

Scott Foster

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INTERIM CEO · PE OPERATING PARTNER · AVAILABLE NOW

Deployable within days for industrial businesses facing transition, underperformance or leadership change.



\$110M+

REVENUE MANAGED

25 Years

OPERATING EXPERIENCE

17x

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

- Sudden leadership gap — resignation, removal or illness
- PE acquisition requiring an operator in the business immediately
- Business in distress — cash, performance or stakeholder crisis
- EBITDA improvement required before a fixed exit timeline
- Transformation agenda stalled without operational leadership
- Bridge period between permanent CEO appointments

TRACK RECORD

Dotmar Engineering Plastics — CEO

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

Plascorp — CEO

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

Polyflor APAC — CEO & MD

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

SECTOR FOCUS

- Industrial manufacturing & distribution
- Engineering plastics & industrial materials
- Building products & construction inputs
- B2B wholesale & supply chain businesses
- PE-backed and founder-led industrial companies

WHAT I BRING

- Full P&L ownership from day one — not advisory
- Deployable within days, not weeks
- Rapid diagnosis across commercial, operational and financial levers
- Working capital stabilisation and cash flow improvement
- Exit preparation and value creation under time pressure

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Shape Executive · scott.foster@shapeexec.com.au · +61 473 161 317

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FULL PROFILE

