



Loic PLÉ

Ph.D. in Management Sciences

Full Professor, Strategy and Sustainability

Director of Pedagogy

l.ple@ieseg.fr

EDUCATION

2006 Ph.D. in Management Sciences, University of Paris Dauphine, France

PROFESSIONAL EXPERIENCE

ACADEMIC:

2002 - 2004 Teaching and Research Assistant, University of Lille 2, Lille, France

2001 - 2002 Lecturer, University of Paris Dauphine, paris, France

PROFESSIONAL:

1998 - 1999 Sales Agent, Cetelem, Lille, France

CONSULTING EXPERIENCE

2008 - 2009 Consultant, Contact Group, France

2001 - 2002 Consultant, Club HEC Finance Internationale, le cabinet Mazars, IBM Consulting et l'Association Française des Contrôleurs de Gestion de Banque (AFCGB), France

COURSES TAUGHT

- Business exploration, Grande école (bachelor cycle)
- Business game, Grande école (master cycle)
- Strategic analysis, Executive mba

INTELLECTUAL CONTRIBUTIONS

Papers in refereed journals

Published

Plé L., Degrave M., (2025), Powering the Future, Failing the Present? Tesla's Social and Environmental Costs of Electric Dreams, *Journal of International Business Education*, 20(1), pp. 451-464

- Mustak M., Hallikainen H., Laukkanen T., Plé L., Linda Hollebeek L., Aleem M., (2024), Using machine learning to develop customer insights from user-generated content, *Journal of Retailing and Consumer Services*, 81(2024), pp. 104034
- Plé L., Yacoub G., (2024), Temu: Can You Shop Like a Billionaire Forever?, *Journal of International Business Education*, 19(1), pp. 327-342
- Plé L., (2023), Ecole : quelle efficacité pour les edtechs ?, *Les Echos*, NA(NA), pp. NA
- Plé L., Giangreco A., (2022), Industry 4.0: When Change Means Giant Leaps for Individuals and Factories, *Journal of International Business Education*, 17(2023), pp. 267-276
- Plé L., Yacoub G., (2022), Shein: The (not so?) Shining Growth of Ultra-Fast Fashion, *Journal of International Business Education*, 17(2022), pp. 277-298
- Mustak M., Salminen J., Plé L., Wirtz J., (2021), Artificial intelligence in marketing: Topic modeling, scientometric analysis, and research agenda, *Journal of Business Research*, 124(1), pp. 389-404
- Carugati A., MOLA L., Plé L., Lauwers M., Giangreco A., (2020), Exploitation and Exploration of IT in Times of Pandemic: From Dealing with Emergency to Institutionalizing Crisis Practices, *European Journal of Information Systems*, 29(6), pp. 762-777
- Mustak M., Plé L., (2020), A Critical Analysis of Service Ecosystems Research: Rethinking Its Premises to Move Forward', *Journal of Services Marketing*, 34(3), pp. 399-413.
- Plé L., Demangeot C., (2020), Social contagion of online and offline deviant behaviors and its value outcomes: The case of tourism ecosystems, *Journal of Business Research*, 117(1), pp. 186-196
- Plé L., (2017), Why do we need research on value co-destruction?, *Journal of Creating Value*, 3(2), pp. 162-169
- Roux B., Plé L., (2017), Business Cooperatives: when does sharing become a drawback?, *Journal of Business Strategy*, 38(4), pp. 11-20
- Plé L., (2016), Studying customers' resource integration by service employees in interactional value co-creation, *Journal of Services Marketing*, 30(2), pp. 152 - 164
- Angot J., Plé L., (2015), Serving Poor People in Rich Countries: The Bottom-of-the-Pyramid Business Model Solution, *Journal of Business Strategy*, 36(2), pp. 3-15
- Plé L., Lecocq X., (2015), Customers as creative resources: their influence on firm freedom, *Journal of Business Strategy*, 36(4), pp. 11-22
- Leca B., Plé L., (2013), Une épistémologie à hauteur d'homme: l'anthropologie interprétative de Clifford Geertz et son apport potentiel à la recherche francophone en management, *Management & Avenir*, (60), pp. 35-52
- Plé L., (2013), How Does The Customer Fit in Relational Coordination? An Empirical Study in Multichannel Retail Banking, *M@na@gement*, 16(1), pp. 1-30
- Angot J., Lecocq X., Plé L., (2010), Le client coconcepteur, coproducteur, codistributeur, *L'Expansion Management Review*, (136), pp. 108-121
- Plé L., Chumpitaz R., (2010), Not always co-creation: introducing interactional co-destruction of value in Service-Dominant logic, *Journal of Services Marketing*, 24(6), pp. 430-437
- Plé L., Lecocq X., Angot J., (2010), Customer-Integrated Business Model: A theoretical framework, *M@na@gement*, 13(4), pp. 226-265
- Plé L., (2006), Managing multichannel coordination in retail banking: the impact of customer participation, *International Journal of Bank Marketing*, 24(5), pp. 327-345

