rather it is from management in corporate and larger scale enterprise. Hence, the black shopkeeper will reflect essentially the same values and interests as his white counterpart. This, in a phrase, is the ideological dilemma of shopkeeper leadership—it is likely to be conservative, self-serving, and provincial. The shopkeeper often and understandably lacks the perspective and resources to be otherwise. Yet, the enterprise ideology needed in the black community at this stage of its development calls for more progressive, community-serving, and cosmopolitan points of view.

Other Challenges to Interpretation

If, as the author suggests, business ownership and management have replaced employment as "the number one priority issue" facing the black community, the rationale has to be political rhetoric rather than economic reality. Even if the absolute and relative magnitudes of black enterprise could be tripled over its present levels, such a statement would still be dubious from an economic point of view. That is, it would still be providing jobs for middle-class owners and entrepreneurs, not employment for the currently unemployed in the black labor force. There are few signals out that the 150,000 mark may be reached during this decade. Yet, such expansion would only triple present levels of black business ownership.

The supply situation regarding the number of blacks seeking entry into business must be tied to opportunities as they are perceived by prospective black owners and managers. It is possible that government service, teaching, and working for white firms will continue to be the most attractive opportunities for black talent with managerial potential. Black ownership (unless it takes on corporate dimensions) with its many barriers to viability and profitability may not yet be where the action is for business development in the ghetto.

The author studiously avoids any direct reference to racial discrimination. Yet, it helps to explain the need to state the converse of one of his concluding points which was referred to earlier. I submit that the desire of blacks to participate in business enterprise and ownership has existed. It has simply not been permitted to surface. Instead, that desire has been categorically ignored and denied by white institutions—business, educational, and even governmental. Hence, the pattern of black business development which occurs in the ghetto or out will be contingent upon what these institutions do in the marketplace in the years ahead. The need is for change, resources, and a commitment to the acceleration of business development in the black community on the part of those inside as well as outside the ghetto.

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Toward a Normative Science in Marketing

DONALD P. ROBIN

The ethical desirability of the development of science in marketing is questioned in this article. The author mentions that the prime goal of scholars and practitioners of pursuing science in marketing raises problems and offers a solution to these problems.

The time has arrived for marketers to examine the ethical implications of developing and using a science of marketing. This article analyzes the implications of using science in marketing and introduces an approach for handling the problems created by such an application. Discussions about ethics in marketing have centered around obtaining information and fraud or deceit in using that information. The desirability of developing science in marketing has not been questioned by marketing people; indeed, the American Marketing Association...
tion has the development of science as their "central objective."" 2

The Goals of Science in Marketing

The distinction between positive science and normative science is very important to this discussion. A positive science is concerned only with things as they exist; i.e., independent of any particular ethical position or normative judgment. Truths or facts are the primary tools of positive science, and this term is usually what is meant by the broader label "science." The application of a positive science may be ethically desirable or may be opposed to the desires of most humans. The "good" and "bad" applications of positive science are readily observable in our everyday environment (e.g., nuclear power). "Good" and "bad" are emphasized because they are normative judgments about the use of positive science. Besides making normative statements about the application of positive science, it is also possible to develop a normative science. A normative science consists of the application of scientific principles to achieve ethical and moral goals. Ethics is perhaps one of the best-known efforts to develop a normative science, and welfare economics is another example, which may be familiar to marketers. In more direct terms, a normative science deals with the criteria of "what ought to be," while a positive science is concerned only with "what is." 3

The development of a positive science in marketing is the goal of the American Marketing Association, and it is the development of this kind of science that produces ethical problems for the field.

The goals desired from the development of science in marketing must be succinctly defined. The usual goals of a positive science are: explanation, prediction, and control of specific events. Marketing is not different. Make no mistake about the purpose of a positive science in marketing. The ideal end result of science in marketing is complete explanation, prediction, and control of the marketing task. Since the marketing task intimately involves consumer action, this explanation, prediction, and control extend to consumer behavior. Thus, the increasing development of science in marketing is leading to greater infringement upon human privacy.

