

Sāls LETTER

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Information and tips for pharmaceutical executives

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Top Drug Patent Losses of 2014: Opportunities to launch these products in Pakistan

We ranked these drugs by global sales in 2012; neither Boehringer Ingelheim, a private company, nor Allergan breaks out U.S. sales of its product listed below. We've included U.S. numbers for the rest. Sales figures are from the company's earnings announcements and Securities and Exchange Commission filings. For companies reporting in foreign currencies--Boehringer and Sanofi -- we converted sales figures according to the exchange rate on the last day of the relevant period. **1. Copaxone** (glatiramer acetate), Multiple Sclerosis, Teva Pharmaceutical Industries, Global Sales 2012: \$3.996 billion, U.S. Sales 2012: \$2.9 billion, Expiration Date: May 2014. **2. Micardis/ Micardis HCT** (telmisartan), Hypertension, Boehringer Ingelheim, Global Sales 2012: \$2.217 billion, U.S. Sales 2012: (not reported), Expiration Date: January 2014. **3. Sandostatin LAR** (octreotide acetate), Cancer, Novartis, Global Sales 2012: \$1.512 billion, U.S. Sales 2012: \$649 million, Expiration Date: June 2014. **4. Exforge/Exforge HCT** (amlodipine/valsartan), Hypertension, Novartis, Global Sales 2012: \$1.352 billion, U.S. Sales 2012: \$358 million, Expiration Date: October 2014. **5. Nasonex** (mometasone furoate monohydrate), Respiratory Allergies, Merck, Global Sales 2012: \$1.268 billion, U.S. Sales 2012: \$597 million, Expiration Date: January 2014 (pediatric exclusivity). **6. Trilipix** (fenofibric acid), Cholesterol/ Triglycerides, AbbVie, Global Sales 2012: \$1.098 billion, U.S. Sales 2012: \$1.098 billion, Expiration Date: January 2014, but generics launched July 2013. **7. Evista** (raloxifene HCl), Osteoporosis, breast cancer prevention, Eli Lilly, Global Sales 2012: \$1.01 billion, U.S. Sales 2012: \$699 million, Expiration Date: March 2014. **8. Renagel/Renvela** (sevelamer hydrochloride and sevelamer carbonate), Chronic Kidney Disease, Sanofi, Global Sales 2012: \$861 million, U.S. Sales 2012: \$595 million, Expiration Date: September 2014, March 2014 generic launch under license. **9. Restasis** (cyclosporine ophthalmic emulsion), Chronic dry eye, Allergan, Global Sales 2012: \$792 million, U.S. Sales 2012: Not reported,

but ex-U.S. sales are "modest," company says, Expiration Date: May 2014

Bringing New Rx Drugs to Market in 2014

FDA approved 27 drugs for 2013. And among them was one, clear "world-beater:" *Sovaldi*, brought to market by Gilead Pharmaceuticals. This breakthrough product is being credited with 'curing' the hepatitis C virus (HCV) in as little as 12 weeks of therapy. That's huge! But the equally big news is that *Sovaldi* is not an injectable interferon product like most of the other products previously used to treat HCV, many that were associated with tough side effects. Now, patients take one 400mg *Sovaldi* tablet daily in combination with other oral HCV therapies without major side effects. Overall, is this big news for those suffering from this disease? Absolutely. A therapy with twelve-week cure rates and an oral formulation no more needles would typically end up a winning product for patients, and a win for the company selling it. For Gilead, some Rx market experts are predicting that *Sovaldi* has the potential to pass *Lipitor's* blockbuster record of \$13 billion in annual sales. Think about how an important new drug like *Sovaldi* is being received globally in 2014. For starters, consider that the worldwide HCV patient population that could benefit from *Sovaldi* is estimated to be 300 million individuals. A hue and cry has gone up already from global NGO's and HIV activist groups denouncing Gilead's pricing of the product. The demand is that generic *Sovaldi* should be made available immediately, worldwide, or in the worst case, that nations simply be allowed to declare a public health emergency and undertake compulsory licensing of the *Sovaldi* patent. The US Rx industry has had recent experiences with this type of activity in countries like Thailand, Brazil, and India. What are the chances of this

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occurring? Keep an eye on countries like Russia, China, and India that are battling huge HCV epidemics.