Papers in non-refereed journals

Published

- Plé L., (2005), Quel avenir pour le multicanal bancaire?, *Banque & Stratégie*, (224), pp. 15-19
- Marois B., Plé L., (2003), Le capital immatériel dans la banque de détail, *Banque & Stratégie*, (651), pp. 44-49

International

- De Kerviler G., Giangreco A., Plé L., (2025), *'The "Ugly Duckling" Syndrome in Higher Education: The Role of Social Class, Self-Esteem Stability, and Fear of Rejection in Applying to Elite Schools'* 2025 AMA Summer Academic Conference, Chicago, USA
- Mitra P., Plé L., (2025), *Exploring promises & challenges of microfinance through Peruvian women entrepreneurs* 21st Annual Social Entrepreneurship Conference, Mexico City, Mexico
- Mitra P., Plé L., (2025), *The promises and challenges of microfinance: An exploratory study of Peruvian women* 2025 Diana International Research Conference, Auckland, New Zealand
- Yacoub G., Plé L., Mustak M., Leclercq T., (2025), *An Augmented Consultant? The Impact of Generative AI on Job Design and Work Outcomes* 41st EGOS Colloquium 2025, Athens, Greece
- Mustak M., Plé L., (2018), *Enhancing Value Outcomes through Integration of Customers' Resources in Knowledge-Based B2B Services* Frontiers in Service Conference 2018, Austin, Tx, USA
- Plé L., Mustak M., (2018), *Value Co-Destruction in B2B Contexts: Conceptualization and Processes* Frontiers in Service Conference 2018, Austin, TX, USA
- Fletcher-Chen C., Plé L., Zhu X., (2017), *A Case Study of New Service Development Process in Business Triads* IMP Annual Conference, Kuala Lumpur, Malaysia
- Fletcher-Chen C., Plé L., Zhu X., (2017), *Service Innovation in Business Triads* Service Frontiers 2017, New-York, USA
- Taisne M., Ple L., (2013), *Students? Motivation to Learn in Blended Courses: Technological* EDULEARN 13, Barcelona, Spain
- Plé L., Lefebvre I., (2012), *What Leads to Value Co-Destruction? A Theoretical Framework* 7th AMA SERVSIG International Service Research Conference, Helsinki, Finland
- Deltour F., Plé L., Roussel C., (2011), *Une approche dynamique du capital social dans les communautés de pratique* XXème conférence de l'AIMS, Nantes, France
- Lefebvre I., Plé L., (2011), *Emergence of value co-destruction in B2B context* The 2011 Naples Forum on Service, Naples, Italy
- Taisne M., Goethals F., Ple L., (2011), *Antecedents of Students' Intent to Watch Online Theory Videos as* ICWL 2011, Hong Kong, China
- Angot J., Plé L., (2010), *Management de l'innovation sociale: gérer le lien entre contexte institutionnel et innovation sociale* Colloque CRISES 2010, Montreal, Canada
- Plé L., Angot J., (2009), *Teaching and learning: a multichannel experience* EDULEARN09, Barcelona, Spain
- Plé L., Chumpitaz R., (2009), *Introducing Interactional Value Co-Destruction in SDL: A Theoretical Framework* Naples forum on Service-Dominant Logic, Capri, Italy
- Leca B., Plé L., (2008), *Une épistémologie à hauteur d'homme : l'anthropologie interprétative de Clifford Geertz et son apport à la recherche en management* XVIIème Conférence de l'AIMS, Nice, France
- Plé L., (2008), *How Does The Customer Co-Construct The Service Organization Over Time? An Empirical Study of the Impact of the Customer on Intra-Organizational Coordination* 24th EGOS Colloquium, Amsterdam, Netherlands
- Plé L., (2008), *How Does The Customer Fit in Relational Coordination? An Empirical Study in Multichannel Retail Banking* 5th SERVSIG Conference, Liverpool, United Kingdom
- Plé L., Angot J., (2008), *Teaching and learning a multichannel experience of HRM* 9th International Conference on Human Resource Development, Lille, France
- Plé L., Angot J., (2008), *Towards a multichannel experience of teaching and learning: an empirical study* ECER (European Conference on Educational Research), Goteborg, Sweden
- Plé L., (2004), *Business-to-business service co-creation: a conceptual model* QUIS 9 (Quality in Service) Conference, Karlstad, Sweden

