

BUILDING AWARENESS: CREATIVELY BRANDING AND MARKETING YOUR “COMPLY ANT” PROGRAM

Monday, October 22, 2018

11:15 AM to 12:15 PM

EVERY STEP OF THE WAY

EVERY STEP OF THE WAY


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INTRODUCTIONS



Matt Daniel

Corporate Senior Vice President, Legal Compliance & Deputy General Counsel



John Dalton

Director, Corporate Compliance

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OUR AGENDA

- I. Getting Started: About Charles River Laboratories and Our Legal Compliance Program**
 1. Overview of Charles River Laboratories and Our Unique Role in Drug Research
 2. History of Our Legal Compliance Program and Our Current Model
 3. Why Was the Development of a Legal Compliance Brand Important to Charles River?
- II. Building the Case: Strategies for Researching and Garnering Support for a Compliance Program Brand**
 1. What Do We Mean by "Brand" and Why Branding Matters?
 2. So What Was the Value in Developing a Legal Compliance Program Brand?
 3. Where Did We Start in Developing our Legal Compliance Brand?
- III. Getting Creative: The Convergence of Compliance, Marketing and Strategy**
 1. So You Want to Create a Compliance Program Brand...What Do You Need?
 2. How We Brought It All Together and Developed Our Brand at Charles River
- IV. Going Live: Launching Your Brand and Building on the Momentum**
 1. How We Launched Our Brand
 2. How We Built on the Momentum
 3. Our Next Steps

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GETTING STARTED: ABOUT US AND OUR I-COMPLY PROGRAM

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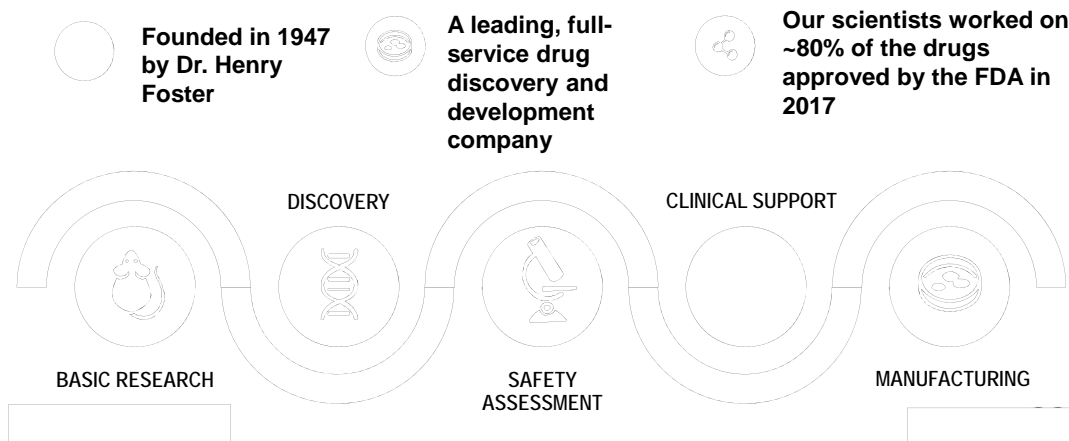

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Who We Are Not...



And Who We Are


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of the way.



Key Facts about Charles River Laboratories

▪ About Us

- We are a leading, full-service drug discovery and early-stage development company that helps clients bring novel therapies to market for the patients that need them
- A public, multinational company with ~14,000 employees worldwide
- Revenue of ~\$1.86B (FY 2017) and projected revenue in the range of \$2.25B (FY2018)*

▪ History

- 1947: Founded in Boston, Massachusetts
- 1984-1999: Subsidiary of Bausch & Lomb
- 2000: IPO and listed on NYSE

▪ Location

- Headquartered in Wilmington, Massachusetts (~18 miles north of Boston)

*Estimated as of 8 August 2018

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Chairman and CEO Jim Foster
Forbes Magazine
October 28, 2002

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Our Global Footprint



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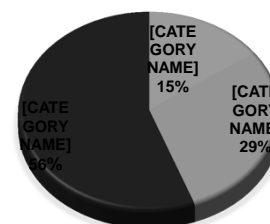
Our Locations

