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Received Jul 6; Accepted Aug This article has been cited by other articles in PMC. Abstract Salami publication or segmented publication is a distinct form of redundant publication which is usually characterized by similarity of hypothesis, methodology or results but not text similarity. These aspects of publications are not objectively detected by software applications and therefore present a serious threat to publication ethics. This article presents a practical approach for dealing with manuscripts suspected of salami publication during the submission process and after article publication in *Biochemia Medica*. Even though salami publication was briefly described in the previous article, recent cases of questionable publication ethics show that this type of misconduct is not recognized as such. Some of those cases involved submissions to *Biochemia Medica*. In order to prevent this kind of misconduct in future, it is important to inform our readership of salami publication in more detail. Salami publication can be roughly defined as a publication of two or more articles derived from a single study<sup>2</sup>. However, it is less likely that two publications with no obvious text similarity, each describing different aspects of the same studied sample, will be considered as serious misconduct. From the publication ethics point of view, it is even worse because it cannot be easily detected, gives undeserved credit to authors, misleads the scientific community and directly influences clinical practice by distorting medical evidence. How to detect salami publication? There is no software application or algorithm for detection of salami publication. Identifying this type of publication misconduct is complex because salami publications do not often include text plagiarism so that manuscripts can easily evade strict software checking. Only under the rare circumstances of encountering both the original and the salami manuscript can some editors or reviewers suspect salami publication. Even though there are no objective ways to detect this sort of redundant publication, manuscripts suspected of being salami publications often report on identical or similar sample size, hypothesis, research methodology and results, and very often have the same authors<sup>4</sup>. Is salami publication always prohibited? There are some situations when salami publication or redundant publication is allowed. Follow up investigations can be published using parts of already published results when the new manuscript largely contributes new scientific knowledge. However, in all such cases, authors are obliged to provide all necessary information to the editor in order to evaluate the justification for publishing such a manuscript. Authors must clearly state which of the presented results are already published and give the full source and consent of the original author when applicable. The added value of the new manuscript has to be properly described in the second manuscript and the extent to which two manuscripts are similar has to be easily determined. Citing the original manuscript solely by listing it in the reference section is not enough<sup>5</sup>. In case of large epidemiological studies or randomized controlled trials when a large amount of data is collected, it is almost impossible to present all results in a single manuscript. The number of subjects included in the study can be greater than a few thousands and longitudinal cohort studies can last for a few decades. Manuscripts derived from longitudinal studies usually do not contain any overlapping results and when they are, overlaps should be minimal and always properly addressed to the already published original article. The authors must fully explain which of the presented information is already published and why is it relevant to present it again in different context. During manuscript submission, journals often ask the authors to confirm the originality of the submitted manuscript and so is the case in *Biochemia Medica*. Detection of any kind of misconduct after completing and submitting the Authors Statement includes Authorship Statement, Statement of Originality, Research Ethics and Copyright Transfer can be interpreted as intentional breach of publication ethics. What is the problem with salami publication? Salami publication is unethical for the reasons described further in this section. Authors are often advised to present the data in the simplest possible way and to focus on simple hypotheses in order to maintain the attention of the readers. The exceptions when segmenting is allowed are discussed in the previous section. Greater number of articles can give a better chance for citations. The ethical issues are numerous, from dishonesty to copyright violation. The most prominent reason for severe

prosecution of salami publication or any form of duplicate publication is its outright influence on overall knowledge which is the basis for clinical decision making, guidelines, professional recommendations and so on. Taking the same data twice into result calculations can significantly distort the final outcome of meta-analysis or other systematic reviews and therefore have a direct impact on clinical practice 8.

