

## MAGALI DELMAS

Associate Professor of Management  
UCLA Institute of the Environment  
& UCLA Anderson School of Management

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### EMPLOYMENT

July 1, 2008-	Associate Professor of Management, UCLA
2007-2008	Visiting Associate Professor, UCLA
2006-2008	Associate Professor of Management, University of California, Santa Barbara
1998-2006	Assistant Professor of Management, University of California, Santa Barbara
2002-2003	Visiting Assistant Professor, Stanford Graduate School of Business, Stanford University
1996-1998	Economic Advisor to the Director General of Directorate General III Industry at the European Commission in Brussels
1995-1996	Consultant/Project Coordinator in Public Policy Evaluation and Strategic Management at CM International, Paris
1991-1993	Corporate Strategy at Framatome French Nuclear Engineering

### EDUCATION

Ph.D.	1996	Business Policy and Strategy, H.E.C. Graduate School of Management, Paris
Post Graduate Degree	1989	Political Science and International Relations, Institut d'Etudes Politiques of Paris
Master's Degree	1988	Political Science, University of Paris I, Panthéon Sorbonne
Bachelor's Degree	1986	Sociology and Economics, University of Paris V, Sorbonne

## RESEARCH

Standing at the crossroads of policy and management, my research focuses on the various interactions between policy and business strategy at the national and international level. I seek to understand how environmental policies influences firms' strategies and performance and in turn how firms help shape policy.

The strategies I study include: firms' participation in environmental voluntary agreements with regulatory agencies, or the adoption of international management standards such as the international environmental management standard ISO 14001.

## WORK IN PROGRESS

- Chen, C-M. and Delmas, M. 2009. Measuring Corporate Social Responsibility: An Efficiency Perspective. Under review.
- Delmas, M. and Grant, L. 2009. Eco-labeling Strategies and Price-Premium: The Wine Industry Puzzle. Under review.
- Delmas, M. and Doctori, V. 2008. Measuring Corporate Environmental Performance. *Revise & Resubmit.*
- Delmas, M, Hoffman V. and Kuss, M. 2008. The Tip of the Iceberg: Environmental Strategies and Competitive Advantage. *Revise & Resubmit.*
- Delmas, M. 2008. An Institutional Perspective on the Diffusion of International Accountability Standards: the Case of the Environmental Management Standard ISO 14001. *Revise & Resubmit.*

## ARTICLES

1. Delmas, M. and Montes, M. 2008. *Forthcoming*. "Voluntary Agreements to Improve Environmental Quality: Symbolic and Substantive Cooperation." *Strategic Management Journal*.
2. Delmas, M., Montes, M. and Shimshack, J. 2009. "Mandatory Information Disclosure Policy: Evidence from the electric utility industry," *Economic Inquiry*.
3. Delmas, M. and Montiel, I. 2009. "Greening the Supply Chain: When is Customer Pressure Effective?" *Journal of Economics and Management Strategy*. 18(1). 171-201.
4. Delmas, M and Toffel, M. 2008. "Organizational Responses to Environmental Demands: Opening the Black Box," *Strategic Management Journal*. 29(10): 1027-1055.
5. Conti, J. A. Killpack, K., Gerritzen, G., Leia Huang, L., Maria Mircheva, M., Delmas, M., Herr Harthorn, B., P. Appelbaum, R.P., and Holden, P.A. 2008. "Health and Safety Practices in the Nanomaterials Workplace: Results from an International Survey." *Environmental Science & Technology Journal*. 42(9): 3155-3162.
6. Delmas, M. and Montiel, I. 2008. "The Diffusion of Voluntary International Management Standards: Responsible Care, ISO 9000 and ISO 14001 in the Chemical Industry," *Policy Studies Journal*. 36(1): 65-93.

