

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

2 EVERY STEP OF THE WAY

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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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Who We Are Not...



And Who We Are

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Founded in 1947
by Dr. Henry
Foster



A leading, full-
service drug
discovery and
development
company



Our scientists worked on
~80% of the drugs
approved by the FDA in
2017



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)



Chairman and CEO Jim Foster
Forbes Magazine
October 28, 2002

*Estimated as of 8 August 2018

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Our Global Footprint



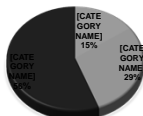
Our Locations

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

Our People

~14,000 employees

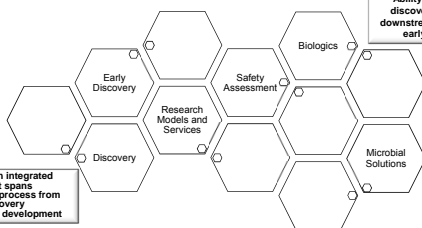
Our Clients



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Our Unique Role in Drug Research



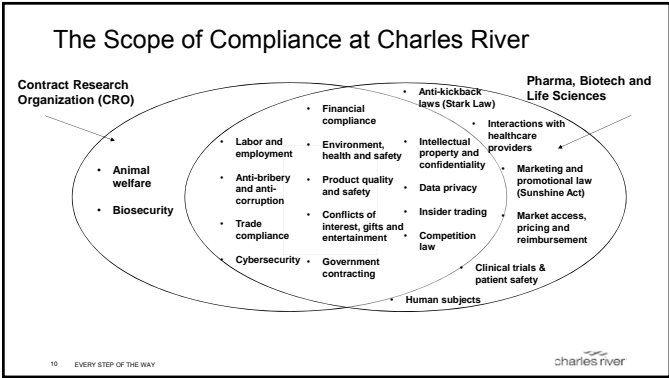
Only CRO with an integrated portfolio that spans the drug research process from target discovery through preclinical development

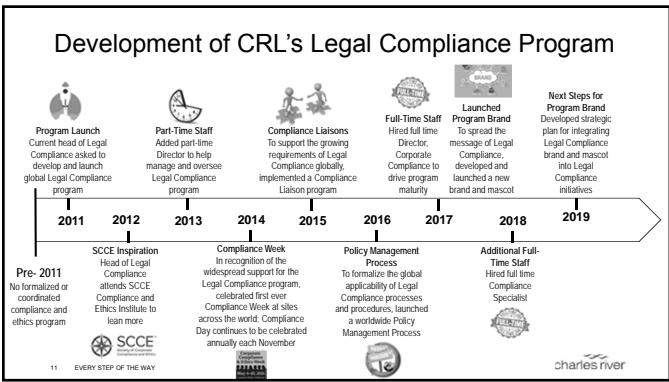
Ability to work with clients to discover new drugs and move downstream with them throughout early-stage development

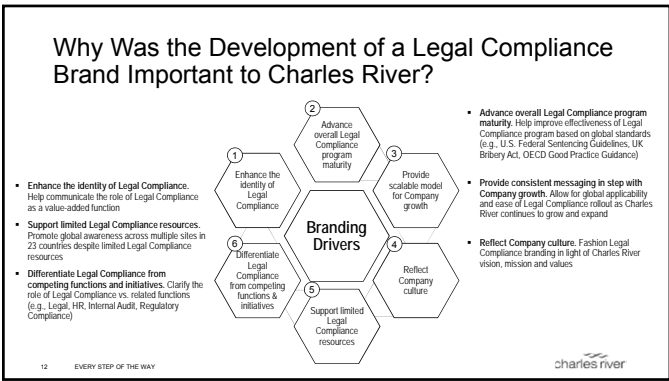
Charles River's scientists worked on 80% of all drugs approved by the FDA in 2017 and partnered with each of the 100 largest biopharmaceutical companies in the world

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What Our Internal “Competition” Looked Like

Corporate Social Responsibility

CORPORATE SOCIAL RESPONSIBILITY

Task Day

Global Day of Service

Animal Welfare

Animal Welfare is Our Passion

Human Resources

Employee Communications

BE eureka

connect

LinkedIn

twitter

Security

Security Awareness & Education

Marketing and Corp. Communications

Marketing and Corp. Communications

13 EVERY STEP OF THE WAY

Aligning with Our Values and Mission

FRAMEWORK

MISSION

Together, we create healthier lives

VALUES

INTEGRITY

BE THE DIFFERENCE

EMPLOYEE VALUE PROPOSITION

Because I know my passion for excellence makes a difference for human and animal health

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Interactive Experience

The interactive experience is a tool that allows you to explore the Charles River story and learn about the company's values and mission. It is a tool that can be used by anyone, anywhere, at any time.

