



**COVID** Collaborative

## About the Campaign

# POWERFUL PARTNERSHIP



**COVID** Collaborative



U.S. Chamber of Commerce



**NAACP**

Co-chaired by former  
Governor and U.S. Senator  
**Dirk Kempthorne** (R-Idaho)  
and former Governor  
**Deval Patrick** (D-Massachusetts)



Former heads of the  
**Food and Drug  
Administration** and  
**Centers for Disease  
Control and  
Prevention**



“WHERE  
CREATIVITY AND  
CAUSES CONVERGE”

Unparalleled and passionate  
network of partners across  
media and tech, marketing  
and advertising

# COVID-19 Vaccine Education Initiative



COVID Collaborative

COVID Collaborative's  
scientific advisors

HHS, CDC +  
Biden Administration

Media companies +  
Tech Platforms

News Media  
and PR

Medical  
community

Creative  
Community

Trusted Messengers &  
Microinfluencers

Vaccine advocacy  
organizations

State and city  
leaders

Faith-based  
community

Community-based  
organizations (focus on  
Black and Hispanic  
communities)

Corporate & Business  
Sectors

# ROBUST PARTNERSHIPS

## Formative Research



## Early Strategic & Creative Development



## In-Market Messaging Research

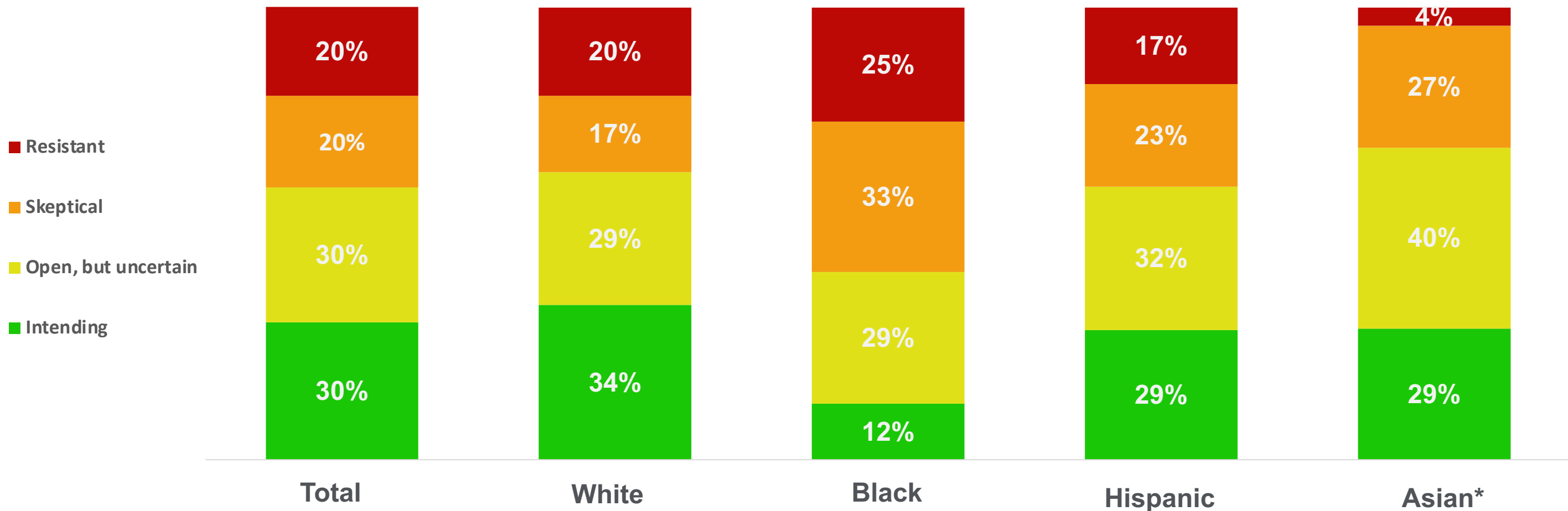


# COVID-19 VACCINE DEMAND CONTINUUM



# COVID VACCINATION INTENT

## RACE/ETHNICITY



# WHY ARE PEOPLE HESITANT

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People's hesitancy is driven by four key areas where information deficits and misinformation exist

