



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.

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, ...

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 ..."

S³ . beautiful, fast, smart

S⁴ . 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

The image shows a collage of promotional materials for Sandra Klinkenberg. At the top left is a business card with her name 'SANDRA KLINKENBERG', title 'Beratende Betriebswirtin', and website 'Sandra-Klinkenberg.de'. To its right is a flyer for 'Advisory Business Economist' with the tagline 'holistic sustainable development since 1992'. Below these are several posters and diagrams. One poster features a 2x2 matrix with the words 'sollen', 'können', 'dürfen', and 'wollen'. Another poster is titled 'ganzheitlich nachhaltige' and 'Entwicklung seit 1992'. A circular diagram titled 'Organisations-Sicherheit' is also visible.

Keywords:

holistic sustainable development • STRUCTURE DEVELOPMENT • Sustainability • 10 Principles of the Global Compact • SDGs / ESGs • Circular Economy • Strategy • Governance • Compliance • Technology & Engineering • ICT • IT • Artificial Intelligence • AI • Quantum Computer • Quantum Computing • Post Quantum Cryptography • PQC • CONTINUITY • IRBC • Operational Capability • Business Continuity • Emergency & Crisis Management • Brownout / BLACKOUT Prevention & Preparedness • SMART-City • SMART Tools • Concepts & Designs • CorporateSecurity • OrganisationalSecurity • 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 Minimisation • Potential Enhancement • Value Enhancement • Future Viability • ...

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

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, ...	
Industries: 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, ...
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 company - SK. Consulting & Development: <i>Space Industry – Catalogue of failure data for safety and 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</i> 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 Region of Hannover 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, ...	
01/2009 – 12/2011	KULTURclub by Sandra Klinkenberg <ul style="list-style-type: none">• 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, 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	
Industries: 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, ...	

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

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