

**THE COMMUNICATION PROCESS WITHIN
THE VACCINATION STRATEGY AGAINST COVID-19
IN ROMANIA. PARTICULARITIES AND SOLUTIONS WITH
IMPACT ON THE ECONOMY AND SOCIETY**

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Abstract

This research paper is mainly focused on analyzing and presenting the most important aspects and particularities of the communication process within the vaccination strategy against covid-19 in Romania. Also, it will analyse other communication campaigns initiated by international organizations and will identify solutions for development of the communication process. At the same time, it can be mentioned the bibliographic synthesis, comparative analysis of official documents and published studies, but also interviewing some persons specialized in the field of communication. Some preliminary results can be highlighted: communication campaigns generate major effects on citizens and decisively influence their behavior and decisions.

Keywords: *targeted messages; public-private partnership; transparency; impact*

JEL classification: *M37*

1. Introduction

Starting with March 2020, we have had changes in all areas, in all industries and in all areas of the world. Also, there have been and still are major changes in the way we communicate. Whether we are talking about communication on a personal or professional level, many aspects have changed and we have all had to adapt very quickly to the new global context.

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What are the solutions? It's all about customizing the communication process and specific features.

In this research paper, the topic addressed is the communication process within the vaccination strategy against covid-19 in Romania. Within this strategy, the communication campaign has an extremely important role, even a decisive one. I will try to highlight important aspects of this communication process, but also real solutions that have been implemented or can be implemented in Romania and beyond. Of course, there are a number of problems we face every day from this perspective, and the biggest challenge seems to be finding those solutions to have an effective communication campaign that will generate a positive impact on the population. Unfortunately, over the years we have had cases in which communication has not been most effective.

From this point of view, we can highlight “an example of the impact of inefficient communication: the 2009 AH1N1 virus pandemic. Vaccination was only 41%. The researchers analyzed the situation and drew several conclusions, including the fact that the information is accepted if it is in accordance with the beliefs of the population and if it is transmitted by a person / institution that is considered competent. It must be borne in mind that people often do not trust government organizations and pharmaceutical companies. " (Mitran, Tampa, Georgescu, Popa, 2018).

The new reality we are in at the moment proves to us that this vaccination campaign is unprecedented, worldwide, and we certainly need a tailor-made national and global communication campaign, which will give us greater confidence in vaccines and also involve all local communities. It is obvious that the effort is and will be extremely high, and the resources as well. If we were to refer to the human resources involved, such a collective effort was probably never needed to meet the objectives of the vaccination strategy and, implicitly, of the related communication campaign. It is also extremely important that all information and communication be based on total transparency.

On November 27, 2020, in Romania, Decision No. 1031 on the approval of the vaccination strategy against Covid-19 was published. It is the document that started the vaccination in Romania, and it is also the document that includes the development of the communication strategy. "Information and communication campaigns will be carried out by involving representatives of professional associations, patients' associations, cultural and educational

personalities, civil society representatives, respecting the principles of transparency and correct, factual and complete information, and the public." (Vaccination Strategy, 2020)

The National Coordinating Committee for Covid-19 Vaccination Activities (CNCAV) was also established. It is an extremely important committee, with a well-defined role, and within this committee there is also the Communication Group, about which we can mention several attributions: it monitors and synthesizes the information published in the domestic and international press; communicates directly with the public through media channels. (Government of Romania, 2020)

An extremely important international document that is available to all countries, RCCE, was drafted by The International Federation of Red Cross and Red Crescent Societies (IFRC), Unicef and the World Health Organization. Through this document, the experts draw attention to the most important aspects, among which the following: "Adapt the elements according to your country needs and situation; Revise your action plan according to the situation evolution; Coordinate and plan together with authorities and partners; Proactively communicate and promote a two-way dialogue with communities, the public and other stakeholders" (RCCE, 2020)

All domains are being digitized continuously, and the datareportal.com platform transmits the following information on the global situation from a digital point of view, in April 2021: the total number of the global population is 7.85 billion, unique mobile phone users 5.27 billion, internet users 4.72 billion and active social media users 4.33 billion. Also, on average, a person spends about 7 hours a day on the internet. According to the same sources, datareportal.com, in Romania in January 2021 we have the following situation: total population 19.18 million, mobile connections 26 million (135%), internet users 15.49 million (80%), active social media users 12 million (63%), time spent using the internet over 7 hours per day. (Kemp, 2021). From my point of view, between March 2020 and March 2021 most people may have even exceeded these figures, for several reasons: online jobs, online education, online free time, communication with friends / family also online and other situations in which I been "forced" by the global context to be connected more than usual.