Concerns about safety and side effects from COVID-19 vaccination

Speed of the clinical development process

Distrust in the political and economic motives of the government and corporations

Established and novel conspiracy theories involving vaccines

**Reasons behind distrust vary by race/ethnicity & political affiliation**



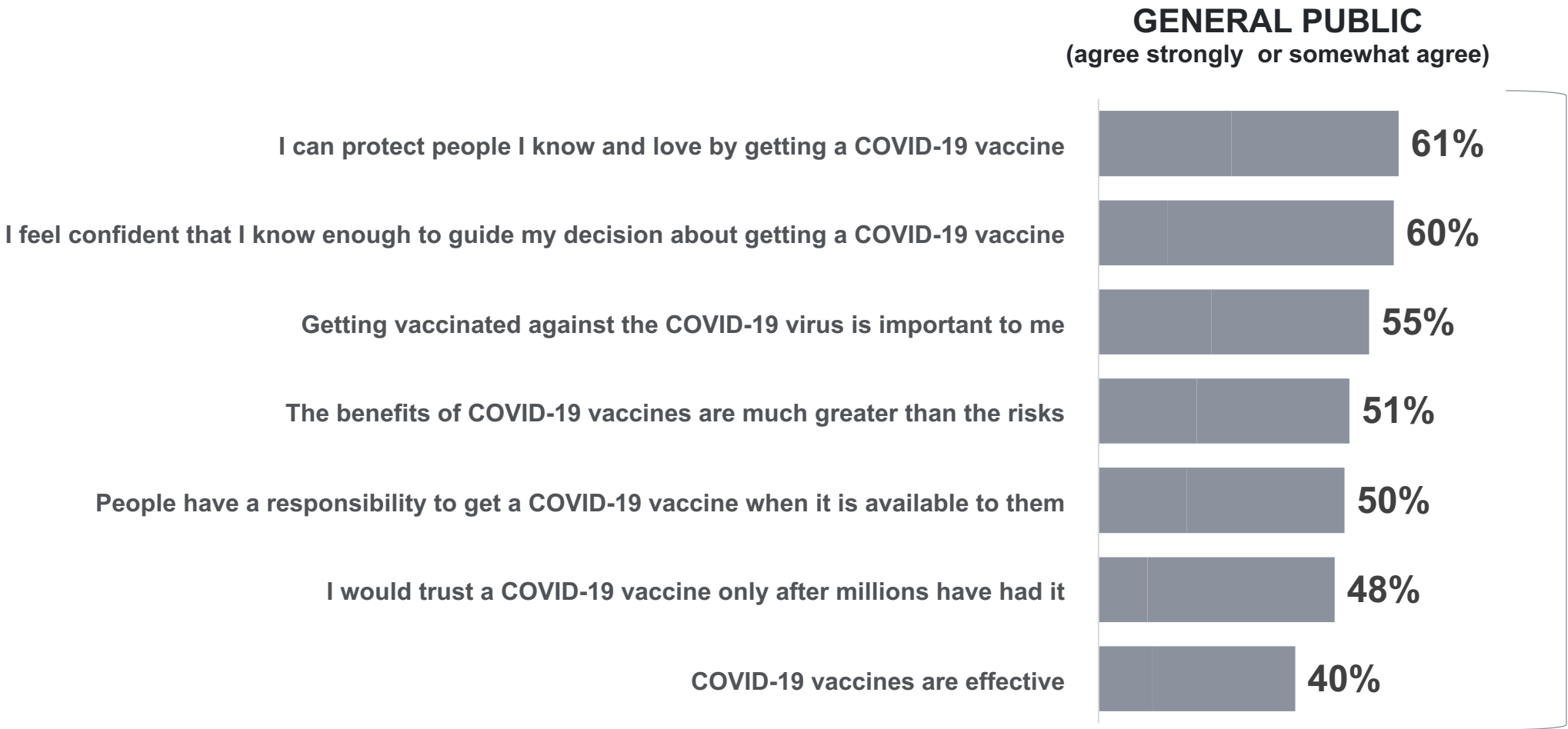
“I’m not sure if I trust a government vaccine. Before they were saying it would take much longer to have one ready.”

