake of China corruption charges

Ever since China began investigating GlaxoSmithKline's business practices last year, analysts have feared the British drug giant could get in big trouble in its home country, too. Their worries appear to be justified. Britain's Serious Fraud Office (SFO) said it had opened a criminal investigation into GSK, less than two weeks after China slapped corruption charges on three of the company's top executives. GSK confirmed the investigation in a brief statement, saying it "is committed to operating its business to the highest ethical standards and will continue to cooperate fully with the SFO."

Roche, Novartis face \$1.6B in damages on Italy's Lucentis collusion ruling

Three months ago, antitrust authorities in Italy fined Novartis and Roche (\$RHHBY) \$251 million on charges they colluded to protect sales of their eye drug, Lucentis. Now, that country's Health Ministry is seeking an additional €1.2 billion (\$1.6 billion) in damages. The Ministry said the companies had a "horizontal agreement to restrict competition," according to Bloomberg. Roche developed Lucentis to treat the blinding disorder age-related macular degeneration, and Novartis markets it in Europe, but many eye doctors prefer to use the much less expensive cancer drug, Avastin, which is also effective against the disease. The two companies came under fire in Italy in February, when the Italian Competition Authority launched an investigation into allegations that Novartis and Roche had formed a "cartel" to restrict sales of Avastin to eye doctors. Both companies were fined in March.

Japanese authorities arrest ex-Novartis employee in data-manipulation scandal

Japanese police brought in Nobuo Shiraishi, a former Novartis (\$NVS) worker linked to discredited studies of the company's blood pressure drug Diovan. Shiraishi is suspected of violating the country's pharma laws by providing false data to researchers, Tokyo prosecutors said in a statement. As Reuters reports, the allegedly manipulated data was intended for use in advertising Diovan. Japan's false-advertising laws prescribe stiff penalties, including up to two years in prison, a fine of up to 2 million yen (\$19,600) or both. The government has already filed a criminal complaint against the company, accusing its Japanese unit of exaggerated Diovan advertising.

Roche becomes latest target of China corruption crackdown

China is in the midst of a full-blown corruption investigation aimed largely at Big Pharma, and now it has picked another target: Swiss drug maker Roche. The company confirmed that China's State Administration for Industry and Commerce (SAIC), which investigates bribery and corruption, had visited its offices in Hangzhou, according to Reuters.

Immune System Plays a Role

What makes these populations more at risk? In many cases, the problem lies with the immune system, says Klontz. The immune system is the body's natural defense system against "foreign invasion" by pathogens (bacteria or viruses that can cause disease). In healthy people, a properly functioning immune system usually fights off harmful pathogens readily. As we age, our immune functions and other barriers to infection start to wane. Our bodies less effectively fight off harmful bacteria. For example, the amount of acid in our stomachs, once a powerful barrier to pathogens, decreases. In addition, older people tend to take more medications for problems like heartburn or acid reflux, many of which further reduce the amount of stomach acid, further reducing this barrier against pathogens.

Email or snail mail from pharma? Docs like both, study finds

Technology is great when it works. For drug companies, it's even better when it blazes a trail to that elusive big game in the promotional field: The primary care doctor. As a CMI/Compas study points out, pharma reps' access to doctors has eroded over the past several years. Thanks to a shortage of primary-care physicians, those who do

practice often have too many patients and too little time for chit-chat on the job. Pharma sales types are well aware of this trend, so brand managers have experimented with all sorts of promotional routes. E-detailing, phone calls, emails, texts--even old-style direct mail--have flown from drugmaker to doctor, sometimes with decent results. But which of these do doctors prefer?

CMI/Compas has been tracking physicians' preference for communication from drug makers since 2009, and the results are predictable in some ways--the proportion of doctors who like to consume their pharma materials on their mobile phone or via text has grown from zero to 29%. Email is by far the preferred non-human communication route, with 66% of doctors citing it as a preference, up from 58% in 2009. And e-detailing is holding its own in the 30s, with 38% this year compared with 32% four years ago. But doctors' preferences are surprising in other ways. Direct mail is almost as popular as email; 65% say they like to hear from pharma reps this way.