Plé L., Lefebvre I., (2004), *L'impact du client sur la coordination d'un réseau de distribution multicanal : le cas de la banque de détail* XIIIème Conférence de l'AIMS, Le Havre, France

Jaziri F., Plé L., (2003), *Conventions de qualification et technologies de l'information : une analyse appliquée à la relation prestataires logistiques – clients* 8ème Conférence de l'AIM (Association Information et Management), Grenoble, France

Plé L., Lefebvre I., (2003), *New distribution channels in service firms: marketing and organizational consequences* AMA SERVSIG Conference, Reims, France

National

Plé L., Lecocq X., Angot J., (2009), *Customer-Integrated Business Models: A Theoretical Framework* AIMS XVIII conference, Grenoble, France

Plé L., (2002), *La coconstruction des conventions comme mode de coordination des canaux de distribution : le cas de la convention d'appropriation*. 3ème Journées de doctorants FROG 2002, Paris, France

Other conference and seminar presentations

International

Fletcher-Chen C., Plé L., Zhu X., (2018), *Service Innovation in a Triadic Business-To-Business Network* SERVSIG, Paris, France

Fletcher-Chen C., Zhu X., Plé L., (2016), *Customer as an initiator in B2B service network Value co-creation / co-destruction* World Marketing Congress, Paris, France

Goethals F., Plé L., Taisne M., (2011), *Antecedents of students' intent to watch online theory videos as part of an Online Learning Platform* ICWL 2011 Conference (International Conference on Web-based Learning), Hong Kong, China

Refereed proceedings

Published

Plé L., Demangeot C., (2018), *Value Co-Destruction Consequences of Contextualized Interactions Between Online and Offline Deviant Behaviors: An Ecosystemic View*, in: Demoulin N.(Eds.) in *Opportunities for Services in a Challenging World*

Books

Published

Debrulle J., Plé L., Gardiner E., (2026), *Mastering AI for Strategic Business Success (Paperback)*, 9781526851123, McGraw-Hill, London, 241 pages

Debrulle J., Plé L., Gardiner E., (2025), *Mastering AI for Strategic Business Success (eBook)*, 9781526850966, McGraw-Hill, London, 136 pages

Joffre O., Plé L., Simon E., (2007), *Cas en management stratégique: Autour du diagnostic*, 978-2847695014, EMS – Editions Management et Société, Cormelles-le-Royal, 232 pages

Chapters in books

Published

Plé L., Köles B., (2021), *The Influence of Technology on Business School's Curricula: A Triple Crown Perspective*, in: Kjaergaard A., Lindgreen, A., Rosier, E., Thomsen, T. U. & Tuncdogan, A.(Eds.), *Teaching and Learning in Business School*, 9781789907476, Edward Elgar Publishing, Cheltenham, chapter 9, pp. 123-137

Deltour F., Plé L., Roussel C., (2013), *Développement réciproque du capital social et des communautés de pratique en ligne : étude et illustration*, in: Barlette, Y., Bonnet, D., Plantié, M., Riccio, P-M.(Eds.), *Impact des réseaux numériques dans les organisations*, 978-2356710499, Presses des Mines, Paris, chapter 2, pp. 275-288

Plé L., Lecocq X., (2012), Intégrer les clients dans le business model , in: Volle, Pierre(Eds.), *Stratégie Clients* , 978-2744076121, Pearson France, Paris, chapter 2, pp. 73-99

Roussel C., Deltour F., Plé L., (2011), Knowledge sharing in the age of web 2.0: A social capital perspective, in: Bougzala, I., Dudezert, A.(Eds.), *Knowledge Management 2.0: Organizational Models and Enterprise Strategies*, 978-1613501955, IGI Global/Information Science Reference, Hershey, PA, chapter 7, pp. 122-141

Case studies

Beaupain R., Plé L., (2023), *Learning through a Hackathon - Kick-off (Case A)*, *The Case Centre*, case study 823-0101-1, teaching note 823-0101-8

Beaupain R., Plé L., (2023), *Learning through a Hackathon - Ideation (Case B)*, *The Case Centre*, case study 823-0101-1B, teaching note 823-0101-8B

