



Brandon Hall Group™

**EXCELLENCE  
AWARDS™ 2024**

CASE STUDY

# Cadillac's Interactive Learning Hub Boosts Dealer Sales Performance

Cadillac of General Motors and Jack Morton Worldwide

Best Results of a Learning Program

November 2024



## Company Background

Company-at-a-Glance	
Headquarters	Warren, MI (General Motors HQ)
Year Founded	GM: 1908, Cadillac: 1902
Revenue	2023: \$171.8B
Employees	165,000
Industry	Automotive
Stock Symbol	GM
Website	<a href="https://www.gm.com/">https://www.gm.com/</a>



## Company Background

Company-at-a-Glance	
<b>Headquarters</b>	Boston, MA
<b>Year Founded</b>	1939
<b>Employees</b>	750
<b>Global Scale (Regions that you operate in or provide services to)</b>	15 offices worldwide North America – Boston, New York, Chicago, Detroit, San Francisco, Los Angeles Europe – London, Munich, Dusseldorf Middle East – Dubai, Doha, Riyadh APAC – Singapore, Sydney, Melbourne
<b>Customers/Output, etc. (Key customers and services offered)</b>	Global brand experience agency Key offerings and family of brands: brand experience strategy, creative and activation; employee engagement; sponsorship consulting (Jack 39) and activation; innovation and experience design; broadcast design; brand acts; event marketing; trade show and exhibit experiences; integrated marketing; experience content; healthcare experiences (Jack Health); inclusive marketing (Vivi); digital marketing (Genuine). Key customers: 1/3 of the Fortune 100 including GM, Meta, Google, Amazon, McKesson, IBM, Morgan Stanley, Cigna, Johnson & Johnson, P&G, Walt Disney; Disruptor and innovation brands such as Riot Games, adidas, Netflix, Metacore, Heineken, TikTok and more
<b>Industry</b>	Marketing and Advertising: Experiential
<b>Stock Symbol</b>	NYSE: IPG
<b>Website</b>	<a href="http://www.jackmorton.com">www.jackmorton.com</a>



## Budget and Timeframe

Budget and Timeframe	
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	GM/Cadillac: approx. 10 Jack Morton: approx.. 14 24G (technology partner): Approx. 15
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	Approx. 5 internal to GM IT
<b>Number of contractors involved with implementation</b>	2
<b>Timeframe to implement</b>	6 months
<b>Start date of the program</b>	6/22

## Fit to the Needs

Cadillac has been a tier-one global luxury brand for more than 120 years. Today, as the brand seeks continued growth and transitions to an all-electric luxury brand, upholding its tier-one luxury standards has never been more important. Importantly, as the face of the Cadillac brand to buying public, Cadillac’s Dealers and their associates on the frontline must continually be trained in a manner commensurate with Cadillac’s luxury standards. With roughly 10,000 Cadillac franchisee dealership employees throughout the US, the education of this audience is crucial to Cadillac’s success. Indeed, as the brand prepares to launch of the first all-electric version of the iconic Cadillac Escalade (the ESCALADE IQ), the continued development of authentic EV expertise is critical.

The IQ audience must understand the unique values and motivations of luxury EV customers in all segments and they must be permitted to understand how Cadillac’s technology works in a completely different way. Of course, they must understand how to communicate these differences effectively. This EV future changes the approach, buying process, and education for all Cadillac employees. IQ plays an outsized role in affecting Cadillac’s successful transition from one era to the next.



## Overview

Cadillac IQ was developed to elevate the learning experience for thousands of dealership Sales, Service, and support personnel throughout the country. It was built, not to replace the existing LMS, but to enhance the design and provide a higher level of interactivity for the user. The main goals for IQ were:

- Build a site that is **designed for the user's needs**: shorter, clipped, content to be digestible during shorter sessions than traditional web courses that require significant time to consume.
- **Provide an incentive to learn** through gamified learning, competitive leaderboards, and rewards for abundant consumption.
- **Ensure the design was easy-to-use** for new learners and didn't require a learning curve. And access, albeit behind the GM firewall, is easy for all enrollees.
- **Deliver content faster** to be reactive to changing news and market demands. Bring the user into the experience with interactive and reactive content based on their requests. With multiple content updates happening almost every Monday-Friday throughout the year.
- **Aggregate and provide a variety of sourced content** to give learners the opportunity to consume content on their terms: videos, pdf's, VO-based animated powerpoint presentations, podcast-style video magazines with interviews. All of these and more help keep the site fresh.
- **Help dealers sell more Cadillacs**. Frankly, this is a business. And a very competitive business. And with a new platform such as Electric Vehicles, there's a huge learning curve for our audience and IQ has to succeed to serve its customers ... the dealers who sell cars, SUVs, and EVs.