Approaches such as model building and simulation will at best only postpone the problem. For example, considerable hope has been generated for the success of simulated target markets; however, the necessary models require close and continual touch with all segments of the target market. The accuracy of the model depends on an in-depth and continuing understanding of all target-market segments. 4

Sampling, of course, reduces the number of persons affected. However, should every firm in the United States have a simulated model of their target market, the resulting information requirements for those models will be tremendous.

Infringement on privacy is not a new problem for marketing people; neither is the "law of privacy" a new restriction to marketers. Mayer and White predict an extension for "the tort of intrusion from the physical to the psychological level." 5 They suggest that disguised or projective techniques in marketing research may become illegal because of this potential movement in the law. If this situation does arise, an important source of marketing information will be eliminated. Other potential sources of marketing information have already come under attack. The movement of the legislature to reduce the information in the census, and the considerable objection raised to the establishment of a national data bank are two examples.

Information about people is absolutely necessary to the development of science in marketing. But in the process of obtaining this information the individual's "right of privacy" is invaded. This dilemma raises the question of whether the pursuit of positive science in marketing is ethical. Vance Packard lists five forces "produced by the changing nature of our society and technology" which undermine individual privacy. Among the five factors is "The Pressures Generated by Abundance." The section points out that modern selling pressures are great, and Packard sees a "great increase in surveillance, investigation, and intrusion into people's privacy" by industry. 6

An Ethical Dilemma

This article's introductory comments were designed to point out the nature of present attempts relative to ethics in marketing. These attempts are designed to point out the nature of present attempts relative to ethics in marketing. These attempts are

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very necessary and should continue to occupy the thoughts and efforts of marketing people. However, as the field of marketing moves closer to its goal of science, that goal should be analyzed for its ethical desirability.

The increasing possibility of developing and applying science to marketing must certainly increase its potential efficiency. Such an increase has value for consumers. It increases the probability of finding the right product, in the right place, at the right time, and at the right price. Consumers also derive satisfaction from a number of beneficial social effects which develop as marketing efficiency increases. Marketing scholars appear well aware of the benefits which accrue to consumers through the application of science. However, while potential efficiency increases so does infringement on human privacy. This appears to be the price which must be paid by consumers for their derived benefits.

There are two possible approaches to handling this dilemma. One method involves the concomitant development of a normative science of marketing to deal specifically with the problem. The other possibility involves continuing with the positive science of marketing until infringement on human privacy goes beyond the limits deemed desirable by the consumer. Then, the consumer through government legislation will stop this development. The constraint placed by the government or by the dictates of the normative science will indicate the upper limit for the development of a positive science in marketing. Of these two possibilities, the development of a normative science in marketing appears to be the most desirable solution from an ethical standpoint.

**Consideration for a Normative Science**

The proposed goal for a normative science in marketing is to maximize total satisfaction for consumers as a group. As in any normative science, the objective is a value judgment concerned with "what ought to be."

The author's approach for developing a normative science is to consider the combined effect of the positive and negative aspects of science in marketing. The hypothesized combined relationship appears in Figure 1 and represents the summation of all individualistic views of consumer satisfaction as related to the application of science in marketing. The proposed relationship is an *a priori* judgment. While it appears logical and direct to the author, questions may arise among readers. Hopefully, the relationship will be discussed, evaluated *a priori* by others, and then tested empirically.

Total satisfaction as related to the application of science in marketing may be positive, negative, or zero. This author hypothesizes an initial rise into the positive quadrant. This rise is a function of human willingness to tolerate small invasions on privacy and the large initial benefits of applying science to marketing. The downturn in total consumer satisfaction is hypothesized because of an apparent threshold beyond which consumer indignation over invasion of privacy increases rapidly. This downturn is tempered by the continually increasing benefits which accrue to consumers because of greater marketing efficiency.

