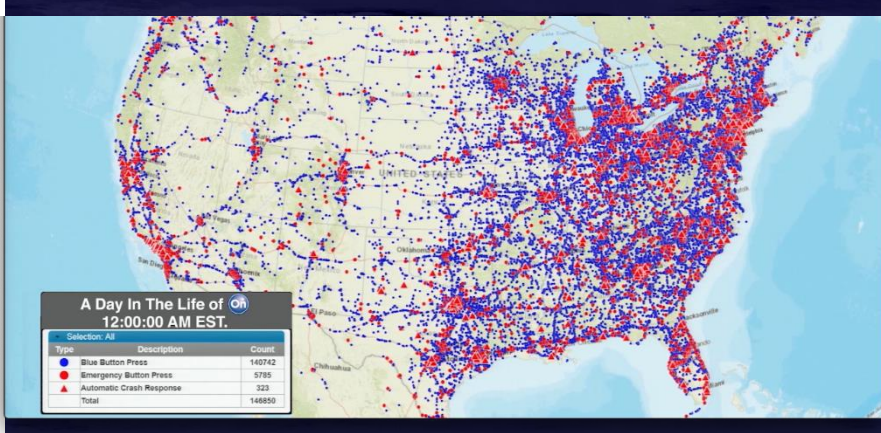


# GENERAL MOTORS CUSTOMER EXPERIENCE RESPONSE TO COVID-19

Travis Hester, Vice President Customer Experience



Vehicle: 2021 Buick Enclave



**SHOP. CLICK.**  
**DRIVE.**

GENERAL MOTORS

# AGENDA

GM Customer Experience Overview

COVID Response

- ‘5K in 10 Days’
- GM Cares
- Digital Transformation

Looking Forward

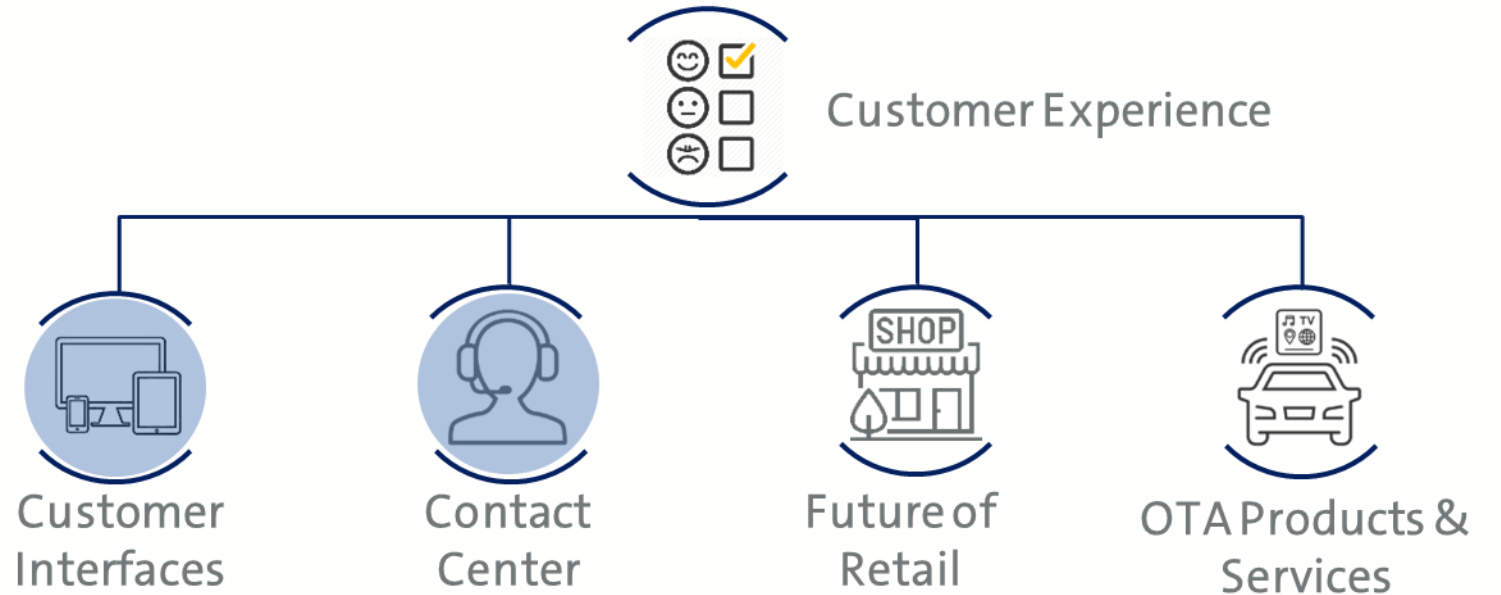
Virtual Q&A

# GENERAL MOTORS CUSTOMER EXPERIENCE TRANSFORMATION



**Travis Hester, Global VP CX**

- ✓ 25 years at GM
- ✓ Global Leadership Experience  
*USA / CA / EU / China / Korea / AUS*
- ✓ Cross-Functional Expertise  
*Engineering / Design / Manufacturing /  
Purchasing / Finance / Sales & Marketing*



