

Situational marketing for coronavirus pandemic protective masks: buying for yourself or others

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Received: August 18, 2020; Accepted: August 31, 2020; Published: October 3, 2020

Cite this article: NZOLOLO, M. (2020). Situational marketing for coronavirus pandemic protective masks: buying for yourself or others. *Journal of Research in Business, Economics and Management*, 15(1), 18-28. Retrieved from <http://scitecresearch.com/journals/index.php/jrbem/article/view/1916>

Abstract.

The covid 19 pandemic is a situation that compelled the entire world to wear face masks. A mask is to be worn in order to protect oneself or others, for fear of being either fined or imprisoned. This is the social message conveyed by governments. The consumer is in such a situation that he has no choice. This article, which is to be considered in the context of situational marketing, shows that the situation relating to the purchase of protective masks imposes an important budget, not only for families living in precarity, but also for governments. In a context of nationwide and international generosity and solidarity, situations of buying for oneself or for the others actively cohabit in this fight against the spreading of the virus.

Keywords: Situational marketing; buying situation; protective masks; coronavirus pandemic; covid-19.

1. Introduction

Following the outbreak of the coronavirus pandemic in December 31, 2019 in the Chinese city of Wuhan, the covid-19 virus spread all over the world. As far as protective measures are concerned, they have been set in all the countries. However, the response to the pandemic has not been the same in all the countries in terms of face masks, either because some countries had no face masks at all, or the quantity of masks available was insufficient. China has been the world's first industrial producer of medical protective masks to which almost every country in the world has turned. The strong demand for protective masks had led countries to organize local production of home-made face masks to provide populations with.

In several countries, wearing the face mask has been compulsory, so as to make sure that the governmental measure to release the lockdown is not a new occasion for the virus to spread, called second wave. Despite some variations from country to country, face masks must be worn where social distancing is not possible (for example on public transport), but also in closed and/or open public places.

The social communication strategy adopted by governments towards populations is based on the following message: "Wearing a face mask is mandatory to protect not only oneself but also others, otherwise it is a fine to be paid or a prison sentence to be served". The offender is any person who either does not have a mask, or wears it improperly or negligently.

Governments have enacted a number of binding measures that law enforcement agencies are required to enforce. Those measures include: movement or travel restrictions, prohibition of certain activities, closure of establishments (schools, universities, bars, restaurants, sports stadiums, cinemas and theaters), curfew, lockdown, obligation to wear face masks, etc. For that purpose, Governments have adopted a legal framework called a “state of health emergency” for a certain duration (e.g. 20 days), which can be extended as many times as necessary.

The protective mask is compulsory, but it comes at a price that is unfortunately not within the reach of all families, or even state budgets. It has a use value and an exchange value that are ultimately high. It will be remembered that the United States did not hesitate to pay cash at the highest price on the tarmac of an airport in China for a shipment of millions of protective masks ordered by France (1).

This article focuses on two purchasing situations:

- The situation of buying masks for oneself;
- The situation of buying masks for others.

General objective

The objective of this article is to show that the pandemic is a situation that has spared no country in the world, and that it has led to an explosion of purchases of protective masks, not only for oneself (as a person or as a country), but also for others as part of national or international solidarity in the context of the compulsory wearing of protective masks, as recommended by WHO.

Specific objectives

The focus is laid on three specific objectives:

- to highlight the consequences of the social communication of governments that make it mandatory to wear a protective mask;
- to evaluate the cost of acquiring protective masks for families since a free-of-charge acquisition of such masks cannot cover the entire population of a country;
- to make recommendations for young people as a precarious population exposed to the circulation of the virus, who take advantage of every opportunity to get rid of their masks.

The core research question is: are the two situations of purchasing protective masks “for oneself or for others” the same? The answer to this question is not immediate, as it is likely to be answered by saying “it depends on...” who *you are* and *who the others are*.

The core question led us to the following three specific questions:

- is the social communication of governments understandable?
- are effective protective masks within the budgetary reach of populations?
- Is the free provision of protective masks tenable?

We have made three assumptions or hypotheses:

H1: the social communication of governments is ambiguous.

H2: effective face masks are not affordable for all populations

H3: the free provision of protective masks for all populations is no tenable.

