

GENERAL MOTORS ONSTAR

Six years after its launch in 1996, the telematics industry, having propelled itself up to that point with aggressive revenue projections and customer adoption rates, had fallen back to Earth. By 2002, an expert was describing the industry as “floundering” and comparing it with Apple’s failed Newton in the early stages of the personal digital assistant (PDA) business.¹ General Motors’s OnStar, with a base of over two million customers, had emerged as the clear leader of the industry, but work remained to be done.

Introduction

OnStar was a subscription-based dashboard communication service created by General Motors (GM). The service provided numerous safety and convenience features, such as emergency assistance, remote door unlocking, and hotel reservations. OnStar was the market leader in the drive to create the wired automobile.

OnStar was a telematics device, combining vehicle control and monitoring systems with location tracking and wireless telecommunications. The Telematics Research Group estimated that 12.2 million telematics-enabled vehicles would be sold each year worldwide by 2007, representing 20% of all sales, and that 7.6 million of those vehicles would be in the United States, accounting for over 40% of all domestic sales. Further, they estimated the total installed base of telematics-enabled vehicles in 2007

to be 40.8 million vehicles worldwide, of which 29.7 would be in the United States, accounting for 12.4% of all domestic vehicles in use.²

GM’s OnStar System

For the model year 2003, GM offered three subscription packages. The basic “Safe and Sound” service plan cost \$199 per year, and provided customers with roadside assistance, emergency help, and an online concierge database with answers to frequently asked questions pertaining to 52 cities. The “Directions and Connections” service plan cost \$399 per year and, in addition to OnStar’s “Safe and Sound” offerings, provided various concierge and convenience services, as well as routing assistance. OnStar’s “Luxury and Leisure” service plan, priced at \$799 per year, added the feature of a live concierge, trained in helping with queries ranging from finding tickets to obtaining gifts. (See **Exhibit 1** for a description of the features of the three service plans.) Depending on the model, OnStar was either standard, available as part of a package, or a \$695 option.

OnStar was designed and developed by General Motors North America Operations, Hughes Electronics Corporation, and Electronic Data Systems. GM launched OnStar by installing it in Cadillac models in 1996. Initial customer reaction to OnStar was positive, and by 1998 OnStar had 22,000

¹ Betsey Stevenson with James L. McQuivey and Alanna Denton, “Millionaires: Last Hope for Telematics?” *Forrester Research*, July 2002.

² Egil Juliussen and Phil Magney, “Worldwide Telematics: Regional Markets and Forecast,” *Telematics Research Group*, April 2002.

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subscribers. GM, seeking to leverage its first-mover advantage in the automotive telematics arena, increased the types of vehicles equipped with OnStar to include top-line models from Oldsmobile, GMC, Chevrolet and Pontiac. By the end of 1999, OnStar had nearly 150,000 subscribers and revenues of \$43 million. In 2000, General Motors expanded the number of OnStar-ready vehicles to 31 models, and by year-end over 1 million GM cars were OnStar-equipped.^{3,4,5} By the late summer of 2002, OnStar boasted over 2 million subscribers and availability on 44 of GM's 53 fall 2003 models.⁶

From its establishment as a working group, OnStar's business unit had grown to 400 full-time employees, along with 1,000 operators split between call centers in Troy, Michigan, and Charlotte, North Carolina. GM hoped to break even in 2002 and begin generating profits in 2003. OnStar President Chet Huber, reflecting on the position of his business unit, observed, "We're really at one of those inflection points... We're at that place where we're going from being a startup to being a big company. I don't think we're on an unavoidable path to success. Nothing is risk-free. But we are going to be a big business."⁷

A New Strategy for General Motors

Under the leadership of CEO Richard Wagoner, General Motors began a transformation it hoped would recast the world's biggest firm in terms of sales as a New Economy giant. As Wagoner explained, "The Internet is offering all sorts of capabilities to do things faster.... We need to lead in that whole e-business area."⁸ In order to accomplish its e-business goals, General Motors developed a

three-pronged strategy that focused on: (1) business-to-consumer (B2C) e-commerce, (2) business-to-business (B2B) e-commerce, and (3) rolling communications devices.

