

## Natalie Jane Burford

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I study how platforms and ecosystems shape how firms compete, grow and create value in digital markets.

### ACADEMIC APPOINTMENTS

#### IESE Business School

Assistant Professor, Strategic Management

2023 - present

### EDUCATION

**PhD in Management**, INSEAD, Entrepreneurship Area, France, 2023.

*Essays on Inter-Organizational Interdependence Within Technological Systems.*

*Dissertation Committee: Andrew Shipilov (Chair), Henrich Greve, Nathan Furr, Feng Zhu (HBS).*

Master in Management Sciences, INSEAD, France, 2019.

**MSc in Finance and Economics**, London School of Economics and Political Science, UK, 2014.

**BA in Business Administration**, University of St. Gallen, Switzerland, 2013.

**BA in Economics**, University of St. Gallen, Switzerland, 2013.

Exchange Semester at the University of Queensland, Australia, 2012.

### RESEARCH INTERESTS

Ecosystems, Platforms, Technology Regulation, Strategy and Organisation, Technology and Innovation Management, Artificial Intelligence, Entrepreneurship, Data Strategy

### RESEARCH: PUBLICATIONS AND ONGOING PROJECTS

Burford, N., Shipilov, A., & Furr, N. (2022). "How Ecosystem Structure Affects Firm Performance in Response to a Negative Shock to Interdependencies." *Strategic Management Journal*, 43(1), 30-57.

Burford, N., Shipilov, A., & Furr, N. (2025). "Ecosystem Synergies As Drivers of Acquisitions." *Strategic Management Journal*, 46(13), 3218-3251.

"Platform Expansion Into Customer-Facing Activities." (Solo-Authored)

"Platform Mergers and Acquisitions." (w/ Jay Anand)

"How Ecosystem Structure Affects Platform Market Entry." (Solo-Authored)

"How Can a Platform-based Venture Jumpstart Network Effects? Experimental Evidence from the Creation of a Social Marketplace Start-up." (Solo-Authored)

"How Google and Apple Pay compete through decoupling." (w/ Milan Miric and Hakan Oezalp)

### MANAGERIAL PUBLICATIONS

Burford, N., Shipilov, A. & Furr, N. (2023). How GDPR Changed European Companies' Tech Stacks. *Harvard Business Review (Blog)*. <https://hbr.org/2023/02/how-gdpr-changed-european-companies-tech-stacks>

## ACADEMIC PRESENTATIONS AT CONFERENCES AND CONSORTIA

How Ecosystem Structure Affects Firm Performance in Response to a Negative Shock to Interdependencies.

- AoM Professional Development Workshop: “Studying Technology Without Patent Data? A PDW on the Promise and Perils of the Builtwith Database” with Bryan Stroube, Gary Dushnitsky, Maria Roche and Rem Koning (2023)
- SMS Annual Conference (2020)
- AoM Presenter Symposium: “Value Creation and Appropriation in Ecosystems: From Network Dynamics to Organizational Challenges” with Ron Adner, Rahul Kapoor, Michael Jacobides, Shiva Aggarwal, David Clough, Andrew Shipilov and Nathan Furr (2020)
- Wharton Technology & Innovation Conference (2020), paper presented by Andrew Shipilov
- Strategy Science Doctoral Consortium (2020)
- INSEAD-Wharton Doctoral Consortium (2019)
- Wharton Innovation Doctoral Symposium (2019)

Ecosystem Synergies As Drivers of Acquisitions

- European M&A Institute Online Seminar (2026)
- Antitrust Merger Roundtable at the Analysis Group (2025)
- AoM Professional Development Workshop: “Studying Technology Without Patent Data? Pushing the Frontiers using the Builtwith Database” with Bryan Stroube, Michael Impink, Maria Roche and Rem Koning (2024)
- Israel Strategy Conference (2022), finalist for best paper award
- R&D Management Conference (2022)
- Ghoshal Conference (2022), paper presented by Andrew Shipilov
- Network Evolution Conference (2021)
- SMS Annual Conference (2021)
- SMS Doctoral Workshop (2021)
- AoM Presenter Symposium: “Where do Ecosystems Come From? The Origins of Ecosystem Structure and Performance” with Sukhun Kang, Gary Dushnitsky, Dovev Lavie, Mary Tripsas and Feng Zhu (2021)
- IE Doctoral Consortium (2021)

How User Overlap Drives Platform Market Entry

- SMS Annual Conference (2021)

Platform Expansion Into Customer-Facing Activities

- SMS Annual Conference (2022)
- SEI Consortium (2022)
- Platform Workshop, Bocconi (2022)
- R&D Management Conference (2022)
- AoM Presenter Symposium: “Gaining Influence within Ecosystems and Platforms” with Qingqing Chen, Aija Leiponen, Carmelo Cennamo and Juan Santalo (2022)
- INSEAD Doriot Entrepreneurship Conference (2022)
- Consortium on Competitiveness and Cooperation (CCC Doctoral Student Conference 2022)
- East Coast Doctoral Consortium (2022)

Platform Mergers and Acquisitions

- Austin Technology and Entrepreneurship Conference (2026)

## Technology Regulation

- AOM Presenter Symposium: “Technology Regulation: How Firms Respond to the Regulation of Emerging Technologies” (2025) with Riitta Katila, Tobias Kretschmer, Carmelo Cennamo, Katia Meggiorin and Albert Roh

