

François Maon

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Professional experience

- 2010 – Present **Assistant professor of strategy and corporate social responsibility:** *IESEG School of Management, Lille, France.*
Courses:
“International corporate governance” (Level: M.A)
“Social and environmental management” (Level: M.A)
“Globally Responsible Leadership” (Level: MA)
“Fundamentals of strategy” (Level: B.A.)
- 2009 – 2010 **Guest lecturer:** *IESEG School of Management, Lille, France.*
Courses:
“Social and Environmental Strategy” (Level: B.A.)
“Globally Responsible Leadership” (Level: M.A.)
- 2008 – 2009 **Visiting Researcher** (November to May): *University of California Berkeley, Center for Responsible Business – Haas School of Business, USA.* Invited by Professor David E. Levine.
- 2006 – present **Researcher – UCL/FSR Doctoral Fellow (Fonds spéciaux de la recherche):** *Louvain School of Management, Université catholique de Louvain, Louvain-la-Neuve, Belgium.*
- 2005 – 2006 **Teaching and Research Assistant:** *Louvain School of Management, Université catholique de Louvain, Louvain-la-Neuve, Belgium.*
Courses:
“Marketing Management” (Level: B.A.)
“Advanced Strategic Marketing Management” (Level: M.A.)
“Strategic marketing and management simulations” (Level: MA)
- 2005 – 2006 **Researcher and campaigner,** *Multinational study group, Oxfam-Mdm, Belgium headquarters, Wavre.*

Consulting

- 2008 – 2010 Project: “Improving stakeholder engagement processes and philanthropy strategy”, *Belgacom, Brussels, Belgium.*
Nature of the mission: Part of a larger collaborative effort between Belgacom and the Louvain CSR Network, this consultancy project (with Pr. Swaen, UCL) is developed in collaboration with the head of the corporate social responsibility (CSR) department at Belgacom. This specific project aims at establishing diagnostics and devising strategic processes and tools for improving stakeholder engagement processes and structures as well as strategic philanthropy policies.
- 2006 – 2008 Project: “Designing strategic corporate social responsibility guidelines”, *GlaxoSmithKlineBiologicals, Wavre, Belgium.*

Nature of the mission: Consultancy project (with Benoit Gailly, McKinsey – UCL) in collaboration with the head of department communication, external affairs and corporate social responsibility (CSR) at GSK Biologicals. This long-term project aimed at evaluating CSR-related top management perceptions, inventorying and integrating existing CSR-related initiatives and policies, highlighting key strategic opportunities and designing guidelines for the development of strategic CSR policies.

Qualifications

- 2006 – 2010 **Ph.D. in Management Sciences**, *Louvain School of Management – Université catholique de Louvain* (completion date: June 2010)
Doctoral dissertation: *“Towards the stakeholder company: Essays on the role of organizational culture, interaction and change in the pursuit of corporate social responsibility”*
Doctoral committee:
Prof. Valérie Swaen, *Université catholique de Louvain*, Belgium (co-supervisor)
Prof. Adam Lindgreen, *University of Hull* (until June 2010), *University of Birmingham*, UK (co-supervisor)
Prof. Emeritus. Philippe de Woot, *Université catholique de Louvain*, Belgium
Prof. Jean-Pascal Gond, *University of Nottingham*, UK
Prof. Guido Palazzo, *Université de Lausanne*, Switzerland
Prof. Alain Vas, *Université catholique de Louvain*, Belgium
- 2006 **M.Sc. (DEA) in Management Sciences**, *Louvain School of Management, Université catholique de Louvain* (Magna cum Laude)

Thesis: *“Reaching successive levels of corporate social responsibility: A change management perspective”* (Summa cum laude)
- 2005 **M.A. in Management and Administration Sciences** (Ingénieur de gestion), *Louvain School of Management, Université catholique de Louvain* (Magna cum Laude)

Thesis: *“Assessing the impact of corporate social responsibility commitments on external stakeholders of the company: The case of IKEA”* (Summa cum laude)

Major orientations: *Management in the European environment*
Strategic marketing
- 2004 **Visiting Student** at *Schulich School of Business, York University*, Toronto, Canada. Spring term classes
- 2003 **B.A. in Economics and Management**, *Université catholique de Louvain*