80 facilities
strategically located
in 23 countries, near
our major client base

Our People

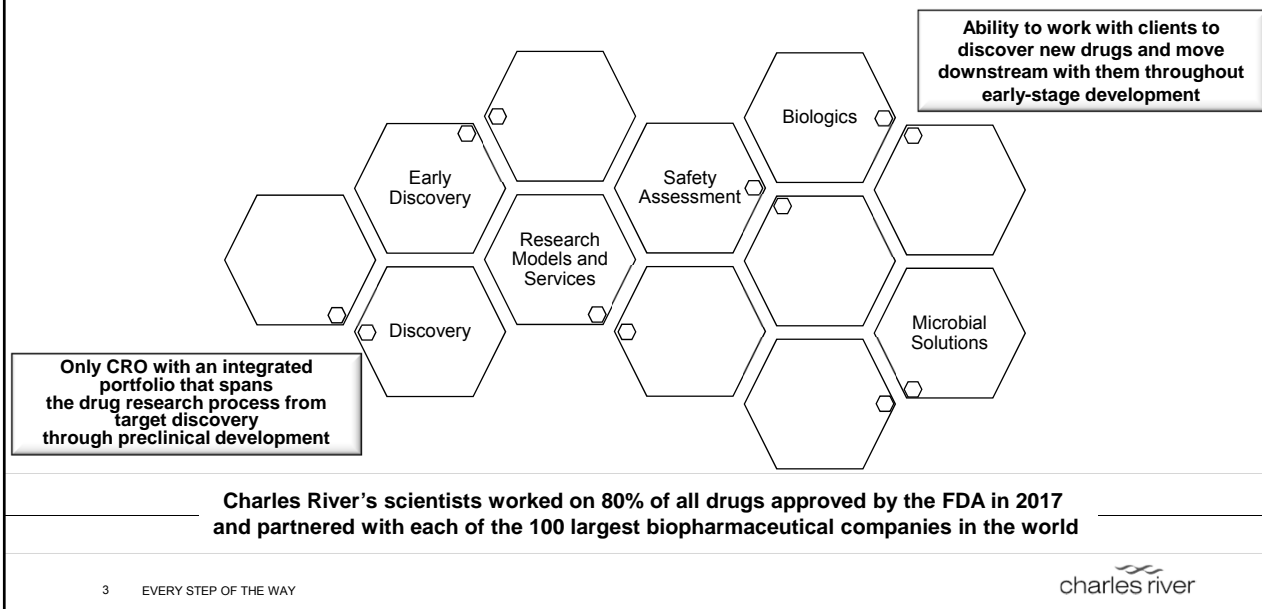
~14,000 employees

Our Clients

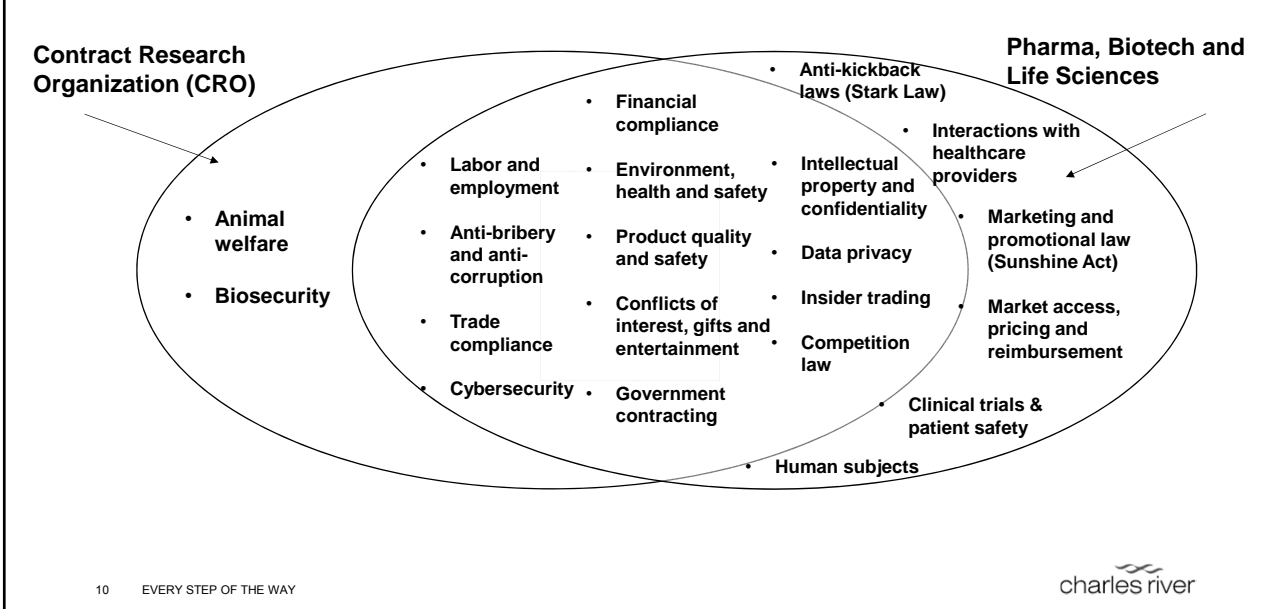


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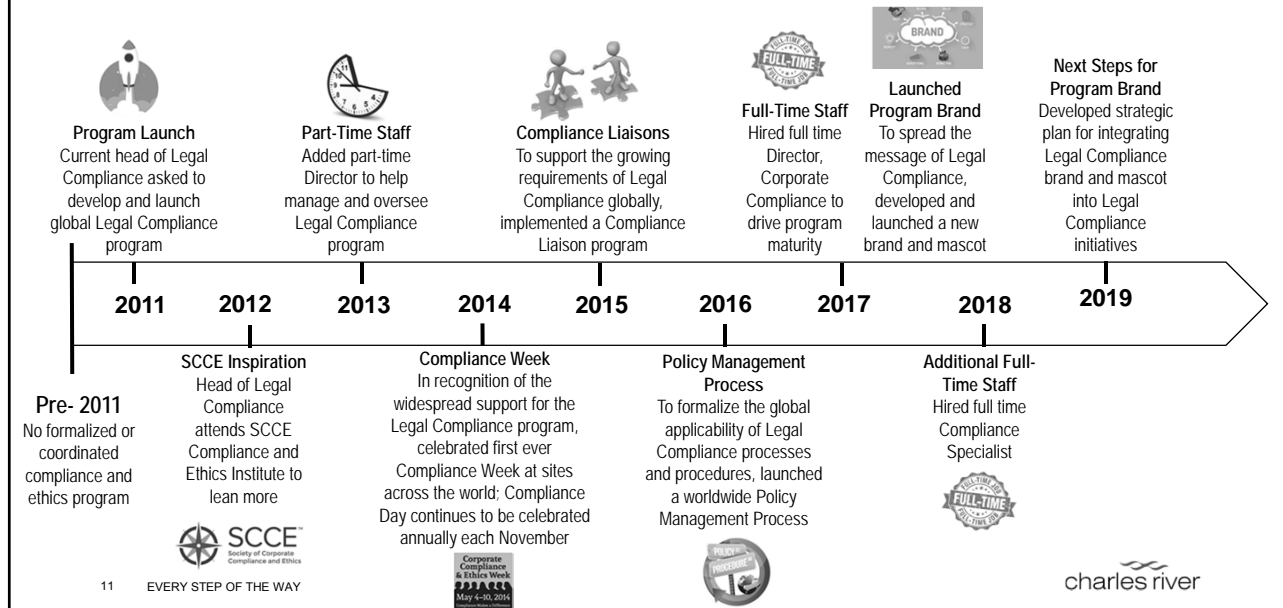
