

Navigating the Path Forward: Auto (US)

Solving for what matters today to be
ready for what matters tomorrow

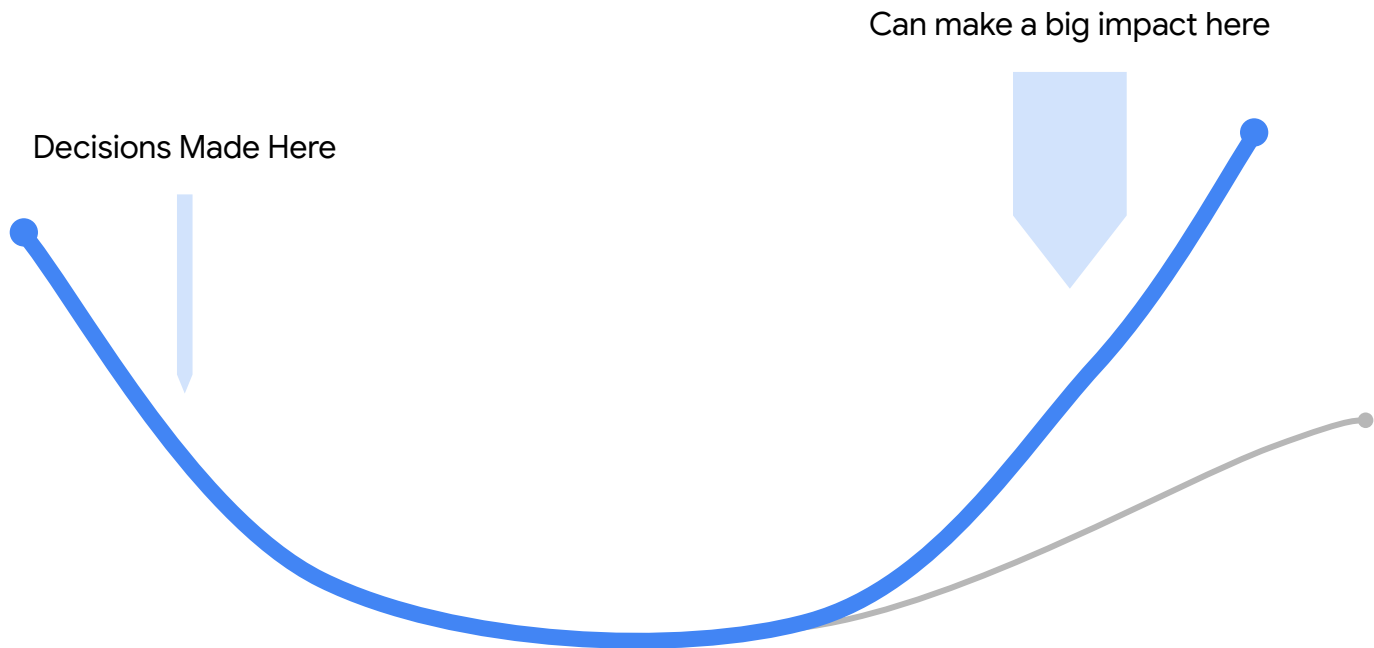


June 2020

The path forward is paved with
uncertainty

Solve for what matters today to be
ready for what matters tomorrow.

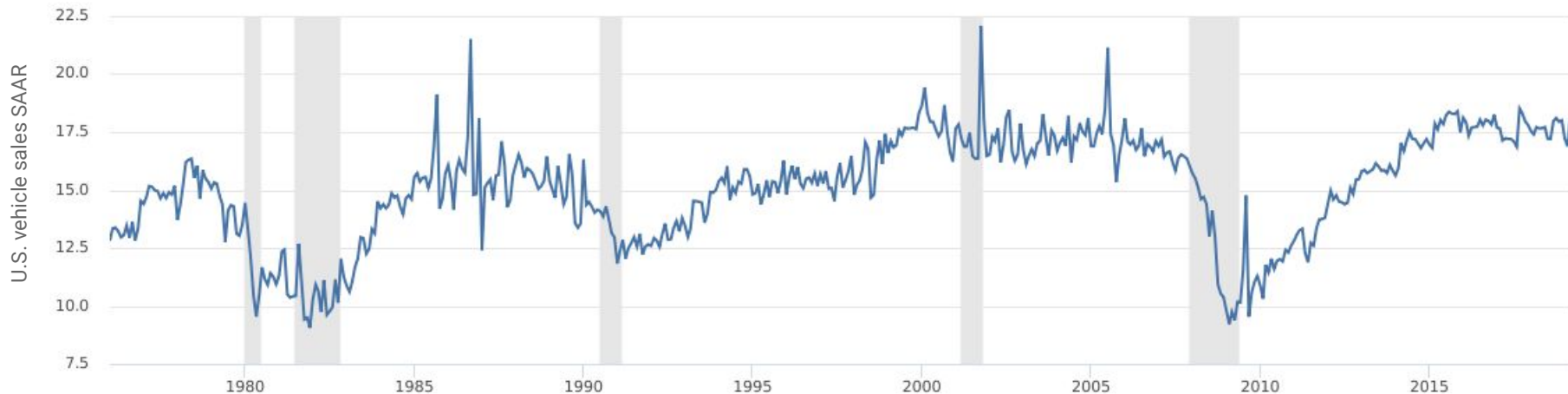
What history has taught us about navigating uncertainty...



The auto industry is no stranger to crisis

**Auto “normalization”
Recession of 1981–82**

**Auto “normalization”
2008 Financial Crisis**

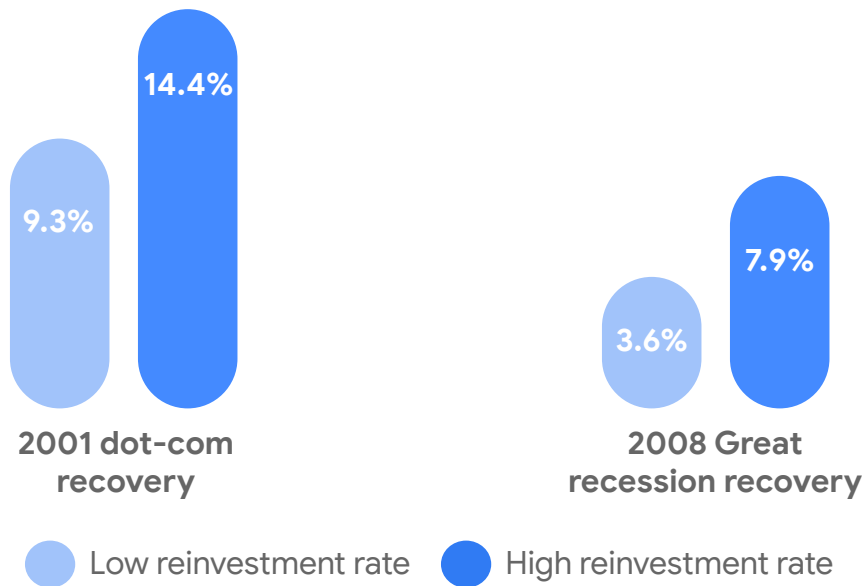


Shaded areas indicate U.S. recessions

US economic contractions have led to declines in US light vehicle sales of between 20% and 40%,
with full recoveries taking 2 to 7 years

Focusing on growth during a downturn has helped companies emerge stronger

Revenue growth based on company reinvestment rate during recession
(4-year CAGR during recession recovery)





BUT THIS CRISIS IS DIFFERENT...



The path forward is paved with uncertainty

Key uncertainties

Epidemic

- When will shelter-in-place be lifted?
- How will that be phased by region?
- When will international travel reopen?

At Home

- Which “at home” behaviors will be permanent?
- Which “at home” behaviors will be impermanent, but important enough for marketers to address?

Economic & Policy

- What will the shape of economic recovery look like?
- What will be the impact on privacy and regulations?

Implications for Automotive

- What are signs of recovery in automotive by region and how do automotive brands react and engage?
- What is the short and long-term impact on consumer sentiment for large purchases such as new vehicles?
- How will consumer expectations of how they shop and buy vehicles at the dealership vs. online?
- How does processes for manufacturing and supply chains restart and evolve in the new normal?

While the timing of COVID-19 recovery and economic recovery is uncertain, there are productive measures we can take at every stage to help prepare your business for recovery.

[INTERNAL] How Google views market recovery stages

		FOCUS FOR THIS DECK			
		React [managing crisis]	Respond [pre-recovery]	Rebuild [demand returns]	Reframe [new normal]
Societal		<ul style="list-style-type: none"> # of cases increasing Movement/travel shutdown Economic activity has come to a standstill 	<ul style="list-style-type: none"> # of cases stabilizing General movement curbs Recommendations remain Domestic economic movements start to re-open 	<ul style="list-style-type: none"> No new cases Localized movement curbs Recommendations remain International economic movements re-open 	<ul style="list-style-type: none"> No new cases No movement restrictions Domestic/International economic movements re-open
		Resolve immediate challenges imposed by COVID-19.	Take action before demand returns.	Monitor the relevant signs of recovery and capture demand.	Reframe marketing practices to solve for known disruptions.