The first part of GM's new strategy, B2C e-commerce, was related to its online shopping service, called BuyPower. In 2000, the BuyPower site contained information on every GM model and was the only site to also provide information on dealer inventories.⁹ GM used BuyPower as a tool to cross-sell goods and services like GM Mortgages, GMAC Insurance, and advertising. In the three months following the April 2000 site redesign, visits to the GM BuyPower Web site increased by 130%, and sales leads for dealers rose by 90%.¹⁰

The second part of GM's strategic change, B2B e-commerce, was the company's attempt, in conjunction with Ford and DaimlerChrysler, to create an online parts-buying and communications enterprise. General Motors predicted that the parts market, called Covisint, would save the company \$1 billion per year from improvements in cost efficiencies and through the streamlining of its supply chain. By combining the first and second parts, General Motors believed it would have the ability to create a Web-based service whereby customers could purchase cars online, have them built to order, and delivered within days.

The third part of General Motors' e-business strategy dealt with OnStar.

How OnStar Works



Figure 1. The OnStar System.

Source: www.onstar.com. Used with permission.

From the car, OnStar customers connected to an OnStar advisor through OnStar's three-button system (see **Figure 1**). After pressing the OnStar button or the OnStar emergency button, the rest of their interaction was hands-free. A small microphone

³ Lee Copeland, "GM Lures Consumers with OnStar Service," *Computerworld* (April 17, 2000): 20.

⁴ "Merrill analyst sees 33% annual revenue growth for GM's OnStar unit," *Dow Jones Business News*, February 14, 2000.

⁵ "GM Net Income for 2000 Totals \$5.0 Billion Calendar-Year Revenues Hit Record \$183.3 Billion Fourth Quarter Earnings Total \$609 Million," PR Newswire, January 17, 2001.

⁶ <http://www.onstar.com> (accessed October 16, 2002).

⁷ Fara Warner, "Detroit Muscle," *Fast Company* (June 2002): 88.

⁸ Robyn Meredith, "Digital Drive," *Forbes* (May 29, 2000): 128.

⁹ Meredith.

¹⁰ Jim Mateja, "Chicago Tribune Transportation Notes Column," *Chicago Tribune*, August 13, 2000.

located in the rearview mirror or headliner picked-up the user's voice.

OnStar bridged satellite and cellular technology using Global Positioning System (GPS) satellite technology and wireless technology to link a vehicle and driver to a 24-hour call center where live advisors respond to real-time requests.

All OnStar-equipped vehicles were equipped with GPS receivers that picked up signals from the band of 24 GPS satellites orbiting Earth. Both satellite and receiver generated the same signal, called a *pseudo-random code*. The system measured the time it took for the radio signal to travel between the satellite and the vehicle and then used this time period to calculate the distance between the two objects. OnStar used measurements from four satellites to pinpoint a vehicle's location to within 30 feet.

In order to communicate with a vehicle, OnStar employed a nationwide cellular telephony network. Telephony refers to communication made through a telephone network comprised of both cable and wireless services. General Motors partnered with Verizon, a company created by the partnership between Bell Atlantic and Vodafone Airtouch, to give OnStar customers access to Verizon's telephony network. In 2000, Verizon companies were the largest providers of wireline and wireless communications in the United States, serving the equivalent of nearly 95 million access lines and 25 million wireless customers. Verizon was also the world's largest provider of print and online directory information. In 2001 or later vehicles, through the OnStar-Verizon network, OnStar customers were able to make personal phone calls from any location in the United States.

OnStar's Evolution

Originally the three-button system did not allow OnStar customers to contact anyone outside of the OnStar advisor network. But as executives within GM recognized the financial potential of the telematics industry, they recognized OnStar's potential as a universal communications device. In order to attain this goal, the OnStar design team had to make some technological changes to the OnStar system in order to create a network that could allow outside communications. The primary changes included expanded cellular telephony, Internet

access, and the creation of an Extensible Markup Language (XML) database.

Cellular telephony

The OnStar cellular telephony service, introduced in March 2001, was called OnStar Personal Calling. This voice-activated service allowed users to push an OnStar button on the dashboard, say "dial," and then speak the number. The service handled incoming calls through a number assigned to each vehicle by GM. General Motors contracted with Verizon to provide the cellular network. The OnStar coast-to-coast cellular network positioned General Motors as the largest reseller of cellular services.¹¹

For the fall of 2002, rates for Personal Calling varied by number of minutes purchased and the expiration date of the package. For example, a 30-minute package good for 2 months cost \$9.99. A 30-minute package good for 12 months cost \$13.99. Similarly, a 100-minute package cost \$29.99 and \$39.99 for terms of 2 months and 12 months, respectively.¹²

Internet access

General Motors added Internet access through a voice-activated portal called OnStar Virtual Advisor in March 2001. GM worked with General Magic to perfect the in-vehicle platform and the back office software that General Motors used to manage the service (i.e., the "thin-client model"). There were two essential factors that General Motors had to address when developing the OnStar Virtual Advisor.