Given these situations, it would be useful to analyze the impact of advertising campaigns on social media platforms. From this point of view, Reveal Marketing Research conducted a study in April 2021, which has the

following results: “Romanians prefer to stay on Facebook, but many of them get bored of the ads they see. Almost half of Romanians say they are bored and tired of the ads on Facebook and Instagram ”. (Samoila 2021).

Also, another useful study demonstrates the impact of billboards, we practically get answers to the question: how many Romanians see billboards? We find the answers in the most recent OOH Audience Study conducted by the Romanian Transmedia Audit Bureau - BRAT. (BRAT, 2021) In Bucharest, for example, a good panel can reach over 200,000 people in a week. (Samoila, 2021) This study was done for 11 cities in Romania: Bucharest, Bacau, Constanta, Sibiu, Brasov, Oradea, Craiova, Timisoara, Cluj Napoca, Iasi and Ploiesti. The study conducted by BRAT involved nine outdoor display campaigns and 13 media agencies, measuring the audience of over 7,200 billboards. The population aged 14 to 74 was also analyzed. (Forbes Romania, 2021).

2. Public institutions

Most public institutions in Romania and beyond have been taken by surprise by this crisis we have been in since last year. They were taken by surprise from many points of view, but most of all it seemed to matter that digitalization was at a low level, in many countries, including Romania.

Starting with March 2020, all institutions in Romania, as well as officials have tried to find solutions to adapt to the new context, created by the global pandemic. Public institutions are extremely important communicators in crisis situations, especially the one we are in. Thus, it is useful to analyze the messages that these institutions generate and which are delivered to the population. We could divide public institutions into three categories: local, national and international. We will answer the question: "what do public institutions communicate with citizens in the crisis situation we are in?" We have some examples:

- UNICEF: "What you need to know before, during and after receiving a COVID-19 vaccine.

Tips for navigating the vaccination process.

Before: Do your research; Talk to your doctor; Take care of yourself;

During the appointment: Stay safe; Communicate; Keep your records

After you've been vaccinated: Stay for monitoring; Be prepared for some side effects; Be patient; Keep yourself and others safe ”. (Unicef, 2021)

- European Commission: "Safe COVID-19 vaccines in Europe! Check the information! Fight misinformation! Rely only on current information published by official sources! ". (European Commission, 2021).
- The Romanian Ministry of Health sent a brochure regarding the vaccination against Covid-19, addressed to all doctors. The brochure contains the most frequently asked questions from doctors about vaccination. (Ministry of Health, 2021)
- Local institutions have tried to keep up with national ones in terms of informing citizens and have found solutions through which they have managed to communicate through local media channels, online and offline.

Through the vaccinare-covid.gov.ro platform, the authorities transmit information of public interest and updated almost daily. It is another way to communicate relevant information and I present some examples of official communiqués sent through this platform:

- 8.12.2020: "Preparations for the start of the vaccination campaign against Covid-19"
- 15.12.2020: "Meeting at the level of the World Health Organization"
- 16.12.2020: "The first webinar on vaccination, addressed to health professionals"
- 24.12.2020: "European Vaccination Days in Romania"
- 26.12.2020: "The first 10,000 doses of vaccines have arrived in Romania"
- 27.12.2020: "The vaccination process has started in Romania"
- 31.05.2021: "The vaccination campaign for children between 12 and 15 years old begins"
- 26.06.2021: "Evidence of persons vaccinated against Covid-19". (vaccinare-covid.gov.ro, 2020/2021)

The public institutions and their representatives have the role to clarify, to bring new clarifications, to explain and to clarify the population in connection with any public subject, in our case with the vaccination against Covid-19. In order for the information we receive to be as accurate and real as possible, we must inform ourselves only from official sources. Some examples from official sources in Romania and beyond:

- Official data regarding the evolution of Covid-19 in Romania: datelazi.ro / stirioficiala.ro
- National Agency for Medicines and Medical Devices in Romania: anm.ro
- Ministry of Health: ms.ro
- European Center for Disease Prevention and Control: ecdc.europa.eu
- The European Commission's official communication platform: ema.europa.eu
- European Medicines Agency: ema.europa.eu
- World Health Organization: who.int

