



**François MAON**

**Ph.D. in Management Sciences**

**Full Professor, Strategy and Sustainability**

**Head of Department**

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## **EDUCATION**

- 2010** Ph.D. in Management Sciences, Louvain School of Management, Belgium
- 2007** MSc in Management and Economic Sciences, Louvain School of Management, Belgium
- 2005** Master in Business Engineering, Institut d'Administration et de Gestion, University catholique of Louvain, Belgium

## **RESEARCH INTERESTS**

Organizational change for CSR and sustainability; Organizational learning for CSR and sustainability; Corporate branding

## **PROFESSIONAL EXPERIENCE**

### **ACADEMIC:**

- 2018 - 2018** Visiting researcher, Copenhagen Business School, Copenhagen, Denmark
- 2009 - 2010** Guest lecturer / Adjunct professor, IÉSEG School of Management, France
- 2008 - 2009** Visiting researcher, University of California, Berkeley, USA
- 2006 - 2010** FSR Researcher, Louvain School of Management, Louvain-la-Neuve, Belgium
- 2005 - 2006** Research and teaching assistant, Louvain School of Management, Louvain-la-Neuve, Belgium

## **COURSES TAUGHT**

- Corporate social responsibility/creating sustainable value (mib ieseg-shenzhen)
- Business ethics, Grande école (bachelor cycle)
- Compétences managériales et leadership 1, Grande école (master cycle)
- Corporate social responsibility, Bachelor in international business
- Corporate social responsibility and sustainability, Grande école (master cycle)
- Creating sustainable value, Hope program

- Creating sustainable value, Executive mba
- Ent strategy and company observation, Grande ecole (master cycle)
- Fundamentals of strategy, Grande ecole (bachelor cycle)
- Perspectives on international business ethics, Bachelor in international business

## INTELLECTUAL CONTRIBUTIONS

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### Papers in refereed journals

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#### Published

- Belkhouja M., Yoon H., Maon F., (2022), Tell me where you belong, I might cite your work: Affiliation origins, legitimation efforts, and the citation of team-produced research in business and management scholarship, *M@n@gement*, 25(1), pp. 49-65
- Serres C., Hudon M., Maon F., (2022), Social corporations under the spotlight: A governance perspective, *Journal of Business Venturing*, 37(3), pp. 106192
- Di Benedetto C. A., Lindgreen A., Belkhouja M., Yoon D. H., Maon F., Nunkoo R., (2021), Examining the evolution of citations and team composition in Industrial Marketing Management, *Industrial Marketing Management*, 97(1), pp. A14-A19
- Maon F., Swaen V., De Roeck K., (2021), Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective, *Journal of Business Research*, 126(March), pp. 64-77
- Munten P., Vanhamme J., Maon F., Swaen V., Lindgreen A., (2021), Addressing Tensions in Coopetition for Sustainable Innovation: Insights from the Automotive Industry, *Journal of Business Research*, 136(November), pp. 10-20
- Vallaster C., Maon F., Lindgreen A., Vanhamme J., (2021), Serving multiple masters: The role of micro-foundations of dynamic capabilities in addressing tensions in for-profit hybrid organizations, *Organization Studies*, 42(6), pp. 911-947
- Maon F., Lindgreen A., (2019), Editorial: Organization and Management Paradoxes, *International Journal of Management Reviews*, 21(2), pp. 139-142
- Maon F., Vanhamme J., De Roeck K., Lindgreen A., Swaen V., (2019), The dark side of stakeholder reactions to corporate social responsibility: Tensions and micro-level undesirable outcomes, *International Journal of Management Reviews*, 21(2), pp. 209-230
- De Roeck K., Maon F., (2018), Building the theoretical puzzle of employees' reactions to corporate social responsibility: An integrative conceptual framework and research agenda, *Journal of Business Ethics*, 149(3), pp. 609-625
- Fortis Z., Maon F., Frooman J., Reiner G., (2018), Unknown knowns and known unknowns: Framing the role of organizational learning in corporate social responsibility development, *International Journal of Management Reviews*, 20(2), pp. 277-300
- Maon F., Swaen V., Lindgreen A., (2017), One vision, different paths: An investigation of corporate social responsibility initiatives in Europe, *Journal of Business Ethics*, 143(2), pp. 405-422
- Mzembe A., Lindgreen A., Maon F., Vanhamme J., (2016), Investigating the drivers of corporate social responsibility in the global tea supply chain: A case study of Eastern Produce Limited in Malawi, *Corporate Social Responsibility and Environmental Management*, 23(3), pp. 165-178
- Maon F., Lindgreen A., (2015), Reclaiming the child left behind: The case for corporate cultural responsibility, *Journal of Business Ethics*, 130(4), pp. 755-766
- De Roeck K., Maon F., Lejeune C., (2013), Taking up the challenge of corporate branding: An integrative framework, *European Management Review*, 10(3), pp. 137-151
- Reast J., Maon F., Lindgreen A., Vanhamme J., (2013), Legitimacy-seeking organizational strategies in controversial industries: A case study analysis and a bidimensional model, *Journal of Business Ethics*, 118(1), pp. 139-153
- Lindgreen A., Maon F., Reast J., Yani-De-Soriano M., (2012), Guest editorial: Corporate social responsibility in controversial industry sectors, *Journal of Business Ethics*, 110(4), pp. 393-395