01 | RESPOND

Take action early

to recognize sudden shifts in consumer behavior and lay the foundation for a strong recovery.

02 | REBUILD

Monitor leading signals

to capture dynamic demand.

03 | REFRAME

Accelerate digital transformation

to build long-term business resilience.

01

RESPOND

Take action early to recognize sudden shifts in consumer behavior and lay the foundation for a strong recovery.

Google signals gives insight into how people's needs and behaviors evolve as they seek to regain a sense of balance

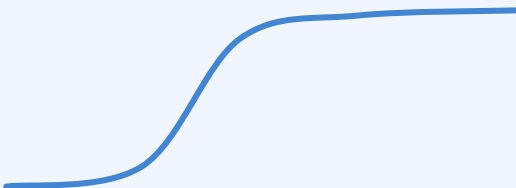
Shock

Sudden change in behavior,
unlikely to sustain



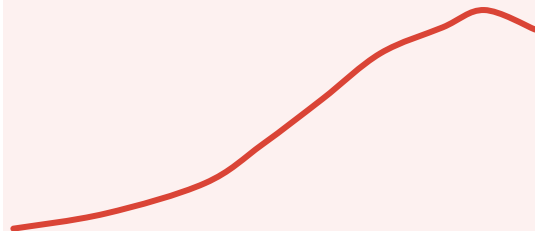
Step-change

Sudden change in behavior,
may sustain

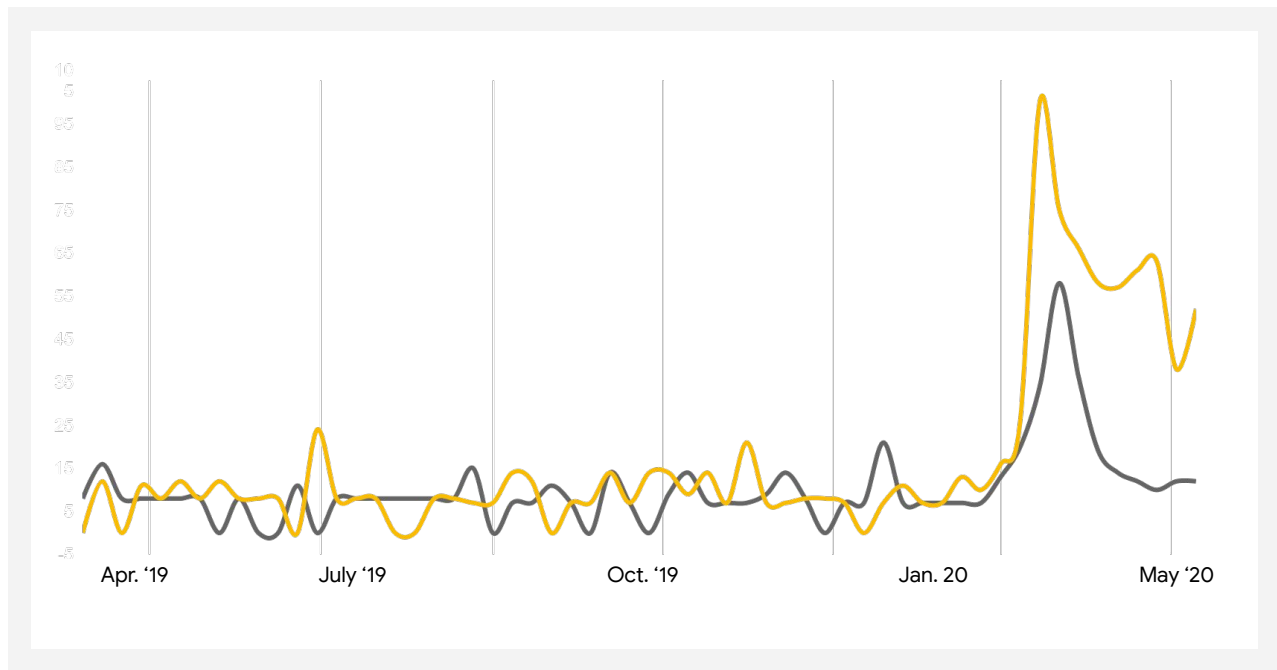


Speed up

Acceleration of existing behavior,
may sustain



Shock: We saw spikes in unique searches by current vehicle owners and auto shoppers



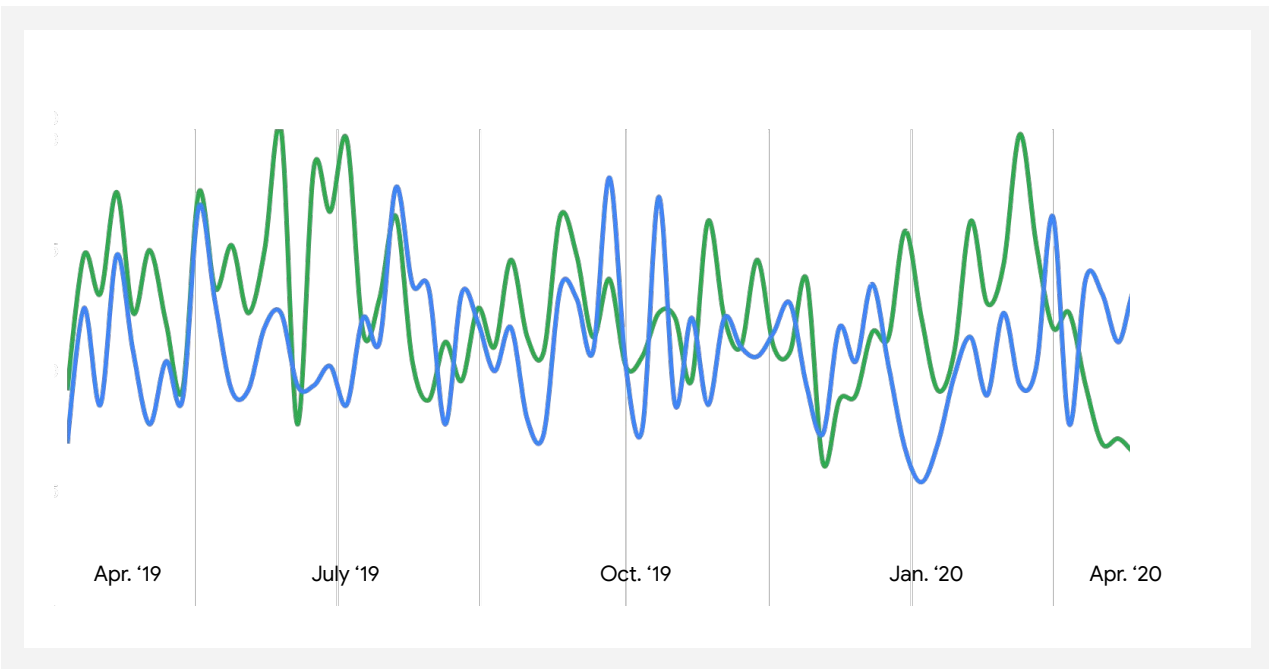
+900% spike

Is it a good time to buy a car

+1500% spike

car payment deferment

Step Change: Financing offers and incentives have pivoted current auto shopping behaviors



March 15-April 11

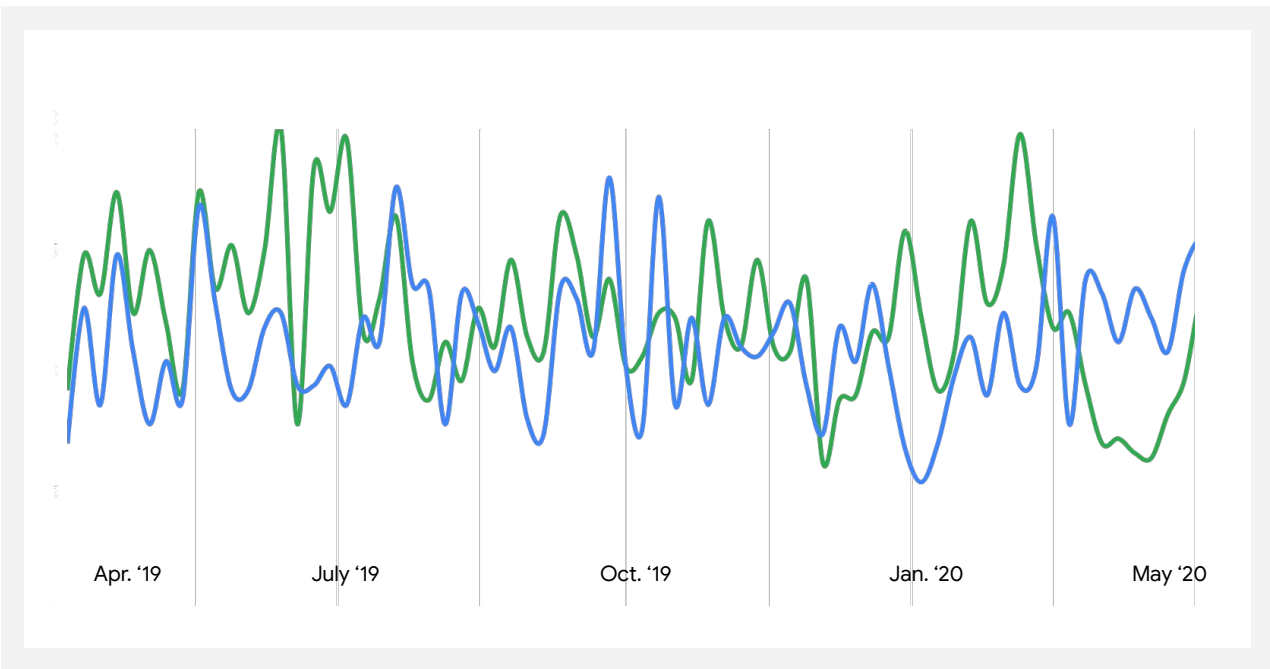
+34% MoM increase

vehicle financing

-38% MoM decline

vehicle leasing

Step Change: Financing offers and incentives have pivoted current auto shopping behaviors



