

DESTINY BEST

Director, Product Operations & Enterprise Operating Systems

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SUMMARY

Director-level **Product Operations and Enterprise Strategy & Operations** leader specializing in operating model design, portfolio governance, planning cadence, executive visibility systems, and cross-functional execution at enterprise scale.

Most recently led portfolio-level product operations for VMware's **\$300M** global ecommerce platform, improving release predictability, reducing late-stage roadmap change by **~30%**, and driving product outcomes including **+29%** engagement.

Experienced operating within complex enterprise SaaS and cloud platform environments, partnering across Product, Engineering, Finance, and GTM to improve execution rigor, visibility, and investment alignment.

Core strengths: Operating Model Design • Portfolio Governance • Planning Cadence
Executive Visibility Systems • Cross-functional Operational Leadership

PROFESSIONAL EXPERIENCE

Altair Ops

Product Operations & Operating Model Consultant | 2024–Present

- Supported operational continuity and transition efforts following VMware's acquisition, including web and UX operations coordination through mid-2024.
- Advised product and technology organizations on operating models, intake governance, execution visibility, and cross-functional planning systems across digital product environments.
- Partnered with leadership teams to improve planning visibility, execution alignment, KPI tracking, and operational consistency.
- Led targeted operational improvement initiatives including release governance workflows, execution optimization, and AI-assisted reporting and insights synthesis.

VMware (now Broadcom)

Director, Digital Platform & Product Operations | 2022–2024

- Owned portfolio-level product operations for VMware's \$300M global ecommerce platform across Product, Engineering, and GTM.
- Improved release predictability and reduced late-stage roadmap change by **~30%** through structured portfolio planning, stakeholder alignment, and dependency management from roadmap definition through launch.
- Built scalable governance and operating models that standardized prioritization, improved executive decision visibility, and reduced decision latency from weeks to days.
- Developed product insights systems integrating analytics, research, experimentation, and AI-assisted pattern detection, contributing to **+29%** engagement growth.
- Embedded AI-assisted synthesis and summarization into executive reporting workflows, improving leadership visibility, reducing information fragmentation, and accelerating decision-making.
- Led and developed a team of 7 FTE plus contractors while standardizing KPI frameworks and operational visibility across the product organization.

VMware

Senior Manager, Strategy & Operations — Executive Programs | 2018–2022

- Built analytics-driven operating systems tracking engagement, pipeline, conversion, and revenue across **1,200+** executive programs.
- Established planning cadences and performance management frameworks contributing to **22%** sales growth across 600+ enterprise accounts.

- Synthesized operational and performance data into executive-level insights supporting strategic planning, investment decisions, and GTM execution.
- Standardized governance frameworks and operating cadences across global teams to improve delivery consistency and reduce operational fragmentation.

Intel

Manager, Digital Product Operations (Product Strategy & Execution) | 2015–2018

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

EDUCATION

MSc, Information Architecture & Knowledge Management

Kent State University