

DESTINY BEST

DIRECTOR, PRODUCT OPERATIONS & OPERATING MODEL DESIGN

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SUMMARY

Product Operations leader owning planning, prioritization, and execution systems across Product, Engineering, and GTM

Owned portfolio-level product operations for a \$300M ecommerce platform, improving release predictability, reducing late-stage change ~30%, and driving product outcomes including +29% engagement

PROFESSIONAL EXPERIENCE

Director, Product Operations & Operating Model Design (Fractional)

Altair Ops | 2024–Present

Product operations leadership driving operating model design and execution across B2B SaaS and digital product organizations

- Led end-to-end execution of cross-functional product programs for VP and CPO-level stakeholders, defining scope, aligning priorities, and driving delivery from problem definition to customer impact, reducing mid-cycle disruption and improving execution consistency across teams
- Drove operating cadence including business reviews, KPI tracking, and executive decision support to align priorities and ensure delivery against business goals
- Developed ROI-backed business case and led capital reallocation to insource a 3-person product design function, reducing operating cost while improving delivery control and iteration speed
- Resolved revenue-impacting checkout failures by implementing release validation and testing workflows, eliminating recurrence risk and restoring revenue flow
- Applied AI-assisted synthesis within product insights and reporting workflows to accelerate signal interpretation, improve prioritization decisions, and enhance executive visibility into product performance

Director, Digital Platform & Product Operations

VMware (now Broadcom) | 2022–2024

- Owned portfolio-level product operations for \$300M global ecommerce platform, driving prioritization, execution, and cross-functional delivery from roadmap through launch across Product, Engineering, and GTM
- Led portfolio investment strategy and end-to-end delivery of product initiatives from definition through launch, aligning scope, dependencies, and stakeholders, actively managing risks and decision points to improve release predictability and reduce late-stage change ~30%
- Built and scaled product operating model and governance systems, standardizing prioritization and decision-making across the portfolio, reducing decision latency from weeks to days and enabling faster, higher-confidence releases
- Built product insights system integrating user research, product analytics, experimentation, and AI-assisted pattern detection to identify customer experience breakdowns and inform prioritization, driving +29% engagement and improved conversion
- Embedded AI-assisted summarization into reporting workflows to produce insights and updates, improving decision clarity and accelerating leadership alignment on product decisions
- Led and developed team of 7 FTE, plus contractors, while standardizing tooling and KPI frameworks to improve execution visibility, consistency, and performance across the product organization

Senior Manager, Strategy & Operations — Executive Programs

VMware | 2018–2022

- Built and scaled analytics-driven operating system tracking engagement, pipeline, conversion, and revenue across 1,200+ executive programs, enabling data-driven targeting, resource allocation, and investment decisions
- Established planning cadences and performance management frameworks contributing to 22% sales growth across 600+ enterprise accounts
- Synthesized complex performance data into executive-level insights and recommendations, informing strategic decisions on program design, resource allocation, and go-to-market execution
- Standardized operating processes and governance frameworks, reducing fragmentation and improving delivery consistency across global teams

Manager, Digital Product Operations (Product Strategy & Execution)

Intel | 2015–2018

- Led product operations and research programs improving prioritization, roadmap clarity, and execution across digital product teams
- Designed governance frameworks and operating processes to improve cross-functional alignment and delivery consistency
- Delivered 45+ prioritized product improvements through structured research and experimentation programs

EDUCATION

MSc, Information Architecture & Knowledge Management

Kent State University