Affiliations

- 2009 – present Member of the *Louvain CSR Network, Université catholique de Louvain*
- 2008 – 2010 Member of the *Center on Consumers, Markets and Society (CCMS), Louvain School of Management*
- 2008 – 2009 Member of the *Center on Change, Identity and Development (CID), Université catholique de Louvain*
- 2006 – 2010 Member of the *Centre Entreprise-Environnement, Université catholique de Louvain*
- 2006 – present Current and past memberships: *Academy of Management* (‘social issues in management’ and ‘organization development and change’ divisions), *European Group of Organizational Studies*, *Society for Business Ethics*, *European Business Ethics Network*,

Awards

2010	Runner-up for best paper of the year, <i>Supply Chain Management: An International Journal</i>
2008 – 2009	<i>Belgian Government</i> fellowship for abroad study in the US
2008 – 2009	<i>Belgian-American Educational Foundation (BAEF)</i> fellowship for abroad study in the US
2008	Runner-up for best paper, <i>Academy of Management Conference 2008</i> , (Social Issues in Management Division)
2008	Member of the selection committee of the best European corporate social responsibility initiative – <i>CSR Europe</i> marketplace
2006 – 2010	Doctoral research grant from the <i>Fonds Spéciaux de la Recherche (FSR)</i> , <i>Université catholique de Louvain</i>

Services to the university and wider academic community

2009	Edition of special issues of international peer-reviewed journals (with Prof. Swaen and Prof. Lindgreen): <i>Journal of Business Ethics</i> , vol. 85 (on “CSR implementation”) <i>Supply Chain Management: An International Journal</i> , vol. 14 (on “CSR in the supply chain”) <i>Corporate Reputation Review</i> , vol. 12 (on “CSR within the organization”)
2008- present	Reviewer for international peer-reviewed journals: <i>Journal of Business Ethics</i> (Review board) <i>Organization Studies</i> (Ad-hoc reviewer) <i>California Management Review</i> (Ad-hoc reviewer) <i>Business and Society</i> (Ad-hoc reviewer) <i>Systems Research and Behavioral Science</i> (Ad-hoc reviewer) <i>Supply Chain Management: An International Journal</i> (Ad-hoc reviewer) <i>Corporate Reputation Review</i> (Ad-hoc reviewer)
2006- present	Reviewer for international conferences: <i>Academy of Management</i> <i>European Marketing Academy</i> <i>Society for Business Ethics</i>
2006- present	Master students’ theses supervision, students counseling and mentoring on individual and team projects and assignments, international case competition preparation and supervision (CBS), doctoral consortia and research symposia co-organization
2006 – 2008	Elected representative of the scientific staff on the <i>Research Commission of the Louvain School of Management</i>

Publications and talks

Peer-reviewed journals

Articles

Vallaster C., Lindgreen A. and Maon F. (forthcoming), “Strategically leveraging corporate social responsibility to the benefit of company and society: A corporate branding perspective”, *California Management Review*, in press.

- Reast J., Lindgreen A., Vanhamme J. and Maon, F. (2011), "The Manchester super casino: Experience and learning in a cross-sector social partnership", *Journal of Business Ethics*, 94(suppl.1): 197-218.
- Lindgreen A., Córdoba J.R, Maon F. and Mendoza J.M, (2010), "Corporate social responsibility in Colombia: Making sense of social strategies", *Journal of Business Ethics*, 91: 229-242.
- Maon F., Lindgreen, A. and 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: 20-38.
- Maon F. (2009), "De la rhétorique à la pratique: Les défis de l'intégration organisationnelle des principes de responsabilité sociétale de l'entreprise", *Reflète et Perspectives de la Vie Economique*, 48 : 23-36.
- Maon F., Swaen V. and Lindgreen A. (2009), "Designing and implementing corporate social responsibility: A framework grounded in theory and practice", *Journal of Business Ethics* 87: 71-89.
- Maon, F., Lindgreen, A. and 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: 149-164.
- Maon F., Lindgreen A. and 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: 413-426.

Editorials (as a guest co-editor)

- Lindgreen A., Swaen V. and Maon F. (2009), "Introduction: Corporate social responsibility implementation", Special issue on Corporate Social Responsibility implementation, *Journal of Business Ethics* 85: 251-256.
- Lindgreen A., Swaen V. and Maon F. (2009), "Corporate social responsibility within the organization", *Corporate Reputation Review* 12, 83-86.
- Lindgreen A., Maon, F., and Swaen V. (2009) "Corporate social responsibility in supply chains", *Supply Chain Management: An International Journal* 14: 71-74.

