

Nataly Kelly



About

Nataly Kelly is a multi-time author and C-level executive whose passion is helping facilitate **global growth** and **international connectedness**. She loves helping companies tap into the true potential of their customers and employees from diverse geographic and linguistic backgrounds. Whether for domestic multiculturalism or international expansion purposes, she is passionate about helping people connect across perceived barriers of nationality, culture, and language.

Nataly has an academic background in languages, having served as a **Fulbright Scholar** in Ecuador, where she was a researcher in sociolinguistics. A court certified interpreter and translator for Spanish, Nataly worked in the language industry for many years, developing a cultural competence program for health care professionals. She also led development of a patented certification program for AT&T Language Line, and served as an advocate for individuals with limited English proficiency in the U.S.

After pivoting into technology, Nataly became an **executive at four high-growth tech companies**, most notably at HubSpot, a large American multi-national tech company, where she served for nearly 8

years as a VP in various functions: marketing, localization, international operations and strategy. She is currently the **Chief Marketing Officer** at Zappi, a consumer insights platform.

With only 25% of C-level positions at tech companies held by women today, Nataly is passionate about **breaking barriers for the next generation of women leaders**. She often speaks to tech companies, on everything from navigating through times of change, connecting local and global teams, and the unique challenges of balancing being both a breadwinner and a caregiver.

Nataly often infuses her writing and speaking with anecdotes from her own life, including her background growing up in rural America as the daughter of a factory worker and seamstress. With a strong urge to see the world since she was very little, but without the means to travel internationally, she explored the world through reading, writing, learning languages, and making friends from other countries.

Having survived an abduction at gunpoint, and having battled major health issues while parenting two young children and serving as an executive in high-stress, hyper-growth tech companies, Nataly often draws on her own **stories of survival** against obstacles to deliver inspirational talks to various groups.

After living for many years in both Ecuador (as a student) and Ireland (with her husband and two daughters), the **immigrant / expat experience** serves as a major source of inspiration for Nataly, in both her personal and professional spheres.

A longtime contributor for **Harvard Business Review**, has also published op-eds in the New York Times and Boston Globe. She is frequently cited in major media outlets including Forbes, BBC, CNN, MSNBC, Financial Times, National Public Radio, and numerous others.

Her latest book is *Brand Global, Adapt Local*. Her prior books include *Take Your Company Global* and *Found in Translation*.

Nataly is a part-time summer resident of Donegal, **Ireland**, and resides the rest of the year in the greater **Boston** area with her husband and two active school-aged daughters, for whom she is a proud Dance Mom on her nights and weekends.

Popular Talks

GLOBAL COLLABORATION & CULTURE

These talks help large multinational organizations break down silos, improve cross-border collaboration, and create more inclusive global cultures. Perfect for leadership teams at established global enterprises seeking to enhance connectivity, equity, and productivity across their international operations.

Born to Be Global: Cultivating Cross-Cultural Intelligence

In today's interconnected world, success depends on our ability to connect across cultures. As a former Fulbright Scholar in sociolinguistics and Spanish interpreter, Nataly explores how linguistic and cultural intelligence creates competitive advantages in business. Through interactive examples and personal stories from her work across diverse markets, she demonstrates how embracing geographic and linguistic diversity strengthens organizations. This talk equips leaders with practical tools to foster intercultural connectedness, overcome communication barriers, and build truly global teams that leverage diversity as a strategic asset.

The Language of Global Success: Breaking Barriers in International Business

Language shapes how we see the world and how we do business. In this engaging talk, Nataly draws on her background as a translator and international marketing executive to reveal how language influences consumer behavior and business relationships across cultures. She shares fascinating insights from her Harvard Business Review contributions and books on how linguistic nuances impact global brand perception. With practical examples from her work with major global tech companies, Nataly demonstrates how organizations can turn linguistic challenges into opportunities for deeper customer connections and market differentiation.