Each of these goals was achieved on different levels and scales. The Judging Criteria #4 helps spell these out.

## Design of the Program

Cadillac IQ was designed, first and foremost, to reflect the premium Tier 1 Experience of the brand. As the Luxury arm of General Motors, Cadillac IQ



needed to reflect the dedication to a luxury experience. And as the human and personal connection to customers, that experience starts with the way its dealership sales and service staff reflect this luxury image to customers. Cadillac needed to impress to its employees and its dealership representatives that the heart of the user's experience needs to be personalized, responsive, and highly educational. IQ reflects this experience.

In addition to reflecting the high standard of the brand, the functionality and versatility was critical to the design:

- **Integrated:** IQ is an exclusive learning platform only available to Cadillac employees and their dealership representatives. It links with other Cadillac and GM sites designed for other support resources through a protected firewall. Although other linked sites provide specific content and resources for Cadillac employees and their franchised dealership personnel, IQ is the only site that gathers comprehensive learning, news and highly valuable resources in a single source.
- **Coordinated to the LMS:** Cadillac IQ is integrated with and connects to General Motors' existing Learning Management System, which serves as the primary source of learning for GM's other three divisional brands. This twenty-year old LMS provides the traditional, SCORM-based, and evaluated training resources that are part of the dealer's ultimate evaluation. But the site is built off a very generic, antiquated, and homogenized General Motors system that doesn't reflect the essence of a Luxury brand like Cadillac. IQ takes the core structure and packages it into a more robust and luxury experience. <See below>
- **Gamified:** The entire site is gamified to promote activity. Leaderboards are a very competitive feature with users working hard to get to the top. It should be noted the gamification is centered around engagement in the site where General Motors' other learning tools using gamification only to reward knowledge assessment gains. Points are awarded to users for:
- **Completing Challenges:** These are themed, bundled assets such as videos, PDFs, links to 3<sup>rd</sup> party articles, etc. Each challenge includes a Knowledge Assessment check that requires 80% correct answers to pass the challenge



- **Interactivity:** Comments in the forums or on assets and challenges are rewarded on first activity
- **Quizzes during events:** Livestreamed virtual events such as “Trivia Times” with the sales and service audience uses the Classrooms technology to provide a fun, learning activity with correct answers rewarded with points.
- **Bonuses and surprises:** Often IQ provides bonus points to users who generate something useful, answer surveys, or provide something above and beyond the norm
- **Redemption:** The users can use their accumulated points to acquire SWAG in the store. Hats, shirts, jackets, backpacks, coolers, golf balls, etc. are all redeemable SWAG that users can redeem. Higher value items require higher amounts of points leading to incentivizing the participation and learning.
- **Variety of resources:** As mentioned, the site is built around a variety of resource types and sources. At the highest level IQ is an aggregator of resources from numerous sources inside and outside the General Motors universe. In addition of compiling resources and links from other sources, IQ creates many of its own resources including **Inside IQ**, the monthly video podcast video series where hosts interview many Cadillac and General Motors Subject Matter Experts (SMEs), along with profiles of regular IQ users from around the country. IQ has also created several video series that bring to life static ppt-style presentations with VO from SMEs
- **“Bite-sized” learning:** A big portion of IQ’s success relies on the fact that the key audience – sales and service staff at dealerships – want to access learning content in smaller chunks. Often, large PDFs of 50+ pages are reduced to smaller “chunks.” Similarly, longer form videos are cut them down to shorter versions to make the content accessible in shorter spurts. This “chunking” of content is done with the knowledge that the audience are working and by making this content accessible in smaller bites they can access the pieces when they have breaks or downtime.
- **Flexible learning path:** In the past 6 months IQ has launched a feature called “Learning Paths” which combines the challenges and “Chunkable” learning to create longer learning experiences that can group more complete learning concepts into longer, connected pathways that can be consumed over multiple sessions. The longer the pathway, the more points are rewarded at the end of the event.