**Troubleshooting salami publication** As mentioned before, there is very small chance that the salami publication will be caught using plagiarism detection software. These are the situations where the true value of a good editor or reviewer is revealed. Conscientious readers are also of great help although it would be desirable to detect such misconduct before it reaches the readers. In order to give better insight into potential cases of salami publication here are a few examples followed by related explanations. A group of authors presented preliminary results of a pilot study in the form of a short communication in one journal. Two years later, the same group of authors published an article based on a much bigger sample in the same journal. They referred to the short communication published earlier and readily presented their results which supported the hypothesis based on the pilot study. Should this be considered a salami publication? This is certainly not a salami publication. Moreover, this is probably the best way to conduct a study. A pilot study can reveal disadvantages of a study design that can be corrected during research conduct and data collection. Several groups of researchers took part in registered clinical trial on acute pancreatitis patients. The trial was designed as a longitudinal multidisciplinary study that observed diagnostic and clinical outcomes. Two groups of authors involved in this trial published two articles. One article described the prognostic value of interleukin 6 on late complication development in patients with acute pancreatitis in comparison to healthy controls. The other article presented the beneficial effect of enteral nutrition in patients with acute pancreatitis. The studied population was the same but the hypotheses of both articles were completely different and with different outcomes. Should those articles be published? Those articles can be published but under the condition that the initial research questions were different and so are the presented results. Results of one study should not overlap in any segment with another study. For example, biochemical markers presented in one article should not be presented again in the other. In addition, each article must have a unique contribution to the knowledge even though the data are collected on the same set of patients. Both manuscripts should clearly state that they present only part of the results collected from the large clinical trial and two articles must be properly cross referenced. A group of authors published the results of a new biomarker used in the evaluation of inflammatory bowel disease therapy. The sample size was small so the authors correctly chose nonparametric statistical tests. The study revealed some interesting results worthy of further follow up. Several years later the same group of authors reported results on the same hypothesis but with a different outcome and with no cross reference to the earlier publication. The studied patient population was much bigger so they used appropriate parametric statistics and in the end gained a different study outcome. Are there any grounds for suspecting salami publication? There are legitimate reasons for suspecting salami publication i. The fact that the authors did not properly reference their previous work sets doubts on their good intention. There is no limitation for publishing a follow up study with a different outcome but basic conditions have to be met: During research, an author presented a part of the collected data in the form of a poster presentation at a congress meeting. At the end of the year, the same author, together with his colleagues, published an article with almost the same title as the poster presentation. The hypothesis was almost the same but there were several additional parameters presented in the published article. Is this considered to be salami publication? It is a common agreement that previous publication of a congress abstract is not considered to be duplicate publication 9. However, presenting the same poster presentation at two or more congress meetings without a clear statement of its earlier presentation is not allowed. There were two groups, patients with metastatic renal cancer and patients with localized renal cancer. Within a short period of time, two articles with similar titles were published with no cross reference to each other. The size of the patient sample with metastatic renal cancer was different in those studies but the sample size of patients with localized renal cancer was the same and with the same demographic characteristics. Articles shared the same three authors. Could these articles be suspected of salami publication? This is a typical case of salami publication. Exactly the same data for localized renal cancer subgroup of patients are presented in both manuscripts without appropriate reference to previously

published article. In addition, there is no justified reason for splitting the data for tested biochemical markers into two separate manuscripts. However, no accusations can be made before a thorough inspection of articles involved in this case. The corresponding authors of both articles must be contacted and given the chance to make an appropriate explanation. How to avoid salami publication? Every research project has to be defined as clearly as possible from its very beginning. Recommendations for a successful publication from the research integrity point of view are: One conducted study should be reported in one article. A second manuscript based on already published data should: Never use the same control group for more than one study. Each control group must be representative to the tested group of a single study. Biochemia Medica editorial policy " dealing with salami publication Biochemia Medica embraces the recommendations for dealing with redundant publication given by the Committee on Publication Ethics COPE 10 , In case of suspected salami publication, upon submission of the manuscript, the Journal editor will contact the author asking for an explanation. When there is a minor redundancy, the editor will contact the author and explain the situation. When the author gives a satisfactory and honest explanation than the editor can consider publishing a correction article. Corrections have to be made in a way that properly references the original article and clearly states all overlaps with the already published data. If the amount of overlap is considered significant and there is no additional scientific value, than the editor shall contact the author explaining the need for publishing a statement of redundant publication or even retracting the article. A decision shall never be made without attempting to contact the author and giving him the chance to make an explanation.

