



Sandra Klinkenberg



## personal data

### SANDRA KLINKENBERG

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Date of birth July 1975 in Germany

current Visa: B1/B2 USA, up to 09.2029

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

**Fields of activity** Advisor, auditor, expert, specialist, manager, executive – interdisciplinary, intercultural, cross-industry, cross-sector, cross-divisional –

**Core competency** holistic sustainable economy, business, corporate and organisational development • STRUCTURE DEVELOPMENT

I specialize in holistic and sustainable development for businesses, organizations, and institutions, focusing on structural evolution, governance, and compliance. My expertise spans for e.g. CSR, risk management, business continuity, information security, and total quality management. Also, I design and activate strategies for economic, corporate and organizational development, turnaround, restructuring, and reorganization, ensuring always alignment with ISO standards etc. and regulatory frameworks.

With my track record in developing of e.g. risk management systems, corporate governance models, sustainability initiatives and turnarounds, I deliver tailored solutions for complex challenges. My approach integrates among others strategy, leadership, and process optimization realized across industries, including automotive, finance, public administration, and technology, energy and further more. The implementation of integrative management systems® for corporate management and governance in a high effective manner is one of specialities.

Whether I am advising specialists and managers, coaching teams or taking on management and interim mandates, I bring a goal-/target-, solution- and results-orientated as well as entrepreneurial mindset to every assignment. My work is grounded in practical application, supported by certifications a.o. in BCM, CSR, and Excellence, ensuring impactful and sustainable outcomes.

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## Experience

- holistically sustainable corporate and organisational development, structural development
- entrepreneurial manager and cooperative leader, I also enjoy working in cooperative teams and creating a positive, team- and service-orientated atmosphere
- Commercial and technical advice for corporate and organisational development as well as management systems and holistic sustainable development
- Advisory and support, sparring, assistance and support, concept design & activation
- Turnaround, pre-insolvency measures for legal reorganisation and re-structuring,
- Re-organisation and alignment & development - economy, business, company and organisation, corporate body, institution, etc. – Goal and target definition, team building, strategy, organisation, leadership, integration, activation and improvement
- Rapid analysis of structures, taking into account strategies, goals and cultures, cross-sector and cross-divisional
- Proposed solutions for effective adaptation, optimisation or development
- Explanation of the need for and motivation for change as well as introduction to topics and subject areas

**Level:** divisional management, director, managing director or board member responsible for strategy and alignment, corporate development and management; supervisory board; CRO, CDO, CIO, COO, CEO – CxO

[1]

**Functions** as Advisor, Sparring Partner and Project Coach, Trainer - Training on the Job, Developer, Interim / Manager, Executive, Officer - Appointed Internal Data Protection Officer (DPO), Assessor, Validator, Auditor - Appointed Auditor, Lead Auditor, Internal Auditor - Lecturer, Moderator, ...

- Management of complex projects
- Conducting negotiations at national and international level
- Provider and seeker in a balanced manner - promoting and challenging with a clear focus
- Cooperative leader and team member, entrepreneurial manager, motivator
- Solution advisor in complex programmes
- Sparring partner and project coach for specialists and managers
- Familiar with national and international corporate requirements and structures in management and development, cross-divisional
- Cross-industry and cross-divisional, interdisciplinary, intercultural activities
- national, D-A-CH, Europe and international, worldwide

**Clients & customers:** Private sector, individual companies, SMEs, medium-sized companies, large companies, corporations, institutions, clubs and associations, administration and public organisations, authorities and institutions, federal - state and local authorities - cities and municipalities, etc.

## 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 ...“

S<sup>3</sup> . beautiful, fast, smart, clever

S<sup>4</sup> . 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 ... ..

**Sectors, Branches & Industries:** Agencies, television broadcasters, accountancy and law firms, administration, Aerospace, architecture, auditing, authorities, automotive, automotive industry, banks, Bar associations, Catering, cities and municipalities, Clinics, clubs and associations, construction, construction industry, consulting, consulting services, consumer electronics, Countries, Dangerous goods and hazardous substances, data and document destruction, defence, document and data destruction and disposal, e-commerce, education, educational institutions, employee representatives, employers' associations, energy, energy and document destruction, energy and energy production, energy generation, Engineering, entertainment technology, Finance, Finance companies, Financial services, Food and beverage industry, Food and beverages, Food industry, General consulates and embassies, governmental institutions, Healthcare, Healthcare and hospital services, Higher education institutions, Hospitals, ICT, ICT services, Industrial plants, Industrial sites, Industry, Industry auto & aerospace, Institutions, insurance, International services, law firms, Liberal professions, Local government, logistics, management consultancy, Manufacturing, Manufacturing companies, Manufacturing industry, Marketing and advertising agencies, Marketing and advertising, Milling, Nuclear energy, Nuclear engineering, Nuclear power, plant construction, Public sector, Real estate, regenerative energy, renewable energies, retail, science, science and research, service, service industry, services, services for file data and document destruction and disposal, services for file data and document disposal and destruction, shipbuilding, shipping companies, software development, software manufacturers, special machine construction, supply industry, Teachers, technology, telecommunications, television stations, Trade, Trade unions, travel and tourism, travel and tourism industry, universities and university institutions, Wholesale, ...