- **Social:** Cadillac IQ has provided a gathering of like-minded sales, service, and company individuals in a single source where they can share thoughts, ask and answer questions, and make connections to others throughout the country. As one of our results will show, one of the successes is the improvement in sales from smaller and mid-size dealers. It's become clear that this is partially due to the ability for these smaller stores with far less resources and number of employees to make connections throughout the country. One quote from a Sales Consultant at a small dealership hit home: "I've made so many friends throughout the country and if I don't know something, I can now get an answer from someone who does."
- **Agile:** One final point of content is the agility of IQ. IQ averages a content publish completion of approximately 10 new individual assets, 3 new bundled challenges, and a new promotional banner every week. The ability to spin up content such as a new Forum topic or to present new video content in less than a week's production time allows IQ to react to quick changes and demands required by business needs from Cadillac or reactions to industry or competitive news.

Here is an example of what the existing LMS looks like:

The screenshot displays the LMS interface for the Center of Learning. It features a navigation bar with 'Catalog', 'Help/Support', and 'Message Center'. The main content area is divided into sections for 'MY LEARNING STATUS' and 'MY CERTIFICATIONS'. The 'MY LEARNING STATUS' section shows progress for 'GM TEP STS' (February 12, 2021) and 'GM TEP STS' (February 15, 2021). The 'MY CERTIFICATIONS' section shows a table of courses with their status and completion percentage.

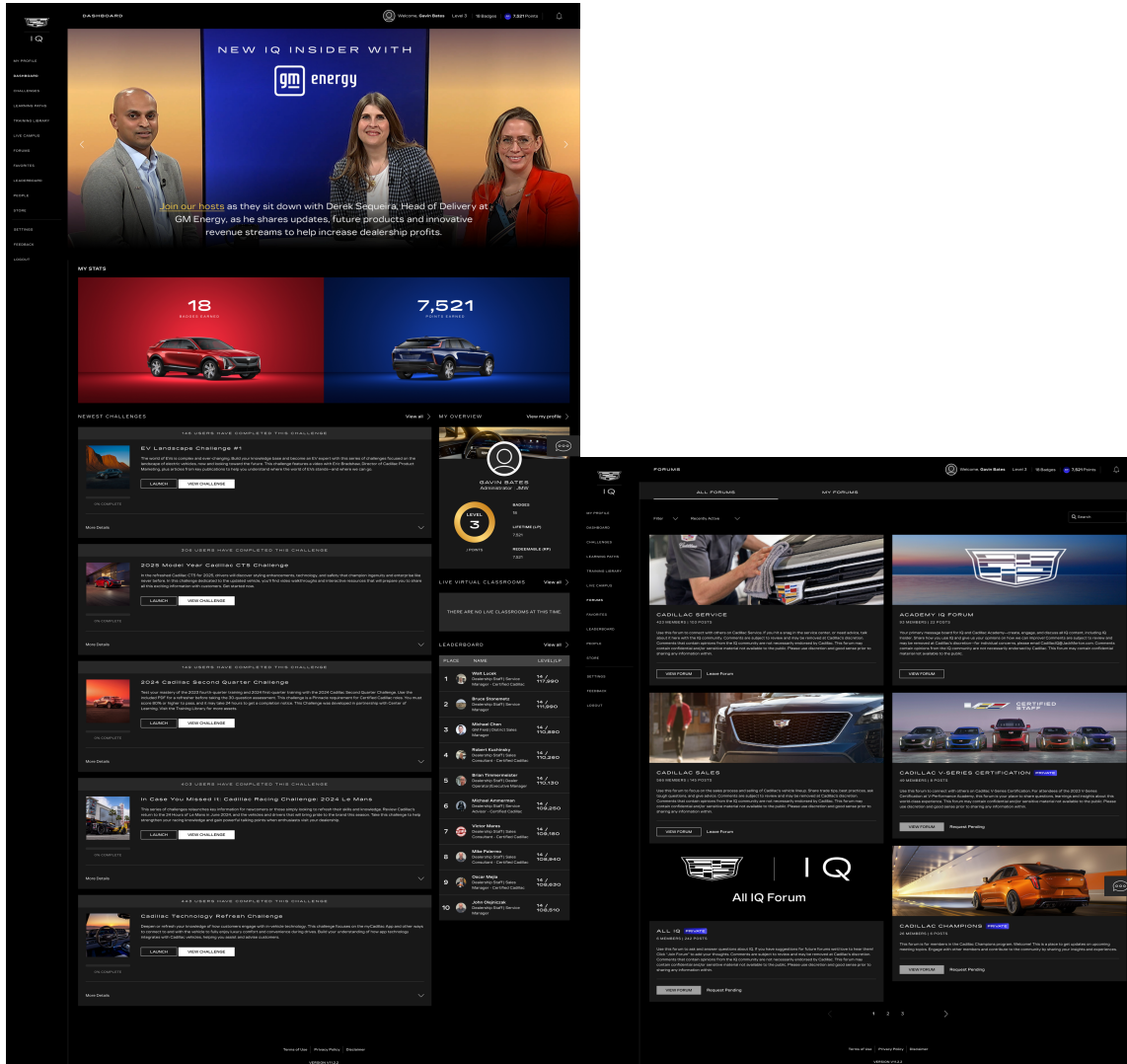
Course	Rating	Status	Action	Delivery Method	Tablet Compatible
10046_150V Techline Connect Functionality	★★★★☆	Launch Not Out	Launch Not Out	WBT	Yes
10041_150V Service Information (SI) Overview	★★★★★	Launch	Launch	WBT	Yes

