

Carmen Weigelt

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Academic Position

Associate Professor of Strategy, A.B. Freeman School of Business,
Tulane University, July 2013 - present

Assistant Professor of Strategy, A.B. Freeman School of Business,
Tulane University, 2007 – June 2013

Assistant Professor of Management, Jesse H. Jones Graduate School of Management, Rice
University, 2003 - 2007

Education

Ph.D. (2003) Duke University - The Fuqua School of Business, Durham, NC

M.B.A. (1997) University of Massachusetts, Amherst, MA

Diploma, Business and Economics (1994/1998) (German equivalent to B.S./ M.A.)
University of Hohenheim, Stuttgart, Germany

Research Interests

Innovation, Vertical Integration/Outsourcing, Firm Capabilities, Technological and
Organizational Change, Renewable Energy Technologies, Sustainability, Financial Services

Teaching Interests

Strategy Formulation, Corporate Strategy, Technology Strategy, Innovation Management,
Change Management, Strategy Implementation, Sustainability

Awards and Recognitions

2015 Dean's Excellence in Graduate Teaching Award
2012 *Academy of Management Journal* Editorial Board Outstanding Reviewer Award
2012 Irving H. LaValle Research Award, A.B. Freeman School of Business
2009 Outstanding Young Researcher Award, A.B. Freeman School of Business
2009 Paper nominated for the McKinsey/SMS Best Conference Paper Prize
2006 Paper nominated for the McKinsey/SMS Best Conference Paper Prize
2005 AOM BPS Division Outstanding Reviewer Award

2004 AOM BPS Division Outstanding Reviewer Award
2002 National Science Foundation (NSF Doctoral Dissertation Improvement Grant)
2002 AOM TIM Doctoral Consortium representative for Duke University
2001 McKinsey/SMS Best Conference Paper, Honorable Mention
2001 Financial Services Exchange Doctoral Grant
2001 AOM BPS Doctoral Consortium representative for Duke University
2000 Booz Allen & Hamilton/SMS Best Ph.D. Student Conference Paper Fellowship
1998 – 2003 Duke University Graduate Fellowship
1995 – 1997 University of Massachusetts Tuition Scholarship

Refereed Publications

Weigelt, C., E. Shittu (2016): Competition, Regulatory Policy, and Firms' Resource Investments: The case of Renewable Energy Technologies, *Academy of Management Journal*, 2016, 59(2): 678-704.

Weigelt, C., D. Miller (2013): Implications of Internal Organization Structure for Firm Boundaries. *Strategic Management Journal*, 2013, 34(12): 1411-1434.

Weigelt, C. (2013): Leveraging Supplier Capabilities: The role of the Locus of Capability Deployment. *Strategic Management Journal*, 2013, 34(1): 1-21.

Weigelt, C., Sarkar, MB. (2012): Performance Implications of Outsourcing for Technological Innovations: Managing the Efficiency and Adaptability Trade-Off *Strategic Management Journal*, 2012, 33(2): 189-216.

Cording, M., Christmann, P., Weigelt, C. (2010). Measuring Complex Constructs: The Case of Acquisition Performance. *Strategic Organization*, 8(1).

Weigelt, C., Sarkar, MB. (2009): Learning from Supply-Side Agents: The Impact of Technology Solution Providers' Experiential Diversity on Clients' Innovation Adoption *Academy of Management Journal*, 2009, 52(1): 37-60.

Weigelt, C. (2009): The Impact of Outsourcing New Technologies on Integrative Capabilities and Performance *Strategic Management Journal*, 2009 (30): 595-616.

Kamimura, A., Banaszak-Holl, J., Berta, W. Baum, J.A.C., Weigelt, C., Mitchell, W. (2007): Do Corporate Chains Affect Quality of Care in Nursing Homes? The Role of Corporate Standardization. *Health Care Management Review*, 2007, 32(2), 168-178.

Other Publications

Weigelt, C., E. Shittu (2013): Being held back by the old: Incumbent inertia and renewable energy technologies. *Best Paper Proceedings of the Academy of Management Orlando, Florida 2013 Conference*.

Lewin, A.Y., Weigelt, C., Emery, J. (2004) Adaptation and Selection in Strategy and Change: Perspectives on Strategic Change in Organizations. Ed. M.S. Poole & A.H. Van de Ven, *Handbook of Organizational Change and Innovation*, Oxford University Press

Weigelt, C. (2004) Incumbents' Adaptation and Capability Building on the Internet: Empirical Tests of Innovativeness in the U.S. Banking Industry. Ed. Richard A. Bettis, *Strategy in Transition*, SMS Book Series, Blackwell Publishing

Weigelt, C. (2001) Evolution of Diversifying Acquisitions as a Capability in the U.S. Banking Industry, 1989 – 1999. *Best Paper Proceedings of the Academy of Management Washington, D.C. 2001 Conference*.

