

Carly Foster

target: BRAND GENERAL MANAGER - MULTI-CHANNEL RETAIL | START-UP, FAST-GROWING AND GROWTH STAGNANT COMPANIES | RETAIL OR SASS

My greatest asset is that I am not one dimensional."

"I focus on what others are missing and constantly strive to find the 'secret sauce' or 'solution' to 'what we can do differently.' I challenge the norm and look forward to what's next.

Global Ecommerce Executive, and 1 of 3 co-founders that grew TopSale from a start-up into an LSE-listed, \$300M global online retailer—with 12 iconic retail websites in ANZ and Southeast Asia. Harnesses technology as the driving force behind TopSale's Inventory Light Marketplace Platform delivering 3P solutions Just in Time, Fulfilment by TopSale and Drop Ship.

- Grew from 1 website to 12 global eCommerce platforms: AusSale, BuySale, DealsGalore, Sale, Top Buy and SalesAssist (Australia), NZSale, SmartSales and SalesAssist (NZ), SingSale (Singapore), and TopSale (Malaysia and Hong Kong).

Expert Relationship Builder, credited for optimising the multi-channel potential for TopSale stakeholders, through bolstering supplier partnerships (now at ~2K) with top brands across fashion, footwear, accessories, home tech and beauty categories.

- Positioned the Group with an "instant advantage" over competitors in acquiring new brand partners by leveraging existing alliances with Sir Philip Green, current CEO of the Arcadia Group and Mike Ashley, founder of Sports Direct.

Offers unique insights and deep knowledge of business building across the entire corporate landscape, with the ability to pivot focus and win buy-in needed to meet challenges head-on in high-volume, hypercompetitive, and multi-site operations.

- Expertise spans strategy, organisational design, market/business growth, category management, buying/merchandising, supply chain/logistics, product/range optimisation, cost-cutting/operational reform, and finance/capital investments.

EXECUTIVE OFFERING

Strategic Planning & Delivery – Revenue Growth, Scalability & Expansions – Competitive Analysis & Differentiation
M&As – People & Culture – Change Management – B2B & B2C Markets – Cash Flow Improvement – Products & Pricing
Brand Marketing & Visual Merchandising – Multi-channel Retail Operations – New Markets & Concepts – Supply Chain
Capital Budgeting & Forecasting – Project Management (Multi-site & Large-Scale) – Brand & Partner Relationships
Merchandise Planning – Product Strategy & Management – Brand/Supplier Relations & Negotiation – Operational Reform

SECTORS: Global eCommerce, Retail, Wholesale & Distribution

MARKET INSIGHT: Australia, New Zealand, Southeast Asia, United Kingdom & United States of America

OVERSIGHT AT PEAK: \$300M P&L | 750+-member Workforces | Buying, Merchandising, Brand Partnerships & Sales

EXECUTIVE CAREER-IN-ACTION

TopSale PLC (LON:TOSL) | Sydney, NSW | 2005–2021

Leading LSE-listed international online retailer with 12 iconic retail websites in Australia, New Zealand, and Southeast Asia.

GROUP TRADING DIRECTOR | HEAD OF ECOMMERCE CATEGORY, PRODUCT & PRICING

EXECUTIVE SCOPE AT PEAK: Full P&L oversight, ~\$300M AUD, 1M Inventory/Products, 10K Brand Partners and up to 750 staff

As 1 of 3 co-founders, grew the TopSale start-up into a "globally recognised and unrivalled" off-price apparel and home online retail platform—at peak, boasting a 750-strong workforce and \$300M turnover operating 12 websites across 10 countries.

In year 1, gained a strong competitive advantage as first movers in the eCommerce arena, as the driving force behind a scalable, flexible online platform to replace 5 physical stores. Leveraged counter seasonal opportunities to generate win-win solutions for multiple stakeholders, providing a compelling sales channel for almost 10K leading local and international brand partners. Worked across all functions within the TopSale Group—strategic operations, customer acquisition and member growth, procurement and inventory fulfilment/management, ICT, B2C/B2B, and multi-channel sales and marketing.

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Grew TopSale start-up into a #1 market-leading, \$300M global e-commerce giant—as 1 of 3 co-founders—now with 12 websites across ANZ and South-East Asia: AusSale, BuySale, DealsGalore, Sale, Top Buy and SalesAssist (Australia), NZSale, SmartSales and SalesAssist (New Zealand), SingSale (Singapore), and TopSale (Malaysia and Hong Kong).

- **Realised YOY growth over 10 years** despite market fluctuations, the GFC and statutory changes. Key metrics FY/19:
 - 780K+ active customers.
 - 12 high-performing websites across ANZ and Southeast Asia.
 - 3.5M cumulative buyers.
 - 9M product units sold in the year.
 - 24.5M email subscriber base.
 - 3.4 buyer order average.
 - \$300+ annual revenue per active customer.
 - 9.7K brand partners.
 - 3.5M social footprint.
 - 34,000 sales campaigns.
 - 7M mobile app downloads with 65% revenue from mobile.

