Layla Foord

I lead product strategy, commercial development and organisational change, creating new offers and strengthening established businesses.

Chief Product & Operations Executive | Product Strategy | Commercial Development | Digital Innovation

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Executive Impact

Smiling Mind

Product & Commercial Strategy

Leading the development of a connected school and family digital ecosystem, bringing together product strategy, commercial sustainability, customer experience and delivery.

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, rebuilding leadership, strengthening execution and helping prepare the company for private equity investment by Potentia Capital.

Career Timeline

Smiling Mind — 2023 – Present

Chief Product & Operations Officer

- Leading product and digital ecosystem strategy across school and family experiences, including commercial model development and service design.
- Leading product definition and delivery for new family experiences, including proposition development and experience architecture.
- Accountable for product, engineering, data and operations in a regulated digital mental health environment.
- Led the transition to a connected organisation-wide OKR operating model, linking strategy, quarterly outcomes, initiatives, ownership and evidence.
- Developed responsible AI approaches 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, Advisory & Governance Experience

Smiling Mind 2024 – Present
Governance Committee Lead
- Leads oversight across AI, product governance, and compliance in education and wellbeing contexts and supports the technical sub-committee
- Aligns innovation with ethics, safety, and organisational risk
- Supports compliance with National Digital Mental Health Standards

Pivot Learning 2021 – 2022
Technical Board Advisor
- Board-level product and commercial advice during a challenged digital launch
- Repositioned the offering and realigned roadmap with learner and partner needs

The United Project 2020 – 2023
Strategy Lead
- 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

100 Story Building 2015 – 2016
Non-Executive Director
- 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

Product Strategy & Proposition Development
Commercial Models, Pricing & Growth
Customer Experience & Service Design
Marketplace & SaaS Product Economics
Executive Leadership & Organisational Design
Product Operating Models & Portfolio Leadership
Platform & Ecosystem Strategy
Responsible AI & Digital Innovation
Product Governance & Compliance
Board & Investor Engagement

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)