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▶: [Video presentation](#)

Resume

Education

ICF Coach
AP Graduate in HR
DISC & Five-Factor behavioral analysis, IQ-testing
Ms.Sc. Cleantech/Food

Job titles

Head of HR/HR-Manager
Education/Course director
Sr. Learning & Development specialist
Quality/Environmental Man.

Language / IT

Danish ●●●●●●
English ●●●●●●
German ●●●●●●
Scandinav. ●●●●●●
MS-Office ●●●●●●

Sparetime

Scouting - Leadership development
Orienteering
Painting
Hiking

Family

Cohabiting with quality coordinator Dorte Ehlers, who has two grown up children. We are blessed with five grandchildren.
Willing to resettle.

Profile

Core competencies Recruiting, personality profiling, leadership sparring, stakeholder management, team and organisational development, coaching, HR-processes.

Personal drivers Co-creation, Creativity, Making a difference

Values Transparency, Responsibility, Tenacity

What you see is what you get

I believe in co-creation because I see better results and greater commitment to the solutions. I achieve this through thorough stakeholder-analyses.

I have a holistic approach where I focus on all the aspects surrounding a problem. Within recruiting its about not only thinking about the position to fill, but also on the team, where new colleagues have to match.

My personality combines being analytical, and goal oriented with high energy and creativity. My approach is to combine my engineering background with my cultural upbringing in scouting. In this way, sustainable structures are created, accepted.

I am the one who can crack the case with knowledge and an analytical approach. I combine practical experience with a theoretical background and then create an easy and understandable approach. Hereby I make sense for people in the organization.

I think strategically but only on behalf of the organization. I seek consensus on our road to the common goals, and I use my personal values as guidelines for how I can achieve the goal.

In me you will find a person with commitment, honesty, and enthusiasm.

Professional experience

Condensed CV-list

TCM Group	Head of HR	Mar. 2021 – Jan. 2024
EAMV	Education and course director	Apr. 2020 – Feb. 2021
Danish Tax authorities	Interim development consultant	Feb. 2020 – Mar. 2020
Mc. Bride & danlind	HR-, Quality & Environmental manager, L&D spec.	Jan. 1997 – Feb. 2019

HR-manager

Mar. 2021 – Jan.2024



Producer of kitchen, bathroom and wardrobe solutions. Listed on Nasdaq.
Reference to CEO. Two employees in reference to me.
Revenue: 157 mill €. Employees: appr. 500
Changing the HR-function from an administrative function into a strategic department.

Tasks:

- HR-Business partnering to CEO, VP and management team
- Searching and recruiting of salaried personnel
- Employer branding
- Leadership and team development
- Contracts and legal advising
- Restructuring HR-processes
- Managing L&D specialist and HR-coordinator

Results:

- Implemented a structured recruiting and onboarding process
- Introducing DISC (Behaviour/Personality testing) as team development tool
- Building and implementing a recruiting and HR-system
- Re-boosting the company learning academy
- Driving a value-process
- Design of HR-processes

Education and course director

Apr. 2020 – Feb. 2021



Business academy with both full- and part time educations
Reference to rector/director. Two employees in reference to me.
Employees: Appr. 70
Restructuring and expanding the part time education business area
Left because realized that I wasn't the right person for the academy

Tasks:

- People manager for development consultants and key account managers
- Managing the growth of the part time business area
- Developing of new educations
- Representing the academy in various committees

Results:

- Restructuring the collaboration between fulltime and part time educations

Network manager (Parttime)

Feb. 2020 – Dec. 2021



Private company for HR-professionals
Reference to owner of Dansk HR
Employees: Approx. 15

Tasks:

- Facilitating a network for HR-managers



Public agency under the “Tax-ministry”
Reference to office manager for learning and development
Employees: Appr. 7000
Restructuring the pre- and on-boarding system

Tasks:

- Designing a restructured pre- and onboarding system
- Writing a motion to the directors of the tax administration

Results:

- In an extreme short period of time, analysing a complex area resulting in a motion for the directors, which later has been passed.

Different roles in danlind (Later McBride)**Jan. 1997 – Feb. 2019****Senior Learning and development specialist****Sept. 2018 – Feb. 2019**

Private label producer of household detergents. UK based public listed company
Reference to Group Head of Talent Development
Revenue: 750 mill €. Employees: 4200
Actively sought the opportunity to change into a specialist role in L&D
Left McBride to take a self-chosen break for reflection on my career

Tasks:

- Developing and execution of change management
- Leading transition processes
- Leadership training and development activities.
- Revamping of the McBride Development Program.
- Member of the McBride coaching team

Results:

- Change management courses for all danlind employees after the acquisition process
- Managing training program for SAP implementation

HR-manager**Oct. 2017 – Aug. 2018**

Private label producer of household detergents. UK based public listed company.
Reference to CEO.
Revenue: 67 mill €. Employees: 250
Handling HR and organisational tasks related to the merger of danlind into McBride

Tasks:

- Member of the integration team during the acquisition of danlind by McBride
- Organisational re-design
- Implementation of group HR strategies and procedures
- Managing current and new HR-cycle tasks
- Group KPI reporting
- Dataroom responsible during the acquisition

Results:

- Implementing PDR-system (Performance driven appraisal)
- Minimizing number of leavers and costs related to this



Private label producer of household detergents. Family owned Danish company.
Reference to CEO. One employee in reference to me.
Revenue: 55 mill €. Employees: 200
Convinced the CEO in the benefit of having an HR-function and succeeded in getting that position

Tasks:

- HR-Business partnering to CEO, VP and leaders
- Recruiting of salaried and training team leaders in recruiting blue collared workers
- Leadership and team development
- Contracts and legal advising
- Developing and executing strategy processes
- Project management of HR and health & safety projects

