



Personal Data

Sandra Klinkenberg

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Fields of activity Manager and Executive,
Expert, Advisor
- intersectoral, trans-sectoral -

Date of birth July 1975

Profession, education **Advisory Business
Economist**

Core competency Specialist in Structure Development, Expert for Integrated Management Systems;
Business / Corporate Advisor, Project-Coach

Expertise - Skills

- Structure development
also infrastructures including analysis, risk, control and governance systems e.g. COBIT, ICS
- Target definition and strategy planning, development, integration
- Business, corporate and holistically organisational development, cultural development
- Sustainability, Continuity and Resilience
- Process Management: Process Ergonomics – business process analysis, development and optimization, business process management and development; ESM, E2E, C2C ...
- Corporate Social Responsibility (CSR) and sustainability management – ISO26000/ONR192500 focal point: company and CSR; Global Compact – 10 Principles, GRI sustainability report, relevant systems, methods and procedures
- Quality Management and Business Excellence: Quality (QM) and Total Quality Management (TQM), ISO 9000, ISO 9001, ISO 9004, ISO 19011; process analysis, organisation, implementation in PDCA cycle, CIP and lessons learned, audits, assessments, validation, development planning, preparation and implementation, reporting and communication; EFQM etc.
- BCM Business Continuity Management – ISO22301
- ITSCM IT-Service Continuity Management – ISO 27031 etc.
- Emergency and crisis management
- ISMS Information Security Management System – ISO 270xx, ISO27001
- Project Management: project leader, PMO, organisation, coordination and management, phase planning, project consolidation, programm und portfolio management, project development, project coaching, teambuilding and development, construction project management, change management
- Category Management; Big Data, AI, etc.; ESM, Enterprise-Service-Management, E2E, C2C, ...
- Proven references in the management of complex projects
- Successful negotiations at national and international level
- Provider and seeker in balanced manner - supporting and demanding with a clear focus
- Cooperative executive and team member, entrepreneurial manager, motivator
- Solution consultancy in complex programs
- Sparring partner and project coach for professionals and executives
- Familiar with international group requirements and structures in management and development, across divisions

Functions as

Adviser, Trainer, Coach, Developer, Interim / Manager, Executive, Officer, Assessor, Validator, Auditor

Summary of realized projects, chronological listing

2018 – 01/2020 **Advisory and feasibility analyses incl. solutions** in different themes, industries and areas, like f.e.

- Associate consultant, expert, business management & corporate strategy consulting services to improve the efficiency of the end customer in the course of digitization; Group, Telecommunications
- Communication Manager / Senior Consultant, Expert, Consultant and Support for intern. communication Rollout of the end customer on the subject of integrity and corporate responsibility; Group, Automotive
- Consultant and sparring partner for specialists and executives, expert and specialist, consulting and basic development for understanding management systems - base quality management, development of individual training concepts for end customer with a focus on design, production and corporate management on the topic of quality management; intern. SME, Shipbuilding
- Training manager, consulting and support for the establishment, maintenance and development of a change management and user enabling system in the course of digitalization, min. state-wide establishment and rollout; State of Lower Saxony
- Advisor ITSCM - IT Security Manager, Expert and Specialist, Consulting, Development and Support of Group ITSCM for the Maintenance and Development of the worldwide BCM / ITSCM; Group, Automotive

12/2016 – 02/2018 **Advisor and Coach for IT Service Continuity Management (ITSCM)** Connected to BCM, ISM and RISK, Governance and Organisation etc. Sector: Finance; Banking & insurance industry

Content: KRITIS, EZB, MaGo, MaRISK, etc. as well as ISO, BSI, ITIL, ...

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

- Responsible for specifications and basics of the ITSCM for a German state bank.
- Advice & support on the development of the ITSCM policy, updating of the IT prevention concept and other documentation according to ISO / IEC 27031, ISO 22301 and BSI100-4
- General advice and coaching of colleagues in the existing ITSCM team to obtain a functional IT service continuity management system including CIP
- Support & advice in the creation of emergency scenarios, IT emergency & recovery plans
- General coaching of colleagues in the existing ITSCM team; ISO / IEC 27031
- Structure development and creation of tools to maintain a functional IT service
- Continuity Management Systems incl. Continuous Improvement Process (CIP) along with extensive development points in the short and long term. Basic preparation and explanation

reference: bbyc for a German state bank - Hessen; ITSCM-Manager, BCM-Manager

reference: Q_Perior AG for a insurance company - Düsseldorf; ITSCM-Manager

reference: Eurostaff GmbH, Head of ITSM and ITSCM-Manager of a insurance company - Hannover

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

- Catalogue of failure data for safety & dependability analysis - project and organizational failure
- incl. a general and generic data set
Compilation and Author: Sandra Klinkenberg

reference: Astrium EADS – Airbus Defence & Space + Team – France, UK, Netherlands; (Japan)

