




TODAY'S AUTO BUYER AND THE DIGITAL RETAILING EXPERIENCE

*How Online Research Influences
Dealer Visits, Pricing Expectations,
and Customer Satisfaction*



It's no surprise that digital and mobile have transformed the way people shop for cars. What is surprising is how they've impacted the relationship between dealer and customer. A much greater portion of the shopping and research process takes place before someone walks into the dealership, making the consumer more informed and also requiring less "selling" from the dealer.


A plethora of online information and resources available to consumers helps save them time that may have otherwise been spent physically visiting multiple dealerships and perhaps even looking at multiple brands or models. There's no denying that digital resources offer great ways to compare makes and models, and narrow down their options. Online reviews written by professionals and current owners help them identify the best cars for their needs, while pricing guides let them evaluate how much selected models and options might cost. As a result, car shoppers often have made their decisions before they decide to take a test drive.

"THIRD-PARTY WEBSITES CAN HELP INFLUENCE MY DECISION, BECAUSE THEY CAN ADD UNBIASED INFORMATION IN THE BUYING PROCESS."

– CONSUMER

Although this knowledge makes them feel more confident when they meet with sales associates, there are still misperceptions about car purchases today that create an air of distrust. And, while dealers are adapting to new digital ways to interact with their customers (e.g., texting, digital chat), their processes may still need to change, given the level of frustration that exists.

Consumers' and dealers' goals may seem to be at odds: Consumers want a stress-free sales and purchase process that reassures them they got the right car at the right price. Dealers want to sell more vehicles and remain profitable.



But the way to get there is clear. Dealers (with the support of the manufacturer) need to be proactive in bridging the gap between consumer expectations and their own. They need to build trust, ease tensions, and create long-term relationships with their customers. To make this happen, they need to better understand the digital shopping process and the mindset of the consumer. Then, many will need to change their focus and tactics in order to make sure they're supporting consumers throughout the sales cycle and delivering a good customer experience.

In an effort to gain insight into the retail experience, Jumpstart commissioned global research firm Ipsos to conduct a comprehensive study into both the consumer and dealer points of view. The study design included qualitative research consisting of a five-day online discussion with 28 U.S. consumers, a four-day online discussion with 28 dealers, and nine 60-minute phone interviews with dealership GMs and owners. Following these results, quantitative research was conducted in the form of online surveys of 263 recent buyers, in-market or intending car shoppers, and 54 dealership employees.

The research compares responses from consumers and dealers to understand how closely their perceptions align and where they disconnect. The ultimate goal is to understand how digital and mobile have changed the consideration, negotiation, and buying processes, so that dealers can attract shoppers by offering greater value, convenience, and transparency—making the buying process more satisfying all around.

THE MISMATCH BETWEEN CONSUMERS' AND DEALERS' PERCEPTIONS

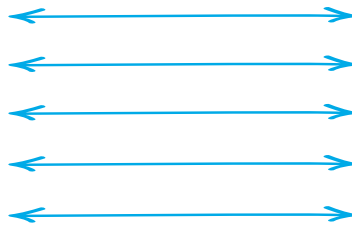
First, the good news. Consumers' and dealers' interests are more aligned than you might think: They both want the shopping and acquisition process to be streamlined. Both sides often feel pressured; both hate haggling. And neither is comfortable with the history of distrust that pervades the process.

But the two groups' perceptions definitely diverge, especially when it comes to how car buyers choose a dealership, all things related to pricing, and the age-old belief that dealers love to negotiate.

GAPS BETWEEN CONSUMERS AND DEALERS

CONSUMERS:

- Dealers make the process difficult, long
- Select dealership by price and inventory
- Do not trust dealerships' pricing
- Think dealership is making a large profit
- Think salespeople love to negotiate



DEALERS:

- Need to sell volume, want a quick sale
- Customers select dealership by reputation
- There's lots of bad pricing online
- Making a few hundred dollars per sale
- Haggling is not enjoyable

Dealers' perceptions were that their reputation and a prior positive experience are what bring consumers in the door. On the other hand, the most-influential factors in consumers' selection of a dealership were, by far, a low price and having the right inventory. In fact, consumers were almost twice as likely as dealers to identify the "lowest price" as the more influential between those two factors (Consumers: 49 percent; Dealers: 24 percent).

