

An aerial photograph of a two-lane asphalt road that curves through a dense, dark green forest. A small blue car is visible on the road, moving away from the viewer. The image is framed by a blue border at the top and bottom, with a white diagonal line separating the top blue section from the rest of the image.

general motors

CANADIAN MARKETING LEAGUE

CASE CHALLENGE



HOW CAN GENERAL MOTORS INFILTRATE THE CONSIDERATION SET OF
NEWCOMER FAMILIES ACROSS KEY CITIES IN CANADA?

Pitch a **big idea** that will drive consideration and position
GM as the **Compact SUV manufacturer of choice for
Newcomer Families.**



General Motors Company of Canada, commonly known as GM Canada, is a leading force in the nation's automotive industry.

As the Canadian home for the iconic brands: Chevrolet, Buick, GMC, and Cadillac, GM Canada pioneers the innovations that move and connect people to what matters.

GM makes “a car for every purse and purpose.” It’s as true today as it’s ever been – which is why GM’s brand story draws on that heritage, capturing authentic strengths. Because of the passion and expertise GM puts into crafting every vehicle, we have an unmatched portfolio that has the perfect fit for every driver.

#1

**Total Retail Sales
2024 and into Q2 2025**

Canadian Automotive Manufacturers

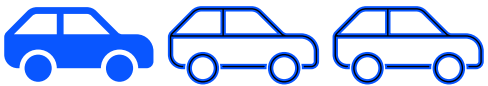


Supported by a vast, nationwide network of over 450 dedicated Canadian dealerships that serve as the essential link between the company's innovation and the customer, GM Canada leads the industry with #1 Overall Retail Sales in 2024 and is looking to maintain its position as Canada’s top-selling automaker.



GMC





1 in every 3 retail vehicles sold in Canada is a **Compact SUV**.

Approximately 1 in every 3 retail vehicles sold in Canada is a Compact SUV, making it one of the most lucrative segments in the Canadian automotive landscape.

While GM Canada leads the industry in Overall Retail Sales, it currently ranks sixth in retail Compact SUV sales—highlighting a critical opportunity for growth.

VEHICLE FOCUS

GM brands Chevrolet, Buick, GMC* bring unique Compact-SUVs to the market, each serving a distinct type of car buyer.

CHEVROLET EQUINOX – The Equinox is the quintessential value-oriented option in the segment. It excels at balancing everyday usability, offering a comfortable ride, intuitive technology, and ample cargo space, with an affordable price point.

GMC TERRAIN – The Terrain provides a more upscale, and truck-like angular design that appeals to those who want capability and a stronger visual presence. It is designed for drivers who want a comfortable, highly functional vehicle that provides a noticeably commanding look.

BUICK ENVISION – The Envision occupies the premium space, offering an accessible entry into luxury. It is meticulously designed for a refined driving experience, prioritizing comfort and advanced technology. It appeals to buyers seeking a vehicle that provides quiet confidence, and elevated style.

The goal of this challenge is to increase overall consideration of GM's Compact SUVs without cannibalizing across its own brands. While each vehicle has its own positioning, the strategy should aim to elevate GM's collective presence in the segment.**

* Cadillac is not included as a part of this mix as it operates within the luxury segment and targets a distinct customer base.

** Competitors may choose to leverage any combination of Compact-SUVs across GM's brands, with the key focus being on bringing any one or all of these vehicles to the top of the consideration set for the identified target market.



NEWCOMER FAMILIES

To capture greater market share, GM brands—Chevrolet, Buick, and GMC—must infiltrate the consideration set of Compact SUV buyers. Sales in this segment are heavily concentrated in Canada’s largest Census Metropolitan Areas (CMAs); where Immigrant and Newcomer Families represent a significant portion of the buyer base.

TORONTO | MONTREAL | VANCOUVER | CALGARY

GM is looking to focus on Newcomer Families as immigrant households who have arrived in Canada since 2022. These individuals often have pre-existing familiarity with global brands, however their long-term Canadian brand loyalty is still forming.

This presents a unique opportunity for GM to intervene early, build trust, and become the preferred brand for their first Canadian vehicle; laying the foundation for repeat purchases and generational loyalty.

STRATEGIC IMPERATIVE

Part of the central hurdle is overcoming brand inertia against segment mainstays and establishing GMs suite of compact SUVs (Equinox, Terrain, Envision) as the modern, high-value alternative.

Non-domestic competitors, primarily the Toyota RAV4 and Honda CR-V benefit from decades of deep-rooted trust, perceived reliability, and high resale value, which currently dominate the consideration set of our target demographic.

WELCOME TO CANADA

As part of GM’s commitment to supporting Newcomer Families, GM Canda offers a Welcome to Canada Bonus; a \$1,000 incentive toward the purchase or lease of eligible new GM vehicles. This bonus is designed to help newcomers get started with a reliable, well-equipped vehicle that suits their lifestyle.

Teams are encouraged to consider how this incentive may be integrated into their strategy to build trust, drive consideration, and convert interest into action. Whether through targeted messaging, activations, or digital touchpoints, this bonus can serve as a powerful tool to connect with this target audience and reinforce GM’s value proposition.



How can GM infiltrate the consideration set of Newcomer Families across key cities in Canada?

Pitch a big idea that will drive consideration and position GM as the Compact SUV manufacturer of choice for Newcomer Families by building emotional relevance, cultural resonance, and practical appeal.

MANDATE: By the end of 2026, GM must successfully capture market share from competitors with the aim of ranking within the top 3 in the Compact-SUV consideration set among Newcomer Families.

DELIVERABLE: In your 3-minute video, clearly articulate:

1. The **INSIGHT** about Newcomer Families that your idea is built on
2. The **BIG IDEA** that drives emotional and cultural relevance, as well as practical appeal
3. **HOW** the idea would be activated in a way that is realistic, inspiring and aligned with GM's brands (Chevrolet, GMC, and Buick)
4. **WHY** this idea will differentiate GM from competitors in the Compact-SUV category

GUARDRAILS:

- **Brand-Level Strategy:** Strategy should champion a unified brand voice that is authentic and adaptable across platforms.
- **Top Funnel Focus:** Dealership tactics may be mentioned but should not be the core of your strategy.
- **Budget:** Maximum spend of \$1,000,000 CAD.
- **Timeline:** Strategy must show impact by end of 2026.
- **Target Segment:** Focus exclusively on Newcomer Families (immigrants to Canada within the last 3 years).

MEASURES OF SUCCESS:

- **Digital Engagement:** Growth in website traffic and increased interaction with tools like Build & Price.
- **Program Uptake:** Increase in claims for GM's Welcome to Canada Bonus.
- **Leading Indicators:** Positive movement in Google search trends for GM Compact SUVs and related keywords.
- **Brand Perception:** Improved brand opinion and stronger consideration scores among Newcomer Families.

