

Scott Foster

INTERIM CEO · PE OPERATING PARTNER · AVAILABLE NOW

*Most businesses don't have a strategy problem.
They have an execution gap.*

Revenue grows. Activity increases. But EBITDA doesn't move. Cash doesn't show up. That is when I get called in — Interim CEO and PE Operating Partner deployed into industrial businesses to take control of the P&L and fix the translation between activity, margin and cash.

\$110M+

REVENUE
MANAGED

25 Yrs

OPERATING
EXPERIENCE

17×

EBIT EXIT
(DOTMAR)

12

COUNTRIES
OPERATED

POSITIONING

Interim CEO and PE Operating Partner for industrial businesses requiring immediate senior leadership.

Deployable within days — full P&L accountability, no onboarding lag, no agency fee. PE firms and boards engage directly.

The same accountability as a permanent appointment — on a defined timeline.

ENGAGEMENT TYPES

Interim / Acting CEO — immediate deployment for leadership gaps and transitions

PE Operating Partner — embedded operational leadership during hold period

Transformation CEO — performance turnaround with full P&L ownership

Pre-Exit CEO — value creation and readiness ahead of exit or trade sale

WHEN I GET CALLED IN

Revenue growing but EBITDA not following

Cash not converting despite reported profit

Leadership gap or transition creating instability

PE hold period requiring operational accountability

TRACK RECORD

Consistent track record of converting operational improvement into measurable EBITDA uplift and enterprise value creation.

Dotmar Engineering Plastics — Executive General Manager

17× EBIT exit multiple. Rapid operational restructure and commercial rebuild. P&L owned from day one, exited via PE trade sale under Crescent Capital.

Plascorp — Executive General Manager

85% EBIT expansion in 18 months. Fast-tracked operational transformation of an underperforming industrial distribution business.

Polyflor APAC — Managing Director, APAC

300% EBITDA growth across 4 entities and 170 staff. Rebuilt commercial model, distribution and manufacturing teams across ANZ and APAC.

Surface Squared — CEO & Founder

Inventory turns 2.3× to 6.0× in 18 months, strengthening cash flow and supporting a successful private equity exit.