Papers under Review and Working Papers

Weigelt, C., A. Sleptsov: When does M&A advice pay off? Performance effects of the acquirer's and its advisor's experiences
Revise & Resubmit, Organization Science

Miller, D., C. Weigelt: The effects of client capabilities and supply relationship characteristics on organizing knowledge work at the boundary of the firm
Under review

Lahiri, N., C. Weigelt: Vertical Scope and Knowledge Spillovers: How does Vertical Integration matter?
Revise & Resubmit, Strategic Management Journal

Work in Progress

Adoption and Sourcing for Wind Power in the U.S. Electricity Industry
(C. Weigelt, D. Miller, J. York)
Status: work in progress; data analysis stage

Demand side effects on innovation adoption: The case of distributed solar energy
(S. Lu, C. Weigelt)
Status: work in progress; data analysis and conceptualization stage

The Effects of Government Sponsored Venture Capital on the Global Renewable Energy Startups
(M. Islam, C. Weigelt)
Status: work in progress; data analysis and conceptualization stage

Teaching

Tulane University

Undergraduate-level

- Undergraduate Core: Strategic Management, Spring 2008, Fall 2008
- Undergraduate Elective: Management of Technology and Innovation, Spring 2008

MBA-level

- MBA Core: Strategic Management, Fall 2008, Fall 2009, Fall 2010, Fall 2011, Fall 2012, Fall 2013, Fall 2014, Fall 2015
- PMBA Core: Strategic Management, Fall 2010, Fall 2011, Spring 2010, Spring 2011, Fall 2012, Fall 2013, Spring 2014, Fall 2014, Spring 2015, Fall 2015, Spring 2016
- PMBA Core: Managing Innovation, Summer 2008, Spring 2009, Spring 2010, Summer 2011, Summer 2013
- MBA elective: Management of Technology and Innovation, Fall 2012, Fall 2013, Fall 2014, Fall 2015

Executive MBA-level

- Executive MBA Core: Strategy Formulation, Summer 2009, Spring 2010, 2011, Fall 2012, Spring 2013, Spring 2014, Spring 2015, Spring 2016
- Executive MBA for the Americas: Santiago, Chile: Strategic Management, Spring 2011
- Executive MBA Elective: Managing Innovation, Fall 2011

Ph.D.-level

- Latin American Ph.D. Seminar: Strategic Management Survey, Spring 2008, Summer 2010, Summer 2012
- Latin American Ph.D. Seminar: Strategy & Innovation, Spring 2013

Post-doctoral-level

- AACSB Post-Doctoral Bridge Program – Strategy Module, Summer 2010, Summer 2011

Rice University

MBA-level

- MBA Elective: Technology Strategy & Innovation, Fall 2006
- MBA Elective: Organization Design & Strategy, Fall 2006
- MBA Core Course: Change Management, Spring 2004, 2005, 2006

Executive MBA-level

- Executive MBA Elective: Strategic Mgmt of Technological Innovation, Fall 2006
- Executive MBA Core Course: Organization Architecture and Competitive Advantage, Fall 2003, 2004, and 2005

Duke University

Undergraduate-level

- Undergraduate Elective: Managerial Effectiveness, Summer 2000, Fall 2000, Spring 2002

Conference Papers and Presentations

2014

The effects of client capabilities and supply relationship characteristics on organizing knowledge work at the boundary of the firm (Miller, D., C. Weigelt)
Strategic Management Society, 34th Annual International Conference, Madrid, Spain 2014

Vertical Scope and Knowledge Spillovers: How does Vertical Integration matter?
(N. Lahiri, C. Weigelt)
Academy of Management Conference in Philadelphia, PA, August 2014

2013 Being held back by the old: Incumbent inertia and renewable energy technologies
(Carmen Weigelt, Ekundayo Shittu)
Sustainability, Ethics, and Entrepreneurship Conference in Denver, CO, April 2013
Academy of Management Conference in Orlando, FL, August 2013

The Role of Vendor Task Complexity Experience for Organizing Knowledge Work at the Boundary of the Firm
(Carmen Weigelt, Doug Miller)
Atlanta Competitive Advantage Conference in Atlanta, GA, May 2013
Midwest Strategy Meeting, Urbana-Champaign, Illinois, June 2013

