

# GM Safety Recalls: *Innovations in Customer Outreach*

NHTSA Retooling Recalls Workshop

4.28.15



# *We've approached safety recalls in a new way*

**PURPOSE AND VALUES**

CHEVROLET GMC CADILLAC BUICK HUMMER SAAB VOLVO

GENERAL MOTORS

## Who We Are and Why We Are Here

- We earn customers for life.
- Our brands inspire passion and loyalty.
- We translate breakthrough technologies into vehicles and experiences that people love.
- We serve and improve the communities in which we live and work around the world.
- We are building the most valued automotive company.

## Our Core Values

### CUSTOMERS

We put the customer at the center of everything we do. We listen intently to our customers' needs. Each interaction matters. Safety and quality are foundational commitments, never compromised.

### RELATIONSHIPS

Our success depends on our relationships inside and outside the company. We encourage diverse thinking and collaboration from the world to create great customer experiences.

### EXCELLENCE

We act with integrity. We are driven by ingenuity and innovation. We have the courage to do and say what's difficult. Each of us takes accountability for results and has the tenacity to win.

# Our values drive a customer-first approach

## Customers

*Leverage Marketing and CRM expertise to better understand our owners and their needs*

### Right Person

*Find the affected owners*

### Right Message

*Relevant & motivating*

### Right Place

*Multiple targeted channels*

### Right Action

*Helpful & simple*

### Right Time

*When needed*

## Relationships

*Partner across the enterprise – from our functional experts to our suppliers to our dealers – to deliver against owner needs in all areas.*

Public Relations

GM & Brand Marketing

Customer Lifecycle Mngmt

Customer Experience

Customer Care & Aftersales

Field, Dealers & Suppliers

Inbound & Outbound Call Center

Research & Analytics

Legal & Finance

IT & Data Warehouse

CRM Data Operations

OnStar

## Excellence

*Empowered by leadership to make difficult and timely decisions and execute the work in the right way*

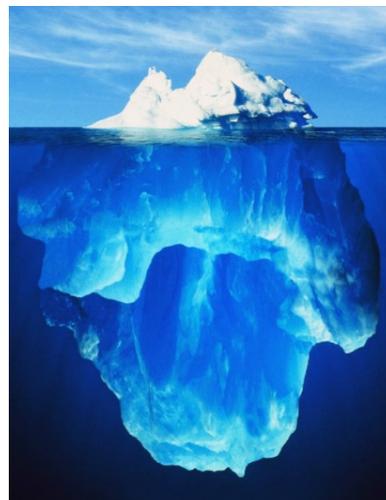
- ✓ Supported with the right people, tools & budget
- ✓ Push ourselves to innovate and set new standards
- ✓ Senior leadership fast-tracks initiatives & maintains top priority

# *Our knowledge base and approach*

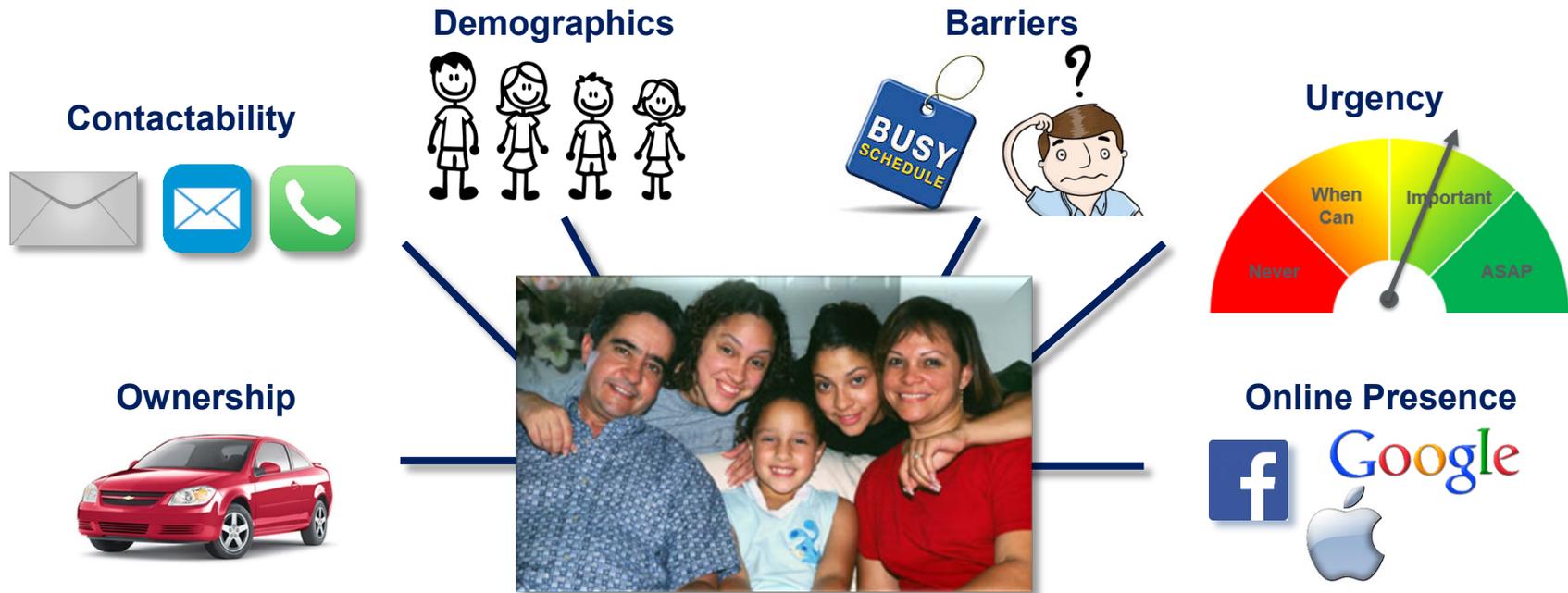
## Assessed Current Industry Recall Customer Experience



