

Sāls LETTER

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Information and tips for pharmaceutical executives

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"There's no luck in business. There's only drive, determination, and more drive."

Sophie Kinsella

Restoring Bone Density In Women With Ovarian Disorder

Hormone replacement therapy restored bone mineral density to normal in young women with primary ovarian insufficiency (POI). The findings provide important treatment information for women with POI and their physicians. Hormone replacement therapy regimens have been well studied and optimized to improve bone health in postmenopausal women. But there has been limited research on the effects of these therapies in younger women. A study showed that not only could hormone treatment reduce the rate at which women with POI lose bone mineral density, but it could actually restore bone density to normal levels.

Delivering breast cancer drug through the skin grants disease prevention

Researchers in Chicago have developed a method by which to deliver a breast cancer-preventing drug through the skin to avoid some of the nasty side effects associated with oral ingestion of the drug. The common breast cancer treatment endoxifen has been shown to cause hot flashes and vaginal atrophy as well as a higher risk of endometrial cancer and stroke, according to a report from the University of Illinois at Chicago. Used as a "chemoprevention," these side effects have made endoxifen less enticing. But the encapsulation technique that the research team used--called dendron-based micelles--penetrated the skin without compromising the desired effects of the drug in the breast.

Laser Therapy Prompts Regeneration In Teeth

A small Dose of low-power laser light activated dental stem cells in rat molars to generate dentin, one of the major components of teeth. The finding may lead to new

approaches to develop low-cost, non-invasive therapies for treating dental disease and tooth damage. Dentists currently use inert materials to repair damaged teeth. Tissue regeneration would be an attractive alternative, because inert materials can fail with time and don't provide the full function of the tissue. Stimulating regeneration of teeth, however, is a major challenge. Teeth are composed of several parts, including the pulp at the core, dentin in the middle, and enamel on the surface. Stem cells, found throughout the body, can give rise to specialized cells.

Roche is at an Alzheimer's crossroads after mixed data for AC Immune's drug

An Alzheimer's treatment from AC Immune and Genentech posted mixed results in a midstage study, missing its coprimary endpoints but performing well in patients with milder symptoms. That leaves Roche, Genentech's parent company, with a big decision to make on whether to take the plunge into Phase III. The first study, on 431 patients with mild to moderate Alzheimer's, was designed to test crenezumab's ability to slow the decline of cognitive and global function over 18 months. The drug failed to meet statistical significance on both measures for the whole treatment group, AC Immune disclosed, but showed hope for patients with milder disease according to their Mini-Mental State Examination scores. In the milder group, crenezumab led to a 35.4% reduction in cognitive decline and cut global functional decline by 19.6%, both good enough for statistical significance. Partial results from a smaller biomarkers study showed similar signals: 52% for cognitive decline and 41.5% for global function. That's all encouraging for AC Immune, CEO Andrea Pfeifer said. Crenezumab's effects were dose-dependent and consistent over time, she said. And, unlike other antibodies targeting Alzheimer's, the drug hasn't run into dose-limiting side effects, meaning it

could potentially be administered at higher volumes to boost efficacy. Crenezumab is a monoclonal antibody that works by clearing buildups of amyloid β from the brain, disposing of a protein believed by many to play a role in the development of Alzheimer's disease.

Electrical Spinal Cord Stimulation Helps Paralyzed Regain Leg Movement

The method involved delivery of electrical stimulation to the spinal cord of a patient while he engaged in specific motor tasks involving his paralyzed limbs. The novel approach proved promising as early as its first week of testing on four paraplegic subjects, each of whom was recruited to the study more than two years after his accident. At the heart of the new rehabilitative approach is a suite of electrodes that is surgically implanted to deliver a current of electric energy to the spinal cord - just below the patient's injury - as the patient tries, practices and refines voluntary movements. The spinal cord stimulator was first designed to relieve back pain.

Don't be afraid to get creative and experiment with your marketing
Mike Volpe

Astellas Finally Bails On Aveo, Giving Up On The Thrice-Failed Tivozanib

Pharma has seen enough of tivozanib, washing its hands of the once-promising cancer drug and putting an end to a three-year collaboration with Aveo Oncology (\$AVEO). Citing "strategic reasons," Astellas is discontinuing the drug's last remaining trial-- a Phase II in colorectal cancer-- and planning to hand back all rights to Aveo by Aug. 11.