Beaupain R., Plé L., (2023), *Learning through a Hackathon - Prototyping (Case C)*, *The Case Centre*, case study 823-0101-1C, teaching note 823-0101-8C

Beaupain R., Plé L., (2023), *Learning through a Hackathon - Managing interactions with the sponsor (Case D)*, *The Case Centre*, case study 823-0101-1D, teaching note 823-0101-8D

Plé L., (2023), *Shein: The ethical challenges of ultra-fast fashion*, *The Case Centre*, case study 723-0096-1, teaching note 723-0096-8

Plé L., (2022), *Dealing with cultural differences and stereotypes when internationalizing*, *The Case Centre*, case study 422-0045-1 and 422-0045-1B (accompanying exercise), teaching note 422-0045-8

Beaupain R., Plé L., (2021), *Using Design Thinking for Computer Programming*, *The Case Centre*, case study 321-0023-1, teaching note 321-0023-8

Plé L., (2021), *Recruiting, integrating, and keeping employees*, *The Case Centre*, case study 421-0031-1, teaching note 421-0031-8

Plé L., Giangreco A., (2021), *Living Change Management – A FabLab Experience*, *The Case Centre*, case study 421-0069-1, teaching note 421-0069-8

Plé L., (2021), *Boohoo... Why Did You Let That Happen? Booing the Lack of Ethics in the Land of Clothes' Supply Chains*, *The Case Centre*, case study 721-0077-1, teaching note 721-0077-8

Plé L., (2019), *Everyone Deserves \$70k - or Not: Attracting, Motivating and Keeping People at Gravity Payments*, *The Case Centre*, case study 419-0031-1, teaching note 419-0031-8

Plé L., (2016), *THE VOLKSWAGEN NOxGATE*, *Case Centre*, case study 716-003-1, teaching note 716-003-8

Plé L., (2016), *Creating and Presenting a New Business Venture*, *The Case Centre*, case study 816-0056-1, teaching note 816-0056-8, IESEG School of Management

Plé L., (2016), *Dealing with management situations*, *The Case Centre*, case study 416-0085-1, teaching note 416-0085-8

Plé L., (2016), *Understanding the Basics of Innovation and its Dynamics*, *The Case Centre*, case study 816-0093-1, teaching note 816-0093-8

Plé L., (2016), *Designing and selling a marketing campaign*, *The Case Centre*, case study 516-0152-1, teaching note 516-0152-8

Angot J., Plé L., (2015), *Cresus: Preventing problem debt and over- indebtedness through a high social impact hybrid model with La Banque Postale*, *Case Centre*, case study 715-001-1, teaching note 715-001-8

Plé L., (2014), *Piaggio's MP3: 3 wheels to feel good*, *The Case Centre*, case study 514-039-1, teaching note 514-039-8

Angot J., Plé L., (2013), *Social and economic value creation thanks to rehabilitation: the case of IPT (Intégration Pour Tous)*, *Case Centre*, case study 713-051-1, teaching note 713-051-8

Plé L., (2013), *Please, draw me a Wine in Tube (Case C – Internationalizing the Company)*, *European Case Clearing House*, case study 313-028-1, teaching note 313-028-8

Plé L., (2013), *Please, draw me a Wine in Tube (Case B – Managing the evaluation and marketing the company's offer)*, *European Case Clearing House*, case study 513-010-1, teaching note 513-010-8