2. Review of Literature

This article is part of the theoretical framework of situational marketing. Depending on different situations, the consumer adopts different behaviors. This is the attitude of the chameleon consumer (Dubois, 1996). The characteristic of the chameleon is that it changes color according to the environment. According to Belk (1974): “The situation is a set of factors related to a given time and place which, without having their origin in the stable characteristics of people or products, have a clear influence on behavior”. Dubois (op. cit.) pinpoints that the situation becomes the unit of analysis of consumer behavior. Lemoine(2001) reminds that, according to Belk, can be described by through five components: the physical environment (décor, lighting, temperature, disorder, cleanliness, noise), the social environment (presence or absence of other people), the temporal perspective (the time of purchase, the season, the time available to make the purchase, the time elapsed since the last purchase), the definition of roles (buying for oneself or as a gift), and finally the previous states proper to the individual (level of anxiety, mood, level or degree of fatigue, excitement, state of health). This approach to the situation is described as objective. It has been supplemented by a subjective approach to the situation developed by psychologists who consider that “the situation is, as it is perceived, a source of influence just as important as the situation itself” (Lemoine, op. cit.). The subjective situation expresses an individual’s feelings through two emotional components (reactions) that are considered to be sufficient (Russel and Pratt (1980) quoted by Lemoine): pleasure (rather happy/rather annoyed, satisfied/dissatisfied, optimistic/desperate) and awakening (rather relaxed/rather excited, calm/nervous, full of energy/without energy).

It is clear that the coronavirus pandemic is causing emotional reactions in all of us.

A “buy for yourself” situation is one, for example, that leads to an impulse purchase of a protective mask, either for responsibility’s sake, or for fear of the police; for several reasons: the mask you wear has become unusable and you do not have a spare mask with you, or you have forgotten your mask somewhere. But the wearing of such a mask is mandatory. One is then obliged to make an impulsive purchase, to the extent that it was not planned, and that the decision to buy must be made quickly (Giraud, 2001).

When we offer a protective mask to a person to please them, to help them protect themselves against the covid-19 virus, it is a generous or gracious act (a gift) that corresponds to the “gratuity received as an individual donation”. However, three other representations of gratuity are added to the first: gratuity received as a collective gift (cultural democratization), gratuity received as an individual due (right to access a public good), and finally gratuity received as a collective due (duty of the State towards its citizens)” (Le Gall-Ely et al., 2008).

3. Methodology

Our method consisted, first of all, in characterizing the situation common to all countries, in the light of the five components: the physical environment is under the influence of the covid-19 virus which circulates day and night with people; the social environment imposes on all populations the respect of protective measures known as barrier gestures and social distancing, including the physical distance of at least 1 meter, and the reduction of social contacts (not greeting with hands, not kissing or hugging, avoiding gatherings, staying at home, etc.) ;the time perspective is to live with the covid-19 virus until a vaccine is found and thus avoid a generalized lockdown;the definition of roles corresponds to the two purchasing situations ;and finally previous conditions which are proper to individuals, and relate to the two forms of covid-19 - a mild form especially in young people and a severe form for individuals over 60 years of age and vulnerable individuals who may have co-morbidity factors.

With regard to the justification for the mandatory wearing of the mask which, according to the social communication of governments, makes it possible to protect oneself and others, we have subsequently identified the two actors: oneself (natural person; legal entity, State) and others (natural person; legal entity, State). Finally, we have checked over the period in question (that of the pandemic) that the arrows between the two sagittal diagrams characterize the two purchasing situations: buying for oneself and buying for others.