“I heard that this is a new type of vaccine. How do they really know if it’s safe, especially in the long term? At some point, are we going to be seeing ads from lawyers saying, ‘Did you get the COVID vaccine in 2021 and have suffered serious problems?’”

“It’s a good thing that they have a vaccine. But I don’t want to get it until I know for sure that it really is safe and effective. I’m not going to get it right away.”

# COVID VACCINATION ATTITUDES

PUBLIC ATTITUDES IN FAVOR OF COVID VACCINATION OUTWEIGH NEGATIVE ATTITUDES,  
BUT WE STILL FACE SIGNIFICANT CHALLENGES IN BRIDGING THE TRUST GAP



Black	Hispanic	Asian
54%	60%	75%
40%	42%	48%
51%	54%	73%
39%	45%	69%
42%	50%	69%
47%	47%	70%
28%	35%	54%



# MOVABLE MIDDLE SNAPSHOTS

<div>WHITE</div> <div>68 million Americans</div>	<div>HISPANIC</div> <div>32 million Americans</div>	<div>BLACK</div> <div>20 million Americans</div>
<div>Demographic Skews</div> <div>Women</div> <div>Age 34-59</div> <div>White American</div> <div>Lower educational attainment</div>	<div>Demographic Skews</div> <div>Women</div> <div>Under age 50</div> <div>Employed as essential worker</div> <div>Resides 3+ member and/or multi-generational household</div> <div>Limited access to high quality healthcare</div>	<div>Demographic Skews</div> <div>Women</div> <div>Married/living with partner</div> <div>Employed as essential worker</div> <div>Resides in predominantly Black neighborhood</div>
<div>Psychographic Skews</div> <div>Low trust in government</div> <div>No personal experience w/ serious case of COVID (self or others)</div>	<div>Psychographic Skews</div> <div>Low trust in government</div> <div>Regularly attend religious services</div>	<div>Psychographic Skews</div> <div>Reside in South</div> <div>Low trust in government</div> <div>Limited access to high quality healthcare</div> <div>Suspicious of being "guinea pigs"</div> <div>Democrat</div>

# MESSAGING ELEMENTS THAT RESONATE ACROSS AUDIENCES

## Acknowledge Concerns

Acknowledge people's  
hesitancy rather than  
challenge it

Provide the promise of  
scientific unbiased  
answers

## Moments Missed

Highlighting moments of  
human connection missed  
serve as a powerful  
reminder that vaccination  
is a pathway to regaining  
these moments

## Protection

Emphasis on protecting  
myself, loved ones and  
those most vulnerable.