Building a GEO: How to Create a Globally Equitable Organization

The future belongs to organizations that embrace global equity. In this forward-thinking talk, Nataly introduces her pioneering concept of the "GEO" (Globally Equitable Organization) and provides a framework for transforming international businesses. Drawing from her extensive experience leading remote and distributed teams across continents, she addresses the challenges and opportunities of creating truly inclusive global workplaces. This talk offers practical strategies for developing leadership practices, organizational structures, and communication approaches that promote equity across geographic, linguistic, and cultural boundaries.

Beyond Headquarters: Creating a Geographically Equitable Employee Experience

As companies expand globally, they often struggle to provide consistent, inclusive experiences across locations. Drawing from her experience leading international teams and building global organizations, Nataly addresses the critical challenge of headquarter-centricity and offers practical strategies for creating truly equitable experiences across all office locations. She explores how to build organizational structures, communication practices, and cultural norms that prevent "second-class citizenship" for employees outside headquarters. This talk provides frameworks for auditing geographic equity, recognizing unconscious geographic bias, and

implementing systems that ensure equal access to opportunities, visibility, and resources regardless of location. Leaders leave with actionable approaches for fostering genuine inclusion across distributed teams, strengthening cross-location collaboration, and leveraging geographic diversity as a competitive advantage rather than a logistical challenge.

The Remote Advantage: Mastering Hybrid and Global Virtual Teams

With remote work experience dating back to 1996, Nataly brings pioneering insights to the challenges of managing distributed teams across time zones, cultures, and work arrangements. Drawing from decades of leading global remote teams before it became mainstream, she shares battle-tested strategies for creating high-performing hybrid and fully remote environments. This talk explores the unique dynamics of cross-cultural virtual collaboration, time zone management, digital communication tools, and building trust without physical presence. Nataly provides practical frameworks for designing inclusive hybrid meetings, maintaining team cohesion across distances, avoiding headquarter bias, and leveraging asynchronous workflows. Leaders gain a comprehensive playbook for turning geographic distribution from a logistical challenge into a strategic advantage, with specific techniques to ensure productivity, engagement, and seamless collaboration regardless of where employees are located.

GROWTH & EXPANSION STRATEGIES

These talks provide actionable frameworks for businesses looking to scale internationally or navigate growth transitions. Ideal for small to mid-sized companies planning global expansion, marketing teams developing international strategies, and organizations managing the challenges of rapid scaling.

The Global Edge: Building Brands Across Borders without Breaking

Does international growth sometimes feel like it will push your business beyond its breaking point? Drawing from her extensive experience at HubSpot and other global tech companies, Nataly reveals the practical strategies that helped grow international revenue from \$170M to \$1.7B. This talk combines compelling case studies with actionable frameworks for expanding any business across borders. Nataly shares the common pitfalls of international expansion and her proven plans for avoiding them, helping organizations identify their true global potential while respecting local market dynamics. Audiences leave with a clear roadmap for evaluating, entering, and thriving in new international markets.

The MARACA Model: Building a Global Business One Market at a Time

Successful international expansion requires a methodical approach tailored to each market's unique characteristics. In this strategic talk, Nataly introduces her proprietary MARACA Model - Market Availability (MA), Real-time Analytics (RA), and Customer Addressability (CA) - for systematic global growth. Drawing from her experience scaling HubSpot internationally and advising numerous businesses on global expansion, she provides a step-by-step framework for evaluating market readiness, leveraging data-driven insights, and identifying addressable customer segments in new regions. This practical, data-driven approach helps businesses prioritize international markets strategically, measure progress effectively, and connect with the right customers in each location, avoiding common pitfalls of international expansion while maximizing return on global investments.

From Local to Global: The Marketing Playbook for International Expansion

Successful global marketing requires both universal brand principles and local adaptability. In this data-driven talk, Nataly shares the marketing frameworks that drove international success at companies like HubSpot and Zappi. Drawing from her upcoming book "Brand Global, Adapt Local," she provides a practical playbook for scaling marketing efforts across borders. Audiences learn how to identify which brand elements should remain consistent globally and which should be adapted locally, how to structure international marketing teams, and how to measure success across diverse markets. This talk includes actionable templates and decision frameworks that marketers can implement immediately.

