



Sandra Klinkenberg



SANDRA KLINKENBERG •
Beratende Betriebswirtin
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

Expertise - Skills

- Structure development also infrastructures including analysis, risk, control and governance systems
- Target definition and strategy planning, development, integration
- Business, corporate and holistically organisational development, cultural development
- Sustainability, Continuity and Resilience
- Process Management, Business Intelligence BI
- Corporate Social Responsibility (CSR) and sustainability management – ISO 26000 / ONR 192500, SDGs, ESG, GRI, SEDEX, SMETA, etc.
- Quality Management and Business Excellence: Quality (QM) and Total Quality Management (TQM)
- BCM, Business Continuity Management – ISO 22301 + ITSCM IT-Service Continuity Management, ISO/IEC 27031, IRCB, BSI 100/200-4 etc. incl. emergency and crisis mgmt.
- ISMS, Information Security Management System – ISO/IEC 27001, BSI IT-Grundschutz, DIN SPEC 27076, NIS2, etc.
- Project Management: project leader, PMO, organisation, coordination and management, phase planning, project consolidation, program and portfolio management, project development, project coaching, teambuilding+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 Programms
- Sparring partner and project coach for professionals and executives
- Familiar with international group requirements & structures in management and development, across divisions

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 • BCM • Emergency & Crisis Management • Brownout / BLACKOUT Prevention & Preparedness • SMART-City • SMART Tools • Concepts & Designs • Corporate Security • Organisational Security • BCMS • ISMS • Information security • ITSCM • Risk Management • Corporate Development • 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 • ...

Summary of realized 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?**
- 07/2020 – dato.** **Advisory and feasibility analyses incl. solutions and support**
2018 – 01/2020 in different themes, industries and areas, like f.e.
- Advisory for Emergency and Crisis management, Sustainability, Managementsystems like CSR, BCM, ITSCM, ISMS, Risk & Compliance, Governance etc. in a holistic sustainable approach for economy, business and enterprise organisation, ...
- 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: Solvency II, KRITIS, EZB, MaGo, MaRISK, etc. as well as ISO, BSI, ITIL, ...
 - Focus: 2nd LoD incl. 1st and 3rd LoD = holistic concept internal/external
- 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: ESA; Astrium EADS – Airbus Defence & Space + Team – France, UK, Netherlands; Japan - JAXA
- 11/2013** **workshop speech**
- HUDEP 2013 - 3rd Human Dependability Workshop
Theme: 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

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 - checked according to §12b AtG

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

11/2007 – 12/2008

PMO and deputy project manager in meetings

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 design & development for a national and international telecommunications group and its subsidiaries/brands

03/2007 – 06/2008

Internal Data protection officer (DPO)

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 a Canadian 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
- Advisory for certification and re-certification audits on ISO 9001

06/2006 – 06/2006

Internal Auditor - Process Audit

Sector: Engineering, plant construction; SME

- 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

07/2002 – 12/2002

Management assistant and advisor

Sector: Construction and engineering, logistics; SMEs

- Project: Construction of logistics centre, GFA total: 34,000 m² BRI: approx. 417,000 m³
Project and organisational support in the construction project
Advice and interim management: management assistant and technical advisor in the construction project
Advisor and coach for project and operational processes
Activity: Project and organisational support in the construction project for the overall planning office carrying out the project: commercial, organisational and administrative processing, internal and external process optimisation during construction, personnel and secretarial management, process optimisation of internal processes, order processing - invoicing

a.m.m. - more information you will find at www.Sandra-Klinkenberg.de or in a personal conversation

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, ...
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 Conception of a risk management system (RMS) based on ISO 31000 – BluePrint, ... personnel adjustment also for rollout for the entire organisation, and activation in the specific area - due to budgetary situation Realisation of risk management, ...
- 09/2015 – 11/2015** Director Training & Development, EFQM Brüssel
permanent position responsibilities: budget 1 mio./bil. €, disciplinary 3 people; supporting the development ... personnel adjustment of excellence within and beyond Europe Product harmonisation CSR; activities in due to impending BREXIT preparation for amendment of EFQM model, ...
- 11/2014 – 03/2015** Consultant for a group of companies & realisation of an order from my former company
permanent position – *Catalogue of failure data for safety and dependability analysis - project and organisational ... personnel adjustment* 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* due to reorganisation 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 Region of Hannover
permanent position Consulting, training and project coach for emergency and crisis management in case ... personnel adjustment of the initial implementation of an emergency management and (IT-) emergency planning due to operational reasons 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 & Clients: 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, 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, ...