The dealer's reputation and previous dealings with customers may have been essential in the pre-digital

era, when people had to visit dealerships in order to get information. But today, with so many resources available online, consumers are much more likely to decide on a car and then search to find the dealer who has the car they want at the lowest price.

While dealers overestimate the value of their reputation, they underestimate the importance of good customer service throughout the sales process and their customers' desire for a less-aggressive approach from salespeople.

TOP FIVE REASONS FOR SELECTING A DEALERSHIP

CONSUMERS SAY:

- 1. Lowest Overall Price 49%
- 2. Vehicle Inventory 41%
- 3. Customer Service 36%
- 4. Dealership Reputation 32%
- 5. Less Pushy Sales Environments 30%

DEALERS THINK:

- 1. Dealership Reputation 48%
- 2. Prior Positive Experience 41%
- 3. Vehicle Inventory 36%
- 4. Salesperson Reputation 30%
- 5. Lowest Overall Price 24%



HOW CONSUMERS RESEARCH AND SHOP TODAY

Instead of shopping around at multiple dealerships, consumers start their research online—and they may complete the shopping process before they even step into a dealership. While people used to visit five to six different dealerships before buying a car, today, they typically visit only one to two, our research found.

More than three quarters (84 percent) of auto shoppers do online research, and 59 percent visit fewer dealerships because they've been able to narrow their options during this process.

"I AM GOING TO FEWER CAR LOTS BECAUSE MOST OF WHAT I WANT TO KNOW AS A CONSUMER IS AVAILABLE ONLINE."

-CONSUMER

Although digital and mobile media make car shopping more efficient, buyers still devote a great deal of time to doing their homework. They spend an average of nine hours researching online before walking into a dealership. This research includes visiting an average of seven automotive sites, including manufacturer, dealer and third-party websites. Their online research heavily influences every part of the buying decision: especially brand, purchase price, and the dealership that ultimately lands the deal.

The dealer's website is increasingly important, given that more than three quarters of shoppers (78 percent) visit a dealership's website prior to visiting in person. Although we have found that the consumer journey is not a linear path, customers surveyed were more likely to start their online research at dealership sites. This was contrary to the dealer perception that more of them started their research on other sites before coming to the dealer site when they were closer to purchase. In other words, dealers may underestimate the importance of their website features in earlier stages of the research process.

84% OF AUTO SHOPPERS DO ONLINE RESEARCH

70% START SHOPPING AT A DEALER WEBSITE OR THIRD-PARTY SITE

59% ARE VISITING FEWER DEALERSHIPS DUE TO ONLINE RESEARCH

51% ARE IN-MARKET FOR 30 DAYS OR LESS



DIGITAL AND MOBILE INFORMATION SOURCES EMPOWER AUTO SHOPPERS TO MAKE BETTER INFORMED, FASTER DECISIONS, AND VISIT FEWER DEALERSHIPS IN PERSON.

INFLUENCE ON PURCHASE DECISION



The efficiency of online research also compresses the overall car-buying experience. Half of all acquisitions happen within a 30-day window. No matter where automotive content lives, customers are seeking information that will help reduce their time at the dealership by arriving armed with all the right information and a narrowed set of choices.

TOP 10 MOST HELPFUL ONLINE CONTENT AND SHOPPING TOOLS

① 84% CAR PRICING

⑤ 65% VIEW PHOTO GALLERY

⑨ 57% CURRENT CAR VALUE


② 79% COMPARE MODELS

⑥ 62% BUILD AND PRICE

⑩ 56% SPECIAL OFFERS

③ 72% FUEL ECONOMY

⑦ 65% RELIABILITY INFORMATION

 ONLINE RESEARCH MAY CONVERT IN-PERSON SHOPPERS FASTER. WITH A COMPRESSED SHOPPING TIMELINE AND EARLY VISITS TO THE DEALER'S WEBSITE, PEOPLE WHO WALK INTO THE DEALERSHIP MAY ALREADY BE PRIMED TO BUY.

④ 68% CAR REVIEWS

⑧ 63% SEARCH VEHICLE INVENTORY

That said, we identified different reasons why shoppers visit manufacturer, dealer, and third-party automotive sites. But it's important to note that on each, they're looking for pricing information—ultimately the most influential factor that drives their dealership visit.