Under the slogan "together we defeat the pandemic", the Romanian Government launched the pro-vaccination information campaign in May 2021. These are 11 spots that will be broadcast on television, radio and online. There are 3 generals, who show us why we miss them, and another 7 are on the target audience: student, grandmother, mother, tourist, festival-goer ... etc. (Olteanu, 2021). In a spot, for example, a man says: "The vaccine contains trips abroad, seas, beaches, sun, joy, the vaccine contains all my joy of traveling." In another spot, an elderly woman from the country states: "I got vaccinated, after my grandchildren from the city convinced me. The first time I didn't want to, because I heard all kinds of nonsense from the neighbors, but if my grandchildren got vaccinated and trusted the doctors, I believed them". (Ruscior, 2021). The authorities stated that this communication campaign was carried out with the support of UNICEF and without costs from the Government! The government did not pay for the creative concept, nor for the production part (they were donated), nor for the media part, because it is a public information campaign of national interest. Google also provided support for online promotion. The 11 spots will be broadcast for at least six months.

Communication experts say that a positive message has a good chance to impress after so much bad news. The spots look good, the message #WhatContainsVaccine has the potential to go viral through the challenge it proposes (the hope is that many people will film themselves, write testimonials, etc. about the freedom, joy of the vaccine). But there were also reproaches: the authorities began to explain what the campaign was about. You don't have to do that! You start the campaign, you wait for the world to get excited. When you start explaining, you lose the effect.

The new vaccination campaign, based on emotion, came with new relaxation measures that were applied starting with June 1, 2021 (giving up the mask in certain spaces, increased the number of people who can participate in cultural, scientific activities, artistic, entertainment, in gyms or fitness, training courses, Private events can take place - weddings, baptisms, etc., Sports activities can take place both indoors and outdoors and others ...). (Government of Romania, 2021).

This contradiction is against vaccination and demobilizes people in the conditions in which the next three months are decisive for blocking a new wave of pandemic. "When the atmosphere relaxed, the level of fear decreased and, with it, the mobilization of the population. What can we do? At the level of each audience, you have to send messengers who inspire confidence and who can be actors, athletes, folk music artists, even manelists", says prof. dr. Dumitru Borțun, specialist in public communication, in an interview for spotmedia.ro. (Badea, 2021).

However, in connection with this communication campaign, we can highlight the fact that it was achieved through a partnership between the Romanian Government, Unicef, Google, several advertising agencies and the media channels that will broadcast these spots.

3. Private companies

Compared to public institutions, private companies are much better organized in terms of communication, but also better developed from the perspective of digitalization. Because in general, private companies communicate very often, they quickly aligned themselves with the communication campaign about the Covid-19 vaccination and even initiated their own campaigns, with important resources. Here are some examples of good practice:

- “Fashion Days is one of the biggest brands promoting vaccination. After having a vaccination campaign in March, in which the main characters were seniors, now Fashion Days focuses on young people. The company recently launched a new advertisement signed by Papaya Advertising agency: Fashion Days. It's all about good taste. And responsibility”
- Continental has initiated the opening of two public vaccination centers in the country, in Timisoara and Sibiu

- Ford, Bosch, City Grill, Alro Slatina, Therme are just some of the companies that have opened vaccination centers for employees and their families. (Deacon, 2021).
- DPD is another private company that supports the vaccination campaign in Romania. With an important investment, under the slogan "we deliver responsibility", he made the production entitled "The Road to Responsibility", which draws attention to several areas affected by the pandemic such as the Horeca industry, culture, sports and education. (G4 Media, 2021).
- Smithfield Romania has internally developed a series of communication materials designed to inform employees about anti-COVID-19 prevention measures. Most companies in Romania have resorted to these very useful internal communication campaigns. (Smithfield, 2021).