The first factor was the creation of a back office software package that could handle the Web traffic. The architecture gave General Motors the capability of connecting wirelessly to a server and to applications anywhere in the world. Applications running on the network and accessed via a small, embedded chip built into the car gave users access to real-time information.

¹¹ http://www.generalmagic.com/news/news_prrel11-12-01.shtml (accessed October 16, 2002).

¹² http://www.onstar.com/visitors/html/ao_get_personal_calling.htm (accessed October 16, 2002).

The second, and perhaps more important, factor was the creation of a voice-activated user interface.¹³ All Internet access in the OnStar system was provided through the OnStar Virtual Advisor. General Motors chose to use magicTalk, a voice-activated interface created by General Magic, as the underlying application for the portal. In order to ensure that magicTalk would be available over the next several years, General Motors took an equity stake of approximately \$15 million in General Magic.

Extensible markup language

Despite advances in cellular and Internet technology, GM realized that it needed to address issues with its proprietary OnStar database.¹⁴ The initial OnStar model relied on human advisors to provide OnStar customers with the information customers sought. While this scenario worked when a customer needed help filing a police report or reporting a medical emergency, OnStar's incorporation of Internet features created the need for a more technologically advanced model. OnStar contracted with numerous companies to provide information for the OnStar network. The difficulty was creating a fast and efficient way for the information to be accessed by customers without the need for human intervention. The answer was XML.

Extensible markup language (XML) is a low-level computer syntax for representing structured data. XML enables computers to understand programming codes across different languages and applications. Therefore, a database written in XML can be manipulated for use in any number of applications.

OnStar's Virtual Advisor feature offered voice-activated sports scores, weather forecasts, news, and stock quotes through XML-based voice files. An OnStar subscriber would, for example, request a sports score, which was translated by voice-recognition software into an XML-tagged data request. The requested data was retrieved from an outside Web site of an OnStar partner as XML-tagged data, and then translated into voice-XML and played over the vehicle's stereo speakers.¹⁵

GM custom-built its XML database to respond to voice commands. Programmers at OnStar not only reformatted the entire OnStar database into XML, they also ensured that all content was coded with XML tags that associate voice requests with information. The decision to use an XML database to support Virtual Advisor and Personal Calling gave GM the option to make its OnStar database available through its company Web site or through a host of other outlets. A bonus for OnStar was that by creating pure XML content on the back end, the data could be relatively easily delivered to a variety of devices, such as cell phones and handhelds.¹⁶

Telematics Usage and Interest

Between its launch in the fall of 1996 and the summer of 2002, OnStar claimed approximately 16 million interactions with its subscribers. On a monthly basis, OnStar typically received:

- 200,000 routing calls
- 14,250 roadside assistance requests
- 15,000 door unlock requests
- 500 air bag deployment notifications
- 375 stolen vehicle location requests¹⁷

Often, telematics systems were made available for free in their first year of vehicle ownership. Research indicated a renewal rate of 50% for telematics subscriptions. An industry expert explained, "it's more to the base package, such as your safety-type features, your mayday systems and security... Though people will take it if it's given to them, they're not necessarily willing to pay for concierge services or unlimited phone uses."¹⁸

A 2002 Forrester Research survey of affluent households planning to buy a car within two years—typically the primary target market for telematics—found that nearly half of respondents would pay more for a car with devices for vehicle monitoring, and about 40% would pay more for emergency and roadside assistance services. Willingness to pay diminished for all categories of in-vehicle

¹³ "OnStar Invests in GeneralMagic," *Advanced Materials and Composite News*, December 19, 1999.

¹⁴ Carol Sliwa, "OnStar Takes Voice XML for Drive," *Computerworld* (May 22, 2000): 21.

¹⁵ Sliwa.

¹⁶ Sliwa.

¹⁷ "OnStar Expands Safety, Security and Personal Calling Services across GM 2003 Lineup," June 20, 2002, <http://www.onstar.com> (accessed October 16, 2002).