**Locations:** Germany, Austria, Switzerland, France, Belgium, Netherlands, Italy, GB, UK, D-A-CH, Europe, Scandinavia, Middle East, Asia, Africa, North and Latin America, Canada, USA, ...

[2]

## Professional competences - Personal competences

**STRUCTURE DEVELOPMENT** • also infrastructures incl. Analysis, Risk, Control- and Governance Systems  
e.g. COBIT, IKS, etc. • IntegrativeManagementsystems© • CATManagement©

- Goal & Target 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.
- Safety & Security, Readiness for Business Continuity, Operability & Resilience, Sustainability

**Organization, Alignment & Development:** Program, 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 – ISO 26000 / ONR 192500 • Focus on business and CSR: SDGs, ESGs, ... 10 principles of the Global Compact, GRI sustainability report, relevant systems, methods & procedures, SEDEX SMETA, etc.

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

**Continuity Management, BCMS, IRBC, etc. together with Emergency & Crisis Management:** BCM Business Continuity Management – ISO 22301 + ITSCM IT-Service Continuity – ISO/IEC 27031 + Emergency and Crisis Management; ISO/IEC 27031, BSI 100/200-1 to 4 etc.; NIS2, ...

**Information Security:** ISMS, Information-Security-Management-Systems – ISO 27001, 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

**Process Management:** Process Ergonomics - Business Process Analysis, Development and Optimisation; Business process management and development

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

### Keywords:

holistic sustainable development • STRUCTURE DEVELOPMENT • Sustainability • 10 Principles of the Global Compact • SDGs / ESGs • Circular Economy • Strategy • Governance • Compliance • Technology and Engineering • ICT • IT • Artificial Intelligence • AI • Quantum Computer • Quantum Computing • Post Quantum Cryptography • PQC • CONTINUITY • IRBC • Operational Capability • Business Continuity • BCM • Emergency and Crisis Management • Brownout / BLACKOUT Prevention and Preparedness • SMART-City • SMART Tools • Concepts and Designs • Corporate Security • Organisational Security • Security • BCMS • ISMS • Information security • ITSCM • Risk Management • Corporate Development • Managementsystems • CSR • Corporate Social Responsibility • Corporate Responsibility • Quality • QM • TQM • Total Quality Management • Excellence • BI - Business Intelligence • Goal • Target • Implementation • Sustainability • Continuous Improvement • Risk mitigation • Potential Enhancement • Value Enhancement • Future Viability • Turnaround • ...

### further information:

**Initiating member VERTRAG-HANDWERK** (Contract/Treaty Craft)

**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.

### and many other activities

## Studies, training, qualifications and certificates

I am an Advisory Business Economist ((PhD Level 8 EQR), eq. MBA Management & Economics) since 2008 – a liberal profession according to the catalogue of liberal economic professions –

05/2024	KW20	Administration basics for AöR employees 3-day compact training course (Komma, Kiel)
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 – SEDEX – (DQS; Frankfurt am Main) for 3 years
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, AT10CSR-12; 65265 – recertified every 3 years Corporate Social Responsibility & Sustainability manager, CSR/09/0004 (European Organisation for Quality, Brussels, Belgium; Quality Austria, Linz, Austria)
04/2004		DGQ Quality manager incl. internal auditor, 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 - professional training shortened due to good knowledge and results, Commercial Clerk in retail - investment capital goods
08/1982 - 06/1992		school education; grammar school secondary leaving certificate in Lower Saxony, Germany

### Languages

- German: mother tongue
- English: business fluent

### IT

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

## Curriculum vitae

Excerpt of realised projects, chronological listing – e.g.

### 07/2002 – dato SANDRA KLINKENBERG • Advisory Business Economist, independent Management Advisor

- commercial and technical advisory, sparring partner for experts, specialists & executives, interim manager • Project coach • Representative, Officer • Appointee • Auditor • examiner, referent, ... – Services according to the definition of liberal professions – corporate & organizational development, management systems, ICT, ...