## Teaching PDWs

- AoM Professional Development Workshop (2025): “Teaching in the Age of AI” with Peter Zemsky, Bart Vanneste, Aija Leiponen, and Olav Sorenson
- AoM Professional Development Workshop (2025): “Efficiency and Innovation in Teaching: Perspectives from Expert Scholars in Strategy” with Denisa Mindruta, Pinar Ozcan, Olga Hawn, Tammy Madsen, Michelle Rogan and Konstantina Kiouisis
- AoM Professional Development Workshop (2026 – forthcoming): “Teaching in the Age of AI” with Anil Doshi, Dan Wang, Felipe Csaszar, Robert Seamans, Natalya Vinokurova

## INVITED SPEAKER PRESENTATIONS

- Discussant at AOM Presenter Symposium: “Platform Boundary Expansion and Strategic Actions” (2025)
- PhD Panel at EU-DPRN with Milan Miric, Joost Rietveld, Juan Maicas and Joe Ploog (2025)
- Panel at SMS Extension on “Platforms and Ecosystems” with Dragana Jovcic, Katia Meggiorin, Gabriele Santoro and Hakan Ozalp (2024)
- Online Panel for JMS Special Issue: “Advancing Strategic Leadership Research for Business Ecosystems: Charting a New Research Agenda” with Elizabeth Altman, Saeed Khanagha, Pinar Ozcan and Shaker Zahra (2024)
- The Wharton School, University of Pennsylvania, USA (2022)
- University College London (2022)
- Copenhagen Business School (2022)
- ESMT Berlin (2022)
- Rotterdam School of Management (2022)
- ESSEC Business School (2022)
- Cornell University (2022)
- Northeastern University (2022)
- Stockholm School of Economics (2022)
- ESCP Business School, virtual (2022)
- Warwick Business School, virtual (2022)
- Pfizer, medical affairs oncology department, on Data Strategy (2021)

## FELLOWSHIPS AND GRANTS

2024 – 2026 Marie Curie Postdoctoral Fellowship funded by the European Commission under the Horizon Europe Program (€150,000)

2021 SMS Doctoral Workshop Grant (€1000)

2021 INSEAD Research and Development Grant (€5000)

2020 – 2023 Rudolf and Valeria Maag Scholarship for Academic Excellence (€100,000)

2017 – 2020 INSEAD Full PhD Scholarship

## TEACHING

**Competitive Strategy**, MBA core course (2024 - present) – Instructor, IESE Business School  
**Analysis of Business Problems**, MBA core course (2025 - present) – Instructor, IESE Business School

**Competitive Strategy**, MiM core course (2024) – Instructor, IESE Business School  
**Research Design**, PhD core course (2024 – present) – Instructor, IESE Business School  
**Strategic Management**, PhD core course (2026) – Instructor, IESE Business School  
**Custom Program** (2026) – Instructor, IESE Business School

**Leading Digital Transformation and Innovation**, Executive Education programme (2020 - 2021) – Guest Lecturer, INSEAD (with Prof. Furr)

**Prices and Markets Tutorial**, MBA core (2020) – Instructor of Tutorials, INSEAD (with Prof. Van Zandt)

**New Business Ventures**, MBA elective (2021) – Teaching Assistant, INSEAD (with Prof. Piezunka)  
**Capstone**, live business case, MBA core (2019) – Teaching Assistant, INSEAD (with Prof. Luo)

## PROFESSIONAL EXPERIENCE

**Sharemytime** UG, Founder (2022 - present)

- Designed and developed a platform-based social marketplace (basis for ongoing research)

**Delivery Hero**, Berlin, Corporate Performance Analyst (2016-2017)

- Led cross-functional data and strategy projects coordinating across management, BI, and engineering teams

**Getsurance**, Berlin, Business Development Manager at InsurTech startup (2016)

- Drove growth experiments and product development (marketing analytics, conversion optimization, Scrum)

**Goldman Sachs**, London, macro research analyst, portfolio strategy team, Global Investment Research (2014)

- Conducted macro strategy research contributing to global asset allocation reports (GOAL, Strategy Matters, Europe Weekly Kickstart)

**McKinsey & Company**, Zurich, fellow intern in strategy consulting (2011)

- Contributed to retail banking strategy and reinsurance project

**BHF Bank**, Frankfurt, M&A intern (2011)

**SIMON&ME**, Frankfurt, early-stage startup involvement, eco-friendly fashion

**DHL**, remote, social media role

## SERVICE ACTIVITIES

- Teaching Committee Member of the Academy of Management's STR Division (2025 – present)
- Member of the Editorial Review Board at the Strategic Management Journal (2025 – present)
- Organiser of IESE Strategic Management Department's Research Seminar Series and internal brownbag series "The Research Club" (2024 – present)
- MBA Team and PhD Mentor (2024 – present)
- INSEAD Co-organizer of PhD brownbag series "EFE coffee hour" (2020-2022)
- Ad hoc reviewer at Organization Science, Strategic Entrepreneurship Journal, Research Policy, Journal of Management Studies and AoM and SMS annual conferences

## **ADDITIONAL INFORMATION**

Software skills: R, Java, SQL, STATA

Languages: German (native), English (native), French (basic conversations), Spanish (basic conversations), Latin (advanced)

Test Score: GMAT: 760 (99<sup>th</sup> percentile)

Nationality, Date of Birth: German and English, 08 June 1990