



Sandra Klinkenberg



SANDRA KLINKENBERG •
Advisory Business Economist
Sandra-Klinkenberg.de

SANDRA KLINKENBERG

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Possible assignments as Manager, Advisor, Expert, Specialist, Leader - cross-sector & cross-divisional - .

Birthdate July 1975

Profession, education **Advisory Business Economist**
Liberal profession according to the catalogue of liberal economic advisory professions

Core competence holistic sustainable development - economy, business, company & organisation, body, institution, etc. • **STRUCTURE DEVELOPMENT** •

Operations: Advice & guidance, support & assistance, concept design & activation to holistic sustainable development - **STRUCTURE DEVELOPMENT** - turn-around, pre-insolvency measures to statutory reorganisation and re-structuring, re-organisation as well as alignment and holistic sustainable development - economy, business, company and organisation, board, institution, etc. - Goal definition, team building, strategy, organisation, leadership, integration, activation and improvement

Level: divisional management, director, managing director or board member in strategy & direction, corporate development and governance; board of directors -- CRO, CDO, CIO, COO, CEO - CxO --

Assignments: Consulting and sparring / coaching; Interim mandates; Project coaching & projects. -- industry & sector independent as well as cross-sectoral --

Location: national, D-A-CH, Europe or worldwide; German contract

Work, staff & client / customer testimonials:

"if you want it to really work, ask Sandra Klinkenberg!"

„...playfully easy and yet with the highest level of competence ...“

S³ . beautiful, fast, smart, clever

S⁴ . stunning, speedy, smart, structured

„How do you do that? How do you manage to recognise even very extensive structural things and facts so quickly and how is it that you always ask the right questions at the right place?... .. „

Predicate: extraordinary, exceptional - very special - outstanding - unique extraordinary, exceptional - very special - outstanding - unique

SANDRA KLINKENBERG
Beratende Betriebswirtin

Advisory Business Economist
holistic sustainable development since 1992

Sandra-Klinkenberg.de
independent Business and Management Advisor

alle erfüllung, in Zellen und Aktivität kann mit verantwortungsvoller Arbeit, Praxis und Handlungswelt, in jeder anderen Hinsicht einzuweisen, darauf und schrittweise bewirkt werden.

Sollten werden mit:
- Anwesenheit von 2 Stunden
- Anwesenheit von 10 Stunden
- Möglichkeit zur Weiterbildung
- Hohe Flexibilität

Die sogenannte Größe, er wird in gewöhnlich kein primäres ist, Managementwissen.

Die Regeln enthält eine Definition für die in eine gewisse Zeit und beginnt mit der entsprechenden Beziehung der Entwicklung, Aufzeichnung, dieser ersten Schritte.

ganzheitlich nachhaltige
Entwicklung seit 1992

SANDRA KLINKENBERG •
Beratende Betriebswirtin,
selbstständig unabhängige
Unternehmensberaterin

Sandra-Klinkenberg.de

Professional competences - Personal competences

STRUCTURE DEVELOPMENT • also infrastructures incl. analysis, risk, control and governance systems e.g. COBIT, ICS, etc. - IntegrativeManagementSystems© - CATManagement©

- Goal definition and strategy planning, development, implementation
- Business, corporate and holistic organisational development, cultural development
- Responsibility & sustainability, operational capability and resilience
- New technologies - internet, quantum computing, AI, BigData, KategorieManagement etc.
- Security, business continuity management, operational capability & resilience, future viability

Organisation, Alignment & Development: Programme, Portfolio & Process Management: Process Ergonomics - Business Process Analysis, Development & Optimisation, Business Process Management & Development; ESM, E2E, C2C, Circle/Circular Economy, Technologies, etc.

Responsibility & Sustainability • Corporate Social Responsibility (CSR) & Sustainability Management - ISO26000/ONR192500 - Focus on business and CSR: SDGs, ESGs, ... 10 principles of the Global Compact, GRI sustainability report, relevant systems, methods & procedures

Quality and Excellence: Quality and Total Quality Management (TQM), ISO 9000, ISO 9001, ISO 9004, ISO 19011 etc. Process analysis, organisation, implementation in PDCA cycle, CIP and lessons learned, audits, assessments, validation, development planning, preparation and implementation, reporting and communication; EFQM etc.

Operational Capability & Business Continuity Management: BCM Business Continuity Management - ISO22301 + ITSCM IT-Service Continuity - ISO 27031 + Emergency and Crisis Management; ISO/IEC27031, BSI100-1 to 4 etc. NIS2, ...

InformationSecurity: ISMS Information Security Management Systems – ISO270xx, ISO27001, DIN SPEC 27076

Project Management: Project manager, PMO, organisation, coordination and control, phase planning, project consolidation, programme and portfolio management, project development, project coaching, team building and development, construction project management; change management

Category Management; Big Data, AI etc.; ESM Enterprise-Service-Management, E2E, C2C, ...