April 12-May 9

+17% MoM increase

vehicle financing

+41% MoM decline

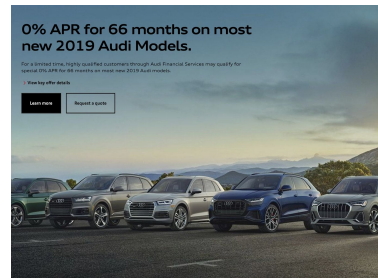
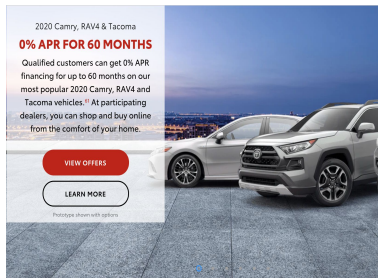
vehicle leasing

High spikes in various incentive search interest as in-market shoppers navigate all the offers

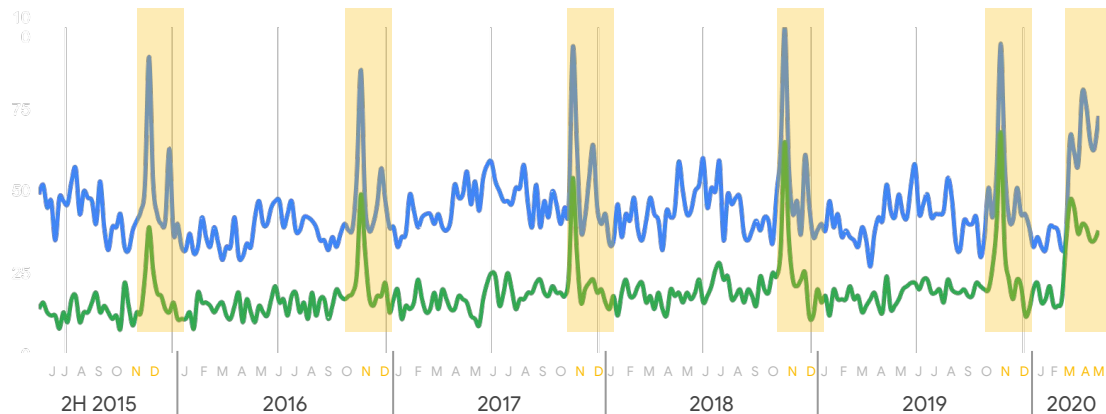
Q Auto Financing Deals



0% auto financing deals	+164%
0% car loan deals	+243%
gm financial 0% interest	+786%
0% financing auto loan	+141%
no interest car loans	+118%
0% apr financing car	+34%



Causing search interest for vehicle deals to reach levels comparable to the top sales events in Nov-Dec.



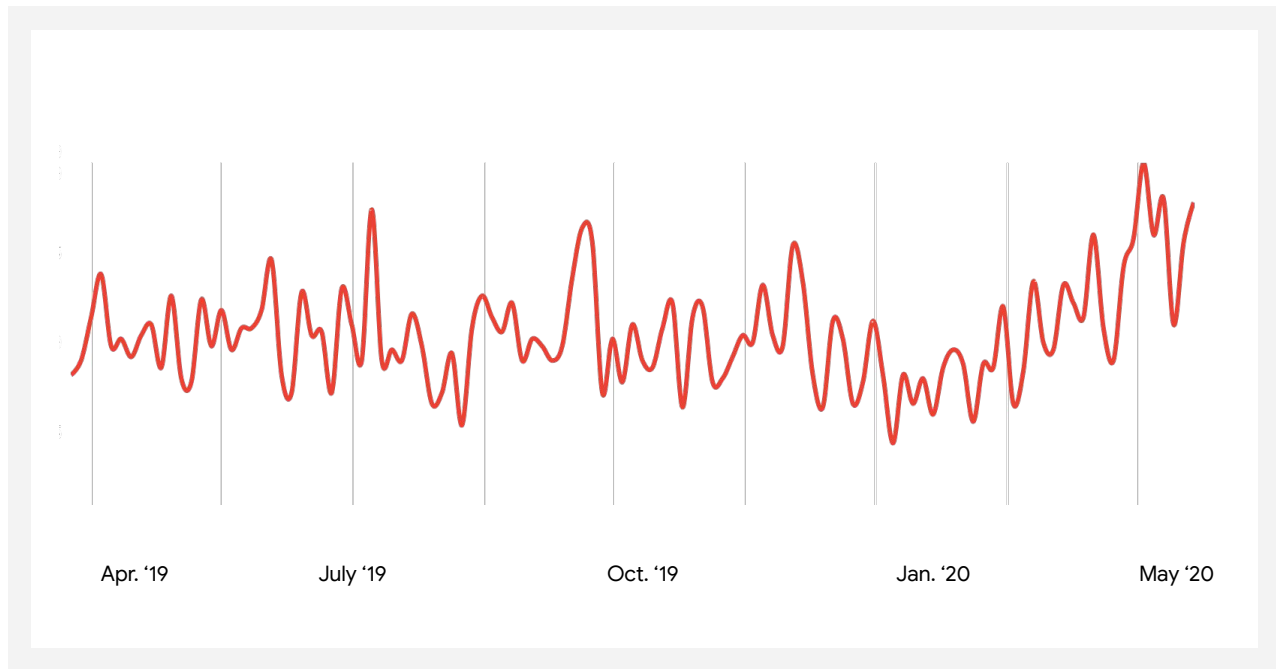
75% MoM Increase

best car deals

40% MoM Increase

truck deals

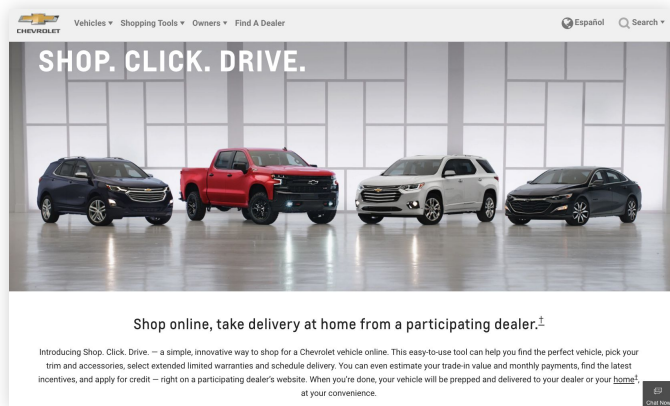
Speed Up: The current reality has accelerated the want and expectation for buying a vehicle online



2x increase from Jan. '20

in searches for shopping and
buying vehicles online

Automotive brands have responded by building online retail experiences to bring the purchase process fully online

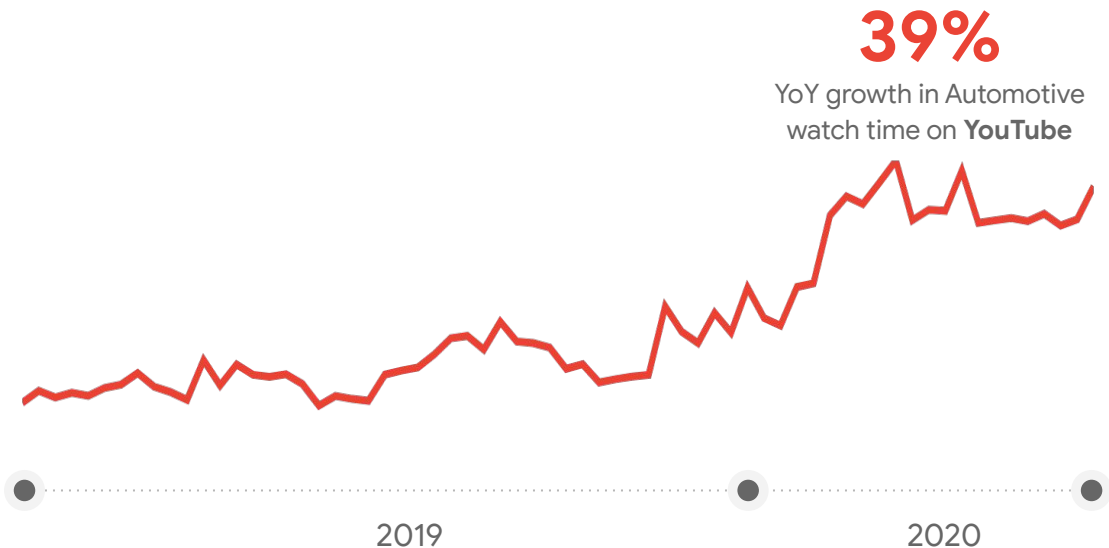


2x increase in searches for
'Shop Click Drive' last 30 days



23% increase in avg. time spent on
Jeep.com since launching their
online retail experience

