

Pung Zi Bing

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EDUCATION

National University of Singapore (NUS Business School)

Singapore

Doctor of Philosophy in Management and Organisation

2026 – 2030 (estimated)

- Research Interests: Employee sensemaking, trust, psychological contract and motivation
- Scholarships: [NUS President's Graduate Fellowship \(PGF\)](#) and [NUS Research Incentive Award](#)

Harvard University (Graduate School of Arts and Sciences)

Massachusetts, United States of America

Master of Arts, Regional Studies- East Asia

2017 – 2018

- Completed 2-year graduate degree and thesis in 9 months. Thesis analysed Singaporeans' sentiments toward China, United States and Singapore relations, anchoring upon social psychology theories.

New York University (Stern School of Business)

New York, United States of America

Bachelor of Science, Finance

2014 – 2017

- Honours and Awards: Completed 4-year undergraduate finance degree with honours in 3 years. Inducted into honor societies (Beta Alpha Psi and Beta Gamma Sigma). Awarded [NYU Founders' Day Award](#) in 2017, as a University Honors Scholar.
- Scholarships: Recipient of the [Defence Merit Scholarship \(1 of 7 recipients\)](#) from the Singapore Government, which provided full sponsorship of undergraduate and graduate studies overseas.

PROFESSIONAL EXPERIENCE

TikTok | ByteDance

Content Policy, TikTokShop Southeast Asia (TTS-SEA) Governance & Experience

May 2024 – June 2025

- Led the overhaul and go-to-market of 6 core content quality policies related to the interactivity and authenticity of content. Developed and launched TTS-SEA's first tiered content quality framework to govern the interactivity and authenticity of e-commerce livestreams and videos. Localised to SEA user preferences while balancing e-commerce business objectives with the platform's global content quality expectations, achieving significant improvements in content traffic efficiency for revenue (eg. Thailand improved by +18% Gross Merchandise Value (GMV) per 1000 views of content).
- Achieved >90% automated at-scale moderation with significantly improved precision (overkill reduction from 10% to <1%) through new and optimised AI/ML models and the re-training of human moderation teams across SEA.

Ministry of Defence (MINDEF)

June 2018 – May 2024

- **Joint Manpower Department**: Led analytics on medium and long-term workforce trends, designed HR dashboards (Power BI) and proposed manpower policy strategies to enhance recruitment and reduce attrition across all four services of the Singapore Armed Forces (SAF).
- **MINDEF Transformation Office**: Established the ministry's first transformation office and led the organisational development portfolio. Launched the inaugural MINDEF transformation seminar for senior leaders, and the transformation office's signature change management programme for 150+ senior leaders over 8 course runs.
- **Defence Policy Office**: Strategised defence partnerships with the US amid COVID; developed talking points and conducted senior leadership's engagements with senior US defence officials.
- **Defence Finance Organisation**: Managed the long-term planning of the defence budget and optimal sizing of MINDEF and SAF's manpower through comparative analyses and data modelling.

TEACHING EXPERIENCE

Raffles Girls' School (Secondary)

January 2026 – July 2026

- Curriculum & Pedagogy: Returned to alma mater to teach English Language to 4 classes (132 students, 14-15 years old), with a focus on critical thinking and writing. Achieved strong student evaluation outcomes, with ratings in all pedagogical domains exceeding the average cohort score, particularly in the domains of applying differentiated strategies (3.51 vs 3.38), encouraging metacognitive activities (3.51 vs 3.45) and supporting cognitive and affective needs (3.54 vs 3.45).
- Assessment & Evaluation: Developed marking schemes for assigned assessment questions. Consistently received in-fit scores between 0.9-1.1 (indicating near-perfect consistency) during comparative judgement and benchmarking of the cohort's scripts.

POLICY & RESEARCH OUTPUT / EXECUTIVE COMMUNICATIONS

- **Policy Papers**: Authored papers on workforce trends across four services of the SAF (2023-2024) and long-term defence budget projections (2018-2019) tabled to MINDEF/SAF senior management
- **Practitioner Framework & Handbook**: Authored strategic handbook for MINDEF/SAF middle and senior management on navigating transformation, change management and leadership development (2022)
- **Executive Communications**: Synthesised strategic deliberations and policy decisions while administering decision-making forums for the Defence Management Group (chaired by then-Deputy Secretary (Administration) (2019)) and Joint Services Committee (Human Resources) (chaired by Chief of Defence Force (2023-2024)). Speechwriter for then-Permanent Secretary (Defence)'s keynote address at MINDEF's inaugural transformation seminar, articulating overarching vision and organisational transformation priorities (2021).

OTHER SKILLS AND INVOLVEMENT

- Courses and Certifications: Introduction to Python Programming – Certificate of Distinction (Hackwagon Academy - 2021), Professional Certificate in Data Analytics and Data Visualisation (NUS –2023-2024)
- Volunteer: CARES-JB and Paws of JB volunteer (Malaysia, 2025), Youth for Causes mentor (2024), full-time COVID contact-tracing as part of voluntary deployment to Ministry of Health's Health Surveillance Taskforce (2021), Youth Corps' Service-Learning and Expedition Project (Indonesia, 2019)
- Languages: English (fluent), Mandarin Chinese (fluent, HSK Level 6), French (DELF-B2), Bahasa Indonesian (beginner)

Updated: July 2026