



CV – Annemette V. Thomsen

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Key Competences:

Professional:

- International leadership
 - Organizational development
 - Performance management
 - Sparring & Mentoring
- International growth
 - Business development in most sales channels
 - Create win-win solutions with major retailers
- Strategy development & Execution excellence
- P&L responsibility
- Holistic business understanding – full value chain

Personal:

- Strong drive for creating results
- Transparent & Authentic
- Energetic & Motivational
- Growth mindset
- High integrity
- Team player
- Cultural understanding
- True international perspective

Summary:

International management executive, advisor & board professional with substantial leadership experience from the FMCG industry in Denmark and Internationally. Strong track-record in creating profitable growth by setting a clear strategic direction, building a high-performing team culture, and implementing an effective execution plan. In depth understanding of what it takes to succeed in a highly competitive and rapidly changing multi-cultural business environment based on many years of hands-on experience. Holistic business understanding gained from working with a diverse portfolio of businesses under different ownerships and with various strategic challenges. P&L responsibility with proven ability to optimize profit across the value chain.

Career Overview

Board Positions:

2025 – Present	Board Chair; Hansens Is ApS
2025 – Present	Board Chair; Færø ApS
2024 – Present	Board member; Seagull ApS
2024 – Present	Board member; Thornæs Destilleri A/S
2024 – Present	Board member; Rebael ApS
2023 – Present	Board member; Bräuner FMCG ApS
2023 – 2025	Board member; Sourzing A/S
2022 – Present	Board member; Sv. Michelsen Chokolade A/S
2011 – 2012	Board member; Danish-American Business Forum, Denmark

Professional Experience:

01.07.21 – Present	International Business Advisor, AVT Advisory, Denmark
01.09.17 – 30.06.21	International Business Advisor; Self-employed, Australia
01.05.13 – 31.08.17	VP International Sales; Toms Confectionery Group, Denmark
01.08.08 – 30.04.13	Business Director – International & Sweden; Toms Confectionery Group, Denmark
01.05.98 – 31.07.08	Various international sales roles; Toms Confectionery Group, Denmark
01.09.96 – 30.04.98	Sales & Marketing Coordinator; Peerless Fabrikkerne, Denmark
01.08.94 – 30.04.95	Trainee; Royal Danish Embassy, Singapore

Education:

October 2021	Board Certificate; Board Company, Denmark
01.09.91 - 31.08.96	Cand. Negot; Odense University, Denmark

Languages:

Native
Fluent
Professional working proficiency

Danish:	Native
English:	Fluent
Norwegian & Swedish:	Professional working proficiency

Career Summary:

2017 - AVT Advisory, International Business Advisor, Denmark (Australia until 1st July 2021)
International Business Advisor with the overall purpose of assisting small to mid-sized food & beverage businesses build a successful international business.

- C-level mentoring & sparring
- Develop international strategies and secure execution excellence
- Business model evaluation and adjustment
- Create long term win-win solutions with existing and new customers
- Establish the right brand positioning in a competitive landscape
- Facilitate strategy workshops to secure focus and alignment in management team
- Interim CEO, CCO, CSO & Strategic advisor

Key Clients:

- **MATR Foods ApS, International Business Advisor**
 - Developed commercial strategy with focus on Germany and Switzerland
 - Built a strong customer pipeline across mass retail, foodservice, and strategic partnerships with high-profile restaurants—supporting investor confidence and enabling rapid scaling once industrial production is ready
- **Lovemade Organics ApS, International Business Advisor**
 - Sparring and mentoring founder and CEO on organisational and strategic development
 - 70% organic growth achieved in two years
- **Dryk ApS, CCO part time**
 - Part time CCO with focus on developing and executing an ambitious growth strategy in the plant-based drinks category. Built and managed sales organisation and implemented performance management processes
 - Tripled revenue in two years
- **Thornæs Destilleri A/S, International Business Advisor**
 - Developed go-to-market plan for entry into the UK. Built sales organisation
- **Frederiksdal Kirsebærvin A/S, International Business Advisor**
 - Developed business strategy and implemented sales excellence with KPI's
 - Workshops to define company DNA and core competences
 - Lead to double digit growth in online channel and opening of new markets
- **Export Council of Australia, Presenter, Advisor & Mentor**
 - Advised Western Australian businesses on how to succeed internationally
 - Presented at Women Trading Globally program & Part of expert panel
- **Periscope Management Australia, International business Advisor**
 - Consultancy for the Australian wine industry. Assisting small to mid-sized wineries with their international growth strategies
- **Simply Chocolate, International Business Advisor**
 - International strategy workshops for the management team

