

THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE  
The William States Lee College of Engineering  
**Engineering Management Program**

## **Industrial and Technology Management Seminars**

EMGT 6980

Dr. Gary Teng

5:30 pm – 6:20 pm, 8/30/04 (Monday)  
Cameron Applied Research Center, Room 101

### **Ubiquitous Customer Delight: from Manufacturing to Services**

Vele Galovski

Senior Vice President, Customer Satisfaction & Loyalty  
Bank of America

Mr. Galovski joined Bank of America in 2001 as executive for customer loyalty and retention, to create and implement a customer-focused strategy in support of the company's growth strategy. He was promoted in 2003 to his current expanded role and is responsible for enterprise-wide customer delight and retention, benchmarking, and Hoshin Kanri strategic planning at Bank of America. He is also a member of the Management Operating Committee.

In his three years at the bank, Galovski has helped improve customer delight from 40% to 51% and reduce attrition rates. He was instrumental in establishing fully integrated management processes, including alignment of performance and incentive plans to customer delight goals and a company-wide Customer Delight Forum. Galovski also writes a monthly *Letter On Loyalty* and the *Delight Quarterly* for company leaders. In addition, Galovski has led efforts that reduced the time it takes to open new banking centers, expanded the company's internal benchmarking network, established "Communities of Practice" to drive best practices across the company, and helped simplify and deploy the corporate Hoshin plan to four levels of the business while implementing methodical scorecard reviews to monitor progress.

Before joining the bank, Galovski worked in Quality and as a line executive at Eastman Kodak and Xerox Corporation. Galovski is a licensed professional engineer who graduated with B.Sc. (Civil and Environmental Engineering) and MBA degrees from Clarkson University in New York State.