Teva's early Copaxone-switching success turns analysts into believers

In the case of Teva Pharmaceutical Industries--which is firing on all cylinders to convert patients to a new, long-acting version of Copaxone--early results have some analysts thinking the Israeli company may deliver on its promise to switch 30% to 50% of patients. As *Bloomberg* reports, Teva (\$TEVA) converted 8.7% of total 20mg prescriptions of the multiple sclerosis drug to the 40mg version for the week ended Feb. 28. And as Leerink Partners analyst Jason Gerberry reported in an investor note, prescription data showed a 61% increase in total prescriptions for the thrice-weekly version for that week.

Antipsychotic drugs may have another use: Treating deadly brain tumors

Researchers are finding more potential uses for existing drugs by repurposing them to treat other medical conditions. One class of FDA-approved antipsychotic drugs may provide a new approach to treating the most aggressive form of primary brain cancer, glioblastoma. A team of scientists at the UC San Diego School of Medicine made the discovery, using a technology platform called small hairpin RNA (shRNA). The shRNA sequences function like molecular erasers to test how each gene in the human genome contributed to glioblastoma growth. "We can design these 'erasers' against every gene in the human genome. These shRNAs can then be packaged into viruses and introduced into cancer cells. If a gene is required for glioblastoma growth and the shRNA erases the function of that gene, then the cancer cell will either stop growing or die," explained Dr. Clark Chen, codirector of neurosurgical oncology at UCSD

Pfizer recalls bottles of antidepressant that might have a heart drug mixed in

This is the second recall in about 6 weeks for the U.S. drug giant. Pfizer, which had to recall an injectable drug last month, is now recalling three lots of an antidepressant after a pharmacist discovered a capsule of one of Pfizer's heart pills in an Effexor XR bottle, a potentially deadly combo. The New York-based Pfizer (\$PFE) said it had voluntarily recalled two lots of different quantities of Effexor XR and one lot of its Greenstone-branded venlafaxine, its branded generic version. The drugmaker said the risk that any other bottles might be affected is slim, but it decided to recall the three lots as a precaution. All three were run on the same packaging line. Pfizer told

Fox News that the three lots total about 104,450 bottles, and about 65,800 have already hit pharmacies. The heart drug found in an Effexor XR bottle was Tikosyn, a medicine used to treat irregular heartbeats. Patients prescribed Effexor XR who took Tikosyn by mistake could potentially have a fatal reaction, the drugmaker cautioned. In February, Mylan (\$MYL) recalled 10 lots of the injectable "hypnotic drug" etomidate in 2-, 10- and 20-mL doses because pieces of shredded labels were found in some vials. The drug was manufactured for Pfizer in a plant in Poland that Mylan recently acquired in its \$1.75 billion acquisition of India's Agila Specialties.

Novartis orphan drug Jakavi nabs 'blockbuster' forecasts on new data. Novartis may have another cancer blockbuster on its hands. New Phase III data on Jakavi (ruxolitinib) has Wall Street analysts predicting that it will easily pass the \$1 billion mark. Already approved to treat the blood cancer myelofibrosis, Jakavi met its goals in a Phase III trial in certain patients with polycythemia vera, a rare and incurable cancer marked by the overproduction of blood cells. The Swiss drugmaker said Jakavi maintained the volume of red blood cells without the need for phlebotomy, which is a procedure to remove blood from the body. Spleen size also dropped by 35% or more. Now, Novartis plans to seek regulatory approval for the new use this year. Analysts predict the approvals will start coming in next year and will ultimately push sales of Jakavi into blockbuster territory, according to *Reuters*. Vontobel analyst Andrew Weiss told *Reuters* he predicts the drug will bring in 500 million Swiss francs (\$567 million) per year for each approved indication. Jakavi, which inhibits the tyrosine kinases JAK1 and JAK2, is also being tested in pancreatic cancer and other advanced malignancies. *Novartis licensed Jakavi from Incyte (\$INCY) and has full commercialization rights outside of the U.S. (where the product is known as Jakafi)*. The drug brought in \$163 million in sales for Novartis in 2013, up from \$30 million the previous year.