- Lindgreen A., Xu Y., Maon F., Wilcock J., (2012), Corporate social responsibility brand leadership: A multiple case study, *European Journal of Marketing*, 46(7/8), pp. 965-993
- Vallaster C., Lindgreen A., Maon F., (2012), Strategically leveraging corporate social responsibility: A corporate branding perspective, *California Management Review*, 54(3), pp. 34-60
- Lindgreen A., Cordoba-Pachon J., Maon F., Mendoza J., (2010), Corporate social responsibility in Colombia: making sense of social strategies, *Journal of Business Ethics*, 91(2), pp. 229-242
- Maon F., Lindgreen A., Swaen V., (2010), Organizational stages and cultural phases: A critical review and a consolidative model of corporate social responsibility development, *International Journal of Management Reviews*, 12(1), pp. 20-38
- Reast J., Lindgreen A., Vanhamme J., Maon F., (2010), The Manchester super casino: Experience and learning in a cross-sector social partnership, *Journal of Business Ethics*, 94(1), pp. 197-218
- Lindgreen A., Maon F., Swaen V., (2009), Guest editorial: Corporate social responsibility in supply chains, *Supply Chain Management: An International Journal*, 14(2), pp. 71-74
- Lindgreen A., Swaen V., Maon F., (2009), Guest editorial: Corporate Social Responsibility Within the Organization, *Corporate Reputation Review*, 12(2), pp. 83-86
- Lindgreen A., Swaen V., Maon F., (2009), Guest editorial: Introduction: Corporate Social Responsibility Implementation, *Journal of Business Ethics*, 85(2s), pp. 251-256
- Maon F., (2009), De la rhétorique à la pratique: Les défis de l'intégration organisationnelle des principes de responsabilité sociétale de l'entreprise, *Reflets et perspectives de la vie économique*, 4(48), pp. 23-36
- Maon F., Lindgreen A., Vanhamme J., (2009), Developing supply chains in disaster relief operations through cross-sector socially oriented collaborations: A theoretical model, *Supply Chain Management: An International Journal*, 14(2), pp. 149-164
- Maon F., Swaen V., Lindgreen A., (2009), Designing and implementing corporate social responsibility: A framework grounded in theory and practice, *Journal of Business Ethics*, 87(1s), pp. 71-89
- Maon F., Lindgreen A., Swaen V., (2008), Thinking of the organization as a system: The role of managerial perceptions in developing a corporate social responsibility strategic agenda, *Systems Research and Behavioral Science*, 25(3), pp. 413-426

## **Communications in refereed conferences**

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### **International**

- Joseph J., Maon F., Berti M., Murphy J., (2022), *The hybrid demands and relational capabilities of businesses in conflict* International Association for Business & Society 2022 Annual Conference, San Francisco, USA
- Munten P., Swaen V., Maon F., (2020), *On the (un)sustainability of sustainable innovation: An investigation of paradoxical obsolescence-related tensions* EGOS, Hamburg, Germany
- Serres C., Hudon M., Maon F., (2020), *Social companies: towards the emergence of a for-profit social venture paradigm* 36th EGOS Colloquium, Hamburg, Germany
- Belkhouja M., Yoon H., Maon F., (2018), *How knowledge visibility is influenced by affiliation nationality and legitimation efforts?* EURAM 18th Annual Conference, Reykjavik, Iceland
- Fortis Z., Maon F., Frooman J., (2017), *Corporate Social Responsibility and Organizational Learning: A Bidimensional Model* 2017 Annual International Association of Business and Society (IABS) Conference, Amsterdam, Netherlands
- Maon F., Gond J. P., Janssen C., De Bakker F., (2017), *Stakeholder influence tactics: ideologically loaded objectives and power based moves* 76th Academy of Management Conference, Atlanta, GA, USA
- Maon F., Swaen V., De Roeck K., (2017), *Making sense of corporate social responsibility: Toward a multipartite interactional conceptualization* Annual Conference of the Society of Business Ethics, Atlanta, USA
- Fortis Z., Maon F., Frooman J., (2016), *Conceptualizing the role of organizational learning in CSR development processes: A multiple case study* 32nd EGOS Colloquium, Naples, Italy
- Maon F., (2015), *How to take the joke? Understanding the strategic use and role of Humor in counter-corporate social movements* 75th Annual Meeting of the Academy of Management, Vancouver, Canada