Automotive brands have responded with online retail experiences to bring the purchase process fully online



YouTube is the **#1** destination for auto purchasers to experience vehicles with video

Harness current auto shopper engagement

Proprietary + Confidential

Respond Plays	How Google can help
1. Shifts in Experience Help auto intenders in new ways to engage and shop for vehicles digitally	<ul style="list-style-type: none">• Update websites to offer seamless online retail experiences including Mobile UX.• Utilize existing creative for at-home vehicle experiences such as video walkarounds and test drives.• React to shifting trends:<ul style="list-style-type: none">-Increase level of vehicle financing and deal search interest-Shoppers seeking content — images, videos, configurators — to experience vehicles at home.
2. Shifts in Marketing Being agile and adaptive in your marketing solutions to keep up with rapid changes in behaviors and trends	<ul style="list-style-type: none">• Use machine learning to address demand volatility by implementing automated bidding and targeting solutions to capture real-time demand.• Capture Demand: Utilize 1P data as well as Google data to reach highly valuable site visitors with special offer messaging. (DV360)• Measurement Excellence: E.g., Search console linked to Google Ads. YouTube channel linked to Google Ads, etc. (Inside Google Marketing Is Measurement During A Pandemic)

Respond Action Plan for [insert brand]

Take action early to recognize sudden shifts in consumer behavior and lay the foundation for a strong recovery.

		Key client opportunity	How Google can help
1	Prioritize Brand Demand	<ul style="list-style-type: none"> 629,300 new retail vehicles were sold in April while a 42% decline vs. forecast it is expected to be the bottom of the drop. Millions of searches occurring around your brand in April from interested shoppers that stayed in market or that still plan to purchase in the near future. 	<ul style="list-style-type: none"> Search: Capture demand for your brand and your vehicles. Utilize automation to maximize efficiency (bidding, attribution) and respond to changing research and auction dynamics effectively. Video: Reach your high intent potential customers by TrueView for Action to target searchers and lookalikes, driving efficiency through the power of machine learning.
2	Focus on Website KPIs and Engage Shoppers	<ul style="list-style-type: none"> Over half of dealership locations were closed at one point. Digital experiences and online purchase options became the priority for those still seeking a new vehicle. In-market audiences combined with performance marketing can drive action from those who staying engaged. 	<ul style="list-style-type: none"> In-Market Audiences with TrueView for Action to drive incremental site visits and conversions. Bumpers and Storytelling IOs are all solutions to increase reach, drive incremental ad recall and consideration. (DV360)
3	Measurement	<ul style="list-style-type: none"> Aligning measurement strategies with the current environment. (Inside Google Marketing Is Measurement During A Pandemic) 	<ul style="list-style-type: none"> Site Engagement - visits / sessions / page views ORE engagement - activity / form fills

02

REBUILD

Monitor leading signals to capture dynamic demand.

For Auto, when demand returns has layers of dependencies

Government Regulations

Dealership Sales Operations

Are dealerships allowed to be physically open or barred from online sales?

U.S. Assembly Plant Production

What is the timeline to reopen vehicle assembly and production plants?

- + State-by-state and phased reopening of the economy
- + Vehicle inventory and availability from imports
- + Will there be another buyer stimulus program similar to Cash for Clunkers?

Consumer Sentiment

In-Market for Vehicles

When will people have discretionary spend for large purchasers such as a new vehicles?

Unemployment Levels

New vehicle sales and unemployment rates have a strong correlation, when will unemployment start to rebound?

- + Overall Consumer Sentiment
- + Comfort of visiting locations such as dealerships
- + Meeting expectation for digital retail experiences to confidently purchase a vehicle online

State regulations has the nation split in half for allowing vehicle sales physically at the dealership location

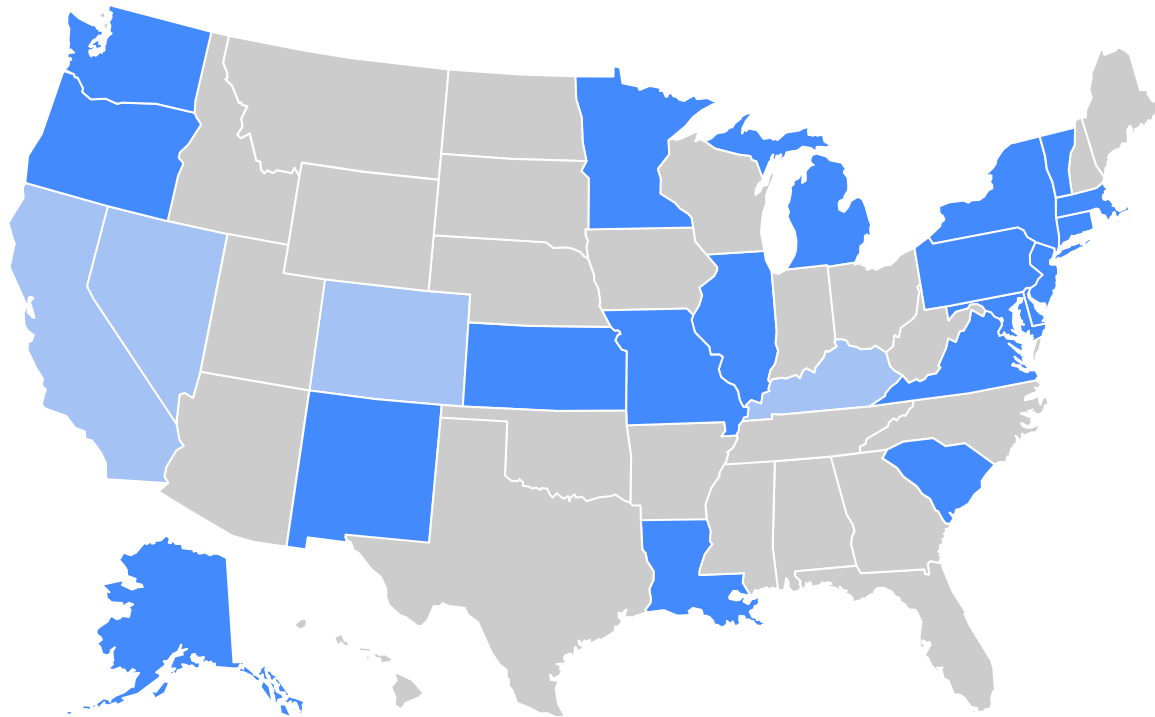
States that are only allowing online or remote sales

Recently lifted restrictions
California, Colorado, Kentucky, Nevada

Michigan, New York, New Jersey
allowing showroom sales by appointment only

21
states
(Week of May 24)

41%
of 2019 sales



Even in these uncertain times, people still remain in-market for a new vehicle



57%

of auto intenders have not altered their planned vehicle purchase timing

additional 23% decided to purchase sooner or just entered market

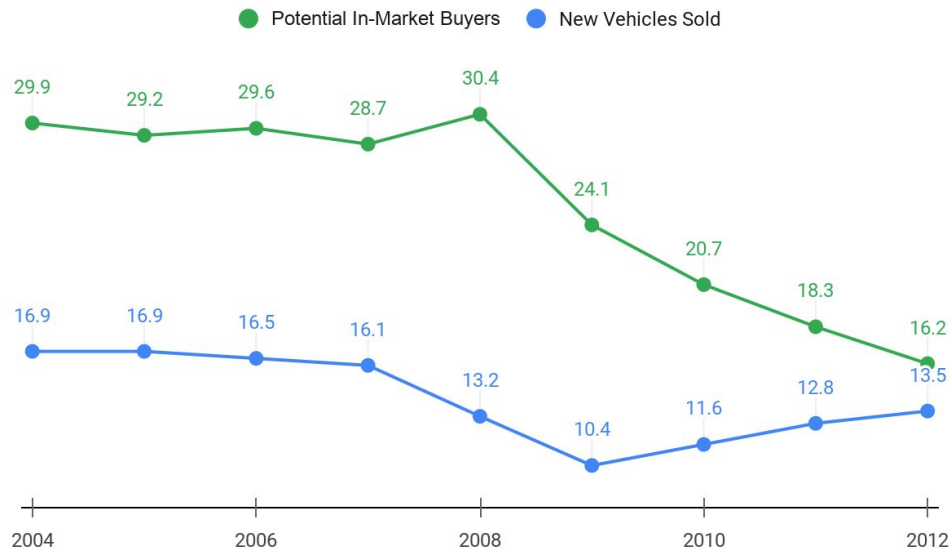


1.98M

new vehicles are forecasted to be sold in the **next 2 months (June-July)**

*-12% vs. beginning of the year forecasts
+19% vs. March-April*

What we learned from the last downturn: In-market auto shoppers have a higher potential to be an actual buyer