General Motors is embarking on a **significant CX transformation**

- Revolutionize traditional customer experiences
- Innovate new automotive specific customer experiences

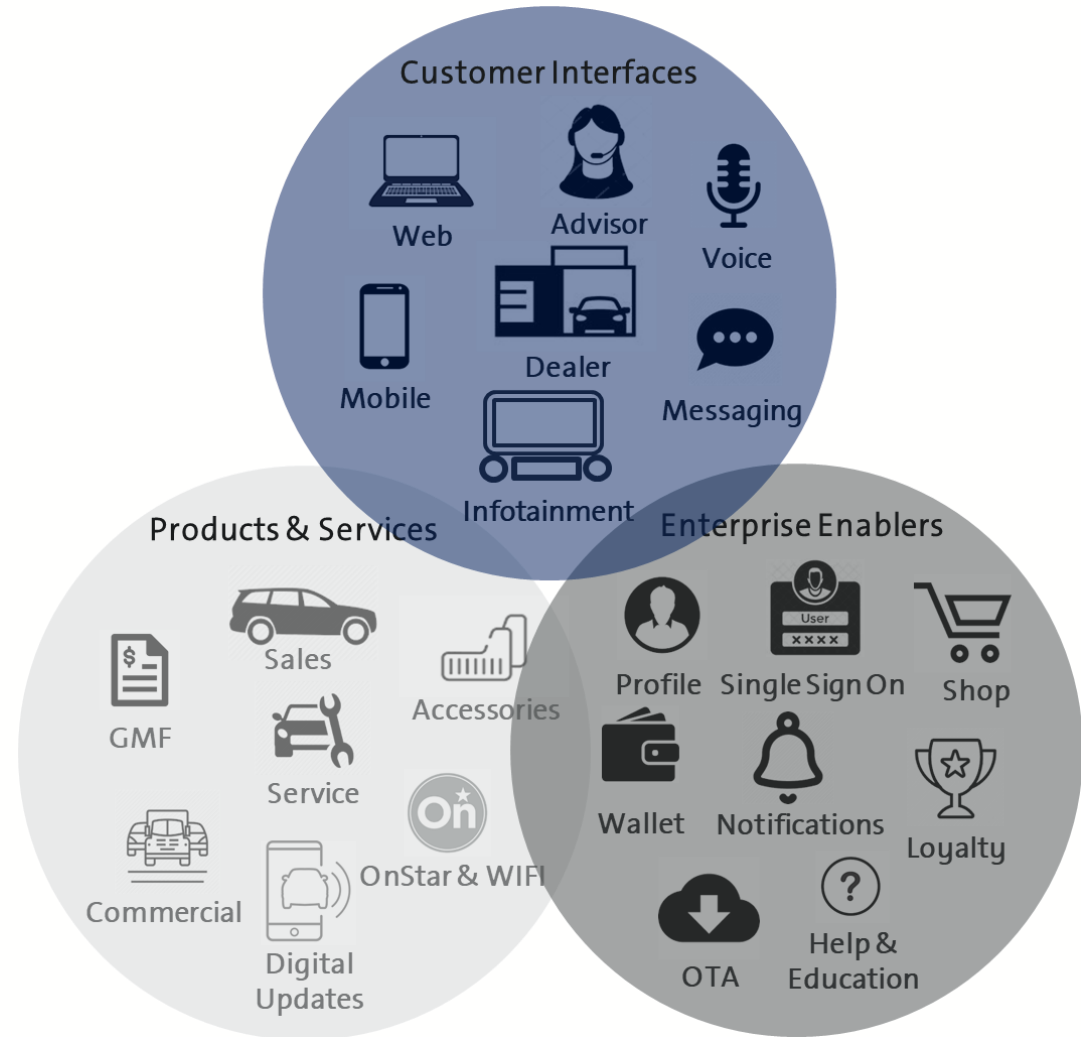
# CUSTOMER EXPERIENCE ORGANIZATIONAL SCOPE

Scope supports CX transformation & innovation

- Customer Interfaces
- Enterprise Enablers
- Products & Services

Over 500 dedicated CX employees

- Program Management
- User Experience / User Interface
- Program Executional Management
- Contact Center Operations



