

Personal Data

Sandra Klinkenberg
Mail: info@sandra-klinkenberg.de
Web: www.sandra-klinkenberg.de
Mobil +49 172 3821570



Personal Profile

*Specialist in Structure Development
Business/Corporate Development Adviser
CSR and Sustainability Manager
entrepreneurial Manager and Executive*

Conception, Solution and
Structural Development
since 1992

Date of birth : July 1975
Languages : German, English

Education : Advisory Business Economist ((PhD Level), eq. MBA Management & Economics)
: ISMB, DGQ-Information Security Management Representative, ISO 27001
: BCM, Business Continuity Management, Internal Auditor, ISO 22301
: EOQ CSR Corporate Social Responsibility and Sustainability Manager, ISO 26000
: Quality Manager and internal Auditor ISO 9001
: Diploma Interior Design / Interior Architecture (ils)
: Certified trainer for apprenticeship/professional training in industry and trade
: Commercial Assistant investment/capital goods
: High school

Professional skills

Process Management:

- Process Ergonomics
- Business Process Management and Improvement

Project Management:

- Leadership, PMO, organization and coordination
- Project-coaching, consolidation of projects, Portfolio Management
- Project phase management – all phases inclusive construction-project management

Consultancy and coaching:

- Structure development, integrated sustainable business, corporate, organizational development
- Corporate Social Responsibility (CSR) and Sustainability Management with focal point at Companies and CSR
- Global Compact – 10 Principles
- GRI Reporting
- Business Excellence and Total Quality Management
- ISMS and BCM, Information Security Management Systems and Business Continuity Management inclusive emergency and crisis management

IT

Microsoft Office with Visio and Project
Lotus Notes
Mind Manager
INDART Professional®, INDITOR®

Function:

Adviser, Trainer, Coach, Manager / Interim Manager and Executive, Auditor, Assessor, Validator, Owner

- Project Management – all phases
- Project consolidation
- Program and Portfolio Management
- Project development, Project-Coaching, Teambuilding and -development
- Project management, leading, organization, coordination, phase planning
- Strategy and structure development
- Moderation and presentation
- Purchase-, sales- and marketing management
- Development and realization of workshops, seminars and trainings
- Area Sales Manager, company owner, adviser
- Object- and project drafts inclusive organizational advisory and this conception
- Quality management
- BCM Business Continuity Management
- Emergency and crisis management

Products:

- Advisory in business process management at micro and macro level
- Change management, strategy and meta management
- Program and Project Management, Project Coaching, Programm and Portfolio Management

- Training and Coaching Module 1 - Tool for Human Capital investment - Ways to decision making

- Advisory, preparation and company for re-/certification ISO 9001
- Assessment and audit of ISO 9001 and ISO 26000 (ONR192500)
- Integration and development to business excellence

- Advisory for business/corporate organization and development
- Sustainability management with focal point on enterprise and CSR
- Project and process management, organizational consultancy
- Adviser ad complex programs

Experience:

Requirements management, planning, coordination, leading since 1992 with different methods for example:

- Group overlapping projects in telecommunication, theme identity- and access/account management and Assessment, Planning and Integration of Infrastructure (e.g. new data centre)
- Project-Coach for Manager and Executives
- Project Management in industry and plant for example Food, hazardous materials and lacquer ware factories, etc.
- Construction project management
- Project management
 - methods e.g. GPM, Princell, net planning etc. in single and multi-project management
 - Target definition, strategy planning and Integration
 - Program and Portfolio management,
 - Project phase planning inclusive company and integration
 - Project consolidation and Project-Coaching
 - Leadership, coordination, organization, management

Example: Head of Planning - construction, commercial and technical - construction investment with parts of urban development - development drafts - Opt I - EUR 50 million, Opt II - 35 million EUR, etc.

Business process analysis, consulting, implementation and development, BPM / BPI

CSR- Corporate Social Responsibility and Sustainability Management

Summary of the projects and interim management:

06/2012 – 01/2013 concept developer

- Concept development for starting a business in Saudi Arabia as a new unit in an existing group
new business unit = integrated sustainable development with a focus on structural and organizational development of companies - offering seminars and trainings as well as consulting and development
- Activities and content:
Conception of the overall business structure
Conception of the technical structure and organization - products and priorities
Product design and development
Contract drafting and design up to ready for signature
Layout and design of logo and corporate identity
Creation of thematic presentation materials – first step
Searching, finding and integration of partners and affiliates
Preparation of business creation and signing the contract
Preparation to enter the market with and from technical focus
All aspects of the responsibilities of the Director Technical in this pre-founding phase, described in overall business structure