Global rise in pain drug use puts the hurt on Tasmania's poppy production

GSK, J&J and others ask Australia to expand production to meet growing ingredient demand

Opium poppy plants contain morphine, codeine and thebaine, ingredients needed for essential pain drugs. But because they can also be used to make heroin, global production is strictly regulated. With a shortage of ingredients looming, there is a fight going on in Australia over whether production can be widened from the island of Tasmania, the source of about half the world's supply.

According to the *Financial Times*, drug makers including GlaxoSmithKline (\$GSK), Johnson & Johnson (\$JNJ) and TPI Enterprises of Australia have asked the government to expand production to the mainland. A United Nations report cited by the newspaper says France, Hungary, Turkey, India and Spain also produce opium poppies, but their production together equals that of Tasmania. The area planted with poppies there has nearly tripled in recent years, but it still cannot keep up with growing demand, drug makers claim. "There is increasing demand for pain relief drugs as the global middle classes expand. But there is a limit on the available land in Tasmania for growing," Jarrod Ritchie, chief executive of TPI, tells the *Financial Times*. "We've recently suffered drought and storms in Tasmania and we just can't get enough crops. The existing monopoly situation is damaging the industry."

Why Good Managers Are So Rare

Gallup has found that one of the most important decisions companies make is simply whom they name manager. Yet our analysis suggests that they usually get it wrong. In fact, Gallup finds that companies fail to choose the candidate with the right talent for the job 82% of the time. Bad managers cost businesses billions of dollars each year, and having too many of them can bring down a company. The only defense against this massive problem is a good offense, because when companies get these decisions wrong, nothing fixes it. Businesses that get it right, however, and hire managers based on talent will thrive and gain a significant competitive advantage.

Managers account for at least 70% of variance in employee engagement scores across business units, Gallup estimates. This variation is in turn responsible for severely low worldwide employee engagement. Gallup reported in two large-scale studies in 2012 that only 30% of U.S. employees are engaged at work, and a staggeringly low 13% worldwide are engaged. Worse, over the past 12 years these low numbers have barely budged, meaning that the vast majority of employees worldwide are failing to develop and contribute at work.

Gallup has studied performance at hundreds of organizations and measured the engagement of 27 million employees and more than 2.5 million work units over the past two decades. No matter the industry, size, or location, we find executives struggling to unlock the mystery of why performance varies so immensely from one workgroup to the next. Performance metrics fluctuate widely and unnecessarily within most companies, in no small part from the lack of consistency in how people are managed. This "noise" frustrates leaders because unpredictability causes great inefficiencies in execution.

Executives can cut through this noise by measuring what matters most. Gallup has discovered links between *employee engagement* at the business-unit level and vital performance indicators, including customer metrics; higher profitability, productivity, and quality (fewer defects); lower turnover; less absenteeism and shrinkage (i.e., theft); and fewer safety incidents. When a company raises employee engagement levels consistently across every business unit, everything gets better.

To make this happen, companies should systematically demand that every team within their workforce have a great manager. After all, the root of performance variability lies within human nature itself. Teams are composed of individuals with diverging needs related to morale, motivation, and clarity all of which lead to varying degrees of performance.

