

# Operating systems, built to scale.

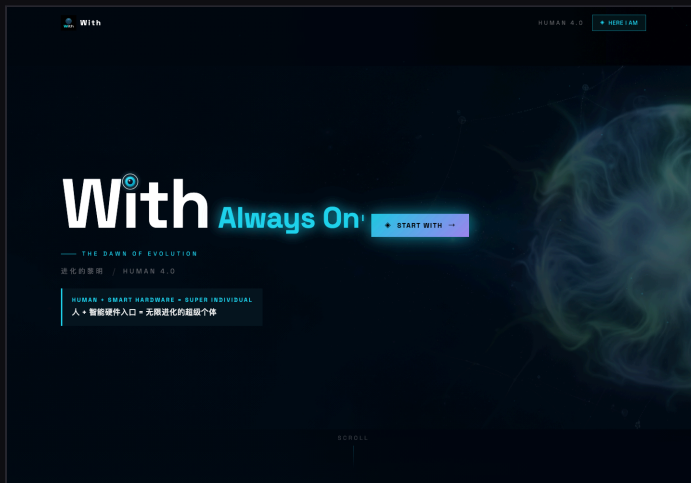
从真实经营出发——先把系统搭出来，再把它规模化。

Strategy & Operations Lead · SEA & ANZ · OpenAI

## Kevin Zhu 朱盼恒

Senior Operations Director, DTC Business Unit · Zhongqi Group (300.cn)

kiven1026@gmail.com · +86 186 1164 4812 · linkedin.com/in/kevin-k-8830607b



WITH · personal context product — AWS/Ultra Maker awarded · MUSE · AWS China hackathon champion · AGENT LINE · 60 designers, ~480 sites/month

HOW I RUN

Take the mandate. Build the system. Scale it.

Every chapter of my career is the same motion at a bigger scale — the motion this role asks for: translate a high-level goal into an operating system that survives without heroics.

|                                                                                                               |                                                                                                                 |                                                                                                                         |                                                                                                                        |                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <div>01</div> <div>Mandate</div> <div>Ambiguous, fast-scaling goal from the top — no playbook attached.</div> | <div>02</div> <div>Operating model</div> <div>Positioning, org design, price ladders, service boundaries.</div> | <div>03</div> <div>Execution system</div> <div>Delivery SOPs, KPI &amp; reporting frameworks, operating cadences.</div> | <div>04</div> <div>AI leverage</div> <div>Agent labor where work is repeatable; people where judgment is scarce.</div> | <div>05</div> <div>Scale &amp; renew</div> <div>New markets and channels on the same rails; renewal loops close the system.</div> |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|

WHAT I'VE RUN

- A DTC business unit, 0→1 — P&L owner, reports to Group CEO
- A 200+ person cross-functional organization: product, sales, delivery, customer success
- An ads business across 5 channels and 3 continents: Google, Yandex, Meta, TikTok, Bing
- Products that had to be sold, delivered and renewed — not just shipped

WHAT I BELIEVE ABOUT OPERATIONS

- Strategy is a rumor until it has an org, a cadence and a dashboard.
- Scalability is a service-design problem: boundaries, SOPs, price ladders.
- AI gives operations 10x leverage — if you redesign the division of labor first.
- Renewal rate is the most honest KPI in any services business.

WHY OPENAI · SEA & ANZ

OpenAI is scaling a regional operating model across APAC. That is precisely the work I've done for the last three years — minus the frontier. I bring the operating discipline, the multi-market expansion record, and an operator's fluency in AI that comes from shipping agent systems in production, not from reading about them.

## CASE 01 · BUSINESS UNIT 0→1

# DTC Business Unit: a region built inside a company

Given a blank page by the Group CEO — stand up a cross-border DTC business for the group — I ran it exactly the way a market entry is run: insight first, then operating model, then execution rails.

**¥240M**

Revenue in the unit's first three quarters

**1,000+**

Paying customers within 6 months of launch

**45→90%**

Renewal rate — the system's proof, not a sales push

## THE MANDATE

The group had product, sales and service muscle — but no cross-border DTC business. No playbook existed: which clients, which offer, what the org looks like, what "good delivery" means, what keeps clients past month one.

## WHAT I BUILT

- Market insight → product positioning → org modeling → P&L decomposition, end to end
- Commodity design with price ladders and explicit service boundaries
- Delivery SOPs and an operating cadence connecting sales, delivery and CS
- Renewal loop: usage reviews, risk flags, save plays — renewal 45% → 90%

## HOW IT'S GOVERNED

- One P&L, decomposed to pod level; margin tracked by product line
- Weekly ops cadence: pipeline, delivery risk, renewal forecast
- AI leverage inside the unit: agent production line for site delivery (Case 04)
- Team structure rebuilt as pods — flat, AI-native, accountable to numbers

## MY ROLE

Senior Operations Director — the unit's accountable operator. Reports to the Group CEO; orchestrate a 200+ person cross-functional organization.

## OPERATING PRINCIPLE

A new market fails on quiet gaps — nobody owns the renewal call, nobody sees delivery risk until it's late. So the first system I build is always the accountability map: who owns which number, reviewed on which cadence, with which escalation.