11/2013 **workshop speech**

- HUDEP 2013 - 3rd Human Dependability Workshop
Theme: Organisations, Human Factors and Decision Making

reference: [Presentation_Organizations-HF-DM.pdf](#)

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

- Concept development, conception for starting a business in Saudi Arabia as a new unit in an existing group, new business unit = integrated sustainable development with a focus on structural and organisational development of companies - offering seminars and trainings as well as consulting and development

Activities and content:

Conception of the overall business structure; Conception of the technical structure and organisation - products and priorities
Product design and development; Contract drafting and design up to ready for signature; Layout and design of logo and corporate identity; Creation of thematic presentation materials – first step; Searching, finding and integration of partners and affiliates; Preparation of business creation and signing the contract; Preparation to enter the market with and from technical focus; All aspects of the responsibilities of the Director Technical in this pre-founding phase, described in overall business structure

- **IT content:**

List of required IT and DV elements, such as CRM, CMS and their specifications; incipient creation of a requirements matrix with specific content; incipient coordination with existing elements and necessary technical infrastructure

reference: SFJH Consulting Service, CIMA, CFC.STC > for Gulf Professionals Company (GPC)

– see LinkedIn reference as well as _Projekteinsatzbewertung_05u10-12.pdf

2011 – KW37 Assessor

- for the ILEP - EFQM Excellence Award - German Quality Award for excellent organisations
 - a holistic organisational development model for permanently outstanding corporate performance
- Assessment:** as the responsible assessor to Criterion 3 (employees) as well as criterion 7 (people results) and as a team partner for Criterion 4 (partnerships and resources);
- Activities and content:** Corporate and organisational structure, technical infrastructure and the organisational and operational structure, taking into account the interrelationships in a holistic perspective and based on the 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 Sector: Scientific - Sector renewable Energy

- Planning and development a communication and action structure for a comprehensive and synergistic energy storage concept
 - Realisation of the "Big Pictures"
 - Presentation of the concept to financial partners and negotiation preparation for attracting initial investors
 - Preparation of the necessary measures to present the concept to economically relevant financial partners and investors
- reference: [_Projekteinsatzbewertung_05u10-12.pdf](#)

05/2010 – 12/2010 Quality Manager and Internal Auditor Sector: Energy; Division energy generation - subcontract

- Planning, preparation and presentation of the strategic audit planning of the audit phases for corporate development up to the year 2025,
 - Planning, preparing, executing and following up internal process audits and the annual ISO 9001 system audits,
 - Preparation and support of management reviews in 2010
 - Planning, preparing and accompanying the external monitoring/supervision audits
 - Planning, preparing, executing and following up of process level of maturity reviews
 - Performing of related tasks such as process consultancy
- Assessment as responsible auditor, lead auditor:
Audit of the corporate and organisational structure, technical infrastructure as well as of the organisational and operational structure, taking into account of the interrelationships in a holistic perspective and required on the basis of relevant rules and regulations
- reference: [_Projekteinsatzbewertung_05u10-12.pdf](#) – REX-ITOC, AKRA

11/2007 – 12/2008 PMO Sector: Telecommunication; corporate group - subcontract

- Project Management Office & Programme Management Support for an international eHR project on the subject: Identity and Access/Account management
 - Project management: tracking, communication, reporting
 - Project and Programme management support
 - Concept development
- for T-Mobile Germany, T-Mobile International and in connection to a groupwide consolidation project for DTAG and further daughters

03/2007 – 06/2008 Internal Data protection officer Sector: services for document disposal and destruction; corporate group

- Corporate Responsibility Part: disposal and destruction
 - Internal data protection officer for the German Companies of a Canadian Group
- reference: German Companies of Shred-IT Group

2002 – 2008 + Business and process analyst, advisor Areas: Construction, Building craft, Architecture & Engineering, Healthcare + many other industries & sectors

- Advice to small and medium sized companies
 - Company size: up to 250 people ++
 - Enterprise development, re-organisation, re-structuring; Interim-Management / Interim-Owner
 - organisation and process consultancy
 - Process management - Process Ergonomics: business process analysis, development, optimization
- Business and Process Areas:**
- Operational and organisational structure
 - Resource, operations and manpower planning
 - Order processing, accounting and business management incl. monthly, quarterly and annual reports
 - Business planning and corporate management
 - Business strategy and target planning incl. area planning
 - Business development incl. marketing, distribution, sales
 - Product development
 - Project management
 - Consultancy for certification and re-certification audits on ISO 9001

Studies, training, qualifications and certificates

I am an Advisory Business Economist ((PhD Level 8 EQR), eq. MBA - Management and Economics). My training I realized at the adult professional education in Germany. Germany affords the possibility of an academic qualification at the alternative way along with recognition of the liberal / free 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.

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; commercial & technical Advisor, Project Coach, Sparringpartner for Specialists and Executives, Interim Manager
- 09/2015 – 10/2015 Director Training & Development, EFQM Brüssel (employee)
responsibilities: budget 1 mill.€, 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 and 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, ...
- 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, ...
- 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, ...