Our Unique Role in Drug Research



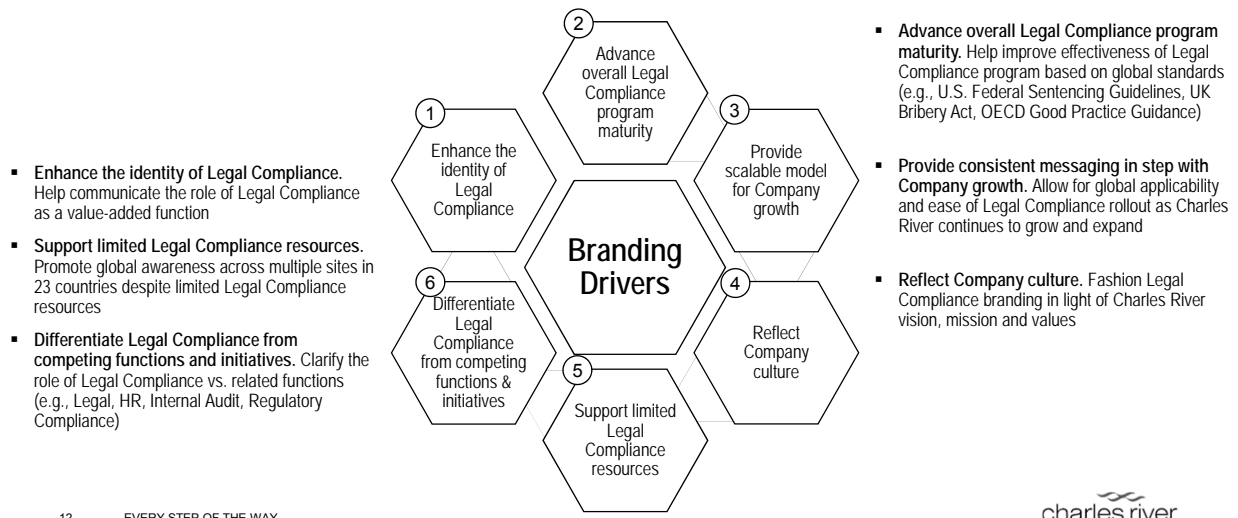
The Scope of Compliance at Charles River



Development of CRL's Legal Compliance Program



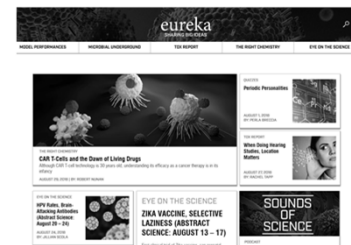
Why Was the Development of a Legal Compliance Brand Important to Charles River?