¹⁸ Philip Quinn, "Tales from the Hood," *National Post*, July 19, 2002, D2.

technologies by 25% to 50% when consumers were asked to pay for the services separately instead of as part of the vehicle purchase price. Women were 26% more likely to want in-car navigation systems than men, and they were also more interested in hands-free cell phone options.¹⁹

The same survey revealed that while the affluent certainly purchased luxury vehicles, on balance they planned to buy more Fords (26%), Chevrolets (18%), and Toyotas (12%) than Mercedes-Benzes (7%), Lexuses (5%), and BMWs (4%). Still, interest in telematics devices tended to be higher on a percentage basis among those who purchased more expensive cars, though not universally so. For example, of the 5% of affluent car owners who purchased a Lexus, approximately 75% were interested in paying more for a vehicle with GPS. In contrast, about 45% of Toyota, Chrysler, and Oldsmobile buyers said they would pay more for that option.²⁰

Strategy Issues

General Motors was the world's largest firm in auto sales. But it had a reputation as a lumbering behemoth, "the quintessential stuck-in-the-mud company." GM's net profit margin was well below that of their competitors. As one analyst noted, if one were to subtract General Motor's stake in Hughes Electronics, GM's 1999 Wall Street valuation was only \$33.5 billion, or one-fifth of annual income.²¹ GM posted \$5 billion in income on revenues of \$183.3 billion in 2000, with over a quarter of the profits coming from its financial services branch.²² OnStar project spokesman Todd Carstensen noted, "Traditionally in the auto business, the profit margin is in the single digits. In telecommunications, it's in the double digits. If we can move to a subscriber relationship, there's the potential for huge revenue."²³

OnStar was an essential element in General Motors' efforts to reposition itself as a New Economy enterprise. As Mark Hogan, head of e-GM,

explained, "It's a matter of morphing our company to embrace customers in a whole different way."²⁴ The OnStar strategy had four primary elements: (1) development and expansion of OnStar's telematics capabilities, (2) syndication and entry into the telematics retail arena, (3) the acquisition of new partners and subsidiaries, and (4) a movement to increase OnStar's independence from General Motors.

Expansion

OnStar began as an in-house communications system with roadside assistance and emergency services as its central priority. By expanding OnStar's services to include personal telephony and Internet access, General Motors created a voice-activated, universal communications network. Americans spent roughly 500 million hours each week commuting in their cars.²⁵ General Motors hoped that with OnStar, the company could capitalize on the increased time commuters were spending in their vehicles.

Syndication

OnStar began as a proprietary service, available only in General Motors vehicles. Seeking to capitalize on the growing demand for telematics services in vehicles, GM decided to offer OnStar to some of its competitors.

General Motors consented to its first OnStar syndication when it signed a deal with Honda in early 2000. GM agreed to supply the OnStar service to Honda for use in Honda's Acura RL sedan model. GM licensed the OnStar service to Honda, and would supply the device schematics and telematics backbone, while Honda would handle all installation procedures. GM announced an agreement in September of 2000 to license OnStar to Toyota for use in the Lexus LS 430 sedan starting in October. Branded as LexusLink, the option provided features not available to GM's OnStar customers, such as notification of a sudden loss in the vehicle's battery power, memo-recording capability, and a system back-up battery. By the summer of 2002, Audi,

¹⁹ Stevenson.

²⁰ Stevenson.

²¹ Meredith.

²² "GM Net Income for 2000..." PR Newswire, January 17, 2001.

²³ Mark Ribbing, "GM, Bell Atlantic Join in Wireless Revolution," *Baltimore Sun*, March 12, 2000, 1D.

²⁴ Jon Pepper, "GM is on Threshold of Reinventing Transaction," *Detroit News*, March 26, 2000.

²⁵ Cate Corcoran, "Are Smart Cars a Dumb Idea?" *San Jose Mercury News*, September 25, 1999.

Isuzu, Subaru, and Volkswagen also offered OnStar on certain models.

Acquisitions

Critics contended that GM's plan to use OnStar as a key part in the effort to reshape the company was risky. To create OnStar, GM had to establish a network of key partnerships with several companies across a number of industries.