Protecting Your Vision: Facts and Fiction

1. It's legal to market decorative contact lenses as over-the-counter products and they're safe to wear, even if an eye doctor hasn't examined them on you first. Fiction. Decorative contact lenses are medical devices regulated by the Food and Drug Administration (FDA). Places that advertise them as cosmetics or sell them without a prescription are breaking the law. Moreover, an eye doctor (ophthalmologist or optometrist) must examine each eye to properly fit the lenses and evaluate how your eye responds to contact lens wear. A poor fit can cause serious eye damage. 2. Laser pointers and toys containing lasers can cause permanent eye damage. Fact. According to Dan Hewett, health promotion officer at FDA's Center for Devices and Radiological Health, "A beam shone directly into a person's eye can injure it in an instant, especially if the laser is a powerful one." In fact, when operated unsafely, or without certain controls, the highly-concentrated light from laserseven those in toyscan be dangerous, causing serious eye injuries and even blindness. And not just to the person using a laser, but to anyone within range of the laser beam. 3. Eating lots of carrots is good for your vision. Fact. Carrots are a good food for healthy eyesight because they contain carotenoids, which are precursors of vitamin A, a nutrient important to your eyes. However, a well-balanced diet can contain lots of foods that offer similar benefits, such as other darkly colored fruits and vegetables like peas and broccoli. Eating a well-balanced diet also helps you maintain a healthy weight, which makes you less likely to develop obesity-related diseases such as Type 2 diabetes, the leading cause

of blindness in adults. 4. Sitting too close to movie, television, and computer screens will damage your eyes. Fiction. According to the American Academy of Ophthalmology (AAO), watching televisions, including flat screens, can't cause your eyes any physical harm. The same is true for using the computer too much or watching 3-D movies. AAO says your eyes may feel more tired if you sit too close to the TV or spend a lot of time working at the computer, but you can fix that by giving your eyes a rest. 5. It's okay to use an over-the-counter eye reliever every day. Fiction. According to FDA's Wiley Chambers, M.D., doctors don't recommend long term use of redness-alleviating drops. Although initially they help to constrict the blood vessels in the eyes (getting the so-called "red" out), continued use leads to a rebound effect. After continued use, the drops can become the reason that your eyes are red. It is best to use them just for a day or two, Chambers says. 6. Smoking increases your risk of developing macular degeneration. Fact. Smoking is a major risk factor for developing macular degeneration, a disease that gradually destroys sharp, central vision. Other risk factors include genetics, diet, exposure to bright sunlight, cardiovascular disease, and hypertension.

HBR Classic: What Makes a Leader?

Truly effective leaders are distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill. 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. How can you tell if someone has high emotional intelligence, for example, and how can you recognize it in yourself?

Evaluating Emotional Intelligence: Most large companies today have employed trained psychologists to develop what are known as "competency models" to aid them in

identifying, training, and promoting likely stars in the leadership firmament. The psychologists have also developed such models for lower-level positions. And in recent years, I have analyzed competency models from 188 companies, most of which were large and global and included the likes of Lucent Technologies, British Airways, and Credit Suisse. In carrying out this work, my objective was to determine which personal capabilities drove outstanding performance within these organizations, and to what degree they did so. I grouped capabilities into three categories: purely technical skills like accounting and business planning; cognitive abilities like analytical reasoning; and competencies demonstrating emotional intelligence, such as the ability to work with others and effectiveness in leading change. To create some of the competency models, psychologists asked senior managers at the companies to identify the capabilities that typified the organization's most outstanding leaders. To create other models, the psychologists used objective criteria, such as a division's profitability, to differentiate the star performers at senior levels within their organizations from the average ones. Those individuals were then extensively interviewed and tested, and their capabilities were compared. This process resulted in the creation of lists of ingredients for highly effective leaders. The lists ranged in length from seven to 15 items and included such ingredients as initiative and strategic vision. 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 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.

11 Things You Should Do In The 15 Minutes Before A Job Interview

The 15 minutes before a job interview can be harrowing. Job seekers are never quite sure what to do with that time but experts suggest that you look in a mirror, take deep breaths, and do whatever else it takes to get focused and stay calm. Here are 11 things you should do in the 15 minutes before a job interview: 1. Stay calm. When you become stressed, your body releases stress hormones such as cortisol and epinephrine. Depending on the level of your stress, these can slightly or greatly inhibit your ability to think clearly. 2. Arrive early, but don't go inside. Few things can shake you more than running late to an interview, so always arrive early. However, be sure to wait in your car or a nearby café, as being too early can place