IT-content:

List of required IT and DV elements, such as CRM, CMS and their specifications; incipient creation of a requirements matrix with specific content; incipient coordination with existing elements and necessary technical infrastructure

01/2009 – 12/2011 WM! by Sandra Klinkenberg

- Continuation of product development for the coaching system by adding modules
development of an organizational structure model based on an extended and large units adapted structure based on the basic scheme of the coaching system, including IT structure with the first view and extract test system
- Development of a project overview structure for the detection of potential in multi-project environments - be linked to a system-specific project-handling structure
- Consulting and development

IT-content:

Development of an IT-structure and system environment to the product development, KULTURclub

2011 – KW37 Assessor

- Assessor for EFQM Excellence Award
ILEP - Quality Award for Excellence Organizations
- German Quality Award (LEP) for excellent organization of a comprehensive organizational development model for long term outstanding business performance

IT-content:

Assessment inter alia the technical infrastructure as responsible assessor to Criterion 3 (staff), and Criterion 7 (people results) and as a team partner Criterion 4 (Partnerships and Resources)

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

Sector: Energy; corporate group - subcontract

- Planning, preparation and presentation of the strategic audit planning of the audit phases for the company's development up to the year 2025
- Planning, preparing, executing, and following up internal process audits and the annual ISO 9001 audits
- Preparation and support of the management review in 2010
- Planning, preparing, company and monitoring the external monitoring audits
- Planning, preparing, executing and following up of process maturity assessments
- Performing of related tasks, such as e.g. process consulting

IT-content:

assessing as responsible auditor inter alia the technical and organizational infrastructure

01/2009 – 12/2011 KULTURclub by Sandra Klinkenberg

- Development of a training and coaching system to support of receipt of viable and consistent decisions including software module in license system
- realization of first sessions for testing purposes

IT-content:

Development of the technical infrastructure in the overall model and for module 1 of my training and coaching system

10/2009 – 11/2009 Trainer

Sector: Telecommunication; corporate group - subcontract

- Seminars, work organization and self-management incl. MS-Outlook
- Groups up-to 20 participants

11/2007 – 12/2008 PMO

Sector: Telecommunication; corporate group - subcontract

- Project-Management-Office & Programme management support for an international eHR project
- on the subject: identity and access/account management
- Project management: tracking, communication, reporting
- Project and programme management support
- Concept development for trainings

As part of the Group-wide project application areas I was also able to get an insight view into the service management, and other technical sub-projects as well as in the processing and accounting units like SAP, ticket systems and processing systems (BANF).

03/2007 – 06/2008 Internal Data protection officer (DSB)

Sector: tailored document destruction service; corporate group

- Responsibility of the company-part: Disposal and extermination
- Internal data protection officer for the German companies of a Canadian Group

06/2006 – 09/2008 Adviser, Business Analyst, Business Coach

Sector: Health Care, Service; small (and medium) sized company

Advisory and further Coaching

- Organization, consolidation and structure development of ideas, existing products, seminars and other elements
- Advisory function in ascertaining and implementing a 'Business-plan'
- Conception of team work-flow structures, resource planning, implementation and process organisation

Sales management

- Planning and coordinating structures to the respective target areas and products
- Coaching during first customer / co-operation partner meetings
- Consultancy regarding office concept: development, design and requirements
- Further entrepreneurial coaching

IT-content:

Development of an IT-based operational and resource planning together with integrated financial analysis - Excel based

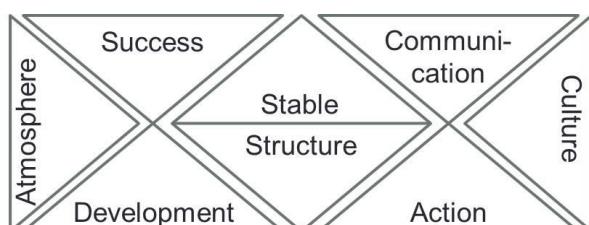
Further projects and references or work results can be presented on request. Basically it can be said that any advisory and project work activity has a direct or indirect reference to the IT infrastructure and its design and / or optimization, because IT and DV systems are a central tool for task realization.

Summary

Entrepreneurial thinking shapes my action in company in all roles. I act as specialist and expert and/or manager and executive as well as advisor and coach target- and solution-oriented in cooperative collaboration. Team is important to me and in my experience a key element to achieve best results. As senior auditor, management consultant or interim director and owner, I led and support enterprises to sustainable success with rate of growth in average of 20% p.a.

