

# STEPHEN FUNG

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## SUMMARY

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Business Operations leader with 15+ years in B2B SaaS and fintech, building operating cadence, pricing and unit economics, and cross-functional execution systems that deliver measurable growth and margin impact. At Shippo, run GTM planning and executive operating rhythm, scale platform partnerships and integrations, and lead carrier rate integrity and variance programs, including \$5M+ revenue leakage prevention and large-scale USPS rate change readiness.

### Core Skills

- Business Operations Leadership | Annual Planning (AOP), OKRs, QBRs | Executive and Board Reporting
- Pricing, Packaging, and Monetization | Unit Economics | Forecasting and KPI Design
- Partner Ecosystems and Integrations | Channel GTM | Attribution, Lead Routing, Incentives
- Carrier Operations | Billing and Rate Integrity | Variance Detection, RCA, Disputes | SOPs and Operating Playbooks

## PROFESSIONAL EXPERIENCE

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### Shippo (B2B SaaS Shipping Platform)

Head of Business Operations

New York, NY

2022 - Present

#### Business Operations and Executive Operating Rhythm

- Own annual planning and quarterly OKRs across GTM and Business Ops, translating strategy into execution plans with clear owners, timelines, and KPI reporting across Product, Engineering, Finance, and Partnerships.
- Build executive-ready narratives and dashboards that clarify tradeoffs across growth, margin, and operational risk, improving decision speed and cross-team accountability.
- Lead and coach a team of 3 across revenue strategy and partner ops, driving prioritization, stakeholder alignment, and measurable delivery.

#### Platform Partnerships and Integrations (known internally as 'XMS')

- Lead execution for priority platform integrations and partner referral motions, aligning BD, Product, Engineering, RevOps, and Marketing on launch plans, readiness criteria, and post-launch adoption goals, supporting a ~\$20M ARR partner-sourced motion.
- Built the partner growth "plumbing" end-to-end (lead routing, attribution, incentive tracking, OAuth funnel measurement), enabling ROI-based prioritization and cleaner reporting to leadership.
- Focused partner GTM commitments to a short list of high-impact plays per partner, improving launch quality and reducing delivery risk across concurrent integrations.

#### Carrier Rate Integrity and Variance Management

- Built and led the operating system to identify, root-cause, and recover carrier billing and rate variances (quote vs charge), preventing or recovering \$5M in revenue leakage exposure.
- Standardized investigation and resolution paths (rate cards, service mapping, rounding and weight breaks, surcharges, contract/account setup) to reduce repeat incidents and speed containment and improving time-to-resolution by 50%.
- Led USPS rate-change readiness and post-launch monitoring (QA plans, future-dated testing, escalation paths), improving early detection and reducing financial and customer impact.

### Airwallex (\$6B+ Global Fintech Platform)

Senior Strategy & Operations Manager

San Francisco, CA

2019 - 2022

- Built early US operating model across sales strategy, onboarding, and planning; managed a team of 3 and partnered closely with Product, Legal, Risk, and Sales leadership.
- Led US market entry initiatives including licensing and compliance operating requirements; drove cross-functional vendor and process setup.
- Built enterprise GTM motion and reduced onboarding time by 30% through CRM workflows and post-sales process redesign.
- Joined as employee #3 in the US; helped scale the team to 50+ while global headcount grew from ~300 to 1,200+ and revenue grew ~15x.

**Uber Technologies, Inc.****San Francisco, CA***Corporate Finance Lead*

2017 - 2019

- Managed and mentored 2 analysts owning KPI reporting, forecasting, and investor materials; supported IPO S-1 metric preparation with CFO and IR.
- Built forecasting models across product P&Ls, volume, and OpEx; improved budgeting cadence and planning rigor across Marketing, R&D, and headcount.

**Warner Bros. Discovery (DC Entertainment)****Burbank, CA***Business Planning & Strategy Manager*

2016 - 2017

- Managed 1 direct report; led franchise analytics and product forecasting.
- Revived a legacy franchise to profitability within 6 months via roadmap and channel strategy updates; improved collectibles margins by 15%.

**Infosys Limited****New York, NY***Management Consultant, Financial Services Group*

2012 - 2016

- Led a team of 3 to execute a \$10M accounting systems transformation project for a top-tier global bank, including full-cycle PMO, change management, and testing.
- Delivered business cases and process reengineering for credit risk and KYC operations, reducing onboarding time by 40%.

**Virtusa Corporation****New York, NY***Business Analyst II, Strategy & Operations*

2011 - 2012

- Business analysis and KPI reporting for financial services transformation programs.

**EDUCATION**

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MBA, UC Berkeley Haas School of Business (GMAT 740)

2018 - 2020

B.Sc. Finance &amp; Accounting, NYU Stern School of Business

2007 - 2010

**TOOLS & SYSTEMS**

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Salesforce | Looker | SQL | JIRA | Confluence | Notion | Excel | Google Sheets | Airtable | IBM Planning & Analytics AI (workflows): LLM-assisted analysis and documentation (ChatGPT, Claude, Clay and similar)