Experiences

- Management of complex projects
- Conducting negotiations at national and international level
- Provider and Seeker in a balanced way - Encouraging and demanding with a clear focus
- Cooperative leader and team member, entrepreneurial manager, motivator
- Solution consulting in complex programmes
- Sparring partner and project coach for specialists and managers
- Familiar with international group requirements and structures in management and development, across divisions

Functions as consultant, sparring partner, trainer, coach, developer, interim / manager, executive, commissioner, assessor, validator, auditor - appointed internal data protection officer (DPO) - appointed auditor

Customers, industries: e.g. SMEs, medium-sized businesses, large companies, corporations, institutions, clubs & associations, federal government - federal states & local authorities - cities & municipalities, etc. etc. Automotive, banks, construction industry, service industry, energy production, freelance professions, finance, hazardous goods/materials, trade, industry, engineering, IT, food & beverages, aerospace, production, shipbuilding, software development, technology, telecommunication, insurance, defence, administration, science, supplier industry

Studies, training, qualifications and certificates

I am an Advisory Business Economist ((PhD Level 8 EQR), eq. MBA - Management and Economics) - a liberal profession according to the catalogue of liberal economic professions

I completed my education on the alternative second educational path in Germany. Germany offers the possibility of an academic qualification on the alternative path of education together with recognition of the liberal profession of advisory business economists according to the catalogue of liberal professions (advisory economists) under examination and recognition of professional training, professional experience and further training steps. I have chosen this path with the advantage of many years of practical experience.

06/2023 KW25	Representative of the association - BVMW e.V. Der Mittelstand. Federal association - Part II
03/2023 KW11	Representative of the association - BVMW e.V. Der Mittelstand. Federal association - Part I
12/2014	ISMB, DGQ information security management officer, P/ISMB/1402-133 (DGQ - German Society for Quality, Frankfurt am Main)
08/2014	BCM, Business Continuity Management, internal Auditor (4m2s GmbH, Switzerland)
07/2013	Vocation to DQS-UL CFS Auditor
04/2011	EFQM Excellence Validator (EFQM, Brussels, Belgium; ILEP Germany)
03/2011	EFQM Excellence Assessor (EFQM, Brussels, Belgium; ILEP Germany)
12/2009	EOQ CSR & Sustainability manager, AT10CSRM-12; 65265 Corporate Social Responsibility & Sustainability manager, CSR/09/0004 (European Organisation for Quality, Brussels, Belgium; Quality Austria, Linz, Austria)
04/2004	DGQ Quality manager, P/QM/0406-005 (DGQ - German Society for Quality, Frankfurt am Main)
12/2002 - 01/2004	Diploma Interior design / Interior Architecture (ils, Hamburg)
03/1997 - 03/1997	Assessment of working conditions as per section § 5 of the German work and safety act / working-space analysis (Hungenberg u. Hlawna Unternehmensberatung GmbH, Munich)
01/1996 - 06/1996	Business Information Technology Certificate (Economic and Social Academy, Bremen)
01/1995 - 06/1995	Certification as trainer for apprenticeship / professional training in industry and trade (Chamber of commerce, Bremen)
1994	Seminar/Training Accountancy, Accounting and Business management, up to state certified accountant (Economic and Social Academy, Bremen)
08/1992 - 01/1995	Dual system - apprenticeship / professional training shortened due to good knowledge and results, Commercial Assistant - investment/capital goods
...	...
08/1982 – 06/1992	high school

Languages

- German: mother tongue
- English: business fluent

IT

- Microsoft Office inclusive Visio and Project
- Lotus Notes
- Mind Manager
- INDART Professional®
- INDITOR

Strengths:

- quick analysis of structures under consideration of strategies, targets and cultures
- solution proposal for integrating effective adaptation, optimization or development
- explanation of the necessity and motivation for changes as well as introduction into themes and subject areas
- entrepreneurial manager and cooperative executive, as well I like to work in cooperative teams and I create a positive, team and service-oriented atmosphere
- highly motivated specialist in structural development, expert for integrated management systems; holistic sustainable business, corporate and organisational development

Professional skills

Process Management:

Process Ergonomics - Business Process Analysis, Development and Optimisation
Business process management and development

Project Management:

Project manager, PMO, organisation, coordination and control
Project coaching, project consolidation, portfolio management
incl. construction project management and project phase planning
in consideration of DIN 276, HOAI and VOB

Quality Management:

Quality and Total Quality Management (TQM)
ISO 9000, ISO 9001, ISO 9004, ISO 19011

Corporate Social Responsibility (CSR) and Sustainability Management,

Focus on companies and CSR:

Global Compact - 10 Principles
GRI Sustainability Report
Relevant systems, methods and procedures

Corporate Social Responsibility (CSR) and sustainability management with a focus on companies and CSR

Advisory services and project coaching, mentoring:

Structure development, holistic sustainable corporate and organisational development as well as
Infra/structural development, fee conception and design for areas and spaces, products and markets,
business and divisional development

EFQM Business Excellence and Total Quality Management (TQM)

ISMS Information Security Management Systems

BCM Business Continuity Management, Emergency and Crisis Management

Benefit:

- highly motivated specialists in structural development holistic sustainable corporate and organisational development
- entrepreneurial manager and cooperative leader
- Advisor, interim manager, sparring partner and coach for specialists and executives for structural, corporate and organisational development and management systems
- experienced advisor, manager and executive, auditor, assessor, validator and developer

Keywords:

Holistic Sustainable Development - STRUCTURE DEVELOPMENT - Sustainability - 10 Principles of the Global Compact - SDGs / ESGs - Circular Economy - Strategy - Governance - Compliance - Technology & Engineering - ICT - IT - Artificial Intelligence - AI - QuantumComputer - PostQuantumCryptography - PQC - CONTINUITY - IRBS - Operational Capability - Business Continuity - Emergency & Crisis Management - Brownout / BLACKOUT Preparedness - SMART- City - SMART Tools - Concepts & Designs - CorporateSecurity - OrganisationalSecurity - BCMS - ISMS - InformationSecurity - IRBS - ITSCM - RiskManagement - CorporateDevelopment - ManagementSystems - CSR - Corporate Social Responsibility - CorporateResponsibility - Sustainability - Quality - QM - TQM - TotalQualityManagement - Excellence - BI - Business Intelligence - Goal - Strategy - Implementation - Sustainment - Continuous Improvement - Risk Minimisation - Potential Enhancement - Value Enhancement - Future Viability - Sustainability ...

Excerpt of realised projects, chronological listing

07.11.2023 Impulse Seminar Sustainability, CSR – what now?

- What is sustainability & how can I act in the interests of sustainability?
Why is sustainability important?
 - Basics of sustainability
 - Specific consideration of sustainability
 - 10 principles of the Global Compact & SDGs - sustainability goals
 - Sustainability reporting GRI;
- the BNK reporting framework is used specifically for Bremerhaven - correlations to the general reporting standards along with innovations & updates
 - Legal framework conditions such as the Supply Chain & Due Diligence Act (companies)
- Sustainability in the public sector - explained in concrete terms using various examples from the participants' respective areas of responsibility and impact
- Interactive seminar documentation as an information & reference tool for the participants

Sustainability is a principle of thought and action for the utilisation of resources. Sustainability is intended to ensure that needs are met in the long term through the natural regenerative capacity of the systems involved, especially living organisms and ecosystems. It is based on the 10 principles of the Global Compact and GRI reporting - from which the SDGs sustainability goals were developed for better management. Sustainability is important in order to protect the environment and ensure a future worth living for us and future generations. Legal frameworks such as the Supply Chain & Due Diligence Act are laws that oblige companies/organisations to better fulfil their global responsibility to respect human rights and environmental standards. In the public sector, there are also initiatives to promote sustainability, such as Green Public Procurement (GPP). Separating business and administration in terms of obligations and levers for enforcement is not very expedient - after all, we are talking about a single overall system - planet Earth with all its different organisational systems.

Organiser & participants: public sector - municipal administration - interdisciplinary areas

07/2020 – dato. Advisory services & feasibility analyses incl. solution proposals & support

- Nov.2022 – dato **Advisor**; Advisory and technical support of an international medium-sized production company with, among other things, CRITIS & radiation protection relevance in the area of business continuation as well as emergency and crisis management through specific conception, initiation and implementation of a BCMS - Continuity Management System in connection with the ISMS, QMS, Enterprise Risk Management & Compliance in the headquarters as well as all international locations and dependencies. The trigger and guiding principle was and is to obtain and maintain cyber security insurance.
- up to 31.10.2021 **Advisor**; Technical support of the Head of Security and his team; responsible for the integrated multi-management system - ISMS, BCM, risk management, health and safety, etc. - support for the ISMS monitoring audit based on ISO/IEC 27001.
- Services: Conceptual design of BCM based on ISO 22301 + IT-Grundschutz, ISO 27031 IRBC in close connection with the risk management system ISO 31000 etc. for further development; support for the surveillance audit as a whole - ISMS based on ISO/IEC 27001 - and active preparation within a division; continued provision and explanatory handover of far-reaching information on the focussing and development of the company in the course and context of the integrated multi-management system, including the far-reaching changes within the company in the course of the merger and integration into the purchasing group. Company: DE, Service & Software Development division - Business Process Management software with international clientele in many industries
Buying company: DE, listed software group for the management of all business processes

2018 – 01/2020 **Advisor** on a variety of topics in different sectors and areas, such as