- Plé L., (2013), *Please, draw me a Wine in Tube Please (Case A – Creating and introducing an innovation on the market)*, *European Case Clearing House*, case study 813-005-1, teaching note 813-005-8
- Deltour F., Plé L., Roussel C., (2012), *Eureka! Developing online communities of practice to facilitate knowledge sharing at Schlumberger*, *European Case Clearing House*, case study 313-122-1, teaching note 313-122-8
- Plé L., Bierla I., Richard S., Huver B., (2012), *To be present or not to be present? Dealing with absenteeism and presenteeism behaviors at Lenodell*, *European Case Clearing House*, case study 412-037-1, teaching note 412-037-8
- Plé L., (2012), *Nestlé vs. Greenpeace: Using Palm Oil or deforesting the Indonesian Rainforest?*, *Mc Graw Hill*
- Plé L., (2012), *Nintendo: the Wii fits us all!!!*, *Mc Graw Hill*
- Angot J., Plé L., Lescuyer T., (2012), *Adidas, FLA and the Clean Clothes Campaign*, *European Case Clearing House*, case study 712-044-1, teaching note 712-044-8
- Plé L., (2010), *Build-a-Bear Workshop: “please hug me like I hug you”!*, *Mc Graw Hill*
- Joffre O., Plé L., (2010), *Construction et interprétation de la matrice BCG: le cas Sound*, *Vuibert*
- Plé L., (2010), *Crédit Agricole, a multichannel mutual bank*, *Palgrave Macmillan*
- Plé L., (2010), *L'identification des facteurs clés de succès, une clé du renouveau organisationnel: le cas de la banque Silver*, *Vuibert*
- Plé L., (2010), *The Wii fits us all!!!!*, *Mc Graw Hill*
- Plé L., (2009), *MyMajorCompany.com: collaborate with your artists!*, *Cengage Learning*
- Plé L., Angot J., (2009), *Adidas vs. Nike: Who Will Score Next?*, *Mc Graw Hill*
- Plé L., (2009), *Sony's PlayStation 3: the fall of the king?*, *Mc Graw Hill*
- Plé L., Joffre O., (2007), *Nintendo: Une DS à laquelle tout le monde dit Wii!*, *EMS – Editions Management et Société*
- Plé L., Joffre O., (2007), *The Sound Company*, *Palgrave Macmillan*
- Garmilis J., Joffre O., Plé L., (2007), *Bouygues: un portefeuille béton?*, *EMS – Editions Management et Société*
- Joffre O., Plé L., (2007), *Construction et interprétation de la matrice BCG: le cas Sound*, *Vuibert*
- Plé L., (2007), *L'identification des facteurs clés de succès, une clé du renouveau organisationnel: le cas de la banque Silver*, *Vuibert*

Working papers

- Lefebvre I., Plé L., (2012), *Emergence of value co-destruction in B2B context*, *IESEG Working Paper Series 2012-MAN-01*, *IESEG School of Management*
- Plé L., Chumpitaz R., (2009), *Not always co-creation: introducing interactional co-destruction of value in Service-Dominant Logic*, *IESEG Working Paper Series 2009-MAN-02*, *LEM Working Paper 2009-05*, *IESEG School of Management*
- Plé L., Lecocq X., Angot J., (2008), *Customer-Integrated Business Models: A Theoretical Framework*, *IESEG Working Paper Series 2008-MAN-03*, *LEM Working Paper 2008-24*, *IESEG School of Management*
- Leca B., Plé L., (2007), *Une épistémologie à hauteur d'homme: l'anthropologie interprétative de Clifford Geertz et son apport à la recherche en management*, *IESEG Working Paper Series 2007-MAN-01*, *LEM Working Paper 2007-29*, *IESEG School of Management*

GRANTS AND HONORS

Award

2010 Best Paper of the Conference, AIMS Conference, Luxembourg

1999 Awarded a Grant (34,200 euros for 3 years, from 1999 to 2002) to do my Ph.D by the Rectorat de Paris, following the fact that I graduated Major in my Postgraduate Degree., University of Paris-Dauphine - Rectorat de Paris, France

Honor

2003 Elected teacher of the year by the students of the IUP Banking, Finance and Insurance, ESA - Ecole Supérieure des Affaires, France

EDITORIAL ACTIVITY

Member of the editorial board of an academic journal

2010 - 2013 Revue des Cas de Gestion

Reviewer in an academic journal

2011 Industrial Marketing Management

2011 M@n@gement

2011 European Journal of Marketing

2009 - 2013 Revue des Cas de Gestion

2009 M@n@gement

2008 European Management Review

2007 International Journal of Bank Marketing

Strategic Entrepreneurship Journal

Journal of Services Marketing

European Management Review

International Journal of Management Reviews

Journal of Business and Industrial Marketing

Marketing Theory

Scandinavian Journal of Management

International Journal of Hospitality Management

PROFESSIONAL SERVICE

Committee/task force member

2011 - 2018 Center for Customer Management - University of Paris-Dauphine, France

Moderator / Facilitator in an academic conference

2012 AIMS Conference

SERVSIG

Reviewer for an academic conference

- 2016** EURAM Conference, France
- 2011 - 2015** AIMS Conference
- 2010** Academy of Human Resource Development Conference
- 2010** Academy of Management Annual Meeting

RESEARCH ACTIVITIES

COMMITTEE CHAIR

Participation in the development of an academic program

- 2012 - 2012** New Masters Programs Commission
- 2012 - 2012** New Bachelor Programs Commission