Another category of private companies is that of private media channels. They have an extremely important role and can generate a major impact on the population, precisely due to the very large audience. There are several examples from this category, which aligned themselves with this approach and supported the vaccination strategy through their own communication campaign:

- PRO TV launched in May 2021 the awareness campaign of the importance of vaccination against Covid-19. During the campaign, Pro TV will broadcast the stories of Romanians who chose to get vaccinated. The video materials will be posted on www.protv.ro, but also on the Facebook and Instagram accounts of the station. (Samoa, 2021). "One of the important values of PRO TV is to do well, and we believe that in order to do well and return to a life similar to the one before the pandemic, vaccination is one of the ways. Through this campaign we want to highlight the experiences of Romanians from all over the country, to show that vaccination is not about us, it is more about others, and through our gesture of immunizing we protect those around us", said Aleksandras Cesnavicius, CEO PRO TV. (Pro TV, 2021).

- AG RADIO HOLDING also launched in May 2021 its own communication campaign. Romanian artists encourage the public to get vaccinated through a campaign launched by Kiss FM, Magic FM and Rock FM. Radio stations broadcast spots through which Romanians are urged to go and get vaccinated, in order to return to normalcy as soon as possible. Along with the DJs of the three radio stations, the messages of the Romanian artists will be heard, those

for whom the pandemic meant the cancellation or postponement of the concerts and the lack of meetings with the public.

4. Fake news. Misinformation

Because to the speed with which the information is transmitted globally, all messages must be updated in real time, it is mandatory for the public to be informed correctly from all points of view. Unfortunately, we live in a constant uncertainty and mistrust. But still, steps are being taken in the area of confidence building, especially in important institutions. One element of confidence is that what is happening at the level of the European Commission is happening in all countries. The European campaign is also integrated in terms of vaccines and procurement. (Dogioiu, 2021). Even before the pandemic, in Romania, distrust of the authorities was at a very high level.

"Fake news is very lazy, it does not try to convince you, but aims to introduce doubt, suspicion and start asking yourself: but if so? In general, they are not absolute lies, but a mixture of truth and falsehood. A very difficult and difficult situation to fight is if the message is transmitted by "trusted" people, for example doctors. In the face of fake news we are more vulnerable than we think, regardless of the level of education. Research says it is more about the psychological profile and media consumption. We often air fake news because we are outraged or joking about their topic, draws the attention of prof. Univ. dr. Alina Bârgăoanu, in an interview for spotmedia.ro". (Dogioiu, 2021)

Unfortunately, a lot of false information is transmitted and in many cases it is transmitted intentionally. We have an example of an "online campaign against the Pfizer vaccine." With influencers from Germany and France. A mysterious PR agency has offered money to health-focused vloggers to spread false information about the Pfizer-BioNTech vaccine, "Deutsche Welle writes. (Samoa, 2021).

I hope to succeed in what is called "science popularization", to try to complicate scientifically complicated information in the first phase to be validated by the body of experts and then to be translated into the language of ordinary people, keeping the robust, scientific, factual and correct of this information, said Alina Bârgăoanu, in an interview for spotmedia.ro "(Dogioiu, 2021).

A topic of discussion would be the comparison between general vaccination and covid-19 vaccines. There are a significant number of people who identify in both categories: they are against vaccination (regardless of the

vaccine) and they are also against covid-19 vaccines. These people represent an audience that communicators should identify as accurately as possible, and solutions should be found to communicate as directly as possible with them. Also, communication to this different and well-defined audience must include clear evidence and 100% transparency. Basically we can discuss a campaign in response to the counter-campaign sent by anti-vaccines. "At the end of 2018, the World Health Organization mentioned" vaccine reluctance "as one of the top ten threats to the health of the world's population." (Latschan, 2021).

5. Case study. Research methodology and results

In this research, I will interpret the answers of the interviewees (specialists in communication), concerning the communication campaigns within the covid-19 vaccination strategy in Romania and comparisons between messages sent by public institutions and private companies.

Thus, the qualitative research method used is the interview, and the hypotheses underlying this study are the following:

- In general, communication campaigns have a significant impact on citizens.
- One of the solutions for streamlining communication campaigns would be the direct involvement of communication specialists and advertising agencies.
- It is mandatory that any communication campaign to be optimized in real time.

The topic of the interview is: The communication process within the vaccination strategy against covid-19 in Romania.

I conducted interviews with several communication specialists, who live in Romania, Germany and the United States. Also, respondents are freelancers, employees and entrepreneurs in the communication industry, representatives of public institutions and representatives of media channels and advertising agencies, have higher education and experience in the field and are over 35 years old. The number of interviewees was 28. On average, the interviews lasted approximately 15-20 minutes and took place between April 5, 2021 and June 22, 2021. After receiving all the answers in the interviews, I will try to find the answers to the following two research questions:

- What opportunities exist in terms of public communication, nationally and internationally, regarding vaccination strategy?