- Associate consultant, expert, business management & corporate strategy advisory services to improve the efficiency of the end customer in the course of digitalisation; Group, telecommunications
- Communication Manager / Senior Consultant, Expert, consulting and support for the internal rollout of the end customer on integrity and corporate responsibility. End customer rollout on the topic of integrity and corporate responsibility; Group, Automotive
- Advisor and sparring partner for specialists and executives, expert and specialist, consulting and basic development for the understanding of management systems - basic quality management, development of individual training concepts for end customers with a focus on construction,

production and company management on the subject of quality management; intern. Medium-sized companies, shipbuilding

- Training manager, consulting and support for setting up, maintaining and developing change management and user enabling in the course of digitalisation, min. state-wide set-up and rollout; State of Lower Saxony
- Advisor ITSCM - IT Security Manager, expert and specialist, consulting, development and support of the Group ITSCM to maintain and develop the worldwide BCM / ITSCM; Group, Automotive

concrete project examples:

05/2019 – 01/2020 **Advisor ITSCM - IT Security Manager, expert and specialist to advise, develop and support the Group ITSCM to maintain and develop the global BCM/ITSCM;** Development design and prototyping of a specific category management for a better overview, connection and understanding of the direct and indirect areas of influence (input - output); DE, Group, Automotive

11/2017 - 02/2018 **Advice on and responsibility for the specifications and basics** ITSCM for a German Landesbank in connection and coordination with BCM in the course of a restructuring & development programme for the IT & Business Continuity Management project of a Landesbank Group

09/2017 - 12/2017 **Advice & support for the creation of the company-wide and group-wide ITSCM guideline,** Updating of the IT emergency preparedness concept and other documents according to ISO/IEC 27031, ISO 22301 and BSI 100-4; general consulting and coaching of colleagues in the existing team as well as directly adjacent and related areas on the topic of ITSCM; maintenance of a functional IT service continuity management system incl. CIP, coordination with Group BCM as well as advisory support of the areas vis-à-vis Group Leadership & Management, Internal Audit and Group Compliance.
Company: DE, listed insurance group & independent subsidiaries, GmbHs [ERGO Group AG, ITERGO GmbH]

12/2016 - 06/2017 **Advisor in the field of ITSM & Coach f. the IT ServiceContinuityManager on ITSCM;** Set-up, integration and development of an ITSCM in an insurance group, DE, insurance industry [VHV solutions GmbH of the VHV Group] Support & consulting in the creation of emergency scenarios, IT emergency & restart/recovery plans; general coaching of colleagues in the existing team on the topic of ITSCM on the basis of ISO/IEC 27031 and IT-Grundschutz BSI 100-4, etc. Structural development and creation of tools for maintaining a functional BCMS-ITSCM system incl. continuous improvement process (CIP) along with extensive development points in the short, medium and long term along with a development roadmap; creation and explanation of basic principles; close coordination with BCMS and all IT areas along with ISMS and their IT security and risk management etc.

12/2016 – 02/2018 **Advisor and Coach for IT Service Continuity Management (ITSCM))**

in connection with BCM, ISM and RISK, governance and organisation etc.

Area: Finance; banking & insurance industry

Contents: KRITIS, ECB, MaGo, MaRISK, etc. as well as ISO, BSI, ITIL, ...

Focus: 2nd LoD incl. 1st and 3rd LoD = holistic concept internal/external

- Responsible for specifications and basics for ITSCM for a German Landesbank.
- Consulting & support for the creation of the ITSCM guideline, update of the IT emergency preparedness concept and further documents according to ISO/IEC 27031, ISO 22301 & BSI100-4
- General consulting and coaching of colleagues in the existing team on the topic of ITSCM to maintain a functional IT service continuity management system incl. CIP
- Support & advice in the creation of emergency scenarios, IT emergency & restart/recovery plans
- General coaching of colleagues in the existing team on the topic of ITSCM; ISO/IEC 27031
- Structural development and creation of tools to maintain a functional IT service; continuity management system incl. continuous improvement process (CIP) along with extensive development points in short-, medium- and long-term. Basis development and explanation.

Reference: bbyc for a state bank in Hesse; ITSCM manager, BCM manager.

Reference: Q_Perior AG for an insurance company in Düsseldorf; ITSCM manager

Reference: Eurostaff GmbH, head of ITSM as well as ITSCM manager for an insurance company in Hanover

01-03/2015 Advisor and project-related team member

Failure Dataset for Safety & Reliability Analysis
Domain: Project and organisational errors - including a general and generic dataset
Compilation and author: Sandra Klinkenberg
Reference: Aerospace; Astrium EADS - Airbus Defence & Space + Team
- France, UK, Netherlands; (Japan)

11/2013 Workshop – Lecture

HUDEP 2013 - 3rd Human Reliability Workshop
Topic: Organisations, human factors and decision making
Reference: Presentation_Organisations-HF-DM.pdf on
Sandra-Klinkenberg.de/Service Hard-&Soft-Facts©

07/2013 – 07/2016 Appointment as DQS-UL CFS Auditor Carrying out various SEDEX audits
SMETA Audit, the world's leading audit – Sedex, the world's leading audit. SMETA is the world's
most widely used audit. Businesses use SMETA to understand and make
improvements to working conditions and environmental performance in their
business and supply chain.