## Chapter 2 : Salami publication: definitions and examples

*Salami tactics, also known as the salami-slice strategy or salami attacks, is a divide and conquer process of threats and alliances used to overcome opposition. With it, an aggressor can influence and eventually dominate a landscape, typically political, piece by piece.*

The Salami Tactic Some negotiators just love to play tactical games. In this article we will look at one of the most widely known negotiating tactics and think about how to rebuff it. Salami sausages are big things often spicy that are eaten a slice at a time, they would be indigestible if taken as a whole sausage. This aspect has led negotiators to use the name for a negotiating technique that tries to win things bit by bit: It is often used on a party that is mainly concerned with damage limitation. If that is your position - beware! Management would really just like to keep the status quo damage limitation but the union negotiators can try for a whole host of goodies to take back for their members. These could include a pay rise, more holidays, flexible working hours, private health membership, better pension arrangements, improved canteen, increased allowances for overnight stays, meals when away on business, mileage when using own car and so on. It is not difficult for the union to make a convincing case for any of these. If the union negotiators or the sales team decide to use the salami tactic they will present just one of their demands for discussion and push hard to reach agreement on it. Deal done, except there is more to come. The next slice of salami might be to try to implement the pay deal earlier than usual, like this month instead of waiting, as in previous years, until next April. The current 23 days is from a bygone age. The union representatives have been busy polishing their negotiating skills. This, of course, will not cost you the management anything at all as each employee will still work the same number of hours as now but our members would appreciate it as a sign of your modern approach to staff relations. By the end of the negotiations, when the management team add it all up they are staggered at what they have conceded, slice by slice. The management negotiators were beguiled by one of the standard tactics used by skilled negotiators. Of course, exaggerated and presented like this, the salami technique looks so obvious that you might think that nobody could be so stupid as to be caught by it. However, just as a simple magic trick can seem incredible when performed by a skilled magician, so even simple negotiation skills like the salami technique and others can produce amazing results when used by skilled and experienced negotiators. The salami technique is not only for union negotiators. Management negotiators use it to win lots of small concessions from unions, sales people use it, buyers use it - even teenagers use it on their parents! Any negotiator who has a list of things they want can use it. Try it when you next buy a car. Are you buying just one item, the car? Or are you gaining agreement on several things: Will they lose the sale over a tank of petrol? Will they risk losing the deal over one new tyre? Will they risk losing the deal over? So, what do you do if you are on the receiving end and the other party tries to salami you? Of course, your first line of defence is to recognise what they are doing and your second is to put a stop to it. You will need to be assertive about this but the response is quite straightforward. The salami tactic works because the person being sliced does not recognise what is happening. Once you do, you can fight it. Simply refuse agreement on any one slice until you have everything out on the table. Then the discussion can begin in earnest and you can now bring out your negotiating skills. If, like the imaginary management team above, you are mainly concerned about damage limitation then trade one slice of salami off against another by offering some flexibility on, say, item one provided that they drop, say, item two or items two and three. Continue like that until you are happy with the deal, then close. And watch out for that spicy sausage! For course details click home.

