

THE CADILLAC WAY





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## **CADILLAC MOMENTS EXPERIENCE GUIDE**

Re-establishing Cadillac as a premier luxury brand is our number one imperative over the next 10 years. As one Cadillac team, we must partner through operational and cultural excellence to deliver the exceptional.

The Cadillac Moments experience guide is a resource to inspire your daily interactions with customers. It is a unified depiction of our customers' journey with Cadillac and emphasizes that we all play an important role (individually and as a team) in delivering an exceptional customer experience. After all, our customers ultimately determine the quality of their Cadillac experience based on the sum of their interactions with the brand.

Throughout the customer's experience, focus on the customer's emotions and aim to create a lasting memory.

Every interaction with the customer is an opportunity to bring the Cadillac promise to life and create a memorable experience that leads to loyalty.

Use the ideas enclosed in this guide as a springboard to create lifetime memories that our customers will share with many others.

The choice is yours.

## **BOLD PRINCIPLES**

### **Be the Brand**

- Share your passion for Cadillac and your dealership
- Know and learn the Cadillac lifestyle

### **Own the Experience**

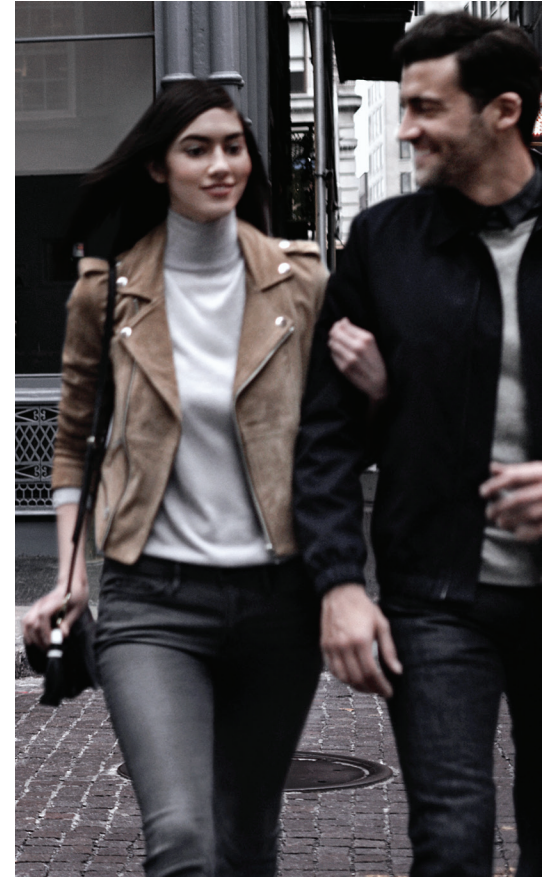
- Provide a personal experience for your customers based on what you know about their aspirations and needs

### **Lead, Take Initiative**

- Anticipate the next step
- Collaborate as a team

### **Deliver the Exceptional**

- Create a touch of surprise
- Express gratitude



## THE BEST WORDS

- Daring
- Inspiring
- American Luxury
- Breakthrough Originality
- Ingenuity
- Modern
- Expressive Styling
- Craftsmanship
- Distinctive
- Discerning
- Individual
- Optimistic
- Courage
- Passion
- Exceptional
- Personal
- Sophisticated
- Thrilling
- Smart Choice
- Bold
- Differentiated



## INITIAL CONTACT

Lead: BDC, Internet Sales Consultant, Greeter, Sales Consultant

The customer has a great first impression, both online and when they come into the showroom.

### Target Memory:

*"The employees were interested in getting to know me.  
I felt at home."*

### Target Emotion(s):

- Belonging

<b>B</b>	<ul style="list-style-type: none"><li>• Respond enthusiastically and professionally to online customers within 30 minutes or less and include a link that is selected especially for the customer based on their interests.</li><li>• Share at least one thing you love about the customer's model of interest, the Cadillac brand, and/or the dealership.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Weave the customer's interests into the interaction and ask targeted questions to determine the customer's passion.</li><li>• At the dealership, greet online/phone customers by name and start the relationship/process where you left off.</li><li>• At the dealership, greet the customer within 5 minutes of their arrival and be welcoming, professional, and engaging.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Introduce the customer to the Sales Manager, Finance Manager, and other staff they may encounter during their visit.</li><li>• Escort the customer through the facility rather than pointing the way.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Escort the customer to a sophisticated beverage and snack selection.</li><li>• Make sure family members and children are taken care of.</li></ul>

### Key Questions:

- How do you prefer to be addressed? Is it okay if I call you by your first name?
- What attracted you to Cadillac?
- When would you like to come in and experience what driving a Cadillac is all about?
- Are you celebrating something special?

