

# berry ecke associates

employee communication

marketing communication

multimedia

media relations

corporate communication

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For nearly 30 years, Berry Ecke Associates has successfully partnered with its public relations clients to build market share, overcome crises and produce successful relationships with employees, customers, the financial community and the communities in which they live and work. Since its inception in 1972, our firm has grown to include a multi-talented team of account executives who custom design effective internal and external communication programs geared to provide maximum exposure and positively impact an organization's bottom-line.

## **What We Do**

Berry Ecke Associates provides strategic public relations programs tailored to our clients' needs. We offer a complete range of customized services in both internal and external communications.

For nearly 30 years, we've helped companies large and small fine tune their message. Whether it's straightforward publicity or a multi-layered change management communication program, Berry Ecke Associates has the depth and breadth of experience to be your trusted partner.

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# corporate communication

Sometimes it's not what you say, but how you say it. Sometimes it's not where you stand, but when you take a stand. At Berry Ecke Associates, we are in the business of partnering with our clients to enhance their corporate reputation. We develop and deliver messages for the audiences most likely to impact a company's interests — employees, media, investors, government, customers and shareholders.

Our clients come from a wide variety of industries, but our promise to each is the same: We make it our business to know your business. By understanding your company and its competition, we can help develop the strategic communications which give you a competitive edge.

“ Sometimes it's not what you say, but how you say it.”

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# employee communication

Every employee on your payroll is a spokesperson for the company. And what they say in the marketplace carries more weight than your best annual report, your most creative advertising, or the most aggressive public relations campaign. Yet company after company fails to partner with this incredible asset.

The results of recognition, communication, and win/win partnership programs created by Berry Ecke Associates go directly to the bottom line in terms of increased productivity, lower absenteeism, and the creation of well informed ambassadors to the communities and markets critical to the organization's success. An independent readership survey conducted on behalf of one of our clients revealed 98 percent of employees read the corporate newsletter, edited and produced by Berry Ecke Associates. An impressive 63 percent say it broadened their knowledge of the company. And isn't a well informed employee among a firm's most valuable resources?

Berry Ecke Associates' 30 years as a specialist in this practice area puts it among the top public relations firms in the nation. There is no learning curve.

**"Every employee on your payroll is  
a spokesperson for the company."**

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# media relations

We've made several clients a cover story. Our success in media placement has to do with our philosophy. We believe every company has a quality story to tell. We decide on the best medium for the message, then partner with the media most likely to be effective. Because personal follow-up is the secret ingredient in any media relations plan, we make regular contact to ensure our communications reach the right people at the right time.

Our work with State Fair Meadowlands has resulted in coverage that increased public awareness of its event and catapulted the Fair to unprecedented levels.

We try to know the media in all our clients' markets. However, while established relationships are always helpful, connections are far less important than a good story. We pride ourselves on defining the kind of story that will make an editor take notice. That way, we find our calls are always welcome. And that's welcome news for our clients.

**"We believe every company  
has a quality story to tell."**

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# marketing communication

Have you ever thought about having a groundhog sell light bulbs? We have. And our client, Philips Lighting, reaped the rewards. Its sales increased 10 percent during the campaign while sales for the rest of the industry dropped 14 percent during the same period. Results like this take careful planning and professional execution, and that's what we promise to all of our clients.

But don't just take our word for it. Take advantage of our module approach to marketing. Module one gives you a complete marketing communication plan that you can execute yourself or with another firm. No further obligation. Of course, we'd like to help you achieve your goals...but the choice is yours.

**“Have you ever thought about having a groundhog sell light bulbs?”**

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## multimedia

Looking to connect with key audiences through a new, interactive medium?

Berry Ecke Associates has the tools and the touch to keep you at the forefront of technology. From Web sites to social media to DVDs to online publications, Berry Ecke Associates is plugged into the world of technology. And we can take your new media vision from start to finish, tackling creative, editorial and technical tasks.

We've built intranet sites and websites that feature blog technology, flash animation and video. Not to mention multiple online newsletters for Novartis.

Whatever your high-tech vision, we can help you achieve it. Give us a click, or call us for a sample demonstration, and let us help your business benefit from 21st century communication.

"Whatever your high-tech vision,  
we can help you achieve it."