Employee Communications

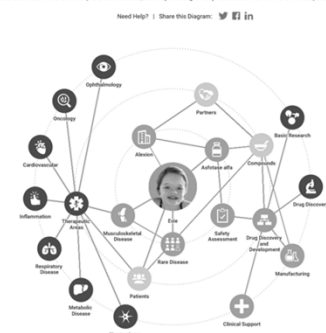


Marketing and Corp. Communications



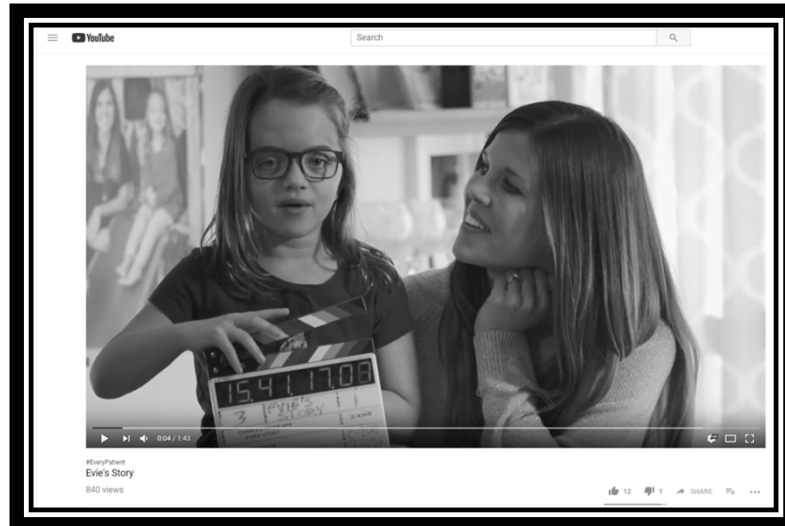
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This network diagram starts with Evie's story then expands to reveal how Charles River is working in every area along the drug discovery and development continuum toward bringing life-saving drugs to patients. To learn more and explore connections, start by clicking on any node below. Click in the white space to return to the diagram in full view.



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Evie's Story



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BUILDING THE CASE: STRATEGIES FOR RESEARCHING AND GARNERING SUPPORT FOR A COMPLIANCE PROGRAM BRAND

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What Do We Mean by “Brand”?

- **Merriam-Webster Dictionary:** “A class of goods identified by name as the product of a single firm or manufacturer”
- **Forbes:** “The name given to a product or service from a specific source.”
- **American Marketing Association:** “Great brands have always been defined by great products, and great marketers will always do everything at their disposal to create meaningful, positive experiences with consumers.”

Charles River’s “Brand” Inspiration: Duke Energy



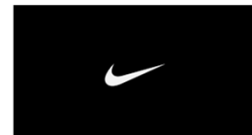
Why “Branding” Matters?



Effective branding helps generate:

- **Identity-** A distinguishable identity for the underlying product, service or organization
- **Association-** Memorable association between the end user and product, service or organization
- **Consistency-** A unique and consistent experience for the end user
- **Value-** A differentiator that enhances value (financial, intrinsic, etc.)

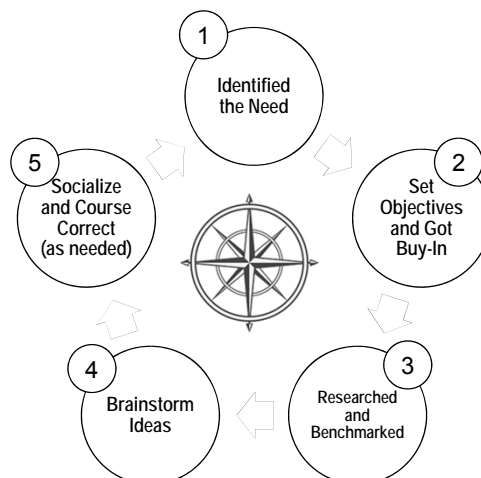
How Effective “Branding” Looks



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Where Did We Start in Developing Our Legal Compliance Program Brand?



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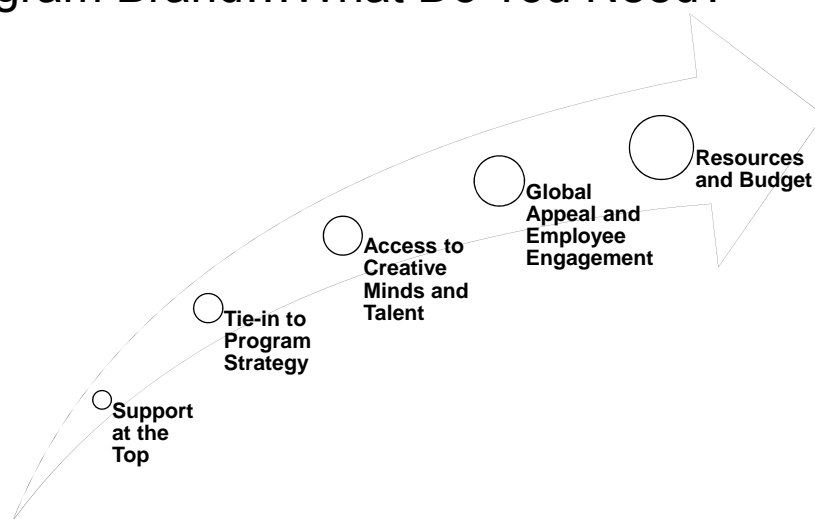
GETTING CREATIVE: THE CONVERGENCE OF COMPLIANCE, MARKETING AND STRATEGY

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So You Have Decided to Create a Compliance Program Brand...What Do You Need?