The move comes as little surprise in light of tivozanib's yearlong downward spiral. First, the FDA shot down its hoped-for approval in renal cell carcinoma, calling its pivotal data "uninterpretable" and leading the biotech to lay off more than half of its staff. Then, in December, Astellas and Aveo further dashed hopes for the VEGF blocker by revealing that it was unlikely to meet its primary endpoint in a study on colorectal cancer. Finally, last month, the two shut down a Phase II study on tivozanib in breast cancer when it failed to enroll enough patients, closing the book on the drug's last potential indication. For Aveo, Astellas' exit likely spells the end of development for tivozanib, and the company's second most advanced asset, the lung cancer treatment ficlatuzumab, hasn't been heard from since missing a key endpoint in a 2012 Phase II trial. The active remnants of the biotech's pipeline

are AV-203, a Phase I treatment for various solid tumors, and AV-380, a preclinical asset for cancer-related weight loss.

Eu Breathes Hope Into Glaxosmithkline's Latest Respiratory Contender

A European Medicines Agency committee is recommending approval for another COPD treatment from GlaxoSmithKline (\$GSK), setting the stage for a likely nod in the coming months as the drugmaker looks to bolster its respiratory franchise. GSK's latest entrant is Incruse, which delivers the long-acting muscarinic antagonist (LAMA) umeclidinium through the Ellipta inhaler. In its review, the EMA's Committee for Medicinal Products for Human Use smiled on Incruse's risk-benefit profile, applauding its effect on lung function while noting that its cardiovascular and cerebrovascular dangers merit post-approval attention. The once-daily treatment uses one half of the LAMA/long-acting beta2 agonist cocktail in the recently launched Anoro, reflecting GSK's all-encompassing approach to COPD as it works to build up a multibillion-dollar franchise to replace the \$8 billion in Advair revenue it will presumably lose once generics come for that drug. And GSK, thanks in large part to its 12-year partnership with Theravance (\$THRX), is so far succeeding. Last year, the U.K. drugmaker won FDA approvals for Anoro and Breo, two COPD drugs expected to bring in more than \$2.5 billion at their peaks. Incruse, if it can win FDA approval, would only augment GSK's status at the top of the respiratory space. The COPD market is expected to reach \$14 billion by 2018 due to mounting health problems around the world.

Eye Contact Declines In Young Infants With Autism

Autism is a complex brain disorder that affects about 1 in 88 children. A main symptom is impaired social interaction, including a lack of eye contact. Autism symptoms first appear during early childhood, and a definitive diagnosis can often be made by 2 years of age. Scientists have long been searching for ways to identify the condition at even younger ages, since outcomes tend to be better with earlier intervention. Using eye-tracking equipment, the scientists measured the children's visual scanning as they watched videos of a caregiver. The researchers calculated the percentage of time each child fixated on the caregiver's eyes, mouth, body, or nonhuman regions of the images. Children were tested at 10 different times between 2 and 24 months of age. By 3 years of age, 12 of the 59 children in the high-risk group (about 20%) and

one child in the low-risk group had been diagnosed with an autism spectrum disorder. The researchers then reviewed the eye-tracking data to see what factors differed between those who had received an autism diagnosis and those who hadn't. At 2 months of age, attention to eyes (eye-looking) was similar in children with and without an autism diagnosis. But between 2 and 6 months, eye-looking behavior began to drop in the children later diagnosed with autism. The decline continued throughout the course of the study. By 24 months, the children with autism focused on the caregiver's eyes only about half as long the children without autism. The researchers were surprised to find that eye-looking behaviors appeared normal at 2 months of age, since a long-standing theory holds that social behaviors are entirely absent in children with autism. The finding suggests that some social engagement skills initially may be intact in newborns later diagnosed with autism.

Losing a parent during childhood may increase risk of early death

People who experienced the death of a parent in childhood appear to be more likely to die prematurely themselves, new research shows. A study that tracked more than 7 million people for up to 42 years found that people who lost a parent before they turned 18 were 50% more likely to die during the course of the study than people who made it to adulthood with both parents still alive. The link was seen for both boys and girls who lost either mothers or fathers. It was also seen for people who lost a parent when they were only 6 months old, when they were on the verge of becoming adults, and for all ages in between.