Watch it / Share it / Report it

14 EVERY STEP OF THE WAY

Evie's Story

Evie's Story

2:01 video

15 EVERY STEP OF THE WAY

5

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



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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.)

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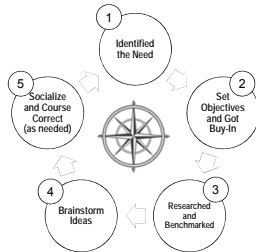
How Effective "Branding" Looks



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



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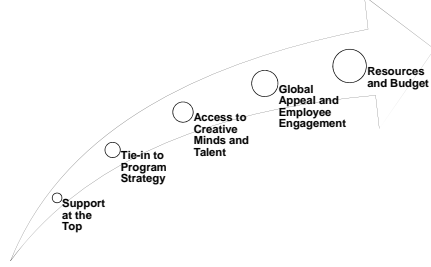
GETTING CREATIVE: THE CONVERGENCE OF COMPLIANCE, MARKETING AND STRATEGY

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



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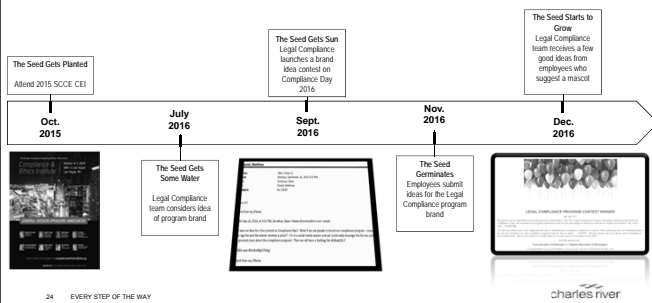
Our team



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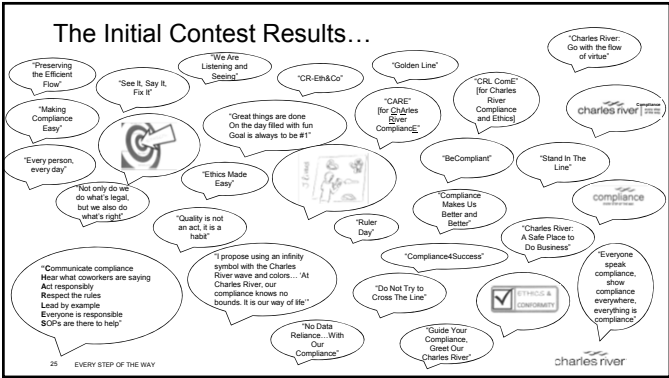
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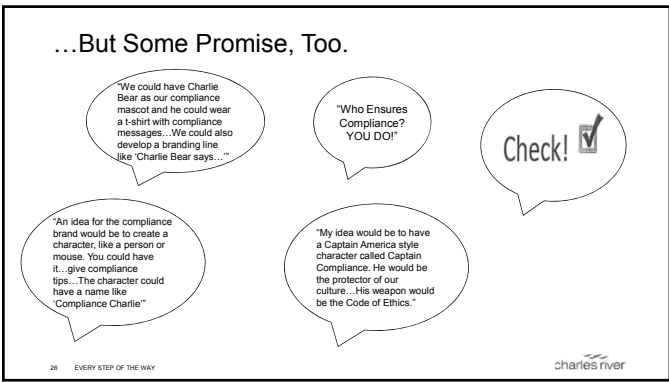
Now for the Good Stuff: How We Started to Develop Our Brand

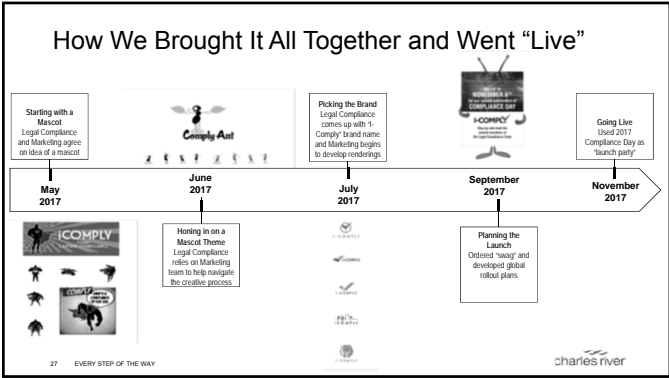


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The Branding...I-Comply!


