

Andrew Smith

Technology leader
Product & AI focused

Summary

Accomplished engineering leader scaling B2B platforms from seed stage through acquisition; building engineering organizations from 0 to 110+ engineers and scaling platforms to serve millions of users, resulting in LifeWorks' \$2.3B CAD acquisition.

Advocate and adopter of AI innovation combined with pragmatic technical leadership to unlock business growth - driving \$5M+ in new revenue streams, 300% release velocity improvements, and successful expansion into new markets through strategic platform modernisation.

Extensive digital transformation experience in a wide array of industries including Formula 1, MINI, Nike, and Virgin Atlantic.

Career Highlights

- Led B2B digital wellbeing platform through \$2.3b CAD acquisition at LifeWorks.
- Built Bloom Career Coaching from idea to scalable AI business.
- Scaled LifeWorks engineering team from 40 to 110 developers whilst increasing velocity 300% moving release cadence from monthly to weekly to continuous.
- Delivered real-time event software at Fanalysis, Formula 1 and Heineken UEFA Champions League.

Core Competencies

- Technical Strategy & Product Alignment
- Platform Architecture & Scalability
- Org Design and Distributed Team Building
- Scaling Platforms for High Traffic
- Process and Cultural Transformation
- AI as a foundation
- Agile/Lean Delivery Methodologies
- Security & Compliance Leadership
- Cost Optimisation
- Technical Due Diligence

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Career History / Work Experience

VP, Technology, Fanalysis

June 2025 - Present

Employee #1 hired to transform agency MVP prototype to a production ready platform supporting Sky Sports and DAZN broadcast partnerships. Partnered with co-founder Michael McIntyre to take industry-first football social network and fan data platform from concept to national broadcast integration in six months, establishing technical foundation for application that is now reaching millions of Premier League and La Liga viewers weekly.

- Built the engineering function from zero - defining technical strategy, hiring, development practices and product roadmap to enable rapid product-market fit iteration and partnership execution. Scaled team to 20 front, backend, QA and infrastructure engineers.
- Pioneered AI-powered scalable fan sentiment integration into live TV broadcasts.
- Scaled platform to handle over 100k users; 40k requests per minute and 500 requests per second during high traffic event spikes from broadcast promotions and ads; including World Cup support with zero major incidents, validating platform stability at scale.
- Increased engineering velocity by 50%+ through strategic AI adoption (Claude Code, agentic workflows) leading to productivity gains of 300k lines of code per month whilst maintaining quality standards.
- Championed use of AI tools CodeRabbit and Incident.io to catch code issues early and installed guardrails to ensure AI led code was held to the highest quality standards.
- Developed novel AI powered avatar generation system adopted by 90% of users that creates personalised fan identities based on team allegiance, differentiating user experience and strengthening community engagement.
- Led critical incident response including live game service issues - and implementing proactive and predictive monitors and action plans to prevent recurrence.
- Reduced major incident rate from multiple per week to a system with 99.9% uptime by maturing process, implementing alerting and making architectural improvements.
- Established agile delivery practices that enabled shipping multiple major features in five months including score predictions, match ratings and Premier League updates.
- Managed strategic partnerships to accelerate development velocity and manage budgets.
- Designed agentic AI system to analyse fan sentiment and enable natural football conversation, processing 10k applicant interactions during early access.

VP, Engineering, Bloom Career Coaching

October 2022 - March 2025

Founding VP Engineering taking AI coaching platform from concept to scalable B2B business (Series A, \$10 million).

- Defined multi-year tech strategy and execution aligning product engineering, security, data & AI practices with commercial goals, product strategy and go to market objectives.
- Designed and delivered the Bloom technical architecture - AWS micro-services using Hexagonal Architecture and Bedrock AI, React Native Expo & TypeScript.
- Hired and led 14 personnel across engineering, delivery, quality and security skillsets.
- Pioneered new innovations in AI coaching analysis. Architected and led solutions for workout generators, content rules engines, social feeds and AI coaching assistants.
- Implemented agile processes mapped against product delivery roadmap; ensuring target launch dates were met and velocity was maintained to continuously release new features post-launch with a focus on data-driven improvements.
- Championed using AI technologies such as Bedrock, Anthropic and OpenAI to improve and enhance our product delivery; and Cursor and Copilot to improve code velocity.
- Improved code and system quality with 99.99% uptime and automation testing.
- Managed relationships with key stakeholders in C-level, sales, customer success and operations to ensure alignment and operational efficiency.
- Provided knowledge and guidance on AI innovation and its benefits in the coaching space.
- Built a culture of trust, collaboration and communication to empower engineers to be accountable for the systems they build.
- Provided B2B clients with technical consultation and security guidance on our systems.
- Championed company wide data privacy; security and compliance through GDPR, SOC2 and ISO27701.

