

Destiny Best

Director, Enterprise Strategy & Operations

Executive Governance • Operating Models • Enterprise Execution

Vacaville, CA • 503-438-0781 • destinybestpro@gmail.com • [linkedin.com/in/destinybest](https://www.linkedin.com/in/destinybest)

Designing operating systems that turn strategy into execution.

EXECUTIVE PORTFOLIO: [DESTINYBEST.COM](https://www.destinybest.com)

Strategy & Operations leader with a track record of designing enterprise operating models, governance frameworks, and portfolio management practices across **\$300M+ technology portfolios** and complex organizations, partnering across Product, Engineering, Finance, UX, Marketing, GTM, and executive leadership to improve *planning, investment prioritization, organizational alignment, decision quality, and execution predictability*.

- Enterprise Strategy & Operations
- Operating Model Design
- Portfolio Governance
- Technology Portfolio Management
- Strategic Portfolio Management
- Executive Decision Support

Principal, Strategy & Operations

Altair Ops | San Francisco, CA • June 2024 – Present

- Founded and now lead a strategy and operations consultancy focused on designing **governance** frameworks, enterprise **operating models**, and executive **decision-support** systems that improve planning, execution, and organizational effectiveness across technology, nonprofit, and founder-led organizations.
- **Digital transformation initiative:** Architected an end-to-end digital certification and registry operating model, synthesizing input from 15 domain experts to define 5 user roles, 6 workflow stages, 18 structured data inputs, 9 decision points, and 4 integrated systems, transforming a fragmented manual process into a scalable digital workflow.
- **Digital platform governance:** Standardized intake, publishing, privacy, approval, and information management workflows across a 200+ member nonprofit's public- and member-facing digital platforms, enabling sustainable volunteer-led operations while increasing organic search visibility from 19 to 722 ranking keywords and monthly organic traffic by 165%.
- **AI-enabled decision support:** Designed AI-enabled workflows that transformed fragmented research, historical archives, interviews, and business intelligence into structured operational assets, accelerating research, planning, executive reporting, and content development.
- Partnered with founders, executive leaders, and cross-functional teams to strengthen governance, prioritization, operating models, and enterprise execution capabilities across growing and established organizations.

Director, Digital Platform & Product Operations

VMware | Palo Alto, CA • January 2022 – June 2024

- Led portfolio governance, strategic planning, executive operating rhythms, and cross-functional planning across VMware's \$300M global ecommerce technology portfolio, aligning Product, Engineering, UX, Marketing, Finance, and GTM leaders around investment priorities, roadmap governance, portfolio decisions, and execution.

Supporting case study → [Building a Shared Foundation for Scalable Digital Delivery](#)

- Directed governance forums, executive reviews, and operating cadences that strengthened accountability, organizational alignment, and enterprise execution.
- Synthesized operational, customer, and financial inputs into executive recommendations supporting portfolio prioritization, investment decisions, and executive governance.

- Developed AI-assisted decision-support capabilities combining analytics, research, experimentation, and usability evidence, contributing to 29% engagement growth.
- Integrated UX, Research, and Program Management into portfolio planning, improving executive visibility and organizational alignment.
- Led cross-functional transformation, transition, and continuity efforts during VMware's acquisition by Broadcom, maintaining governance, organizational alignment, and execution continuity across product and technology organizations.
- Improved release predictability, reducing late-stage roadmap changes by **approximately 30%** through structured planning, dependency management, and governance.
- Built and led the **UX design and research team** for Global Marketing, establishing shared practices, operating standards, and scalable delivery models across distributed teams and partners supporting enterprise digital platforms.

Senior Manager, Content Strategy — Executive Experience & Operations

VMware | Palo Alto, CA • January 2018 – January 2022

- Led **experience design (XD)** strategy and **content operations** supporting **1,200+** executive engagements across VMware's global Executive Briefing Center organization, shaping how CXO clients engaged with personalized content, immersive technology, demonstrations, and executive speakers across a network of eight global centers.
- Designed end-to-end **audience journeys** in collaboration with briefing managers, integrating customer priorities, personalized content, immersive rooms, interactive displays, demonstrations, and technology-enabled experiences into executive briefing agendas.
- Built the content **operating model** supporting VMware's flagship Palo Alto Executive Briefing Center, establishing processes for content **intake**, production, standards, testing, lifecycle management, localization, and global distribution across immersive rooms, interactive displays, personalized monitors, and mobile experiences.

Supporting case study→ [Scaling Executive Engagement Across Global Briefing Centers](#)

- Developed a **global playbook codifying experience principles**, content standards, and operating practices from the Palo Alto flagship center for adoption across seven additional global briefing centers.
- Established **speaker-readiness processes** and managed external training partners to prepare technical experts and leaders for effective executive customer engagements.
- Governed cross-functional content development across business units, senior leaders, SMEs, Brand, creative partners, and IT A/V vendors to deliver exceptional customer-centered experiences targeting CXO.
- Helped redesign and launch VMware's next-generation flagship Executive Briefing Center, integrating immersive rooms, personalized digital journeys, interactive content, and a custom content management platform into the executive customer experience.
- Established performance frameworks contributing to sales growth across 600+ enterprise accounts and synthesized customer and engagement data into insights supporting experience improvement, strategic planning, and investment decisions.

Manager, Digital Product Operations — Product Strategy & Execution

Intel | Santa Clara, CA • January 2015 – January 2018

- Led operational governance, portfolio prioritization, and executive reviews for Intel's global digital experience ecosystem, reducing late-stage scope changes **by 23%**.
- Owned and managed a **\$500K** annual customer research budget, allocating investments across specialized research vendors, technology platforms, facilities, participant recruitment, and incentives to generate decision-quality customer insights.

- Supported transition planning and execution following Intel's acquisition of Altera, maintaining governance, stakeholder alignment, and execution continuity during organizational integration.
- Built prioritization frameworks and executive review processes supporting investment decisions across competing digital initiatives.
- Directed **cross-functional delivery** across Product, UX, Engineering, Research, and business leadership to align customer experience strategy with execution.
- Governed strategic agency and technology partnerships, including **vendor contracts, SLAs, budgets**, and performance accountability, supporting enterprise web platforms, design systems, reusable component frameworks, and digital transformation initiatives.
- Established governance, technology enablement, and adoption programs across enterprise web platforms, supporting security, legal compliance, CMS operations, enterprise standards, and organizational adoption across distributed organizations.

EDUCATION

Master of Science (MSc), Information Architecture & Knowledge Management (IAKM) — Kent State University

TOOLS & TECHNOLOGIES

Tools: Jira, Confluence, Aha!, ClickUp, Smartsheet, Microsoft Project, Miro, Lucidchart, PowerPoint, Excel, SharePoint, Microsoft Teams, Google Workspace, Notion, Slack

Practices: Portfolio Governance, Technology Portfolio Management, Executive Business Reviews, Roadmap Planning, Executive Decision Support, AI-enabled Decision Support

Platforms: Adobe Experience Manager (AEM), WordPress, Drupal, custom content management systems (CMS)

Analytics & AI: Power BI, Tableau, Google Analytics, Claude, ChatGPT, Perplexity, Jasper

EXECUTIVE CASE STUDIES

- [Embedding User Research Into Marketing Decision-Making](#)
- [Building a Shared Foundation for Scalable Digital Delivery](#)
- [Scaling Executive Engagement Across Global Briefing Centers](#)