Book Chapters

- Maon, F., Lindgreen, A. and Swaen, V. (2011), "Designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice". In S.P. Sethi (Ed.), *Globalization and the Good Corporation*, pp. 71-89, Berlin: Springer Verlag.
- Maon F., Swaen V. and Lindgreen, A. (2010), "Impact of CSR commitments and CSR communication on diverse stakeholders: The case of IKEA". In C. Smith, C.B. Bhattacharya, D. Vogel, and D. Levine. (Eds.), *Global challenges in responsible business*", pp. 161-190, Cambridge: Cambridge University Press.
- Maon F., Lindgreen A. and Swaen V. (2009), "Mainstreaming CSR: A triadic challenge from a general management perspective". In S. Idowu, and W. Filho (Eds.), *Professionals' Perspectives of Corporate Social Responsibility*, pp. 71-96, Berlin: Springer.

Peer-reviewed proceedings

- Maon F., Swaen V. and Lindgreen A. (2008), "Highlighting change motors at play in organizational progress toward CSR", Best paper proceedings of the *Annual Meeting of the Academy of Management*, August 8-13, Anaheim, CA, USA.
- Maon F. and Swaen V. (2007), "Packing up the ethical product: A conceptual study of the ethical dimensions in the consumer decision making process", Proceedings of the 36th Conference of the *European Marketing Academy* (EMAC), May 22-26, Reykjavik University, Reykjavik, Iceland.
- Maon F. and Swaen V. (2006), "How do CSR commitments and communication influence external and ubiquitous stakeholders of the company? The Case of IKEA", Proceedings of the 35th Conference of the *European Marketing Academy* (EMAC), May 23-26, Athens, Greece.

Peer-reviewed paper presentations

- Maon, F., Janssen, C., Gond, J-P. (2011), "(Re)Considering the ideological premise of stakeholder influence strategy", *European Group of Organizational Studies annual colloquium*, July 7-9, Gothenburg, Sweden.
- Maon, F., Swaen, V., Janssen, C. and Lindgreen, A. (2011), "From Eastern dawn to Northern lights: A comparative analysis of CSR implementation practices across Europe", *International Association of Business in Society annual meeting*, June 23-26, Bath, UK.

- Maon, F. and Janssen, C. (2010), "On the pursuit of ideological ends through power-based means: Reconsidering stakeholder pressures for Corporate Social Change", *Society for Business Ethics Annual Meeting*, August 8-10, Montreal, Canada.
- Maon, F. and Swaen, V. (2010), "From Eastern dawn to Northern lights: A comparative analysis of CSR implementation practices across Europe", *Academy of Management Annual Meeting*, August 6-10, Montreal, Canada and *Academy of Marketing Science Conference*, July 21-24, Lille, France.
- Lindgreen, A. Xu, Y.T., Maon, F. and Wilcock, J. (2009), "Corporate social responsibility global brand leadership: A capabilities view", *16th International Conference Promoting Business Ethics*, October 28-30, Niagara Falls, NY.
- Lindgreen, A. Xu, Y.T., Maon, F. and Wilcock, J. (2009), "Corporate social responsibility global brand leadership: A capabilities view", *5th International Colloquium of the Academy of Marketing's Brand, Corporate Identity and Reputation Special Interest Group*, September 1-3, Cambridge, UK.
- Maon F. and Swaen V. (2009), "Shaping the processual view of CSR: A multipartite sensemaking-sensegiving conceptualization", *Annual Meeting of the Academy of Management*, August 7-11, Chicago, IL, USA.
- Maon F., Swaen V. and Lindgreen A. (2008), "Walking CSR: Cultural phases and development stages along the path", *2nd International Sustainability Conference (ISC)*, August 21-22, Basel, Switzerland.
- Maon F., Swaen V. and Lindgreen A. (2008), "Highlighting change motors at play in organizational progress toward CSR", *Annual Meeting of the Academy of Management*, August 8-13, Anaheim, CA, USA.
- Maon F., Swaen V. and Lindgreen A. (2008), "Reaching successive levels of responsibility: A dynamic framework for developing a CSR orientation", *Fourth World Congress of the International Society for Business Economics and Ethics*, July 15-18, Cape Town, South Africa.
- Maon F., Swaen V. and Lindgreen A. (2008), "Reaching successive levels of responsibility: A dynamic framework for developing a CSR orientation", *Annual Conference of the European Business Ethics Network – UK (EBEN-UK)*, April 1-2, University of Cambridge, UK.
- Maon F., Lindgreen A., and Swaen V (2008), "Unfolding CSR positioning through systematic analysis of managerial perceptions", *Annual Conference of the European Business Ethics Network – UK (EBEN-UK)*, April 1-2, University of Cambridge, UK.
- Maon F., Swaen V. and Lindgreen A. (2007), "Designing and implementing corporate social responsibility: A framework grounded in theory and practice", *2nd International Conference of the International Center for Corporate Accountability (ICCA)*, June 26-28, City University of New York, NY, USA.
- Maon F. and Swaen V. (2007), "Packing up the ethical product: A conceptual study of the ethical dimensions in the consumer decision making process", *36th Conference of the European Marketing Academy (EMAC)*, May 22-26, Reykjavik University, Reykjavik, Iceland.
- Lindgreen A., Swaen V., Maon F. and Johnston W. (2006), "Corporate citizenship and marketing practices: An empirical study", *Annual Colloquium of the European Academy for Business in Society (EABIS)*, September 11-12, DA Bocconi School of Management, Milano, Italy.
- Maon F. and Swaen V. (2006), "On the differential impact of CSR commitments and communication on company's external stakeholders", *International conference on 'Corporate Responsibility and Global Business: Implications for Corporate and Marketing Strategy'*, London Business School, July 13-14, London, UK.
- Maon F. and Swaen V. (2006), "Integration and communication of corporate social responsibility principles: An analysis of the influence of and on external stakeholders", *13th International Conference of the Greening of Industry Network (GIN)*, July 2-5, Cardiff, UK.
- Maon F. and Swaen V. (2006), "How do CSR commitments and communication influence external and ubiquitous stakeholders of the company? The Case of IKEA", *35th Conference of the European Marketing Academy (EMAC)*, May 23-26, Athens, Greece.