When the Wind Blows: State-level Policy and Sourcing for Wind Power in the U.S. Electricity Industry
(Carmen Weigelt, Ekundayo Shittu)
Industry Studies Conference, Kansas City, KS, May 2013
Strategic Management Society, 33rd Annual International Conference, Atlanta, September 2013

Benefits of Vertical Specialization for Leveraging Knowledge Spillovers
(Nandini Lahiri, Carmen Weigelt)
Strategic Management Society, 33rd Annual International Conference, Atlanta, September 2013

2012 Being held back by the old: Moving the elephant toward renewable energy technologies
(Carmen Weigelt, Ekundayo Shittu)
Atlanta Competitive Advantage Conference in Atlanta, GA, May 2012
Industry Studies Conference, Pittsburgh, PA, May 2012

Why M&A advice rarely pays off: Ineffective advisors or experience incompatibility?
(Carmen Weigelt, Alexander Sleptsov)

Academy of Management Conference in Boston, MA, August 2012

- 2011 Being held back by the old: Technology adoption in the energy industry
(Carmen Weigelt, Ekundayo Shittu)
Strategic Management Society, 31st Annual International Conference, Miami, Nov. 2011
- 2009 The Complexity of Leveraging Learning in Acquisitions: Advisor Effects
(Alexander Sleptsov, Carmen Weigelt)
*Strategic Management Society, 29th Annual International Conference, Washington, D.C.
Atlanta Competitive Advantage Conference in Atlanta, GA, May 2009*
- Implications of Internal Organization Structure for Firm Boundaries
(Carmen Weigelt, Doug Miller)
Strategic Management Society, 29th Annual International Conference, Washington, D.C.
- 2008 Implications of Internal Organizational Structure for Firm Boundaries
(Carmen Weigelt; Doug Miller)
Academy of Management Conference in Anaheim, CA, August 2008
- 2007 Performance Implications of Dual Sourcing: Managing the Trade-Off between Efficiency and Adaptability (Carmen Weigelt; MB Sarkar)
Atlanta Competitive Advantage Conference in Atlanta, GA, June 2007 & Academy of Management Conference in Philadelphia, PA, August 2007 & Strategic Management Society, 27th Annual International Conference, San Diego, CA, 2007.
- 2006 Experiential Inter-Organizational Learning and Innovation: The Effects of Heterogeneity, Knowledge Investments and Receptivity (with MB Sarkar)
Atlanta Competitive Advantage Conference in Atlanta, GA, June 2006 & Academy of Management Conference in Atlanta, GA, August 2006 & Strategic Management Society, 26th Annual International Conference, Vienna, Austria, 2006 & Harvard Strategy Research Conference, Boston, MA, October 2006.
- Measuring an Elusive Construct Called Acquisition Performance (with M. Cording, P. Christmann) *Academy of Management Conference in Atlanta, GA, August 2006*
- 2005 Vendor Relationships as Transmission Mechanisms in Vicarious Learning: The Role of Experiential Diversity and Absorptive Capacity (with MB Sarkar) *Strategic Management Society, 25th Annual International Conference, Orlando, FL, October 2005*
- Unpacking the Impact of Supplier Capabilities on Buyer Performance. *Academy of Management Conference in Honolulu, HI, August 2005 & Atlanta Competitive Advantage Conference in Atlanta, June 2005*
- 2004 Evaluating Acquisition Performance: A Comparison of Three Measures (with M. Cording, P. Christmann) *Strategic Management Society, 24th Annual International Conference, San Juan, Puerto Rico, November 2004*

Outsourcing for Innovation Adoption – Benefits or Potential Lock-out for Capability

