

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

KLM Senior Project Manager Interne Communication Communication Business Partner HR	■ 2022 – 2023
CBR Senior Internal Communication Advisor	■ 2022 – 2022
TNO Senior Project Manager Internal Communication	■ 2020 – 2021
ING Senior Project Manager Communication Senior Communication & Change Advisor	■ 2018 – 2020
ESSENT INNOGY Senior Internal Engagement Manager	■ 2018 – 2018
AEGON Senior Communication Manager Internal Branding Communication Strategist	■ 2013 – 2017
TATA STEEL Senior Internal Communication	■ 2012 – 2013

Professional Experience, permanent

ABN AMRO Senior Communication Manager	■ 2010 – 2011
ABN AMRO PRIVATE BANKING Senior Communication Adviser	■ 2007 – 2010
ABN AMRO Internal Communication Manager	■ 2005 – 2006
SWETS & ZEITLINGER Head of Communication	■ 2001 – 2004
ABN AMRO Communication Adviser Product Manager Trainee Corporate Staff	■ 1998 – 2001
NS STATIONS AMERSFOORT 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 Project Manager Internal Communication, KLM ■ 12/2022 – 03/2023

Assignment: Create plans to embed KLM's new course within the organisation, increase employee engagement and improve leadership communication, and support CEO positioning

Main activities:

- Develop communication plans, supervising implementation and project colleagues
- Coordinate monthly webcasts 'ON AIR with Marjan'
- Write communication tools and survey texts KLM Employee Survey

Communication business partner HR, KLM ■ 06/2022 – 11/2022

Assignment: Advise HR Director/MT on complex communication issues, develop communication plans for KLM-wide topics and organise an employee meeting

Main activities:

- Establish connections between HR and divisions such as Inflight Services and Cargo
- Design and execute employee event 'HR Live' in hangar
- Develop communication plans, e.g. 'Dealing with undesirable behaviour' and D&I
- Develop communication tools, e.g. HR strategy story, briefings interviews

Result:

- HR Live 'Our connecting flight' – more than 300 participants (80%) | grade 7.8 (1-10)

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

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)

Professional Experience, interim (continued)

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)

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

Languages

Dutch | English

Interests

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

References

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

Professional Experience, interim

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