

Nina Teng

CONTACT INFORMATION

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EDUCATION

London Business School, PhD in Strategy & Entrepreneurship 2026

- Dissertation: *Essays on Symbolic Framing in Hiring and Resource Acquisition in Organizations*
- Committee: Olenka Kacperczyk (chair), Gary Dushnitsky, Francisco Brahm, Nataliya Langburd Wright

University of Oxford, PhD in Transport Studies 2025

Harvard University, MPA in International Development 2011

Columbia University, MA in Education Leadership 2005

University of Pennsylvania, BSE in Bioengineering, *cum laude* 2003

PUBLICATION

- [1] Singh, Jasjit, **Nina Teng**, and Serguei Netessine.* 2019. Philanthropic Campaigns and Customer Behavior: Field Experiments on an Online Taxi Booking Platform. *Management Science* 65(2): 913-932. [Link] (*denotes equal authorship)

- Nominated for Best Paper Award, SMS 2016 Annual Meeting
- Nominated for Carolyn Dexter Award, AOM 2016 Annual Meeting

UNDER REVIEW

- [2] **Teng, Nina**, Nataliya Langburd Wright, and Aleksandra (Olenka) Kacperczyk. Do Disruptive Startups Attract More Talent? Evidence from a Hiring Field Experiment in India

- *Revise & Resubmit (R&R)*, *Management Science*
- 2025 Advances with Field Experiments Conference, 2025 BAIC Conference, 2025 Wharton People & Organizations Conference (Plenary Session), AOM 2025 Annual Meeting

JOB MARKET PAPER

- [3] **Teng, Nina**. Symbolic Sorting in Hiring: A Field Experiment on Framing Equity Compensation

Abstract: Equity compensation in early-stage organizations is materially fragile: its value is opaque, illiquid, and often never realized. Yet employers routinely frame equity in symbolic terms—portraying it as “ownership,” “investment,” or a shared stake in an imagined future. This raises a puzzle: if the financial value of equity is so uncertain, why does its framing matter for how candidates interpret offers and decide whether to join? Put differently, how do symbolic framings of identical equity offers shape candidate self-selection, perceived opportunity, and imagined organizational membership at the point of hire? I argue that equity offers function not only as incentives but as symbolic artifacts that candidates interpret to co-construct meaning, belonging, and organizational alignment under uncertainty. To examine this process, I conduct a novel two-stage, closed reverse-audit field experiment embedded in the live recruitment of an early-stage climate-tech startup in India. In this design, 1,628 applicants were randomly assigned to receive identical equity offers framed as ownership, investment, or neutral language, allowing causal identification of framing effects in real hiring. Results show negligible average effects on compensation requests, but striking heterogeneity across applicants: early-career and lower-paid candidates raised compensation expectations under symbolic framings, whereas experienced and higher-paid candidates lowered theirs. I conceptualize these divergent responses as symbolic sorting—the process by which symbolic framings segment candidates into distinct interpretive orientations, shaping who envisions alignment with an organization’s imagined future and on what terms. The study advances theory by showing that equity functions not only as pay but as an interpretive contract, structuring orientations toward ownership, risk, and belonging before material outcomes are realized.

WORKING PAPERS	<p>[4] Brahm, Francisco, Xia Li, Claudio Rizzi, and Nina Teng.[*] Early Stage Climate Capital and Impact: Evidence from a Field Experiment in Climate Tech Investing (<i>*alphabetical order, denotes equal authorship</i>)</p> <p>[5] Teng, Nina and Michael G. Jacobides. Venture-Backed Platform Entrants and Incumbent Disruption: Evidence from the Southeast Asian Ride-Hailing Industry</p> <ul style="list-style-type: none"> • Finalist, Best PhD Paper Prize, SMS 2022 Annual Meeting • Designated as Best Paper for TIM, AOM 2022 Annual Meeting
RESEARCH IN PROGRESS	<p>[6] Teng, Nina and Binglu Wang. Turning Rejections into Gold: A Field Experiment on Communicating Near versus Far Misses in Angel Investing</p>
OTHER PUBLICATION	<p>[7] Teng, Nina with Saison Capital, XA Network, Carta. 2024. <i>The State of ESOPs in Asia: An Updated Report on the Intersection of Startup Equity and Human Capital</i></p>
AWARDS AND GRANTS	<p>Finalist, Best PhD Paper Prize, SMS 2022 Annual Meeting Will Mitchell (SRF) Dissertation Scholar Award, Strategic Management Society, 2021 Institute of Entrepreneurship & Private Capital Grants, 2019, 2021, 2024, £56,920</p>
TEACHING	<p>MIT Sloan School of Management, Cambridge, MA Lecturer, 15.390 Entrepreneurship 101: New Venture Creation Fall 2025–present</p>
PROFESSIONAL SERVICE	<p>Administrative Science Quarterly, Ad-hoc Reviewer</p>
INDUSTRY EXPERIENCE	<p>Martin Trust Center for MIT Entrepreneurship Entrepreneur in Residence Summer 2025–present</p> <p>Antler VC, London Visiting Venture Partner Fall 2024</p> <p>XA Angel Investment Network, Singapore Extended Leadership Team & Startup Review Committee Member 2021–2025</p> <p>Grab, Southeast Asia/Singapore Founding Vice President of Public Policy & Government Affairs 2013–2017 Founding Regional General Manager of GrabCar Founding Country Heads of Grab Thailand and Grab Vietnam Founding Regional Business Development Lead and Launcher</p> <p>Teach For America, Miami, FL Special Education (Autism) Teacher: Rookie Teacher of the Year Award 2003–2007</p>
REFERENCES	<p>Olenka Kacperczyk Professor of Strategy and Entrepreneurship, London Business School okacperczyk@london.edu</p> <p>Francisco Brahm Assistant Professor of Strategy and Entrepreneurship, London Business School fbrahm@london.edu</p> <p>Nataliya Langburd Wright Assistant Professor of Business, Columbia Business School nlwright@gsb.columbia.edu</p> <p>Gary Dushnitsky Deputy Dean & Professor of Strategy and Entrepreneurship, London Business School gdushnitsky@london.edu</p>