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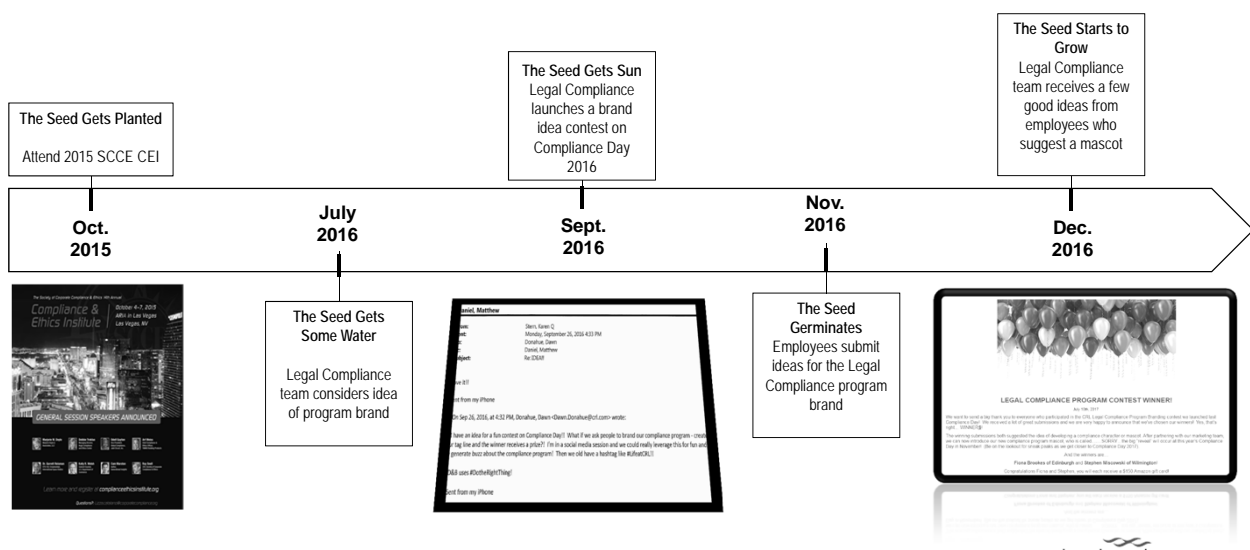
Our team



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Now for the Good Stuff: How We Started to Develop Our Brand



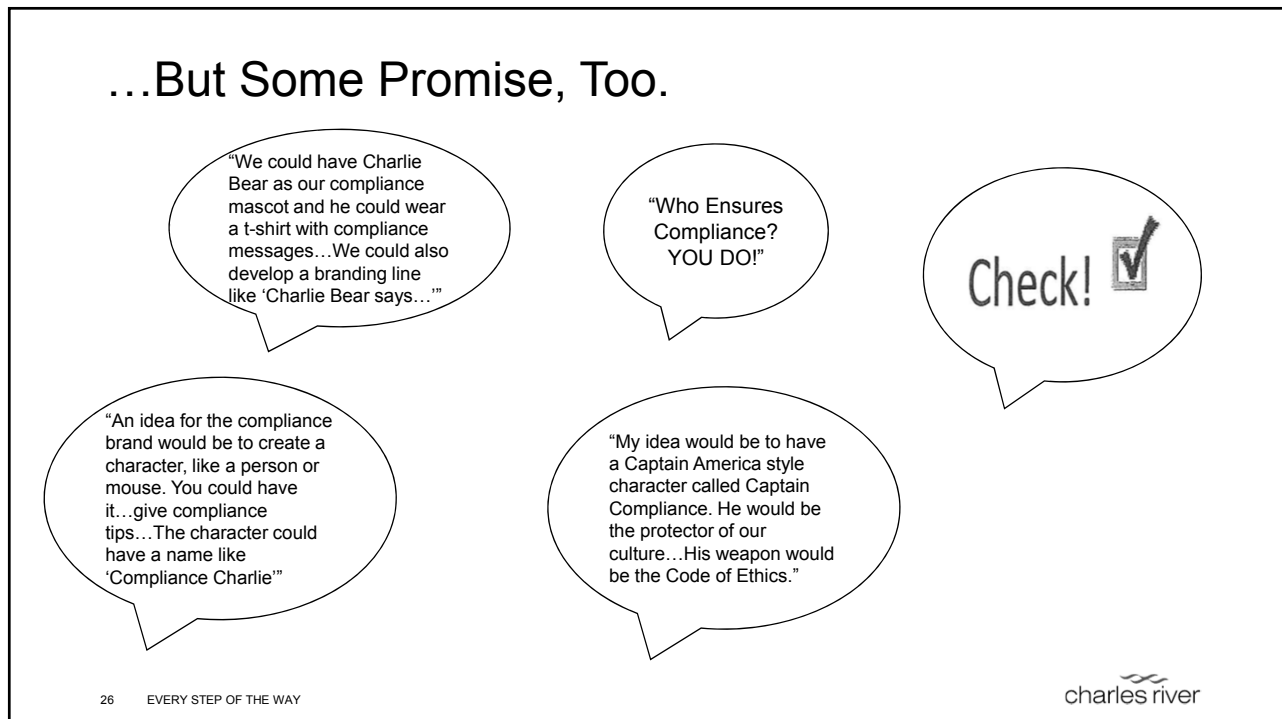
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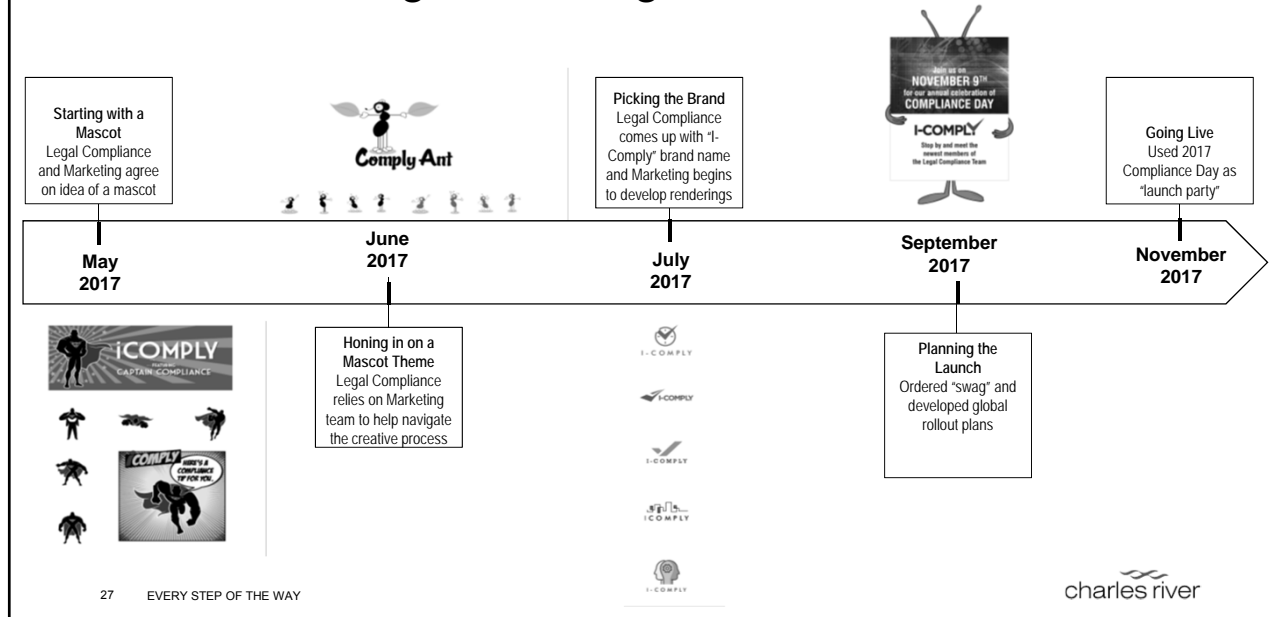
The Initial Contest Results...



