

## **Preside or Lead?**

The Attributes and Actions of Effective Regulators

# **58. Pharmacies and Regulatory Conferences: Do They Have Anything in Common?**

Behind the main checkout counter, my local chain store pharmacy displays a dozen brands of cigarettes. Two feet away, the adjoining shelf offers products that fight nicotine addiction.

Setting aside the question why a store devoted to health sells products that kill (imagine a driver's ed school selling speed trap detectors, a dentist selling sugary donuts, a financial advisor selling lottery tickets), one wonders if the irony is intentional. Is the store's strategy to cause a cognitive conflict so intense that it draws attention and stimulates sales? Or to overcome the cigarette purchaser's hesitation by advertising exit ramps? Or is this simply the senselessness that occurs when a single-minded goal—store profit maximization—crowds out other values?

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## **Scott Hempling**

Attorney at Law LLC

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