

Piotr Papierski, MBA

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Marketing & Product & Retention Manager

Over 18 years' experience in TELCO and marketing management with global leader xxxx, 11 years' team leadership experience.

- **Sales and Marketing:** P&L responsibility over internet products for consumer segment (xxxxxx broadband, fixed broadband, handset internet and prepaid internet) in xxxx. Defined strategies, targets and budgets for internet products.
 - **Customer Relationship Management (CRM):** responsibility over retention (churn), campaigning and loyalty program. Experience from B2C/B2B segments with wide portfolio of offers (subscription, mix, prepaid, fix line and internet)
 - **New products development:** Ability to match advanced technology with real customer needs. Clear focus on customer insight allowed novelty products and sub segments creation at all stages (acquisition, retention, campaigning). Continuous drive for innovation.
 - **Team leadership:** Led teams with 5-30 people. For over 3 years successfully managed a team introducing to market over 20 products and delivering over 60 direct campaigns, reaching incremental sale value of 80M EUR.
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Professional Experience

XXX Polska S.A.

Broadband Marketing Manager /from 2011

Marketing responsibility over XXX internet products for consumer segment: xxxxxx broadband, fixed broadband, handset internet and prepaid internet (P&L). Strategy, targets and budget definition for internet products. AL / BTL / direct communication definition and management of a team of 10 people.

- **Segment responsibility:** Managed team's effort resulting in xxxxxx broadband market leadership for XXX for the whole 2013 (team's effort over 3 years). Segment revenue >100M EUR / year.
- **Sales:** Continuous over 25% YoY growth of revenue and customer base for xxxxxx broadband (2011, 2012, 2013). Final customer base >550k users.
- **New products development:** Doubled Tablets promotion - over 80% market share among xxxxxx operators new activations sales (July 2013).
- **Innovation:** XXX xxxxxx broadband offers were copied by competitors and became 'market standard' for segment (i.e. split-contract, long term contracts, double tablets).
- **KPI's:** Operational responsibility over gross adds, annexes, SAC & SRC, GA/annexes ARPU, total revenue, total acquisition & retention cost
- **Organizational structure:** Directly reporting to Management Board -2/-1 level

Deputy CRM Director/Customer Retention&Development Manager /2003-2011

Customer Relationship Management Department; marketing responsibility over retention segment for SME, SOHO and consumer markets for services: subscription, mix, prepaid, fix line and internet. Strategy, targets and budget definition for retention segment (postpaid and prepaid), direct marketing campaigns (cross-sell and up-sell) and loyalty program. Responsibility for retention and loyalty budget (over 200M EUR).

- **Retention:** Achieved reduction of voluntary terminations from over 25% to 8% as a result of strong improvement in prolongations sales (segmentation, offers, process, communication). This was the lowest level among Polish xxxxxx operators and one of the lowest within xxxx group.
- **Campaigning:** Developed direct marketing campaigns (cross-sell, up-sell) - from start up to over 80M EUR incremental revenue generated yearly.
- **Loyalty management:** Made xxx Premia the number 1 loyalty program among Polish xxxxxx operators (customer satisfaction category) despite budget limitations - below 1,5M EUR / year.
- **Revenue growth:** contract prolongation successfully used not only for retention but also as an opportunity for customer bills upgrade (positive ARPU@annex index). Incremental revenue impact >12M EUR yearly. Project used as benchmark within ABC group.
- **New sales channel development:** Created telesales and courier delivery channel for annexes. Development up to >30% share of transactions.
- **Operational excellence:** Successfully managed over 1,5M consumer transactions yearly (contract prolongations and migrations).
- **Budget management & optimisation:** Managed retention budget over 200M EUR, continuous YoY optimization by 5-8%
- **KPI's:** Operational responsibility over churn, migrations, annexes, SRC, total retention costs, annexes ARPU, retention handsets portfolio, active prepaid users, incremental revenue from direct campaigns, number & % of up-sell/cross-sell products, printing/postage/external call center budget, loyalty program satisfaction, number of active members, redemption rate, redemption costs
- **Organizational structure:** Directly reporting to Management Board -1 level

Main Specialist/2001-2003

Customer Relationship Development Unit, Marketing and Sales Department, Private Market. Prepaid retention management (xxx brand). Understanding of churn drivers and dynamics (internal analysis and marketing research). Churn prediction models creation (team member from marketing side).

Specialist/Senior Specialist/1999-2001

Quality Management Unit, Quality and Internal Audit Department. Creation of two company-wide systems: Procedure Database and Improvement Database. Participation in mapping of company strategic process and proposing relevant key performance indicators in ARIS (Process Mapping Team) and in new internal processes design & implementation (i.e. new product development process). Coordination of new products and services implementation.

Specialist/1997-1998

Marketing and Advertising Unit. Realization of the xxx Project - independent and xxxxxx xxx store travelling all over the country and selling xxxxxx activations and handsets (visited over 50 towns). Organization of sponsoring events, cooperation with advertising and PR agencies.

Consultant/1996-1997

Customer Service Unit. Participation in creation of telemarketing and claims sections.

Education

Canadian Executive Master of Business Administration Program CEMBA

MBA degree from University of Calgary

First Independent College of Business and Administration in Poland

MA Diploma in Economy

Additional Information

LANGUAGES: English (fluent written and spoken)

DRIVING LICENCE B category

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