## CASE 02 · MARKET ENTRY

# Omnichannel ads: five channels, one operating system

Led the group's advertising business as the Google (China) reseller agency team leader — then expanded it into four more channels, each with its own commercialization model and delivery org. Expansion as repeatable method, not adventure.

**5**

Channels operated: Google, Yandex, Meta, TikTok, Bing

**2**

Yandex awards: China B2B Agency Growth · Global Quality Partner

**0→1**

Commercialization + delivery org built per new channel

## THE EXPANSION PATTERN

- Size the market before the MoU: demand, price bands, service gaps
- Package the offer for that channel's economics — never copy-paste Google pricing
- Stand up delivery capability and SLA before the first invoice
- Prove on lighthouse clients, then industrialize the playbook

## WHY THIS MAPS TO REGIONAL EXPANSION

- New channel ≈ new market: local dynamics, regulation, pricing logic
- Operational readiness before growth — my launches ship with SOPs attached
- Multi-market fluency: the channels SEA & ANZ advertisers actually live on
- Recognition earned on execution: Yandex growth + quality awards, China region

## OPERATING PRINCIPLE

Enter a market with the operating system, not just the contract. The deal is the easy 5%; commercialization design and delivery readiness are the 95% that decide whether year two exists.

CASE 03 · DELIVERY SYSTEM

# Marketing Cloud: fulfillment rebuilt to 85%

Inherited an AI content-marketing product with a broken promise: contracts sold, fulfillment lagging. Rebuilt the delivery system — and made AI content quality an operating discipline instead of a gamble.

85%

Fulfillment / delivery compliance rate, within ~2 months

27 / ¥1.06M

Clients signed and revenue in launch month (avg. deal ¥39k)

3-on-1

Service model: strategist + AI content ops + account owner

WHAT WAS BROKEN

- AI-generated SEO & social content shipped without a quality bar
- Every account was a bespoke negotiation — no repeatable service design
- Compliance with contract terms was failing faster than sales could sell

THE REBUILD

- Keyword co-creation with clients — quality starts at the input, not the output
- Human confirmation gate on every AI content batch before it ships
- Standard SOP + 3-on-1 service model, priced and packaged in advance

WHAT IT PROVES

- AI content can be industrialized: inputs, gates, SOPs, roles
- Fulfillment is the growth constraint — fix it and launch-month sales hold
- Service boundaries defined up front are what make renewals possible
- The same design now runs inside the DTC unit's delivery rails

MY ROLE

Led product rebuild, delivery mechanism design and go-to-market. This is the case I reach for when someone says AI quality can't be systematized.

OPERATING PRINCIPLE

Humans set the standard, AI does the volume. A delivery system that can't say what "good" looks like will drown in its own throughput.

## CASE 04 · AGENT PRODUCTION LINE

# The agent line: human taste, agent labor

Site delivery was the unit's biggest cost line and its biggest quality risk. My answer was not "add AI tools" — it was to redesign the division of labor, then build the machine that enforces it.

10,000+

Design components structured into model-readable production assets

60 / 480

Designers covered · sites delivered per month on the line

50%+

Delivery efficiency gain after the line went live



The production line's confirmation interface — humans own taste and sign-off; agents own matching and assembly.

## THE DESIGN

- People own planning, taste and confirmation; agents own component matching and build
- Component library structured so models can choose, not just render
- Hard human gates at the two points where taste decides quality

## WHY IT MATTERS TO OPENAI

- This is "building scalable operating systems" in 2026 grammar
- Live at ~480 sites/month — production, not a pilot
- Same pattern now spreading through the unit's other workflows

## CASE 05 · SHIPPED PRODUCTS

# Products I shipped solo, with AI as the crew

Beyond company walls I build and launch AI products end to end — problem definition, UX, model routing, packaging. It keeps my operator instincts honest about what AI can and cannot do yet.

100X.PICS — BRAND DNA → AD CREATIVE

Parses a brand's style and selling points, recommends scenes and platforms, generates and evaluates multi-size ad sets. "Understand → generate → recommend" as the product spine; free trial → free tier → Pro packaging designed from day one.

DTCVIDEO / DTCHUB.STUDIO — LINK → UGC VIDEO

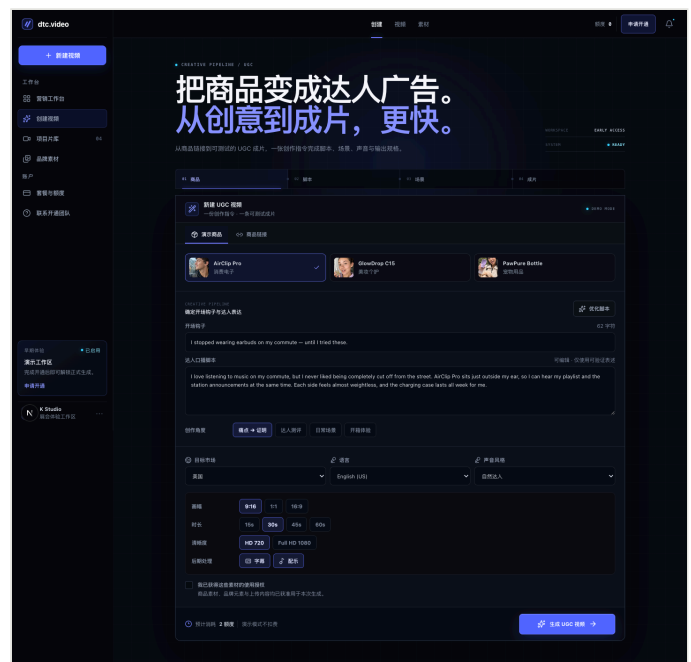
Product link → brand context & assets → market & language → 15–60s UGC videos with unified cast, voice, subtitles, specs. Credit-based packaging for testing vs. scale production.