TOP REASONS TO VISIT A DEALER WEBSITE

41% SEARCH VEHICLE INVENTORY

37% **CAR PRICING**

31% SPECIAL OFFERS

27% DEALER INFORMATION

27% DEALERSHIP PRICING/QUOTE

TOP REASONS TO VISIT A 3RD-PARTY WEBSITE

48% CAR REVIEWS

42% COMPARE MODELS

40% **CAR PRICING**

39% RELIABILITY INFORMATION

30% CURRENT CAR VALUE

TOP REASONS TO VISIT A MANUFACTURER WEBSITE

50% COMPARE MODELS

41% VIEW PHOTO GALLERY

39% BUILD AND PRICE

27% FUEL ECONOMY

36% **CAR PRICING**

While shoppers visit all three kinds of automotive websites, we found that more research and shopping activities take place on manufacturer and third-party auto sites. This highlights the importance of dealers reaching consumers while they're comparing models and putting together their consideration sets—which could happen before, during, or after they visit dealer sites.

Among the three kinds of sites, third-party auto sites are more trusted and have greater overall influence. They're most influential for comparing models, researching reliability, and finding trade-in values. Dealership sites are most influential for inventory, special offers, and pricing, while manufacturer sites are primarily used to configure and price cars, as well as check fuel economy. Overall, OEM sites were found to have the least influence on the final purchase decision.

NUMBER OF CONSUMER SHOPPING ACTIONS*

3.5 | DEALERSHIP SITE

4.1 | MANUFACTURER SITE

4.2 | 3RD-PARTY SITE

"I'M LOOKING FOR COMPARISONS (BECAUSE IN THE INTEREST OF TIME, I NEED TO NARROW DOWN MY LIST BEFORE GETTING TOO SERIOUS/DOING TEST DRIVES), AND REVIEWS (BECAUSE I WANT TO KNOW WHAT REAL CONSUMERS OR EXPERTS THINK OF THESE VEHICLES VS. WHAT THE MANUFACTURERS WANT ME TO THINK)."

- CONSUMER

While digital media are heavily used for research, many consumers want to shift even more of the process online. They're especially interested in handling the financing and trade-in processes online, which isn't surprising: These are prime pain points for car buyers, since they take the longest amount of time at the dealership.

But among respondents, we found there is a generational divide when it comes to shifting more of the actual buying process online. While we found little difference in the use of online research between younger and older shoppers, the younger cohort, aged 18 to 49, was more likely to prefer to handle almost every aspect of the buying process online, from interacting with a salesperson through signing the sales contract.

