



Sandra Klinkenberg



**SANDRA KLINKENBERG** •  
Advisory Business Economist  
Sandra-Klinkenberg.de

**SANDRA KLINKENBERG**

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Fields of activity: Manager, Advisor, Expert, Specialist, Executive – intersectoral, transsectoral –

Date of Birth July 1975

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

**Core competencies** holistic sustainable development – economic, business, enterprise, group & organisation, corporate body, institutions • **STRUCTURE DEVELOPMENT** •

**Assignments:** Advisory & Guidance, Support, Assistance & Facilitation, concept design & activation to holistic sustainable development • **STRUCTURE DEVELOPMENT** • turn-around, pre-insolvency measures to statutory reorganisation and re-structuring, re-organisation as well as alignment and holistic sustainable development - economy, business, company and organisation, board, institution, etc. – » goal & target definition, team building, strategy, organisation, leadership, integration, activation & improvement continuously

**Level:** division head, director, managing director or board member in strategy & direction, corporate development and governance; board of directors -- CRO, CDO, CIO, COO, CEO - CxO --

**Assignments:** Advisory and sparring / coaching; Interim mandates; Project coaching & projects -- industry & sector independent as well as cross-sectoral –

**Location:** national, D-A-CH, Europe or worldwide; German contract

**Work & client, employee & customer testimonials:**

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

"...playfully easy and yet with the highest level of competence..."

"... Sandra is the best boss in the world ..."

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

S<sup>4</sup> . extraordinary & impressive, fast, intelligent, structured »  
» stunning, speedy, smart, structured «

"How do you do it? 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 ... ..

## 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 - ISO26000/ONR192500 • 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:** BCM Business Continuity Management – ISO22301 + ITSCM IT-Service Continuity – ISO 27031 + Emergency & Crisis Management; ... + ISO/IEC27031, BSI100-1 bis 4 etc.

**Information Security:** ISMS - Information-Security-Management-Systems – ISO270xx, ISO27001, 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, sectors:** SMEs, medium-sized businesses, large companies, groups & corporations, institutions, clubs & associations, federal government - states & municipalities - cities & municipalities, etc. etc. Automotive, banks, construction industry, service industry, energy production, freelance professions, finance, hazardous goods/materials, trade, industry, engineering, IT, food & beverages, aerospace, production, shipbuilding, software development, technology, telecommunications, insurance, defence, administration, science, supplier industry, etc.

## Studies, training, qualifications and certificates

I am an **Advisory Business Economist** ((PhD Level 8 EQR), eq. MBA - Management and Economics) – a **liberal profession** according to the catalogue of the **economical advisory liberal professions**. My training I realized at the professional education system in Germany. Germany affords the possibility of an academic qualification at the alternative way along with recognition of the liberal profession of Advisory Business Economist to catalog of liberal / free professions (Advisory political economists and business economists) under examination and recognition of professional training, work experience and further training steps. I have chosen this way with the benefit of long-term practical experience.

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
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 Corporate Social Responsibility & Sustainability manager, CSR/09/0004 (European Organisation for Quality, Brussels, Belgium; Quality Austria, Linz, Austria)
04/2004	DGQ Quality manager, 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	high school

### 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

## curriculum vitae

- 07/2002 – dato**      **SANDRA KLINKENBERG • Advisory Business Economist; com. & techn. Advisor, ProjectCoach, SparringPartner for Specialists & Executives, InterimM.**
- 09/2015 – 11/2015      Director Training & Development, EFQM Brüssel (employee) responsibilities: budget 1 mill./bil. €, disciplinary 3 people; supporting the development of excellence within and beyond Europe
- 11/2014 – 03/2015      Consultant, IQ Professionals GmbH, realisation of an order from my former company - 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;* Student Advisory economy, state. certified business economist, IQ Wirtschaft GmbH Region Hamburg and Hanover – IQ Bremen GmbH (employee)
- 09/2013 – 10/2014      (IT-)Consultant for management systems, CONTECHNET Ltd., Sehnde (employee) 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, aerospace industry, ...

- 01/2009 – 12/2011      KULTURclub by Sandra Klinkenberg
- Product Development for own Company
  - Development of a Training and Coaching System to support the maintenance of sustainable and consistent decisions incl. software module in the licensing system
  - Conduct initial advisories
- 07/2002 – 08/2013      Entrepreneur / owner  
Development Adviser and Project Coach, SK . Consulting and Development  
Fields of activity:
- Corporate and organisational development
  - IMS + Information Security Management Systems
  - Business Continuity Management
  - CSR Corporate Social Responsibility and sustainability management, ISO 26000, Global Compact and 10 Principles, GRI report
  - Business Excellence and corporate management
  - TQM, Quality management ISO 9001 and Internal Audits
  - Project and process management, organisational consultancy
- Solution advisory:
- Moderation for target definition
  - Strategy development and implementation
  - development, planning and integration of concepts and designs
  - organisational consultancy for highly effective workflows and efficient procedures and projects

**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, ...

08/1992 – 05/2002

Employee in Germany (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.

**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, ...

**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**