## Re-Engineered Our Recall Engagement Approach & Infrastructure



# Getting a better understanding of owners



# Engaging owners in new ways

Customized  
Direct Mail  
& Email



Micro-Targeted  
Online Media



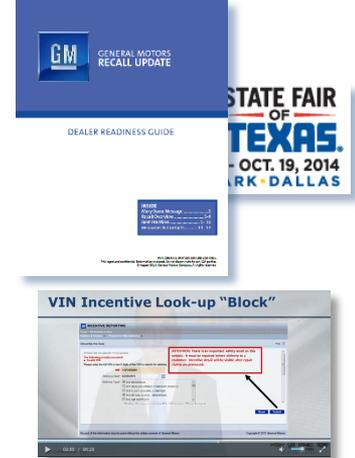
Personal  
Outreach



Proactive  
Grassroots PR



Local Activation  
& Dealer Support

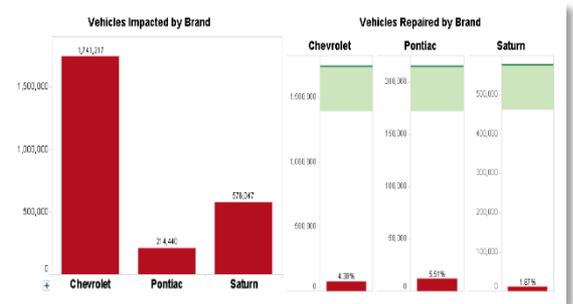
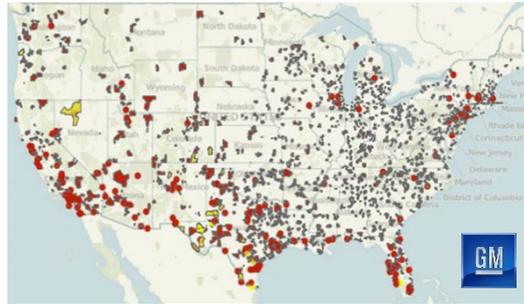
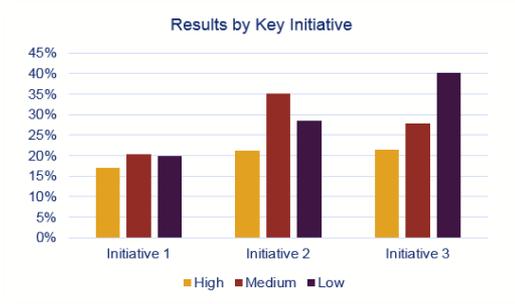


# *Analytics enables optimization*

**Measured Initiative Impact on Repairs**

**Analyzed Owner & Market Response**

**Developed Clear KPIs & Consistent Reporting**



# *Learnings in three key areas*

## Data

**Ownership status** and **owner contact information** are always in flux; finding the **actual driver** can be difficult

**Recall response is not homogenous** across markets and geographies

Making **critical decisions** as a company requires information to be **accessible** and **connected**

## Communication

The recall process can be **extremely confusing** for customers – they don't know where to start

**Basic communications** don't necessarily create **awareness**, and **awareness** doesn't always result in **motivation**

Different owners have **different behaviors and barriers** (i.e. language, no time, no urgency)

## Guidance

**Customer service** means different things to different owners (**personal interaction vs. digital tools**)

Owners expect **recognition, transparency** and **real time status updates**

Dealers can be **overwhelmed with recall volume** and need tools to support

# Creating great customer experiences

"Due to **consistent mail and calling** I felt that GM was **concerned about my safety.**"

"The **phone calls have worked best for me...** I appreciated they tried to contact me in **various ways.**"

"They **took care of the rental car** until my car was able to have the part replaced. **Everyone was very helpful.**"

"I received **many mailings** from GM ... I was '**busy with life**' ... I am not sure that I would have followed through on it, had GM not **continued to send notices.**"

"Someone called and **offered to set up an appointment** at my local GM dealer for me. That was **great** ... it was **like having a personal assistant**, only they really worked for GM."

"Was **very easy to get this fixed**, after scheduling appointment."

"Took **exactly the length of time** I was quoted ... Was a **really nice experience.**"



"They sent **multiple postcards and letters.** (It) really sealed the deal for me to **get it done** in a timely fashion. GM was **persistent.**"

"This was my **best experience ever** dealing with repairs on a car."

