

# PCG RESEARCH



Now you can easily target customers in your customer database based on CRM-specific filters, and customize campaigns that meet each customer's unique needs.

J.D. Power & Associates' research indicates that the growth in new vehicle sales since 2009 is slowing and expected to plateau in 2017 and 2018<sup>1</sup>. Included in the J.D. Power report were multi-year data trends that indicate a record number of low mileage used cars will impact national dealer inventory.

Progressive dealers are trimming budgets to reduce vehicle marketing costs; which averaged \$516 in 2016, according to Borrell & Associates<sup>2</sup>. While Borrell's report indicated that the dealers' love for digital marketing has reduced vehicle marketing costs from a high of \$664 in 2009, PCG feels that the biggest opportunity for dealers to increase market share in a slowing economy resides in the Dealer Management System (DMS).

In a strong economy, dealers are often distracted; chasing new customers when they should be equally focused on creating consistent customer communication to increase retention.

Customer communications are commonly fragmented across marketing channels and agency partners. Typically, they lack relevancy,

personalization, and effectiveness to ultimately impact retention. In 2017, dealers should focus on improving repeat business.

Dealers need the ability to automate communications to customers, especially when their vehicles qualify for equity buy-back offers, or a declined service triggers a vehicle upgrade scenario. Dealers know that relevant messages and offers help increase retention, profits, and loyalty, but executing these communications consistently has not been easy, until now.

The good news for VinSolutions customers is that big-data analytical tools have been integrated into Connect CRM to allow one-to-one, personalized, relevant, and accurate communications. Automated communications from TargetPro can be reliably triggered by preset business rules or by the proactive actions of sales and service managers. Campaigns can be created and managed by dealership marketing teams and assisted by VinSolutions Account Managers.

Dealers need smarter tools that build relationships with proactive engagement of sales and service customers. TargetPro could be a perfect fit for your dealership.

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Rev D

## Foreword

By Brian Pasch

While 2017 might be a challenging year for auto dealers, a greater challenge exists: staying connected with customers. In the past 20 years, the number of marketing channels that dealers have at their disposal to connect with their customers has exploded.

Should a dealer call a customer's home number or use their mobile number? Should a dealer send an email or would it be better to send an SMS or Facebook Messenger communication to their customer? Should a dealer invest in a mobile app or will the consumer just delete it after purchase?

Outdated technologies complicate customer retention strategies even further. CRM platforms have limited support to accommodate popular communication channels. Facebook Messenger, Snapchat, and WhatsApp are rarely natively integrated into CRM communication workflows.

Each year it is becoming harder for dealers to get their marketing emails past personal and corporate firewalls. Every Internet/BDC manager knows this to be true. If you download the PCG Research report on [Conversica](#), you will learn that 30% of consumers who submit a lead form on a dealership website say that the dealer never responded to their inquiry! Wouldn't it be great if CRM workflows recognized the specific channel each customer prefers to use in their dealership communications, and then used those channels for future messages?

*What would happen to retention rates if the communication choices were expanded?*

### Retention Strategies Must Be Multi-Channel Optimized

To maximize the lifetime value (LTV) of customers in the DMS, dealers need to implement a [Proactive Portfolio Management \(PPM\)](#) strategy; I have written about this in the past. No longer can dealers expect their generic monthly newsletters, or *spamcasted* vehicle specials, to increase customer retention. I'm not convinced that dealers are aware of how hard it is to increase retention by just using email.

Consumers don't need another recipe emailed to their home or work. If they need one, they will Google it. Dealership customers will appreciate and respect relevant communications regarding their current investments (vehicles) with the dealership. Offers need to reflect current lease/finance terms and numbers that are applicable to their specific vehicle.

*If dealers are relying on only email and direct mail  
to support their retention strategy, they will not maximize LTV.*

While some automotive marketing automation tools have simplified the data mining aspects of customer targeting, few platforms today have optimized multi-channel messaging [based on consumer preferences and historical activity](#). Dealers might have a marketing automation platform which selects a relevant message to

send, but few platforms, if any, can predetermine which communications channel should be prioritized to increase connect rates.

