



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**
liberal profession according to the catalogue of liberal economic advisory professions

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 CSR, risk management, business continuity, information security, and total quality management. I design and activate strategies for turnaround, restructuring, and reorganization, ensuring alignment with ISO standards and regulatory frameworks.

With a proven track record in developing risk management systems, corporate governance models, and sustainability initiatives, I deliver tailored solutions for complex challenges. My approach integrates strategy, leadership, and process optimization across industries, including automotive, finance, public administration, and technology, energy and further more.

Whether advising executives, coaching teams, or leading interim mandates, I bring a results-driven mindset to every engagement. My work is grounded in practical application, supported by certifications a.o. in BCM, CSR, and Excellence, ensuring impactful and sustainable outcomes.

Work, staff & client / customer testimonials:

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

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

S³ . beautiful, fast, smart, clever

S⁴ . stunning, speedy, smart, structured

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

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

SANDRA KLINKENBERG
Beratende Betriebswirtin

Advisory Business Economist
holistic sustainable development since 1992

Sandra-Klinkenberg.de
Independent Business and Management Advisor

alle Anforderungen, Aufgaben und Herausforderungen sind realisierbar
- Struktur und Entwicklungsstrategie in Betrieb und unter
Management (strategisch, operativ und konzeptionell) werden
sicher

Darüber hinaus auch:
- Analyse der Unternehmens-
- Strategien zur Leistungssteigerung
- Strategien zur Risikoprüfung
- Wege zur Umsetzung

Das Team vertritt eine Leidenschaft für die Idee und zahlt ihre Zeit und
Energie in die organisatorische Entwicklung, um die besten
Möglichkeiten, Geschäftsziele zu erreichen.

ganzheitlich nachhaltige

SANDRA KLINKENBERG •
Beratende Betriebswirtin,
selbstständig unabhängige
Unternehmensberaterin

Entwicklung seit 1992

Sandra-Klinkenberg.de

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

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

Experience

- Proven references in the management of complex projects
- Successful negotiation at national and international level
- Providers and seekers in a balanced way - Encourage and challenge with a clear focus
- Cooperative leader and team member, entrepreneurial manager, motivator
- Solution advisory services in complex programmes
- Sparring partner and project coach for specialists and managers
- Familiar with international group requirements and structures in management and development, across divisions

Functions as advisor, sparring partner, trainer, coach, developer, interim / manager, leader, appointee, assessor, validator, auditor • appointed internal DPO • appointed auditor, ...

Clients & customers, sectors: SMEs, small and medium-sized enterprises, mid-sized companies, large companies, corporations, institutions, authorities, state institutions

Industries: Banking, insurance, retail, wholesale, logistics, consulting, services, law firms, industry, aerospace, science and research, energy and power generation, renewable energy, nuclear, government, insurance, television broadcasting, educational institutions, retail, food and beverage, construction, auditing, accountants and law firms, hospitals, clinics and healthcare, manufacturing, nuclear energy, engineering, industrial plants, cities and municipalities, real estate, architecture, IT, marketing and advertising, agencies, shipping companies, education, higher education institutions, catering, automotive industry, ICT services, telecommunications, finance, shipbuilding, space & defense, consulting services, international services, file, data & document disposal and destruction services, engineering, e-commerce, travel and tourism, nuclear power, manufacturing, manufacturing industry, general- / consulates and embassies, ...

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, 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 - 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

Strengths:

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

Professional skills

Process Management:

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

Project Management:

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

Quality Management:

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

Corporate Social Responsibility (CSR) and Sustainability Management.

Focus on companies and CSR:

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

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

Advisory services and project coaching, mentoring:

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

EFQM Business Excellence and Total Quality Management (TQM)

ISMS Information Security Management Systems

BCM Business Continuity Management, Emergency and Crisis Management
& ITSCM IT-/ICT-Service Continuity Management

Benefit:

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

Keywords:

holistic sustainable development • STRUCTURE DEVELOPMENT • Sustainability • 10 Principles of the Global Compact • SDGs / ESGs • Circular Economy • Strategy • Governance • Compliance • Technology 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 • Sustainment • Continuous Improvement • Risk mitigation • Potential Enhancement • Value Enhancement • Future Viability • ...

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

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?