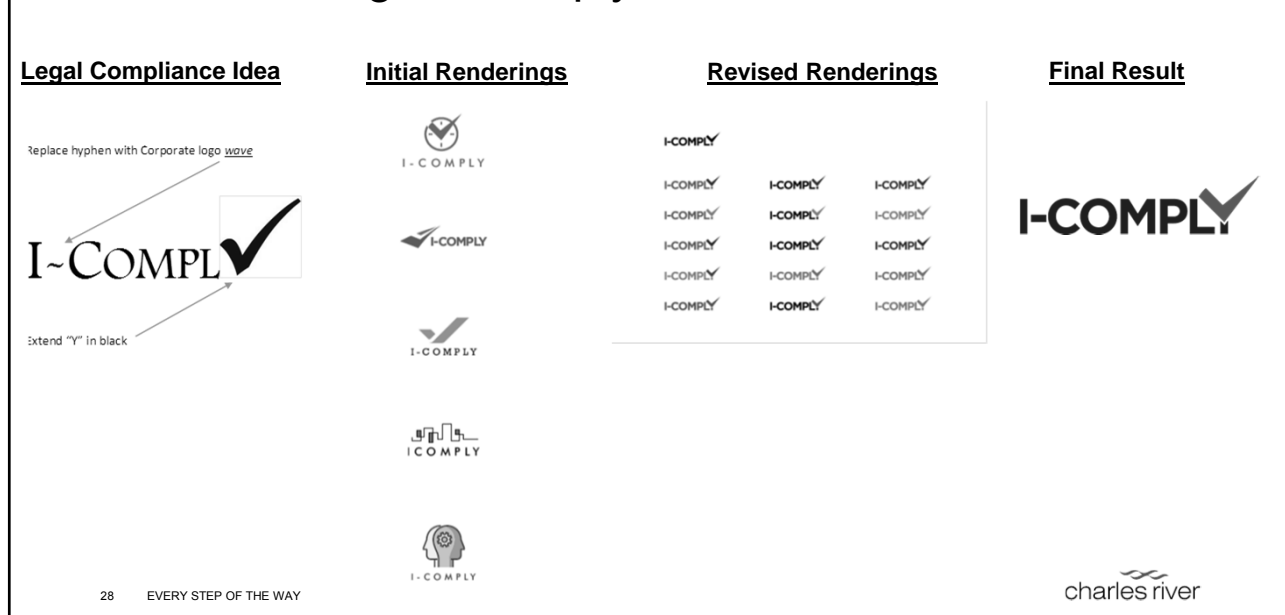
...But Some Promise, Too.



