

Marian J. Kostecki

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nationality: Polish; citizenship: Polish & American

Highlights

- *Expert in the EN 15838 standard.*
- *Top call center consultant serving telecoms, banks, utilities, industrial and trade companies, as well as service call centers.*
- *Instrumental in bringing multinational investment in call center industry to Poland, Czech Republic, and Slovakia.*
- *With proven accomplishments in designing and organizing call centers focused on sales and customer care, recruiting and training personnel, as well as promoting knowledge related to customer care standards through publications, conference presentations, networking, and own internet site.*
- *Task oriented.*
- *With proven capacity to approach problems effectively and creatively.*
- *Respected for the scope of knowledge, international orientation, solid sense of integrity, and demonstrated passion for customer relations as a whole.*

Current position

SGS Poland, Warsaw, Poland

2011-current

The EN 15838 Global Certification Project Manager

Responsible for:

- coordination of activities related to the development of global certification against the EN 1838 standards
- designing materials for various types of trainings related to the EN 15838 standard and delivering trainings (for Lead Auditors, for Internal Auditors, for Implementation Specialists, and open public
- developing sales strategy related for the standard-related services
- auditing customer contact centers against EN 15838

Consulting

MasterPlan, Warsaw, Poland

1991-2011

Owner of the independent consulting/training company
(sole proprietorship)

Select projects include the following:

- created, designed, and run the first service call center in Poland
- developed proprietary method of recruiting call center operators and supervisors, which allows for speedy process and low level of turnover (recruited over 500 operators and supervisors for insurance companies, telecoms, banks, publishers, service call centers, and other industrial and service companies)
- provided training/coaching services for call center managers, supervisors, and operators (trained over 3 500 sales persons, customer care representatives, and marketing specialists in topics related to customer relations)
- helped to create procedures for call center operations
- run the process of selecting vendors for the call center systems in a bank owned by foreign banking institutions; negotiated call center system configuration and conditions of delivery
- served as a regional consultant to SR Teleperformance, Inc. (largest call center corporation in the world) in the process of acquiring call centers in Poland, Czech Republic, and Slovakia
- participated, as Poland's representative in the FEDMA (Federation of European Direct Marketing Associations) working group working on the list of basic skills of call center operators (1999-2000)

In addition to running call center training and consulting projects:

- he published several call center—related books:
 - Telemarketer's Handbook, the first telemarketing how-to-guide in Polish (1996)
 - Telefoniczna rozmowa handlowa [Selling by Phone] (moimzdaniem.pl 2006)
 - Efektywność i skuteczność w call center [Call Center Performance Measurement] (moimzdaniem.pl 2006).
 - Glosariusz terminologii call center/help desk [Glossary of call center/help desk terminology] (Wydawnictwo Naukowe PWN 2007).
- he published over 120 articles on customer care, customer relationship management, telemarketing and call center issues (1995-)
- he runs <http://masterplan.pl>, the richest source of information on call centers on the Polish internet
- he is a founder of Call Center Managers' Association (<http://ccma.pl>); co-founded Telemarketing Group within the Direct Marketing Association (Poland)
- he developed internet-based courses in sales and customer care.

In areas other than call center he:

- run a process of privatization of a construction company (1992)
- run restructuring project for 14 co-ops employing the disabled (1993)
- coordinated the process of Assessment Center for over 130 top executives and top managers of the utility company

University teaching and research (United States)

Stanford University (Palo Alto, CA) **1983-1991**
Oregon State University (Corvallis, OR)
California State University (Sacramento)
University of Virginia (Charlottesville, VA)
University of Connecticut (Storrs, CT)

**Assistant Professor and Associate Professor,
Visiting Scholar and National Scholar**

In the years of 1983-1991 Dr. Kostecki designed and taught undergraduate and graduate courses at the Department of Management and Marketing, College of Business, Oregon State University (MBA studies) and at the Department of Management, California State University in Sacramento (MBA studies). He also taught at the Department of Sociology (University of Virginia), the Department of Political Science (University of Connecticut). In 1986 Dr. Kostecki served as a National Fellow at the Hoover Institution at Stanford University.

Academic research (Poland)

Polish Academy of Sciences, **1973-1983**
Institute of Sociology and Philosophy,
Warsaw, Poland
subsequently Research Assistant, Senior Research Assistant,
and Assistant Professor

Conducted nation-wide research projects focused on the careers of top managers, changing organizational structures and organizational decision-making.

An active participant in international research projects and workshops sponsored, among others, by the International Labor Organization (Geneva), the European Institute for Advanced Studies in Management (Belgium) and the European Group for Organizational Studies (Europe). Research grants were awarded by the U.S. Department of State, The Pew Charitable Trusts, Social Science Research Council (Great Britain), Royal Academy of Arts and Letters (Sweden) and the Polish Academy of Sciences.

He also taught at the Department of Management (University of Warsaw), and the Polish-American Business School (Cracow, Poland).

Academic publications

Author or co-author of 6 academic books (in English, Spanish, and Polish) and 44 academic articles published in Polish, English, Swedish, Hungarian, and Bulgarian.

Academic degrees

Polish Academy of Sciences		1976
	Ph.D. in Sociology (focused on Complex Organizations)	
University of Warsaw, Poland		1972
	M.A. in Sociology	

Additional

In 1983 received the prestigious POLCUL Foundation (Australia) for supporting independent Polish culture.

Since 2005 President of the Call Center Managers' Association (Poland).

A member of the Editorial Board of the *Journal of Contact Centre Management*.

In November 2009 Outsourcing Magazine named Marian Kostecki one of the 100 most influential individuals in Polish outsourcing business.

Completed training for ISO 9001 Lead Auditors and Internal Auditors.