## Positive Tone

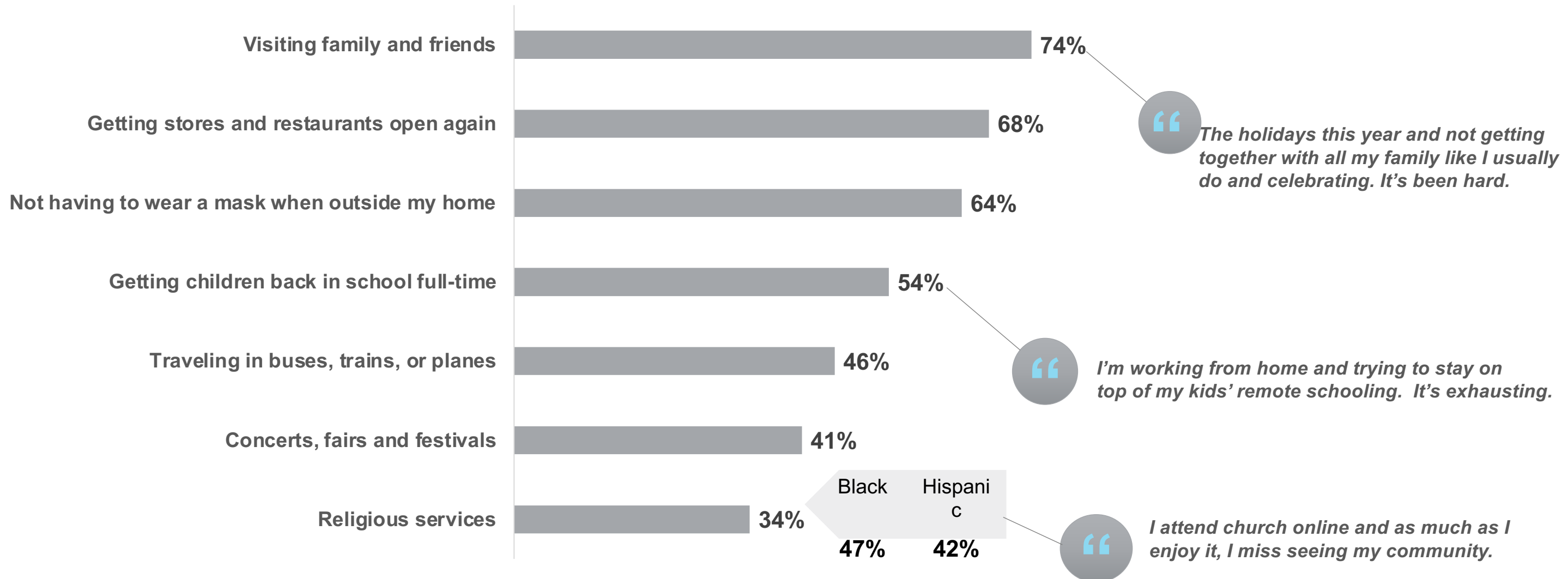
Inviting & respectful as  
opposed to demanding

Acknowledge that the  
choice is yours to make,  
which ties to deeply rooted  
American values of liberty  
and freedom

# MOMENTS THAT WE MISS

ACROSS ALL AUDIENCES, MOMENTS OF IN-PERSON CONNECTION  
WITH FAMILY AND FRIENDS IS WHAT PEOPLE MISS MOST

Which of the following do you most want to get back to how it was before COVID-19? (Multiple select)



# MESSAGING ELEMENTS REJECTED ACROSS AUDIENCES

## Negativity & Fear

Avoid reminders of how difficult the year has been, as it can invoke a sense of hopelessness

Fear tactics don't generate trust or answer questions about vaccines

## The Right Thing To Do

References to "many people already stepping up" can come off as pushy or accusatory

## Overpromising or Obfuscation

Most understand that mass vaccination is a long-term process. Avoid messages that imply vaccine availability will "flip the switch"

## 'Back to Normal'

For most post-pandemic life will never be "the way it was"

It's more about getting back to life rather than back to normal

# CONSUMER LANGUAGE DO'S & DON'TS

## DO SAY

A safe and effective vaccine

Authorized by FDA based on clinical testing

Get the latest information

Keep your family safe; keep those most vulnerable safe

Public Health

Medical experts and doctors

People who have questions

## DON'T SAY

A vaccine developed quickly

Operation Warp Speed; Emergency Use Authorization

There are things we still don't know

Keep your country safe

Government

Scientists

People who are hesitant, skeptical, resistant, or "Anti-vaxxers"

# DIFFERENT MESSENGERS EMBODY DIFFERENT LEVELS OF TRUST AND REACH



# STRATEGIC FRAMEWORK

LEAD  
WITH  
EMPATHY

+

USE  
EMOTIONAL  
TRIGGERS

=

MOTIVATION  
TO GET  
INFORMED

Facts about safety are key, but the messenger is critical—  
and medical experts are most trusted.

