# Layla Foord

*I help organisations move from fragmented product initiatives to coherent platforms that can scale.*

Chief Product & Operations Executive | Platform Transformation | Marketplaces | SaaS

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## EXECUTIVE IMPACT

**Smiling Mind**
*Platform & Ecosystem Reset*
Reframed fragmented programs into a unified digital ecosystem for children, families, and schools, modernising the platform while embedding governance, safety, and scalability across a 10M+ download environment.

**SEEK**
*Global Platform Delivery*
Led product delivery across a 16M+ MAU international platform portfolio, improving cross-market coordination, shared delivery structure, and product execution across APAC and global teams.

**Envato**
*Marketplace Creation*
Built and launched a new services marketplace from zero to $1M revenue in 6 months, defining the product, supply model, and operating mechanics for a scalable new vertical.

**Go1**
*SaaS Growth & Platform Discipline*
Scaled product and design during hypergrowth while reducing complexity, introducing platform discipline, and strengthening the roadmap across a global enterprise learning marketplace.

**Rex Software**
*Turnaround & Investor Readiness*
Led operational and product reset in a real estate SaaS business under pressure, rebuilding leadership, restoring execution discipline, and helping position the company for a successful $25M private equity raise.

## CAREER TIMELINE

**Smiling Mind** 2023 – Present
*Chief Product & Operations Officer*
- Led a product and platform reset, unifying fragmented initiatives into a more coherent ecosystem across home and school contexts
- Accountable for product, engineering, data, and operations in a regulated digital mental health environment
- Developed AI product strategy, embedded structured operating rhythms, and supported board-level product and operational oversight

**Rex Software** 2021 – 2023
*Chief Operating Officer*
- Joined a real estate SaaS business during a period of stalled growth to lead operational and product turnaround
- Rebuilt product, engineering, and operational leadership, restoring structure, trust, and delivery momentum
- Introduced strategic planning and strengthened board and investor engagement, contributing to successful private equity investment readiness

**Go1** 2019 – 2021
*VP Product & Design*
- Led product and design during hypergrowth, as the company scaled from roughly 150 to 550+ employees
- Defined platform strategy across a global enterprise learning marketplace, balancing growth ambition with product simplification and scalability
- Established clearer operating rhythms, portfolio discipline, and enterprise product direction

**SEEK** 2017 – 2019
*Global Head of Product Delivery*
- Led product delivery across SEEK's international platform portfolio serving 16M+ monthly active users
- Led 50+ cross-functional team members across APAC and global markets, improving coordination, delivery structure, and execution across multiple regions

**Touchtech** 2016 – 2017
*Managing Director ANZ*
- Established and led ANZ operations for digital innovation consultancy
- Built enterprise client portfolio across financial services, retail, and government

**Envato** 2012 – 2016
*General Manager*
- Built and launched new marketplace vertical from zero to $1M revenue in 6 months
- Led cross-functional team; defined category strategy, pricing, and author acquisition

**Sensis** 2008 – 2011
*Senior Product Manager*
- Led digital product development for Yellow Pages and White Pages online products

**Nielsen / VNU, London** Pre-2008
*Director-Level Product & Research Leadership*
- Led product development and market analysis across international media and research environments, building the commercial and data foundations for later platform and product leadership

## BOARD & GOVERNANCE

### Governance Committee Lead
2024 – Present

Smiling Mind

**Current**

- Leads oversight across AI, product governance, and compliance in education and wellbeing contexts and support the technical sub-committee
- Aligns innovation with ethics, safety, and organisational risk
- Supports compliance with National Digital Mental Health Standards

### Technical Board Advisor
2021 – 2022

Pivot Learning

- Board-level product and commercial advice during a challenged digital launch
- Repositioned the offering and realigned roadmap with learner and partner needs

### Strategy Lead
2020 – 2023

The United Project

- Authored the organisation's first 5-year strategy
- Led 3-year refresh with financial modelling, stakeholder engagement, and scenario planning
- Designed impact-measurement framework to strengthen sustainability and national reach

### Non-Executive Director
2015 – 2016

100 Story Building

- Governance and growth of a social enterprise fostering literacy and storytelling for young people
- Contributed to strategic planning and performance evaluation during structural change

## CORE CAPABILITIES

Platform Transformation & Ecosystem Design · Product Operating Models & Organisational Alignment · Marketplace & SaaS Product Economics · AI-Enabled Product Strategy & Governance · Regulated Digital Products & Compliance-by-Design · Executive Leadership & Organisational Design · Board, Investor & Regulator Engagement · Product-Led Growth & Portfolio Discipline

## EDUCATION & DEVELOPMENT

**Executive MBA** — Quantic School of Business and Technology
2019 · GPA 88.5%, Distinction

**Advanced Product Strategy** — Reforge
2020–2021

**Director Foundations** — AICD (Australian Institute of Company Directors)
2015