Sanofi slapped with €28M bribery fine for former German employees' scheme

It turns out the corruption probe in China wasn't Sanofi's only recent bribery investigation. A German court convicted two former employees of bribery 10 months ago and slapped the French drugmaker with a €28 million (\$39 million) fine--news that's just now coming to light thanks to a simplified German legal process that allows courts to try some crimes without a courtroom trial. According to *Reuters*, a Sanofi (\$SNY) spokesman said an investigation of the former employees found that between 2007 and 2010 they had bribed a consultancy that advised one of the company's clients--a pharmaceuticals dealer--in order to win more orders from that client. "Sanofi was unfairly given preference because of this," he told the news service. A spokesman for prosecutors in Verden, Germany, told *Reuters* that further investigations are ongoing, but he wouldn't specify whether the investigations related to Sanofi or to its employees. He declined to provide *Reuters* with details on the identity of the client or the consultant, though he did say that both employees worked with the company's sales force and neither was a senior manager. The court doled out their suspended sentences for bribery transactions in business last May. That timeline puts the convictions just before Chinese bribery allegations erupted in the pharma world last summer. After authorities in China targeted GlaxoSmithKline (\$GSK) for funneling \$490 million to Chinese doctors through travel agencies, whistleblower accusations radiated outward to ensnare several multinational drugmakers--including Sanofi. The company allegedly paid ¥1.7 million (\$277,000) in bribes to 503 doctors around the country, forking over ¥80 to doctors each time a patient bought its products. Corruption allegations have ensnared pharma

companies around the world. A few years back, Sanofi was one of a handful of international companies entangled in a bribery investigation in [Serbia](#), which highlighted the dangers of emerging markets expansion. More recently, Teva Pharmaceutical Industries ([STEVA](#)) said in November that an internal investigation turned up suspect practices in countries ranging from Latin America to Russia. But drugmakers' home countries have come down hard, too. Penalties from Britain's Serious Fraud Office may be on the way for Glaxo over its actions in China, some say. And U.S. officials have stepped up their Foreign Corrupt Practices Act enforcement, with Pfizer ([\\$PFE](#)) and Johnson & Johnson ([\\$JNJ](#)), to name a couple, settling probes for \$60 million and \$70 million, respectively.

Sanofi faces bribery allegations from China whistleblower

Sanofi ([\\$SNY](#)) has joined GlaxoSmithKline ([\\$GSK](#)) in facing bribery allegations in China. In the French drugmaker's case, the accusations come from an anonymous whistleblower, rather than official sources, at least so far. According to a Chinese newspaper, the whistleblower says Sanofi paid 1.7 million yuan in bribes to 503 doctors around the country. The alleged bribes occurred in 2007, the *21st Century Business Herald* reported, citing documents handed over by the whistleblower. Sanofi allegedly paid doctors 80 yuan each time a patient bought its products, *Agence France-Presse* said, citing the *Herald*. The biggest total payment amounted to 11,200 yuan, or about \$1,800. According to *Shanghai Daily*, the drugs in question were the high blood pressure treatment Irbesartan and an Irbesartan combo pill. The documents provided to the *Herald* list actual sales figures for each drug in major hospitals, alongside corresponding kickbacks for each drug, the newspaper said.

Marketing automation

Marketing automation refers to [software](#) platforms designed for [marketing](#) departments and organizations to automate repetitive tasks. Marketing departments, [consultants](#) and part-time marketing employees benefit by specifying criteria and outcomes for tasks and processes which are then interpreted, stored and executed by software, which increases efficiency and reduces human error. Originally focused on email marketing automation, marketing automation refers to a broad range of automation and analytic tools for marketing^[1] especially [inbound marketing](#). The use of a marketing automation platform is to streamline sales and marketing organizations by replacing high-touch, repetitive manual processes with automated solutions.