# TIMING

## PHASED APPROACH:

Our campaign will be timed to sync with the supply of vaccines and target priority audiences in phases:

December  
2020

January  
2021

February/March  
2021

March/April  
2021

Late Spring/Early  
Summer 2021

**Healthcare/LTC Professionals:** Launch of video/social assets featuring Dr. Fauci & nurses & doctors

**Vetted FAQs**

**Initial PSAs** (social/digital assets) **targeting priority audiences** (priority on Black & Hispanic community)

**Open-source toolkit**

**Website**

**Social/digital assets** (insights, briefs, messaging recommendations)

**Full suite of assets** (digital, mobile, social, TV, cable, radio, print)

**Continue to develop assets for priority audiences**

**General market and young adults** (depending on when vaccine is available for mass deployment)





Alma DDB°

dentsu

JOY COLLECTIVE

Percira O'Dell

Disney • abc  
DOMESTIC TELEVISION

WARNERMEDIA

VIACOMCBS

COMCAST  
NBCUNIVERSAL

Google

FACEBOOK

iHeart  
RADIO

Disney • abc

VIACOMCBS

WARNERMEDIA



Google



xandr

TVB



HEARST



Vox

Insider Inc.

amazon



groupm

jebbit



The New York Times



UBER

axiom



nielsen



Quantcast

McKinsey & Company



theTradeDesk



CONDÉ NAST

VIACOMCBS

Bloomberg



WARNER MEDIA



Forbes



Brat



verizon

VICE

The Atlantic



FOX

COMCAST

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Brat

# CAMPAIGN TARGETING HEALTH CARE PROFESSIONALS



COVID Collaborative



National Institute of  
Allergy and  
Infectious Diseases



- American Hospital Association
- American Medical Association
- American Nurses Association
- Black Coalition Against COVID-19
- Morehouse School of Medicine
- National Association of Hispanic Nurses
- National Black Nurses Association
- National Hispanic Medical Association
- National Medical Association



## SHARED MATERIALS:

Press release / FAQs / Customizable social copy  
Website / email blurb / Talking points / Videos and cut downs





# IT'S UP TO YOU

COVID-19  
VACCINATION



# 7 things

we must do:



## WHAT WE NEED TO DO

# Appeal to their desire to protect their loved ones.

*Tap into their unifying aspiration.*

## WHAT WE NEED TO DO

# Respect their Independence.

*Tell them to get informed, not to get the vaccine. This should be a choice, not a mandate.*



## WHAT WE NEED TO DO

# Accept their reluctance.

*Recruit through empathy, honesty and kindness.  
Appreciate the concerns of specific groups such as  
African-Americans, Latinx, women, conservatives...*



## WHAT WE NEED TO DO

# Flip the burden of proof.

*Some people try to plant the seed of doubt by saying the vaccine isn't safe. We need to flip it and make people doubt how safe they are if they don't get vaccinated.*



## WHAT WE NEED TO DO

# Regain trust through Radical Transparency.

*Fight misinformation by using data to show what we know, what we don't know, and the risk of not taking a vaccine.*