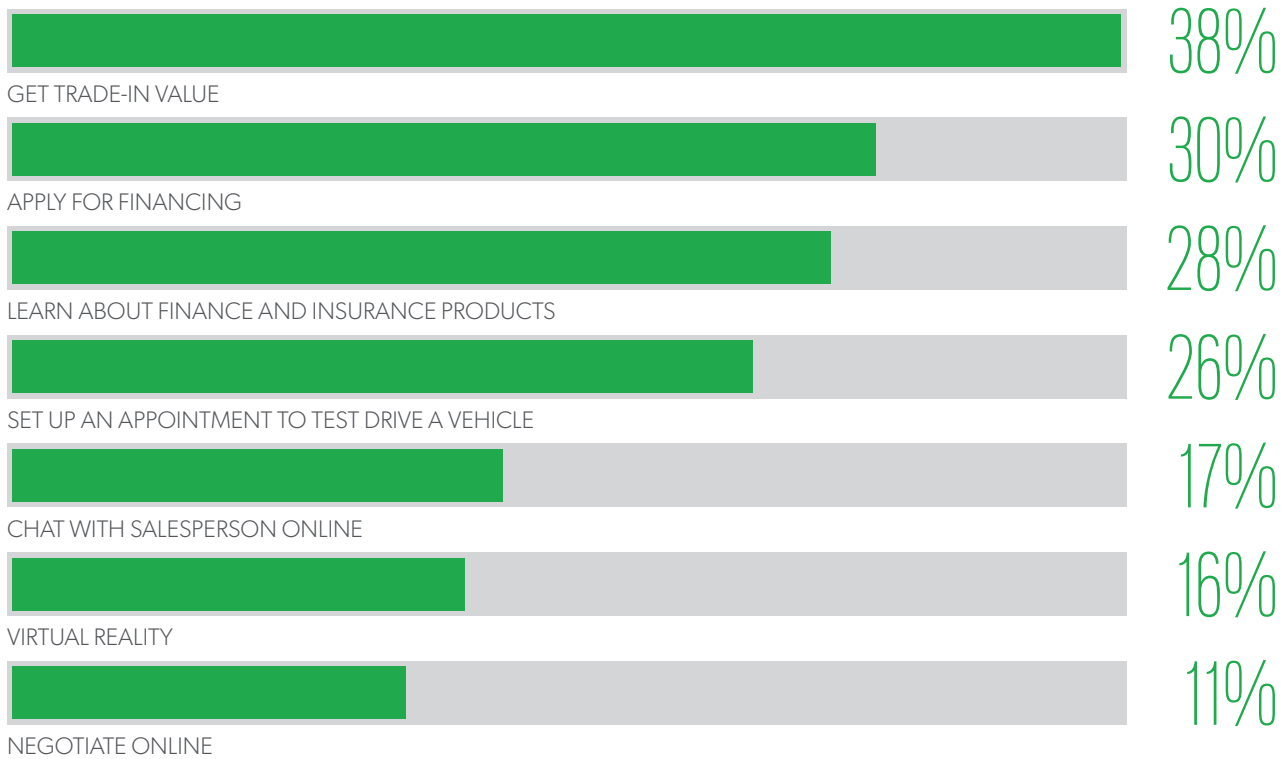
Dealers can gain a competitive advantage by highlighting on their websites anything they've done to make the sales process more efficient and linking to whatever steps in the process consumers can do online to reduce their time at the dealership.



YOUNGER CONSUMERS, AGED 18 TO 49, PREFER TO COMMUNICATE WITH DEALERSHIPS DIGITALLY. APPLYING FOR FINANCING TOPS THE LIST OF ACTIVITIES THEY'D RATHER DO ONLINE.

*Shopping activities included: compare models, build & price, photo gallery, vehicle pricing, fuel economy, safety, trim levels, special offers, search inventory, find dealer information, trade-in value, financing information, certified pre-owned (cpo), request a quote, video of vehicle interested in, determine vehicle reliability

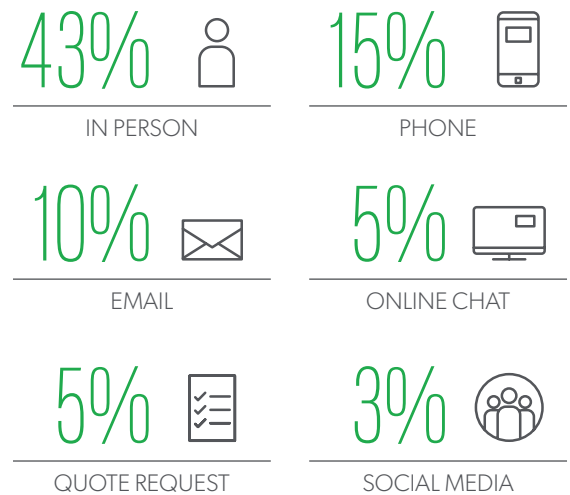
MOST-PREFERRED ONLINE SHOPPING ACTIVITIES



Dealers also place too much faith in social media for attracting customers. Another recent survey of in-market or intending car buyers found that only 11 percent of consumers use social media to research online before visiting a dealership, while dealers saw social media as having an equal return on investment to their websites! Our research had similar findings. Eighty-two percent of dealerships interviewed engaged in social media, and 91 percent of those believed that customers acted as a result. But only 8 percent of consumers said they saw social media ads for the dealerships and took some action as a result.

In an increasingly social world, there's no doubt that social media should be a part of dealers' strategy, but they should prioritize making sure that their websites and online messaging provide consistent and transparent information on inventory and prices in order to attract more customers to their showrooms.