Faculty research seminars

- Maon F., Janssen, C. and Gond, J-P. (2011), "On the pursuit of ideological ends through power-based means: Reconsidering the ideological premise of stakeholder influence tactics", *IESEG management department research seminar*, April 7, Lille, France.
- Maon F., and Janssen, C. (2010), "On the pursuit of ideological ends through power-based means: Reconsidering stakeholder pressures for corporate social change", *1st Louvain CSR Research Day*, February 22, Louvain-la-Neuve, Belgium.

- Maon F. (2009), "Company-stakeholder interactions in corporate social change processes: An introduction", *Doctoral colloquium of the Academy of Management – SIM division*, August 7-11, Chicago, IL, USA.
- Maon F. (2008), "Unfolding a CSR strategic agenda in a pharmaceutical company: The UCL-GSK journey", *Annual Meeting of the Globally Responsible Leadership Initiative (GRLI)*, April 8-11, Mumbai, India.
- Maon F. (2007), "Analyzing interactions between companies and stakeholders throughout the integration process of CSR principles", *20th Doctoral Colloquium of the European Marketing Academy (EMAC)*, May 19-21, Reykjavik University, Reykjavik, Iceland.

Others

Publicly available working papers

- Maon F., and Swaen V. "Shaping the processual view of CSR: A sensemaking-sensegiving conceptualization", *University of California Berkeley - Center for Responsible Business Working Paper Series*, paper 45.
- Maon, F., Swaen, V. And Lindgreen, A. (2008), "Mainstreaming the corporate social responsibility agenda: A model grounded in theory and practice", *Université catholique de Louvain, Louvain School of Management Working Papers Series*, paper 08/22.
- Maon, F., Lindgreen, A. And Vanhamme, J. (2008), "Cross-sector collaboration for disaster relief supply chain enhancement: Mingling corporate expertise with humanitarians' willpower", *Université catholique de Louvain, Louvain School of Management Working Papers Series*, paper 08/21,
- Maon F. and Swaen V. (2006), "Integration and communication of CSR principles: An analysis of the influence of and on external stakeholders", *Université catholique de Louvain, Louvain School of Management Working Papers Series*, paper 06/14.

Practitioners' journals and popularization/newspaper articles

- Maon F., Lindgreen, A. and Swaen, V. (2011), "IKEA's Road to Corporate Social Responsibility", *The Retail Digest*, Spring - Silver Jubilee Edition, pp. 78-83.
- Maon F. (2008), "Le fantasme du gène organisationnel citoyen", *La Libre Belgique*, 5 July.
- Maon F. and Swaen V. (2006), "IKEA : 'modèle à démonter' ou responsabilité sociale en mal d'inspiration ? ", *Le Soir*, 17 October.
- Maon F. (2006), "Défis à la base de la pyramide", *La Libre Belgique*, 5 August.
- Maon F. and Swaen V. (2006), "Un consommateur de plus en plus équitable", *Revue Louvain*, Université catholique de Louvain, 162, April, pp. 15-17.