Fight Off Food Poisoning

Food Safety for Warmer Weather

"Food poisoning occurs if the foods you eat contain certain microbes or the toxins they produce," says Dr. Alison O'Brien, a food safety expert at the Uniformed Services University of the Health Sciences in Maryland. "You can get sick directly from swallowing the toxins. Or you can get sick if the microbes get into your gut and start to multiply." Many people know the symptoms of food poisoning: vomiting, diarrhea, abdominal pain, fever, or chills. The sickness may be mild or severe. It may last from a few hours to several days. The symptoms and length of illness depend on the type of disease-causing microbe or toxin you've swallowed. Several types of bacteria can also cause food poisoning. Some foods you buy such as raw meat or

fruits and vegetables may already contain bacteria that you need to wash off or cook to destroy. Bacteria can also thrive in certain foods if not stored properly.

Bacteria like Staph and *Bacillus cereus* can make you sick quickly, within 1 to 7 hours. These bacteria produce fast-acting toxins in foods (such as meat or dairy for Staph, and starchy foods like rice for *B. cereus*). Keeping such foods refrigerated at 40 °F or colder helps slow or stop the growth of these bacteria. Other bacteria, such as *Salmonella* and *Campylobacter*, don't make you sick until they get in your body and multiply. With these microbes, it can take 12 hours or a few days for you to feel ill. "Symptoms can include fever, cramps, and sometimes bloody diarrhea," says O'Brien.

FDA Puts AstraZeneca's Diabetes Med Onglyza On Review For Heart Safety

The FDA review follows a *New England Journal of Medicine* study that flagged an increase in heart failure hospitalizations among patients who used Onglyza (saxagliptin). The active ingredient is also part of a metformin combination drug, Kombiglyze. AstraZeneca nabbed full control of Onglyza in its recent buyout of Bristol-Myers Squibb's (\$BMY) share in their longstanding diabetes partnership. Over the past couple of years, in deals with Bristol-Myers, the U.K.-based drugmaker has staked more than \$7.5 billion on growing its diabetes franchise, and Onglyza is key to its strategy. The FDA has stepped up its scrutiny of diabetes drugs and their heart safety, a major concern since cardiovascular risks were associated with GlaxoSmithKline's Avandia, touching off a public controversy. After the Avandia brouhaha, FDA said it would set a higher heart-safety bar for approving new diabetes drugs. It since denied approval to Novo Nordisk's new diabetes treatment Tresiba, asking the Danish drugmaker for a new study of its cardiovascular safety. Onglyza is a DPP-4 inhibitor, a class of drugs that also includes Merck's Januvia (sitagliptin), Eli Lilly and Boehringer Ingelheim's Tradjenta/Trajenta (linagliptin) and Takeda's Nesina (alogliptin). Januvia has dominated the class, but AstraZeneca has been stepping up its bid for Onglyza sales.

*Bring the best of your authentic
self to every opportunity*
John Jantsch

Sun And Skin

The Dark Side Of Sun Exposure

Our bodies were built to make good use of the sun. Sunlight helps keep our sleeping patterns on track so we can stay awake by day and sleep soundly at night. Getting too little sun, especially in winter months, can leave some people prone to a form of depression known as seasonal affective disorder. Sunlight also helps our skin make vitamin D, which is needed for normal bone function and health. Yet sunlight can also cause damage. Your skin does have ways to prevent or repair such damage. The outermost layer of skin constantly sheds dead skin cells and replaces them. You might have noticed this type of skin repair if you've ever had a bad sunburn. Your skin may peel, but it usually looks normal in a week or two. Too much sun exposure can also raise your risk for skin cancer, the most common type of cancer in the United States. When UV light enters skin cells, it can harm the genetic material (called DNA) within. DNA damage can cause changes to cells that make them rapidly grow and divide. This growth can lead to clumps of extra cells called a tumor, or lesion. These may be cancerous (malignant) or harmless (benign).

FDA Approves Nexavar To Treat Type Of Thyroid Cancer

The U.S. Food and Drug Administration today expanded the approved uses of Nexavar (sorafenib) to treat late-stage (metastatic) differentiated thyroid cancer. Thyroid cancer is a cancerous growth of the thyroid gland, which is located in the neck. Differentiated thyroid cancer is the most common type of thyroid cancer. Nexavar works by inhibiting multiple proteins in cancer cells, limiting cancer cell growth and division. The drug's new use is intended for patients with locally recurrent or metastatic, progressive differentiated thyroid cancer that no longer responds to radioactive iodine treatment. The safety and effectiveness of Nexavar were established in a clinical study involving 417 participants with locally recurrent or metastatic, progressive differentiated thyroid cancer that does not respond to radioactive iodine treatment. Nexavar increased the length of time patients lived without the cancer progressing (progression-free survival) by 41 percent. Half of patients receiving Nexavar lived without cancer progression for at least 10.8 months compared to at least 5.8 months for participants receiving a placebo. The FDA completed its review of Nexavar's new indication under its priority review program. This program provides for an expedited, six-month review for drugs that may

offer a significant improvement in safety or effectiveness of the treatment, prevention or diagnosis of a serious condition. Nexavar also received orphan-product designation by the FDA because it is intended to treat a rare disease or condition.