### 10/2023 – dato VBU, Verbund beratender Unternehmer e.V. – Federal partner

- Nationwide network of qualified management consultants for SMEs

### 15.01.2025 Webinar - Raising awareness of BLACKOUT prevention and preparation

- BLACKOUT - Brownout - Power failure - how do I recognise it and what can I do?

### 12/2023 – 02/2025 Risk Manager Open Source at an Institution under public law

- Conception of a risk management system (RMS) based on ISO 31000 – BluePrint, also for rollout for the entire organisation, and activation in the specific area - Realisation of risk management, ... – Conception of a risk management system (RMS) based on ISO 31000 with an initial focus on the specific programme as a blueprint, also for rollout for the entire organisation and to support strategic risk management as well as maintaining a regulatory-compliant early warning system – Conception of an overarching risk management system for the product area; Control of the risk management process across all process steps; systematic recording, analysis and evaluation of risks and corresponding countermeasures of varying complexity; derivation of recommendations for action and decision templates for senior management; initiation of countermeasures and monitoring of the implementation of risk countermeasures; technical advice for customer project management, ...

### 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 – Okt.2023 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.

- **Jul 2020 und Jul.2021 – Oct.2021 Advisor;** Creation of a comprehensive knowledge base for the technical introduction of CONTINUITY management and realisation of the KICKOFF meeting with the team, related departments and the responsible management (CFO) – **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 and 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 and independent subsidiaries, GmbHs

**12/2016 - 06/2017 Advisor in the field of ITSM & Coach f. the IT-Service Continuity Manager on ITSCM;** Set-up, integration and development of an ITSCM in an insurance group, DE, insurance industry 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: ... for a state bank in Hesse; ITSCM Manager, BCM Manager

Reference: ... for an insurance company in Düsseldorf; ITSCM Manager

Reference: ... Head of ITSM and ITSCM Manager for an insurance company in Hanover

**09/2015 – 11/2015 Director Training & Development, EFQM Brüssel**

- responsibilities: budget 1 mio. / bil. €, disciplinary 3 people; supporting the development of excellence within and beyond Europe Product harmonisation CSR; activities in preparation for amendment of EFQM model, ...

**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 – Sector: Science and Operations

Reference: ESA; ESTEC; Astrium EADS, AirbusDefence&Space+Team - France, UK, Netherlands; Japan – JAXA

**11/2014 – 03/2015 Consultant for a group of companies**

- realisation of an order from my former firm under billing through the group of companies – **01-03/2015**
- Study counselling in economics, state-certified business economist, metropolitan region Hamburg and Hannover of a study provider in Bremen

**11/2013 Workshop – Lecture**

- HUDEP 2013 - 3rd Human Reliability Workshop  
Topic: Organisations, human factors and decision making  
reference: Aeronautics & Space; ESA – European Space Agency; Sector: Science & Operation  
Presentation \_Organizations-HF-DM.pdf on Sandra-Klinkenberg.de/Service Hard-&Soft-Facts©

**09/2013 – 10/2014 Consultant for management systems, Software manufacturer in Hannover Reg.**

- Consulting, training and project coach for emergency and crisis management in case of the initial implementation of an emergency management and (IT-) emergency planning with INDART Professional®; Area Manager for Qualification & Certification

**07/2013 – 07/2016 Appointment as DQS-UL CFS Auditor - Conducting various SEDEX audits**

Planning, implementation and reporting of SMETA audits, sustainability in the supply chain; SEDEX (Supplier Ethical Data Exchange), audit basis is, among others, the ETI Code (Ethical Trade Initiative)  
Contents include human rights, labour rights, occupational health and safety, environment and business ethics

**06/2012 – 01/2013 concept developer / Director Technical, CTO**

**Location:** Germany, planned travel to and through KSA with one of my team-member (technical team) of USA  
Concept development for a company foundation in Saudi Arabia as a new unit in an existing group of companies existing group of companies - new area = development with the focus on holistic sustainable structural and organisational development of companies - offering seminars and trainings as well as counselling and special developments – **Activities and content:** 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 to sign; layout and design of logo and corporate identity; creation of thematic presentation materials; searching for, finding and integrating and integration of partners and partner companies; preparation of company foundation and contract signing signing of contracts; preparation for market entry with a technical focus; all aspects of the overall All aspects of the responsibilities described in the overall corporate structure; the Technical Director in this pre-business phase – **Specialised content:** CSR - corporate responsibility and sustainability, European excellence, corporate organisation and development, implementation and use of integrative management systems management systems, new technologies, engineering and technology, innovations and their

developments, ... – **IT content:** Listing of required ICT and IT elements - definition of needs and requirements - such as e.g. CRM, CMS and their specification; initial creation of a requirements matrix with specific content; initial coordination of existing elements and required technical infrastructure technical infrastructure – reference: Pakistani Consulting Service → for Saudi Professionals Company