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# Our Clients

## Past & Present

From small to mid-sized businesses and non-profit organizations to Fortune 500 companies, Berry Associates has helped increase visibility and open lines of communication.

- AlliedSignal, Inc.
- ARAMARK
- Arthritis Foundation
- BASF
- Borg-Warner Protective Services
- C.R. Bard, Inc.
- Council of Sales Promotion Agencies
- Dugan Valva Contess
- Environmental Defense
- Federal Paper Board Company, Inc.
- HJM Consulting
- Hoffmann-La Roche Pharmaceuticals Corporation
- James Finlay & Co, Inc.
- J.M. Huber Corp.
- Merck
- Monsen Engineering Company
- Mycybershrink.com
- NECA
- Niagara Conservation
- Novartis
- PharmaKinnex
- Philips Lighting Company
- Quest International
- Rhone-Poulenc, Inc.
- Rubberecycle
- Sprint/United Telephone
- Schering-Plough
- State Fair Meadowlands
- Solix, Inc.
- The BOC Group
- The CIT Group
- The New Jersey Laborers International Union of North America (LIUNA)
- The Valerie Fund
- The Sussex County Democratic Party
- Thermoplastic Processes
- Tillit Group LLC
- William Mercer
- Wyeth

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## Learning about Diversity

Published for the  
 Pharmaceutical  
 Division

### The Business Case for Diversity

*Market Insights Reveals a Diversity Strategy*

The world is becoming a much smaller place and our global company is rapidly becoming a community of employees. Like many companies, we are experiencing an organizational transformation that is ongoing and challenging, but that will ultimately bring us to a position of prominence long into the future.

To continue to "think what's possible," we must attract and retain the most talented employees by making Novartis a best-in-class employer. But to do this, we must leverage our talent to build an inclusive organization that values each employee for his or her unique ability to contribute to the company's mission. On an individual level, motivation is enhanced when each employee is respected and when each employee's contributions are recognized.

On a team level, when all employees are acting as a community, with common goals, relationships are stronger and trust is firmly established. As a result, we will experience an improved quality of work life and a more positive work environment, allowing us to better recruit and retain the most talented people from all walks of life. Perhaps most importantly, diversity brings together different experiences and perspectives that serve as catalysts for the innovation and productivity that will surely drive our success, especially in a competitive industry like ours.

If Novartis' diversity mirrors the diversity of our world, we will be more representative of the populations and customers that we serve. And, in turn, we will be better able to gain the commitment of all of our diverse stakeholders in supporting our mission. We are pursuing diversity and inclusion with our business interests at heart, namely to:

- **Be ready and set for quality talent**  
 Attracting and keeping good people is a challenge for our business. By consistently seeking and valuing diverse talent, we'll stand a better chance of attracting, developing and retaining the best talent. This, in turn, will strengthen employee commitment.
- **Enhance business performance with well-managed diverse teams**  
 Studies show that diverse teams, when well managed, have the potential to deliver a higher degree of creativity and innovation, and make sounder decisions, from making use of several perspectives.
- **Serve our customers with excellence**  
 In order to connect effectively with a diverse marketplace, gaining its insights and serving it well, the broadest perspective needs to reflect the market demographics.

In a global organization such as ours, the core values of respect, teamwork, and integrity are a catalyst for collaboration and innovation. Creating a climate that respects and values diversity reflects our core values. It is a business imperative — one that is critical to the continued success of our enterprise. Novartis has a strong image as a modern and progressive global company. Increased diversity will reinforce that valuable reputation.



## Discovering Diversity at Novartis

**The Diversity Council**  
 The Novartis Pharma Diversity Council is made up of a cross-section of employees from throughout the organization. It makes recommendations to the Executive Committee and helps ensure wide-ranging resource programs to reaching a more diverse workplace. The Diversity Council works to improve and strengthen our recruiting and placement efforts, as well as create awareness about the benefits of diversity. They help celebrate our successes and advise our employees. They are keenly aware that we must increase the number of people of color, women and other diverse groups in our leadership and throughout our careers. This continues to create continuous learning to diversity for all managers, supervisors and employees.