- What are the institutions and companies that need to communicate most effectively during this period, about covid-19 vaccination?

The structured interview consists of seven questions, that will be addressed to all interviewees. I will also present some examples of good practice and solutions that can be adapted and implemented and that can generate a positive impact in Romania.

I will present each question with the corresponding answers.

5.1. During the vaccination campaign, what were your sources of information, nationally and internationally? what percentage about online vs offline?

Most of the interviewees were informed from both online and offline categories, with a plus on the online side, but it can be highlighted that online sources are in fact digital platforms of offline media channels - a very important aspect. Also, almost all respondents were informed directly from official sources, which belong to national and international authorities.

5.2. In your opinion, do you think that the messages sent during the communication campaigns can influence your behavior and decision regarding the covid-19 vaccination?

All respondents had the same answer: CATEGORIC YES. The messages sent during the communication campaigns can influence the behavior and the decision, from a personal and professional point of view. During this period, the decision can change very quickly, it all depends on the information we receive and pass on.

5.3. To what extent do you consider that the vaccination strategy in Romania has been adapted in real time, in terms of communication?

On this question, the points of view are divided: over half of the interviewees consider that the vaccination strategy and implicitly the communication campaign were adapted and optimized in real time, with small exceptions. On the other hand, the other respondents consider that it has not adapted in real time and much more involvement was needed in terms of optimization, in terms of the communication campaign. The main argument would be that we had periods in which communication had an important impact, then suddenly we entered a stage in which the impact was very low.

5.4. Do you consider that the communication campaigns within the covid-19 vaccination strategy in Romania, had a positive or negative impact on the activity of the company you represent?

Most respondents appreciate that the communication campaigns had a positive impact on the activity of the companies in which they operate, especially since some of these companies were directly involved and had their own communication campaigns, related to vaccination. Few respondents believe that there is no clear, positive or negative impact.

5.5. What solutions do you consider to be useful for the communication campaigns within the national vaccination strategy against covid-19 in Romania? And what communication solutions have you adopted within your company?

Most respondents highlighted the opportunity to generate partnerships in terms of communication, as diverse as possible and to generate as much impact as possible. Partnerships can be between public institutions, international organizations, private companies and even NGOs. Among the interviewees are managers of multinational companies who said they initiated such partnerships and the impact was rapid and positive.

5.6. In general, to what extent do you consider that the information provided by the commercials broadcast in connection with the covid-19 vaccination influenced the economy and society during this pandemic period?

The most commonly received answer was: VERY MUCH. Especially since the spots from the most recent communication campaign convey the emotion exactly in connection with these aspects. However, it is very important that the spots are created and produced by specialists in the field of communication. We have examples that show us the differences between them. The economy, society, education have had a strong impact throughout this period of global pandemic.

5.7. In your opinion, do you think that a partnership between authorities and advertising agencies / media channels / public communication specialists would be useful?

All the interviewees consider that such a partnership would be very useful, but with a mention: those involved should be professionals and experts, not amateurs. It is very important for public institutions to attract communication experts and specialists who, due to their expertise, can generate successful campaigns. A few steps have been taken in this direction, we hope that this solution will be considered much more seriously, both internationally, nationally and locally.

6. Conclusions and solutions

The communication campaign within the Covid-19 vaccination strategy is a real challenge for everyone: authorities, media channels, online platforms, experts, entrepreneurs, citizens ... etc. The vaccine is not just any product that needs to be promoted in the usual way, as we are used to in this industry of brands or the political environment. We can highlight some real useful solutions for Romania and not only:

- To highlight scientific progress and technological innovation, but at the same time to generate trust in experts.
- Development of partnerships between the public and private sector. These partnerships should bring together specialists in the fields relevant to public health (medicine, health management, social assistance, public policy, mass communication, psychology) in order to avoid errors in communication and to transmit information as efficiently as possible.
- Involvement of organizations such as the Romanian Public Relations Association and the International Advertising Association - Romania
- It would be ideal a unitary plan, containing the most useful tips and procedures, to communicate as effectively as possible.
- There is a need more than ever for quick and clear answers. Transparency must also be mandatory.
- Any information transmitted must contain evidence and thus the credibility can be increased, in general.
- Avoiding the politicization of these campaigns of major importance for the population.
- We have to find that perfect balance between urban and rural, in terms of communication.
- A great emphasis must be placed on the categories of messengers, on those trusted by citizens and who can deliver complete, real and credible messages.
- Media channels are generally open to collaboration with the authorities and institutions involved in this activity. There just needs to be dialogue and a useful strategy for all parties. These private media channels can decisively influence such a communication campaign.
- Measuring the efficiency of the campaign and also optimizing it in real time.