The 'MY LEARNING STATUS' section for 'GM TEP STS' (February 15, 2021) shows the following progress:

Course	STS	MTC
Fundamentals	20%	NA
Maintenance Inspection Technician	7%	N



And here are a few visuals of Cadillac IQ







## Change Management Efforts

IQ was developed and launched within 6 months of inception. Within the first 3 months after launch there were more than 5,000 registrants and total registration to date is more than 8,000. As a bespoke platform using some existing architecture, the site has gone through more than 14 software updates and numerous “bug” fixes since launch. IQ has introduced many new features since the initial launch, including Forums – an open-source communication tool where sales and service staff can share best practices, and answer others’ questions.

IQ also launched a “Classrooms” feature with three levels of Teams- or Zoom-like live meeting capabilities. During the initial launches of this feature IQ was responsible to a video playback issue which caused meetings to freeze up. It was determined that the video playback feature was crashing due to the integration of closed captioning in the feed behind the firewall. This halted the progress of the initial foray with the feature until IQ technology could coordinate with General Motors IT to understand and fix this issue. Within a few months this issue was solved and did not disrupt the users until the issue was solved.

One other area that challenged the team were regression issues affected after major software updates. Some of these issues caused some minor bugs that needed to be addressed. These were handled quickly and transparently to the users by communicating directly to the users as well as providing in-site notifications. By quickly acknowledging any issues, reactions were mitigated and nipped any loss of trust or unease by the users. Because the site is gamified, IQ rewarded users if they had been dissatisfied with their experience.



## Measurable Benefits

In less than 2 years since launch, IQ has had significant success. Although still Cadillac-only, IQ has expanded its role from North America to multiple worldwide sites including Canada, MEO, Europe, AU/NZ, and Brazil.

To help understand where it has had the most significant impact the response has broken the results into three distinct areas: Activation, Appreciation, and Performance

Activation:

The Activation stats for IQ are significant. Most focus on the accumulated work of the users. Here are some of the key Activation stats for the dealer audience only since launch until the end of March, 2024:

- 8,282 Total Registrations. With an estimated workforce of 9-10,000 in-dealership registrants, this is a significant percentage. However, there is an acknowledgement of frequent turnover at dealerships so this number doesn't recognize that churn. It does though consider that the total dealer audience includes certain dealer personnel that aren't customer-facing including Technicians and other support roles
- 191,000+ Total Logins. That amounts to almost 9,000 log-ins per month since the June, 2022 launch. And for the registrants who have earned points – showing significant activity – they are averaging more than 27 logins per person with the highest points earners logging in on an almost daily basis
- 81,369,222 Total Awarded Points. With an average of 11,765 points per active user. Points have no redeemable value, only the ability to exchange for wearables and other valuable resources.



- 1,008,131 Total Asset Completions. Usually the basis of the challenges, this represents each of the individual assets that the audience has consumed
- 290,539 Total Challenge Completions. A challenge, the highlight of the “chunkable” learning is comprised of several assets and can usually be completed in 10-15 minutes. Each challenge is finished by a Knowledge Assessment™ which must be passed at 80% to complete the challenge. That equates to the same number, 290K+ of Knowledge Assessment completions in 22 months.
- 1,096 Total Assets and 323 Total Challenges Uploaded. When averaged out, IQ produces more than 3 challenges and 10 new assets published each week – a considerable amount of content to produce – and consume.