How We Brought It All Together and Went “Live”



The Branding...I-Comply!



The Initial Mascot Renderings...Captain Compliance!



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The Initial Mascot Renderings...Compliance Girl!

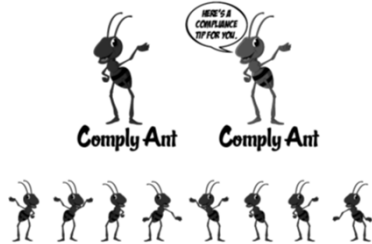


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The Revised Mascot Renderings...Comply Ant!

May 2017



June 2017



August 2017



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GOING LIVE: LAUNCHING YOUR BRAND AND BUILDING ON THE MOMENTUM

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How We Launched Our Brand...

In November of each year, Charles River hosts a global Compliance Day and we elected to launch our new brand and mascot on Compliance Day 2017

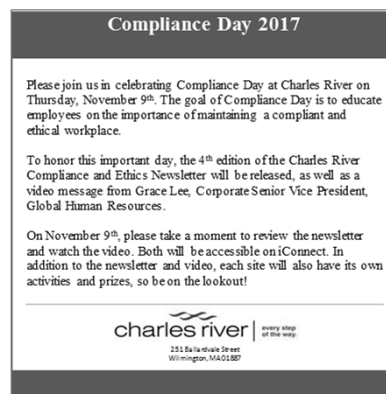
Pre-Launch Late October	Launch November 9, 2017	Post-Launch Late November
<p>Posters: Distributed posters to each global site that "teased" our mascot and brand</p> <p>Communications: Distributed global emails to all employees "teasing" our mascot and brand</p>	<p>Coloring Book: In the spirit of making compliance and ethics fun, developed I-Comply Coloring Book and other giveaways</p> <p>Video: Developed executive video (mixed with local messages) announcing our brand</p> <p>Newsletter: Launched annual Legal Compliance Newsletter with I-Comply and Comply Ant</p> <p>Giveaways: Designed and outsourced creation of "swag" for distribution at our global sites</p>	<p>Solicited Feedback: Sought out feedback on the use of Comply Ant</p> <p>Unsolicited Feedback: Also got some "unsolicited" but thought-provoking feedback</p>

The Pre-Launch Plans...

Poster "Preview" with I-Comply logo and Comply Ant

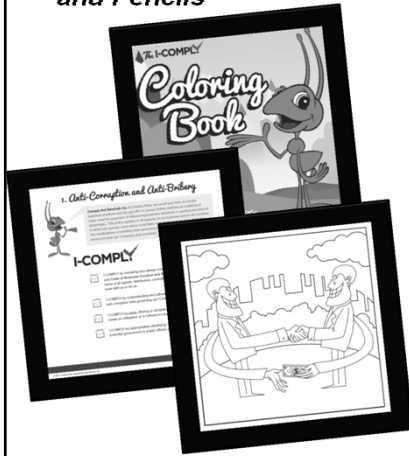


Global Employee Communications Announcement



The Launch on Compliance Day 2017

Coloring Book and Pencils



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I-Comply Launch Video



Swag and Giveaways



Annual Newsletter



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The "Good" Feedback...



Japan



India



USA



UK

<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Great!</u></p>	<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Great job!</u></p>
<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Great for communication!</u></p>	<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Great job on launch!</u></p>
<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Love the illustration and</u></p>	<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Fun in Compliance!</u></p>
<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Fun and the best</u></p>	<p>We want to hear from you! Please let us know what you think of the newest member of our Compliance Team – COMPLY ANT.</p> <p>LOVE IT <input checked="" type="checkbox"/> LIKE IT <input type="checkbox"/> HATE IT <input type="checkbox"/></p> <p>COMMENTS: <u>Great cute banner!</u></p>

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And The “Not So Good” Feedback

Coloring Book
is “childish”



Comply Ant
“does not
translate”



Resources
spent on
“non-essential
expenses”



Was this
“communication
method discussed
with operations in
the various sites
/countries”?

How We Are Keeping Brand Momentum

Training	Communication	Tone at the Top
<ul style="list-style-type: none"> • Training Branding: Added our I-Comply brand to all live and online training events • Employee Onboarding: As part of revamped new hire training, integrated a new session focused on our I-Comply program • Anti-Bribery Training: Incorporated executive messaging and I-Comply branding • Anti-Harassment Training: Incorporated executive messaging and I-Comply branding 	<ul style="list-style-type: none"> • Communication Tools: Developed animated and video-based communications featuring I-Comply branding (e.g., GDPR) • Email Messages: Launched regular email communications on key topics featuring I-Comply and Comply Ant (e.g., gifts, anti-harassment, GDPR, etc.) • Intranet Site: Leverage Charles River intranet site (iConnect) to communicate key messages 	<ul style="list-style-type: none"> • Executive Videos: Developed executive videos for key topics (e.g., anti-bribery, anti-harassment, data privacy) • I-Comply Liaisons: Re-branded our Legal Compliance ambassador program to “I-Comply Liaisons”

