François MAON

Ph.D. in Management Sciences

Full Professor, Strategy and Sustainability

f.maon@ieseg.fr

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 ecole (bachelor cycle)
- Compétences managériales et leadership 1, Grande ecole (master cycle)
- Corporate social responsibility, Bachelor in international business
- Corporate social responsibility and sustainability, Grande ecole (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

Papers in refereed journals

Published

Maon F., Joseph J., Uribe Jamarillo M. T., Katsos J., Lindgreen A., (2025), Business, Conflict, and Peace: A Systematic Literature Review and Conceptual Framework, *Journal of Management Studies*, 62(4), pp. 1779-1810

Joseph J., Maon F., Berti M., (2024), Organizing for peace: The organizational behaviors of business in conflict, *Business Horizons*, 67(6), pp. 699-710

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

International

Maon F., Esper S., Swaen V., Lindgreen A., (2026), *Mainstreaming corporate sustainability: A 'quad-motor' dynamic conceptualization* EURAM 2026, Kistiansand, Norway

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

International

Bader C., Huybrechts B., Maon F., (2026), *Should I stay or should I go? Global South businesses and continued engagement in “challenging” public-private partnerships* EGOS Colloquium 2026, Bergamo, Italy

Bouten L., Ligonie M., Maon F., (2026), *Bringing the clients in: MCS and sustainability goals of hybrid organizations* CSEAR International Congress, Tampere, Finland

Maon F., (2024), *Conceptualizing the roles of business in conflict and peace: From a multidisciplinary to an interdisciplinary approach* 40th EGOS Colloquium, Milano, Italy

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

Published

Markovic S., Lindgreen A., Maon F., Sancha C., (2025), *The Routledge Companion to Responsible Business*, 9781032446424, Taylor & Francis Group | Routledge, Oxford, 496 pages

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

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*

GRANTS AND HONORS

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

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

2016 Scandinavian Journal of Management

2016 Recherche et Applications en Marketing (RAM)

2016 Journal of Cleaner Production

2015 Frontiers in Organizational Psychology

2014 International Journal of Management Reviews

2012 Business Ethics Quarterly

2012 Journal of Business Ethics

2012 Organization Studies

2012 Journal of Business Research

2012 M@n@gement

2012 California Management Review

2012 Business and Society

2012 Systems Research and Behavioral Science

2012 Supply Chain Management: An International Journal

2008 Corporate Reputation Review

Reviewer in an book / textbook

2018 Routledge

PROFESSIONAL SERVICE

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

COMMITTEE CHAIR

Committee Member

2015 Member of the steering committee of the multi-institution Social Business Chair of the Université Catholique de Lille, Catholic University of Lille, France

2015 - 2017 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