In addition, we can exemplify some solutions adopted internationally, with major impact:

- Ohio - Vaccine Lottery: The state governor says the lottery had the expected effect: many Americans rushed to get vaccinated to qualify for this draw. More than 2.7 million adults signed up for the \$ 1 million lottery, and more than 104,000 children between the ages of 12 and 17 entered the scholarship lottery. (SpotMedia, 2021)
- Germany - Vaccination campaign for street people: "The agenda of the vaccination campaign of regional and local governments in Germany does not lack the categories particularly exposed to contamination with corona virus, but not because of the profession, but because of lack of shelter." (dw.com, 2021).
- Russia and Serbia - shopping vouchers for those who are vaccinated. Such actions have seriously increased interest in the Covid vaccine in many regions of the world.

In Romania, the authorities announced that in terms of the idea of competing or offering prizes to those who are vaccinated, there were also companies that offered to secure the prizes, but that such an approach could easily violate principles of ethics. "We need to understand that vaccination is a medical act," said the vaccination campaign coordinator, appealing to everyone's responsibility and the desire that the normal we are beginning to get used to not disappear in the fall, in the face of a new wave of pandemic. (Dimitriu, 2021).

A very important component of the communication campaign is the feedback received from the population. There are a lot of messages received on social networks, and we can point out that there are quite a few citizens who do not agree with these communication campaigns and "benefits". They point out that they were vaccinated not for "relaxation" and "freedom", but for immunization and health. An interesting perspective to consider for future communication campaigns. Probably the health benefits should be highlighted first.

Throughout this pandemic, we have all made many important decisions, both personal and professional. One of the most difficult decisions is about vaccinating our children. Even in Israel, there is skepticism and communication in this regard is very difficult. Very solid evidence is needed. The communication team of the National Vaccination Committee also focuses on Tik Tok, where tens of thousands of videos were uploaded by ordinary young people or by influencers within a Unicef and Tik Tok Romania campaign. "The Tik Tok Romania community has approximately six million

users. According to the application, it has globally no less than 732 million users who open the application at least once a month. In the United States alone, the total number is somewhere around 100 million. Most users are extremely young, the Chinese company said. 59% of them are under 24 years old," said Laura Savu, TikTok Global Community Manager. (Manafu, 2021).

Another solution is the European vaccination passport. The EU has paved the way for the "digital green certificate". Thus, starting in July 2021, its owners will be able to travel more easily. However, the communication campaign should answer these very important questions: What details does the "vaccination passport" contain? What is the purpose of the vaccination certificate? What rights are associated with a "green certificate"? Do other certificates lose their validity? Who can get the certificate? How secure are the certificates? When is the QR certificate coming? How long are the certificates valid?" (Walter, 2021).

At the end of June 2021, the figures at the level of the European Union look like this: "385 million doses delivered in the EU; 325 million doses administered in the EU; 57% of the EU's adult population has received at least one dose of the covid-19 vaccine." (ECDC, 2021)

Also, at the end of June 2021, the figures in Romania show as follows: "total number of doses administered of vaccine against COVID-19 (starting with December 27, 2020): 8,857,972, at a number of 4,683,703 people of which - 231,454 persons vaccinated with 1 dose, respectively 4,452,249 persons vaccinated with 2 doses." (CNCAV, 2021)

Through an efficient and optimal communication strategy we can first of all obtain TRUST. Especially in a time of national and global crisis, trust is crucial in making important decisions. (Terchila, 2020). „Trust is a critical currency for an effective response and the deployment and acceptance of vaccines”. (IFRC, 2021).

In general, in difficult times of crisis, any society tries to adapt and also tries to find the best solutions for that context. We must eliminate distrust, hatred and focus on the positive aspects and opportunities that can improve our personal and professional lives.

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