unnecessary pressure on your interviewer and start the meeting off on the wrong foot, Parnell explains. 3. Be friendly to all receptionists and security guards. When you do walk into the office's waiting room (which should be about 10 minutes before your scheduled interview time), remember to be nice to the receptionist, security guards, or whoever greets you. 4. Decide on one or two things you want to be remembered for. Is it your communications skills? Project management skills? Knowledge? "Keying in on a few things that will impact your memorability and likeability is a smart way to approach the interview," Shane says. 5. Stop rehearsing. You don't want to use this time to over-prepare or rehearse responses, which can make your conversation seem scripted and not authentic. 6. Breathe. This will help with the first tip, which is to remain calm. "Counting your breath is one of the most immediate and impactful techniques for calming your nerves," Parnell says. "Simply focus on your breaths, counting each until you reach 10, and repeat." 7. Focus on your posture. Sit in a power pose while waiting to go in for your job interview. "You'll come across as looking more confident and poised," Friedman says. 8. Don't check your voicemail, email, or social media accounts. You may hear or read something that will get you all worked up, Shane says. It will distract you and throw you off your game, which is one of the worst things that can happen. 9. Briefly review your notes, but don't do any additional research. You should be done researching, preparing, and rehearsing. But if you made any notes for yourself, this is a good time to briefly look them over. 10. Look in a mirror. Duck into a nearby restroom or clothing store to check yourself out in the mirror, Friedman suggests. This is also a great time to wash your hands and make sure your fingernails are clean and your palms are dry. If you wore comfortable shoes and plan on changing into dress shoes, be sure not to do this in the office. 11. Think happy thoughts. This may sound cliché but thinking of pleasant things that make you smile and feel good will help put you in the right state of mind going in to the interview.

Here Are The Major Differences Between Successful And Unsuccessful People

1. Successful people embrace change. Unsuccessful people fear it. "Embracing change is one of the hardest things a person can do," Kerpen says. With the world moving fast and technology accelerating at a rapid speed, it's imperative that we embrace these changes and adapt, rather than fear them, deny them, or hide from them, he says. Successful people are able to do just that. 2. Successful people talk about ideas. Unsuccessful people talk about people. Instead of gossiping about people

which gets you nowhere successful people discuss ideas. "Sharing ideas with others will only make them better," Kerpen says. 3. Successful people accept responsibility for their failures. Unsuccessful people blame others. Truly successful leaders and businesspeople experience both ups and downs in their lives and careers. But they always accept responsibility for their failures. Kerpen says blaming others solves nothing. "It just puts other people down and absolutely no good comes from it." 4. Successful people give others all the credit for their victories. Unsuccessful people take all the credit from others. Letting people have their moments to shine motivates them to work harder, and, consequently, makes you look better as a leader or teammate. 5. Successful people want others to succeed. Unsuccessful people secretly hope others fail. "When you're in an organization with a group of people, in order to be successful, you all have to be successful," Kerpen explains. That's why the most successful people don't wish for their demise; they want to see their co-workers succeed and grow. Other major differences: successful people exude joy, share data and information, read every day, and continuously learn, while unsuccessful people exude anger, hoard data and information, watch TV every day, and fly by the seat of their pants.

How to win without arguing

Want to convince others to accept your point of view over their own? Don't engage in a shouting match. Instead of raising their defenses by attacking their points of view, throw them off guard by agreeing with their viewpoint. Example: A co-worker tells you that you let him down because you didn't meet an internal deadline that you consider relatively unimportant. You could create a logical argument to convince your co-worker of that, but the co-worker is unlikely to abandon his position. So don't argue. Instead, say: "Yes, I understand what you mean. We did agree to finish that part of the report by Tuesday. I can appreciate what you are feeling right now." Why that works: You didn't argue you validated the other person's point of view. At that point, your co-worker is likely to relax because you are not being confrontational. Next, offer a suggestion that meets both your and your co-worker's needs. Example: "We both have the key facts and figures. Do you think we can skip the interim report and just sit down together to discuss what we know and what we need to include in the final report?" Add these key words to fully win the other person to your point of view: "If you can't do that, I understand." Most likely, you will gain what you want. At the worst, you will open a productive discussion that results in a compromise that satisfies you both.

Add assertiveness to game plan

Exert more influence by speaking with polite forcefulness. Here are some ways to deliver your message powerfully: Speak your piece. Don't allow interrupters to derail you. Say "Kindly let me finish" or "Please hold that thought." Own your opinions. When you offer feedback, saying "I think" or "I feel" is a good strategy for minimizing defensiveness. Yet when you preface every opinion with "I think" or "I feel," you can sound weak and easy to dismiss. To sound sure of yourself, replace "I think that is a good idea," with a firm statement like "That is a good idea." Watch your language. If you speak in an active voice rather than a passive voice, your listeners will know exactly what you mean. Gain their trust by saying "I will finish that by noon" rather than "That will be done by noon." Caution: Speak in an even voice tone. If you end with an upward intonation, you will seem hesitant or unsure. Adapted from "Family Balance,"