06/2012 – 01/2013 Concept Developer / Technical Director

- Concept development for a business start-up in Saudi Arabia as a new unit in an existing group of companies - new area = development with a focus on holistic sustainable structural and organisational development of companies - offering seminars and trainings as well as consultancy and special developments.
- Activities and contents:
Conception of the overall corporate structure
Conception of the technical structure and organisation - products and focal points; product design and development; contract design and drafting until ready for signature; layout and design of logo and corporate identity; creation of thematic presentation materials; search for, finding and integration of partners and partner companies; preparation for the establishment of the company and signing of the contract; preparation for market entry with a technical focus; all aspects of the responsibilities described in the overall entrepreneurial structure; of the Technical Director in this pre-entrepreneurial phase.
- IT content:
Listing of required IT and DP elements, e.g. CRM, CMS and their specification; beginning of creation of a requirements matrix with specific contents; beginning of coordination with existing elements and required technical infrastructure.
Reference: SFJH Consulting Service, CIMA, CFC.STC > for Gulf Professionals Company (GPC)

2011 – KW37 Assessor

for the ILEP - EFQM Excellence Award, German Quality Award for Excellent Organisations.
Assessment: as responsible assessor for criterion 3 (employees) as well as criterion 7 (employee-related results) and as team partner criterion 4 (partnerships and resources); company and organisational structure, technical infrastructure as well as the structure and process organisation taking into account the interrelationships in a holistic view and on the basis of required regulations
Reference: Executive Member of the Board ILEP, Team Leader Assessor Team: Management Representative of the Wieland Group, Team Partner: Quality Manager, Lower Saxony State Office for Consumer Protection and Food Safety (LAVES), further team members of the Assessor Team can be named.

04/2011 – 05/2011 Advisor

Area: Science - Renewable Energies

- Planning and development of a communication and action structure for a comprehensive and synergetic energy storage concept,
- Realisation of the "Big Picture",
- Presentation of the concept to financial partners and preparation of negotiations to approach initial/investors,
- Preparation of the necessary measures to present the concept to financially relevant partners and investors.

Reference: _Project deployment assessment_05u10-12.pdf

01/2009 – 12/2011 WM! Wachstums-Manager! by Sandra Klinkenberg

- Continuation of product development for the coaching system through further modules

(KULTURclub) from this Development of an organisational structure model on the basis of an extended and large-unit adapted structure based on the basic systematics of the coaching system incl. IT structure with first visual extract,

- Development of a project overview structure to identify potentials in multi-project landscapes - linkable to a system-specific project handling structure
- Consulting and development

01/2009 – 12/2011 KULTURclub by Sandra Klinkenberg

- Product development for the own consulting company
- Development of a training and coaching system to support the maintenance of sustainable and consistent decisions incl. software module in the licence system
- Implementation of first consultations

05/2010 – 12/2010 Quality Manager and Internal Auditor

Area: energy; group area energy production - subcontract

- Planning, preparation and presentation of the strategic audit planning of the audit phases for corporate development up to the year 2025,
- planning, preparation, implementation and follow-up of internal process process audits and the annual ISO 9001 system audits, Preparing and supporting the management reviews for 2010
- Plan, prepare, support and monitor the external surveillance audit Planning, preparing, conducting and following up on process maturity assessments Performing related tasks such as process consulting

Assessment as responsible auditor, lead auditor:

Audit of the company and organisational structure, technical infrastructure as well as the structural and procedural organisation.

organisation, taking into account the interrelationships from a holistic perspective and on the basis of the basis of required regulations

Reference: _Project deployment assessment_05u10-12.pdf - REX-ITOC, AKRA

10/2009 – 11/2009 Trainer

Area: Telecommunications; Group - subcontract

- Conducting seminars on work organisation and time and self-management also using MS Outlook
- Group size: up to 20 persons

11/2007 – 12/2008 PMO

Area: Telecommunications; Group - subcontract

- Project Management Office & Programme Management Support
- for an international eHR project on the topic: Identity and Access/Account Management
- Project management - tracking, communication & reporting,
- project & programme management support, concept development

For T-Mobile Germany / International group-wide to DTAG and other subsidiaries/brands

03/2007 – 06/2008 Internal Data Protection Officer (DPO)

Area: Document Disposal and Destruction; Corporate Group

- Responsibility of the Company-Part: Disposal and Destruction
- Internal data protection officer for the German companies of a Canadian group in the field of document destruction