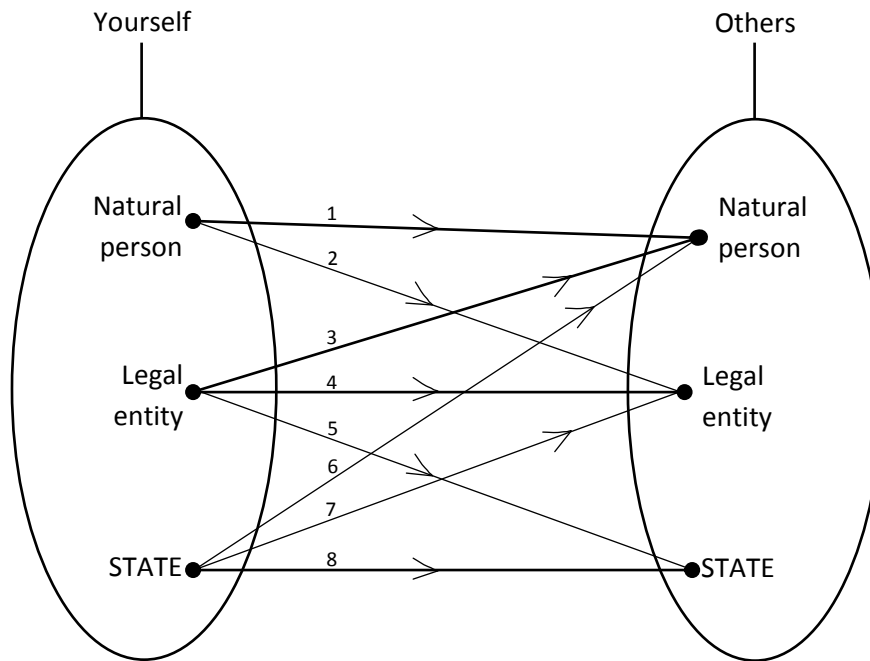


Fig 1: categories of actors in purchasing situations

Arrow 1 means that a natural person can buy a mask for himself, but also for another natural person: this natural person who offers is qualified as a person of goodwill. And there are some under every heaven! They are also called “good Samaritans”.

It is the same approach in the case of arrow 2, except that the legal entity that receives the masks is, for example, the Paul Kamba retirement home in Brazzaville, Congo, the journalists of a TV channel or radio station (because they are considered to be frontline actors).

Arrow 3 is the case, for example, of political parties or civil society associations in the Congo that have distributed cloth or home-made protective masks to vendors in markets or neighborhoods. UNICEF has ordered more than one million certified cloth protective masks for vulnerable populations at covid-19 in the Democratic Republic of Congo (2).

Arrow 4 is the case of companies which, through their corporate foundations - as part of their social responsibility but also as a generosity burst - have offered protective masks to humanitarian organizations to enable them to carry out their missions with vulnerable and destitute people (refugees, exiles, etc.). That is why the *CHANEL* corporate foundation, the *NEHS* corporate foundation and the *L'OREAL* corporate foundation have provided financial support to *Médecins du Monde* to enable it to carry out its actions around the world against covid-19 (*Médecins du Monde*, 2020, p.11). It should also be noted that *Science Po Alumni* and *HEC Alumni*, communities of former graduates of these two schools, raised 170,000 euros for two NGOs, *Médecins du Monde* and *Médecins Sans Frontières*, to enable them to help the most disadvantaged populations that are facing the spread of the covid-19 virus 19 (*Médecins du Monde*, 2020, p.10). Likewise, and at the request of the “PartiCongolais du Travail” (the Congolese Labor Party - the ruling party in Congo-Brazzaville), the Chinese Communist Party offered a donation of 60,000 protective masks, 300 infrared thermometers, etc. on 23 July 2020 (Kombo, 2020).

Arrow 5 refers to the Jack Ma and the Alibaba Foundations of the Chinese billionaire and philanthropist Jack Ma who have made a third donation - since the beginning of the pandemic - to each of the 54 African countries; a donation that includes 4.6 million masks, 500,000 swabs and testing kits, 300 respirators, etc. (3). This is also the

case of the WHO which, since the beginning of the pandemic, has sent nearly half a million pieces of personal protective equipment “PPE” (medical masks, gloves, goggles) to 47 African countries (4). Webb Fontaine company offered 324,000 protective masks in 8 countries in Africa and 2 in Asia (5). At a time when France was experiencing a serious shortage of masks, the luxury group LVMH bought 10 million medical masks from China and offered them to France; the Bouygues group donated 1 million masks to France (6).

Arrow 6 corresponds to the gratuity received by populations as a collective due (duty of the State towards its citizens), especially vulnerable people. This duty has been assumed by each country. Turkey distributes 10 million medical masks per day, free of charge (7). Côte d’Ivoire launched an operation for the free distribution of 22 million protective masks to 1,129,516 people (8).