7. Delmas, M., Russo, M. and Montes, M. 2007 “Deregulation and Environmental Differentiation in the Electric Utility Industry,” *Strategic Management Journal*. 28(2):189-209.
8. Delmas, M. and Keller, A. 2005. “Strategic Free Riding in Voluntary Programs: the case of the US EPA Wastewise Program,” *Policy Sciences*. 38: 91-106.
9. Delmas, M. and Tokat, Y. 2005. “Deregulation, Efficiency and Governance Structures: The U.S. Electric Utility Sector,” *Strategic Management Journal*. 26: 441-460.
10. Rivera, J. and Delmas, M. 2004. “Business and Environmental Protection: An Introduction,” *Human Ecology Review*. Special issue on Business and Environmental Policy.
11. Delmas, M. and Marcus, A. 2004. “Firms’ choice of Regulatory Instruments to Reduce Pollution: a Transaction cost approach,” *Business and Politics*: 6(3), Article 3.
12. Delmas, M. and Toffel, M. 2004 “Stakeholders and Environmental Management Practices: An Institutional Framework,” *Business Strategy and the Environment*. 13: 209-222.
13. Delmas, M. 2002. “The Diffusion of Environmental Management Standards in Europe and in the United States: an institutional perspective,” *Policy Sciences*. 35 (1): 1-119.
14. Delmas, M. and Terlaak, A. 2002. “Regulatory Commitment to Negotiated Agreements: Evidence from the United States, Germany, the Netherlands, and France,” *Journal of Comparative Policy Analysis*. 4(1): 5-29.
15. Delmas, M. 2002. “Innovating against European rigidities: Institutional Environment and Dynamic Capabilities,” *Journal of High Technology Management Research*: 13(1): 18-42.
16. Delmas, M. 2001. “Stakeholders and Competitive Advantage: the case of ISO 14001,” *Production and Operation Management*. 10(3): 343-358.
17. Delmas, M. and Heiman, B. 2001. “Government Credible Commitment in the French and American Nuclear Industry,” *Journal of Policy Analysis and Management*. 20(3): 434-456.
18. Delmas, M. and Terlaak, A. 2001. “A Framework for Analyzing Environmental Voluntary Agreements,” *California Management Review*. 43(3): 44-63.
19. Delmas, M. 2000. “Barriers and Incentives to the adoption of ISO 14001 in the United States,” *Duke Environmental Law and Policy Forum*. Fall: 1-38.
20. Delmas, M. 1999 “Exposing Strategic Assets to Create New Competencies: The Case of Hazardous Waste Management Industry,” *Industrial and Corporate Change* vol. 8(4) p. 635-672.
21. Bonardi, J.P. and Delmas, M. 1996. “The Impact of Regulatory Uncertainty on Strategies of Hazardous Wastes Processing: The Example of Chemical Companies in Europe,” *Gérer et Comprendre*, 46: 4-15 (Published in French).

#### **BOOKS AND BOOK CHAPTERS**

22. Delmas, M. and Young, O. 2009. “Governance for the Environment: New Perspectives.” Edited volume. Cambridge University Press.
23. Delmas, M. and Montiel, I. *Forthcoming* “The Diffusion of Voluntary International Management Standards: Responsible Care, ISO 9000 and ISO 14001 in the Chemical