### Uniquely Cadillac:

- Cadillac heritage, video links, positive product reviews, product launch information, awards
- Sophisticated amenities

## PURCHASE

Lead: Sales Consultant

The Sales Consultant understands the customer's needs, aspirations, and dreams and connects the customer with their perfect vehicle.

### Target Memory:

*"My Cadillac and the dealership experience were worth the investment."*

### Target Emotion(s):

- Excited with anticipation

<b>B</b>	<ul style="list-style-type: none"><li>• Show your enthusiasm and knowledge of the Cadillac brand and your dealership by highlighting recent awards, our history of firsts, and relevant news.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Build value by presenting dealership benefits and demonstrating knowledge of Cadillac vehicles.</li><li>• Relate how each option might fit the customer's needs and lifestyle based on what you have observed and heard.</li><li>• Make the experience feel familiar as if the vehicle is their own; offer a test drive every time and customize the route to what is important to the customer.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Describe the next steps of the purchase process so the customer knows what to expect in Finance and in Vehicle Orientation.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Frame and conduct price discussion in less than 15 minutes and in a transparent manner.</li><li>• Show integrity and respect; honor your price commitments.</li></ul>

### Key Questions:

- What are your priorities for a new car?
- How does this vehicle fit your lifestyle?
- If you could change one thing about your last car buying experience, what would it be?
- If you could change one thing about your last vehicle, what would it be?

### Uniquely Cadillac:

- Cadillac Dealer SalesAssistant (DSA) app
- Pens and notepads
- Brand stories/history



## FINANCE

Lead: F&I Manager

The customer is informed about how to enhance his or her ownership experience with options and is confident they paid a fair price.

### Target Memory:

*"This was much easier than I thought it would be! I trust Cadillac and my dealership fully."*

### Target Emotion(s):

- Peace of mind

<b>B</b>	<ul style="list-style-type: none"><li>• Congratulate the customer on choosing a Cadillac and on joining or staying with the Cadillac family.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Leverage technology to show transparency with documentation and explain each document before the customer signs.</li><li>• Present financial products that fit with the customer's lifestyle and driving style.</li><li>• Avoid jargon and adjust the conversation based on the customer's concerns and body language.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Be prepared and ensure time is used efficiently.</li><li>• Let the customer know beforehand what they need to bring.</li><li>• Work with the Sales Consultant or Cadillac Certified Technology Expert to ensure wait time is minimized and the time is used productively.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Ensure Dealer Management congratulates the customer on their purchase.</li><li>• Provide a formal orientation invitation with the delivery date, preferred location, and time.</li></ul>

### Key Questions:

- Do you feel informed about your financial options and comfortable with your decision?
- Have I presented the products that best fit your needs?
- Where and when would be the most convenient for us to complete your vehicle orientation?

### Uniquely Cadillac:

- OnStar enrollment and Connected Services
- Premium Concierge introduction
- Welcome folio or USB
- Orientation invitation

## VEHICLE ORIENTATION

Lead: Sales Consultant, Cadillac Certified Technology Expert

The vehicle is immaculate and the Sales Consultant coaches the customer on his/her vehicle's technology in a personalized manner.

### Target Memory:

*"I was the most important person in the world in that moment."*

### Target Emotion(s):

- Confident
- Exhilarated

<b>B</b>	<ul style="list-style-type: none"><li>• Express sincere gratitude and provide a gift of appreciation in line with the customer's interests.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Use the Cadillac DSA DeliveryAssistant app to co-create a customized orientation that is specific to the customer's interests, knowledge level, and learning style.</li><li>• Coach the customer to practice the vehicles features themselves.</li><li>• Explain the resources available to customers such as the myCadillac app, how-to videos, and the Owner Center.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Inspect the vehicle and complete the items on the Cadillac DSA DeliveryAssistant Pre-Delivery Checklist.</li><li>• Personally introduce the Service Consultant with a smile.</li><li>• Contact the customer within 48 hours to thank them and ask if they have any questions.</li><li>• Offer the customer a follow-up orientation and confirm the day, time and preferred location.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Treat the delivery like the special occasion it is.</li><li>• Present the car keys on a silver tray and make the customer feel like a VIP.</li></ul>

### Key Questions:

- What features in your vehicle do you use the most or are new to you?
- What are you going to name your vehicle?
- How will you celebrate and where will you go first?
- Are you interested in a follow-up vehicle orientation to answer any questions that you may have after driving your vehicle for a few days?