FIRST CONTACT MADE WITH DEALERSHIP



LUXURY SHOPPERS PREFER DIGITAL: THEY'RE MORE LIKELY TO MAKE FIRST CONTACT VIA ONLINE FORM, TEXT MESSAGE, DIGITAL AD OR SOCIAL MEDIA. NON-LUXURY SHOPPERS ARE MORE LIKELY TO MAKE FIRST CONTACT VIA IN-PERSON VISIT, PHONE CALL, OR EMAIL.

THE DEALERSHIP EXPERIENCE

Once shoppers have narrowed down their choices and found dealerships with the right inventory and pricing, it's time for a trip to see the cars in person—and maybe strike a deal. For four out of 10 shoppers, actually walking onto the showroom floor will be their first contact with a dealership.

Let's not forget: It's also their first physical contact with the car. Despite consumers' reliance on digital media for research, the showroom visit has undeniable impact. This is when the emotional parts of the decision-making process kick in. The visual appeal of cars gleaming in the sun or glinting under showroom lights can be alluring. Climbing inside a car is a whole new experience from looking at photos and videos online. Cushy seats, that new-car smell, the luster of the dashboard validate the rational choice and bring home what the ownership experience would be like. And no digital media can adequately replace taking the car out on the open road.

PURCHASE DECISION STAGE

One in four consumers who visit the dealership already have selected the brand, model, and options, and are ready to buy. Almost as many (one in five) haven't decided whether they want to replace their current vehicle.

24% | HAD SELECTED THE VEHICLE'S BRAND, MODEL, AND OPTIONS, AS WELL AS THE DEALERSHIP, AND WERE READY TO PURCHASE

13% | HAD SELECTED BRAND AND MODEL, BUT WERE STILL DECIDING WHICH OPTIONS TO GET

12% | HAD SELECTED THE BRAND, BUT WERE STILL DECIDING WHICH MODEL TO GET

24% | HAD NOT YET DECIDED THE BRAND OR MANUFACTURER

19% | HAD NOT YET DECIDED WHETHER TO KEEP CURRENT VEHICLE OR REPLACE IT WITH ANOTHER ONE



Once someone has begun the buying process, email is a convenient way to move it forward. In fact, 24 percent use email early in the buying process because it lets consumers ask questions in a way that feels less vulnerable. It's a better way to perform an inventory check to make sure that a particular dealer actually has access to the make and model they want. It also provides an electronic copy of what was discussed, which is especially important for negotiating price and trade-in value.

Face-to-face communication becomes increasingly important at the end of the process. Three quarters (76 percent) of consumers think they get better pricing by negotiating in person as opposed to online.

This is an important point. Negotiating the deal is one of the main points of contention between dealer and consumer—and the biggest contributor to the distrust and frustration that both sides feel. And yet, it's based on a misperception. No one—not buyers nor sales associates—likes the lengthy purchase process, and both sides feel misunderstood and disrespected. Nevertheless, price negotiation is the point in the process where face-to-face communication is key.

In general, we found consumers actually want more in-person communication than dealers do. Dealers prefer phone calls to meetings, and that may be why they think their customers do, too. In fact, by taking the time to sit down with buyers, dealers can increase their satisfaction with the whole experience. It's up to dealers to shift their interactions with customers into a healthier, more productive, and more efficient process.

When it comes to sales associates, consumers are clear about how they want to be treated. The perfect car salesperson is considerate of a customer's time, knowledgeable about cars and inventory, and respectful. But what customers value the most is salespeople who don't use high-pressure sales tactics.

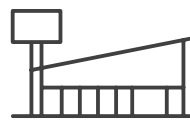
"BECAUSE OF FEWER DEALERSHIP VISITS, THE IMPRESSION YOU MADE FACE-TO-FACE IN THE PAST IS ONE YOU NOW HAVE TO MAKE ON THE PHONE OR THROUGH AN EMAIL EXCHANGE IN ORDER TO EVEN GET THEM IN THE DOOR."

- DEALER

"LISTENING TO WHAT YOUR WANTS AND NEEDS ARE AND RESPECTING YOUR BUDGET WOULD HELP. SO WOULD BEING POLITE AND TREATING YOU LIKE A VALUABLE CUSTOMER."