- Industry,” in deLeon, P., and Rivera, J. (Eds.). *Voluntary environmental programs: Potentials and assessments*. Maryland: Lexington Books for the Policy Studies Organization.
24. Delmas, M., Russo, M., Montes-Sancho, M. and Tokat, Y. 2009. “Deregulation, Efficiency and Environmental Performance: Evidence from the Electric Utility Industry” In *Regulation, Deregulation & Reregulation*. Edited by Michel Ghertman & Claude Menard. Edward Elgar Publishing.
  25. Delmas, M. and Toffel, M. 2004. “Institutional Pressure and Environmental Management Practices” in *New Perspective in Research on Corporate Sustainability: Stakeholders, Environment and Society*. Edited by Sanjay Sharma and Mark Starik. Northampton, MA: Edward Elgar Publishing: 230-245.
  26. Delmas, M. and Mazurek, J. 2004. “A Transaction Cost Perspective on Negotiated Agreements: The Case of the U.S. EPA XL Program” in *Voluntary Approaches to Climate Protection. An Economic assessment of Private-public Partnerships*. Edited by Andrea Baranzini and Philippe Thalmann. Edward Elgar publishing.
  27. Delmas, M. 2002. “Environmental Management Standards and Globalization.” in *Dynamics of Regulatory Change: How Globalization Affects National Regulatory Policies*. Edited by David Vogel and Robert Kagan. University of California Press/University of California International and Area Studies Digital Collection, Edited Volume #1.
  28. Delmas, M. and Terlaak, A. 2002. “The Institutional Environment of Voluntary Agreements” in *Organizations, Policy, and the Natural Environment*. Edited by Andrew Hoffman and Marc Ventresca. Stanford University Press: 346-366.
  29. Delmas, M. and Terlaak, A. 2001. “Voluntary Agreements for the Environment: Institutional Constraints and Potential for Innovation” in *Environmental Contracts: Comparative Approaches to Regulatory Innovation in the United States and Europe*. Edited by Kurt Deketelaere and Eric Orts. Boston: Kluwer Academic Publishers: 349-367.
  30. Delmas, M., Heiman, B. and Ghertman, M. 1997. “Institutional Environment Effects on Transaction Costs: A Comparative Analysis of the U.S. and French Nuclear Power Industry” in *Strategy, Structure and Style*. Edited by H. Thomas, D. O’Neal and M. Ghertman. John Wiley & Sons: 283-299.
  31. Delmas, M., Ghertman, M. and Obadia, J. 1997 “Logistic Regression, Segmentation Modeling and Governance Choice in the Waste Management Industry” in *Statistical Models for Strategic Management*. Edited by Ghertman, M., J. Obadia, & J-L. Arregle. Kluwer Academic Publishers: 261-275.

## **OTHER PUBLICATIONS**

32. Delmas, M., Montes, M. and Shimshack, J. 2007. “Mandatory Information Disclosure and Environmental Performance in the Electric Utility Industry.” Best Papers Proceedings. Academy of Management Meetings: 106.
33. Delmas, M and Montiel, I. 2005. “The international Diffusion of ISO 14001 in the Chemical Industry.” Proceedings of the International Association of Business Society conference.

34. Delmas, M. 1999. "Green Strategic Networks: A Dynamic Capability and Transaction Cost Approach", Proceedings of the International Association of Business Society conference.
35. Delmas, M. 1998. "Which Institutional Environment for R&D cooperation? Perception of Barriers to innovation in Europe" (1998), proceedings of the 16<sup>th</sup> Annual International Conference of the Association of Management and International Association of Management conference in Chicago (August 5-8).
36. Delmas, M. 1998. Perceived Factors Hampering Innovation in Europe (1998), proceedings of the International Association of Management. 16<sup>th</sup> Annual International Conference. Chicago, Illinois, August 5-8. Volume 16, Number 1. Efendioglu and K. Klenke Ed. p45-51.

## **TEACHING**

### **TEACHING CASE STUDIES**

"The Ambrose Hotel. Eco-labeling Strategies for Sustainable Lodging." (2008), with Charles Corbett, Nurit Katz, and Roberto Firmani. UCLA Center for Corporate Environmental Performance. University of California Los Angeles.

"Ceago Vinegarden: How green is your wine? Environmental differentiation strategy through Eco-labels" (2006) with Vered Doctori and Kara Shuster University of California Santa Barbara.

"Hayward Lumber Company" (2003) with Erica Plambeck. Stanford Graduate School of Business. OIT 38. Prize winner of the OIKOS international case competition.

### **COURSES OFFERED**

UCLA Business & the Environment (Undergraduate course)

UCLA Business & the Environment (MBA course)

UCLA Leaders in Sustainability (Graduate course)

UCSB- Strategic Management and the Public/Private interface, core class for Bren Masters' students.

UCSB- Corporate Environmental Management, elective class for Bren Masters' students.

UCSB- Ph.D. Seminar on Self-regulation and Environmental Voluntary Initiatives.

UCSB- Ph.D Seminar on Academic Research Writing.

UCSB- Ph.D Seminar on Research and Grant Proposals.

Stanford Graduate School of Business- Strategic Environmental Management. Elective for MBA students.