Why Teams Don't Work

The belief that teams make us more creative and productive and are the best way to get things done is deeply entrenched. But Hackman, a professor of organizational psychology at Harvard and a leading expert on teams, is having none of it. Research, he says, consistently shows that teams underperform despite all their extra resources. In an interview with senior editor Diane Coutu, Hackman explains where teams go wrong. Shockingly, most of the time members don't agree on what the team is supposed to be doing or even on who is on the team. The belief that bigger is better also compounds problems; as a team grows, the effort needed to manage links between members increases almost exponentially. Leaders need to be ruthless about defining teams and keeping them small (fewer than 10 members), and some individuals (like team destroyers) should simply be forced off. The leader also must set a compelling direction for the team but in so doing, may encounter intense resistance that puts him or her at great risk. Hackman explores other fallacies about teams for instance, that teams whose members have been together a long time become stale. In fact, research reveals that new teams make 50% more mistakes than established teams. To avoid complacency, though, every team needs a deviant someone who is willing to make waves and open up the group to more ideas. Unfortunately, such individuals often get thrown off the team, robbing it of its chance to be magical. Leaders can't make a team do well. However, by being disciplined about how a team is set up and managed, instituting the right support systems, and providing coaching in group processes, they can increase the likelihood that a team will be great.

The Rise of the Chief Marketing Technologist

Marketing is rapidly becoming one of the most technology-dependent functions in business. In response, a new type of executive is emerging the chief marketing technologist. CMTs are part strategist, part creative director, part technology leader, and part teacher. They go by various titles, but they share a common job, intersecting with four key stakeholders in the organization: The CMO and other senior marketing executives. Here, the CMT supports strategy by ensuring technical capabilities

and advocating for approaches enabled by new technologies. The chief marketing technologist facilitates and prioritizes technology requests from marketing, translating between technical and marketing requirements and making sure that marketing's systems adhere to IT policies. The task here is to ensure that the marketing staff has the right software and training. The CMT assesses how well outside vendors' technical capabilities meet marketing's needs, helps integrate the systems, and monitors their performance.

The Power Of Small Wins

What is the best way to motivate employees to do creative work? Help them take a step forward every day. In an analysis of knowledge workers' diaries, the authors found that nothing contributed more to a positive inner work life (the mix of emotions, motivations, and perceptions that is critical to performance) than making progress in meaningful work. If a person is motivated and happy at the end of the workday, it's a good bet that he or she achieved something, however small. If the person drags out of the office disengaged and joyless, a setback is likely to blame. This progress principle suggests that managers have more influence than they may realize over employees' well-being, motivation, and creative output. The key is to learn which actions support progress such as setting clear goals, providing sufficient time and resources, and offering recognition and which have the opposite effect. Even small wins can boost inner work life tremendously. On the flip side, small losses or setbacks can have an extremely negative effect. And the work doesn't need to involve curing cancer in order to be meaningful. It simply must matter to the person doing it. The actions that set in motion the positive feedback loop between progress and inner work life may sound like Management 101, but it takes discipline to establish new habits. The authors provide a checklist that managers can use on a daily basis to monitor their progress-enhancing behaviors.

The Ultimate Marketing Machine

Though social and digital media are rapidly transforming marketing and new tools emerge daily, in most firms the organization of the function hasn't changed in 40 years. How should marketers revamp their strategies, structures, and capabilities to meet the new realities? To find out, the consultancy Effective Brands and its partners conducted a study involving 10,000 marketers from 92 countries, which examined what separated high-performing marketers from the pack. High performers, the study showed,

excelled in three areas: integrating data about what customers are doing with an understanding of *why* they are doing it; communicating a brand purpose (the functional, emotional, and societal benefits of the offering); and delivering a "total experience" to customers. To provide this kind of experience, high performers break down silos and enlist the help of the entire organization. That means they must link marketing strategy tightly to business strategy and to other functions; inspire employees across the company with the brand's purpose; focus and align around a few key priorities; set up nimble, cross-functional teams; and build internal capabilities through extensive training at all levels. Surprisingly, few companies have been able to put all these pieces together. Only half of even high-performing organizations excel on some of these capabilities. But that shouldn't be discouraging; rather, it just illuminates where there's work to do.