Me, myself or I

Reflexive pronouns are words that end in -self and refer back to the subject. Examples: "He had himself to blame," or "I timed myself." The same form is sometimes used to emphasize that someone is doing something personally. Example: "The president made the announcement himself." Some writers mistakenly consider "myself" to be more formal than "I" or "me." However, in standard English, reflexive forms are not used as substitutes for "I" or "me." Incorrect: "Ms. Smith and myself attended the meeting." Correct: "Ms. Smith and I attended." Incorrect: "The project was completed by Harry and myself." Correct: "The project was completed by Harry and me." Adapted from "Bull's Eye Business Writing Tips,"

Delegation dos

Rely on these tactics to improve your delegation skills: State your goals. Communicate your objectives, explain the task's relative importance and set a firm deadline. Define responsibility. Let the person know the limits of his or her authority and accountability. Identify resources. Discuss who can provide material aid and who has the expertise to assist at various stages. Create controls. Agree on a meeting schedule to discuss obstacles and track progress.

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." Answers 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. Example: A co-worker asks whether she should obtain a manager's approval before ordering office supplies. You answer "Of course." She may interpret your answer as hostile or dismissive. Offer more than a one-word

answer. When answering a question, elaborate or explain the general principle as well.

Example: "When ordering supplies for the office, we need a manager's approval for orders that exceed \$100." By answering more thoroughly, you can lighten your workload. People will ask you fewer repetitive questions. Adapted from "How to Answer Questions," Calvin Sun.

Time Management

Time management is a process of managing your time or a process of consuming your time in a best possible manner to achieve your goals in a due time. In management science we have three different resources these are physical resource, financial resource Human resource Time resource. Three components of management: Input: - resource of goods, Process:-mechanism of organization, Output:-result of your resources. Benefits of Time Management: It gives you complete control on your activities; it enables you to accomplish your task. It enables you to be proactive instead of reactive. It makes you punctual and regular. It enables you to deal with your problems instead of letting them grow. It saves your time and thus removes stress from your life. Steps through one can improve his Time Management: Analyze your activities. List down the activities of two weeks. Analyze how many activities are planned and how many were unplanned. How many times you were interrupted by others which diverted your attentions. Find out the best time for you in a day in which you give your best performance. Be clear on your objective and goals: One must know his actual responsibility and duty. One must know the organizational goals and objectives. At the same time one must know the expectations of the organization from him. Taking the problem : Planning Prioritizing and Delegating. One can easily take the problem and solve it by planning according to social scientists a manager should delegate 25% of his responsibility to his subordinate. Reviewing how you work: Plain your important task at the time of the day which you give your best. Break down your complex task into manageable chunks. Try to use latest

technology if it really saves your time. Try to avoid the possible interruption. Always takeout time for relaxation and recreation.

Stress Management

The word stress is drive from Latin word 'stringer' which means to "Draw tight". It is a feeling when an individual feels uneasiness. Stress is a complex phenomena it can be positive or negative. Stress is said to be positive when the situation offers an opportunity to gain something for example mental and physical efforts cause lot of stress but this stress lead to maximizing performance. On the other hand stress is said to be negative for example if you want to buy a sports car this is your desire but you cannot afford it so in this situation we are unable to purchase it. According to the study conducted by World Health Organization in 2001 every fourth person in the world is under stress and by 2020 stress will become the second largest disease in world. Something that causes stress is known as stressor. Causes of stress may be personal or professional (job related). Stress may lead to psychological problems like tension, frustration, anger, laziness, behavioral problems like Nail bighting, increase in smoking, and increase in the consumption of alcohol, sometimes it decrease your confidence and make you dependent on others. Stress may also cause heart and breathing problem (e. g. heart attack, asthma etc.) Stress can be managed through physical exercise and mental exercise and a change in eating behavior. Try to complete your work in time. Whatever problem you have just face it, don't run away, Offer your timely prayers, Be grateful to Allah Almighty for whatever He has given to you.

Interesting:

In Spain, lemonade made cheaper when temperature rises
When the weather is hot, sales of lemonade go up this is something that even entrepreneurial kids can understand. However, weather predictions aren't the best foundation on which to base a business. In order to bypass actually knowing what the weather will be like, marketing agency Momentum Madrid worked with Coca-Cola to create a vending machine selling its Limon Y Nada beverage, fitted with a temperature sensor that detected how warm it was in the location it was placed. When the temperature rose, the price of the drink was automatically reduced in order to offer smart discounts at exactly the right moment.

