

# Nataliya Langburd Wright

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RESEARCH SUMMARY I study entrepreneurial strategy, with a focus on how technology startups from around the world scale, using field, econometric, and machine learning methods.

APPOINTMENTS **Columbia Business School** New York, NY  
Assistant Professor of Business (Management) 2023–Present  
Faculty Affiliate, Digital Future Initiative 2023–Present

**Harvard Extension School** Cambridge, MA  
Instructor (Management) 2021–2023

**White House Council of Economic Advisers** Washington, DC  
Staff Economist 2016–2018

EDUCATION **Harvard Business School** Cambridge, MA  
PhD in Business Administration (Strategy)

**University of Cambridge** Cambridge, UK  
MPhil in International Relations & Politics

**Yale University** New Haven, CT  
BA in Economics & Global Affairs (Phi Beta Kappa)

PUBLICATIONS **Wright, N. L.**, Koning, R., & Khanna, T. (2023). Judging foreign startups. *Strategic Management Journal*, 44(9), 2195-2225.

**Wright, N. L.**, Nagle, F., & Greenstein, S. (2023). Open source software and global entrepreneurship. *Research Policy*, 52(9), 104846.

**Wright, N. L.** & Saiedi, E. (2024). How startups scale into new markets: Large-scale evidence from digital language tools. *Academy of Management Proceedings*.

WORKING PAPERS **Wright, N.L.** (2023). Where to test new markets: Evidence from a digital product platform. Columbia Business School Research Paper No. 4595407, Available at SSRN 4595407. [Second Round RER at Organization Science]

**Wright, N.L.** (2023). Strategic fit, local financing, and startup growth. HBS Working Paper, No. 23-041, Available at SSRN 4335210.

**Wright, N.L.**, Nagle, F., & Greenstein, S. (2024). Contributing to growth? The strategic role of open source software for global startups. HBS Working Paper, No. 24-040, Available at SSRN 4699182.

**Wright, N.L.**, Grodal S., & Huang, L. (2024). International exposure and entrepreneurial pivoting, Available at SSRN 4909596.

**Wright, N.L.** & Eaglin, F.C. (2024). The impact of communicating strategy on employee ideas: Evidence from a global startup field experiment. Columbia Business School Research Paper No. 4939687, *Available at SSRN 4939687*.

Cowgill, B., Hernandez-Lagos, P., & **Wright, N.L.** (2024). Does AI cheapen talk? Theory and evidence from global startup and hiring contexts. Columbia Business School Research Paper No. 4702114, *Available at SSRN 4702114*. (*Authors listed in alphabetical order*)

Impink, M., **Wright, N.L.**, Lerner, J., & Seamans, R. (2024). Corporate accelerators and global entrepreneurial growth.

**Wright, N.L.** & Saiedi, E. (2024). The middle-market trap in entrepreneurial scaling.

#### CASES

Nagle, F., Greenstein, S., Roche, M., and **Wright, N.L.** (2023). “Copilot(s): Generative AI at Microsoft and GitHub.” Harvard Business School Case 624-010.

Koning, R., Wu, A., **Wright, N.L.**, and Khanna, T. (2020). “MassChallenge.” Harvard Business School Case 720-469.

Jones, G., Khanna, T., **Wright, N.L.**, and Spencer, M. (2019). “Innovation and Business in Emerging Markets.” Harvard Business School Case 319-110.

Jones, G., Khanna, T., **Wright, N.L.**, and Spencer, M. (2019). “Innovation and Business in Emerging Markets.” Harvard Business School Teaching Plan 319-111.

Jones, G., Khanna, T., and **Wright, N.L.** (2018). “Corruption and Business in Emerging Markets.” Harvard Business School Case 319-054.

Jones, G., Khanna, T., and **Wright, N.L.** (2018). “Corruption and Business in Emerging Markets.” Harvard Business School Teaching Plan 319-055.

#### OTHER PUBLICATIONS

Goh, L. and **Wright, N.L.** (2024) “Nurturing Entrepreneurial Scaling.” In *Foresight Africa 2024*. The Brookings Institution.

Psychogeos, N. and **Wright, N.L.** (2021). “Our Labor Market in Crisis: Paving a New Path to the Future of Work.” Harvard Weatherhead Center for International Affairs: Epicenter.

Kaiser, K., Trang, H., Goh, L., and **Wright, N.L.** (2021). *Digital Government Transformation in Vietnam: Global Lessons and Policy Implications*. World Bank Group.