*Automated CRM contact channels should include email, mobile phone, home phone, work phone, SMS, Facebook Messenger, WhatsApp, Snapchat, and direct mail.*

### **Text Me If You Want an Immediate Response**

For me, text messaging is the best way to get an immediate reaction or answer, as I am rarely at home or at my desk. If I couldn't view a text message, Facebook Messenger would be my secondary channel for important communications. For my son, Connor, Snapchat would be the preferred channel, followed by Facebook Messenger. For my friends in Mexico, it would be WhatsApp messenger. It is time that we look deeper into creating customized messages and communication channels to increase customer retention.

*Does your website lead form autoresponder give consumers the option to continue the conversation on Facebook Messenger or SMS?*

### **Did Our Industry Screw Things Up?**

It goes without saying that if a consumer gives a dealer their Facebook Messenger, SMS, or Snapchat account number, the dealer shouldn't abuse it. I have spoken with several friends who said that they would like to get a service reminder via text, but they also were reluctant to give permission based on their previous experiences with dealership email marketing. Dealers must reconsider their CRM workflows for messaging and stop needless communication or any texting workflows that feel like spam.

Dealership sales managers who want to use messaging applications, are also frustrated because their compliance officers fear text messaging laws. CRM platforms need to be natively integrated with Facebook, WhatsApp, and Snapchat communication platforms, with compliant corporate messaging standards. Dealers cannot afford to allow their employees to text message from their personal cell phones. Conversations must be documented in the CRM, with the consumers' express permission granted and captured in the system.

Dealers and CRM platform developers must continue to be students of how consumers shop, engage, and communicate during the lifecycles of their vehicle ownership experience. I'm convinced that retention rates will increase if we expand the channels by which we communicate with our customers, learn from our past *spamcasting* mistakes, and consistently send appropriate and relevant messages.

## Executive Summary

VinSolutions TargetPro continuously runs deal models against customer records to determine which customers are in equity. A wealth of data is aggregated from the dealership's customer database (DMS) including sale date, vehicle model, lender, APR, monthly payment, and finance amount, and this is utilized in conjunction with regional OEM incentives to communicate relevant messages to customers.

TargetPro automates DMS data mining tasks to identify and group customers into specific campaigns to send pertinent offers regarding their current vehicle. Dealers and desk managers have full control over the definitions and conditions that identify customers in an equity position. Ad hoc offers can also be created, allowing desk managers to create spontaneous offers as they see fit. Customers with equity opportunities are clearly marked in the VinSolutions Connect CRM dashboard.

Successful marketing models can be saved and reused as part of an ongoing customer retention program. With limitless combinations in the dealership's DMS, TargetPro will provide insights about which customer segments have the highest potential to convert into additional revenue and sold units.

Once customers are identified and lists created, dealers can send personalized email marketing messages based on compliant offer templates. Since TargetPro automates the creation of responsive email offers, dealership sales managers can engage customers with timely, relevant offers which help increase capture rates and improve customer satisfaction.

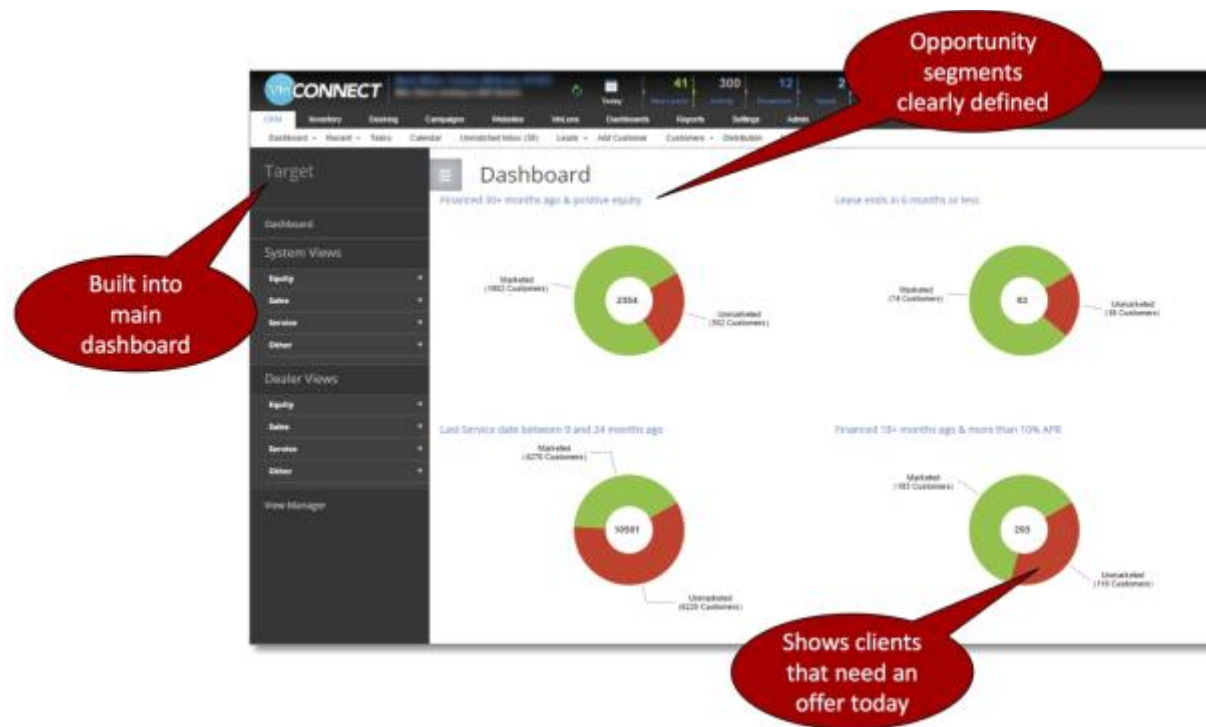
Using TargetPro, dealers will be able to:

- ☐ Empower their Sales Managers to use their experience to increase retention by sending both individual and rule-based offers that are relevant.
- ☐ Save and recall in the CRM the exact offers sent to customers to streamline communications and to answer questions that customers have regarding their personalized offer.
- ☐ Automate equity mining alerts and communications based on flexible business rules (segments) that include real-time offers made by manufacturers each month.
- ☐ Support a sales team that works in the Service Drive with relevant and configurable offers for all customers that have vehicles in equity.
- ☐ Increase Repair Orders (ROs).

While equity mining software is not new, the seamless integration that TargetPro offers VinSolutions customers is without peer. Dealers who want integrated VinSolutions' desking tools that can trigger personalized equity offers to their clients will not find a simpler, scalable solution.

## Seamless Integration

TargetPro seamlessly integrates with VinSolutions Connect CRM, so dealers will not have to log into a separate software platform for equity mining campaigns. When dealers click on the Target menu, a visual list of opportunities, also called segments, are shown.



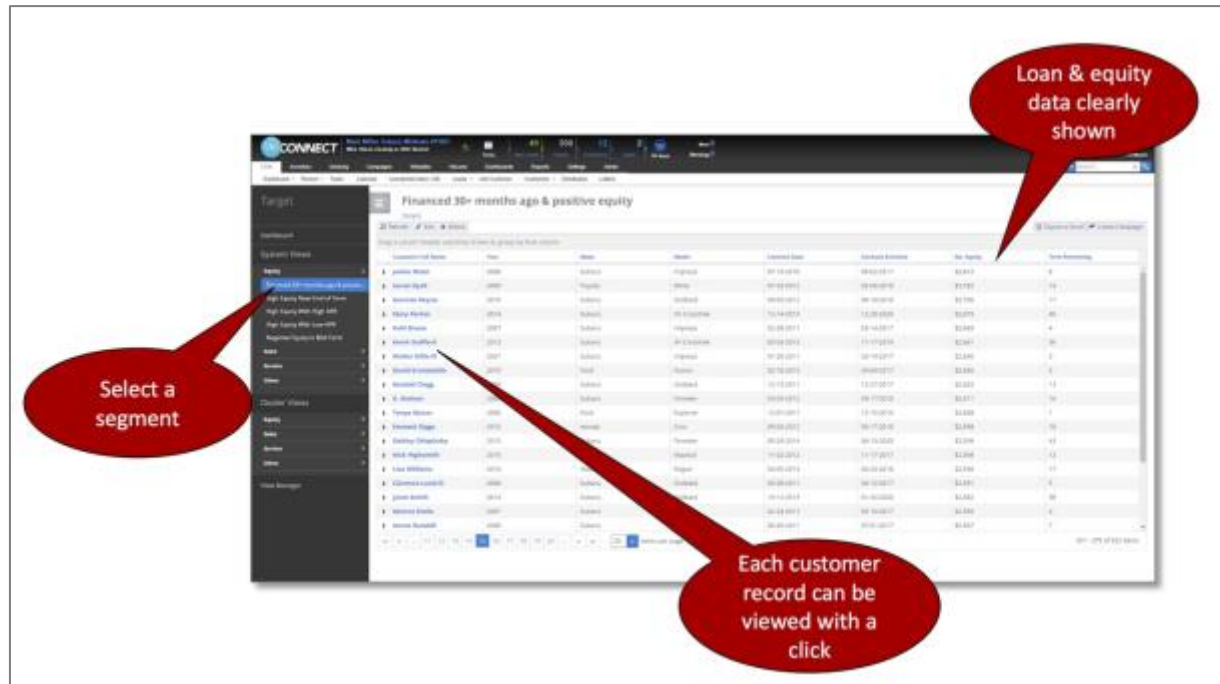
This actual dealer screen captured shows four of the eight TargetPro segments that are automatically updated each day based on current finance, lease, and OEM incentive programs. The four segments shown in this example are:

- ☐ Financed 30+ months ago and positive equity
- ☐ Lease ends in six months
- ☐ Financed 18+ months ago and more than 10% APR
- ☐ Last service between 9 and 24 months ago

Each of these segments are subdivided into customers that have received an offer through TargetPro (green) and those that still need an offer sent (red). Segments include both sales and service opportunities identified by TargetPro. Dealers will appreciate the simplicity and time-savings in campaign execution. This tool will help them improve customer retention and increase Service Lane appointments, resulting in a steady stream of low-mileage used cars available to be purchased.

## Reviewing Opportunities

Dealers can quickly inspect a customer list, in any segment the dealer created, that would match a specific marketing offer. By selecting one of dealer-defined data segments on the left-hand menu, users of TargetPro are presented with an interactive customer list as shown below:



The screenshot displays the VINSOLUTIONS TARGET PRO interface. On the left, a sidebar menu allows users to 'Select a segment' from various categories like 'All Customers', 'New Customers', 'High Equity New Customers', etc. The main area shows a table of customer records for the segment 'Financed 30+ months ago & positive equity'. The table includes columns for 'Customer Name', 'Age', 'Gender', 'Marital Status', 'Loan Amount', 'Equity', 'Loan-to-Value', and 'Score'. A red callout box points to the 'Loan Amount' and 'Equity' columns, stating 'Loan & equity data clearly shown'. Another red callout box points to a customer name in the list, stating 'Each customer record can be viewed with a click'.

Dealers can click on any customer name, bring up their detailed customer record to review equity details, and can quickly use a deal template that was created and saved by a sales manager. The customer's lease/finance data and current equity estimate are clearly shown which enables identification of immediate marketing opportunities.

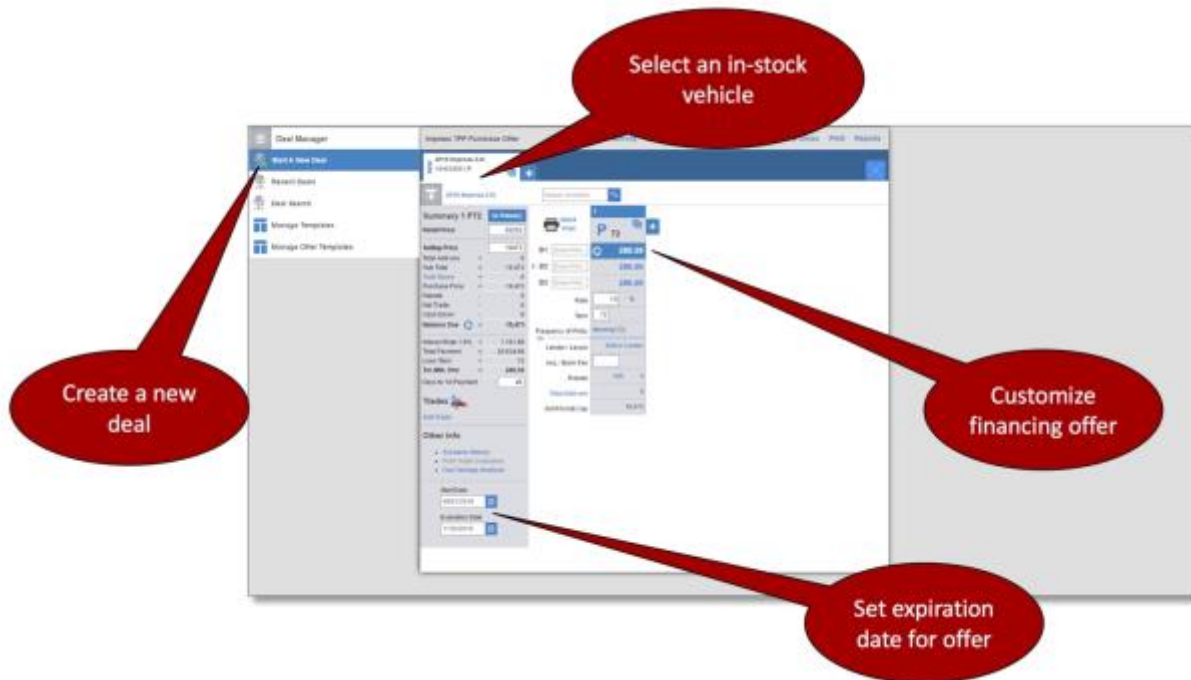
Managers looking for specific vehicles that are in high demand, or have been requested by a local shopper, can turn to TargetPro to locate the vehicles they need, making an existing customer happy with an unexpected equity offer.