The No. 1 way managers kill staff motivation

Despite your best efforts to plan rewards and boost morale, you might be killing your team's motivation. While employees respond to many different types of motivators, one thing is guaranteed to put the brakes on their drive and initiative: your failure to trust them. *Check your behaviors against this list:* **Hovering.** Check in with new employees frequently, but once you have trained them well, back off. What you see as being an attentive manager feels like micromanagement to them. **Doing their work.** Don't do tasks that your staff should do. Don't assign a project and immediately weigh in with your ideas, essentially telling the employee exactly what to do. Granting employees authority and flexibility in how they do their work builds their engagement. Set the parameters for assignments and allow them to fill in the details. If you have advice that would significantly improve results, suggest, don't tell. Examples: "What if ...?" and "Have you considered ...?" **Denying opportunity.** If employees never fail, you aren't challenging them. Employees want to learn and develop new skills. That won't happen if you don't trust them to attempt new assignments.

The Five Competitive Forces That Shape Strategy

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. In this article, Porter undertakes a thorough reaffirmation and extension of his classic work of strategy formulation, which includes substantial new sections showing how to put the five forces analysis into 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 New Science of Building Great Teams

Why do some teams consistently deliver high performance while other, seemingly identical teams struggle? Led by Sandy Pentland, researchers at MIT's Human Dynamics Laboratory set out to solve that puzzle. Hoping to decode the "It factor" that made groups click, they equipped teams from a broad variety of projects and industries (comprising 2,500 individuals in total) with wearable electronic sensors that collected data on their social behavior for weeks at a time. With remarkable consistency, the data showed that the most important predictor of a team's success was its communication

patterns. Those patterns were as significant as all other factors: intelligence, personality, talent combined. In fact, the researchers could foretell which teams would outperform simply by looking at the data on their communication, without even meeting their members. Pentland shares the secrets of his findings and shows how anyone can engineer a great team. He has identified three key communication dynamics that affect performance: *energy*, *engagement*, and *exploration*. Drawing from the data, he has precisely quantified the ideal team patterns for each. Even more significant, he has seen that when teams map their own communication behavior over time and then make adjustments that move it closer to the ideal, they can dramatically improve their performance.

The Crisis in Retirement Planning

Corporate America began to really take notice of the looming retirement crisis in the wake of the dot-com crash, when companies in major industries went bankrupt in large part because of their inability to meet their pension obligations. The result was an acceleration of America's shift away from employer-sponsored pension plans toward defined-contribution plans epitomized by the ubiquitous 401(k) which transfer the investment risk from the company to the employee. With that transfer has come a dangerous shift in investment focus, argues Nobel Laureate Robert C. Merton. Traditional pension plans were conceived and managed to provide members with a *guaranteed income*. And because that objective filtered right through the scheme, members thought of their benefits in those terms. Ask a member what her pension is worth and she'll reply with an income figure: "two-thirds of my final salary," for example. Most DC schemes, however, are designed and managed as investment accounts with the goal of accumulating the largest possible pot of savings. Communication with savers is framed entirely in terms of assets and returns. Ask a saver what his 401(k) is worth and you'll hear a cash amount and perhaps a lament to the value lost in the financial crisis. The trouble is that investment value and asset volatility are simply the wrong measures if your goal is to secure a particular future income. In this article, Merton explains a liability-driven investment strategy whose aim is to improve the probability of achieving a desired retirement income rather than to maximize the capital value of the savings.

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Bring the best of your authentic self to every opportunity
John Jantsch

Continue your professional growth

We were pleased to see all that you, our readers, do to improve your work skills: 80% subscribe to publications, 70% attend training workshops and seminars, 60% connect with colleagues through industry associations and/or online, 50% read books, and an equal number read blogs. However, only 30% of you have a mentor. A recent study from the University of Nebraska showed that informal mentorships can be more effective than formal training in developing leaders. *Bottom line:* Find a mentor you trust, and be open to criticism. In honor of Black History month, and inspire your professional development.