- CONSUMER

TOP SALESPERSON ATTRIBUTES



Overall, customers prefer to deal with a salesperson who is non-commissioned, near their own age, and is a specialist who knows the product really well. Dealerships that have moved away from commission-based pay structures should highlight this on their websites and in advertising, because it can reassure consumers that it's a less-pressured environment

Another key way to increase customer satisfaction is by reducing the time customers spend at the dealership in order to actually buy the car. Once they've decided, buyers spend an average of 3.2 hours at the dealership negotiating, signing paperwork, and taking delivery. Time is valuable for customers and sales associates, so reducing the overall time spent is well worth it.

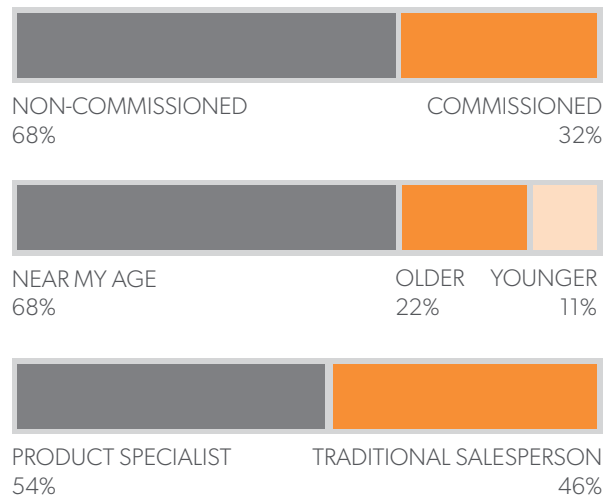
Pricing and negotiation are sore issues for both shoppers and dealers. A full 86 percent of consumers already have a price in mind for the car they want before visiting the dealership. Half have used third-party auto sites to help them determine what's a fair price. But then, the frustrations begin.

"THE ROLE OF THE SALESPERSON HAS CHANGED FROM MASTER NEGOTIATOR TO MASTER CONSULTANT. YOU NEED TO BE AN ADVOCATE FOR YOUR CUSTOMER, WORKING FOR THEM TO GET THE RIGHT DEAL, THE RIGHT PRICE AND THE RIGHT VEHICLE."

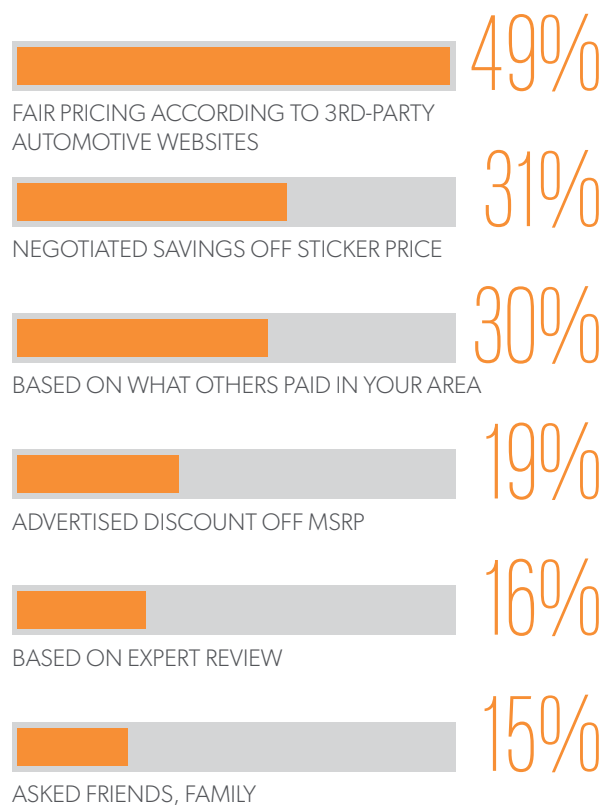
- DEALER

There's enormous tension about what's a "fair price," and, in this regard, dealers suffer from a credibility issue. Consumers think dealers' margins are higher than they actually are, while dealers find online pricing is often inaccurate. Eighty-one percent of consumers don't believe a dealer's "lowest price" and still expect to be able to negotiate savings of a few hundred to a few thousand dollars. At the same time, customers may not understand how cars are priced, which can lead to distrust and frustration. For example, there are often questions around whether the dealer or the manufacturer sets the price, what costs are built into that price, and what (if any) aspects does the dealer have the ability to negotiate. Consumers believe that dealers are making a large profit, while dealers today are saying that they don't make money until they hit volume goals, which are often a challenge to reach.