High Intent Buyers Emerge During a Downturn

The gap between people stating they are potentially in-market and actual purchasers contracts in market downturns

Google's exclusive signals can help understand **trends** in the how interest and demand is dynamically changing



Q Is it a good time to buy a car? | 

Automotive Search

Trending search interest demand across regions for automotive brands



Mobility & Mindset

Signals across platforms such as Google Maps to understand movement trends across different places such as retail



Surveys & Signals

Real-time surveys and in-market Google signals of auto intender attitudes and behaviors



Sales & Sentiment

Which areas are experiencing and increase in consumer sentiment and sales driven by pull-back of shelter-in-place regulations

Google's exclusive signals can help understand **trends** in the how interest and demand is dynamically changing

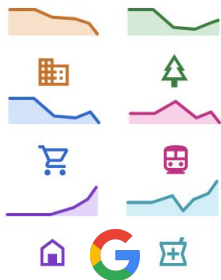


Q Is it a good time to buy a car? | 

Automotive Search

8 weeks

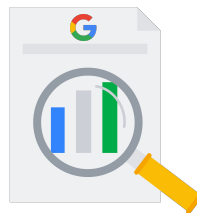
of consecutive search growth since the week of 4/5



Mobility & Mindset

30%

improvement in mobility in the US over the past 4 weeks



Surveys & Signals

1-in-10

of current auto shoppers have entered market in the past 30 days

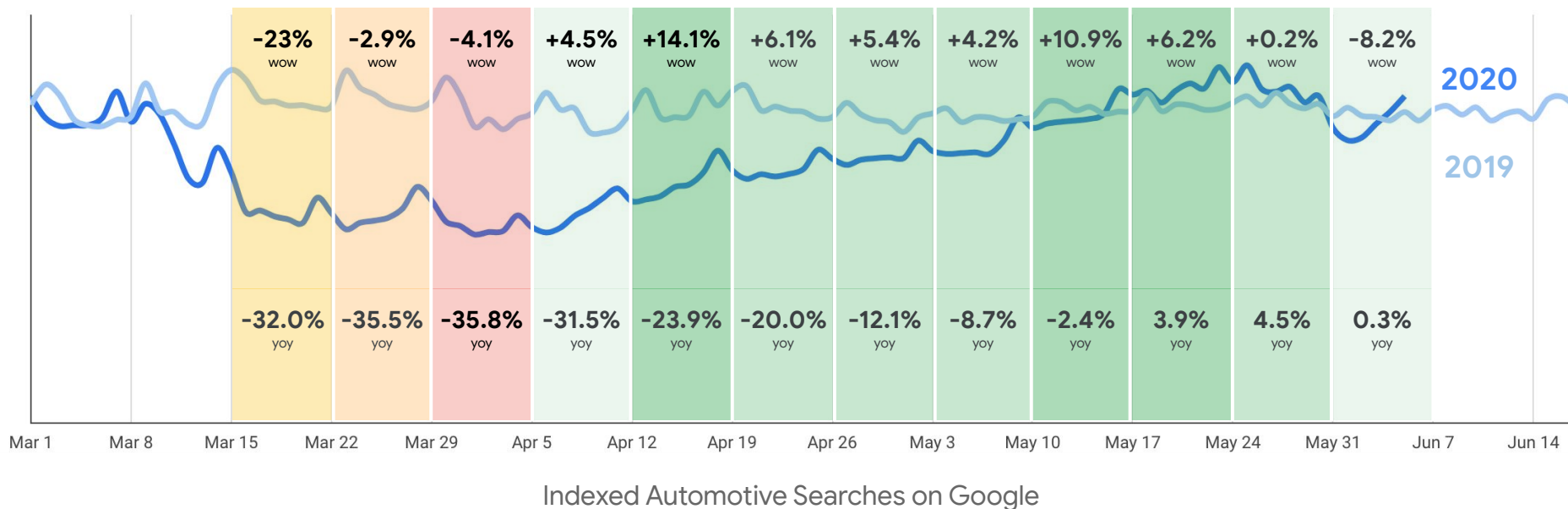


Sales & Sentiment

8 weeks

of consecutive sales growth since the week of 4/5

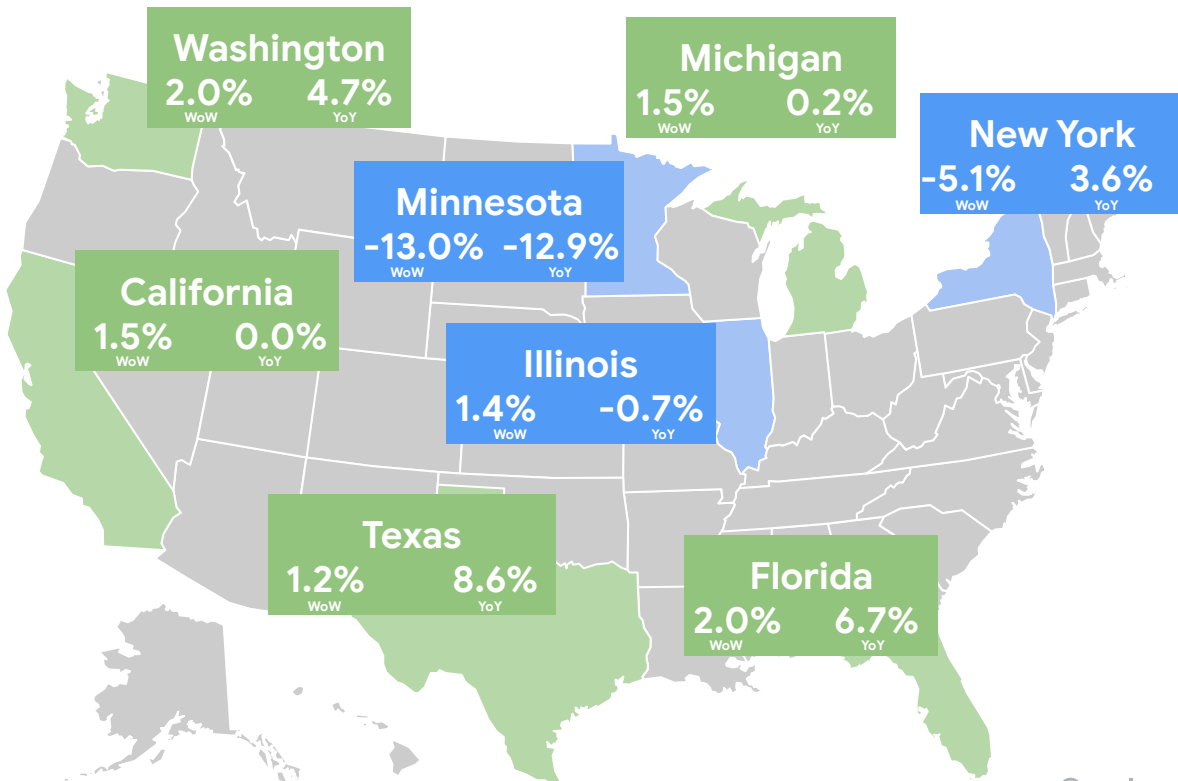
Google automotive search interest has been steadily **improving** over several weeks, aligning with sales trends



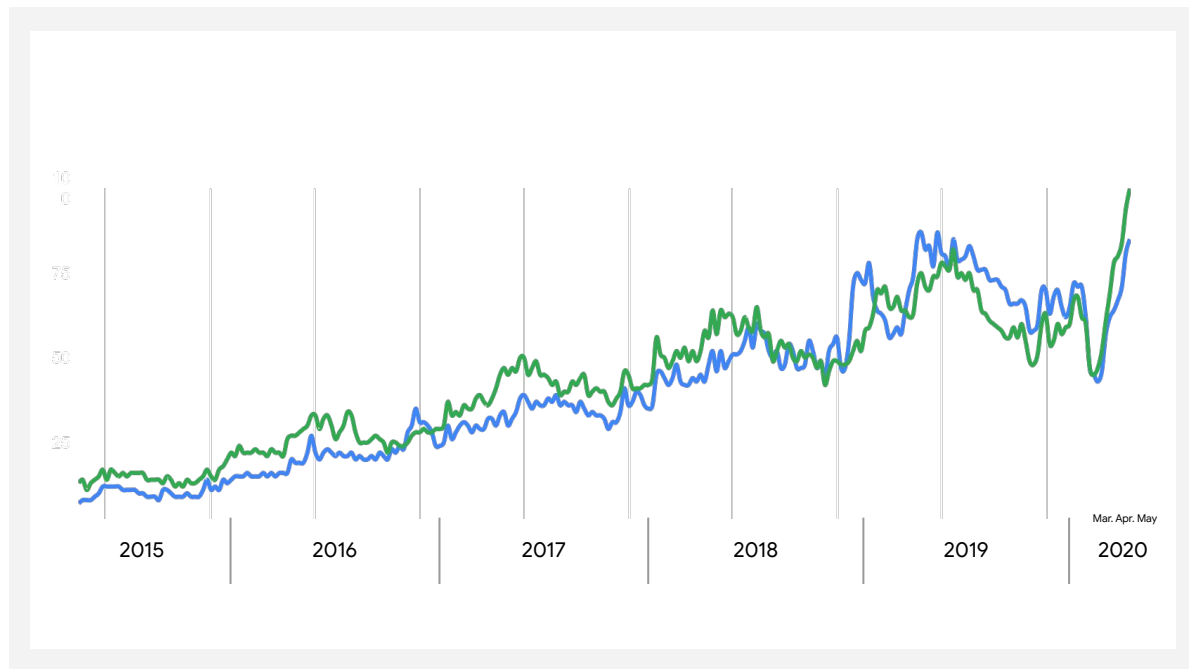
Google search can help understand **where** and **how** consumer interest is dynamically changing

