

# WPPED CREAM 2008

PUBLIC RELATIONS | WINNER | OGILVY PUBLIC RELATIONS  
GARDASIL: A GREAT DAY FOR AUSTRALIAN WOMEN

## SITUATION ANALYSIS

*“Like smallpox and polio, we can now relegate cervical cancer to the history books.” – Professor Ian Frazer*

In the summer of 2006, few had heard of, let alone worried about, the human papillomavirus (HPV). The fact that cervical cancer was caused by HPV did little to stimulate interest and research indicated cervical cancer was not considered a disease priority in Australia (despite hundreds of women dying every year from the disease).

Against this disconsolate background, Ogilvy PR/Parker & Partners was hired by the Australian biopharma company CSL to help secure funding from the Government to purchase its unknown HPV vaccine. If we were successful, and the Government did fund the vaccine nationally, we would change the lives of Australian women forever.

Invented in Australia by CSL and a relatively low-profile scientist, Professor Ian Frazer, the GARDASIL vaccine would only be funded if the Prime Minister and his Government felt overwhelming political, media and community enthusiasm for its universal application. The pressure was also multiplied thanks to a competitor finalizing their rival product. This meant GARDASIL had to dominate approvals and funding early and ensure, like ‘Xerox’ or ‘Kleenex’, it became the singular expression for cervical cancer vaccination in the Australian vernacular.

## OBJECTIVES

- Help secure government funding via a universal vaccination programme by 2008 for early teenage Australian girls, along with a catch-up programme for older teenage and early adult women;
- Help create a political, media and community environment conducive to this goal; and
- Help deal with major and complex issues and crisis management requirements throughout the campaign.

## AUDIENCE ANALYSIS

Our core audience was the Federal Government, along with their audiences and pressure points. These included:

- The Prime Minister (the ultimate decision maker) and the Federal Health Minister (key decision maker);
- The Federal Cabinet (ultimate funding approvers);
- Department of Health (approvers and negotiators);
- Pharmaceutical Benefits Advisory Committee (approvers) and Therapeutic Goods Administration;
- State Government Health bureaucrats (implementers);
- Parliamentarians with interest in health (influencers); and female MPs and advisers (advocacy);
- The Federal Press Gallery, national media and health writers (pressure and profiling);
- Professor Ian Frazer (key spokesperson and lobbyist) and key clinicians (other spokespeople, lobbyists); and
- High profile mothers and daughters (lobbyists and media talent) and the general community (advocacy).

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## STRATEGIC APPROACH

RESEARCH: There were three aspects of research to determine the strategy for this campaign. First, our initial qualitative and quantitative research helped us with community attitudes and later, media placement. Second, we used high profile women as a sophisticated form of focus testing to develop a deeper understanding of what powerful women thought of this issue. Third, throughout the campaign, we tested attitudes and understanding of our core government audience to refine our messages and overall approach.

Based on the initial research, we worked intimately with CSL in strategy development to create an overall theme of an Australian story to eradicate cancer. It covered five areas: 1. Product and branding; 2. Discovery; 3. Government; 4. Advocacy; and 5. Implementation. This strategic approach had three phases: cervical cancer awareness (the problem); GARDASIL the medical discovery (the solution); a government decision to fund (implementing the solution).

First, the strategy focused on the definition of the product itself and the need to ensure it was a cancer vaccine and not something less tangible, like HPV. Cancer was the key to its universal acceptance and funding. This was confirmed through the thorough research mentioned above. This research was then intertwined extensively with media to build the low profile and importance of cervical cancer in the Australian community. We also needed to ensure GARDASIL became an omnipresent brand, so that government and media would refer to the discovery as GARDASIL and not another term, such as the 'HPV vaccine', or worse, its rival brand.

Second, our objective would be pursued through our strategy of medical discovery and introducing Professor Frazer as the "face" of GARDASIL. We needed to make Professor Frazer famous and Australians proud of our own scientific endeavour.

