

# THE “INTEGRATIVE JUSTICE MODEL” AS A NORMATIVE EVALUATIVE TOOL FOR DETERMINING THE “COMMON GOOD” ORIENTATION OF A BUSINESS

Tina M. Facca-Miess  
Nicholas J.C. Santos, S.J.

## Abstract

The integrative justice model (IJM) has been presented in the marketing, business ethics, and public policy literature as an innovative, normative-ethical framework for “fair” and “just” marketing with impoverished populations. The tenets of the IJM are derived from an examination of thirteen different perspectives in moral philosophy, management theory and religious doctrine, particularly Catholic Social Thought. The five key elements of the IJM are: (1) authentic engagement without exploitative intent; (2) value co-creation; (3) investment in future consumption; (4) stakeholder interest representation; and (5) long-term profit management. These five elements provide normative guidance on how businesses, particularly those that engage impoverished populations, *ought* to conduct their business.

The IJM elements have been incorporated in various settings. For instance, they have been used in marketing classes at John Carroll University for class projects. They have been used for strategic planning for a men’s shelter in Ohio and also in ongoing market research for an international education initiative aimed at marginalized populations. Based on these experiences of using the IJM, we discuss in this presentation how the IJM can be used as an evaluative tool for determining the common good orientation of a business.