

# Marianne Sassen

Communication Strategist & Project Manager

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**marianne  
sassen**

COMMUNICATIESTRATEG  
& PROJECTMANAGER

**I believe that organizations need to remain loyal to themselves before they make promises to their customers.**

As an interim Senior Communication Consultant, I therefore gladly contribute to the internal communication of an organization to realize its strategic objectives. By involving employees in and connecting them with the organization or change story. And by allowing (senior) managers to convey that story, to show exemplary behavior and to have meaningful conversations with their employees. In close cooperation with other communication functions and HR, and preferably as part of an integrated communication strategy and employee journey.

## Summary

### Professional Experience, interim

<b>CBR</b> Senior Internal Communication Advisor	■ 2022 – 2022
<b>TNO</b> Senior Project Manager Internal Communication	■ 2020 – 2021
<b>CUMULUS PARK   ING</b> Senior Project Manager Communication	■ 2019 – 2020
<b>ING</b> Senior Communication & Change Advisor	■ 2018 – 2019
<b>ESSENT   INNOGY</b> Senior Internal Engagement Manager	■ 2018 – 2018
<b>AEGON</b> Senior Communication Manager Internal Branding	■ 2015 – 2017
<b>AEGON</b> Communication Strategist	■ 2013 – 2015
<b>TATA STEEL</b> Senior Internal Communication	■ 2012 – 2013

### Professional Experience, permanent

<b>ABN AMRO</b> Senior Communication Manager	■ 2010 – 2011
<b>ABN AMRO PRIVATE BANKING</b> Senior Communication Adviser	■ 2007 – 2010
<b>ABN AMRO</b> Internal Communication Manager	■ 2005 – 2006
<b>SWETS &amp; ZEITLINGER</b> Head of Communication	■ 2001 – 2004
<b>ABN AMRO</b> Communication Adviser	■ 2000 – 2001
<b>ABN AMRO</b> Product Manager	■ 1998 – 2000
<b>ABN AMRO</b> Trainee Corporate Staff	■ 1998 – 1998
<b>NS STATIONS AMERSFOORT</b> Communication Adviser	■ 1997 – 1997

### Key competencies

- Great extent of and broad experience in the communication profession (internal, corporate, marketing, client)
- Passion for internal communication, internal branding and change communication
- Project management and agile way of working; facilitation of numerous communication projects and programs
- From strategy, plan and concept to execution and production; a thinker and a doer
- Experience with several cultures in international organizations, corporate environments and production companies

### Roles

- Change agent
- Observer
- Sparring partner
- Independent team player
- Coach
- Thinker and doer

### Characteristics

- Determined
- Inquisitive
- Constructive
- Reliable
- Connecting
- Attentive



## Professional Experience, interim

### Senior Internal Communication Advisor, CBR ■ 02/2022 – 06/2022

Assignment: Develop a communication plan for the new corporate strategy and the introduction of the leadership programme, facilitate communication about the realisation of a new CLA, and organise a CBR day.

#### Result:

- Immediately executable communication plan to 'lift strategy off the paper'
- Kick-off of precarious leadership programme during management meeting
- CBR day – 800 (47%) participants

### Senior Project Manager Internal Communication, TNO ■ 10/2020 – 12/2021

Assignment: Develop communication strategies, concepts and campaigns for hybrid way of working, new mobility policy and Diversity & Inclusion; organize a (virtual) D&I week and (interactive) webinars re Strategy 2022-2025, study 'Working in times of COVID-19' and new years' meeting. Main activities:

- Functionally manage project teams with scientific experts and staff
- Coach stakeholders, speakers and suppliers prior to and during events
- Develop communication materials, e.g. scripts and autocues for (animation)videos and events, campaign materials, infographics and toolkits
- Manage planning, budget and reporting

#### Result:

- Webinars – on average 1.900 participants | mark: 8,0 (1-10)
- More attention for Diversity & Inclusion, both top-down (Executive Board, Managing Directors, Research Managers) and bottom-up (employee resource groups)

### Senior Project Manager Communication, Cumulus Park | ING ■ 10/2019 – 9/2020

Assignment: Develop and facilitate a communication strategy for Cumulus Park Studio, a foundation under construction that supports its community to innovate successfully together; in an agile team that has worked fully online for seven months due to COVID-19 measures. Main activities:

- Define communication basics, e.g. positioning, key story and tone of voice
- Describe community journey and develop associated communication plan
- Support communication (pilot) safe return to work places
- Develop communication tools, e.g. website, social media, code of conduct, (digital) brochures and newsletters, presentations, narrow casting and guided tours
- Organise opening for (ING) employees and suppliers

#### Result:

New standardised communication materials for community members and customers

### Senior Communication & Change Advisor, ING ■ 7/2018 – 8/2019

Assignment: Facilitate (internal) communication regarding the realisation of a new CLA, the outstanding payments of broker TCP for the benefit of contingency workers, the outsourcing of health services and activities to support redundant employees, and an organization-wide onboarding programme. Main activities:

- Develop and execute communication plans to provide insight into how the new CLA is taking shape and bring existing/new employment conditions to the attention
- Edit and design communication materials based on employee journeys
- Stakeholder engagement, incl. HR management, trade unions and external suppliers

#### Result:

- Prior to/during CLA negotiations: 43% response to survey (of approx. 14,000 employees), well attended dialogue sessions, substantial number of participants in online community and drop-in sessions
- Standardised communication materials for new, redundant and absent employees

### Senior Internal Engagement Manager, ESSENT INNOGY ■ 1/2018-6/2018

Assignment: Develop a (two-year) cultural change program for innogy (Retail Netherlands & Belgium) to enhance engagement and alignment among approximately 2,500 employees, taking into account cost savings and acquisition by E.ON. Key assignments:

- Program management cultural change program: development of core values, engagement strategy and alignment research
- Project management engagement: development and implementation of communication strategy, concept, architecture and calendar in collaboration with external communication agency
- Stakeholder engagement, including board, management, HR, Marketing, Customer Service, Facility Management and newly formed group ambassadors
- Facilitate RFP process external communication agency and monitor budget
- Coach communication and (agile) project teams (approx. 10 employees)

## Education

### 2004

Post-Bachelor, Communication management, NCOI

### 1993-1997

Bachelor, Communication & Management, incl. NIMA-A, Utrecht University of Applied Sciences

## Additional education

- Agile!, Logeion (2021)
- Be better & tell it, Logeion (2021)
- Communication in an intercultural society, Logeion (2021)
- The language of strategic communication, Logeion (2021)
- Leadership in times of corona, Logeion (2020)
- Twisted organisations, Logeion (2018)
- The living brand, Logeion (2018)
- Stakeholder engagement, Bureau Strategisch Implementeren (2018)
- The impact of reputation management on successful organizations, Logeion (2017)
- Creative communication strategies, Logeion (2017)
- Female Leadership Journey, Lab for Leaders (2016)
- Executive International Master of Science in Corporate Communication, RSM Erasmus University (2014)
- Branding, positioning and segmentation, ISBW (2011)

## Languages

Dutch | English

## Interests

Interior styling | Vocal theatre | Personal development | Travel | Rotary | Writing | Drawing | Running

## References

Please check [mariannesassen.nl](https://mariannesassen.nl), my LinkedIn profile, or *contact me for more details on my references.*

## Professional Experience (continued)

### Result:

- Higher engagement by supporting managers in communication role and facilitating conversations between board and employees
- More effective and efficient communication activities through repetitive communication pattern and clear calendar

### **Senior Communication Manager Internal Branding, AEGON ■ 4/2015-12/2017**

*Responsible for communication strategy of companywide cultural change programme and internal communication team. Key assignments:*

- Develop and (jointly-)execute communication strategy for change programmes and internal branding (agile project team of 12)
- Create and (jointly-)execute communication plans various internal projects
- Contribute to employer branding and employee journey in collaboration with HR
- Advise and coach executive and management teams on communication issues
- Supervise research internal communication and internal branding
- Develop and introduce communication app and contribute to global new intranet and internal social media
- Coach senior project manager, adviser digital internal communication and two internal media editors and coordinate their activities
- Manage budget for internal communication and internal branding

### Result:

- Increased employee involvement with mission and strategy by integration of change projects, content strategy, activation and ambassadors programme and revitalized approach of management and employee meetings
- Extensive integrated communication for new strategy, organizational changes and cost savings
- Won Aegon award 2016 for internal branding programme: 'It all starts with attention'
- Silver at The World Media Festival for internal awareness video's

### **Communication Strategist, AEGON NON-LIFE INSURANCE ■ 4/2013-/2015**

*Responsible for internal/external communication on non-life and income insurance. Key assignments:*

- Advise and coach management on communication issues
- Create and (jointly-)execute strategic internal/external communication plans
- Coach all-round communication manager and coordinate his activities

### Result:

- High conversion rate of private home insurance to new terms and conditions and other platform, after communication with customers and agents
- External introduction 'A Healthy Approach', new income insurance concept
- Integrated communication organizational changes and sales initiation for business unit enterprise non-life insurance

### **Senior Internal Communication Manager, TATA STEEL ■ 4/2012-1/2013**

*Assignment: Develop and implement 'one company' internal communication strategy in an organization of approximately 33,000 employees across the UK, the Netherlands, Germany, Belgium and France, while working for a new corporate communication department in a matrix organization. Key assignments:*

- Create and (jointly-)execute communication strategy for change programmes
- Coordinate town hall meetings for approximately 2,000 employees across three countries and organize recurring management calls
- Recruit, coach and review content strategist/copywriter
- Manage brand guidelines and internal communication budget

### Result:

- More efficient and effective communication by process and channel redesign (e.g. bi-annual town hall meetings for employees, monthly CEO calls and e-magazine for managers) following research