

# Marianne Sassen

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**marianne  
sassen**

COMMUNICATIESTRATEG  
& PROJECTMANAGER

## I believe that organisations need to remain loyal to themselves before they make promises to their customers.

Therefore, I am enthusiastic about taking an active role in the internal communication of a dynamic organisation. By involving employees in and connecting them with the change story. By allowing (senior) managers to convey that story, to show exemplary behaviour and to have meaningful conversations with their employees. And by coaching and facilitating the communication department or project team. In close cooperation with other communication functions and HR, and preferably as part of an integrated communication strategy and employee journey.

### Summary

#### Professional Experience

<b>ING</b> Internal & external communications manager a.i. Communication Strategist	■ 2024 –
<b>NOPPEs THRIFT STORE &amp; RATAPLAN</b> Communication Consultant	■ 2023 – 2023
<b>KLM</b> a.i. Programme Manager Change & Comms a.i. Senior Project Manager Internal Comms a.i. Communication Business Partner HR	■ 2022 – 2023
<b>CBR</b> a.i. Senior Internal Communication Advisor	■ 2022 – 2022
<b>TNO</b> a.i. Senior Project Manager Internal Comms	■ 2020 – 2021
<b>ING</b> a.i. Senior Project Manager Communication a.i. Senior Communication & Change Advisor	■ 2018 – 2020
<b>ESSENT   INNOGY</b> a.i. Senior Internal Engagement Manager	■ 2018 – 2018
<b>AEGON</b> Senior Comms Manager Internal Branding a.i. Communication Strategist	■ 2013 – 2017
<b>TATA STEEL</b> a.i. Senior Internal Communication Manager	■ 2012 – 2013

#### Professional Experience (continued)

<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 Product Manager Trainee Corporate Staff	■ 1998 – 2001
<b>NS STATIONS AMERSFOORT</b> Communication Adviser	■ 1997 – 1997

#### Key Competences



- An unwavering passion for internal communication within dynamic organisation
- Broad experience in the communication profession (internal, corporate, marketing, client)
- Coaching, facilitating and connecting leadership
- Project management and agile way of working
- From strategy, plan and concept to execution and production
- Experience with several organisational cultures

## Professional Experience

### Internal & external communications manager, ING Intermediair ■ 01/2026 –

*Short Term Assignment: Unite and excite colleagues around the purpose, ambition, strategy, culture and leadership. Get employees to understand the strategy, expectations and their role. Create pride, excitement, and a sense of belonging. Enable people to act in line with the culture and strategy.*

### Internal & External Communications Manager, ING The Netherlands ■ 09/2024 –

*Responsible for creating clarity around — and engagement with — the strategy of ING Netherlands. I develop and lead communication projects and events for both leadership and all employees, and advise the Executive Committee on positioning and strategic communications.*

Main activities:

- Develop and implement communication strategies around key strategic themes
- Design and organise hybrid all-staff events and leadership days, including project team coordination
- Strengthen leadership positioning within the organisation through targeted communication interventions
- Create communication concepts, materials, and toolkits (e.g. videos, scripts, infographics, campaign assets)
- Collaborate closely with Brand Experience, Marketing & Communications Centre of Expertise (CoE BMC), and ING's global communications network

Impact:

- Increased visibility and employee engagement with strategic programs
- Stronger internal positioning of leadership within ING Netherlands
- More professional and consistent internal communication approach and tools

### a.i. Communication Strategist, ING Global ■ 02/2024 – 08/2024

*Assignment: Develop and supervise implementation of external (and internal) communication and activation plan to support global Wholesale Banking strategy.*

Main activities:

- Develop positioning plan CEO ING WB with Media Relations and PR agency
- Identify, coordinate and promote industry awards and events
- Develop and write formats for website and social media (incl. country accounts)
- Set up and promote a global virtual race for employee engagement

### Communication Consultant, Noppes Kringloopwinkel & RataPlan ■ 11/2023-12/2023

*Assignment: Develop an internal and external communication strategy and plan, and ensure its implementation to announce the intended merger, in collaboration with Supervisory Board, Managing Director, HR and communications department.*

### a.i. Programme Manager Change & Communication, KLM ■ 03/2023-10/2023

*Assignment: Develop plan and supervise implementation to embed KLM's new course (purpose, vision, strategy and core values) in the organisation and increase employee engagement.*

Main activities:

- Facilitate an agile programme with transformation, communication and HR colleagues in a steering committee and programme team (approx. 12 employees), incl. stakeholder management, a.o. Board of Directors, Executive Committee and Management Group
- Develop communication plan, concept and materials, a.o. newsletter for all KLM employees

Impact:

- Well-equipped team with the commitment to roll out the change plan step by step
- Well-sourced Executive Committee and Management Group to translate the KLM course to business unit strategies and to communicate to employees

### a.i. Senior Project Manager Internal Communication, KLM ■ 12/2022-03/2023

*Assignment: Describe desired leadership behaviour, introduce employee share plan, coordinate CEO webcasts and develop all communication materials for a company-wide employee survey*

Impact:

- Support for carefully defined leadership behaviour through workshops with Management Group
- Monthly webcasts with CEO – on average 3.000 viewers (10%) | mark 7,0 (1-10)
- Complete set of copy and materials to send out KLM Employee Survey

### a.i. Communication business partner HR, KLM ■ 06/2022-11/2022

*Assignment: Advise Chief People Officer/MT HR on complex communication issues, develop communication plans for topics that concern all KLM employees and organise an employee meeting*

Main activities:

- Establish connections between HR and business units, 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
- Coach junior and medior project managers

Impact:

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

## Education

2004

Post-Bachelor, Communication management, NCOI

1993-1997

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

## Additional education

- Next Level Leaders' Lab (2025)
- 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 (continued)

### 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.

#### Impact:

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

### a.i 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

#### Impact:

- 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)

### a.i. 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

#### Impact:

- New standardised communication materials for community members and customers

### a.i. 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 organisation-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
- Impact:
- 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

### a.i. 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.

#### Main activities:

- 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)

#### Impact:

- 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



## Roles

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



## Characteristics

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

## Professional Experience (continued)

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

Responsible for communication strategy of company-wide cultural change programme and internal communication team.

Main activities:

- 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

#### Impact

- 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

### a.i. Communication Strategist, AEGON NON-LIFE INSURANCE ■ 4/2013-3/2015

Responsible for internal/external communication on non-life and income insurance.

Main activities:

- 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

#### Impact:

- 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

### a.i. 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.

Main activities:

- 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

#### Impact:

- 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

A brief description about my earlier experience at ABN AMRO, Swets & Zeitlinger and NS Stations is available upon request.

## Languages

Dutch | English

## Interests

Vocal theatre | Rotary (past president)  
Interior styling | Personal development  
Travel | Writing | Drawing | Running

## References

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