Treat internal customers as well you do external ones

Treat your internal customers well and your external customers will receive better service too. The co-workers sitting beside you and your colleagues in departments throughout the organization rely on you so that they can do their jobs well. **Provide great service to your internal customers with these habits: Ask what they want.** Understand what is important to them. *Example:* "Would you like to receive these forms as we complete them or in one batch?" **Explain what they can do.** Tell your internal customers what actions make it easier for you to serve them. *Example:* "If you will put these two items at the top of your email, I will be able to answer your questions faster." **Act with respect.** Maintain the professional image you show to external customers. Be polite, don't curse and devote your full attention to them. *Examples:* You wouldn't check email while talking to a client, so don't do it while talking with a co-worker. You wouldn't take the food off someone's plate during a business lunch, so keep your hands off the food in the office fridge that doesn't belong to you. **Be responsive and reach out.** Reply to all emails and voice-mail messages that require a response within 24 hours, even if all you can say is "I'm working on that." Keep your colleagues in the loop about changes that affect their jobs. **Heed boundaries.** You'd never walk into a prospective customer's home without knocking or allow your ringtone to blare out "You Sexy Thing" in the midst of your conversation with a client. Don't allow yourself to interrupt co-workers either. Schedule appointments or ask whether there is a convenient time to talk, instead of popping your head over the cubicle wall or barging into the other person's workstation. Set your mobile phone to silent or vibrate mode while at work, and take private conversations to a private area, so you don't distract those around you.

Fasting for three days can regenerate entire immune system, study finds

A person's entire immune system can be rejuvenated by fasting for as little as three days as it triggers the body to start producing new white blood cells, a study suggests. Researchers say fasting "flips a regenerative switch" which prompts stem cells to create brand new white blood cells. Fasting for as little as three days can regenerate the entire immune system, even in the elderly, scientists have found in a breakthrough described as "remarkable". Although fasting diets have been criticized by nutritionists for being unhealthy, new research suggests starving the body kick-starts stem cells into producing new white blood cells, which fight off infection. Scientists at the University of Southern California say the discovery could be particularly beneficial for people suffering from damaged immune systems, such as cancer patients on chemotherapy. It could also help the elderly whose immune system becomes less effective as they age, making it harder for them to fight off even common diseases. The researchers say fasting "flips a regenerative switch" which prompts stem cells to create brand new white blood cells, essentially regenerating the entire immune system.

Wise Men's Wisdom

1. "Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome while trying to succeed." Booker T. Washington, educator.
2. "I can do something else besides stuff a ball through a hoop. My biggest resource is my mind." Kareem Abdul-Jabbar, professional basketball player and author.
3. "All great achievements require time." Maya Angelou, author.
4. "The potential for greatness lives within each of us." Wilma Rudolph, Olympic gold medalist.
5. "If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude." Colin Powell, four-star general and U.S. Secretary of State.
6. "The greatest education in the world is watching the masters at work." Michael Jackson, singer.
7. "I used to want the words 'She tried' on my tombstone. Now I want 'She did it.'" Katherine Dunham, dancer, choreographer and activist

Don'ts

1. Don't expectorate. Men in good health do not need to expectorate; with them continual expectoration is simply the result of habit. Men with bronchial or lung disease are compelled to expectorate, but no one should discharge matter of the kind in public place expect into

vessels provided to receive it. Spitting upon the floor anywhere is inexcusable. One should not even spit upon the sidewalk, but go to the gutter for the purpose. One must not spit into the fire-place nor upon the carpet, and hence the English rule is for him to spit in his handkerchief but this is not a pleasant alternative. **2.** On some occasions no other may offer. **3.** Don't whistle in the street, in public vehicles, at the public assemblies, or anywhere where it many annoy. Mem; don't whistle at all. **4.** Don't laugh boisterously. Laugh heartily when the occasion calls for it, but the loud guffaw is not necessary to heartiness. **5.** Don't have the habit of smiling or "grinning" at nothing. Smile or laugh when there is occasion to do either, but at other times keep your mouth shut and your manner composed. People who laugh at everything are commonly capable of nothing.

PharmaGuide GCC Edition Launched

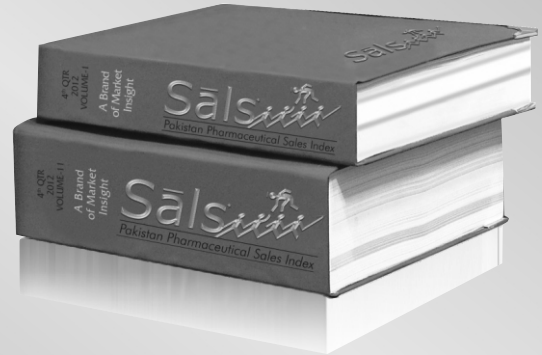
PharmaGuide has launched its GCC Edition for the six GCC countries: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, UAE from June 1, 2014.

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

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