## MASTERS' GROUP PROJECTS (THESES) SUPERVISED

Year	Project Title	Students
2007-2008	Helping Consumers Navigate Green: Creating the Definitive Criteria for Green Consumer Products and Services	Douglas Mazeffa, Trevor Mcproud, Jeri Miller, Lena Moffitt
2006-2007	Voluntary Initiatives for Reducing Greenhouse Gas Emissions in the United States	Anthony Fournier, Avra Goldman, Lijin Sun, Mark Weeks
2005-2006	Nokia WEEE Directive Compliance Project: Establishing an Electronic Devices Take-Back Process	Vered Doctori Blass, Leigh Favret, Mihoyo Fuji, Sarvnaz Mahdavi, Joaquin Neira, Robert Miller
2004-2005	Green Packaging: A Guideline and Tools for Environmentally Sound Packaging Practices for Computer and Electronics Products	Brian Crumrine, Shawn Decker, Elissa Loughman, Ryan McMullan
2001-2002	Incentives and Patterns of Joining the U.S. EPA Energy Star® Program	Andrea Cohen, Yasmin Cronin, Nicole Kranz, Fivos Megalopoulos, and Kerry Sawyer) co-advised with Tom Dunne
2000-2001	REgional CLean Air Incentives Market (RECLAIM) program	Jacob Hawkins, Jacobs, Lowe, Scott, Simon, Gregory, Suetake, Nina
1999-2000	Wastewi\$e: A New Tool for Environmental Regulation?	Andrade, Alfred, Chen, Kuan-Yu, Liu, Connie, Teo, Anita, Yahner, Joe
1999-2000	Impact of Wineries on the Environment in California: The Case of Organic Wine	Baughman, Adam, Brown, Elizabeth, Brummett, Willie, Dramko, Joanne, Goldstein, Jamie, Hooper, Barry

## PH.D THESES SUPERVISED

- Committee chair:**
- Vered Doctori-Blass, current doctoral student.
  - Ivan Montiel, graduated in 2006 (currently Assistant Professor of International Business, University of Texas); Dissertation Title: "Essays on the adoption of voluntary environmental programs: the case of ISO 14001."
  - Ann Terlaak, graduated in 2002 (currently Assistant Professor of

Management, University of Wisconsin, Madison); Dissertation Title: "Exploring the Adoption Process and Performance Consequences of Industry Management Standards: The Case of ISO 9000."

- Committee member:**
- Calvin Lee Kwan (UCLA Environmental Science and Engineering)
  - Suresh Muthulingam (UCLA Anderson School)
  - Scott Lowe, graduated in 2006 (currently Assistant Professor of Economics, University of Boise State University. Dissertation Title: "Integrating Spatial Modeling into Economic Analyses of Environmental Quality."

**RECENT GRANTS AND AWARDS**

UCLA Luskin Scholar, 2009-2010.

<b>Support period.</b>	<b>Source</b>	<b>Title</b>	<b>Amount</b>	<b>P.I.s</b>
2009-2014	IGERT-National Science Foundation	Clean-Energy for Green Industry	\$2,995,563	D. Huffaker, K. L. Wang, L. Pilon, M. Delmas, Y. Yang
2009	UCLA International Institute	International working group on global supply chain life-cycle assessment and carbon footprinting	\$10,000	C. Corbett, M. Delmas
2009	UCLA Academic Senate	Efficient Climate Change Mitigation Strategies in the Electric Utility Sector: An Analysis of Firms' Best Practices and Motivations	\$10,000	M. Delmas
2006	Rockefeller Brothers Fund	Governance for sustainability	\$15,000	M. Delmas O. Young
2006	Environmental Defense International Council on Nanotechnology (ICON)	Review of Safety Practices in the Nanotechnology Industry	\$54,366	P. Holden B. Herr Harthorn R. Appelbaum M. Delmas
2005-2006	UC Santa Barbara	Faculty research grant	\$7,000	M. Delmas