Many years of experiences and a broad range of knowledge enable me to move around safely at different levels and in various departments. This is a real benefit, rounded off with my positive attitude and ability to motivate, my knowledge and experience is a real element of success.

A strong sustainable economy has to be our future. Structure development is my contribution for it in all my advisory and project activities. Together with the team I go step by step toward a responsibly designed future. If you need a solution for integrated balanced development I am the right person to create a stable, flexible and resistant structure.



Level	Process	Subject	Effects
Ethics & Values	Targets / Identification of occurrence	Management	Culture
best practice	internal Field of Controlling / Controlling activities	Information, Communication	CSR Image
Standard	Risk Assessment / Risk Reaction	Processes, Organization	Structure
Law / Justice	Monitoring	Realization	Liability Security

Structure advisory on micro and macro level - Advisor in complex programs for solutions

My strengths:

- quick analyses of organizational structures in adjustment of strategy, targets and culture
- Proposals for solutions for functional and practical process optimization; out of the decision I create drafts for implementation
- Long-term experienced in project management
- explanation of the necessity and motivation for changes
- strong personal skills and a cooperative leadership, as well as working in cooperative teams in addition, I create a positive, team and service oriented atmosphere

My Benefit:

- highly motivated specialist in structural development, expert for integrated management systems; integrated sustainable business, corporate and organizational development
- Entrepreneurial and cooperative executive and manager
- Interim Manager, sparring partner and coach or advisor for manager and executives for structural, business, corporate and organization development

Further Information:

Founding member of Mission 100 e.V. – data protection and risk management

Leadership, Organizational Development and Project Management experiences since 1992
experience in working with international teams and projects.

- 09/2015 – 10/2015** **Director Training & Development, EFQM Brussels**
supporting the development of excellence within and beyond Europe
- 11/2014 – 03/2015** **Consultant, IQ Professionals; Student Advisor Economy – state certified**
Business Manager, IQ Wirtschaft – **IQ Bremen GmbH**
- 09/2013 – 10/2014** **(IT-) Consultant for management systems, CONTECHNET Ltd.**
Focus: dynamic emergency and crisis management and IT-emergency planning
- 07/2002 – 08/2013** **Entrepreneur, Development Adviser and Project Coach**
www.sandra-klinkenberg.de
- 08/1992 – 05/2002** **Employee, commercial and technical consultant, sales representative in**
business-field, conceptual Interior Design and Architecture; **Area Sales Manager for Northern Germany,**
industrial, lighting and illumination technology, reorganization of the sales area

Standards:

CSR & Sustainability Management, Focal point on: Companies and CSR
UN Global Compact, GRI, SA8000, BSCI, Ethibel, European Green Paper, Corporate Governance,
Code of Conduct, ISO 26000, ISO 19011, (ISO 14000ff), ISO 9000ff
Culture analysis Ref: Pfriemer und Handy, 4-Mat Learning and Training system
Process-Analysis, Organisation, Implementation in PDCA-cycle, CIP and lessons learned

Quality and Total Quality Management (TQM): ISO 9000, ISO 9001, ISO 9004, ISO 19011
PDCA, CIP, FMEA, QFD, Kaizen, Lean-Management, 5S, M7-Management-Tools,
Statistical techniques of decision-making

BPM/BPI Business Process Management/Improvement and project management

ITIL and ISO 27001, ITSM / ISMS, ISO 22301 BCM Business Continuity Management

Professional Profile CSR Corporate Social Responsibility and Sustainability Manager:

CSR managers are aware of the long-term effects of business decisions. Expand the strategic analysis and development of the company in addition to economic factors to ecological and social aspects. CSR managers know to integrate sustainability into existing management systems and sustainable development of the organization and show it convincingly in the form of a sustainability report. The dialogue with stakeholders promotes and increases awareness and positive image of the company with its social responsibilities. Quality Austria

SANDRA KLINKENBERG

Development Adviser and Project-Coach, Structure Development since 1992

Advisory Business Economist

((PhD Level 8 EQR), eq. MBA - Management and Economics)

- ISMB, DGQ - Information Security Management Representative
 - BCM Business Continuity Management, internal Auditor
- EOQ CSR Corporate Social Responsibility and Sustainability Manager
 - EFQM Excellence Assessor and Validator
 - DGQ Quality Manager and internal Auditor
 - Diploma Interior Design / Interior Architecture (ils)
- certified Trainer for professional training in industry and trade
 - Commercial Assistant, investment/capital goods