Maon F., (2014), *"Funny or die"? The use and role of humor in counter-corporate social movements* 30th EGOS colloquium, Rotterdam, Netherlands

Maon F., De Roeck K., (2014), *"Free enterprise is not a hunting license": On the Occupy Movement's discourse on corporate influence* 74rd Annual Meeting of the Academy of Management, Philadelphia, PA, USA

Maon F., De Roeck K., (2013), *"Banks were bailed out, we were sold out!": An analysis of the Occupy Movement's discourse on corporate influence and control in society* 29th EGOS Colloquium, Montréal, Canada

Maon F., Fortis Z., Frooman J., Reiner G., (2013), *Framing the role of organizational learning in CSR development: A review and a research agenda* 13th annual conference of the European Academy of Management (EURAM), Istanbul, Turkey

Andriopoulos C., Gotsi M., Maon F., Lindgreen A., (2012), *Tensions and interpretive processes in sustainable new product design: a multi-level perspective* 19th International Product Development Management Conference, Manchester, United Kingdom

Maon F., Lindgreen A., (2012), *Reclaiming the child left behind: The case for corporate cultural responsibility* 4th World Business Ethics Forum, Hong Kong, China

Itanen M.-E., Swaen V., Maon F., (2011), *Digging into the corporate social responsibility discourse: A critical analysis of corporate frontrunners* 18th Annual International Conference Promoting Business Ethics, New York, USA

Lindgreen A., Vanhamme J., Vallaster C., Maon F., (2011), *Sustainable brands: religious brands vs. non-religious brands* 18th Annual International Conference Promoting Business Ethics, New York, USA

Maon F., Janssen C., Gond J., (2011), *(Re)Considering the ideological premise of stakeholder influence strategy* European Group of Organizational Studies annual colloquium, Gothenburg, Sweden

Maon F., Swaen V., (2011), *Ethical dimensions in consumer decision-making processes: mapping the territory* 18th Annual International Conference Promoting Business Ethics, New York, USA

Maon F., Swaen V., (2011), *From Eastern dawn to Northern lights: A comparative analysis of CSR implementation practices across Europe* IABS 2011 Conference, Bath, United Kingdom

Maon F., Swaen V., (2010), *From Eastern dawn to Northern lights: A comparative analysis of CSR implementation practices across Europe* Academy of Marketing Science Conference, Lille, France

De Roeck K., Lejeune C., Maon F., (2009), *Corporate social responsibility as a tool for corporate branding and stakeholders' identification* 5th International Colloquium of the Academy of Marketing Brand, Identity and Reputation, University of Cambridge, United Kingdom

Maon F., Swaen V., (2009), *Shaping up the processual view on CSR: A multipartite sensemaking-sensegiving conceptualization* 2009 Academy of Management Annual Meeting (AoM), Chicago, USA

## **Other conference and seminar presentations**

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### **International**

Maon F., De Roeck K., (2019), *Framing undue domination: Outsider-driven corporate delegitimation efforts and the Occupy Wall Street movement* 35th EGOS Colloquium, Edinburgh, United Kingdom

Maon F., Swaen V., De Roeck K., (2019), *Co-constructing corporate social responsibility: toward a sensemaking-based dialogical and configurational approach* 5th International CSR Communication Conference, Stockholm, Sweden

### **Books**

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#### **Published**

Lindgreen A., Maon F., Vallaster C., Yousafzai S., Palacios Florencio B., (2019), *Sustainable Entrepreneurship: Discovering, Creating and Seizing Opportunities for Blended Value Generation*, 978-1472483591, Routledge, London, 354 pages

Maon F., Lindgreen A., Vanhamme J., Angell R., Memery J., (2018), *Not All Claps and Cheers: Humor in Business and Society Relationships*, 9781138243439, Routledge, London, 248 pages

Borland H., Lindgreen A., Maon F., Vanhamme J., Ambrosini V., Palacios Florencio B., (2018), *Business Strategies for Sustainability*, ISBN-10 1138311340, Routledge, London, 432 pages