Rule-based marketing campaigns can be implemented so that dealers do not have to send offers to customers one at a time. However, there are many times throughout the month that a custom offer might be generated, especially if the message is going to a long-time customer. Dealers have the option to send one-to-one personalized offers or offers to larger groups in a customized segment, using TargetPro templates. Diverse choices exist to help dealers build retention strategies and increase service revenue.



## Creating TargetPro Templates

Desk managers can create and save templates to send automated offers to customers in different marketing segments. Creating and managing templates could not be easier, as TargetPro uses the same deskings strategies used in VinSolutions Connect CRM. Here is an example of how a manager would create a deal:



Each deal can be named so that it can be recalled, edited, reused, or ended. Managers can set expiration dates for deals to match the expiration of OEM incentives. Managers can pick an in-stock vehicle and create a deal based on current lease/finance programs from dealership lenders. Deal terms, APR, down payment, bank fees, etc. can all be configured and saved with the deal template. The customized data in each template is worked into the offer that is emailed to customers. Each offer that is emailed is saved in the customer's history file.

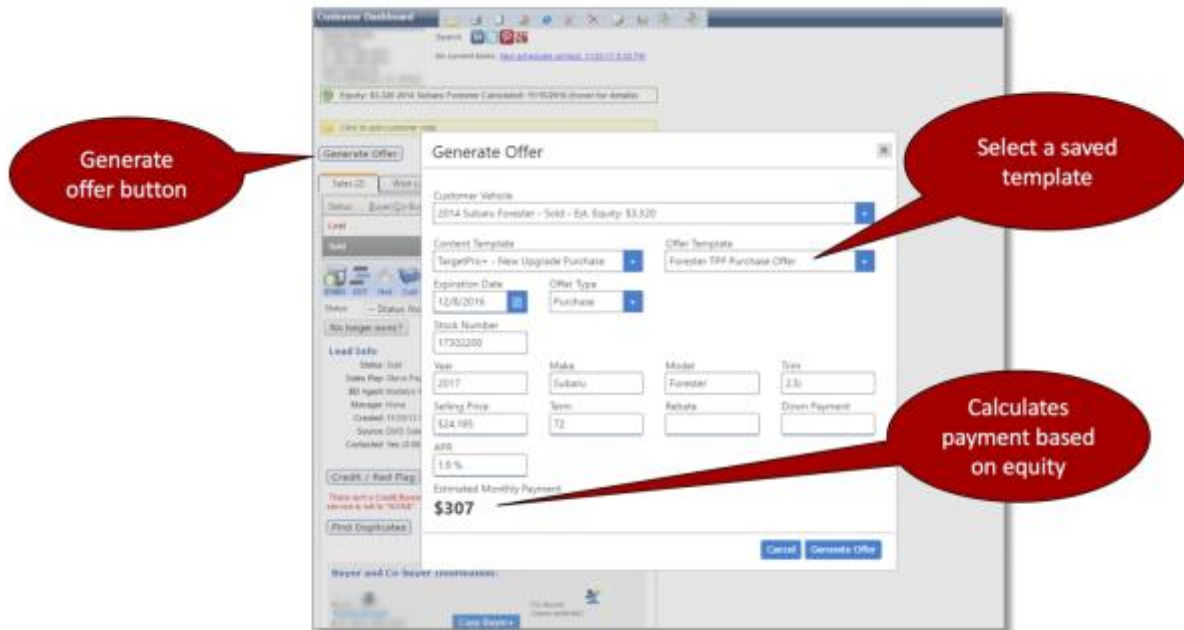
Once a template has been created, it can be used when sending marketing campaigns to entire segments or when a sales professional or manager views a customer record and wants to email an offer. As you will see on the following page, TargetPro templates are integrated into the Connect CRM customer record interface. This integration allows dealers to empower their sales managers *and sales professionals* to act when they see an opportunity in their customer portfolio that has not been sent.

