



Sandra Klinkenberg



SANDRA KLINKENBERG •
Advisory Business Economist
Sandra-Klinkenberg.de

personal data

SANDRA KLINKENBERG

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

Date of birth July 1975 in Germany

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

Professional experience

- holistically sustainable corporate and organisational development, structural development
- entrepreneurial manager and co-operative leader
- commercial and technical advisor for corporate and organisational development as well as management systems and holistic sustainable development
- advisory & guidance, support & assistance, concept design & activation, structural development
- Turnaround, pre-insolvency measures for legal reorganisation and re-structuring,
- Re-organisation and alignment - economy, business, company and organisation, corporate body, institution, etc. - ' goal definition, team building, strategy, organisation, leadership, integration, activation and improvement

Functions as an advisor, sparring partner and coach, trainer - training on the job, developer, interim / manager, executive, authorised representative • appointed internal data protection officer (DPO), assessor, validator, auditor • appointed auditor, lead auditor, internal auditor, lecturer, moderator, ...

- rapid analysis of structures, taking into account strategies, goals and cultures, across industries and divisions
- 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 in the area of strategy & alignment, corporate development and management; supervisory board -- CRO, CDO, CIO, COO, CEO – CxO

- management of complex programmes and projects
- conducting negotiations at national and international level
- provider and seeker in a balanced manner - promoting and demanding with a clear focus
- cooperative leader and team member, entrepreneurial manager, motivator
- solution advisory in complex programmes and projects
- Sparring partner and project coach for experts, specialists and managers, executives
- 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, sectors: Individual companies, SMEs, medium-sized companies, large companies, corporations, institutions, associations, federal - state & local authorities - cities & municipalities, etc. etc. e.g. automotive, banking, construction & industry, services, energy generation, liberal professions, finance, hazardous goods/materials, trade, industry, engineering, IT, food & beverage, aerospace, space agency, production, engineering, shipbuilding, software development, technology, telecommunications, insurance, defence, administration, science, supply industry, ...

Curriculum vitae

07/2002 – dato **SANDRA KLINKENBERG • Advisory Business Economist, indep. Management Advisor** commercial & 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, ...

Clients: SMEs, large companies, corporations, federal states, public institutions, municipal administration, ...

Customer sectors: Automotive, automobile industry, federal states, municipal administration, banks, finance and insurance, mechanical engineering, telecommunications, shipbuilding, software manufacturers and industry, associations, ...

12/2023 – 02/2025

permanent position
... personnel adjustment
due to budgetary situation

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, ...

09/2015 – 11/2015

permanent position
... personnel adjustment
due to impending BREXIT

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, ...

11/2014 – 03/2015

permanent position
... personnel adjustment
due to reorganisation

Consultant for a group of companies, realisation of an order from my former firm - SK. Consulting & Development: *Space Industry – Catalogue of failure data for safety & dependability analysis - project and organisational failure - incl. a general and generic data set – Compilation and Author: Sandra Klinkenberg; for ESA, European Space Agency; Integration of JAXA, Japan Aerospace Exploration Agency – Study counselling in economics, state-certified business economist, metropolitan region Hamburg and Hannover of a study provider in Bremen*

09/2013 – 10/2014

permanent position
... personnel adjustment
due to operational reasons

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 in-house software; Area Manager for Qualification & Certification

Customer: small, medium and large companies up to corporate groups, authorities and state-institutions

Customer Branches: Logistic, Travel and Tourism, authorities and state-institutions, Finance companies, automotive industry, aviation industry, ...

07/2002 – 08/2013

Entrepreneur / owner, management consultant and project coach

– liberal professional services according to catalogue of liberal profession clearly separated to commercial services –

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; accounting

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, ...

Customer: small, medium and large companies up to corporate groups

Customer Branches: Science, Renewable Energy, energy, nuclear power, telecommunications, document destruction, healthcare, IT, marketing and advertising agencies, construction, architecture, engineering, health and hospital services, manufacturing industry, engineering, consulting, service, entertainment technology, real estate, trade, e-commerce, logistics, food industry, aerospace and space industry, 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, 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; Reorganisation 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

Customer: small, medium and large-sized Companies up to corporate groups, authorities and state-institutions

Customer Branches: Banking, Retail, Wholesale, Logistics, Consulting, Services, Lawyers chambers, Industrial, Aerospace, Administrations, Insurance, TV stations, Educators, Trade, Food and beverage industry, Construction, Auditing, Accountants and law firms, Hospitals, Clinics and health care, Manufacturing companies, Energy, Engineering, Industrial sites, Cities and Municipalities, Real Estate, IT, Marketing & Advertising Agency, Shipping companies, Educational organisations, University facilities, Catering trade, ...

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

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

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 Dataport 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, AT10CSRM-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 - apprenticeship / professional training shortened due to good knowledge and results, Commercial Assistant - 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

Expertise - professional competencies

STRUCTURE DEVELOPMENT – incl. analysis, risk management, control and governance systems e.g. COBIT, ICS, etc. • Integrative Management Systems© • CATManagement©

- target definition and strategy planning, development and implementation
- business, corporate and holistic organisational development, cultural development
- responsibility & sustainability, operational capability and resilience
- new technologies - internet, quantum computing, AI, big data, category management, etc.
- security, business continuity management, operational capability & resilience, future viability
- holistic sustainable corporate and organisational development as well as infrastructure development, fee conception and design for spaces and rooms; products and markets; economic, business and divisional development

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 • ISO 26000 / ONR 192500 - Focus on companies 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, validations, development planning, preparation and implementation, reporting and communication; EFQM etc.

Business continuity management& readiness for business continuity management incl. corporate operational emergency and crisis management: BCM, Business Continuity Management – ISO 22301 and ITSCM IT Service Continuity, ICT, ISO 27031, IRBC incl. emergency and crisis management; ISO/IEC 27031, BSI 100-1 to 4 / 200-1 to 200-4, etc. NIS2, ...

Information security: ISMS, Information Security Management Systems – BSI und ISO/IEC 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 and project phase planning in accordance with DIN276, HOAI and VOB; change management; ...

Category Management; Big Data, KI / 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 & Crisis Management • Brownout / BLACKOUT Prevention & Preparedness • SMART-City • SMART Tools • Concepts & Designs • Corporate Security • Organisational Security • BCMS • ISMS • Information security • ITSCM • Risk Management • Corporate Development • Management Systems • CSR • Corporate Social Responsibility • Corporate Responsibility • Quality • QM • TQM • Total Quality Management • Excellence • BI - Business Intelligence • Goal • Target • Implementation • Sustainment • Continuous Improvement • Risk mitigation • Potential Enhancement • Value Enhancement • Future Viability • ...