Automotive Brand Searches

0.2% 4.5%
WoW YoY
(May 24-May 30)



Google search can help understand **where dealership demand** interest is growing and declining



"dealership near me"

"dealers near me"

Last 60 Days: +24%

(4/1-5/30 vs. 60 previous days)

Last 30 Days: +55%

(5/1-5/30 vs. 30 previous days)

Last 7 Days: +6%

(5/24-5/30 vs. 7 previous days)

Five key sales states that are early in the path to recovery



California	New York	Pennsylvania	Michigan	Illinois
Limited in dealership sales	Online or Appointment Sales Only	Remote or online sales only	Online or Appointment Sales Only	Remote or online sales only
2019 Sales: 1.6M Rank: 1	936K 4	575K 5	564K 6	498K 8
Search: 0.0% YoY Delta <i>Week of May 24 (US 4.5%)</i>	Search: 3.6% YoY Delta	Search: 2.4% YoY Delta	Search: 0.2% YoY Delta	Search: -0.7% YoY Delta
Mobility: 0.33 Score <i>compared to US baseline 0.79</i>	Mobility: 0.20 Score	Mobility: 0.32 Score	Mobility: 0.56 Score	Mobility: 0.32 Score
Mindset: 1.50 Score <i>compared to US baseline 1.61</i>	Mindset: 1.57 Score	Mindset: 1.84 Score	Mindset: 1.65 Score	Mindset: 1.73 Score
In-Market: 100 Index	In-Market: 80 Index	In-Market: 100 Index	In-Market: 110 Index	In-Market: 90 Index

These 5 states account for 33% of new vehicles sales in the US

Five states that are farther down the path of recovery



Texas	Florida	Ohio	North Carolina	Virginia
2019 Sales: 1.3M Rank: 2	1.1M 3	572K 7	398K 9	322K 12
Search: 8.6% YoY Delta <i>Week of May 24 (US 4.6%)</i>	Search: 6.7% YoY Delta	Search: 10.5% YoY Delta	Search: 4.2% YoY Delta	Search: 3.4% YoY Delta
Mobility: 0.63 Score <i>compared to US baseline 0.79</i>	Mobility: 0.48 Score	Mobility: 1.00 Score	Mobility: 0.71 Score	Mobility: 0.39 Score
Mindset: 1.51 Score <i>compared to US baseline 1.61</i>	Mindset: 1.48 Score	Mindset: 1.77 Score	Mindset: 1.44 Score	Mindset: 1.37 Score
In-Market: 100 Index	In-Market: 100 Index	In-Market: 110 Index	In-Market: 100 Index	In-Market: 100 Index

These 5 states account for 30% of new vehicles sales in the US

Monitor leading signals to capture dynamic demand

Rebuild Plays	How Google can help
1. Shifts in Experience Optimal mix of engaging auto intenders find new way to engage and shop for vehicles digitally	<ul style="list-style-type: none">• Use Google Searches interest, mobility reports and on-going automotive surveys to understand the trends and where demand for vehicles is improving• Search: Align your budget with demand. Test automation to find the right auctions to enter.• Video: Targeting in-market automotive shoppers experimenting with brand “COVID-19” offers messaging and in-market content such as vehicle features.
2. Shifts in Marketing Preparing now for the future of	<ul style="list-style-type: none">• Leverage machine learning to address demand volatility by implementing automated bidding and targeting solutions to capture real-time demand.• Capture Demand: Utilize 1P data as well as Google data to reach highly valuable site visitors with special offer messaging. (DV360)• Measurement Excellence: E.g., Search console linked to Google Ads. YouTube channel linked to Google Ads, etc. (Inside Google Marketing Is Measurement During A Pandemic)

Rebuild Action Plan for [insert brand]

Monitor leading indicators to capture dynamic demand.

		Key client opportunity	How Google can help
1	Keep pace with automotive interest and shopping growth	<ul style="list-style-type: none"> Automotive search and sales are strongly correlated. There has been 4 weeks of consecutive WoW automotive search and sales growth. Demand will increase at different rates as state regulations open the economy in phased approaches. 	<ul style="list-style-type: none"> Search: Align budgets with demand to capture users interested in your brand. Set a sales-driving KPI to ensure your bid strategy helps you enter the right auctions and maintain efficiency. Display - Custom Affinity Video (YT InStream) - targeting in-market auto
2	Engage auto shoppers as they enter market and cross-shop vehicles	<ul style="list-style-type: none"> Over 800k people are in-market for vehicles right now and 1-in-10 shoppers have entered market in the past 30 days. When in-market 81% will spend up to 3 months researching and considering 4-5 brands on average. 	<ul style="list-style-type: none"> In-Market Audiences with TrueView for Action to drive incremental site visits and conversions. Bumpers and Storytelling IOs are all solutions to increase reach, drive incremental ad recall and consideration. (DV360)
3	Measurement	<ul style="list-style-type: none"> Site engagements will continue to be an important metric but as dealerships open measuring campaign performance on store visits can assist with marketing impact. 	<ul style="list-style-type: none"> Site Engagement - HVAs Store Visits

03

REFRAME

Accelerate digital transformation to build long-term business resilience.



People still have vehicle needs, but the auto retail experience is evolving

Test drives – on your time.

Extended, at home, or overnight.

*Please inquire for availability.



The digital transformation of how the automotive shopper experiences and buys vehicles

Evolving Experience

- 1 Automotive Shopping Experience
- 2 Dealership Interaction Experience
- 3 Vehicle Launch Reveal Experience

Current auto shoppers are willing to embrace more digital touchpoints to purchase a vehicle

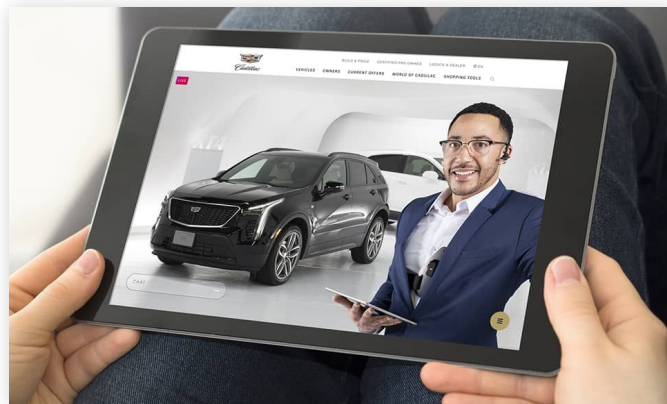
68%

of current auto shoppers view digital experiences and interactions as good alternatives to visiting a dealership

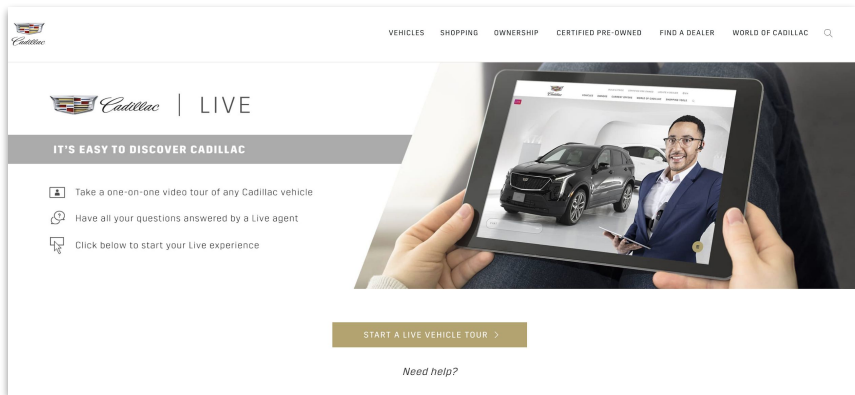
63% of purchases said they were willing to purchase a vehicle online...back in 2018

Auto shoppers consider at-home and digital experiences as good alternatives to a dealer visit