Results:

- Recruiting hit-rate of +95%
- Design of HR-processes
- Introducing DISC (Behaviour testing) as team development
- Redesign of appraisal (MUS) combining it with the business strategy and jobsatisfaction
- Establishing a high performing management team together with the CEO

Environmental- and quality manager**Nov. 2006 – Oct. 2010**

Extended my responsibilities to also getting a quality certification for danlind
Reference to CEO
Revenue: 50 mill €. Employees: 200

Tasks:

- Establishing and running of a quality management system
- Customer audits at the Holstebro site

Results:

- Certification according to ISO 9001 and BRC
- Achieving approval by several key customers, including Tesco

Environmental manager**Jan. 1997 – Oct. 2006**

Chose the job because I could take the company to the next environmental level with an ISO certification and EMAS registration
Reference to CEO
Revenue: 25-30 mill €. Employees: 80-100

Tasks:

- Establishing an environmental management system
- Contact to legal authorities
- General environmental conditions
- Procurement of energy
- Responsible for environmental audits and inspections
- Member of the health and safety organisation

Results:

- Certification according to ISO 14001 and EMAS registration
- Changing company culture towards more environmental approach
- Designing and introducing workplace evaluations (APV).



International producer of fish products. Public owned
Employees: 4000 total. Approx. 150 in Umanak

Tasks:

- Optimisation of the production facilities
- KPI-reporting

Results:

- Increasing yields in the production
- Increasing of thawing capacity
- Reducing reporting cycle from 1½ day to 3 hours

Environmental and quality consultant

Oct. 1991 – Okt.1994



DIFTA

Self-contained institute transferring basic science to applied technology.
Consultancy and project management within clean tech in the fish processing industry.
Reference to vice-president
Employees: 30

Tasks:

- Project management of cleantech project supported by the Danish EPA
- Design of new clean tech solutions
- Consultancy tasks within cleantech and quality in the fish processing industry

Results:

- Reduction of the water consumption for fish processing with 50%
- Reduced wastewater pollution
- Projects delivered on time and within budget

Education

- 2018: ICF-certified coaching education at GROW2®. 8-month period and 125 hours of education.
- 2009-11 HR-Education (AP-Grad. 2½ years at “Ledelsesakademiet” i Aarhus)
- Servicing of the line management
 - Strategic HR (Incl. coaching)
 - Strategically competence development
 - Management philosophy (Thesis on teamwork as a management philosophy)
 - Thesis (Leadership development at danlind)
- 1986-91: Aalborg University (Ms. Sc.)
Environmental sector / Sector for fish processing technology
Thesis (“Clean technology in the herring filleting industry”)

Courses

- 2022: Employment law and resignations. Focus Advokaterne.
- 2022: Masterclass in personality profiling by Jørgen Friis; e-stimate and Anne Vedel PhD., Aarhus University.
- 2019: BusinessCare Intensive at Innovation City. Course for board members.
- 2019: Agile project management. Lederne
- 2019: Graphical facilitation.
- 2013: Certified in conducting IQ-test (IST-test from Hogrefe)
Certified in conducting Big-5 analysis (Fem-faktor test from e-stimate)
- 2012 Certified in conducting DISC behavioural tests (e-stimate)
- 2010 Certified in conducting DISC behavioural tests
(“Extended DISC” from HR Solutions)
- 2008 Course (5 days) in “Appreciative inquiry” with focus on the 5D model; Resonans
- 2006: Course in “Organisation and management”, “Project management”, “Conflict handling”; Aalborg University
- 2001: Auditor course in OHSAS 18001; Det Norske Veritas
- 1998: Environmental auditor course. EARA-approved. Force, DS, DTI
- 1997: Health & Safety course for health and safety boards (§9 Training)

HR-relevant volunteering

I have been a scout since 1978. Therefore my whole upbringing comes from working in teams and small groups. I have worked with leadership training for both young and adults for 30 years in different roles eg. team member, course leader, chairman of the youth training committee, project leader for restructuring of the adult training program.

The last 10 years I have mainly been working with leadership training of adults, where the focus has been how to connect values and principles of the movement with one's own personal values and how to take these into one's daily work as a leader. All that in relation to national and international principles. During the last 5 years I have implemented action learning in the senior leadership training. There is a mutual inspiration between my professional life and scouting work.

I am an educated trainer on both national and international level and have received the The Danish Scouts association's medal of honor two times.

2023-	Board member at FGU-HLSS representing DI (Association of Danish Industry)
2022-	Chairman of the education committee for technical and IT educations at Dania Erhvervsakademi
2021-	Task force member at Code of Care
2004-2009:	Chairman of the board at Nordvestjysk BST.
1998-2004:	Board member at Nordvestjysk BST - a health and safety consultancy company.

References

All references may be contacted by prior arrangement.

Sophie Vandamme	CHRO at McBride. Sophie is now CHRO at Lidl Belgium/Luxemburg. (+32 479 699 944)
Torben Paulin	CEO at TCM Group. (2121 0464)
Lis Hammelsvang	Supply chain manager at TCM. VP colleague for 3 years (40566422)
Henrik Aagaard	VP colleague for 6 years, and my CEO for 13 years. Henrik is now CEO at BKI Foods (4034 1265)
Torben H. Nielsen	Sales manager at danlind. VP colleague for 3½ years. Torben is now Key account manager at BKI foods A/S (2322 0540)
Alex K. Madsen	Group Finance Manager at Lind Holding. VP colleague for 6 years. Alex is now CFO at ST Skoleinventar. (2033 1762)
Lasse Eberhart Skov	Education consultant/key account manager at EAMV with reference to me. Lasse is now owner of Eberhart. (6022 0384)