100X.PICS · brand-DNA ad creative — understand / generate / recommend

WHY THESE TWO

- Both are operator's tools for cross-border brands — my clients' world
- Both commercialized, not demos: pricing, packaging, delivery designed
- Built with ChatGPT, Codex, Claude and Manus — daily fluency, not literacy



DTCVIDEO · product link → UGC video across markets &amp; languages

CASE 06 · HACKATHON RECORD

# Four hackathons, four finishes — including Singapore

In 2026 I entered hackathons on purpose: the fastest way to keep an operator's judgment calibrated with the frontier. Three of the four finishes are products still in my daily rotation.

4

Hackathons entered in 2026 — four finishes



UCWS Global Hackathon, Singapore — Skill Track 2nd (DoneGraph)

AWS

AWS China Summit hackathon — Champion (Muse)

THE RECORD

- **AWS China Summit — Champion.** Muse: inspiration capture & creation engine for knowledge workers.
- **UCWS Global Hackathon, Singapore — Skill Track 2nd.** DoneGraph: the growth log of AI-assisted work; progress, decisions, evidence, continuity.
- **Ultra Maker — 2nd + Most Commercial Value.** With: personal memory & self-insight; built end-to-end with Manus, roadshow deck included.
- **BotLearn SkillHunt — Top 1.** MiniLaunch: product-launch agent skill for indie builders.

WHAT THE JUDGES COULDN'T SEE

- Each entry is the same operator's question: how should humans and agents divide the work?
- With was built with Manus before I applied to work near it — I test what I bet on
- Singapore is already my track record's stage, not a plan

WHY THIS MATTERS FOR AN S&O ROLE

Regional operations at OpenAI means making judgment calls about technology that changes monthly. Calibration requires contact — shipping, breaking, rebuilding. This record is my proof of contact.

## CASE 07 · KEVINVAULT

# KevinVault: an operating system for one person's context

The same obsession at n=1: I run my own work the way I run a business unit — archives, filters, signal layers, and a contract for how AI may use them.

## THE SYSTEM

- Local Obsidian structure: raw archive → topic cognition → personal judgment → context packs
- Every claim traceable to a source; human-edit zone and machine zone strictly separated
- AI agents pull packs before acting — less re-briefing, fewer hallucinated assumptions

## WHY AN S&amp;O TEAM SHOULD CARE

- It is a working prototype of "context as infrastructure" — the hardest part of agent deployment
- Same pattern at org scale: decision memory, escalation rules, machine/human boundaries
- Written up and shared with the community; runs daily on my own machine

## OPERATING PRINCIPLE

Teams don't fail from lack of intelligence; they fail from lack of available context. Build the memory layer first, and every agent — or every new hire — ramps in days, not months.

## CLOSING

# What I'd bring to SEA & ANZ

A three-part offer — the operator's craft this role names, an AI-native edge nobody else in the stack brings, and full commitment to the region.

## 1 · THE OPERATING CRAFT

- 0→1 unit build with P&L accountability: ¥240M in three quarters
- Operating systems that survived scale: SOPs, KPI frameworks, cadences, renewal loops
- Multi-market expansion method proven on five ad channels and two regions' award juries

## 2 · THE AI-NATIVE EDGE

- Agent production lines in daily delivery — 50%+ efficiency, 480 sites/month
- Shipped AI products and four hackathon finishes, Singapore included
- Context engineering in practice (KevinVault) — transferable to org-scale operations

## 3 · THE COMMITMENT

I am ready to relocate to Singapore and commit to SEA & ANZ for the long run. My first-year focus, if given the mandate: (1) one shared operating cadence and KPI spine across the region's markets; (2) delivery-ready playbooks for every active market — no expansion waits on operational readiness; (3) an agent leverage layer for the regional team, so the operating system scales with headcount discipline, not headcount addiction.

## VERIFY IT YOURSELF

- [me.superk.ai](#) — personal site & history
- [100x.pics](#) · [dtchub.studio](#) — shipped products
- [me.superk.ai/portfolio.html](#) — past case book

## CONTACT

**Kevin Zhu 朱盼恒**  
[kiven1026@gmail.com](mailto:kiven1026@gmail.com)  
+86 186 1164 4812  
[linkedin.com/in/kevin-k-8830607b](https://linkedin.com/in/kevin-k-8830607b)