For OnStar to work, all of the pieces had to fit seamlessly and function at a high level of proficiency. GM had very little control over the direction and well-being of the majority of OnStar network participants. Critics worried that it was possible that changes within several of the key industries, like cellular telephony, Web design, and telematics itself, could have a major impact on the functionality of OnStar's critical partnerships. Critics argued that this lack of vertical integration could have serious implications. In addition, many critics were puzzled by why General Motors did not utilize more in-house help from subsidiaries like Hughes Electronics to update the OnStar system.²⁶

Independence from GM

OnStar was a wholly owned subsidiary of GM, at one time situated within e-GM, the company's headquarters for all consumer-oriented electronic business initiatives. But rather than craft an image in which OnStar was but one segment within General Motors, OnStar underwent a process through which it hoped to become independent.

In 1998, OnStar replaced the advertising company initially responsible for branding OnStar, New York-based Ammirati Puris Lintas (APL), with Detroit-based Campbell-Ewald Advertising (CEA). APL's branding campaign presented OnStar as a feature available in General Motors vehicles. Despite success in increasing OnStar's customer's base and revenues, OnStar's executive managers felt OnStar was being linked too closely with GM. The overriding sentiment within the OnStar division was that OnStar was a dynamic product in and of itself—it had generated product-specific revenues and had developed a loyal following of users.

With the blessing of General Motors corporate, OnStar replaced APL with CEA and undertook the development of a new OnStar image. CEA's first advertising campaign, based on elements of real subscriber experiences, was intended to demonstrate the benefits of OnStar services. Then, in the spring of 2000, OnStar launched a new ad campaign with Batman as the product spokesman. CEA and OnStar deemed that pairing Batman and OnStar was a good fit because Batman achieved much of his power through the innovative use of advanced technology. In addition, Batman tested higher in recognition, credibility and likeability than other characters like Indiana Jones and the Terminator. The Batman character was seen in several OnStar commercials and in an online contest called the Batman Challenge.

The primary goal of the OnStar branding campaign was to create a GM-free image. According to OnStar executives, consumers typically thought that General Motors' products were stodgy, unreliable, and old-fashioned. They wanted consumers to consider OnStar a sleek, high-tech communications service. The idea was to create an image similar to the one cultivated by microchip manufacturer Intel and its "Intel inside" campaign. Survey data indicated that OnStar had 60% brand awareness, with only 5% of respondents associating OnStar with General Motors.²⁷

To further support the OnStar brand name and perception of independence, a directive required GM divisions that used OnStar to use a conjunction when discussing the service in marketing efforts, such as "Cadillac and OnStar" or "Oldsmobile with OnStar."

Many industry observers and analysts thought that OnStar could be spun-off in an initial public offering. An IPO had the potential to raise billions of dollars for General Motors and OnStar. Critics argued that OnStar's push for independence was a misstep for GM.²⁸ General Motors wanted to recast its image from an Old Economy Goliath to a New Economy enterprise, and it was counting on OnStar to help with the transition. An independent OnStar, critics felt, would diminish GM's high-tech appeal.

²⁶ Julia King and Lee Copeland, "GM retools for e-commerce that goes well beyond cars," *Computerworld* (April 17, 2000): 18.

²⁷ Jeff Green, "Forward Motion: OnStar exits GM's garage en route to independence," *Brandweek* (April 10, 2000): 18.

²⁸ Copeland, April 17, 2000.

The Competition

General Motors and OnStar were the leaders in the telematics industry in 2001. The response by other car companies was mixed. Honda licensed OnStar from General Motors to add as an option for its Acura line. Toyota was involved in discussions with GM to license OnStar. But other companies chose to develop their own telematics systems.

Ford announced a partnership with Qualcomm in July 2000 to develop a full-fledged, OnStar-like telematics system called Wingcast. Ford had hoped to install Wingcast in one million cars by 2002 and in all of its new cars and trucks by 2004. Wingcast was intended to differ from OnStar in several ways. First, Wingcast would function as an independent company, with plans to eventually go public. Second, rather than depend on a physical device requiring updates (at the consumer's expense), Wingcast would consist of digital hardware, with upgrades in the form of downloads. Third, the Wingcast system, based on a portable phone, would work outside the vehicle. But in June 2002, before the system could be brought to market, Ford announced the dissolution of its joint venture and the end of Wingcast. Commenting on the news, an analyst described Wingcast as being "hopelessly late and overly ambitious."²⁹ A Ford spokesperson indicated that the company remained committed to telematics even though the specific plans for honoring that commitment were in flux.³⁰

Mercedes-Benz launched a telematics system called TeleAid in 1999. TeleAid was primarily an accident-reporting mechanism. Comprised of three main elements—an on-board device, a mobile phone network, and a call center—TeleAid worked by automatically notifying TeleAid operators when an accident occurred. If a TeleAid-equipped car was in an accident, the system generated a distress signal that was sent to the call center over existing mobile phone networks. Operators tracked the vehicle's location using GPS and notified the nearest emergency personnel. Unlike OnStar, TeleAid was not a universal communications device.