07.11.2023 **Impulse Seminar Sustainability, CSR – what now?**

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

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

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

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

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

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

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

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

concrete project examples:

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

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

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

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

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

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

Area: Finance; banking & insurance industry

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

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

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

Reference: ... 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

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

Failure Dataset for Safety & Reliability Analysis

Domain: Project and organisational errors - including a general and generic dataset

Compilation and author: Sandra Klinkenberg

Reference: ESA; Aerospace; Astrium EADS - Airbus Defence & Space + Team - France, UK, Netherlands; Japan - JAXA

11/2013 **Workshop – Lecture**

HUDEP 2013 - 3rd Human Reliability Workshop

Topic: Organisations, human factors and decision making

reference: Aeronautics & Space; ESA – European Space Agency

Presentation _Organizations-HF-DM.pdf on Sandra-Klinkenberg.de/Service Hard-&Soft-Facts©

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

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 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

– look at LinkedIn reference as well as [_Projekteinsatzbewertung_05u10-12.pdf](#)

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 WM! Wachstums-Manager! by Sandra Klinkenberg

- Continuation of product development for the coaching system through further modules (KULTURclub) from this Development of an organisational structure model on the basis of an extended and large-unit adapted structure based on the basic systematics of the coaching system incl. IT structure with first visual extract,
- Development of a project overview structure to identify potentials in multi-project landscapes - linkable to a system-specific project handling structure
- Consulting and development

01/2009 – 12/2011 KULTURclub by Sandra Klinkenberg

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

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

Area: Telecommunications; Group - subcontract

- Project Management Office & Programme Management Support
- for an international eHR project on the topic: Identity and Access/Account Management
- Project management - tracking, communication & reporting,
- project & programme management support
- concept development
for 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
- 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
 - Constructional + 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 + many other industries & sectors
- Consulting for small and medium-sized enterprises
 - Company size: up to 250 persons
 - Organisational and process consulting
 - Process management - process ergonomics:
Business process -analysis, -development, -optimisation

Corporate and process areas:

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

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

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

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

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

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

- Quality management - Internal audit
- Process audit Audit area: Order processing - Contents: Sales to after-sales
Planning, implementation, follow-up & follow-up of an internal audit for a plant 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 m² BRI: approx. 417,000 m³

Einsatz – Beratung und Interim-Management:

- Assistant to the management
- Construction project consultant
- Advisor and coach for project and operational processes

Responsibility, subject matter:

- Project and organisational support in the construction project for the executing overall planning office:
- Commercial, organisational and administrative processing
- Internal and external process optimisation during construction
- Personnel and secretarial management
- Process optimisation of internal procedures
- Order processing - invoicing

2002 – 2008 +

Business and process analyst, advisor

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

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

Corporate and process areas:

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

and many other projects

further information:

Initiating member VERTRAG-HANDWERK (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. Also experience in working in international teams, international projects or projects in project realisations in other countries and regions.

and many other activities

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** **Risk Manager Open Source at an Institution under public law**
permanent position
... personnel adjustment
due to budgetary situation
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** **Director Training & Development, EFQM Brüssel**
permanent position
... personnel adjustment
due to impending BREXIT
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** **Consultant for a group of companies**, realisation of an order from my former firm
permanent position
... personnel adjustment
due to reorganisation
- 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;*
Study counselling in economics, state-certified business economist, metropolitan region Hamburg and Hannover of a study provider in Bremen
- 09/2013 – 10/2014** **Consultant for management systems, Software manufacturer in Hannover Reg.**
permanent position
... personnel adjustment
due to operational reasons
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
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
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
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 and 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, ...

Project example from employment:

2000 – 2002

conceptual interior design, Hanseatic City of Hamburg

Area: Investors Construction, commercial consulting services, retail trade

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

Subject of consultancy:

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

5/2001 – 5/2002

Sales representative in the field for a trading company in Hamburg

Commercial and technical consultant: conceptual interior design

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

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

Tasks in the furnishing sector:

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

Human resource management:

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

Acquisition, sales and after-sales:

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

**06/2000 – 04/2001 Sales representative in the field for a trading company in Hamburg
Commercial and technical advisor: conceptual interior design**

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

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

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

In detail as described above.

**11/1999 – 05/2000 Area Sales Manager for Northern Germany 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 design

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

Project development & processing, construction support, acquisition to after-sales, project & resource mgmt.
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.

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

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

Divisional responsibility, budget responsibility

Personnel responsibility to deputise

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

08/1992 – 01/1995 Dual professional training, Retail & Wholesale, 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