Training

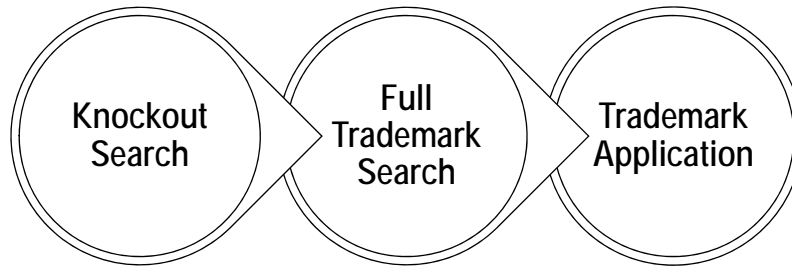
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Communication and Tone at the Top



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IP Considerations for Your Brand: Trademarks

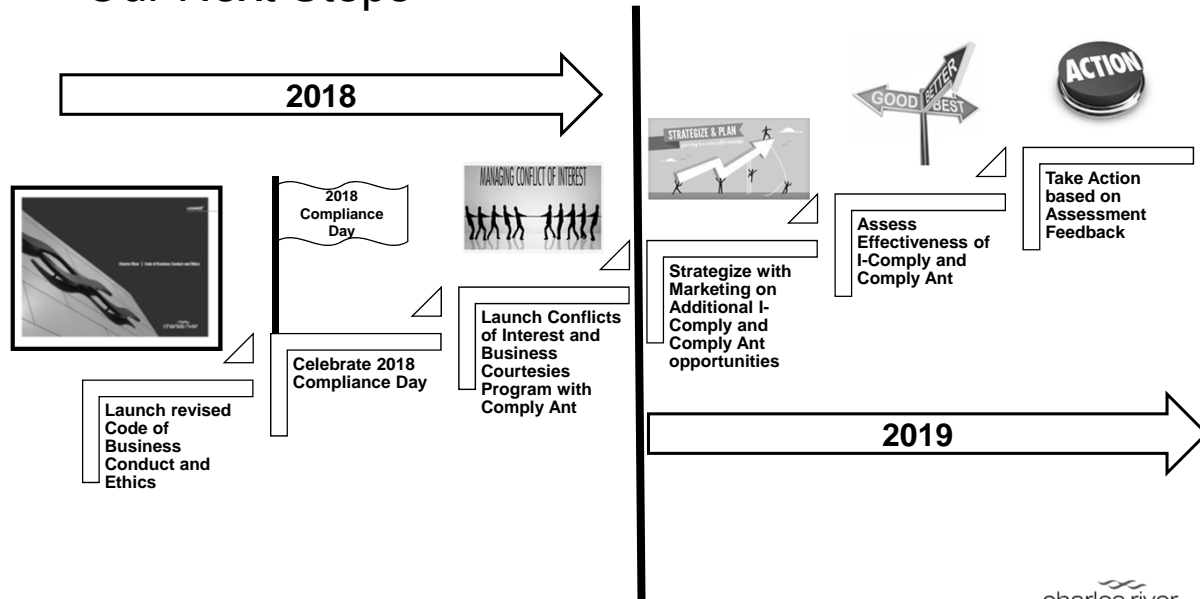
If you develop a compliance and ethics program brand, don't forget about the Intellectual Property (IP) considerations for your organization and other organizations



Protecting Our Brand: Don't Forget about IP

		
Potential IP Protections We Considered	<ul style="list-style-type: none"> • Trademark of "Comply Ant" name • Trademark of "Comply Ant" character • Copyright of "Comply Ant Coloring Book" 	<ul style="list-style-type: none"> • Trademark of "I-Comply" program name • Trademark of "I-Comply" logo
IP Protections We Are Seeking	<ul style="list-style-type: none"> • Trademark of "Comply Ant" name given the obvious "play on words"; likeness would be challenging to trademark 	<ul style="list-style-type: none"> • Trademark "I-Comply" program name
Key IP Steps We Took	<ul style="list-style-type: none"> • Search: Conducted knockout and full trademark searches • File: Filed initial applications with U.S. PTO and E.U. IPO; U.S. PTO published "Comply Ant" for third party opposition and received none • Respond: Received objection to our filing evidence (Comply Ant Coloring Book) from U.S. PTO 	<ul style="list-style-type: none"> • Search: Conducted knockout and full trademark searches
Current IP Status	<ul style="list-style-type: none"> • Submitted updated evidence as to use of Comply Ant; awaiting PTO determination 	<ul style="list-style-type: none"> • On hold pending completion of Comply Ant filings

Our Next Steps



So What Are The Key Takeaways?

1. Deciding to develop a brand can be a fun enhancement to a maturing program
2. Developing the brand can provide a needed creative outlet for your team
3. Leveraging support and expertise of internal resources, from the initial idea to implementation, can help build buy-in across the organization and save you on cost
4. Necessity is the mother of invention- set some deadlines and allow the "Eureka" moments to emerge
5. Carefully planning the pre-launch, launch and post-launch activities is critical to success
6. Making your brand unique to your Company and your culture is imperative for adoption
7. Building on momentum and continuing to embed your brand in your program communications is essential for long-term sustainability



I comply, do you?

Questions