FUTURE-FOCUSED INSIGHTS & TECH LEADERSHIP

These forward-looking talks help organizations prepare for the next wave of global business transformation and leverage technology for competitive advantage. Ideal for innovation teams, technology conferences, marketing departments at tech companies, and leadership groups planning long-term strategy in an increasingly connected world.

AI Across Borders: The Future of Global Communication

As AI transforms how we communicate, its impact on international business is profound. Nataly explores the intersection of artificial intelligence, language, and culture, drawing on her unique perspective as both a tech executive and language expert. She examines how AI is breaking down language barriers while creating new challenges for global brands. With examples from her work with cutting-edge tech companies, Nataly provides insights into how organizations can harness AI tools to enhance cross-cultural communication while maintaining authentic human connections. This talk offers a balanced view of both the potential and limitations of AI in global business contexts.

From Start-Up to Scale-Up: Building Tech Companies That Last

The journey from promising startup to established tech company is fraught with predictable yet often overlooked communication and operational challenges. Drawing from her experience at HubSpot during its explosive growth phase, Nataly reveals the critical infrastructure needed for tech companies to successfully scale beyond 500 employees. She identifies the warning signs of organizational breakdown specific to tech environments, the common patterns that emerge as digital-native companies grow, and the specific strategies that helped HubSpot scale from \$170M to \$1.7B while maintaining its innovative culture. This talk provides tech leaders with practical frameworks for evolving decision-making processes, cross-functional collaboration, and knowledge management as digital organizations expand across products, markets, and geographies.

The B2B/B2C Marketing Convergence: Winning Complex Buyer Committees

Today's B2B tech buyers expect B2C-like experiences while navigating increasingly complex purchasing processes. Drawing from her CMO experience at prior companies, Nataly reveals strategies for bridging the best of consumer and business marketing to influence diverse stakeholder groups. She explains how to map and influence buying committees, craft messaging that resonates with different decision-makers, and build consensus-driving content strategies. This talk helps marketing teams at growing tech companies develop sophisticated yet human-centered approaches that acknowledge the emotional and rational drivers of B2B decisions, providing frameworks for creating campaigns that connect with technical evaluators, financial gatekeepers, and executive sponsors alike.

Women in Global Tech: Breaking Barriers and Building the Future

As a female executive in the male-dominated tech industry, Nataly delivers an inspiring message about navigating both gender and geographic barriers to success. She shares her personal journey and the strategies that helped her thrive in international tech environments, offering both practical advice and motivational insights for women pursuing tech careers. Drawing on research and personal experience, she addresses the specific challenges women face in global technology contexts while highlighting the unique perspectives women bring to tech innovation. This empowering talk inspires female tech professionals to pursue ambitious career paths while offering organizations actionable insights for nurturing diverse talent and creating more inclusive tech workplaces where women can lead and excel.

Work-Life Integration: Navigating Challenges While Building a Global Career

Behind many successful careers lie untold personal struggles. In this candid and powerful talk, Nataly shares her experience as a woman in tech who faced significant barriers: from her upbringing in a rural farming community as a factory worker's daughter, to being abducted at gunpoint, to facing significant health challenges that complicated her path to motherhood and her career goals, all while building an impressive professional resume. She reveals the reality of what she endured in her personal life while achieving career milestones, offering a rare glimpse into the unseen difficulties many professionals face. Drawing from her own journey of resilience, Nataly provides practical strategies for integrating work and life priorities, setting boundaries, making tough choices, and finding support systems. This deeply human talk helps audiences recognize they're not alone in their struggles while offering both emotional support and tactical approaches to navigating the complex intersection of professional ambition and personal fulfillment.

PERSONAL RESILIENCE & DEVELOPMENT

These talks inspire individuals at all levels to unlock their full potential, overcome challenges, and find greater meaning in their professional lives. Ideal for association conferences, corporate retreats, and organizations seeking to motivate and empower their people.