Goh, L., Kaiser, K., and **Wright, N.L.** (2020). “The Rise of Open Source to Spur Digital Government.” World Bank Blogs.

Taylor, Y. and **Wright, N.L.** (2018). “The Future of Public Procurement in the Era of Digitalization.” World Bank Blogs.

Taylor, Y. and **Wright, N.L.** (2018). “Yes They Can: SMEs Filling the Infrastructure Gap in Fragile Countries.” World Bank Blogs.

## AWARDS

Chazen Institute Faculty Research Grant (2024)  
Academy of Management Best Paper Proceedings, Strategic Management Division (2024)  
Digital Future Initiative Grant, Columbia Business School (2023)  
Top-Rated Accepted Proposal, SMS Annual Conference (2023)  
Best Conference PhD Paper Prize Finalist, SMS Annual Conference (2022)  
Top-Rated Accepted Proposal, SMS Annual Conference (2022)  
Dissertation Scholar, SMS Strategy Research Foundation (2022)  
Emerging Scholar Award, Pacific Telecommunications Council (2021)  
Best Paper in Emerging Economies Research Finalist, AIB Annual Meeting (2019)  
Doctoral Fellowship, Harvard Business School (2018–2023)  
White House Special Service Award (2017)  
North American Foundation, University of Cambridge (2015)  
Parry Dutton Student Fund, University of Cambridge (2015)  
Fox International Fellowship, Yale University (2014–2015)  
Studies in Grand Strategy Fellowship, Yale University (2013)  
Les Aspin Fellowship for Public Service, Yale University (2013)  
International Politics Summer Scholarship, University of Oxford (2012)  
McDonald Cadet Leadership Conference Student Fellow, West Point Academy (2012)

## PRESENTATIONS (\*CANCELLED)

**2024:** AOM Annual Conference; Cornell Emerging Markets Conference (Keynote Presentation); Columbia Management, Analytics, and Data Conference; Duke Strategy Conference; East Coast Doctoral Conference (Discussant); INSEAD Doriot Entrepreneurship Conference; MIT TIES Seminar; NYU Global Strategy Workshop; Smith Entrepreneurship Research; Strategy Junior Faculty Summer Camp; SMS Annual Conference; Strategy Science Conference; Temple Global Institute for AI and Business Analytics (Distinguished Speaker); Think Bigger Innovation Summit (Panel Moderator); Wharton's AI and Future of Work Conference

**2023:** CBS Meet Your Neighbor Lunch; Conference on Field Experiments in Strategy; CUNY Business and Economics; DRUID; Global Strategy and Emerging Markets Conference; HBS Digital, Data, & Design Institute Research Day; NYU Abu Dhabi\*; NYU-SMS Conference on the Benefits and Challenges of Open Source; NYU Tandon School of Engineering\*; OpenForum Academy Symposium; Oxford Saïd Business School\*; USC Marshall School of Business\*; SMS Annual Conference; Wharton/Columbia Management, Analytics, & Data Conference

**2022:** AOM Annual Conference; CCC Doctoral Conference; Columbia Business School; Cornell Emerging Markets Institute PhD Conference; Cornell SC Johnson College of Business; DRUID; HEC Montréal; HEC Paris; HBS Strategy Alumni Conference; HBS Strategy Unit Internal Faculty Seminar; IESE; INSEAD Doriot Entrepreneurship Conference; London Business School; NYU Stern School of Business; NUS Business School; Productivity Seminar; Rice Jones Graduate School of Business; SMS Annual Conference; Stockholm School of Economics; University of Toronto Rotman School of Management; Wharton/Columbia Management, Analytics, & Data Conference; Wharton Technology and Innovation Conference

**2021:** Academy of Management (AOM) Annual Conference; DRUID Conference; Open & User Innovation Conference; SMS Special Conference on “Governing Knowledge and Imagination in The Digital Era;” SMS Annual Conference; Strategy Science Conference; UN Internet Governance Forum

**2020:** The Boston Field Research Conference; HBS Digital Workshop; Innovation Growth Lab Winter Research Meeting; Strategic Management Society (SMS) Special Conference on “Designing the Future: Strategy, Technology, and Society in the 4th Industrial Revolution”\*

**2019:** Academy of International Business Annual Meeting; University of San Andres and Yale University Conference on “Perspectives on Poverty and Human Development”