*TargetPro empowers the entire sales and service teams to be part of the retention strategy with one-click marketing offers that are pre-approved and compliant with OEM marketing guidelines.*



## Integrated TargetPro Offers Within Customer Records

Every day sales professionals and managers are reviewing detailed customer records in Connect CRM. TargetPro deals are seamlessly integrated into the customer record so that, with a few clicks, any customer that is in equity or is identified as a lapsed service customer can be emailed a personalized offer.



**Generate offer button**

**Select a saved template**

**Calculates payment based on equity**

**Generate Offer**

Customer Vehicle: 2014 Subaru Forester - Sold - Est. Equity: \$3,320

Content Template: TargetPro - New Upgrade Purchase

Offer Template: Forester TRF Purchase Offer

Expiration Date: 12/16/2016

Offer Type: Purchase

Stock Number: 17302200

Year: 2017

Make: Subaru

Model: Forester

Trim: 2.5i

Selling Price: \$24,195

Term: 72

Rate: 1.9%

Estimated Monthly Payment: **\$307**

Buttons: Cancel, Generate Offer

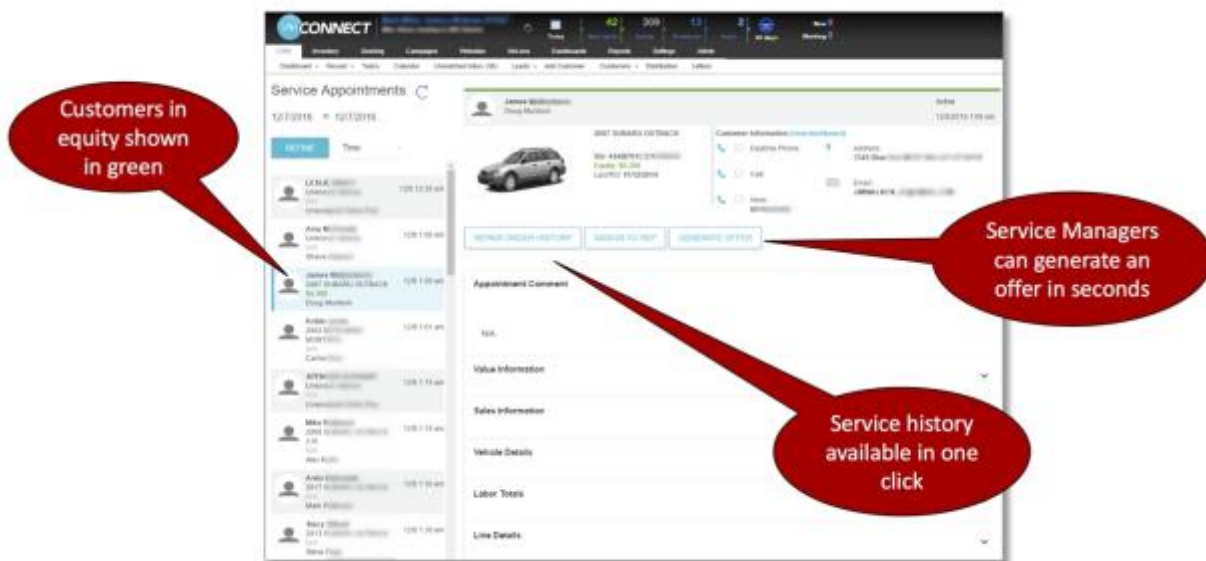
Once TargetPro segments are created, the customer list can be sorted based on segment criteria and that information is posted on the customer's record. When a sales professional is alerted that one of their customers qualifies for a deal, they can click on the "Generate Offer" button on the customer record and an offer box will appear, as shown above.