Lessons from Surviving Abduction and Transforming Trauma into Strength

After being abducted at gunpoint, Nataly faced her mortality in ways few ever experience. In this powerful and deeply personal talk, she shares her harrowing story and the profound insights it revealed about human resilience, communication under extreme pressure, and finding strength in vulnerability. Drawing parallels between crisis situations and business challenges, Nataly explores how the survival skills she developed—maintaining clarity amidst chaos, building rapport with captors through cross-cultural understanding, and focusing on what you can control—apply to professional and personal obstacles. This transformative talk offers audiences a unique perspective on overcoming fear, processing trauma, and emerging with greater purpose and appreciation for life's fragility and beauty.

Find Meaningful Work: Aligning Your Purpose with Global Impact

Younger generations increasingly seek meaning beyond a paycheck. In fact, all of us do, and are opening our eyes to the fact that it's possible. Nataly shares her journey from interpreter to global tech executive, revealing how she aligned her passion for languages and cultures with meaningful career opportunities. Drawing from her experiences across diverse industries and roles, she provides a framework for identifying work that combines

personal fulfillment with positive global impact. This talk explores how cross-cultural awareness enhances career satisfaction, ways to leverage unique skills in international contexts, and strategies for building a career path that transcends borders while serving a deeper purpose. Audiences leave with practical tools for evaluating their own skills, values, and opportunities to find or create truly meaningful work in our interconnected world.

Rebrand Yourself: Think Like a Marketer to Change How Others Perceive You

Most professionals focus on external marketing while overlooking the importance of how they're perceived within their own organization. In this transformative talk, Nataly applies her marketing expertise to the challenge of internal positioning, teaching audiences how to strategically "rebrand" themselves, their teams, or their functions for greater organizational impact. Drawing from her CMO experience and work with global brands, she reveals practical techniques for understanding your internal audience, communicating your unique value, and shifting entrenched perceptions. Participants learn how to conduct an internal brand audit, craft a compelling internal narrative, and execute a targeted "campaign" to change how colleagues and leadership perceive their contributions. This talk equips professionals at all levels with the tools to increase their influence, secure resources, and advance their careers by managing their internal brand as strategically as marketers manage external ones.

Personal Brand, Global Impact: Building Your International Presence

In an increasingly connected world, professionals need to think globally about their personal brand. Drawing from her own journey from interpreter to international tech executive and author, Nataly shares strategies for building a personal brand that transcends borders. She provides practical guidance on leveraging digital platforms, multilingual content, and cross-cultural networking to expand professional influence internationally. This talk is ideal for leaders looking to increase their global visibility and impact, with actionable advice on communicating your value proposition across cultures and positioning yourself as a global thought leader.

Clients

Past speaking engagements.

Representative selection of organizations where Nataly has delivered keynotes, talks and workshops.



Clips

Click on the links below.

- [Experts of Experience](#) (Interview) 2025
- [Powerhouse CMOs on Global Branding](#) (Interview) 2025
- [The Agile Brand](#) (Interview) 2025
- [CMO Summit Boston](#) (Full Talk) 2025
- [Pavillion](#) (Clip) 2025
- [ADWEEK House New Orleans](#) (Clip) 2025
- [Humans of MarTech](#) (Interview) 2024
- [Take Your Company Global](#) (Clip) 2023
- [HARVARD BUSINESS REVIEW](#) (Full Webinar - Audio Only) 2022
- [GOOGLE Mountain View](#) (Full Talk) 2013
- [GOOGLE Boston](#) (Full Talk) 2014

Rates

Varying by customization and travel requirements.

Rates start at US\$1,000 and vary depending on delivery format, customization, and goals of the contracting organization.

An off-the-shelf talk with minimal customization falls at the starting rate, to higher levels for a customized in-person keynote or workshop requiring travel.

Fees may be discounted or waived for educational institutions, minority-owned businesses, non-profits, mission-driven businesses and non-US tech-based companies.

Contact

Get in touch for more information.

www.borntobeglobal.com

natalyekelly@gmail.com

+1-617-869-1823

Nataly's home airport is Boston Logan.

She is a part-time summer resident of Ireland.