**Purpose:**

- To facilitate and drive the needed changes in the organization.
- To influence and ensure inclusion of diverse perspectives.
- To provide feedback on the diversity strategy and identify obstacles to implementation.
- To provide recommendations and feedback to senior leadership on the current state of diversity, critical gaps, diversity priority areas and leadership alignment.

**Affinity Groups**  
 While Novartis supports the volunteer efforts of the Diversity Council members, members in the company should do their part to create an organization that truly embraces diversity. Becoming involved in an affinity group is an important step.

Affinity groups attract all employees but they share a common goal. They do all resources designed to meet the needs, to address the interests of various groups such as women, parents of school children or other life-styles, and more.

**Some of the Novartis affinity groups are:**

- African American Leaders (AAL)
- Asian American Network (AAN)
- Hispanic Leadership Network (HLN)
- Minority affinity groups (MAG)
- Women in Leadership (WIL)
- Executive Women Inspiring Novartis (EWI)
- Gay, Lesbian, Bisexual and Transgender (GLBT)
- Novartis Diverse Culture Club

## Case in Point...

Novartis works to hire or promote for diversity each year, tapping the list for talent in Brazil, Spain, Latin America and Italy.

The appointment of 1300 Michael Chabon has drawn the attention of Novartis. Chabon, who also is chairman of the National Endowment for the Arts, is a prominent figure in the world of literature. He is the author of the best-selling novel, "The Drowned Man." Chabon's appointment is a testament to Novartis' commitment to diversity. He is a prominent figure in the world of literature. He is the author of the best-selling novel, "The Drowned Man." Chabon's appointment is a testament to Novartis' commitment to diversity. He is a prominent figure in the world of literature. He is the author of the best-selling novel, "The Drowned Man." Chabon's appointment is a testament to Novartis' commitment to diversity.

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Novartis is a major partner for this company, as evidenced by its strong relationships with professional organizations.

Novartis also looks to the future, including diversity as a factor in its talent acquisition planning and focusing diversity performance in determining promotion or leadership positions.

The number one company for diversity places a major emphasis on recruitment, training and retaining diverse talent. Novartis has a strong commitment to diversity. He is a prominent figure in the world of literature. He is the author of the best-selling novel, "The Drowned Man." Chabon's appointment is a testament to Novartis' commitment to diversity.

## Diversity at Novartis

**Our Vision**  
 Understanding and using the power of diversity is a core value and a great source of our culture. We consistently demonstrate the ability to work consistently effectively with the diversity of our customers and employees. As a result, more outstanding people want to work here and are inspired to bring their best ideas forward and more customers seek us out and return.

**Our Mission**  
 Diversity is an important element of our culture and our business success. It is a core value and an integral part of how we operate on a daily basis. As a company of high principles, we are committed to building a workplace that respects each individual, seeks out and uses different perspectives and ensures each employee can contribute to the business and reach their full potential. We strive to be an employer of choice through the many ways that we value diverse talent and ideas, that capacity to leverage all our talents talents will drive increased business performance.

## What is Diversity?

**What's Different About Diversity at Novartis?**  
 Diversity at Novartis is different. It's not just about race, ethnicity, gender, age, or religion. It's about the unique perspectives, experiences, and talents that each individual brings to the table.

Actually, there are many ways to define diversity. It is...

- An approach that helps each employee contribute to the business and reach their full potential?
- A strategy to effectively serve the needs of diverse customers through different cultures, habits and preferences?
- A broad concept, which includes the many elements of our individuality — age, race, gender, heritage, ethnic origin, experience, thinking styles, culture, geographic job function level, physical ability, marital status, socio-economic level, sexual orientation and more?
- A way to leverage our diverse talents to drive improved business performance?

In truth, it's all of these. But most of all, diversity and inclusion are relevant to your job — and it is good business because teams of individuals with different perspectives, experiences, backgrounds and skills generate the most powerful and effective solutions.