# UNCERTIANTY TO REALITY

## *CX COVID-19 Timeline*

- January 23<sup>rd</sup> – Wuhan, China Quarantine
- February 2<sup>nd</sup> – Global Air Travel Restricted
- March 9<sup>th</sup> – Italy Nationwide Lockdown
- March 13<sup>th</sup> – U.S. declares National Emergency
- March 19<sup>th</sup> – Begins U.S. State by State Stay at Home Orders



# CONTACT CENTER – 5K IN 10 DAYS

March 1<sup>st</sup> 2020

- 200 advisors were capable of working remote
- COVID pandemic become more imminent
- Pivot to protect safety & wellness of our advisors



*OnStar Command Center*

# CONTACT CENTER – 5K IN 10 DAYS



*GM Contact Center Footprint*

March 13<sup>th</sup> – 23<sup>rd</sup> 2020

- Acquired 5k new laptops
- Transformed capabilities to support virtual
- Completed transformation within 10 days

# CONTACT CENTER – 5K IN 10 DAYS

## Today

- Continue to innovate and improve tools & procedures
- Human-to-human connections created
- Proud to support our customers in a time of need





# PANDEMIC RESPONSE – GM CARES

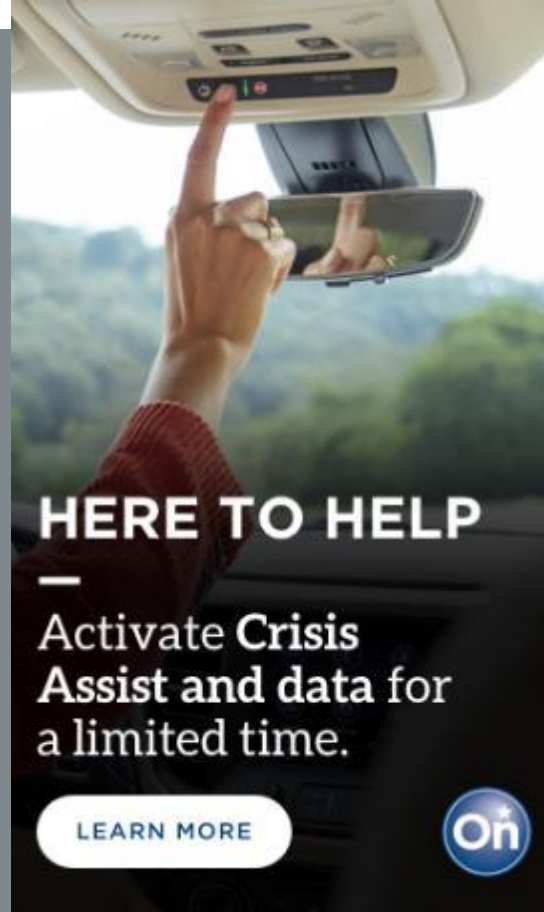
- PPE & ventilator shortages across the U.S.
- Remote school & work increasing connectivity
- Tremendous uncertainty for our dealers



# PANDEMIC RESPONSE - GM CARES



Personal Protective Equipment (PPE)  
Ventilator Production



OnStar Connectivity - WIFI Data  
OnStar Safety & Security - Crisis Assist



**GET CADILLAC CLEAN**  
AS PART OF YOUR CERTIFIED SERVICE VISIT

Committed to using enhanced vehicle cleaning measures using CDC-approved cleansers and enhanced facility cleaning.



GM Clean Program  
Dealer Safety Playbook

# DIGITAL TRANSFORMATION



By the end of April:

- 64% of shoppers were less likely to visit the dealership
- 34% of shoppers were planning on delaying leasing or purchasing
- 62% were more likely to complete purchase process steps online




# DIGITAL TRANSFORMATION



- Shop Click Drive tool launched in 2013, but acted primarily as a sales lead generation tool
- Significant transformation was needed to move to a fully transactional tool
- Around the clock effort by GM team to rapidly deploy new features

2020 Cadillac CT5  
SEDAN LUXURY AWD

Cadillac of Novi  
A Non-Guilt Dealership



(866) 613-0742    CadillacofNovi.com

Interior: Sahara Beige with Jet Black Accents, Leatherette seating surfaces  
Exterior: Black Raven  
Stock Number: 20C158    VIN: 1G6DK5RKXL0122855

On    (Service)™

Standard Equipment

Category	Price
EXTERIOR	+
INTERIOR	+

Finance **\$595/Month**  
72 month 2.9% APR  
\$1,000 down payment

Ultra Low Mileage Lease **\$454/Month**  
39 month 10,000 miles/yr \$2,954.25 due at signing. No security deposit required.