There are three categories of software. 1. **Marketing intelligence** uses tracking codes in social media, email and webpages to track the behavior of anyone interested in a product or service to gain a measure of intent. It can record which social media group or thread they followed, which link was clicked on in an email or which search term was used to access a website. Multiple link analysis can then track buyer behavior - following links and multiple threads related to product A but not B will show an interest only in A. This allows more accurately targeted response and the development of a nurturing program specifically targeted towards their interest and vertical market. 2. **Marketing automation** has a focus on moving leads from the top of the marketing funnel through to becoming sales-ready leads at the bottom of the funnel. Prospects are scored, based on their activities, and then presented drip campaign messaging via email and social channels, thus nurturing them from first interest through to sale. Commonly used in business-to-business (B2B), business-to-government (B2G), or longer sales cycle business-to-consumer (B2C) sales cycles, Marketing Automation involves multiple areas of marketing and is really the marriage of email marketing technology coupled with a structured sales process. 3. **Advanced workflow automation** encompasses automation of internal marketing processes. These include budgeting and planning, workflow and approvals, the marketing calendar, internal collaboration, digital asset creation and management and essentially everything that supports the operational efficiency of the internal marketing function. Typically these systems require a CRM or COM administrator to set up a complex series of rules to trigger action items for internal sales and marketing professionals to manually process (designing files, sending letters, sending email campaigns). This type of system increases marketer's ability to deliver relevant content to relevant individuals at relevant times. Limitations may apply, based on the human resource capacity of an organization and their level of commitment to the tasks as they are assigned. In order to effectively aid marketers in fully understanding customers and subsequently developing a strategic marketing plan, marketing automation tools (MAT) are designed to perform four key tasks: a) Development and analysis of marketing campaigns and customers b) Management of marketing campaigns c) Appropriate customer data organization and storage d) Moving contacts from leads to customers. It is typical of marketing automation platforms to offer a content management system, hosted webforms, landing pages, analytics, and email platform.

Employee Engagement: Room for Improvement

The news is positive; engagement is up, according to the 2012 Trends in Employee Global Engagement report issued by human resources consulting firm Aon Hewitt. It was a modest ascent, with 58% of global employees engaged in 2011 compared with 56% in the previous year, but the percentage reverses years of declining levels. Engagement levels also vary widely by region, with fully 71% of workers in Latin America identified as engaged compared with 52% in North America. What is engagement, anyway? Aon Hewitt defines it as "the state of emotional and intellectual involvement that motivates employees to do their best work." The company's engagement conclusions are based on analyzing trends of more than 3,100 organizations worldwide against six drivers of engagement -- quality of life, work, people, opportunities, total rewards, and company practices -- each comprising several sub-categories. Employee perception scores grew in three key areas, including effective leadership at the business unit/division level (61% vs. 54%); people, HR practices creating a positive work environment (53% vs. 47%); and perceiving relationships with customers as rewarding (75% vs. 70%).

5 Timeless Management Tips for Boosting Employee Engagement

We've known for years that companies with happy, engaged workers tend to produce more, while companies with unmotivated workforces bleed profits by the billions. What we've missed is any sort of defining characteristics exhibited by engaged workers. A new book seeks to change that. In "The Employee Engagement Mindset," Dr. Timothy Clark and his team reveal six habits of engaged employees, none of which are surprising when viewed through the lens of common sense: They tend to choose activities that advance their goals. **1.** They act opportunistically in seeking new work. **2.** They tend to learn fast and adapt accordingly. **3.** They seek challenges beyond their stated areas of expertise. **4.** They revel in the intrinsic rewards of achievement. **5.** They help others improve and create organizational value as a result.

On Leadership:

1. Successful leaders have an internal true north that provides them with direction during times of challenge and uncertainty. The best leaders continually learn. They strive to expand their competence, and never assume that they know all the answers. They believe in other people. They don't over react to mistakes, and don't exult in or try to profit from other's failure. They are service oriented. They see their work as a mission, not just another job. They

see life as an adventure. They are confident enough not to need to categorize or stereotype people and situations to produce an illusion of predictability. They are synergistic. They promote constructive changes to improve the performance of people around them. They keep mind, body and emotions in shape through exercise including physical exercise, problem solving, visualization of the future and working to understand people on their own terms. **2. Power secrets:** Position power results from official rank in the organization, while personal power is the ability to get things done, regardless of the rank. The two are distinct, but personal power can lead to position power and give one individual at a given rank much more influence than a peer. **3. To build personal power:** Network with those at all levels of the organization, up and down, as well as clients and customers. From friendships and alliances with influential people outside your direct chain of command. Learn to negotiate in a win win manner, so those who deal with you profit and will be willing to deal with you again. Build relationships to achieve joint goals emphasizing the 'we' in accomplishments rather than 'I'.