**Using Innovation to Power Efficiency**

**Tom Woodward**  
 The benefits of CONECT are huge for Merck. The scope of CONECT reaches the vast majority of the manufacturing operations activities that currently consume so much time. Coupling customer end-to-end business processes with real-time data and a global SAP platform...  
 Tom Woodward, VP, President of Global Service, Merck

**Dave Langendonk**  
 In essence, CONECT takes care of the major transactions from manufacturing operations all the way to Merck's customer base. Currently, we have dozens of end users, thousands of people managing those types of activities. The...  
 Dave Langendonk, VP, President, Merck

**Monica Lima**  
 In the past, every Merck site had its own system...  
 Monica Lima, Director of the Supply Chain Management, Merck

**Coming Together to Form One Integrated Picture**

**Jim Wenzel**  
 CONECT will streamline and consolidate our processes and systems, creating an information backbone for the company...  
 Jim Wenzel, VP, President of Global Service, Merck

**Pam Ghent**  
 CONECT brings information transparency and visibility to the entire Merck organization. Once the system is fully in place, the physical and information...  
 Pam Ghent, VP, Director of Supply Chain, Merck

**Scott Chapp**  
 With CONECT we are seeing an exponential amount of new collaboration...  
 Scott Chapp, Director of Supply Chain, Merck

CRT

Capital Group LLC

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## Welcome to CRT Capital Group LLC

Headquartered in Stamford, Connecticut, CRT Capital Group LLC is an employee-owned professional services firm that provides superior service, ideas and execution to its institutional and corporate clients. Our approach is to build long-term partnerships with our clients and to provide customized, value-added solutions to the unique strategic, financial and capital market challenges facing their businesses. CRT combines the collective talent of its research, sales & trading, investment banking, asset management and private equity professionals to deliver a full range of financial products and services to assist our clients in achieving their goals.

With a diverse customer base of over 1,700 institutional investors, including hedge funds, mutual funds, international banks, insurance companies and pension funds, CRT's distribution capabilities are the cornerstone of what we do. Specifically, we serve as a trusted and effective intermediary between sophisticated institutional investors seeking attractive investment opportunities and companies requiring growth capital, acquisition financing and alternative forms of funding.

CRT's vision is to build our business by putting our clients' interests first. Only through mutually beneficial long-term relationships can we deliver consistently for our clients with the highest levels of integrity and professionalism. So whether you are an institutional investor seeking to put money to work, a middle market business seeking capital to expand your business or a finance professional looking for your next challenge, we look forward to discussing how we can work together and create value going forward.

### Capabilities

CRT's experienced finance professionals dedicate an unparalleled level of attention on a day-to-day basis to our clients providing the highest quality execution and advice.

**Corporate Finance**

- Equity, Convertible and High-Yield Offerings
- SPACs and 1440 IPOs
- Private Equity and Strategic Investments
- Equity Monetizations

**Capital Markets**

- Origination and Structuring
- Marketing and Distribution
- Market Making
- Stabilization and After Market Support

**Research Coverage**

- Value-Driven Approach
- Complete Capital Structure Analysis
- Institutional Focus

**Strategic Advisory**

- Mergers and Acquisitions
- Leveraged Buyouts
- Spin-off Transactions
- Earnout Opinions and Valuations

**Exclusive Sales**

- Bond Auctions
- Targeted Sales
- Corporate Divestitures

**Restructuring Advisory**

- Director and Creditor Committee Advisory
- Asset Sales
- Pre-Packaged Bankruptcy Plans
- Targeted Private Equity Financings

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## Convertible Debt – A Viable Option for the Middle-Market Company

The benefits of convertible debt are numerous and can be a valuable financing option for middle-market companies. This document provides an overview of the benefits and risks of convertible debt, and offers guidance on how to structure and market this type of financing.

**A Flexible Financing Option**

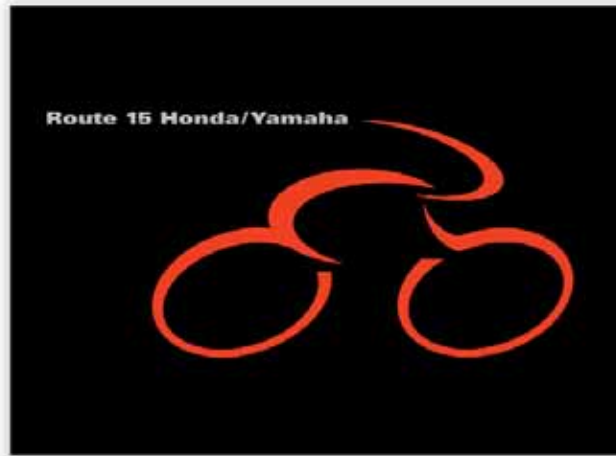
Convertible debt is a flexible financing option that can be used to fund a variety of business needs. It can be used to finance working capital, capital expenditures, or to fund a strategic acquisition. Additionally, convertible debt can be used to provide liquidity to a company's management team.