- Development. *Academy of Management Conference in New Orleans, August 2004*
- Weaker Firms' Advantage at Leveraging External Capabilities for Innovation Performance. *Atlanta Competitive Advantage Conference in Atlanta, June 2004.*
- 2003 Effects of Outsourcing on Capability Development during Innovation. *Strategic Management Society, 23rd Annual International Conference, Baltimore, November 2003*
- Capability Sourcing for Technological Innovation: Implications for Lower Capability Firms. *Academy of Management Conference in Seattle, August 2003*
- 2002 Dynamic Capabilities in Technological Innovation: Opportunities for Later Adopters on the Internet. *Academy of Management Conference in Denver, August 2002*
- Dynamics of Technological Innovation: Incumbents' Adaptation and Capability Building on the Internet. *9th Annual CCC Doctoral Consortium, Boston University, April 2002.*
- 2001 Incumbent's Adaptation and Capability Building on the Internet: Empirical Tests of Innovativeness in the U.S. Banking Industry.
8th Annual CCC Doctoral Consortium, Duke University, April 2001.
Strategic Management Society, 21st Annual International Conference, San Francisco, October 2001. (Honorable mention for the McKinsey/SMS Best Conference Paper Prize)
- Evolution of Diversifying Acquisitions as a Capability in the U.S. Banking Industry, 1989 – 1999. *Academy of Management Conference, Washington, D.C., August 2001.*
- 2000 Evolutionary Diversification Patterns of U.S. Banks and Their Differential Effect on Performance from 1982 – 1999 (with A.Y. Lewin)
Strategic Management Society, 20th Annual International Conference, Vancouver, Canada, October 2000. (Paper awarded the Booz Allen & Hamilton/SMS Ph.D. Student Fellowship)
- Performance Effects of Exploitation Exploration Merger Patterns for U.S. Banks, 1982 – 1998 (with A.Y. Lewin) *Academy of Management Conference, Toronto, Canada, August 2000.*
- 1999 Co-Evolution of the U.S. Banking Industry: A Longitudinal Analysis of Mergers as a Strategy of Wealth Creation (1982 – 1997) (with A.Y. Lewin).
Strategic Management Society, 19th Annual International Conference, Berlin, Germany, October 1999. *Academy of Management Conference, Chicago, Illinois, August 1999.*

Industry Experience

Hewlett Packard Corp., Boeblingen, Germany, Business Analyst 07/1997 – 07/1998

Robert Bosch Corp., Stuttgart, Germany, Internship in Marketing 02/1995 – 04/1995

Alcatel SEL Corp., Stuttgart, Germany, Internship in Financial Controlling 07/1994-10/1994

Industry Reports

Internet Banking Report 2002
Internet Banking Performance Report 2003

Service Activities

Profession:

- Member of Editorial Review Board, since 2014, *Academy of Management Review*
- Member of Editorial Review Board, since 2013, *Strategic Management Journal*
- Member of Editorial Review Board, since 2011, *Academy of Management Journal*
- Reviewer, *Strategic Management Journal*
- Ad hoc reviewer, *Organization Science*
- Reviewer, *Academy of Management Review*
- Reviewer, Strategic Management Society Conference, 2010-2013
- Reviewer, Academy of Management 2002, 2003, 2004, 2005, 2007 Business Policy & Strategy Division
- Reviewer, Academy of Management 2002 Organization & Management Theory Division

- Since 2013 Advisory Board for Sustainability, Ethics, and Entrepreneurship Conference
- AOM 2013 Conference: Track Chair for Firm Boundaries & Corporate Strategy
- ISA 2013 Conference: Track Chair for Innovation and Entrepreneurship

- Since 2015 Research Committee for the BPS Division of the Academy of Management

- 2013-2015: Representative-At-Large: Interest Group – Teaching Committee – Strategic Management Society
- 2009-2011: Representative-At-Large: Interest Group – Knowledge and Innovation – Strategic Management Society
- Industry Studies Association: Early Career Development Committee Member 2012-2013

- Discussant, Atlanta Competitive Advantage Conference (ACAC) 2014, 2015

Tulane:

- A.B. Freeman School of Business school-wide faculty recruiting committee member 2012-2016
- A.B. Freeman School of Business strategic planning management team member 2012-2013 (additionally: member of the scholarship sub-taskforce)
- MBA program strategy taskforce member 2012-2014
- MBA/MD program taskforce member 2014-2015
- Executive MBA curriculum committee member 2012-2014
- MBA curriculum committee member 2011-2012, 2014-2016
- PhD program task force member 2013-2014
- LRI Director search committee member 2013-2014

- Student grievance committee member 2010-2012
- Undergraduate curriculum committee member: 2007-2008; 2009-2010
- Strategy tenure-track positions recruiting committee member: 2009-2010
- Energy institute tenure-track positions recruiting committee member: 2009-2010
- Faculty advisor to the Graduate Retail & Luxury Goods Association at the A.B. Freeman School of Business, 2008-2010
- Judge in BSM case competition: 2009-2010

Rice:

- Strategy tenure-track positions recruiting committee member: 2003 – 2006
- MBA core course committee member: 2005-2006

Dissertation

“Dynamics of Technological Innovation: Incumbents’ Adaptation and Capability Sourcing on the Internet” (defended 05/07/2003)

Chair: Will Mitchell (Duke)

Committee Members: Gerardine DeSanctis (Duke), Christine Moorman (Duke), Hugh O’Neill (UNC-Chapel Hill), Xueguang Zhou (Duke)

Professional Membership

AOM - Academy of Management

SMS - Strategic Management Society