Arrow 6 corresponds to the gratuity received by populations as a collective due (duty of the State towards its citizens), especially hospitals (health staff and patients), the Army, the police, the Gendarmerie, the Civil Protection that ought to have priority in the provision of protective masks.

Arrow 8 expresses solidarity between States in the fight against the coronavirus pandemic. States have offered protective masks to other States. Morocco has offered 8 million health masks - made in Morocco in accordance with WHO standards - to 15 African countries (9). Taiwan donated more than 17 million health masks, including 8.3 million to European countries. Taiwan also bought 1.09 million health masks on foreign markets, prior to offering them to its diplomatic allies (10). Italy, the first European country hit by the covid-19 epidemic in March, received masks from Austria, 1.5 million; from France, 1 million; from Germany, 1 million (11). China offered a donation of 2 million masks to Italy, and 500,000 to Spain (12).

4. Results And Discussion

4.1 Ambiguity in the social communication of governments

The World Health Organisation (WHO) guided the response to the coronavirus pandemic by declaring that the wearing of a protective mask was mandatory only for health care workers, or if one is ill (13).

Several countries that did not have sufficient quantities of protective masks, or experienced a shortage of masks, relied on this declaration by the WHO to convince their populations that the protective mask was not essential in the fight against the covid-19 virus, and that the emphasis would imperatively be laid on protective measures that include social distancing.

When WHO reviewed its position (14), governments took advantage of the declaration of a state of health emergency in their countries to enact binding measures, including the mandatory wearing of protective masks: “wearing a protective mask is mandatory to protect oneself and others, otherwise it is a fine to be paid, or a prison sentence to be served”. Sharp increases in fines and heavy prison sentences have been introduced for repeat offences.

This reversal of position by the WHO and governments, this double language and even this lie from States about the role and importance of masks has disoriented people. Frightening people has therefore been the social communication strategy adopted by almost all governments because it carried a fine, or even a prison sentence. This message from governments has prompted the two strategies set by Gallopel (2005):

- The defense strategy, which is a failure of social communication, especially in its preventive aspect (protect yourself and others), because “individuals denigrate the message, deny it, reject it, or even do the opposite of what is being asked for”;
- The action strategy which is based on a severe threat contained in the communication and which leads “individuals to change their behavior in the desired direction”. Here, the severe threat is the fine to be paid, or the prison sentence. It should be noted that one of the difficulties in implementing the threat is that it is impossible to put law enforcement agents behind every offending citizen. In other words, fear of the police

agent doesn't work. Hence the importance of social persuasion by insisting on the responsibility of every one to wear their protective mask in the daily struggle against covid-19.

As a result, the communication of governments has led to two opposing strategies among the populations, and its ambiguity can be admitted.

Hypothesis H1 is validated.

4.2 Efficient protective masks are not affordable for all populations.

In order for a mask to protect oneself and others, it must be of good quality.

According to Pinto (1999), "Substitutability is the ability of two products to satisfy the same need within a given market. For the purposes of this article, the relevant market is the market for protective masks. This market can be categorized into good-quality protective masks (MPBQ) and poor-quality protective masks (MPMQ).