**Strategic Advantages**

Convertible debt offers several strategic advantages over other forms of financing. First, it is typically less expensive than other forms of debt, as it does not require collateral and often has a lower interest rate. Second, it provides the company with the flexibility to convert the debt into equity at a later date, which can be a valuable option if the company's stock price rises. Finally, convertible debt can be used to provide liquidity to a company's management team, which can be a valuable benefit for key executives.

**Key Considerations**

While convertible debt offers many benefits, there are several key considerations that companies should keep in mind when evaluating this financing option. First, it is important to carefully structure the debt to ensure that it provides the desired level of flexibility and protection. Second, it is important to carefully market the debt to ensure that it is sold at a favorable price. Finally, it is important to carefully monitor the company's financial performance to ensure that it is able to service the debt and convert it into equity at a later date.



**Welcome**

At Route 15 Honda/Yamaha, we're committed to offering our customers the best sales and service through our in-depth knowledge of Honda and Yamaha motorcycles and ATVs. Our team of experts takes pride in knowing the ins and outs of the Honda and Yamaha brands and in understanding the technology, design and performance of these manufacturers better than any shop in the region.

Buying a motorcycle or ATV should be fun, so we go the extra mile to make your buying experience pleasurable. We're not a high pressure dealer, but we are attentive. That means a salesperson will be on hand to assist you just minutes after you walk through the door. At Route 15 Honda/Yamaha we don't just want to get you on a vehicle, we want to get you on the right vehicle. So, ask questions — you'll learn about us and we'll learn about you.

Beyond selling vehicles, Route 15 Honda/Yamaha offers a wide selection of parts and accessories, as well as top-notch service. Whether you're looking to keep your new motorcycle or ATV in tip-top shape, or for the latest in safe and fashionable attire, or that "just right" accessory to complete the package, we're here to help.

Just as Honda and Yamaha offer a superior product, we at Route 15 Honda/Yamaha strive to offer our customers a buying experience to match. Whether you're shopping for a new vehicle, buying parts or accessories, or visiting our service department, if we have not exceeded your expectations, ask to see one of our managers.

So step by and check us out, see our showman, learn about our motorcycles and ATVs, and get to know us. We're confident that when you do, you'll choose us to meet all of your riding needs.

Happy riding.  
 — Bob Kuznetsov, owner



**At Your Service**

If it's broke, we'll fix it. If it ain't, it's probably because you've been servicing it regularly at our expert shop. Whether you're in for a routine check-up or to make a repair, we're here to help. Our experienced service team is second to none.

At Route 15 Honda/Yamaha, all of our service people are trained and certified by the manufacturers. You can rest assured they know everything there is to know about your motorcycle or ATV, as well as the latest techniques and equipment to keep your machine operating at peak performance. From adjusting carbs to adding after-market items to setting you up for race day, our expert mechanics have the know-how to get and keep your machine running right!

To learn more about service, or to arrange an estimate or make an appointment, please call (973) 863-3000, Ext. 2.



**All the Right Parts**

Half the fun of owning a motorcycle or an ATV is treating yourself to "good stuff" to go along with your ride. That's why at Route 15 Honda/Yamaha we maintain a large inventory of parts and accessories. We can find nearly any after-market motorcycle accessory out there — if we don't have what you need in stock, we'll get it for you fast.

Want to look just as hot as your bike or ATV? Check out our extensive selection of jackets and clothing. We carry a huge selection of leathers, not to mention apparel for sport bikers and specialty jackets for Gold Wings. We have gloves, helmets and clothing for every rider and every season, as well as a full line of Kikkansajo gear.

And remember, it looks great, but "chrome won't get you home" — lives will. At Route 15 Honda/Yamaha, we're proud to say we have some of the best, most competitive prices on tires in the region. Just ask our friendly sales associates, they're always happy to help.

For information or orders, call (973) 863-3000, Ext. 3.