Lindgreen A., Maon F., Vanhamme J., Palacios Florencio B., Vallaster C., Strong C., (2018), *Engaging With Stakeholders A Relational Perspective on Responsible Business*, ISBN: 978-1138325579, Taylor & Francis Group | Routledge, Oxford, 408 pages

Lindgreen A., Vanhamme J., Maon F., Mardon R., (2017), *Communicating Corporate Social Responsibility in the Digital Era*, 978-1-4724-8416-1, Routledge, London, 364 pages

Lindgreen A., Maon F., Sen S., Vanhamme J., (2013), *Sustainable value chain management: Analyzing, designing, implementing, and monitoring for social and environmental responsibility*, 9781409435082, Gower Publishing, Aldershot, 580 pages

Kotler P., Lindgreen A., Vanhamme J., Maon F., (2012), *A stakeholder approach to corporate social responsibility: Pressures, conflicts, reconciliation*, 978-1-4094-1839-9, Gower Publishing, Aldershot, 460 pages

## Chapters in books

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### Published

Maon F., Lindgreen A., Swaen V., (2021), Developing a sustainability strategic agenda, in: S. Markovic, C. Sancha, A. Lindgreen(Eds.), *Handbook of Sustainability-Driven Business Strategies in Practice*, ISBN 978 1 78990 834 3, Edward Elgar Publishing, Cheltenham, chapter 1, pp. 3-17

Maon F., Lindgreen A., (2018), How to take the joke: Strategic uses and roles of humor in counter-corporate social movements, in: Maon, F., Lindgreen, A., Vanhamme, J., Angell, R. and Memery, J.(Eds.), *Not All Claps and Cheers: Humor in Business and Society Relationships*, 9781138243439, Routledge, London, chapter 3, pp. 29-41

Reast J., Lindgreen A., Vanhamme J., Maon F., (2018), The Manchester Super Casino: Experience and learning in a cross-sector social partnership (reprint), in: A. Lindgreen, F. Maon, C. Vallaster, S. Yousafzai, B. Palacios Florencio (Eds.), *Engaging With Stakeholders: A Relational Perspective on Responsible Business*, 978-1138325579, Routledge, London, chapter 17, pp. 253-280

Lindgreen A., Maon F., Vallaster C., (2016), Building Brands via Corporate Social Responsibility, in: F. Dall'Olmo Riley, J. Singh, C. Blankson(Eds.), *The Routledge Companion to Contemporary Brand Management*, 978-0415747905, Routledge, London, chapter 16, pp. 228-254

Maon F., (2015), Commanded aspirations and half-hearted enactment: The (yet) unfulfilled promises of French-style CSR, in: S. Idowu, R. Schmidpeter, M. Fifka(Eds.), *Corporate Social Responsibility in Europe - United in Sustainable Diversity*, 978-3-319-13565-6, Springer, Berlin, chapter 4, pp. 81-92

Maon F., Swaen V., Lindgreen A., (2012), Corporate social responsibility as a continuous multi-stakeholder co-construction process, in: Lindgreen, A., Kotler, P. Maon, F., Vanhamme, J.(Eds.), *Stakeholder approach to corporate social responsibility: Pressures, conflicts, reconciliation*, 978-1409418399, Gower Publishing, Aldershot, chapter 17, pp. 317-330

Maon F., Lindgreen A., Swaen V., (2011), Organizational stages and cultural phases: A critical review and a consolidative model of corporate social responsibility development (reprint), in: Gond, J-P., Moon, J.(Eds.), *Corporate social responsibility - Critical perspectives on business and management*, 978-0415548045, Routledge, London, chapter 35, pp. 270-300

Maon F., Lindgreen A., Swaen V., (2010), Designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice (reprint), in: Sethi, S.P.(Eds.), *Globalization and the good corporation*, 9400702396, Springer, New York, chapter 5, pp. 71-89

Maon F., Swaen V., Lindgreen A., (2010), Impact of CSR Commitments and CSR Communication on Diverse Stakeholders: The Case of IKEA, in: Smith, C., Bhattacharya, CB., Vogel, D., Levine, D.(Eds.), *Global Challenges in Responsible Business: Corporate Responsibility and Strategy*, 978-0521735889, Cambridge University Press, Cambridge, pp. 161-190

Maon F., Swaen V., Lindgreen A., (2009), Mainstreaming Corporate Social Responsibility: A Triadic Challenge from a General Management Perspective, in: Idowu, S.O., Filho, W.L.(Eds.), *Professionals' Perspectives of Corporate Social Responsibility*, 978-3-642-02630-0, Springer, London, chapter 4, pp. 71-96