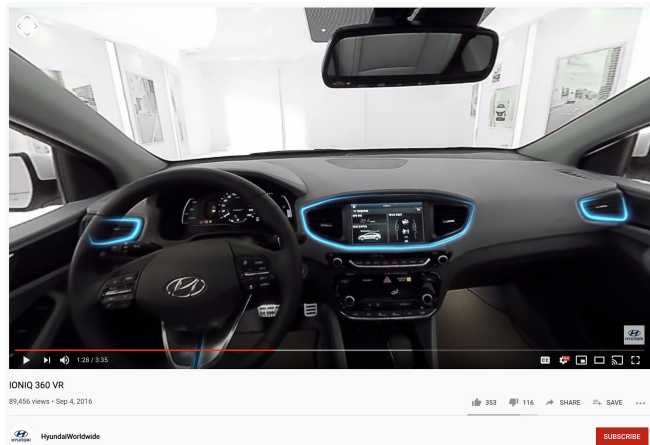
- #1 At-home test drive
- #2 Online/Review videos
- #3 Online configurator
- #4 Digital showroom
- #5 VR test drive
- #6 Video conference



Cadillac & Hyundai providing alternative shopping experiences



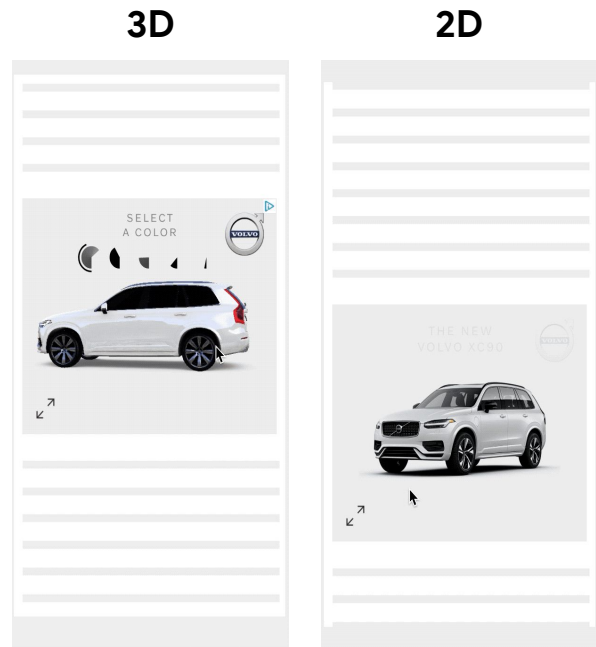
Cadillac Live
Online vehicle experience



Hyundai Live
360° Virtual Reality Tour of the Hyundai Ioniq

Bring vehicle new configurations to in-market auto shoppers

- 3D ads can **quell consumer concerns** around in-person dealership visitation
- These type of units can drive **higher engagement** and build more brand awareness than standard display



Dealers can help meet new customer expectations

1 in 5

of current auto shoppers said they would purchase
right now if given an online option

Dealer Example:

GMC Cadillac Buick Dealer — Vehicle Walkaround



Dealer Example:

Coggin Honda Jacksonville — At-Home Services

The screenshot displays the Coggin Honda Jacksonville website. At the top left is the Honda logo and the text "Coggin Honda Jacksonville". At the top right are navigation links: a home icon, "New", "Pre-Owned", and "Specials". The main banner features the title "Honda At-Home Services in Jacksonville, FL" in large blue font, with a subtext: "We understand sometimes you just want to stay at home. That's why we offer many at-home services for your convenience." Below the banner are six service tiles arranged in a 2x3 grid. Each tile has a blue header with an icon, a white body with a title and description, and a blue footer with a "LEARN MORE" link and a right arrow icon.

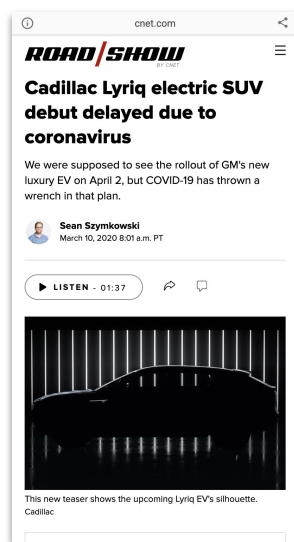
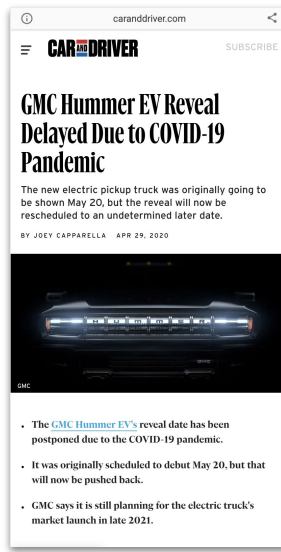
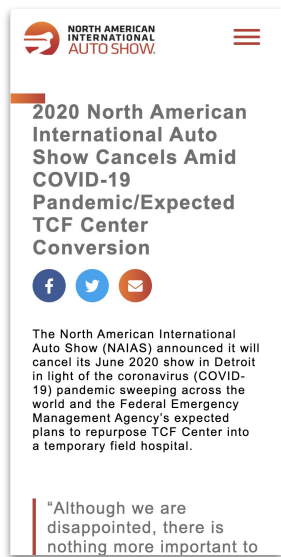
Service	Description	Learn More
PUSHSTART THE NEW ERA OF CAR BUYING	100% Online Car Buying - New, Used, or Certified Pre-Owned. Get real-time loan approvals on the spot.	LEARN MORE →
PICKUP & DELIVERY	Let our team come to you, pick up your vehicle, and bring it back to our state-of-the-art facilities for servicing.	LEARN MORE →
AT-HOME TEST DRIVE	Pick your vehicle, and let us bring it to you to take it for a spin!	LEARN MORE →
24-HOUR ONLINE SERVICE SCHEDULING	You can schedule your service appointment from your tablet, or your laptop - any time of day or night!	LEARN MORE →
ENHANCED VEHICLE CLEANSING	We have a special 20-minute service that will help improve the quality and health of the air in your vehicle.	LEARN MORE →
INCREASED SAFETY PRECAUTIONS	Learn how Coggin Honda Jacksonville is making our facilities safe for you.	LEARN MORE →

At the bottom left, there is a red "Specials" button and a blue navigation bar with links: "Trading in?", "Lease offers", and "Update on COVID-19".

A digital pivot for events and vehicle launch reveals

>100

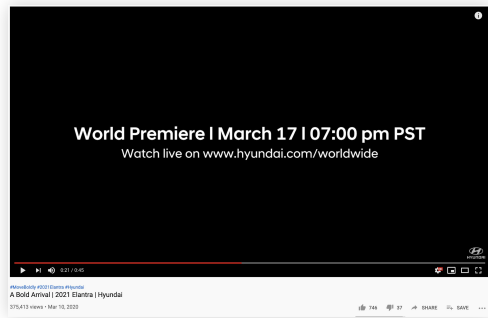
Vehicle launches are scheduled to occur through 2021



Brand Example:

2021 Hyundai Elantra Reveal

Tease: **374K Views**



Live Stream **166K Views**



Walkaround **237K Views**



-14.4%



Small Car

-2.7%



Hyundai Elantra

5x better search interest performance
than the segment for March 2020

Search Interest: Period over Period, Mar. 2020 vs Feb. 2020

Harness current auto shopper engagement

Proprietary + Confidential

Reframe Plays	How Google can help
1. Shifts in Experience Help auto intenders find new way to engage and shop for vehicles digitally	<ul style="list-style-type: none">• Mixing in at home vehicle experiences into marketing campaigns• Experiment with new technology such as Augmented Reality and Virtual Reality experience and ad formats• Seamless at home shopping experience and hand off from Tier 1 to Tier 3
2. Shifts in Marketing Building experiences now to future proof your business	<ul style="list-style-type: none">• Search: Use machine learning and automation to optimize towards omnichannel value. Embrace keyword agnostic strategy to capture demand for brand and category (segment, conquest, DSA), especially during key event periods.• Video: Agile and adaptable video media that can quickly change based on goals — e.g., from brand to performance messaging. Finding the optimal mix of sequencing video from brand to in-market content such as walkthroughs and feature highlights.• Programmatic: Google Marketing Platform technology stack combined with Google Audience data can keep your media agile and efficient with rapid changes.

Next Steps

Partner with Google to connect your business to what matters to consumers.

Drive your business from where it is, to where it needs to be

React

Resolve the immediate challenges that COVID-19 represents to the workforce and customers

Goal

Respond

Respond to the new normals of rapidly changing consumer behavior

Goal

Rebuild

Rebuild the infrastructure for when demand returns & prepare for re-entry when this is over

Goal

Reframe

Reframe marketing practices to solve for known uncertainties – making the most of better insight and foresight.