<i>Healthcare Professionals Marketing</i>	<i>Direct-to-Patient Marketing</i>	<i>Analytics and Reporting</i>	<i>Business and Tactical Planning</i>
 <p>Our Healthcare Professionals (HCP) programs and services engage physicians, pharmacists, nurses and other health care professionals to feel confident in recommending and prescribing our clients' brands.</p> <p>PharmaKinnex develops strategies for clients that supplement sales force interaction. These have been some of the team's most impressive "wins" for biotech and smaller pharma, who are often under resourced and work against the top of voice that physicians must deal with every day.</p> <p>From maintaining prescription volume and share, to creating awareness quickly about a new product or indication, in communication around a recent managed care formulary approval, PharmaKinnex has the solution.</p>	<p>PharmaKinnex's Direct-to-Patient (DTP) programs and services reach, motivate and educate consumers, patients and caregivers to request specific brands, as well as inspire trial, compliance and persistency for these brands.</p> <p>PharmaKinnex's programs focus on the consumer and meeting his or her needs for information, education and community. Patient compliance and rebate programs are other key ways clients can build the kind of customer relationship that lasts.</p> <p>We have worked with clients to tailor strategic approaches that combine these programs with their own sales and marketing baseline activities.</p> <p>Ask us about our TeleKinnex™, DocKinnex™ and KinnexScripts™ services.</p> 	 <p>As a brand team leader, you might look to tactical players for product support, thinking that you only need more "arms and legs" to effect real change in your brand performance. At PharmaKinnex, you would be impressed at how we can deliver a whole lot more than tactical programs "to go" – for the same investment.</p> <p>We begin with a commitment to understanding your brand's situation in the marketplace, your customers and competition. We have significant industry knowledge that you plug into right away, including new approaches you might not have thought of yourself. And each of our programs includes success metrics, ensuring alignment with business goals. Get started and brainstorm strategies with us: After all, everyone knows that "two heads are better than one."</p>	<p>Sometimes it seems next to impossible to plan the right approach for a new or even strengthening brand. You are under intense pressure to act and react during an already busy day. But whether you are planning one year or five years ahead, you know that strategic brand planning is the only way to reach your goals. PharmaKinnex can help you with this overwhelming and daunting task. We have worked in a variety of therapeutic areas, and with professional, as well as consumer audiences.</p> <p>Regardless of the lifecycle stage of your brand, we deliver both strategic planning support and solid tactical programs that drive brand revenue. PharmaKinnex has a vast amount of experience in planning, developing and implementing single projects to complex programs. We're poised for your challenge.</p> 



Discover Novartis Political Action Committee



**Verbatim: What Novartis Associates Are Saying**

"I find there is a real sense of great energy that comes from all of us here. We're doing the work, and we get a lot of attention. I think, together, we have a strong voice in our company's environment. And we're doing it for the good of our patients." — **Debra Fisher, President, Sales Director, West**

"I'm a Novartis associate and I'm proud of the company. We've made the commitment to invest in the research and development that will lead to new medicines for the world. And we're doing it for the good of our patients." — **John J. Smith, Director of Sales, North America**

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**Who We Support, and Why**

Novartis PAC continues to be committed to the support of the research and development community. We support those who are committed to the research and development of new medicines for the world.

- A coalition of people who are committed to the research and development of new medicines for the world.
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**NOVARTIS PAC GUIDE**

Tune in to get the facts about the Novartis Political Action Committee (PAC)

Channel your resources and do your part

Learn about the issues to watch in 2007 and beyond

**Get Tuned In: Why Should I become a PAC Member?**

Novartis PAC is a non-profit organization that supports the research and development of new medicines for the world. We support those who are committed to the research and development of new medicines for the world.

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**SPECIAL REPORT: Lower in 2007**

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**PAC Press**

Medicare in Focus

**The Daily Chess Match: A Day in the Life of Money in PAC**

Money is a powerful force in the world. It can be used to do good or to do harm. It can be used to support the research and development of new medicines for the world, or it can be used to support the interests of a few.

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**Targeting the Right Audience**

Targeting the right audience is a key to success in the world of marketing. It is about understanding the needs and desires of your customers and then tailoring your message to meet those needs and desires.

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