MPBQs are single-use or disposable medical (or surgical) masks on the one hand, and, on the other hand, masks for the general public (or made by craftsmen) made of fabric - washable and reusable (on average 10 to 15 times), made and approved according to an AFNOR or WHO tutorial). These two types of protective masks can be substituted according to the criteria of filtration percentage (or level of protection), the length of time the mask is worn the day and respiratory comfort. It should be noted that the level of protection varies between 0% (no mask is worn) and 100% (staying at home). With a surgical mask, the level of protection of the wearer is more than 80 %, and the wearing time during the day is 4 hours. Breathing comfort is pleasant. With an approved fabric mask, the level of protection for the wearer is 70-90%, and the wearing time during the day is 4 hours. However, this type of mask is washable and re-usable. Breathing comfort is not necessarily assured, as the mask may be either too big, or too small, and therefore ineffective. Poor-quality protective masks (MPMQ) are made of fabric and, since they are not approved, they are ineffective. People accept such masks because "better this than nothing". These are the masks found in several African countries, sold on the streets, in markets, with no hygienic measures, given that they are handled throughout the day by both sellers and buyers. Those MPMQs (poor-quality protective masks) have elastic bands that are either very strong or too tight, and cannot be ironed over 110°C; and the seams come off after washing. Moreover, they have only one layer of fabric, and breathability is difficult. Wearing such masks makes you feel anxious. Wearers of these masks can be considered moderate impulse buyers because their consumption remains focused on MPMQs and relatively moderate or affordable prices. As underlined by Giraud (op.cit): "This could explain why their impulse purchases are invested with less emotional significance, both in terms of the buying experience and the value attached to the product. In Africa, the ineffectiveness of these MPMQs associated with a very approximative maintenance of these masks due to the lack of running water, particularly in both urban and rural areas, and a neglected wearing of those masks, allow us to understand this declaration of the WHO dated July 20, 2020: " WHO is concerned about the acceleration of the pandemic in Africa"(15).

The high demand for protective masks has led to the production in China of counterfeit medical masks of poor quality (16). Several countries (Spain, the Netherlands, Finland, France, Canada, etc.) have complained about the masks they received from China because they did not comply with the standards (17). One can imagine that among the mask donations made by China in Africa, there have been counterfeit medical masks. It is true that "the hand that gives is always above the hand that receives", as an African proverb says. Consequently, the receiving hand is in a weak position and cannot oppose, contest, denounce or question the quality of the donation: this is the position of African countries with regard to the donations from China and particularly with regard to the poor quality of the medical masks that could have crept or slipped into the numerous shipments.

In the absence of an effective vaccine or medication, it will be necessary to wear a protective mask on a daily basis. And since the duration of protection is 4 hours, this is a large budget that will have to be spent on masks for a family, depending on whether they are single-use-masks or approved cloth masks that are washable and re-usable (Table 1).

Table 1: budget for surgical mask and fabric mask

Single-use surgical mask Protection time: 4hours	Approved mask made of fabric washable Protection time: 4hours
Price per unit : € 0.95	Price per unit : € 3
For a single person	For a single person
<ul style="list-style-type: none"> ▪ 3 masks/day : € 2.85 ▪ 21 masks/week : € 19.85 ▪ Expenses/week : €19.85 	<ul style="list-style-type: none"> ▪ 2 masks/day ▪ 2 masks/week ▪ Expenses/week : €6
For a family of 3 persons	For a family of 3 persons
<ul style="list-style-type: none"> ▪ 63 masks/week :€ 59.85 ▪ Expenses/week : € 59.85 	<ul style="list-style-type: none"> ▪ 2 masks/week ▪ Expenses/week : € 18
For a family of 5 persons	For a family of 5 persons
<ul style="list-style-type: none"> ▪ 105 masks/week : € 99.75 ▪ Expenses/week : € 99.75 	<ul style="list-style-type: none"> ▪ 2 masks/week ▪ Expenses/week : € 30
For a family of 7 persons	For a family of 7 persons
<ul style="list-style-type: none"> ▪ 147 masks/week : € 139.95 ▪ Expenses/week : € 139.75 	<ul style="list-style-type: none"> ▪ 2 masks/week ▪ Expenses/week : € 42

On average, it is noted that a family spends 3 times less per week on cloth masks than on surgical masks. It is therefore essential that cloth masks are of good quality. It is fairly easy to imagine that the longer the pandemic lasts, the more the mask budget will weigh more and more heavily on families, especially poor ones. In Africa where families are large - with an average of 7 people - the acquisition of cloth masks per month would cost € 168, while that of surgical masks would cost around € 560.

Almost half of the world's population lives on less than \$ 5.5 a day. Poor families around the world will certainly find it difficult to afford or renew an approved cloth mask. They will fall back on cheaper or poo-quality masks, or settle for surgical masks that are given as gifts, but which they will use beyond the recommended 4 hours.

Hypothesis H2 is validated.