Legal Compliance Idea

WORKING TOGETHER WITH CHARLES RIVER TOGETHER WE CAN SAVE THE WORLD




STARTING IT IN 2000


Initial Renderings



Revised Renderings






Final Result



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The Initial Mascot Renderings...Captain Compliance!



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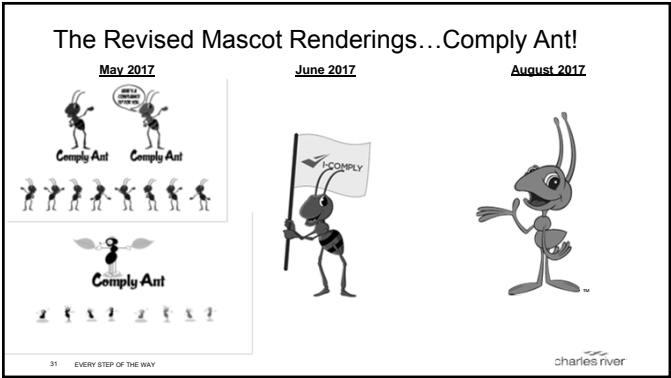
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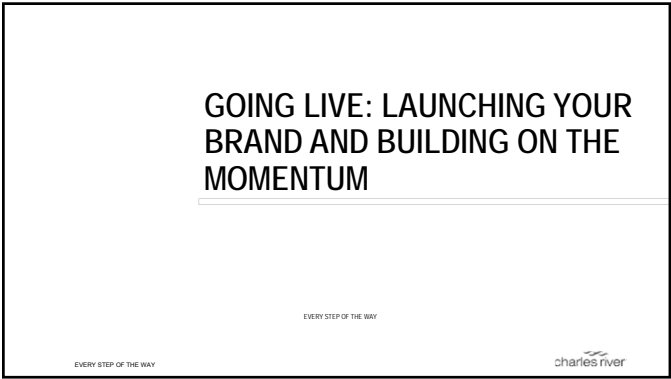
The Initial Mascot Renderings...Compliance Girl!



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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>

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The Pre-Launch Plans...

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



Global Employee Communications Announcement



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The Launch on Compliance Day 2017

Coloring Book and Pencil



I-Comply Launch Video



Swag and Giveaways



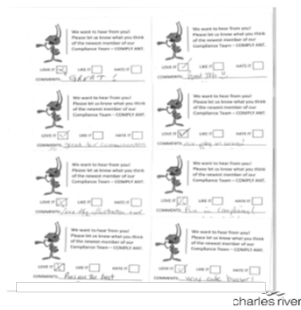
Annual Newsletter



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The "Good" Feedback...



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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”?

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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 ComplyAnti (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”

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Training




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Communication and Tone at the Top





40

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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

Knockout Search

Full Trademark Search



Trademark Application

41

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Protecting Our Brand: Don't Forget about IP

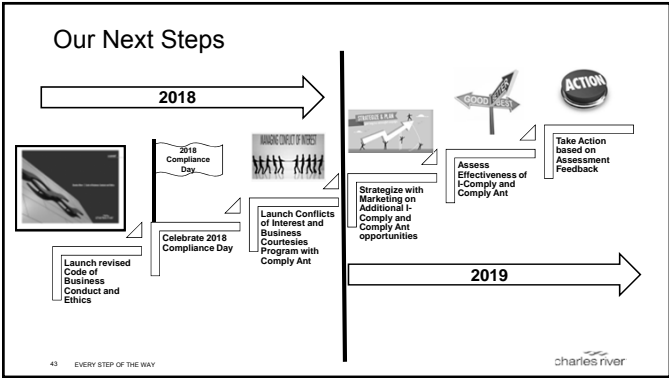


Potential IP Protections We Considered	<ul style="list-style-type: none">Trademark of "Comply Ant" nameTrademark of "Comply Ant" characterCopyright of "Comply Ant" Coloring Book	<ul style="list-style-type: none">Trademark of "I-Comply" program nameTrademark of "I-Comply" logo
IP Protections We Are Seeking	<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 searchesFile: Filed initial applications with U.S. PTO and E.U. IPO. U.S. PTO published "Comply Ant" for third party opposition and received noneRespond: 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

42

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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?

The Charles River logo is at the bottom right.

46 EVERY STEP OF THE WAY

Questions

The Charles River logo is at the bottom right.

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