CONSUMERS PREFER TO DEAL WITH A SALESPERSON WHO IS



HOW CONSUMERS DETERMINE A FAIR PRICE



"SOMETIMES YOU HAVE TO REMIND THE CUSTOMER THEY ARE HERE BECAUSE I HAVE ADVERTISED THE BEST PRICE—AND I CAN'T GO ANY LOWER."

- DEALER

Despite nine out of 10 consumers having at least some interest in a "no-haggle" model for car buying, most still prefer to negotiate their own deal versus other ways of settling on a price. And, even though most agree that the sales process takes too long, they're still willing to spend a half hour or longer bargaining to save even \$100. Men are willing to wrangle with the dealer for twice as long as women to save that hundred bucks.



CONSUMERS' DESIRE TO NEGOTIATE THEIR OWN DEAL VS. THE NO-HAGGLING APPROACH HAS MORE TO DO WITH A LACK OF TRUST WITH DEALERSHIP PRICING THAN A DESIRE TO BARGAIN.

HOW LONG WOULD YOU BE WILLING TO NEGOTIATE TO SAVE?



"WHAT I DON'T LIKE ABOUT DEALERSHIPS IS THE PRICE HAGGLING. IF I TELL YOU, 'THIS IS WHAT I WANT TO PAY FOR THE CAR,' JUST BE UPFRONT AND SAY, 'NO, WE CAN'T DO THAT,' AND I WILL MOVE ON."

- CONSUMER



HOW TO GROW SATISFACTION AND INCREASE SALES

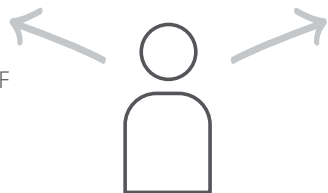
We found that, despite the complaints they express, the majority of consumers (61 percent) were, overall, satisfied with their dealership experience. Those who were dissatisfied were least happy with the finance department. However, this could be due to their not qualifying for advertised, low financing rates or their own credit issues, rather than the performance of the finance department itself.

Another bright spot is that one third of consumers (32 percent) said the car-buying experience had improved from their last purchase or lease. Our take is that dealerships are stepping up to the new reality of car buying. A full 80 percent of dealerships have made changes in the past three years to adapt to changing customer expectations.

HOW THE DEALERSHIP EXPERIENCE HAS CHANGED

WHY IT'S BETTER

- » BETTER SALES STAFF
- » LESS STRESSFUL
- » BETTER PROCESS
- » FASTER
- » NO HAGGLING



WHY IT'S WORSE

- » TOOK TOO LONG
- » POOR SALES STAFF
- » MORE EXPENSIVE

The single most-important way to satisfy customers is by making the car-buying process simple and fast. If dealers can accomplish this, it's a relatively strong way to differentiate their showroom from the one down the street.

HOW DEALERSHIP COULD HAVE INCREASED SATISFACTION

(among those dissatisfied)

37% SIMPLE, FAST EXPERIENCE

33% TRANSPARENT PRICING



THERE'S A HUGE OPPORTUNITY TO SURPRISE AND DELIGHT THE TWO THIRDS OF CONSUMERS WHO SAY NOTHING HAS CHANGED—OR THE CAR-SHOPPING EXPERIENCE HAS GOTTEN WORSE.

"IF THE FOLKS ARE HERE AND HAVE DONE THEIR RESEARCH, THE GROUNDWORK IS THERE TO PUT TOGETHER A DEAL. IT MAKES THE WHOLE PROCESS EASIER AND QUICKER FOR BOTH SIDES."

– DEALER



Dealers can also be proactive in modernizing the buying experience. Training sales associates to be consultants and letting them guide customers through the entire process, including finance, was the change most interesting to consumers. As we saw before, there is strong interest in the no-haggle pricing method, if only dealers can gain their customers' trust.

Finally, it's time to experiment with concierge and subscription services that will not only delight customers but can also provide new revenue to dealers. While the majority of car buyers are at least somewhat interested in these services, interest is higher among luxury shoppers.