4.3 The free provision of protective masks for all populations is not sustainable.

Derbaix et al. (2010) point out that gratuity is often associated with "priceless". It is true that the purchase price, which is the most important monetary cost, is suppressed when there is no charge. However, the fact that protective masks are free of charge refers to monetary or non-monetary costs that must have to be considered: the length of time the mask is worn, the fact that it is not easy to breathe with it, the elastic bands that press against the earlobe, the mask that must be adjusted regularly, the use of a hand sanitizer or hydroalcoholic solution when the mask is adjusted, the daily maintenance of the mask, the risk of paying a fine.

Buying a mask for another person and giving it to them as a gift or donation is a gracious act that falls under the heading of "gratuity relating to an individual donation".

There is a Chinese proverb that say: "It is better to teach someone to fish for a while than to give them fish all the time". Gratuity can prevent someone from being autonomous or independent. But at the same time, the giver may be tired because of the use that is made of the gift, or because he no longer has the financial means to give. Behaviors that can discourage the giver are: the mask is not worn, or worn carelessly, the mask is resold, the mask is poorly maintained. Only the fear of the gendarme, i.e. of the fine to be paid, is the reason for wearing the mask, but without any conviction. We are in the case where the gratuity does not create the intention to wear the mask in full responsibility. And one then takes advantage of the slightest opportunity to get rid of it.

Throughout the world, there are many precarious populations living below the poverty line. It is a real public health problem not to offer them protective masks, as they are then vectors for the circulation of the covid-19 virus in each country. It is therefore the duty of the government to provide them with protective masks free of charge so that they can protect themselves, and at the same time protect others. This is "gratuity received as a collective duty", because

it is the duty of the State. Since governments have decided to make the wearing of masks mandatory, it is thus their duty to offer masks to those who not have access to them: people who were in precarious situations before the coronavirus pandemic, and those who have become precarious or vulnerable because of the economic and other consequences of this pandemic.

The main advantage with single-use masks is that their production is industrial, standardized, approved and quickly available in very large quantities. In addition, in countries where access to running water is very difficult, these masks are operational. This production makes it possible to respond quickly to the need for protective masks for healthcare personnel, the sick, those on the front line (civil protection, police forces, journalists) and people in precarious situations. In Africa, designers and creators have made good-quality protective masks in fabric, but in quantity largely insufficient for populations in general, and precarious in particular; Above all, these masks need to be regularly washed with water at 70°C.

The French government has ordered 40 million disposable protective masks for 7 million precarious families, i.e. masks for 3 months per person. But this is obvious that such an effort is not sustainable in the long run for France or any other country. Which also justifies the frantic race for a vaccine!

Hypothesis H3 is validated.

5. Conclusions And Recommendations

Lockdowns (partial or total) of the populations in countries succeeded in slowing down the circulation of the covid-19 virus associated with the observance of barrier gestures. However, the lockdown relaxation engaged in most countries is not under control because of irresponsible or careless behavior with regard to the compulsory wearing of masks and respect for social distancing. Young people (≤ 39 years) are the most undisciplined category of the population in all countries. They want to get together, spend time together, play sports, go to concerts and party. It is therefore understandable why many governments are engaged in closing bars, night clubs, discos, pubs and VIP lounges for private sale and consumption of alcohol, and prohibit gatherings beyond a certain number of people. Unfortunately, these are companies that are closed and could eventually disappear with serious economic consequences. It appears that the social communication of governments, with regard to the mandatory wearing of masks, based on fear, is not relevant. The young people are asymptomatic i.e. they do not have the symptoms of covid-19, but they are carriers of the virus. This means that when they cough, sneeze or speak while expelling sputum, they contaminate those around them, including their peers, friends, parents and grandparents. Across the world, young people are part of precarious populations because many of them have low purchasing power, or live with their families in their parents' homes. It is essential, in general, to encourage people to adopt a supportive attitude, while targeting in particular young people who behave irresponsibly and those who behave responsibly. Many misunderstand the deprivation of liberty during this period of the pandemic, while doctors explain that it is people over the age of sixty who are most exposed to the severe form of covid-19. To this end, raising awareness among these two categories of young people can be carried out using the four marketing parameters known as the 4Ps: communication, product, price and distribution.