On Management

1. Company rules and regulations should help employees do their jobs, not hinder them. Form a panel of workers from different departments production, sales, accounting etc. Have them challenge every piece of company red tape approval forms, reports and other paper work by asking how each helps get the job done. Slash as much as possible. Remove anything that might be an obstacle to the efficient operation of the business. Simplify the rest. **2. Boost productivity** by reducing job specialization: When work gets slowed down and mistakes have more opportunity to occur. Better way: Consolidate work processes and organize related specialties into a closely knit team, train everyone on the team to perform all the jobs to speed the work process and raise the quality standard.

On Personnel

1. Factors increasing employee loyalty in order of importance: Personal recognition, challenging work, increased pay, promotions, a dynamic boss, years of service. **2. Ask a** job candidate "What do you think it takes to be successful in a company such as ours? What would you look for if you were hiring a person for this position? The answers will show how thoroughly the candidate has researched the job and the company a measure of professionalism and seriousness. **3. Biggest mistake** in reference checking: Always go beyond the people suggested by the candidate preferably to every boss the

candidate had over the past 10 years. Plan to make up 10 calls of 20-30 minutes each to get a thorough picture of the candidate, that reveal why the candidate left and whether the references rehire the candidate. **4. Prompt performance** appraisals pay: New employees need greater and more frequent feedback than veterans. Consider the first appraisal the last stage in the recruitment process. Conduct it after four to six weeks. Provide a written summary of the employees strengths and weaknesses, noting specific areas where improvement is required. Objectives of the first appraisal: To help promising new recruits adjust more quickly. To give the company early warning if a new employee won't fit in.

On Meetings

1. Make agendas more specific for better meeting control. Omit 'Old business' and 'New business' categories. List items of old business individually on the agenda. Omit the new business listing completely. It invites anyone to bring up anything at all. **2. Seating arrangements** can have a significant impact on a seminar meeting. Arrange sitting according to the result you wish to get. Examples: Hollow squares and U shaped arrangements facilitate cross talk and decision making, so use them to get people to work together. A semi circle theatre style setup encourages a sense of community, so use it to get group members to focus on problem presented by a speaker. And traditional, classroom style rows facing forward are best for a lecture with listeners taking notes.

Managing your Boss

1. You don't have to like and admire your boss nor do you have to hate him. You do have to manage him, however, so that he becomes your resource for achievement, accomplishment and . . . personal success as well. **2. In today's** work world, nobody makes it completely on their own. Managing up is as important as managing down.. But many people don't realize this. Instead, they waste time complaining about the boss and assume that they are powerless to change and improve the relationship.

YOU YOU YOU

1. Improve performance by studying and avoiding the common mistakes made by others in your field, rather than by trying to imitate the brilliance of star performers. By eliminating mistakes, you will develop your own style of excellence. **2. Perfectionists** often avoid tasks they fear they can't do well enough. Better: Imagine how a B minus student, writer etc. would handle the task and allow yourself to perform only that well. Key: If you are not a B minus person, you won't do B minus work. The

visualization will help you to get started then you will work at your own higher level **3. Art of persuasion:** Don't denigrate the views of the other person. Enhance the other person's ego and avoid hardened confrontation Compliment the person's opinion and credit the thinking behind it. Then explain how your thinking differs. Take your time in disagreeing. Don't just say, "You are wrong." A calm response expresses respect and disarm confrontation. A skilled negotiator will some times not even raise a valid point when it is apparent that a majority of those present will disagree preferring to prepare a stronger case for later.