## WHAT WE NEED TO DO

# Remind them of moments pre-COVID.

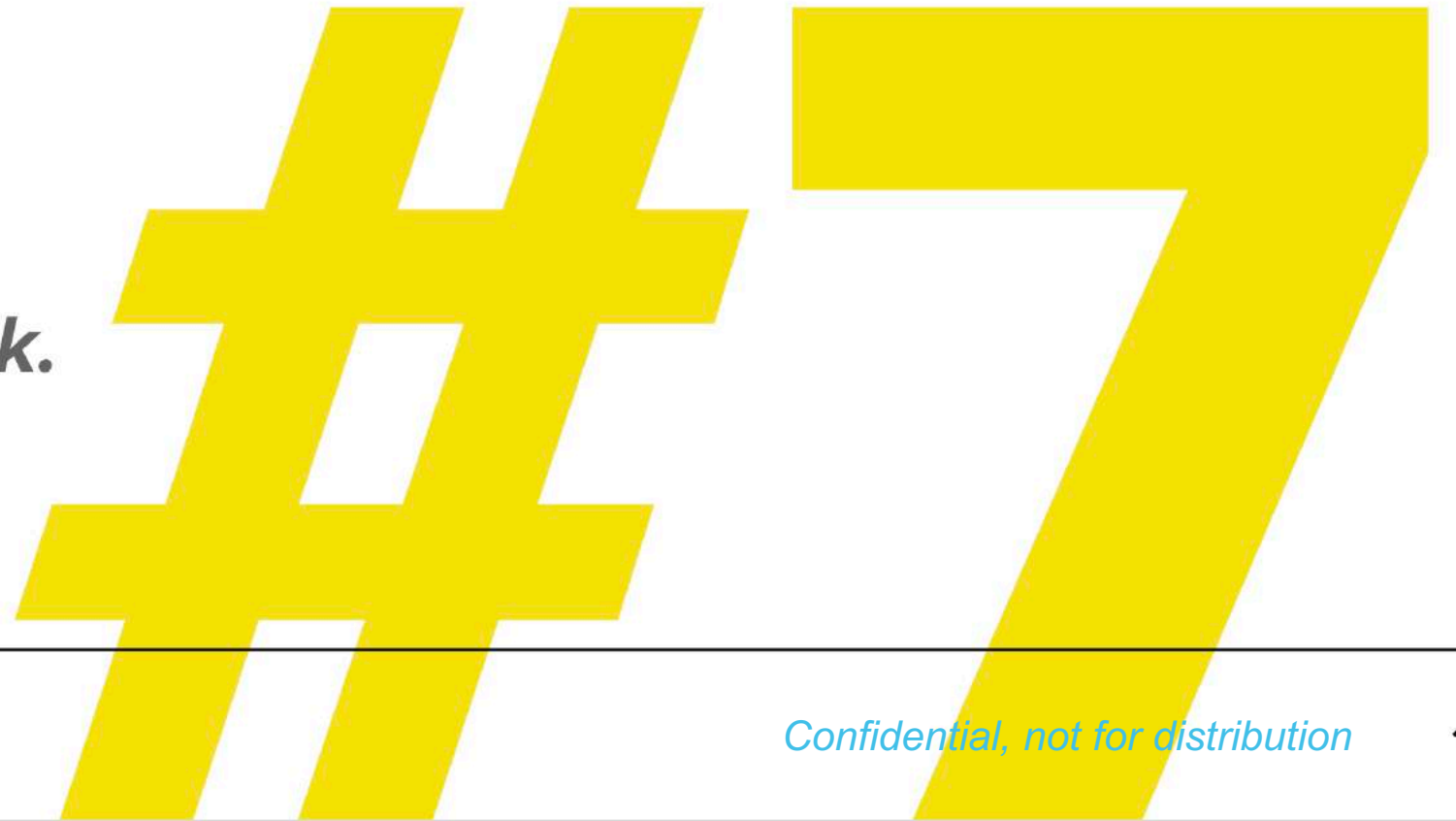
*Getting back to human connection moments - the people and events we miss so much.*



WHAT WE NEED TO DO

# Welcome their Questions

*This is an important decision.  
Having questions is completely ok.*



# IT'S UP TO YOU

COVID - 19  
VACCINATION

## How It Starts :60

Any time now, a Covid-19 Vaccine will be available to you.

You're probably asking yourself: Should I take it? Will it help get me back to work, to meeting friends and travelling?

Will I be able to do it all without putting my family and those I love at risk? And speaking of risks, is it safe?

You've got questions. And that's normal.

So visit [itsuptoyou.org](https://itsuptoyou.org) and get all the information about the vaccines. Change won't happen overnight, but it starts with getting informed.

