

# Claus Dahlmann Larsen

CEO / CCO / BOARD



## Personal Information

### Address

Ildervej 28, 8270 Højbjerg

### Telephone

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### E-mail

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### Birthday

1970-07-03

### Marital status

Married to Charlotte / 2 children  
(Philip 17 years and Christine 15 years)

### LinkedIn

[www.linkedin.com/in/clausedahlmannlarsen](http://www.linkedin.com/in/clausedahlmannlarsen)

## Personal Profile

- Strategic with a strong focus on execution
- Extroverted, Innovative, Relationship-Building
- Drive and strong communicator
- Ready for change and focused on development
- Result- and Growth oriented and Ambitious
- Integrity and propriety
- Informal, Open and Direct




## Competences

- Transformational Leadership
- Strategy Processes and Execution
- Commercial Excellence
- Internationalization
- Financial; budgeting, risk management and P/L
- Sales and Customer Management incl. Negotiation
- Route To Market strategies (full value chain)
- Marketing and Innovation Processes
- Digitalization incl. Artificial Intelligence/AI

## Personal Profile :

As an experienced international executive leader with over three decades of experience in the FMCG industry, I have developed a deep understanding of doing business across diverse regions, including the Middle East, North Africa, Scandinavia, the Mediterranean and Eastern Europe. My energetic, market-oriented, and targeted approach has often opened new growth opportunities, with a special focus on surpassing ambitious growth targets and challenging the status quo. My career is marked by a strong track record in leading transformative projects that ensure sustainable profitable growth. This has been achieved through innovation, business development and implementation of strategies that incl. the full value chain, founded on an in-depth understanding of consumer, shopper and customer needs (outside-in approach). Transformational leadership is my leadership style with a focus on developing a visionary and inspiring strategy with high involvement and creating an organization based on a strong purpose.

## Experience and Education:

- **30 years of management experience, latest as a senior executive in a full-value chain org.**  
Responsible for commercial organisations in leading global multinational companies
- **8 years of international experience (Europe, Middle East, North Africa)**  
Based in Greece (2 years) and United Arab Emirates / Dubai (6 years)
- **Consumer Goods / Fast Moving Consumer Goods (FMCG)**  
Experience from the industry's strongest global brands (    )
- **In-depth experience leading highly engaging and innovative strategy processes.**  
Development of business strategy including communication, anchoring and implementation
- **Education in strategic management and international marketing**  
Completed Graduate Diploma and Diploma program in Marketing and International Business
- **Mini-MBA Artificial Intelligence / AI from Aros Business Academy**  
Basic AI, AI Technologies, and Integration of AI in Business Strategies
- **Board education from Aarhus University-School of Business and Social Science**  
Focus on small and medium-sized enterprises (SMEs) and digital transformation.

## I have delivered results by:

- **Strategy and Leadership driven by an engaging purpose**  
I have extensive experience in developing strategies that ensure great involvement in the organization and motivate managers concerning communication and execution. I know the value of a robust strategy process that strengthens collaboration at all levels of the organization and sets a common direction
- **Sales and Marketing with a high level of customer focus (Outside => In)**  
For more than 30 years, I have worked with sales and marketing in multinational companies with global market-leading brands. For some of those years, I have led major sales organizations, commercial teams and distributors in more than 40 markets internationally.
- **Business development (full value chain) and Route-To-Market strategy**  
I have been leading major transformations of the value chain both at home and internationally through the development of effective go-to-market and commercial strategies that ensure "Outside-In" focus throughout the value chain. Experience with BTB, BTC and DSD as well as beverage and food categories within hot, chilled and frozen distribution. In recent years, I have gained great insights into sustainability, e-commerce, and digital transformation incl. AI.
- **Proven results through transformational leadership**  
I have in-depth experience in getting teams to play together optimally in a culture characterized by innovation, ownership, common purpose and a winning mindset. I see diversity as a strength in management and the organization. I believe in developing people by empowering them, giving them responsibility and the opportunity to grow, and creating a good environment for innovation and development. Throughout my career, I have been focused on building strong teams and creating a culture where everyone feels involved and motivated to contribute to common goals, ambitions, and results.