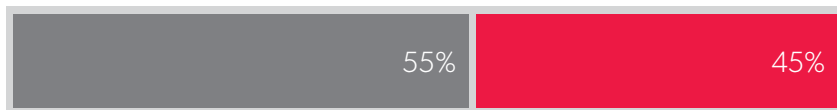


THE TWO WORST CONSUMER PAIN POINTS ARE BEING PASSED FROM PERSON TO PERSON OR DEPARTMENT TO DEPARTMENT AND FEELING LIKE A SALE INSTEAD OF A PERSON. ADDRESSING THESE IS THE BEST WAY TO IMPROVE THE RETAIL EXPERIENCE AT THE DEALERSHIP.

INTEREST IN NEW CAR-SHOPPING EXPERIENCES



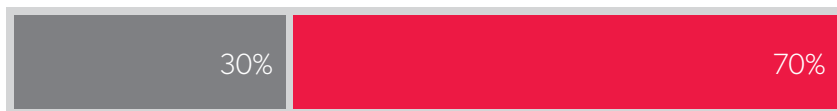
DEAL WITH ONE PERSON ONLY



NO HAGGLING



CONCIERGE SERVICE



SUBSCRIPTION SERVICES

Strong Interest
 Some Interest

Sixty-one percent of luxury buyers have a strong interest in concierge services, as opposed to 37 percent of non-luxury buyers.

Similarly, 48 percent of luxury buyers have a strong interest in subscription service, as opposed to 26 percent of non-luxury buyers.

IN CONCLUSION

The organic shift in the way consumers approach selecting and buying a car still represents a rich opportunity for dealers. Their interactions with consumers will simply be more digital.

Eight out of 10 car buyers are doing online research, but the challenge is less about finding them and more about reaching them with the right message. Dealers need to be diversified and shouldn't prioritize a single communication channel, even if it promises to be the latest and greatest platform. Their digital presence, from their website to online ads and social media, will contribute to their brand reputation, as well as attract the consumer into the store.

"THE PROCESS WILL EVOLVE INTO A FAST AND EASY PURCHASE FOR THE BUYER SOON. THE CAR BUSINESS WILL HAVE MORE PRODUCT SPECIALISTS AND OFFER ONE POINT OF CONTACT, AND NEGOTIATIONS WILL BE GOING AWAY."

– AUTO DEALER

One thing is certain. Moving as many processes as possible online will benefit dealers by reducing their own sales time and defusing some of consumers' wariness about car dealers, so they start the process off on a better foot.

MOVE TOWARD TRANSPARENT PRICING

Auto pricing is confusing for consumers, and this is an area in which the auto manufacturer and the dealer should come together to transform the pricing model for the future. As it stands today, digital research may hinder as much as help, because consumers do not trust that dealers will honor prices that they see advertised online (something that is often out of the dealer's control). We think there is a direct correlation between consumer satisfaction and pricing transparency, so collectively, the industry should continue working towards a market-wide shift in pricing to gain consumer trust and change perceptions around the car-buying process.

USE COLLABORATIVE SELLING

Consumers don't want to feel pressured, and, as our survey showed, many of them walk into the dealership ready to resist a hard sell. Sales associates should focus on identifying their customers' needs and then helping them determine whether the dealership has the vehicle, price and financing option that meets those needs. This could require additional product training from the OEM, as well as communications training for sales associates to help them listen better and respond to what they're hearing, in order to personalize the experience for the consumer. Additionally, moving salespeople away from commissions could be a step in the right direction, so that they're willing to let customers walk away if they can't meet their needs.

REDUCE TRANSACTION TIME

The hours spent at the dealership hammering out a deal benefit neither party. Moving toward transparent pricing and online tools that get the finance process underway before coming to the dealership would help to improve the buying process for both sides. If digital communication, when answered promptly, allows the consumer to get a lot of questions out of the way, confirms that the exact vehicle they want is available at the dealership, and checks that a price or finance offer can be attained (based on credit score or finance application), then they should only need to come in to complete the transaction and drive the car away. After all, a car purchase is exciting, so more emphasis should be placed on making the experience enjoyable, rather than a process that consumers dread.

¹John Irwin, Dealers focused on social media are losing sales: Kijiji study (Automotive News, September 3, 2018).