### Forthcoming

Maon F., Lindgreen A., (2023), (Corporate) Ethical Branding, in: K. Podnar(Eds.), *Encyclopedia of Corporate Communication*, /, Edward Elgar Publishing, Cheltenham, chapter /, pp. 1-12

## GRANTS AND HONORS

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### Award

- 2019 Best paper award - CSRCOM 2019 conference, Stockholm School of Economics, Sweden
- 2014 Nominated for the "Best paper in the history of corporate social responsibility award", Academy of Management Annual Meeting - Social Issues in Management Division, USA
- 2010 Nominated for best paper of the year 2009, Supply Chain Management: An International Journal, United Kingdom
- 2008 Nominated for best paper of the SIM division, Academy of Management Annual Meeting - Social Issues in Management Division, USA

### Honor

- 2009 Honorary fellowship, Belgian American Education Foundation, Belgium

## EDITORIAL ACTIVITY

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### Editor in a special issue of a peer reviewed journal

- 2019 International Journal of Management Reviews
- 2012 Journal of Business Ethics
- 2009 Journal of Business Ethics
- 2009 Supply Chain Management: An International Journal
- 2009 Corporate Reputation Review

### Member of the editorial board of an academic journal

- 2023 Journal of Business Research
- 2019 Journal of Business Ethics
- 2018 Business & Society
- 2016 Asian Journal of Sustainability and Social Responsibility
- 2014 M@n@gement

### Reviewer in an academic journal

- 2022 Human Relations
- 2022 International Small Business Journal
- 2022 Journal of Management Studies
- 2019 Journal of Brand Management
- 2018 Journal of Organizational Behavior
- 2017 European Management Review
- 2017 Asian Journal of Sustainability and Social Responsibility
- 2017 Society and Business Review
- 2017 Business Ethics: A European Review

<b>2016</b>	Scandinavian Journal of Management
<b>2016</b>	Recherche et Applications en Marketing (RAM)
<b>2016</b>	Journal of Cleaner Production
<b>2015</b>	Frontiers in Organizational Psychology
<b>2014</b>	International Journal of Management Reviews
<b>2012</b>	Business Ethics Quarterly
<b>2012</b>	Journal of Business Ethics
<b>2012</b>	Organization Studies
<b>2012</b>	Journal of Business Research
<b>2012</b>	M@n@gement
<b>2012</b>	California Management Review
<b>2012</b>	Business and Society
<b>2012</b>	Systems Research and Behavioral Science
<b>2012</b>	Supply Chain Management: An International Journal
<b>2008</b>	Corporate Reputation Review

#### **Reviewer in an book / textbook**

<b>2018</b>	Routledge
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#### **PROFESSIONAL SERVICE**

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##### **Member of the organizing committee of an academic conference**

(COVID-related cancellation) 2020 Business and Society Research Seminar - 3 day conference (Co-chair), Belgium

##### **Member of the scientific committee of an academic conference**

(COVID-related cancellation) 2020 Business and Society Research Seminar - 3 day conference

##### **Reviewer for an academic conference**

2020 European Marketing Academy Annual Conference

#### **RESEARCH ACTIVITIES**

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##### **COMMITTEE CHAIR**

###### **Committee Member**

<b>2015</b>	Member of the steering committee of the multi-institution Social Business Chair of the Université Catholique de Lille, Catholic University of Lille, France
<b>2015 - 2017</b>	Member of the management committee of the LEM (CNRS UMR 9221), LEM UMR CNRS, France

**2013** Member of the Sustainable Development Steering Committee of IESEG, IÉSEG School of Management, France

**Communication in press and professional association/event**

**2021 - 2021** Interview for Stratégies, "La compensation carbone, un tour de passe-passe ?" (N°2077), IÉSEG School of Management, France

**2020 - 2020** Publication of an opinion column in L'Echo (Belgium) "Cinq questions sur le leadership public à travers l'ouragan Covid-19", IÉSEG School of Management, France

**Extensive contribution to a corporate partnership**

**2019** Development of a CSR module for BPI France, IÉSEG School of Management, France

**Head of a school project**

**2015 - 2017** Co-pilot of the CSR Vision subgroup - (CSR and Diversity group) IESEG Vision 2025, IÉSEG School of Management, France

**2015 - 2017** Head of the IOS (Individus, Organisations et Sociétés) axis of the LEM CNRS Laboratory (UMR 9221), LEM UMR CNRS, France

**2014 - 2018** (Co-)Coordinator of the IESEG Center for Organizational Responsibility (ICOR), IÉSEG School of Management, France

**Member of the research committee**

**2015** Member of the research committee of IESEG School of Management, IÉSEG School of Management, France