## I can contribute and create value concerning:

- **Commercialization incl. Marketing with an "outside-in" approach**
- **Route-to-market strategies focusing on value creation**
- **Business development of the full value chain**
- **Digitalization incl. integration of AI in workflows and processes**
- **Strategy processes with a focus on involvement, anchoring and execution**
- **Internationalization with a thorough knowledge of markets in Europe, Middle East and North Africa**

# CAREER & RESULTS OVERVIEW :

- **PREMIER IS / MEJERIGAARDEN (2019 – 2023)**  
 March 2022 – December 2023 : Chief Executive Officer (CEO)  
 September 2019 - March 2022 : Chief Commercial Officer (CCO)  
 Denmark - Based in Aarhus



*The strategy "The New Premier Is" merged Premier Is and Hjem IS and significantly increased revenue (+32%) and EBITDA (+72%) from 2019 to 2023 through Route-to-Market optimization, digitalization, and partnerships together with management of an organization of 350 employees (600 in the high season).*

- **AUJAN / COCA - COLA (2016 - 2019)**  
 September 2016 - June 2019 : Commercial Director  
 MENA region and International (Export) - Based in UAE/Dubai



*Led a Route to Market transformation best practice project in the UAE where operating costs were reduced by 15% and earnings improved by 10%, which was rewarded with the Coca-Cola Global Best Practice Award in 2018. Management of a 90-member sales and marketing team together with a Commercial Team*

- **KELLOGG COMPANY (2011 - 2016)**  
 January 2013 - September 2016 : Regional Commercial Director  
 Mediterranean, North Africa, Turkey, Baltics and CEE - Based in UAE/Dubai  
 May 2011 - January 2013 : Commercial Director  
 Mediterranean, Baltic and Central and Eastern Europe - Based in Greece/Athens



*Turn-Around of strategically important Business Unit with 14 markets and turned a negative development (-4%) into profitable growth (+3%). Established new commercial team in Dubai and delivered a historically high revenue growth of BU MEDMEA. Was awarded in 2015 with Global Best Practice Award for management of a strategic project incl. the establishment of a Distributor network in 40+ markets with an international team.*

- **KELLOGG COMPANY (2005 - 2011)**  
 October 2005 - April 2011 : Nordic Sales Director  
 Denmark, Sweden, Norway, Finland and Iceland - Based in Denmark/Copenhagen



*Through the implementation of Commercial Excellence and the "Good to Great" strategy and an optimized business model, we managed to deliver revenue growth (+17%) and profit growth (+25%) over a 4-year period. This transformation placed the company among the five leading suppliers in Denmark measured by customer satisfaction. Management of Nordic Team of 80 employees.*

- **CARLSBERG GROUP (1996 - 2005)**  
 January 2004 - October 2005 : Business Unit Manager  
 Off Trade Channels - Based in Denmark/Copenhagen  
 May 2002 - January 2004 : National Sales Manager  
 Off Trade Channels - Based in Denmark/Copenhagen  
 November 1998 - May 2002 : Trade Marketing Manager  
 All sales channels - Based in Denmark/Copenhagen  
 October 1996 - November 1998 : Trade Marketing Consultant  
 All sales channels - Based in Denmark/Kolding



*Throughout the entire period at Carlsberg, I held leading positions within Sales, Business Development and Marketing. Key roles in strategic projects such as SAP implementation, Can launch and Commercial Excellence that were later implemented in the European markets. Most recently, management of a team of 70 employees incl. Field Sales*

- **EARLIER EXPERIENCES (1990 - 1996)**  
 October 1991 – October 1996 : Store Manager / Sales Rep. / Key Account Manager  
 January 1990 - October 1991 : Reserveofficer - The Engineer Troops - Army



## ACADEMIC HISTORY

- **Mini-MBA Artificial Intelligence / AI**, Aros Business Academy, Aarhus, 2024
- **Board-Education Digital Transformation and AI**, School of Business and Social Science, Aarhus University, 2023
- **Board-Education, SME**, School of Business and Social Science, Aarhus University, 2022
- **Graduate Diploma (HD)** in Business Administration, Organization & Management, University of Southern Denmark, 2010
- **Strategic Leadership Certificate**, Centre of Management, Copenhagen, 2007
- **Business Diploma**, International Business and Marketing, Copenhagen Business College, 2004
- **International Advertising Association (IAA) Certificate**, School of Advertising in Copenhagen, 2001
- **Business Diploma (Merkonom)**, Marketing, Commercial School in Odense, 1995

## NETWORK

- **Board forum**, network for participants on the Board Education from Aarhus University
- **Network Nation**, a professional network for C-level