

Layla Foord

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

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

Melbourne, Australia · sparkspace.info · linkedin.com/in/LaylaF

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