- Communication must be based on the need to adopt a behavior of individual responsibility which is that of wearing a mask both for oneself and for others. The tone and content emphasize that “the freedom of some ends where the freedom of others begins”. Fear cannot be the basis of the awareness-raising message because in people's mind, it would be like opposing the fear of dying to the fear of a fine. However, when one has not been confronted, directly with death oneself or through a relative, fear leads more to the defense strategy. The epidemiological statistics in each are disseminated: hospitalizations, contaminations, recoveries and deaths. Unfortunately, the statistics of those who violate the mandatory wearing of masks and the amounts of fines paid are unknown. This is important as a reminder of the authority of the State.
- The product: these are the approved protective masks available for the target under strict hygiene conditions. Cloth masks, that need to be changed after 4 hours of use and then washed, are ineffective for the target in urban and rural areas where running water is difficult to obtain. For the target (young people), disposable protective masks seem to be more operational.

- The price: it refers to the gratuity for the target. Indeed, young people are an important category of the precarious population in a country. As such, they should benefit from the “gratuity received as a collective due” from the State.
- Distribution: it is the provision of a product to the target group. Protective masks must be available in several places and avoid stock-outs. The State, legal entities and natural persons ought to be involved in this activity concerning all the territories of each country.

Recommendations for the target, based on these four parameters, are grouped in Table 2 below, and would need to be modulated according to each country’s context.

Table 2: Recommendations for raising awareness among young people on the mandatory wearing of covid-19 masks.

Target	Responsible youth	Irresponsible and reckless youth
Awareness objective	Strengthening disciplinary behavior in the wearing of masks	Stopping indiscipline in the wearing of masks
Communication	<p><i>Objective of communication :</i></p> <ul style="list-style-type: none"> • Reinforcing the notion of individual responsibility in the wearing of masks. • Drawing attention to the importance of vigilance during the pandemic and the danger of complacency <p><i>Tone, content</i></p> <ul style="list-style-type: none"> • Creating empathy based on testimonials from covid-19 cured people of all ages. • Presenting the reality of law enforcement checks and the payment of fines. 	<p><i>Objective of communication :</i></p> <ul style="list-style-type: none"> • Creating the intention to stop indiscipline (not wearing or improperly wearing the mask). • Making sure that the method of wearing the mask is well known. • Ensuring that the method of mask maintenance is well known. <p><i>Tone, content</i></p> <ul style="list-style-type: none"> • Creating empathy based on testimonials from covid-19 cured people of all ages. • Presenting different types of masks: their effectiveness, their advantages, ... • Presenting the reality of law enforcement checks and the payment of fines.
	<p><i>Precautions to betaken :</i></p> <ul style="list-style-type: none"> • Diversifying the media supports and the form of the messages in order to avoid tiring and annoying the target group. • Using opinion, as the target is sensitive to social pressure 1 (stars of song, cinema, du theater, sports, ...) 	
Product	Disposable protective masks and /or approved fabric masks (Disposable protective masks should be preferred)	
Price	Gratuity (to encourage action strategy).	Gratuity (to avoid defense strategy)
Distribution	State/government, legal entities, natural persons	

Source: inspired by Gallopel, 2005

Acknowledgements

I would like to express my deepest thanks to Professor Roger Armand Makany for scientific guidance.

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Notes :

- (1) A French order of masks diverted to the United States on a Chinese tarmac.
https://www.liberation.fr/france/2020/04/01/une-commande-francaise-de-masques-detournee-vers-les-etats-unis-sur-un-tarmac-chinois_1783805
- (2) UNICEF has produced nearly one million protective masks in DRC.
<https://www.unicef.org/drcongo/communiqués-press/un-million-masques-protection-en-cours-production>
- (3) Africa receives third donation of medical equipment from Jack Ma Foundation and Alibaba Foundation
french.peopledaily.com.cn/Afrique/n3/2020/0429/c96852-9685525.html
- (4) WHO has provided nearly half a million pieces of equipment.
<https://www.who.int/fr/news-room/detail/03-03-2020-shortage-of-personal-protective-equipment-endangering-health-workers-worldwide>
- (5) Webb Fontaine donates medical oxygen concentrators and more than 320,000 protective masks to its partner countries, in Africa and Asia.
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