### Chapter 3 : Salami Decompression Theory Revisited

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Preparation[ edit ] Before fermentation, raw meat usually pork or beef depending on the type of salami that is produced is milled and mixed with other ingredients such as salt, sugar, spices and yeast, [13] and, if the particular salami variety requires it, bacterial starter culture. Fermentation[ edit ] This mixture is then inserted into casings of the desired size. To achieve the flavor and texture that salami possesses, fermentation, which can also be referred to as a slow acidification process promoting a series of chemical reactions in the meat, has to take place. In a traditional process, the maker skips the fermentation step and immediately hangs the salami in a cool, humid curing environment. Added sugars usually dextrose provide a food source for the curing bacteria. The bacteria-produced acid makes the meat an inhospitable environment for pathogenic bacteria and imparts a tangy flavor that distinguishes salami from machine-dried pork. Salami flavor relies as much on how these bacteria are cultivated as it does on the quality and variety of the other ingredients. Originally, makers introduced wine into the mix, favouring the growth of other beneficial bacteria. Now, they use starter cultures. The climate of the curing environment and casing size and style determine the drying and curing process. According to the particular variety of salami, different fermentation methods involving different acids have been explored in order to create various colours and flavors. Starter cultures such as lactic acid bacteria LAB and coagulase-negative cocci CNC like specific strains of *Staphylococcus xylosum* [15] or *Micrococcus* [16] [17] are most commonly used in salami production. Drying[ edit ] After fermentation, the sausage must be dried. This changes the casings from water-permeable to reasonably airtight. A white covering of either mold or flour helps prevent photo-oxidation of the meat and rancidity in the fat. Ripening and drying happens after fermentation. This is similar to other food products such as fruits that undergo dehydration to decrease the risk of diseases or spoilage-causing microbial growth. High quality, fresh ingredients are important to helping prevent deadly microorganisms and toxins from developing. Properties[ edit ] Salami is homogeneous in appearance and highly ductile. Some of these changes are due to the formation of phenolic compounds, which slow fat oxidation.

## Chapter 4 : A Salami Theory of Innovation Strategy | Tim Kastelle

*My normal thinking on salami theory would be that you should endeavour to make a model about 50% of the depth of the prototype you are attempting to represent.*

The Salami and Nibble Theory Have you ever had a project that you kept putting off because it just seemed overwhelming? Did you start with one thing, but that lead to something else? You know how it is when you buy a whole salami, how it has that white chalky stuff all over it? Who would want to eat THAT!?!? Of course, no one would when it looks so huge, so long, and so slimy with that white chalky stuff all over it. So what do you do? You take it, and you slice it, and you eat it one bite at a time. What are you putting off? Use this technique to chunk the project down. Take out a sheet of paper. Make a list of tasks. Make each tasks things you can accomplish in under 30 minutes. The smaller the better. These tasks might look like this: Think of this chunked down list as your project menu. It is the container of your many chunks or slices. If the tasks need a certain order, then go ahead and number them in order. Trust that you have a set of steps that will get you closer to your goal. One to two hours too much to ask? Well, then just do one thing at a time:

## Chapter 5 : Salami tactics - Wikipedia

*The Salami Theory by E Bruce Davis, , available at Book Depository with free delivery worldwide.*

## Chapter 6 : The Regulation Diaries (6): Winning the Salami Wars – Tammi Jonas: Food Ethics

*In this conversation. Verified account Protected Tweets @; Suggested users.*

## Chapter 7 : Salami - Wikipedia

*Putting it in more sophisticated terms, the salami theory is about understanding the value chain within an industry. Some parts of any industry's value chain are relatively unprofitable, while other parts are highly lucrative, with earnings far exceeding the cost of doing business.*

## Chapter 8 : Negotiating Skills - The salami tactic - Article by Tony Atherton

*Negotiating Skills - Making concessions; Negotiating Skills - The Salami tactic; Time Management - Prioritising; Time Management - the Pareto Principle or 80/20 rule: The Salami Tactic. Some negotiators just love to play tactical games.*

## Chapter 9 : Salami Theory | Morpeth In O-Scale

*Salami tactics work by getting the other side to agree to small, trivial requests with the hidden agenda of getting them to agree to a much larger goal. Example 1: hotel room late check-outs Most hotels have a check-out time of 12pm noon.*