Overall, the  
“it’s up to You”  
Campaign  
Succeeded at  
motivating  
“vaccine  
hesitants”  
across cultures  
to learn more

**Struck right balance** of rational acknowledgement of questions and concerns w/emotional reminder of why getting a vaccine matters.

Communicated that it’s up to people to learn more about the vaccines and that we need them to get back to the **moments we miss most.**

**Appreciated not being guilted or shamed** into getting a vaccine and liked by the campaign’s **positive yet realistic tone.**

**Pragmatic invitation** to seek out more information (in a single place) was well received.

# CAMPAIGN EVALUATION & OPTIMIZATION FRAMEWORK

EXPOSURE	<ul style="list-style-type: none"><li>• Donated, earned, paid, shared media</li></ul>	
AWARENESS	<ul style="list-style-type: none"><li>• Awareness of messages and assets</li></ul>	
ENGAGEMENT	<ul style="list-style-type: none"><li>• Digital and social media metrics</li></ul>	
CONSIDERATION	<ul style="list-style-type: none"><li>• Taken steps to learn about vaccination</li><li>• Shifts in intent to get vaccinated</li></ul>	COVID Collaborative-Langer monthly survey
IMPACT	<ul style="list-style-type: none"><li>• Got vaccinated (self-reported)</li><li>• Vaccination rates and other COVID-19 public health indicators</li></ul>	
ADVOCACY	<ul style="list-style-type: none"><li>• Vaccination endorsements via social media and word of mouth</li></ul>	