1998 – 2017 Toms Confectionery Group, Denmark

www.tomsgroup.com

Toms Group is a Danish based confectionery company with a yearly turnover of DKK 1.8bill and appx. 1500 employees. 55% of its turnover is generated outside Denmark with strongholds in Europe, Americas, Asia-Pacific and the global Travel Retail channel.

2013-2017 Vice President International Sales

- Group international sales (Sweden, Norway, Export, Travel Retail, & Private Label)
- Part of Group Management with reference to the CEO
- 650mDKK revenue (P&L responsibility)
- 45+ employees; 6 direct reports (DK, SE & NO)
- Board member Toms Sweden AB

Key Achievements:

- Quadrupled EBIT and outperformed market growth. Mix management, customer-centric approach, product innovation and focus on 'blue ocean' market segments as key drivers
- Lead the transformation of Toms Group from a Danish business to a true international company where international sales became the core strategic growth agenda
- Successful development and execution of 2020 strategy including board approval. Strategic direction is still being followed today
- Leadership & organizational development: Set the right team and lead it to peak performance. Top results in employee satisfaction surveys
- Effective operating model to increase accountability, transparency and improve decision-making

2012-2013 Business Director – International & Sweden

- Commercial Management Group with reference to the CEO
- 500mDKK revenue; 35+ employees, 5 direct reports

Key Achievements:

- Turnaround Sweden – from loss-giving to profit-making. Organisational development & winning culture; Strategic focus & cost control
- New go-to-market model for Norway
- 38% EBIT improvement on Export. New strategy with narrow market and product focus and a direct-to-retailer approach

2008-2011 Business Director – International (Travel Retail & Export)

- Commercial Management Group with reference to CCO
- 275mDKK revenue

Key Achievements:

- 42% US growth. Established Anthon Berg Inc in New York
- Travel Retail Asia focus: Established subsidiary in Singapore

2008 Export Director**2006-2008 Area Director****2000-2005 Export Manager****1999-2000 International Sales Manager****1998-1999 Private Label Product Manager, Toms Industri****1996 – 1998 Peerless Fabrikkerne A/S, Denmark (now Tymphony)**

www.tymphony.com

A US company that specialises in leading-edge digital electronics systems for the loudspeaker industry.

Sales and Marketing Coordinator

- Supported CCO with key account management (B&O, Jamo, Mission, Snell Acoustics)
- Worked on the commercial plan for a development project with Oticon

1994 – 1995 Royal Danish Embassy, Singapore

www.singapore.um.dk

The Embassy focuses on assisting Danish companies with market entry strategies.

Trainee in the commercial department

Other Relevant Experience:

- 2025- VL90 – member
- 2023- DTU Science Park – Deep tech mentor
- 2023- Bestyrelseskvinder - member
- 2022- Danish Agency for Higher Education and Science - Censor
- 2014- DI (Confederation of Danish Industries)
 - Member of Women on Board
 - Various speeches & workshops to DI members on how to develop an export business
- 2016-2017 Movementor
 - How to create a high-performance team. Course with top management of Toms Group
- 2010 Top Management Depeche
An initiative between Confederation of Danish Industry and Ministry of Gender Equality to promote women in top management and non-executive board positions
 - Selected as the top management candidate at Toms Group. Practical board education

Education:

- 2021 Board Company
 - Board Certificate
- 1991-1996 Odense University
 - Master of International Commerce and Modern Languages. Cand. Negot

Interests:

I am an open-minded and outgoing person that enjoys travelling with my family which often includes cultural experiences as well as a hike, swim, or a bicycle trip in a beautiful setting. I thrive on positive people with a good sense of humour and love to spend an evening with close friends enjoying excellent wine and food.