Risk Taking

1. Measure the potential benefit to determine whether or not you should take the risk. You might take certain risks for a potential million dollar profit that you wouldn't take for a potential \$10,000 profit. **2.** Consider all possibilities. Pick the best one. **3.** Seek advice from a mentor or trusted superior. **4.** Assess the potential loss. Acknowledge the worst that can happen. **5.** Be realistic about your ability to tolerate the uncertainty of what you're going to do. **6.** Realize the chances are slim that you'll take one risk that is 100 percent successful. Learn to take a variety of risks to reach your goal. **7.** Don't take risks because the corporate culture rewards risk taking. Be sure they are prudent. **8.** Avoid risking more than you have to lose. Don't 'bet the ranch' financially or emotionally. Know the limitation of your resources and take your risk within them. **9.** Don't rush into implementing a risk decision. Careful planning before and during the risky effort is a major ingredient.

Time Wasters

Fienman identified the top ten internal (personal) time wasters that executives complain about most. In descending order these are: **1.** Procrastination **2.** Failure to delegate **3.** Unclear objectives **4.** Failure to set priorities **5.** Crisis management **6.** Failure to plan **7.** Poor scheduling **8.** Lack of self discipline **9.** Attempting to do too much at one time **10.** Lack of relevant skills

Job interview body language

It begins even before you say your first word. They'll be sizing you up as you walk across the room to shake hands. Be conscious of how you look and what you're doing, and try not to overlook the verbal and non-verbal signals you're sending out in the rush to parade your carefully prepared answers before them. **Pace yourself** : Speak deliberately more slowly than you would normally. There's a trick here. You'll be revved up as you go in, so you will naturally speak more quickly than normal. If you

concentrate on pronouncing your words individually, you'll actually be speaking at a normal speed. Think of good speakers you've experienced throughout your education. You'll remember the ones who were more focused and engaging. That's not to say they were the funniest or loudest or most entertaining. But they were almost certainly the most animated. Focus. You're not here to entertain so leave the jokes at the door but you are here to look like you want the job. Concentrate on that and let your commitment and energy shine through. **Non-verbal signals:** A firm but not crushing handshake is the one to go for. The wet fish technique is a guaranteed turn off. Also, try to ensure your hands are dry and warm as natural as possible. Don't slouch in your chair, whether in reception or the interview room. Slouching says "I don't care" and should be reserved for lazy Sundays on the sofa. Walk and sit up straight. If you're worried about your posture, sit naturally in front of a mirror at home and see how you look. Practice sitting in a more vertical position and make a mental note of how it feels, so you can replicate it in the interview. Always look the questioner in the eye, but not in a way that could have you sectioned. Be confident, and don't stare past your questioner or at the floor. Avoid glancing nervously around the room as this is the classic sign of someone with something to hide. If there is more than one interviewer, make sure you look at each of them when answering questions, and keep your eyes on their face, not straying to other parts of their body (if you know what I mean!). To find out what to do with your hands, watch yourself in a mirror of the office window when you're on the phone. You'll use some of the same gestures when you're talking. It's fine to gesture with your hands, but don't overdo it so you look like you're directing traffic. Don't fidget and don't play around with your hair, pen, nails, chair, jiggle your knees, tap your leg or anything else. It drives people crazy and will distract them from what you're saying. Be aware of how you are sitting, moving and the general impression you're giving out. So smile occasionally; it will make you all feel better.

Peter Drucker Quotes

1. Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.
2. Management is doing things right; leadership is doing the right things.
3. The best way to predict the future is to create it.
4. The most important thing in communication is hearing what isn't said.
5. Most of what we call management consists of making it difficult for people to get their work done.
6. Efficiency is doing things right; effectiveness is doing the right things.
7. Knowledge has to be improved, challenged, and increased constantly, or it

vanishes. **8.** Unless commitment is made, there are only promises and hopes... but no plans. **9.** The entrepreneur always searches for change, responds to it, and exploits it as an opportunity. **10.** No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings. Read more