Reference: German companies of the Canadian group Shred-IT

06/2006 – 09/2008 Advisor, Business Analystin, Business Coach

Sector: healthcare, services; SMEs

Advice and further coaching

- Organisation and structure of ideas, existing products and seminar elements.
- Advice on the preparation of the business plan
- Structural conception of the cooperation with partners, Structural and procedural organisation of the company Planning the deployment and resources of the staff

Distribution Management:

- Process and structure planning for sales areas, product fields and target groups
- Support in approaching first customers
- Support in equipping/furnishing the business premises

- Further entrepreneurial coaching

IT content:

- Development of an IT-supported deployment and resource planning system with integrated financial evaluation - Excel-based; Evaluation - Excel based

**06/2006 – 07/2007 Advisor, responsible sub-project manager
- construction, commercial and technical**
Industry: Healthcare, Service

- Advice on the building project and setting up a company
- Feasibility and requirements assessment for the building project
- Advice on construction project planning, project phase planning
- Constructional + commercial project development
- Construction cost projection - variant I approx. 50 million EUR, variant II approx. 35 million EUR
- resource planning

01/2003 – 12/2007 Business and process analyst, advisor
Fields: Construction, Building Trades, Architecture & Engineering, Health Care + many other industries & sectors

- Consulting for small and medium-sized enterprises
- Company size: up to 250 persons
- Organisational and process consulting
- Process management - process ergonomics:
Business process -analysis, -development, -optimisation

Corporate and process areas:

- Organisational and operational structure
- Resource and operational planning
- Order processing, accounting and business administration
Monthly, quarterly and annual evaluations
- Financial year planning and corporate management
- Business strategy and target planning incl. divisional planning
- Distribution/Sales, Product Development, Project Management
- Consulting on certification and re-certification audits for ISO 9001
- Advice on the preparation of internal audits for ISO 9001

11/2005 – 04/2007 Cooperation partner, leadership team
Fields: Engineering, Advisory, Service

- Network and cooperation building
- Selection of suitable partners
- Resource planning
- Structural conception of cooperation
- Product conception
- Planning and implementation

09/2006 – 10/2006 Advisor, Process Analyst
Sector: Construction companies - building construction; SMEs

- Business process consulting, process analysis
- Area: Order processing
- Content: Acquisition, sales to after-sales
- Recording, analysis, suggestions for improvement
- Development and implementation of workshops
- Individual discussions
- Process audit _ Audit area: order processing

06/2006 – 06/2006 Internal Auditor - Process Audit
Area: engineering, plant construction; SMEs

- Quality Management - Internal Audit
 - Process Audit
 - Audit area: Order processing
- Contents: Sales to after-sales
- Planning, implementation, follow-up & follow-up
of an internal audit for a plant construction company including
Process engineering and industrial assembly

- 08/2003 – 10/2005 Interim owner, consultant, business and process analyst**
Area: building trade, service, trade with entertainment technology
- Business process development in a small business followed by coaching
 - Reengineering of a small business
 - Interim Management
 - Reorganisation & optimisation of internal processes
 - Process design and creation of forms for sales support, requirements recording and order processing
 - Reconstruction of a marketing and sales structure
 - Coaching - work processes and project management
- 08/2005 – 10/2005 Project manager and trainer - sub-project management**
Area: service, retail trade - subcontract
- Training and coaching of new and existing team leaders
 - Supervision of the team leaders' resource and staff deployment planning
 - Location: Lübeck and Hamburg
 - Team size: up to 50 employees
- 2004 – 2005 Lecturer / Trainer**
Area: service, handicraft
- Seminar Office & Company Organisation
 - for an educational institution of the workers' representation and regional chamber of the sector
 - Development, implementation
- 08/2005 – 08/2005 Team leader without assistance**
Area: service, retail trade - subcontract
- Team management for service realisation and inventory
 - Team: up to 140 people, Location: Berlin
 - Service realisation in two branches in parallel
 - Team management for service realisation responsible for a chain of department stores
 - Team management, planning, training of staff
 - resource planning, staff deployment planning
- 09/2004 – 11/2005 Team leader with assistance**
Area: service, retail trade - subcontract
- Team management for service provision, taking inventory
 - Team size: up to 250 persons
 - Team leader for the contract performance of a service provider for a department store group:
 - Team leadership, work preparation, staff training, resource and staff deployment planning
- 03/2003 – 06/2003 Business Process Advisor**
Industry: Online service, retail trade
- Development of a sales concept with marketing plan
 - Process development from pre-sales to after-sales
 - Company size: up to 50 people
 - Conception, planning, development, structuring
 - Personnel selection, training, resource planning
- 07/2002 – 12/2002 Assistant and Advisor to the Executive Board**
Sector: Construction and engineering, logistics; SMEs
- Project and organisational support in the construction project
 - Project: Construction of a logistics centre
 - Total gross floor area: 34,000 m² BRI: approx. 417,000 m³
- Einsatz – Beratung und Interim-Management:**
- Assistant to the management
 - Construction project consultant
 - Advisor and coach for project and operational processes
- Responsibility, subject matter:**
- Project and organisational support in the construction project for the executing overall planning office:

- Commercial, organisational and administrative processing
- Internal and external process optimisation during construction
- Personnel and secretarial management
- Process optimisation of internal procedures
- Order processing - invoicing

2002 – 2008 +

Business and process analyst, advisor

Fields: Construction, Building Trades, Architecture & Engineering, Health Care + many other industries & sectors.