**2011 – KW37 Assessor**

for the ILEP - EFQM Excellence Award, German Quality Award for excellent organisations Appraisal, assessment: as responsible assessor for criterion 3 (employees) and criterion 7 (employee-related results) employees) and criterion 7 (employee-related results) and as team partner criterion 4 (partnerships and resources); corporate and organisational structure, technical infrastructure infrastructure and the organisational and operational structure, taking into account the interrelationships in a holistic view and on the basis of required regulations

reference: Executive Member of the Managing Board of 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), other team members of the assessor team can be called

**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 WMI 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 - audited according to §12b ATG**

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

**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 and deputy project manager in meetings**

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 and reporting; project & programme management support; concept development for a national and international telecommunications group and its 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; external Internal data protection officer for the German companies of a Canadian group in the field of data and document destruction

Reference: German companies of the Canadian group

- 06/2006 – 09/2008** **Advisor, Business Analyst, 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; Construction and commercial project development; Construction cost projection - variant I approx. 50 mio./bil. EUR, variant II approx. 35 mio./ bil. EUR; resource planning
- 01/2003 – 12/2007** **Business and process analyst, advisor**  
Fields: Construction, Building Trades, Architecture & Engineering, Health Care and many other industries & sectors
- Advisory and 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; engineering company incl. 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 m<sup>2</sup> BRI: approx. 417,000 m<sup>3</sup>; **Engagement: Advisory and 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; Advisory and Consulting, training and seminar as well as trainer for educational institutions and trade unions, Chamber of Commerce & Crafts, Chamber of Lawyers & Tax Consultants - Chambers and Associations; Corporate development, re-organisation, reorganisation; interim management / interim owner; Organisational and process advisory; 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
- 07/2002 – 08/2013** **Entrepreneur / owner, management consultant and project coach**
- **Areas of activity:** Corporate and organisational development; management systems for information security; business continuity management; CSR corporate social responsibility and sustainability management, ISO 26000, Global Compact and 10 principles, GRI report; business excellence and corporate governance; TQM, ISO 9001 quality management and internal audits; programme and project management, process management, organisational consulting – **Solution consulting:** moderation for target definition; strategy development and implementation and activation; development, planning and integration of concepts and designs; Organisational advisory for highly effective processes and efficient procedures also for programs and projects  
**Commercial services:** qualified office services, preparatory bookkeeping, accounting
- 08/1992 – 05/2002** **employee in Germany, permanent positions (compact)**
- Commercial. and technical advisor, sales field employee, conceptual interior architecture and design Area sales manager for Northern Germany, industry, lighting and illumination technology; Reorganization of the sales area  
**Infrastructure development:** advisor and sales representative in the field of B2B and B2C in the business field of construction for investment and capital goods – conceptual interior architecture and furnishing – for industrial, office and administration buildings as well as exclusive private homes. Responsibility for draft and design, sales and coordination, purchase and supervision of the conceptual interior finish for object-oriented and self-acquired projects in the area from bare brickwork to the hand-over of keys  
**Content of task:** the user-specific drafts for area-design of interior finish, furnishing and equipment inclusive conference- and communication, parts of data- and building equipment; IT / ICT

- 5/2001 – 5/2002**      **Sales representative in the field for a trading company in Hamburg**  
**Commercial and technical consultant: conceptual interior design**  
Area: service, retail, specialist consultant: contract furnishing, furnishing
- 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 for a trading company in Hamburg**  
**Commercial and technical advisor: conceptual interior design**  
Area: service, retail, specialist consultant: object furnishing, furnishing.
- 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 for a Trading company in the country of Oldenburg of a Dutch manufacturer and trading group**  
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 for a trading company in Oldenburg**  
**Commercial and technical consultant, interior design and furnishing**  
Area: service, retail, specialist consultant: contract furnishing, furnishing – interior
- Project development & processing, construction support, acquisition to after-sales, project and resource management  
in detail as described above
- 01/1995 – 03/1997**      **Retail & Wholesale Merchant, Commercial Clerk, trading company, Bremen**  
Area: Wholesale and retail trade, specialist area: office supplies as well as object equipment and furnishing.
- 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, trading company in Bremen**
- Dual system - professional training shortened due to good knowledge and results - Commercial Clerk in retail - investment capital goods; Sector: Wholesale and retail trade, Specialised area: Office supplies as well as object equipment and furnishing for administration & industry buildings  
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
- 04/1992**      **Internship in technical specialised trade, wholesale company in Bremen**
- Assignment in the departments: Main warehouse, purchasing and sales, registry