### Appreciation

The IQ team has conducted a significant number of surveys over the past 2 years beginning with a pilot program to a small audience prior to launch. Each survey measures numerous opinions and actions from the audience.

The key stat that General Motors is concerned with is Net Promoter Score. IQ’s most recent survey conducted in January 2024, noted that the IQ NPS was 72. Comparatively, the score for the existing LMS resource – still in use by other General Motors brands was 27. That’s a difference of 45.

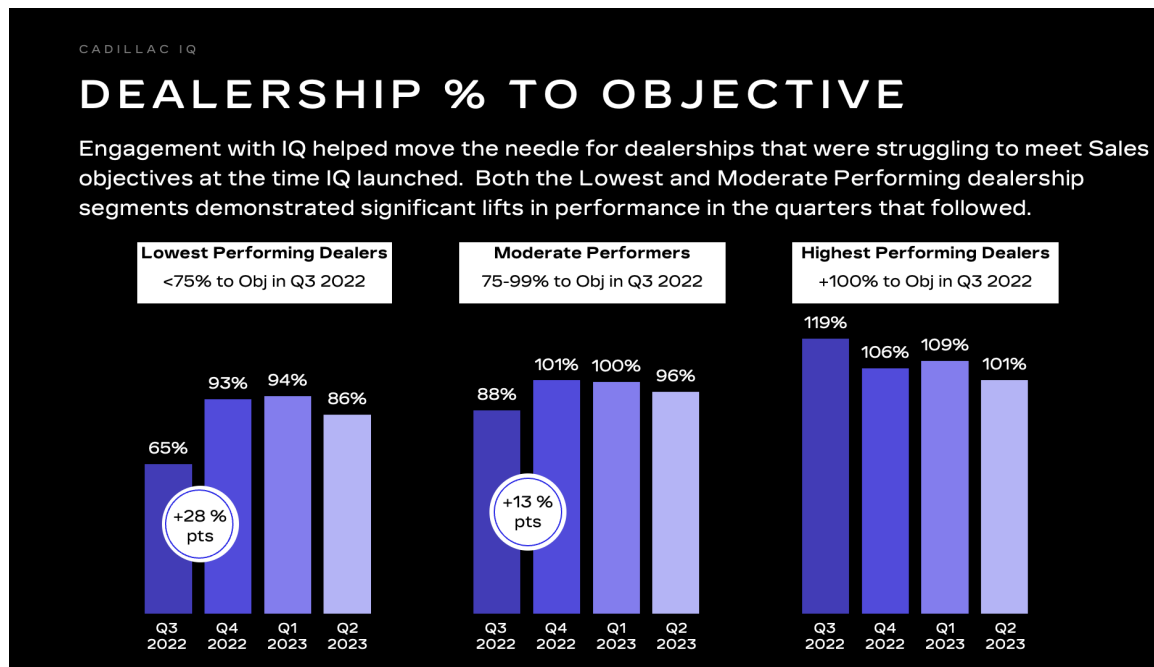
Additionally, the surveys asked for areas to improve and what they liked best about the Cadillac IQ Learning and Community Hub.



## Performance

The third key metric is to see if Cadillac IQ has made any impact on the actual goals of both Cadillac and its dealers, mainly improving sales. The good news is it has. And although there are multiple values that influence the sales of cars, SUVs and EVs, here are a few key metrics that help prove the point that IQ has made an impact.

Example 1: The first metric is showing how IQ made a significant impact with specific dealers that are smaller than the biggest dealerships. The rationale here is that the smaller and mid-level dealers don't have access to regular training and inter-dealer communication. So, IQ can make a bigger impact and raise these dealers to a higher level.



Example 2: The second metric focuses on a specific dealer who reached out to a Cadillac representative to ask for training for his team. Here's his cry for help:



“Currently, my Cadillac Team is new to sales and new to the brand. They have zero knowledge of the Lyriq and our sales results show it. We have the largest Lyriq inventory in the area. I see employees spending 45 minutes negotiating price, it tells me they do not know how to build value in Lyriq. I have three weeks to get the entire staff, sales managers and brand specialists trained as walking talking Lyriq encyclopedias.”