Wise Men's Wisdom

1. Success is never final and Failure is never fatal. It's courage that counts. --- *George F. Tilton*
2. He who would distinguish the true from the false must have an adequate idea of what is true and what is false. --- *Spinoza*
3. If the power to do hard work is not talent, it is the best possible substitute for it. --- *James A. Garfield*
4. The easiest thing of all is to deceive one's self; for what a man wishes he generally believes to be true. --- *Demosthenes*
5. He who thinks his place below him, will certainly be below his place. --- *Saville*
6. You generally hear that what a man doesn't know doesn't hurt him, but in business what a man doesn't know does hurt. --- *E. S. Lewis*
7. Good listeners generally make more sales than good talkers. --- *B. C. Holwick*
8. The wisest have the most authority. --- *Plato*
9. Happiness has many roots, but none more important than security. --- *E. R. Stettinius, Jr.*
10. Time is precious but truth is more precious than time. --- *Disraeli*

Winner and Loser

1. A winner admits prejudices and trust to correct them in making judgments. A loser denies his prejudices, and thus becomes their lifelong captive.
2. A winner is more afraid to contradict himself when faced with a contradictory situation; A loser is more concerned with being consistent than with being right.
3. A winner tries to judge his own acts by their consequences and other people's by their intentions; A loser gives himself all the best of it by judging his own acts by his intentions, and the acts of others by their consequences.
4. A winner makes every concession he can, short of sacrificing his basic principles; A loser is so afraid of making concessions that he hangs on to pride while his principles go down the drains.
5. A winner employs his defects in the service of his assets; A loser subverts his assets in the service of his defects.
6. A winner acts the same towards those who can be helpful, and those who can be of no help; A loser fawns on the powerful and subs the weak.

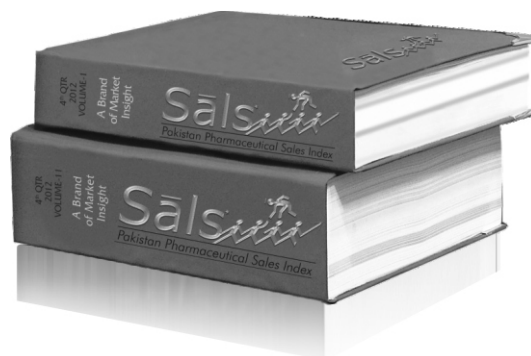
Don'ts at Dinner

1. **Don't** smear a slice of bread with butter; break it into small pieces, and butter.
2. **Don't** break an egg into a cup or

glass, but eat it always from the shell. **3. Don't** read newspaper or book or letter at table, if others are seated with you. **4. Don't** decorate your shirt front with egg or coffee drippings, and don't ornament your coat-lapels with grease spots. A little care will prevent these accidents. Few things are more distasteful than to see a gentleman bearing upon his apparel ocular evidence of having breakfasted or dined. **5. Don't** rise from the table until the meal is finished.

LAUGH YOU NOT!

1. Little Sonia was shouting her prayers. "Please God send me a new doll for my birthday." Her mother, overhearing this, said, "Don't shout dear, God isn't deaf." "No, but Grandad is, and he's in the next room," Sonia replied. **2.** Two men meet on the street. One asks the other: "Hi, how are you?" The other replies: "I'm fine, thanks." "And how's your son? Is he still unemployed?" "Yes, he is. But he is meditating now." "Meditating? What's that?" "I don't know. But it's better than sitting around and doing nothing!" **3.** It was almost time for school to dismiss and a mother noticed it looked like rain. So she drove toward school to pick up her eight-year-old daughter. She turned down the street to see her daughter running towards her down the sidewalk. A lightning bolt flashed and the little girl looked up towards the sky, smiled and then began running towards her mother's van. Another lightning bolt flashed and again the little girl looked towards the sky, smiled and resumed running. This happened several more times until the little girl finally arrived at where her mother was parked. Her mom immediately inquired as to the strange behavior. "Why did you keep stopping and smiling at the sky," she asked her daughter. "I had to, Mommy. God was taking my pictures."



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