

# Marian J. Kostecki

Potocka 4/98, 01-652 Warsaw, Poland  
phone: +48 (22) 832.0.832; mobile: +48 601.301.901; skype: marian\_kostecki  
[kostecki@masterplan.pl](mailto:kostecki@masterplan.pl)

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## Highlights

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- *Top national 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.*
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## Consulting

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**MasterPlan, Warsaw, Poland** **1991-current**  
**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 2 500 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. (second largest call center corporation in the world) in the process of acquiring CTM Call Center (Poland) and Lion Teleservices (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:

- wrote "The Telemarketer's Handbook" (1997), a practical guide on how to talk to customers and potential customers (sold over 2000 copies; now the handbook is distributed free of charge; it was downloaded over 6400 times, becoming the most popular base for training and self-training for call center operators)
- published two reports on the call center market in Poland (in 2000 with Mr. Sylwester Kućmierowski; in 2004 as the exclusive author), both in English
- wrote a report on call center offshore outsourcing to Poland (2003), available in Polish, English, and German
- published 109 articles on customer care, customer relationship management, telemarketing and call center issues (1995-)
- runs <http://masterplan.pl>, the richest source of information on call centers on the Polish internet (292 articles, directory of the call center systems vendors, directory of service call centers, complete directory of CRM providers, 576 links in 93 categories, up-coming events, foto-gallery, and many others, including some materials in English and German)
- co-founded Telemarketing Group within the Direct Marketing Association (Poland)
- developed internet-based courses in sales and customer care

In areas other than call center:

- 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

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### **University teaching and research (United States)**

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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 taught undergraduate and graduate courses, including M.B.A. programs, at various American universities.

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### **Academic research (Poland)**

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

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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.

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### Academic publications

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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.

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### Academic degrees

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

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### Additional

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

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