<b>Support period.</b>	<b>Source</b>	<b>Title</b>	<b>Amount</b>	<b>P.I.s</b>
2003-2005	University of California Energy Institute	Governance and emissions performance in the electric generation industry	\$34,100	M. Delmas M. Russo
2002-2005	US Environmental Protection Agency	Environmental Management Strategies and Corporate Performance	\$230,000	M. Delmas D. Aigner
2001-2002	University of California Energy Institute	Environmental Strategies and Corporate Performance in the Electric Utility Sector: states Differences	\$35,000	M. Delmas
2001	Center for German and European Studies. UC Berkeley	A database of European Voluntary Agreements	\$3,000	M. Delmas
2000-2001	Packard Foundation	Proposal to conduct a Biennial Survey on California firms environmental compliance and performance	\$50,000	M. Delmas D. Aigner
2000-2001	Institute on Global Conflict and Cooperation (IGCC) UC San Diego	Support for Ann Terlaak dissertation: The Role of Environmental Voluntary Agreements in Implementing the Kyoto Protocol	\$15,000	M. Delmas A. Terlaak
2001	UC Santa Barbara	UCSB Junior Faculty Research Incentive Award	\$5,000	M. Delmas
2000	University of California Berkeley	Research on ISO 14001	\$2,500	M. Delmas
1999-2000	Center for German and European Studies. University of California Berkeley	The impact of voluntary environmental agreements on organizational change and technological innovation in Germany and Europe	\$10,000	M. Delmas A. Terlaak

## **PROFESSIONAL ACTIVITIES**

### **RESEARCH CONFERENCES OR SYMPOSIA ORGANIZED**

2009 Program Chair Academy of Management Meetings, Organization and the Environment Division, Chicago Il.

2008 Chair Professional Development Workshop (PDW) Academy of Management Meetings, Organization and the Environment Division, Anaheim CA.

2006 Co-organizer of the workshop on Governance for Sustainable Development at the University of California, Santa Barbara.

2004 Co-organizer of the symposium on Institutional and Economic Approaches to Voluntary Standards. Academy of Management Meetings in New Orleans.

2002 Co-organizer of the Bell conference on “Blending science and policy with management” Donald Bren School of Environmental Science and Management. University of California, Santa Barbara.

2001 Organizer of the All Academy symposium on Alliances with governments. Academy of Management Meetings in Washington D.C.

### **INVITED LECTURES, WORKSHOPS AND CONFERENCES**

Ivey School of Business, Western Ontario University (September, 2008); 8th Annual Strategy & the Business Environment Conference, Duke University (March, 2008); UCSB 10th Occasional Workshop on Environmental and Resource Economics (March, 2008); US EPA, Conference on Environmental Behavior and Decision-Making: Corporate Environmental Behavior and Benefits of Environmental Information Disclosure (January, 2008); Stanford Woods Institute (January 2008); Annual Meeting of the Academy of Management in Philadelphia (August 2007); Conference on Deregulation and Re-regulation. Nice, France (July, 2007); Institute of the Environment, UCLA (January, 2007); (Association for Public Policy Analysis and Management Fall Research Conference, Ann Harbor Wisconsin (November 2006); Erb Institute, University of Michigan (October 2006); London Business School (January, 2006); SCANCOR Seminar, Stanford University (November 2005); Conference on Public Environmental policy and the private firm organized by the OECD. Washington D.C (June 2005); Conference on Business and its Social Environment. Kellogg School of Business, Northwestern University (June 2005); International Association for Business and Society annual meeting- Sonoma Valley California (March 2005); INSEAD, France (January 2005); Informs annual conference. Dartmouth (November 2004); Annual Meeting of the Academy of Management in New Orleans (August 2004); US EPA workshop on Corporate Environmental Behavior and the Effectiveness of Government Interventions, Washington DC (April 2004); George Washington University (December, 2003); Duke Nicholas School (November 2003); Wharton School (November 2003); APPAM meetings, Washington DC. (November, 2003); Stanford University (October 2003); Greening of industry conference. San Francisco (October 2003); Annual meeting of the Academy of Management in Seattle (August 2003); Annual meetings of the Academy of International Business in Monterey. (July 2003); HEC Paris (January 2003); School of Business Administration, Geneva (HEG-GE) Switzerland (January 2003); EPA workshop Washington DC (October 2002); Stanford (March; October, 2002); International Society for New Institutional