The stated goal of a normative science in marketing was given as maximizing consumer satisfaction. Maximum satisfaction occurs at the point where the slope of the consumer-satisfaction curve is zero (point M in Figure 1). Unfortunately, point M cannot be achieved and maintained without the development and adherence to a normative science. If the other alternative of continuing the application of science in marketing until consumers react through government legislation is used, there is no guarantee that regulation will occur at point M. Legislation seems more likely to occur at point N where net utility is actually zero. Until that point is reached, the consumer still retains some positive satisfaction from the application of science to marketing, and his reaction may not be strong enough to force legislation.

**Conclusions and Recommendations**

The view toward science in marketing as currently held by the majority of marketing people has apparently been guided by the potential use of science to marketers. The increasing development and application of science in marketing should make the function more efficient. More efficient market-
ing seems to be a highly desirable end for marketing people and manufacturers. However, these benefits must be tempered by considering the overall good of consumers.

The consumer total-satisfaction curve is somewhat flexible and may be changed in order to produce a higher level of total satisfaction by further application of science to marketing. This may be accomplished through consumer education. If consumers realize that the purpose of the invasion upon their privacy is to produce greater marketing efficiency, and thereby more benefits to them, perhaps they will feel less antagonized when asked to provide marketing information.

Another question arises concerning the policing of science in marketing. The increased efficiency which occurs from applying science past point M (Figure 1) may produce increased profits for marketers. This gain received by firms marketing a product must be considered in relationship to the loss of satisfaction by consumers. If it is desirable to maintain point M as the point of maximum application, firms which market products must be efficiently controlled.

**MARKETING MEMOS**

*Reality, Images and Advertising . . .*

Everyone in the world is trying in his special personal fashion to solve a primal problem of life—the problem of rising above his own negligibility, of escaping from nature’s confining, hostile, and unpredictable reality, of finding significance, security, and comfort in the things he must do to survive. Many of the so-called distortions of advertising, product design, and packaging may be viewed as a paradigm of the many responses that man makes to the conditions of survival in the environment. Without distortion, embellishment, and elaboration, life would be drab, dull, anguish, and at its existential worst.

Without symbolism, furthermore, life would be even more confusing and anxiety-ridden than it is with it. The foot soldier must be able to recognize the general, good or bad, because the general is clothed with power. A general without his stars and suite of aides-de-camp to set him apart from the privates would suffer in authority and credibility as much as perfume packaged by Dracula or a computer designed by Rube Goldberg. Any ordinary soldier or civilian who has ever had the uncommon experience of being in the same shower with a general can testify from the visible unease of the latter how much clothes “make the man.”

Similarly, verbal symbols help to make the product—they help us deal with the uncertainties of daily life. “You can be sure . . . if it’s Westinghouse” is a decision rule as useful to the man buying a turbine generator as to the man buying an electric shaver. To label all the devices and embellishments companies employ to reassure the prospective customer about a product’s quality with the pejorative term “gimmick,” as critics tend to do, is simply silly. Worse, it denies, against massive evidence, man’s honest needs and values. If religion must be architectured, packaged, lyricized, and musicized to attract and hold its audience, and if sex must be perfumed, powdered, sprayed, and shaped in order to command attention, it is ridiculous to deny the legitimacy of more modest, and similar, embellishments to the world of commerce.

But still, the critics may say, commercial communications tend to be aggressively deceptive. Perhaps, and perhaps not. The issue at stake here is more complex than the outraged critic believes. Man wants and needs the elevation of the spirit produced by attractive surroundings, by handsome packages, and by imaginative promises. He needs the assurances projected by well-known brand names, and the reliability suggested by salesmen who have been taught to dress by Oleg Cassini and to speak by Dale Carnegie. Of course, there are blatant, tasteless, and willfully deceiving salesmen and advertisers, just as there are blatant, tasteless, and willfully deceiving artists, preachers, and even professors.