Building on TeleAid, DaimlerChrysler AG's Chrysler Group began offering a Bluetooth system called UConnect in the fall of 2002. Bluetooth was an open-source technology that enabled short-range wireless communication between devices such as cell phones, personal digital assistants (PDAs), and laptop computers via a broadcast radio frequency. The use of Bluetooth in a car would enable a driver to use a cell phone to interact with the car's systems. For the fall 2003 model year, UConnect would allow a driver to dial the cell phone with voice commands and converse using the built-in receiver in the car. UConnect, available in some Dodge, Chrysler, and Jeep models, carried a suggested retail price of \$299.³¹

Conclusion

The OnStar system left GM executives full of questions. Should the company continue to syndicate OnStar, or is it of more value to GM as an exclusive feature? Should OnStar be spun off? Will telematics devices become standard for all vehicles, and if so how would this affect decision making regarding OnStar? Has General Motors placed too much emphasis on a nebulous market or has it not been aggressive enough establishing OnStar as the industry standard?

²⁹ Mark Dixon Bünger, with W. Daniel Garretson and Baba Shetty, "Ford Folds Its Telematics Wing," *Forrester Research*, June 7, 2002.

³⁰ Ed Garsten, "Future for Wireless Onboard Electronics May Be Bluetooth," AP Newswires, July 14, 2002.

³¹ Michelle Krebs, "Driving: Bells and Whistles," *New York Times*, September 6, 2002, F8.

Exhibit 1

GENERAL MOTORS ONSTAR

OnStar Service Plans, Model Year 2003

SAFE AND SOUND	COST: STARTING AT \$16.95 PER MONTH OR \$199 PER YEAR*
ACCIDENT ASSISTANCE: In the event of an accident, an OnStar advisor can contact the police, other emergency services if necessary, the driver's insurance company, and family members if desired.	
AIRBAG DEPLOYMENT NOTIFICATION: The in-vehicle OnStar system immediately notifies an OnStar advisor when a vehicle's airbag is deployed.	
EMERGENCY SERVICES: By pressing the Emergency button, a driver's distress call is directed to an OnStar advisor who plots the vehicle's location and notifies the nearest emergency service personnel.	
ONLINE CONCIERGE: An online database of frequently asked concierge questions, sorted by city and category.	
PERSONAL CALLING: A voice-activated, hands-free, wireless phone (additional charge).	
REMOTE DIAGNOSTICS: An OnStar advisor can check the vehicle's diagnostic systems in the event of a "check engine" light or other mechanical difficulty.	
REMOTE DOOR LOCK/UNLOCK: OnStar advisors can remotely unlock or lock an OnStar vehicle's doors.	
ROADSIDE ASSISTANCE: An OnStar advisor can contact help in the event that a car runs out of gas, has a flat tire, etc., and can also notify friends or relatives of the situation.	
STOLEN VEHICLE TRACKING: If a user's vehicle is stolen, OnStar can contact the police and track the vehicle.	
VIRTUAL ADVISOR: Voice-activated access to news, weather, stock quotes, sports scores, and email (additional charge).	

DIRECTIONS AND CONNECTIONS	COST: STARTING AT \$34.95 PER MONTH OR \$399 PER YEAR*
INFORMATION/CONVENIENCE: OnStar advisors assist drivers with help from finding the nearest ATM to making hotel reservations.	
RIDE ASSIST: In case a user's vehicle is inoperable or a user is unable to drive, an OnStar advisor can contact a taxi or a driver's relative or friend to take the driver to their destination.	
ROUTE SUPPORT: OnStar customers can contact an advisor for help plotting directions to their destination.	
Also includes all "Safe and Sound" services.	

LUXURY AND LEISURE	COST: \$69.95 PER MONTH OR \$799 PER YEAR*
PERSONAL CONCIERGE: A live concierge can assist with everything from buying tickets to purchasing a gift.	
Also includes all "Safe and Sound" and "Directions and Connections" services.	

*Savings are available for multiyear contracts.

Source: http://www.onstar.com/visitors/html/ao_plans.htm (accessed October 15, 2002).