Goal

Drive your business from where it is, to where it needs to be





Thank You

APPENDIX

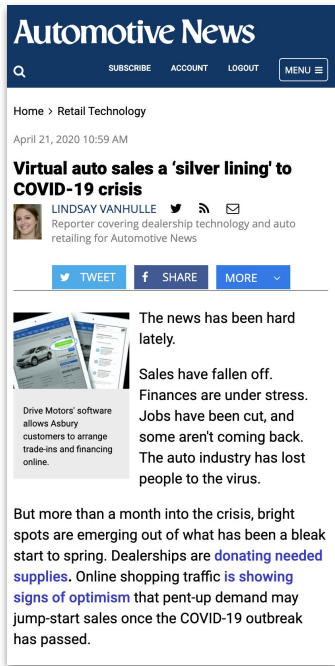
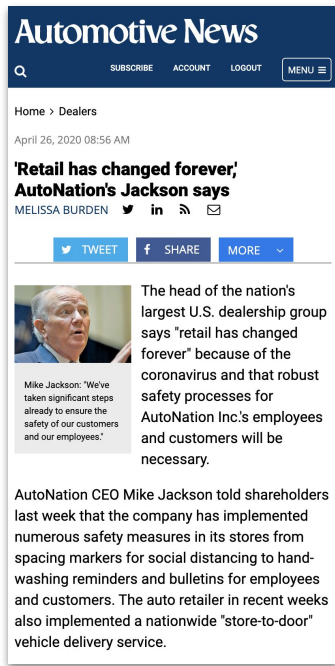
Dealers are embracing the dramatic shift in the vehicle buying process now and in the future

88%

of dealers said they were going to increase use of digital tools to engage customers

3-in-4

of dealers are likely to offer at-home walkarounds, test drives and delivery



Auto brands offer assurance and confidence during the uncertainty for owners and immediate purchasers

Google search results for "hyundai assurance". The search bar shows "hyundai assurance" with a microphone icon and a search button. Below the search bar are tabs for ALL, NEWS, IMAGES, SHOPPING, VIDEOS, and MAP. The first result is an advertisement from www.hyundaiusa.com/ titled "Hyundai Assurance | 120 Days Deferred Payments". The ad text says: "We're Deferring Payments For The First 120 Days On Select New Models Purchased at 0% APR." It also shows a rating for hyundaiusa.com as 4.6 stars (362). At the bottom, there are two buttons: "Hyundai Assurance" and "Hyundai's Click To Buy". A location pin indicates "Southfield · 3 dealers nearby".

Hyundai Assurance Job Loss Protection page. The header includes "Vehicles", "Build & Price", and "Inventory". A link for "Back to Special Programs" is visible. The main heading is "Hyundai Assurance Job Loss Protection". Below this is a photo of several cars parked on a road. The section is titled "Deferred Payments for new and current owners". A sub-heading says "4 months deferred payments". The text states: "Because we believe in making things better for our customers in these challenging times, we're offering 0% APR financing and no payments for 120 days on select new Hyundai vehicles to well-qualified buyers who finance through Hyundai Motor Finance through May 4, 2020."

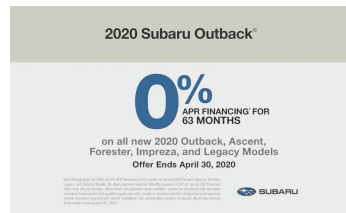
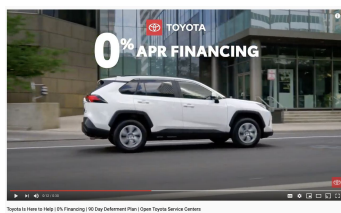
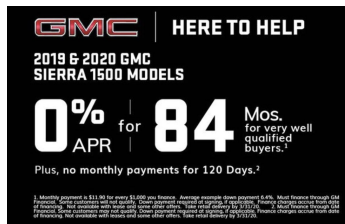
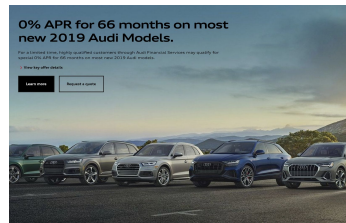
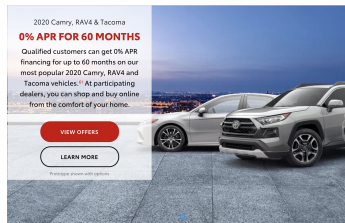
Google search results for "deferred payments ford". The search bar shows "deferred payments ford" with a microphone icon and a search button. Below the search bar are tabs for ALL, NEWS, IMAGES, SHOPPING, VIDEOS, and MAP. The first result is an advertisement from www.ford.com/ titled "Ford - 6 Months No Payments | You Defer 3 & Ford Pays Next 3". The ad text says: "Buy a New Ford Through Ford Credit & You Can Defer 3 Payments + Ford Bonus Covers 3 More. Vehicle Financing. Ford Co-Pilot360. Apply For Credit. Trade-In Value. Payment Calculators. Photo Gallery." It also shows a rating for ford.com as 4.6 stars (292). Below the ad are links for "Pricing & Incentives", "Search Inventory", "Find A Dealer", and "Build & Price". At the bottom, a location pin indicates "Troy · 8 dealers nearby".

Ford website page titled "Helping Our Owners". The header includes the Ford logo and a user profile icon. The main heading is "Helping Our Owners". The text says: "If you're affected by COVID-19 and are leasing or financing through Ford Credit, we're here to help." Below this is a button labeled "Ford Credit Support". Further down, there is a section titled "Six-Month Payment Relief" with the text: "We will defer three payments and make three payments for peace of mind up to six months on new vehicle sales. *". At the bottom of this section is a button labeled "Get Started". The Ford logo is visible at the very bottom of the page.

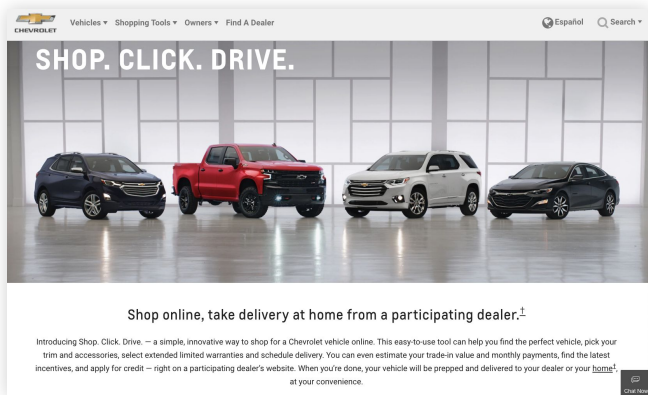
High spikes in various incentive search interest as in-market shoppers navigate all the offers

Auto Financing Deals

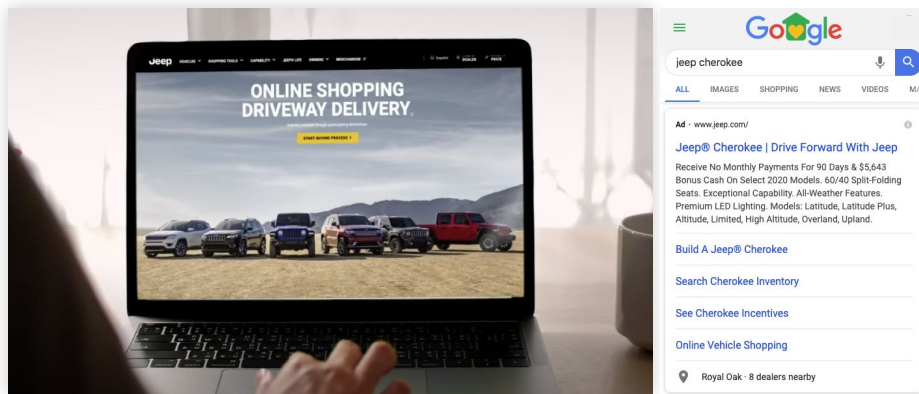
0% auto financing deals	+164%
0% car loan deals	+243%
gm financial 0% interest	+786%
0% financing auto loan	+141%
no interest car loans	+118%
0% apr financing car	+34%



Automotive brands have responded by building online retail experiences to bring the purchase process fully online

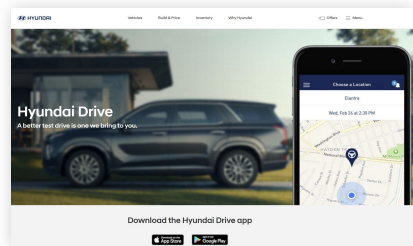


2x increase in searches for
'Shop Click Drive' last 30 days



23% increase in avg. time spent on
Jeep.com since launching their
online retail experience

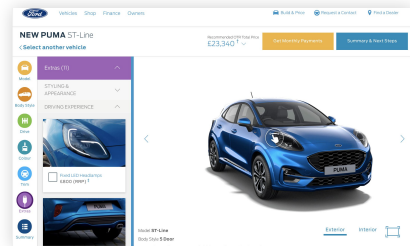
Auto shoppers consider at-home and digital experiences as good alternatives to a dealer visit



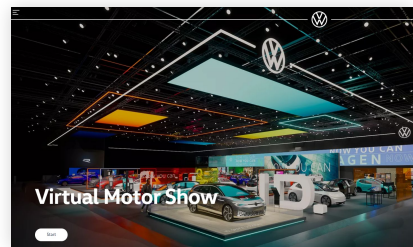
#1 At-home test drive



#2 Online/Review videos



#3 Online configurator



#4 Digital showroom



#5 VR test drive



#6 Video conference

Source: Global Auto Pulse Google Consumer Survey, April 2020

Which of the following do you consider a good alternative to visiting a car dealership? Order based on the share of consumers in each market who selected each option.