WISE MEN'S WISDOM

1.To reform a man you must begin with his grandmother --- Victor Hugo 2. Conscience is God's presence in Man. 3.

Whenever there is a human being there is a chance for kindness 4. The heart beats louder and the soul hears quicker in silence and solitude --- Wendell Phillips 5. There never was any heart truly great and generous, that was not also tender and compassionate 6. Be such a man, and live such a life, that if every man were such as you, and every life a life such as yours, this earth would be God's paradise -- Phillip Brooks 7. Charity makes no decrease in property -- Arabian Proverb 8. The man without a purpose is like a ship without a rudder a waif, a nothing, a no man --- Thomas Carlyle 9. There are two things needed in these days, first for rich men to find out how poor men live, and second for poor men to know how rich men work. 10. Forgive many things in others, nothing in yourself --- Ausonius.

DON'TS

1. Don't walk with a slouching, slovenly gait. Walk erectly and firmly, not stiffly; walk with ease, but still with dignity. 2. Don't bend out the knees, nor walk in-toed, nor drag your feet along; walk in a large, easy, simple manner, without affectation but not negligently. 3. Don't carry your hands in your pockets. 4. Don't thrust your thumbs into the arm-holes of your waistcoat. 5. Don't chew or nurse your toothpick in public-or anywhere else. Don't use a toothpick, except for a moment, to remove some obstacle; and don't have habit of sucking your teeth. 6. Don't chew tobacco. It is bad and ungentlemanly habit. The neatest tobacco- chewer cannot wholly prevent the odor of tobacco from affecting his breath and clinging to his apparel, and the "places that know him "are always redolent of the weed. If one must chew, let him be particular where he expectorates. He should not discharge tobacco-juice in public vehicles, on the side walk, or in any place where it will be offensive.

Sāls Management Team wishes a
HAPPY RAMAZAN UL MUBARAK
to our valued readers

Sāls Letter is an online monthly publication. To get individual issues regularly please visit our website:

www.epharmaguide.com/product/salsletter & download the issue of your choice free of cost

CONTENT ANALYSIS

Do you want to know how many kgs of the content of product of your choice were sold during the past year?

For example will it be interesting for you to know how many kgs of omeprazole were sold during 2013.

**Sāls gives you the answer.
Sāls, a clearly superior product
as compared to its
multinational competitor.**

For detail call: 021-34395303

PharmaGuide GCC Edition Launched

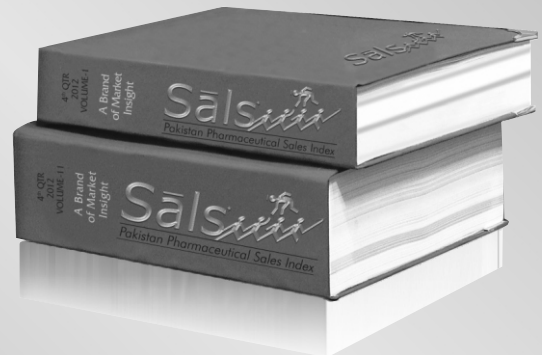
PharmaGuide has launched its GCC Edition for the six GCC countries: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE from June 1, 2014.

The book is available in hardcopy and in Smartphone Version to be downloaded on Smartphones.

PharmaGuide GCC Edition provides information on medicines available in all six GCC countries including latest product prices in their local currencies.

For ordering your copy please visit
www.epharmaguide.com/product/purchase#Pakistan

PharmaGuide
Sāls
Pakistan Pharmaceutical Sales Index



- Trust Sāls for superior quality data
- Trust Sāls for reliable data
- Trust Sāls for competitive data
- Trust Sāls for innovative data
- Trust Sāls for user friendly data

Sāls, a clearly superior product as compared to its multinational competitor.

Subscribe Sāls today for maximizing your marketing effectiveness.

Contents of **Sāls LETTER** are taken from world's best and authentic periodicals e. g. Harvard Business Review (HBR), FDA Consumer. All information are authentic and reliable. We strongly recommend that information and tips mentioned in these pages be adopted and exercised for maximizing management and marketing effectiveness.

Sāls LETTER is a service to the pharmaceutical profession and therefore we intend to maximize its circulation. There is no copyright. Please forward this mail to your friends and colleagues or make as many printouts as you wish to and circulate the same among your team members. Thanks. Published by **Sāls**, Pakistan Pharmaceutical Sales Index, a publication of **PharmaGuide** Publishing Company. www.epharmaguide.com. Edited / compiled by: Dr. Hiba Nasir & Dr. Mehwish Naz. Email: hiba@epharmaguide.com, mehwish@epharmaguide.com.