# BUILDING OUR GROUND GAME

COMMUNITY  
PARTNERSHIPS  
& RESOURCES

+

INFLUENCERS /  
TRUSTED  
MESSENGERS

+

DIVERSE  
COMMUNITY  
OUTREACH

**Building  
community  
partnerships is  
essential to our  
strategy**



State, County, & Local Organizations

Nonprofit Networks

Medical / Public Health Associations

Diverse Community Organizations

Academic & Research Institutions

Faith Community

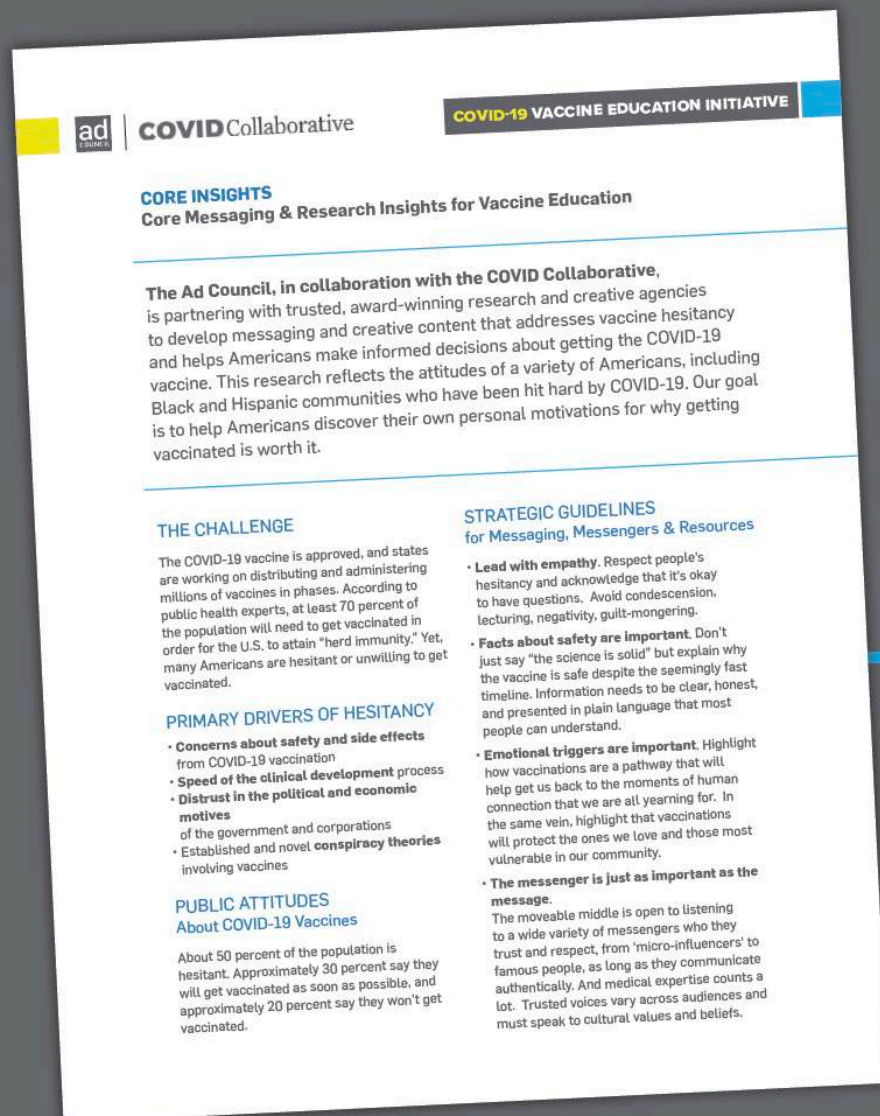
Foundations



# Created Advisory Councils to inform campaign & dissemination plans



# We're committed to providing **helpful tools & resources**



## Online Toolkit

Campaign PSAs & assets

Messaging Recommendations

Attitudes & Hesitancy

Audience Snapshots: Black and Hispanic

FAQs

Videos targeting Healthcare Providers  
(Featuring Dr. Fauci, doctors, & nurses)

Timing: Late February

# We've developed custom toolkits for **communities**

Public Health Toolkit  
Media Playbook  
Brand Playbook  
Black Community Toolkit

Hispanic Community Toolkit  
Faith-Based Community  
Toolkit (Black & Hispanic)  
Business / Corporate Toolkit



# INFLUENCER COMMS FRAMEWORK

Establish a communications framework across all types of influencer engagements



## THE FACTS

Trusted and credentialed medical experts.



## FACT AMPLIFIERS

Trusted and relevant amplifiers- responsible for sharing, reposting or curating.



## VACCINATION EXPERIENCES

Includes videos, images or text posts about personal experiences.



# INFLUENCER CATEGORIES



**Medical  
Community**



**Government**



**Celebs**



**Social  
Influencers**



**Faith-Based  
& NGO's**



**Business**



**News Media**



**Hyperlocal**

**The Facts**

**The Fact Amplifiers**

**Vaccination Experiences**

# Reaching & Engaging Diverse Communities...

**BLACK & HISPANIC FOCUS  
GIVEN HESITANCY DATA**

**Culturally  
Relevant  
Agency  
Partners**

**Coalitions &  
Partnerships**

**Virtual  
Events**

**JOY**  
COLLECTIVE



**VALUES  
PARTNERSHIPS**

**CIEN<sup>+</sup>**

- Medical, non-profit, civil rights, and community organizations (sororities & fraternities)
- Strategic coalitions
- Customized toolkits

- National programs
- Local, customized events
- Content partnerships

# Faith is a critical component

TO REACH THE BLACK & HISPANIC COMMUNITY AS WELL

AGENCY PARTNER:



VALUES  
PARTNERSHIPS

## STRATEGIC PLAN

### UNDERSTAND

faith community needs and concerns

*Custom research underway*

### CONVENE

faith leaders and formally engage them and their organizations

*Establishing National Steering Committee*

### EMPOWER

those leaders, their networks, and other faith leaders with impactful messaging and resources

*Custom toolkit*

### HOST

national and local events to get that messaging in the hands of people of faith



**“Alone we can do so little;  
together we can do so much.”**

- HELEN KELLER





**COVID** Collaborative

**THANK YOU**