Added millions in new product sales and improved profit margins and shareholder returns through change leadership, product/category innovation and differentiation, team empowerment, and improving the customer experience.

- **Boosted customer numbers (new/existing) and brand awareness** by pioneering the Group's "Flash Frenzy" 3-day sales event. Event is now bi-annual and features quality products at low prices plus free shipping and limited-time offers.
 - Tripled daily revenue over 3-day launch period—peaking at \$1.5M in just 1 day.
 - Outperformed Facebook and Instagram on day 1—as the single highest traffic of any retail website in Australia.
 - Rebranded entire website and email marketing communications.
- **Overcame a limited supply chain of locally sourced products/brands and enabled the Group to scale exponentially** by expanding operations (buying, merchandising, and warehousing) into larger supply markets within the UK and US.
 - Almost halved average delivery timeframe from 15 to 8 days.
 - Increased customer satisfaction from 80% to 92%.
 - Within 4 years, 40% of revenue originated from the UK and US (later growing to 60%).
 - Negotiated 3P, direct-to-consumer supplier arrangements with US- and UK-based brand partners.
 - Enhanced cashflow and reduced risk, by initiating 3-to-7-day sales events, and only buying customer secured items.
- **Restructured the entire buying and merchandising team (40 people across 2 sites) in just 4 weeks**, following the acquisition of a competitor website and integration under a single infrastructure.
 - Grew revenue 30% YOY and garnered overhead savings of ~50%—a direct result of the newly created structure.
 - Designed team structure around roles needed to deliver corporate strategy—and matched talent to each position.
- **Reversed an overnight 30% decline in sales following the introduction of a \$1K GST threshold on goods imported into Australia**, after analysing expected drop in sales performance and devising multiple cost reduction strategies—accepted and highly commended by the wider executive team and Board. Recommendations included:
 - Scaled back overseas operations and consolidated workforce in Australia.
 - Sold UK website, Cocos, for the premium price of £1.5M.
 - Refocused corporate strategy on ANZ business (ANZ-first Strategy).
 - Exited the own-buy (1P) inventory and pivoted to 3P, low-risk supplier partnerships.
 - Relocated owned inventory from UK to Australia.
 - Closed Philippines and Thailand websites.
 - Almost halved team headcount from 393 to 176.
 - Reduced overheads by ~\$15M.
- **Freed up and redistributed resources (people) into other revenue-generating areas of the business** by reviewing administrative processes and partnering with IT to streamline and automate labour-intensive tasks.
 - Reduced administrative labour/overheads by 50%—with zero impact on sales and growth.

- **Primed TopSale to deliver sustainable value**, playing a vital part in building a solid foundation—to power scale and capability with a relentless focus on providing superior customer service.
 - Launched an Inventory Light Marketplace Platform (proprietary marketplace platform) offering an extensive product selection and delivering top value to customers through a combination of brand, fashion, price, and quality.
 - Restructured global supply chain with focus on developing long-term profitable brand partnerships.
 - Brokered partnerships with 3P suppliers, reducing inventory risk for the Group.
 - Deployed international network, flexible and scalable technology platform and resources across key territories positioning the Group as an ideal partner for global brands and retailers.

Improved cash flow and injected additional working capital to support and implement the Group's growth strategy through supporting multiple opportunistic strategic acquisitions (5), the Group's IPO (2014) and investments.

Key Highlights and Milestones:

- Secured \$14.5M investment from Insight Venture Partners (2010).
- BuySale.com.au acquisition. Devised and led strategic plan, merger, and buying/merchandising restructure (2012).
- Brokered exclusive supplier partnership and capital investment from Sir Philip Green, current CEO of the Arcadia Group, once known as the “King of the High Street,” as the owner of high street clothing retailers Topshop (2014).
- Aided TopSale's successful IPO on the London Stock Exchange and multimillion-dollar GBP capital injection (2014).
- Brokered supplier partnership and capital investment with Mike Ashley, founder of Sports Direct and owner of Newcastle United Football Club. Capacity for collaborations on joint venture opportunities in Australasia and Asia (2014).
- Acquired dealsgalore.com.au, salesassist.com.au and topbuy.com.au from the Grays eCommerce group (2015).
- Acquired smartsales.com.au, complimenting the business and driving sale through cross marketing (2017).
- Raised £11.2M (\$15.65M AUD) via accelerated bookbuild and slashed overheads by £40M (\$71.33M AUD), enabling the Group to execute its “ANZ First” strategy, operate on a debt-free model and deliver positive cash flow (2019).

EDUCATION

BA Hons Degree Business Studies, De Monfort University, Leicester, UK
Finance Major, Honours Program, 2:1

Myers Briggs Type Indicator Course
 Targeted Knowledge Transfer to Mitigate Risk, QUT Business School
 Invigorated Thinking Program, Melbourne Business School
 Rogen Presentation Skills, Rogen Persuasive People
 Covey's 7 Habits Refresher Course | Leadership Symposium, Franklin Covey UK

MEMBERSHIPS

Member, Australian Institute of Company Directors
 Member, Change Management Institute Australia
 Member, Business Chicks Australia