Economics (ISNIE) 6th Annual Conference, Cambridge, MA (September, 2002); Academy of Management Meetings in Denver (August 2002); Bell conference at UC Santa Barbara (July 2002); School of Forestry, Yale University (November, 2001); Annual Meeting of the International Society for Industrial Ecology, Leiden, The Netherlands (November 2001); University of California Santa Cruz (October, 2001); Annual meeting of the Academy of Management in Washington D.C. (August 2001); EPA workshop, Laguna Beach, CA (February 2001); IEA/DoE Workshop Washington, D.C. (February 2001); CA. Monterey Institute of International Studies and Management (November, 2000); Association for Public Policy Analysis and Management Fall Research Conference, Seattle, WA (November 2000); Annual meeting of the Academy of Management in Toronto (August 2000); Northwestern (April 2000); Bell Conference Vanderbilt University (July 2000); Management Strategy and the Business Environment Conference. The Wharton School, University of Pennsylvania (September, 2000); University of California Berkeley (December 1999); Conference on Environmental Contracts and Regulation, Wharton School (September, 1999); Annual meeting of the Academy of Management in Chicago (August, 1999); Annual meeting of the International Association of Business Society in Paris (June 1999); Center for German and European Studies at the University of California Berkeley (May 1999); U.S. EPA workshop, University of California Berkeley (December, 1998); California Workshop on Environmental and Resource Economics University of California Santa Barbara (October, 1998); Annual meeting of the Academy of International Business in Vienna. (October 1998); Association of Management and International Association of Management Chicago, Illinois (August 1998).

#### **UNIVERSITY SERVICES**

2008-2009	Search committee for the director of the UCLA Institute of the Environment
2009-2009	Director of the UCLA Center for Corporate Environmental Performance
2006-2007	Member of the UCSB advisory board for faculty diversity
2003-2007	Member of the Bren PhD committee
1999-2002 2003-2007	Coordinator of the Bren Corporate Environmental Management specialization
1999-2001 2006-2007	Member of the Bren recruiting, admissions, and support committee
1998-2001	Member of the UCSB intercampus committee
1998-1999	Member of the Bren group project committee
1999-2000	Member of the Bren curriculum committee
2001-2003	Member of the Bren colloquium committee
Member of UCSB faculty search committees:	
2004-2005	Member of the search Committee for an assistant professor in political institutions
2002-2005	Search Committee for a professor in corporate environmental Mgt
2001-2002	Search committee for a professor in political institutions
1999-2000	Search committee for an assistant professor in environmental Mgt

- 1998-1999 Search committee for an endowed chair in environmental economics  
 1998-1999 Search committee for an assistant professor in environmental economics

**OTHER PROFESSIONAL ACTIVITIES**

- 2008-2009 Program Chair-Elect, Organization and the Natural Environment Division of the Academy of Management  
 2007-2008 Program Chair-Elect, Organization and the Natural Environment Division of the Academy of Management  
 2005-2007 Member of the scientific advisory board of the Oikos Sustainability PhD Fellowship Programme, University of St. Gallen Switzerland  
 2005 Co-editor of the special issue on Business and Environmental Protection of the *Human Ecology Review* in 2005  
 2003-2007 Jury member OIKOS international case competition on sustainability  
 2002-2004 Chair of the internationalization committee of the Organization and the Natural Environment division of the Academy of Management  
 2004-2006 Member of the greening team of the Organization and the Natural Environment division of the Academy of Management

Editorial Board: *Strategic Management Journal*; *Business & Society*, *Organization & Environment*.

Referee for Academy of Management Journal, Strategic Management Journal, California Management Review, Industrial and Corporate Change, Journal of Policy Analysis and Management, Policy Sciences, Journal of Industrial Ecology, Organization Science, Production and Operations Management, Manufacturing & Service Operations Management, Journal of Environmental Economics & Management, Journal of Economics & Management Strategy, Policy Studies Journal, Journal of Environment and Development, Organization & Environment, Business & Society.

**PERSONAL**

Citizen of France, US permanent resident

Married to Romain Wacziarg, two children: Claire (born May 2003) and Simon (born august 2005)