INVITED CONSORTIA

Regional Disparities in AI Adoption Conference (July 2024)  
Bayesian Entrepreneurship Conference (March 2024)  
OECD Entrepreneurial Ecosystems Benchmarking Workshop (December 2023)  
Wharton Innovation Doctoral Symposium (March 2023)  
AOM Strategic Management Dissertation Consortium (August 2022)  
AOM Tech. & Innovation Management Doctoral Consortium (August 2022)  
EGOS PhD Workshop (July 2022)  
NBER Digitization Tutorial (March 2021, 2022)  
Smith Entrepreneurship Research Conference Doctoral Consortium (April 2021)  
Strategy Science Doctoral Workshop (April 2021)  
NBER Young Scholars Workshop on the Economics of AI (September 2020)  
AOM Doctoral Consortium in Entrepreneurship (August 2020)  
NBER Entrepreneurship Research Boot Camp (August 2020)  
PhD Workshop, Innovation Growth Lab (November 2020)

TEACHING

Strategy Formulation (Columbia Business School MBA), Instructor, 2024–Present

Scaling Strategically (Columbia Entrepreneurship & Competitiveness Program; Summer Startup Track; Alumni Virtual Accelerator; Startup Lab), Lead/Instructor, 2023–Present

Management of Technology: Strategies for the Digital Economy (Harvard Extension School Master’s course), Instructor, Fall 2021; Spring 2023  
*Average Student Rating: 4.9/5*

How to Plan Platform Strategy in a Global Digital Landscape (HBS Alumni Angels Association), Guest Lecturer, November 2020  
*Top Five Educational Webinar*

Strategy and Technology (HBS MBA Case Course), Teaching Fellow, Fall 2019  
*Average Student Rating: 4.8/5*

Program for Research in Markets & Organizations (HBS Undergrad Program), Guest Lecturer, Summers 2019–21

MEDIA MENTIONS

CBS Research In Brief. Breaking Down Walls: How Open Source Software Drives Entrepreneurial Activity. May 2024.  
HBS Working Knowledge. Open Source Software: The \$9 Trillion Resource Companies Take for Granted. March 2024.  
CBS Magazine. Fresh Frontiers in Entrepreneurship and Innovation. December 2023.  
GitHub. Open source creates value, but how do you measure it? January 20, 2022.  
GitHub. GitHub at the UN Internet Governance Forum. December 13, 2021.

World Bank Group. Mobilizing Technology for Development: An Assessment of World Bank Group Preparedness. April 7, 2021.  
MassChallenge. In New HBS Report: MassChallenge Judges Top Industry for Identifying High Potential Startups. March 17, 2021.  
CHAOSScast Blog. Managing Risks and Opportunities in Open Source. July 24, 2020.

SERVICE

Faculty Advisor for CBS Entrepreneurship and Competitiveness Program (2024–Present)  
Faculty Liaison for Management Predoctoral Program (2024–Present)  
Faculty Sponsor for CBS MBA Independent Study (2024)  
Columbia Business School Entrepreneurship Task Force (2023–2024)  
Columbia Business School PhD Review Committee Member (2023–2024)  
Columbia Business School Strategy Course Mapping Lead (2023–2024)  
Co-Organizer of the HBS Strategy Alumni Conference (2023–2024)  
Organizer of Academy of Management Symposium (2021, 2022, 2024)  
Co-Organizer of HBS Digital Doctoral Workshop (2018–2022)  
Program Rep. for Harvard Graduate Student Council (2018–2021)  
Student Advisory Board for HBS Digital Initiative (2018–2020)  
Alumni Interviewer for Yale College (2014–2022)

AD-HOC REVIEWING

Management Science  
Strategic Management Journal  
Organization Science  
Administrative Science Quarterly  
Academy of Management Perspectives  
Academy of International Business Annual Conference  
Research Council of KU Leuven

DOCTORAL ADVISING

Inara Tareque. Committee Member.

INDUSTRY POSITIONS

Senior Technology Consultant, World Bank Group  
Co-Founder and Board Member, Fork, Inc.  
Startup Fellow, Expert, & Mentor, MassChallenge  
Adviser, Opportunity@Work  
Board Member, IDCA  
Startup Mentor, StartEd Education and Tech Workforce Accelerator  
Event Speaker, PIP Consulting Group

SKILLS

Russian/English; Computing: STATA, Python, R, L<sup>A</sup>T<sub>E</sub>X, HTML, MS Office, Bloomberg Terminal; Certified Yoga Instructor