

Personal Data

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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

Quality Management:

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

PDCA, PDCP, CIP, FMEA, QFD, Kaizen, Lean-Management, 5S, M7-Management-Tools, statistical Methods for decision making, etc. – Process analysis, organization, planning, implementation at PDCA cycle, CIP and Lessons Learned

Business Process Management and project management

ITIL and ISO 27001, ITSM / ISMS, BCM, emergency and crisis management

Consultancy, Interim Management and Project-Coaching:

Structure Development, integrated sustainable corporate and organizational development

Corporate Social Responsibility (CSR) and Sustainability Management with focal point at Companies and CSR

UN Global Compact, GRI, SA8000, BSCI, Ethibel, European Green Paper, Corporate Governance, Code of Conduct, ISO 26000, ISO 19011, (ISO 14000ff, BS OHSAS 18001), ISO 9000ff

Culture Analysis: Pfriemer and Handy, 4-Mat Learn and Trainings system

Process Analysis, Organization, Planning, Implementation at PDCA cycle, CIP, Lessons Learned

business excellence and Total Quality Management

Project Management:

Leadership, PMO, organization, coordination and steering

Project-Coaching, project consolidation, program and portfolio management

Project phase management – all phases

IT

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

Function:

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

- Quality Management
- Audits
- Development planning, preparation and implementation
- Strategy and structure development
- Moderation und presentation
- Report and communication
- Customer assessment and development
- Supplier assessment and development, Supply Chain Management

- 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

- Project management – all phases, inclusive construction-project management
- Project consolidation
- Program and Portfolio management
- Project development, Project-Coaching, teambuilding and development
- Project Management, leadership, organization, coordination, phase planning

Products:

- Advisory, preparation and company of re-/certification ISO 9001
- Assessments and Audits of ISO 9001 ISO 26000 (ONR192500), SA8000, BSCI, Ethibel, GRI
- Integration and development to business excellence

- Advisory in business process management / improvement at micro- and macro level
- Change management, strategy and meta management
- Program und project management, Project-Coaching
- Project and process management / improvement, organizational consultancy
- Sustainability management with focal point on enterprise and CSR
- Advisory for business/corporate organization and development
- Adviser at complex programs

Experience:

- planning, preparation and presentation of the strategic audit planning of audit phases for enterprise development
- planning, preparing, executing and following up internal process, product and process audits and annual system audits; ISO 9001
- planning, preparing, consulting and monitoring of external audits, re-/ certification audits and monitoring audits

- management-reviews as part and related used and applied in management systems
- planning, preparing, executing and following up of process maturity assessments
- business process analysis, consulting, implementation and development, BPM / BPI
- CSR- Corporate Social Responsibility and Sustainability Management

Summary of 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

2011 – KW37 Assessor

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

Evaluation, Assessment:

as responsible assessor to criterion 3 (employees) and criterion 7 (work-force related results) and team partner criterion 4 (partnerships and resources); Corporate and organizational structure, technical infrastructure inclusive operational and organizational structure, taking into account the interrelationships in an integrated perspective and required on the basis set of rules

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 internal process audits and the annual ISO 9001 audits
- Preparation and support of the management review in 2010
- Planning, preparing, accompany 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

Evaluation as the responsible auditor, lead auditor

Audit of corporate and organizational structure, technical infrastructure inclusive operational and organizational structure, taking into account the interrelationships in an integrated perspective and required on the basis set of rules

03/2007 - 06/2008 Internal Data Protection Officer

Area: Documents disposal and destruction; corporate group

- Corporate Responsibility Part: disposal and destruction
- Internal Data Protection Officer of the German companies of a Canadian group in the field of document destruction

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

06/2006 – 06/2006 Internal Auditor - Auditing Process

Sector: Engineering, Plant construction; small and medium sized company

- Quality management - internal audit
- Auditing process
- Audit Area: total order processing
- Contents: pre-sales to after-sales
- Planning, implementation, follow up & tracking of
- internal audit for an engineering company including
- process engineering and industrial assembly

01/2003 - 12/2007 business and process analyst, advisor

Areas: building trade, Construction, Architecture & Engineering,

Health + many other industries & sectors

- Advice of small and medium-sized enterprises
- Company size: up to 250+ people
- organization and process consulting
- Process Management - Process Ergonomics:
Business process analysis, management and improvement

Business and Process Areas:

- organizational structure and procedures
- Resource and operational planning
- Order processing, accounting and economic monthly, quarterly and annual economic reports
- business planning and corporate management
- Business strategy and target planning incl. Area planning
- Sales / Business Development, Product Development, Project Management
- Advice on certification and re-certification audits for ISO 9001
- Advice on the preparation and execution of internal audits for ISO 9001

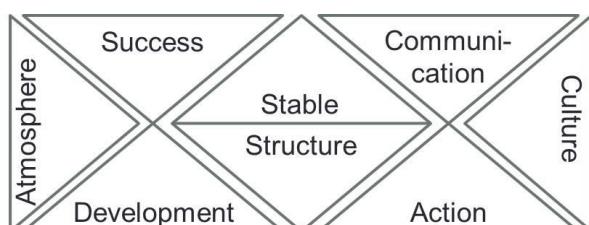
Further projects and references or work results can be presented upon request. Basically, it can be said that any advisory and project work activity has a direct and / or indirect reference to quality management and its design and / or optimization. A functioning, living management system, fitted into the existing system scenery and culture, is a key tool for corporate management and target achievement.

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 executives for structural, business, corporate and organization development
- many years of experience as advisor, manager and executive, auditor, assessor and validator, developer

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:

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.

Business Process Management/Improvement, Business Continuity Management and project management

ITIL and ISO 27001, ITSM / ISMS, ISO 22301

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, Organization, implementation in PDCA-cycle, CIP and lessons learned

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