Cash **\$40,283.76**

Save this Deal    Compare All

Estimate Your Payment

\* Required  
Enter ZIP Code for available local offers and incentives\*

48375

Down Payment Amount **\$ 1,000** **Apply**  
\$1,000 down payment applied

Special Offers For Qualified Buyers

**2.9% APR†**  
72 Month 2.9% APR

Month	APR	Select Payment:
36	2.9%	\$1141
48	2.9%	\$868
60	2.9%	\$704

Finance Summary Estimate

MSRP - Total Vehicle Price <sup>1</sup>	\$43,510.00
Sale Price <sup>1</sup>	\$39,626.00
Down Payment	(\$1,000.00)
Monthly Term	72 months
APR <sup>2</sup>	2.9%
APR For Qualified Buyers	
Purchase Allowance <sup>3</sup>	(\$2,000.00)
Sales Tax <sup>4</sup>	\$2,390.76
Documentation Fee	\$220.00
The dealer document fee is paid to the dealer.	
Title Fee	\$15.00
Title Fee paid for State of Michigan Title	
Vehicle Registration Transfer Fee <sup>5</sup>	\$8.00
Computerized Vehicle Registration Fee (CVR)	\$24.00

Est. Price **\$39,283.76**  
Est. Monthly Payment **\$595.11**



Real time credit approval



Test drive on your time



Online trade-in appraisal



Negotiate Online *(coming soon)*

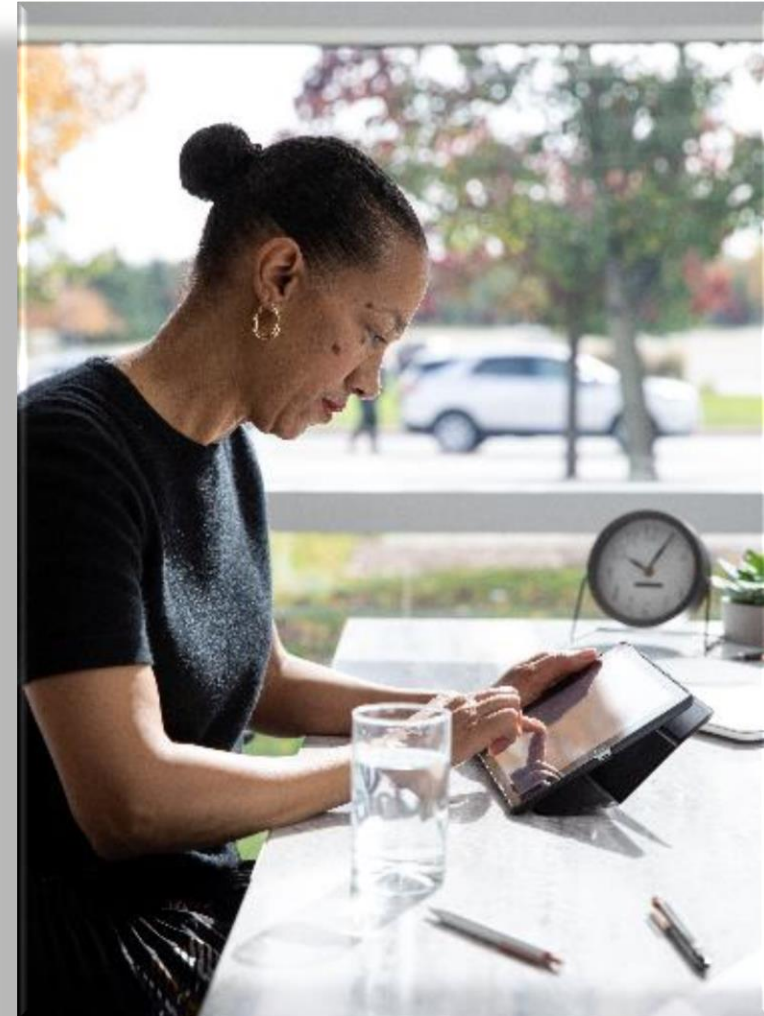


...and may more

# DIGITAL TRANSFORMATION



- ↑ # of GM Dealers Enrolled  
*Up 22% from pre-COVID volume*
- ↑ Shop Click Drive Traffic  
*Up 170% from pre-COVID volume*
- ↑ New Vehicle Leads Have  
*Up 350% from pre-COVID volume*



**LOOKING FORWARD TO AN...**

# **ALL ELECTRIC FUTURE**



*Vehicle: Cadillac Lyriq EV*

An aerial photograph of a winding asphalt road that curves through a dense forest. The road has white lane markings and a yellow center line. A white truck is visible on the right side of the road. The text "VIRTUAL Q&A" is overlaid in the center of the image in a bold, white, sans-serif font.

# VIRTUAL Q&A