### Uniquely Cadillac:

- Cadillac DSA DeliveryAssistant app
- myCadillac app and Owner Center
- OnStar online enrollment
- Premium Concierge
- Business cards and thank you cards

## SERVICE DROP-OFF

Lead: Service Consultant, Cadillac Certified Technology Expert

The customer schedules the appointment with ease. Their arrival is seamless.

### Target Memory:

*"I knew exactly where to go, and they were expecting me."*

### Target Emotion(s):

- Cared for

<b>B</b>	<ul style="list-style-type: none"><li>• Greet the customer and car by name immediately, and personally introduce the customer to the Service staff.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Provide an accurate service timeframe and proactively update the customer through their preferred method of communication if there are any delays.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Work with the Technician to identify additional work needed for current or future visits utilizing the Multi-Point Vehicle Inspection and communicate this information to the customer.</li><li>• Ensure the Cadillac Certified Technology Expert assists the customer in syncing Bluetooth on the courtesy vehicle and answers "how-to" questions.</li><li>• Invite the customer's Sales Consultant to greet the customer and update him or her on Cadillac product news.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Provide progress updates to the customer at their preferred frequency and method of communication.</li><li>• Offer Premium Concierge services.</li></ul>

### Key Questions:

- What is on your agenda for today?
- Is there anything we can do to help make this more convenient for you?
- We have a note that your preference is to [borrow a courtesy vehicle/wait in the lounge/be dropped off]. Is this still what you prefer?
- Do you have any questions about how to use the features in your vehicle?

### Uniquely Cadillac:

- Sophisticated amenities including food, beverage, and technology (Wi-Fi, charging stations)
- Premium Concierge
- Heritage facts and stories
- Videos
- Branded bottles of water

## SERVICE PICK-UP

Lead: Service Consultant

The vehicle is ready for pick-up when the customer arrives. It is spotless and in better condition than when it was dropped off, with all of the customer's settings in place.

### Target Memory:

*"My vehicle was repaired on time and looked brand new."*

### Target Emotion(s):

- Trusting

<b>B</b>	<ul style="list-style-type: none"><li>• Interact with the customer through a single point of contact.</li><li>• Ensure the same Service Consultant delivers the entire service and completes the transaction.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Discuss the services rendered in an easy and straightforward manner by emphasizing what is "right" with the vehicle.</li><li>• Build trust and confidence with the customer by reviewing the Multi-Point Vehicle Inspection together and further highlighting any additional complementary services completed.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Ensure the customer's vehicle is spotless and remove all service related items.</li><li>• Help the customer see the value in the work performed during the review of charges.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Understand the customer's schedule and work to deliver the car in their needed timeframe and preferred location.</li><li>• Send a personalized, Cadillac-branded thank you card with signatures from the Service Manager and Technician.</li></ul>

### Key Questions:

- Are you comfortable with the work performed?
- Have I explained all of the charges clearly and addressed all of your questions?
- May we set up your next appointment?

### Uniquely Cadillac:

- Premium Concierge
- Thank you cards
- Mini folio

## RELATIONSHIP

Lead: Sales Manager, Service Manager, all personnel

The customer feels that their loyalty to Cadillac is appreciated between purchases/service visits and when a problem arises.

### Target Memory:

*"The dealer is accessible, and they always treat me like a priority.  
They care about me even after the vehicle purchase."*

### Target Emotion(s):

- Appreciated
- Important

<b>B</b>	<ul style="list-style-type: none"><li>• Share your excitement of Cadillac's achievements, latest news, and product launches through the customer's preferred method of communication.</li></ul>
<b>O</b>	<ul style="list-style-type: none"><li>• Leverage customer information to show the customer you know them personally and care.</li><li>• Be empathetic to the customer's vehicle concerns.</li><li>• Offer options to minimize the disruption to the customer's life.</li></ul>
<b>L</b>	<ul style="list-style-type: none"><li>• Partner with Cadillac field/CAC to resolve vehicle issues efficiently and in a manner that addresses the customer's issue within the larger context.</li></ul>
<b>D</b>	<ul style="list-style-type: none"><li>• Celebrate milestones with the customer in a thoughtful way.</li></ul>

### Key Questions:

- How can we make your experience better?
- Would you like to join us for VIP events?
- Can we reach out to you with information we think you would personally enjoy?

### Cadillac Unique/Branded:

- Dealer Maintenance Notification
- Dealership events and charitable activities
- Brand stories and heritage

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*Cadillac*