- Consulting for small and medium-sized businesses, company size: up to 250+ people.
- Consulting, training and seminar as well as trainer for educational institutions and trade unions, Chamber of Commerce & Crafts, Chamber of Lawyers & Tax Consultants - Chambers & Associations
- Corporate development, re-organisation, reorganisation; interim management / interim owner
- Organisational and process consulting
- Process management - process ergonomics: business process analysis, development, optimisation
- Staff and management coaching
- Sparring partner for experts and executives

Corporate and process areas:

- Structure and procedural organisation
- Staff, resource and operational planning
- Order processing, accounting and business management
Monthly, quarterly and annual evaluations
- Financial year planning and corporate management
- Business strategy and target planning incl. divisional planning
- distribution/sales, product development, project management
- Advice on certification and re-certification audits for ISO 9001

and many other projects

further information:

Initiating member VERTRAG-HANDWERK

Founding member of Mission 100 e.V. - Data Protection and Risk Management

Organisational development and project management experience as well as leadership experience have existed since 1992. Also experience in working in international teams, international projects or projects in project realisations in other countries and regions.

Curriculum vitae

- 12/2023 - dato** **Risk Manager Open Source at an Institution under public law**
- 07/2002 - dato** **SANDRA KLINKENBERG - Advisory Business Economist, independent & liberal Economic, Business, Management & Administration Advisor** - Project Coach; Commercial & Technical Advisory, Sparring Partner for Specialists and Executives, Interim Manager - Representative, Officer - Appointed Auditor
- 09/2015 – 11/2015** **Director Training & Development, EFQM Brüssel**
Responsibility: budget EUR 1 billion, disciplinary 3 persons; Supporting excellence development within and outside Europe
- 11/2014 – 03/2015** **Consultant, IQ Professionals GmbH & Realisation of an order from previous company, self-employment - aerospace industry - failure data catalogue for safety & reliability analysis for the area: project and organisational failures - incl. a general and generic dataset Compilation and author: Sandra Klinkenberg;**
Business studies consulting, state-certified business economist, IQ Wirtschaft GmbH Region Hamburg und Hannover – IQ Bremen GmbH
- 09/2013 – 10/2014** **(ICT-)Consultant for Management Systems, CONTECHNET Ltd., Sehnde**
Consulting, education/training and project coaching with a focus on emergency and crisis management in the course of the initial set-up of an (IT) emergency planning with INDART Professional®; area management qualification and certification;
Norms & Standards: BSI1001-4, ISO27001
Customer: Small, medium and large enterprises up to corporate groups, public authorities and state institutions
Customer industries: Logistics, travel and tourism, authorities and state institutions, financial companies, automotive industry, aviation industry, ...
- 07/2002 – 08/2013** **Entrepreneur / owner, management consultant and project coach - commercial services**
Customers: small, medium and large companies up to corporate groups
Client industries: Science, renewable energy, energy, nuclear power, telecommunications, document shredding, healthcare, IT, marketing and advertising agencies, construction, architecture, engineering, healthcare and hospital industry, manufacturing industry, plant engineering, business consulting, services, entertainment technology, real estate, trade, e-commerce, logistics, food industry, aerospace, (general) consulates & embassies ...
- 01/2009 – 12/2011** **KULTURclub by Sandra Klinkenberg**
- Product development for the own consulting company
 - Development of a training and coaching system to support the maintenance of sustainable and consistent decisions incl. software module in the licence system
 - Implementation of first consultations
- 08/1992 – 05/2002** **Employee in Germany (compact)**
- Commercial and technical advisor, field sales representative, conceptual interior design.
 - Area sales manager for northern Germany, industry, lighting and lighting technology; reorganisation of the sales area
Infrastructure development: Advisor and sales representative in the field in B2B and B2C business in the environment of construction for investment and capital goods - conceptual interior fittings - for industry, office and administration buildings as well as exclusive private homes. Responsible for concept, draft and design, sales and coordination, purchasing and supervision of conceptual interior fittings for property-related projects, from shell construction to handover of keys..
Task contents: User-specific concepts and designs for interior design and fittings, furnishings and equipment, including conference and communication technology as well as parts of the data and building technology.
- Customers:** small, medium and large companies up to corporate groups
Customer sectors: Banks, wholesale, retail, logistics, consulting, services, law firms, industry, aerospace, administration, insurance, TV stations, teachers, trade, food and beverage industry, construction, auditing, accountancy and law firms, hospitals, healthcare, manufacturing, energy, engineering, industrial sites, cities and municipalities, public authorities, real estate, IT, marketing and advertising agencies, shipping companies, educational institutions, universities & colleges, gastronomy, ...