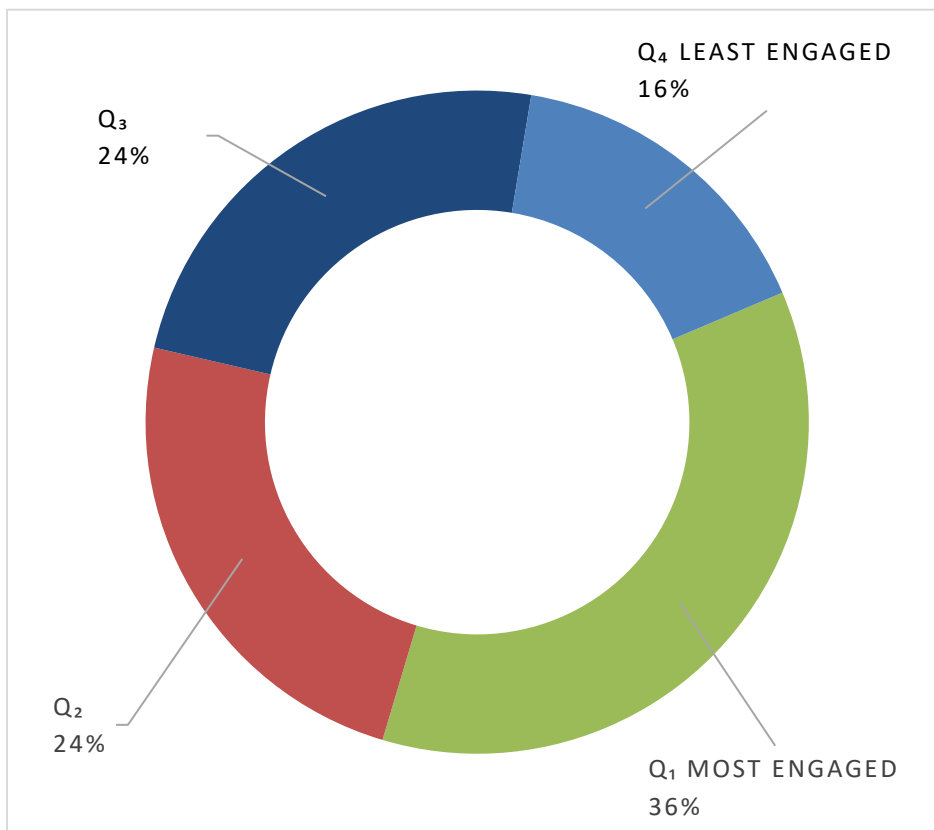
He got his team into IQ. And it may have taken four weeks but in less than a month IQ showed that: “Looks like good things are happening with <dealership name removed> and their engagement in IQ! A few folks at the top of the leaderboard!”

The Cadillac Representative informed the IQ Team: “Last month was the first time they (the dealership targeted) finished in double digit sales with LYRIQ so the training is definitely helping!”



Example 3: The third metric makes the most direct correlation to IQ success. In an analysis of sales survey from 2023, dealers were broken into four quadrants based on the amount of sales that were made. The Top 25%. The Q2 and Q3 levels. And the bottom 25% in sales. We compared this to points earned for all dealers and the results were clear:

- The quadrant with the most sales (green) were the most active on IQ. While the quadrant with the least sales (light blue) had the lowest amount of activation in IQ.



Percentages note the percent of sales as a whole based on 4 evenly numbered amount of dealers. Engagement levels based on total points earned at every dealership.



## Overall

IQ is in its infancy. When a significant new Learning platform for thousands of users is launched in less than 6 months, you expect that it won't be a completed project. IQ has always taken a “crawl, walk, run” philosophy and the team behind building IQ would acknowledge it is still in the “walk” phase. Every day, teams are working on improving the platform by making it easier to use, more engaging, and increasing user activity. There are many places the team wants and needs to improve the platform. But when gauged by the results achieved in less than two years, there is pride in the accomplishments of the wide variety of: achievements, appreciation, and sales success – all proven through use of the IQ platform. Infusing more data in the platform is key to understanding its impact on users, and ultimately behaviors and results, is a key element of 2024 and beyond.

But there's no discounting the success ... based on the results.



# About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

### Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

### Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

### Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.



### ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



### AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.