Education

2000 - 2003

BSc Hons in Computer Science

University of Essex

References

"Andrew has that rare blend of great leadership attributes, engineering acumen, and a great product management mindset. Because of this he was able to work effectively with our business stakeholders, product leadership, all while building first-class software under the business constraints we all encounter in the software industry."

Justin Dewind,
CTO, Gaggle

"From a technical perspective, Andy knows his stuff but then combines his expert knowledge with great political acumen and people skills, while always considering efficient and user-centred solutions. Andy consistently demonstrated a real understanding and respect for his team. He is approachable and down to earth and was always ready to help despite an incredible workload. This translated into a real loyalty across the whole department.

What I think I appreciated most about working with Andy was his integrity and willingness to stand up when something wasn't right and champion an alternative viewpoint. He always did this calmly and fairly, and genuinely cared about people"

Daniel Sweeting, Sr Product Manager,
University of the Arts London

"What sets Andrew apart is his unwavering commitment to cultivating a positive, open and high-performing culture. He leads with integrity, ensuring that his team members feel valued, heard and respected. This approach not only fosters trust and collaboration but also drives exceptional performance."

Fiona Crawford Mous,
Product Owner, WPP

"Andrew leads from the front and does not expect anyone on his team to shoulder more work than he does and this is one particular aspect of his character that has led to my enduring respect of him."

Chris McLellan
Executive Director, JP Morgan Chase

Senior Director of Engineering, LifeWorks (now TELUS Health)

February 2018 - October 2022

Appointed to transform a scale-up with limited resource and underperforming team. The B2B well-being platform went through two acquisitions during my leadership: by Morneau Shepell for \$426 million CAD in 2019, retained as the overall brand LifeWorks, and later acquired by TELUS Health for \$2.3 billion CAD in 2022.

- Rebuilt capability and leadership across engineering and product introducing feature teams, modern delivery process and a bias to action.
- Scaled engineering organisation and platform infrastructure supporting 250% client growth in B2B clients (20k → 50k) during company's trajectory from \$426m to \$2.3b CAD acquisition.
- Defined platform strategy and roadmap with C-suite and product leadership, prioritising integrations that unlocked multiple enterprise deals and drove 15% increase in customer retention.
- Improved developer productivity by 40% through offshore team establishment and standardised processes while building and scaling cross-functional engineering organisation from 40 to 110 engineers (managing 9 leads across mobile, web, and platform teams).
- Introduced continuous deployment practices across 110-engineer organisation, transitioning from monolith releases every 2-3 months to micro-services deployment multiple times daily.
- Transformed engineering culture from waterfall to continuous deployment, establishing cross-functional squad model and agile practices that improved delivery predictability and reduced cycle time from months to weeks
- Enabled expansion into new markets by architecting a HIPAA data-resident solution that delivered multiple international launches (US, Canada, Australia, Asia) unlocking \$5m per annum additional revenue, and supporting 15 million users globally.
- Increased product release velocity by 300% through platform re-architecture from monolith to event based micro-services, enabling continuous deployment across the stack and accelerating competitive response time from months to weeks.
- Optimising cloud spend, managing seven-figure budgets, and negotiating strategic vendor partnerships.
- Improved security and developer velocity by implementing SOC2-compliant processes.
- Supported technical due diligence for \$2.3B TELUS acquisition, demonstrating platform scalability, security posture, and technical roadmap that validated acquisition valuation.

Earlier Career

Director of Web Development, AKQA (2015 - 2018)

Senior Technical Architect, AKQA (2011 - 2015)

Technical Delivery Manager, AKQA (2009 - 2011)

Senior Web Developer, AKQA (2007 - 2009)

- Delivered an assortment of digital solutions such as microsites, chat bots, interactive games, store fronts and global content platforms for a wide range of clients.
- Collaborated on-site with clients on technology innovations such as AI and social.
- Technical lead on placements at Facebook in San Jose and BMW/MINI in Munich.
- Built and scaled high-traffic real-time solutions including Formula1.com and Heineken Star Player, handling massive traffic surges during live events.
- Developed on industry firsts in AI and facial recognition.
- Presented pitches and prototypes for new business prospects.

Full Stack Developer, Barclays You at Work (2005 - 2007)

Web Developer, Head Software International (2003 - 2005)

Outside Interests

- Technical public speaker at conferences such as Generate, SeleniumConf, London Ajax .etc.
- Published technical author with multiple printed articles.
- Worked on numerous open source projects with 50k+ downloads.
- Performs at regular Improv comedy shows and jams including Brighton Fringe.
- Previously compere at London Tech Insight meetups.