Third, our government strategy was to ensure we were firm but fair. In creating a campaign of high profile momentum, we needed to ensure that despite some formidable advocacy and lobbying, the Government knew we were involving them throughout, even if they didn't like all of the pressure. Further, we ensured as part of this strategy we used the Government itself as a lobbying mechanism, namely female MPs and advisers as internal advocates.

Fourth, and most importantly, the firm developed an advocacy strategy we called VIMADs - Very Important Mothers and their Daughters. This involved the recruitment of over 50 high profile mothers and their daughters across Australia to educate and enthuse, as well as have them provide advice, advocacy, rapid media response, word of mouth and lobbying. Through a series of briefings and regular follow up, these VIMADs formed a powerful coalition of petitioners and credible media talent.

Finally, our strategy was to ensure a focus on the end goal, namely, if successful, GARDASIL had to be funded through an intricate maze of processes. By grappling and advising on this issue early, we were well prepared when the time came to move from lobbying to implementation.

## CREATIVITY AND ORIGINALITY

Our creativity ranged from the original VIMAD idea, to major creative ideas, like our launch concept for Professor Frazer to give the first vaccine in the world to two 12-year olds. Further our selected 12-year old girls were the daughters of one of Professor Frazer's fellow scientists.

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## EXECUTION

Our tactics involved 10 core components to execute our strategic programme:

1. **Research.** We conducted and used this throughout to generate media and inform KOLs, particularly on cervical cancer.
2. **Medical discovery.** We placed media and organized other platforms to profile science and discovery.
3. **Professor Frazer.** From his first media training with us to 1000+ interviews over a year, Professor Frazer was our key spokesperson for GARDASIL and became one of Australia's most high-profile faces and recognized success stories.
4. **Australian of the Year.** The agency ran a campaign to support Professor Frazer as The Australian Newspaper's Australian of the Year." He won. He then went on to become the country's Australian of the Year—the country's highest honor. While this is a formal process of selection, his broad media profile contributed significantly to ensure the judges knew just what he had done. The award was then used as a major platform to promote GARDASIL and the upcoming Government funding decision.
5. **VIMADs.** Our concept of creating Very Important Mothers and their Daughters involved briefing and then promoting these key women to advocate GARDASIL. Our VIMADs, such as radio hosts, editors, business women and charity bosses, were often plugged into media debates and various lobbying activities.
6. **Issues management.** Preparation and instant engagement when required, often via third parties. When one male MP complained the vaccine was for an STI, we used VIMADs to quickly reject and respond.
7. **Government.** We briefed and lobbied key politicians regularly, particularly female MPs and advisers.
8. **Launch.** The private sales launch was held in Sydney, but we decided to do the political and main CSL/Professor Frazer launch in Brisbane, the birthplace of its discovery. We developed the idea of focusing on the first 12-year old girls in the world to receive the vaccine, to be administered by Professor Frazer. This led media with hundreds of hits.
9. **Rejection.** Much preparation was undertaken for the possibility of the vaccine being rejected by the bureaucratic process. This involved immediate and mass media response to ensure pressure remained for political intervention.
10. **Implementation.** We used regular engagement and planning for all post-decision processes to ensure we maintained our competitive advantage.

## EVALUATION OF SUCCESS

There could only ever be one measure of success for GARDASIL, namely the Prime Minister's announcement on November 29, 2007 that despite bureaucratic pressure on price, the Government would immediately and universally fund the vaccine for every school girl and all young women in 2007—a year earlier than we dared hope. He called it a "great day for Australian women."

Professor Frazer said, "Like polio and smallpox, we would now forever eradicate cervical cancer in Australia." CSL thanked Ogilvy PR/Parker & Partners for our key role in delivering this outcome and meeting all our stated objectives, which would continue to be a major source of revenue to the company over the next decade. The campaign was an enormous success with one newspaper calling it "stunningly impressive."