

## MARIANNE VAN OOIJ

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### PROFESSIONAL PROFILE

Strategic UX leader with 14+ years of experience at the intersection of AI, transformation, and product innovation. Proven ability to scale UX functions, drive AI transformation, and integrate user insights into enterprise strategy. Expertise in AI UX, cross-functional collaboration, and research-driven decision-making, delivering business impact through human-centered design.

### CORE COMPETENCIES

- AI UX & Emerging Technology Integration
- UX Leadership & Organizational Transformation
- Team Development & Mentorship
- Research-Driven Product Strategy
- Cross-Channel Experience & Service Design
- Service Design & Scalable DesignOps
- Stakeholder & Executive Alignment
- AI Ethics, Trust, & Responsible AI
- Agile, Lean UX & Continuous Discovery

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### PROFESSIONAL EXPERIENCE

[AI UX Navigator](#), New York, NY

Oct 2024 – Present

#### Founder | AI UX Strategy & Transformation

- Developed the AI UX Playbook, a toolkit for integrating AI into UX workflows and team practices
- Authored The Four Shifts of AI UX, a framework for transitioning from deterministic to adaptive design
- Identified 20 key workflow shifts critical to organization-wide AI success
- Built cross-functional collaboration models and success metrics for AI implementation
- Establishing an advisory board to validate frameworks and broaden perspective (in progress)
- Participated in SVA's (School of Visual Arts) creative residency, exploring AI, creativity, and human-AI collaboration
- Developed a microsite to share open-access tools, frameworks, and case studies with the UX community

[citizenM hotels](#), New York, NY / Amsterdam, NL

Sept 2023 – Oct 2024

#### Head of UX

- Established and executed the first UX strategy, aligning design and research with business growth goals
- Elevated UX to a strategic function, driving a 10% increase in CPS, CLV, and NPS
- Led end-to-end CX transformation across web, mobile app, iPad, kiosk, and in-hotel touchpoints
- Built a scalable UX research function, launching a Voice of the Customer (VOC) program and embedding attitudinal UX metrics into product strategy
- Implemented DesignOps, centralizing a design system and a research repository that improved accessibility and reduced product development timelines by 15%
- Expanded and mentored the UX team, doubling its size in nine months and fostering leadership growth
- Initiated AI-driven UX research, experimenting with AI applications to enhance customer experience
- Co-led Customer Strategy with the CPO, aligning company-wide decisions with customer needs

[McKinsey & Company](#), New York, NY

Aug 2019 – Mar 2023

#### Senior Manager, UX Research & Transformation

- Led a bottom-up transformation of McKinsey's advanced analytics function—streamlining workflows, consolidating tools, enhancing user satisfaction, and rebuilding the organization—resulting in \$50M in annual savings and a 20% FTE cost reduction
- Served as Acting Head of PMO for the procurement function transformation, aligning people and strategy, driving \$150M in savings
- Developed a digital content redesign strategy for McKinsey's global Way We Work cultural change management program, increasing engagement by 500% in six weeks
- Advocated for UX at the executive level by co-creating strategic roadmaps and leading workshops to align cross-functional initiatives with leadership priorities
- Established a new UX practice within analytics, mentoring a team and embedding user insights into strategic decisions and organizational redesign
- Facilitated executive workshops and created service blueprints and journey maps to align product vision and optimize complex workflows
- Built cross-functional partnerships across UX, analytics, and business teams, increasing tool adoption and improving collaboration

## Manager, UX Research

Aug 2017 – May 2019

- Led foundational UX research for Data & Analytics, evaluating the value of internal data tools and identifying adoption barriers across global teams, laying the groundwork for a subsequent organizational transformation of the analytics functions
- Performed competitive analysis of vendor platforms to inform tool selection, training, and positioning, leading to a restructuring of the analytics product portfolio and \$30M in annual savings
- Conducted a 6-week ethnographic study across Europe, China, and the U.S., directly influencing executive decision-making on the firm's collaboration tools
- Facilitated internal workshops for team leads and executives to promote user-centered thinking - design thinking, VOC - and align on vision
- Mentored junior researchers, fostering skill development and contributing to the growth of the UX research function

Moody's Analytics, New York, NY

Aug 2016 – Jun 2017

## Associate Director, User Researcher

- Led UX research for the redesign of Moody's flagship B2B platform (5,000+ pages), driving adoption and contributing to a \$601M revenue increase in 2021 and sustained growth (\$2.8B in 2022)
- Conducted technical UX research with financial experts, using a mixed-methods approach to optimize complex workflows

Usablenet, New York, NY

May 2015 – Jul 2016

## Senior User Researcher

- Led omni-channel UX research for B2C and B2B clients in retail, travel, and hospitality
- Optimized cross-channel e-commerce experiences across mobile, web, and in-store

Design Creatives, New York, NY

Sep 2008 – May 2015

## Design & Strategy Consultant

- Founded a design research consultancy, driving product innovation for retail and design clients
- Led research-driven product development, translating market trends into actionable designs

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## EDUCATION

### Master's Degree, Social and Organizational Psychology

Utrecht University, The Netherlands

### Master's Degree, Industrial Design

Pratt Institute, Brooklyn, NY

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## COURSES & CERTIFICATIONS

- **Generative AI for Everyone** – Andrew Ng, DeepLearning.ai, 2024
- **Performance Management and Tracking (Metrics, KPIs)** – McKinsey Academy, 2023
- **Leading Transformations: Manage Change** – Macquarie University via Coursera, 2023
- **McKinsey Transformation L1 Program** – McKinsey (internal expert training), 2022
- **Artificial Intelligence: Implications for Business Strategy** – MIT Sloan School of Management, 2020
- **Certified Agile Leadership** – Scrum Alliance, 2019

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## SOFTWARE & ANALYTICAL TOOLS

- Research & Analytics: Qualtrics, UserTesting, Dovetail, Hotjar
- AI & Machine Learning Tools: ChatGPT, Claude, Perplexity, Stable Diffusion, Midjourney
- Collaboration & Productivity: Miro, Jira, Confluence, Notion, Airtable
- Design & Prototyping: Adobe Creative Suite, Figma, Sketch

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## AI UX TOOLS & FRAMEWORKS

- **AI Research & Testing:** Usertesting AI Analyzer, Dovetail AI, Lookback for AI interactions
- **AI Design Systems:** Anthropic Claude Pattern Library, GPT-4 UI Components
- **AI UX Frameworks:** Anthropic's Constitutional AI, Google's PAIR, Microsoft's HAX
- **AI Development:** Prompt engineering, LLM fine-tuning concepts, RAG architecture understanding
- **AI Governance:** Responsible AI frameworks, AI transparency documentation
- **Custom Frameworks:** The Four Shifts of AI UX Transformation, AI UX Maturity Model