Project example from employment:

2000 – 2002 conceptual interior design, Hanseatic City of Hamburg

Area: Investors Construction, commercial consulting services, retail trade

Project: Construction of an exclusive office building with high functionality, GFA: 10,500 m²

Subject of consultancy:

- Takeover of the interior design & furnishing sub-project:
- Technical planning and consulting
- Implementation planning
- Project scheduling
- Time management
- resource management

**5/2001 – 5/2002 Sales representative in the field, Büroreform VertriebsGmbH, Hamburg
Commercial and technical consultant: conceptual interior design**

Area: service, retail, specialist consultant: contract furnishing, furnishing

Client sectors: Banks, shipping companies, trade, insurance companies, logistics companies, educational organisations, university institutions, gastronomy, industrial and production companies

Tasks in the furnishing sector:

- Resource management
- Concept, planning and construction supervision
- Overall handling of contracts including purchasing of trades services and material/furnishings

Human resource management:

- Resource management
- Construction supervision and management of the assembly teams, Management of purchased trade services
- Project management from conception to project realisation

Acquisition, sales and after-sales:

- - Informational talks with architects, investors and brokers
- - Acquisition of large and medium-sized clients
- - Preparation of offers, conduct of contract negotiations, conclusion of contracts, customer care

**06/2000 – 04/2001 Sales representative in the field, Giesen Raumprägung, Hamburg
Commercial and technical advisor: conceptual interior design**

Area: service, retail, specialist consultant: object furnishing, furnishing.

Client sectors: municipal organisations, shipping companies, trade, industrial and production companies, real estate and construction companies, IT, marketing and advertising agencies

- Project development and processing, construction support
- Acquisition to after-sales
- Project management
- resource management

In detail as described above.

11/1999 – 05/2000 Area Sales Manager for Northern Germany, ArtiLite Deutschland GmbH

Area: Industry - lighting and lighting technology, wholesale and retail trade, services

Structural design and development of the sales territory for the market launch of a new product for decorative outdoor lighting, taking into account and expanding, adapting the market presence to the main product portfolio of system-supported and system lighting for indoor and outdoor areas.

- - Review of the existing dealer structure
- - Strategy development and implementation
- - Splitting the large area into smaller units for optimal support
- - Resource planning
- - Creation of the requirement skills for the area salespersons (m/f)

Structural review, adjustment and optimisation of the trading and dealer structure:

- - Expansion, coordination and adaptation of the product portfolio of the distribution partners / trading partners:
 - Analysis, consideration and coordination of the customer potential of the trading partners in relation to the product and trade portfolio, coordination and adjustment of the product portfolio

**04/1997 – 10/1999 Sales representative in the field, Schumacher GmbH, Oldenburg
Commercial and technical consultant, interior design and furnishing**

Area: service, retail, specialist consultant: contract furnishing, furnishing – interior design

Customer industries: Food and beverage industry, banks, trade - various sectors,, construction companies, auditing, tax consultants and law firms, hospitals, practices and health care, industrial and manufacturing companies, logistics, services, real estate and property management, engineering, plant construction, cities and municipalities, etc.

- Project development and processing, construction support
- Acquisition to after-sales
- Project management
- resource management

In detail as described above

01/1995 – 03/1997 Retail & Wholesale Merchant, Commercial Clerk, Grothe & Co. GmbH, Bremen

Area: Wholesale and retail trade, specialist area: office supplies as well as object equipment and furnishing.

Customer industries, own sales in office work: TV stations, logistics, educators, trade and services, etc.

Customer sectors in the course of commercial work: aerospace, automotive, trade, import and export, logistics, manufacturing companies, crafts, industry - various sectors, hospitals, banks, insurance companies, etc.

Divisional responsibility, budget responsibility

Personnel responsibility to deputise

- Complaints processing
- General order and clerical processing
- Disposition, resource management and staff planning
- Customer advisory service, sales in the office and in the field
- Conception and implementation of targeted marketing and advertising measures
- staff training

08/1992 – 01/1995 Dual professional training, Retail & Wholesale, Grothe & Co. GmbH, Bremen

Sector: Wholesale and retail trade, Specialised area: Office supplies

as well as object equipment and furnishing for administration & industry buildings

Customer: Banks, retail, wholesale, logistics, consulting, services, bar associations, industry, aerospace, insurance, administration, etc.

Divisional responsibility in coordination with overall divisional managers

Budget responsibility

- Complaints processing
- General order and clerical processing
- Disposition and resource management
- Customer advisory service, office sales
- Conception and implementation of targeted marketing and advertising measures
- staff training