The Generate Offer form allows the sales professional or manager to select one of the saved offer templates that would apply to this customer. For example, for customers who regularly service their vehicle at the dealership, lapsed service templates do not apply and would not appear in their drop-down list. This prevents an offer from being sent out that is not relevant to the customer.

Enabling the dealership's sales and service teams to participate in retention marketing campaigns increases the likelihood that a dealer will see a sustained effort in customer outreach.

## TargetPro Empowers Your Service Drive

The greatest opportunity for dealers to increase customer retention and grow profits is in the Service Lane. Each month, the average franchise dealer in the United States sees five times more cars for service than the number of cars he sells. Transforming the Service Lane into a highly profitable sales channel is not only feasible but has been ‘financially confirmed’ by dozens of case studies conducted by VinSolutions. We have included TargetPro case study data later in this report.



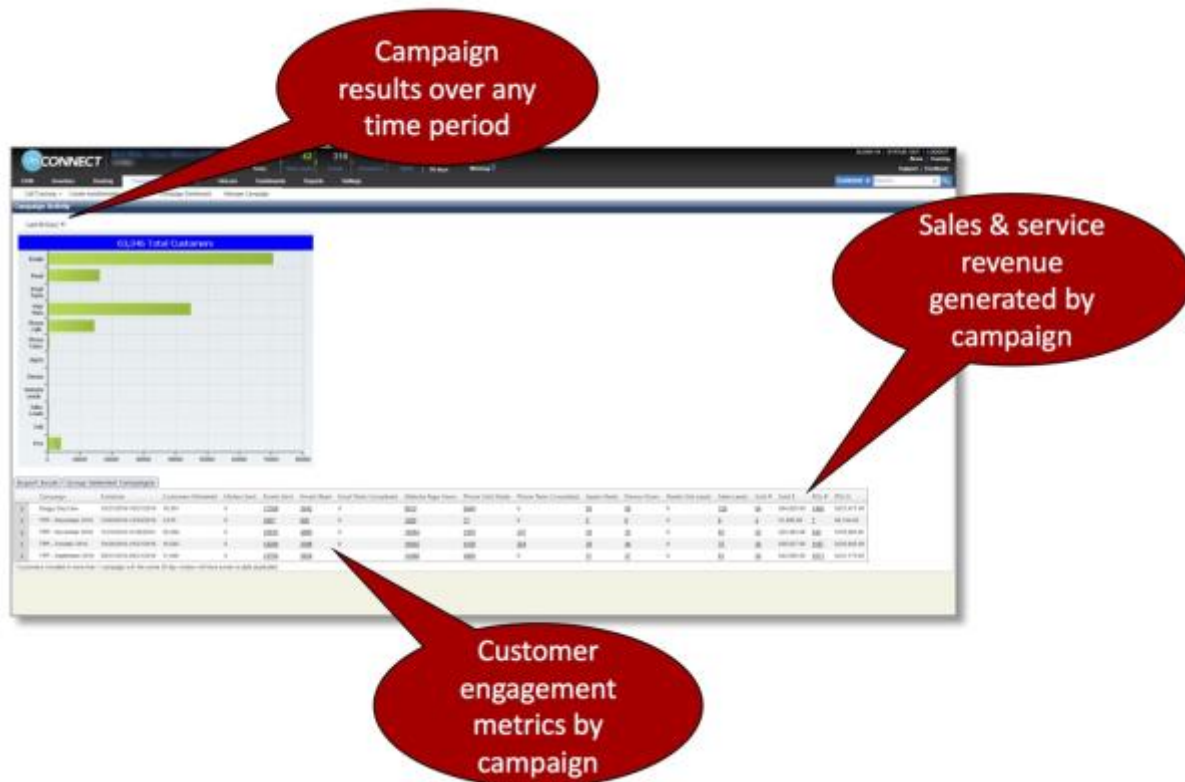
TargetPro allows Service Managers to create marketing campaigns based on service reminders, declined repair orders (RO), warranty expiration, and driving patterns that are exceeding the customer’s lease program. By creating relevant messages, service opportunities increase and so do monthly ROs.

Service Managers who are reviewing upcoming service appointments can now quickly identify customers who are in equity. In the example above, James W. has \$6,380 in equity and has not serviced his car at the dealership in over two years. Now that the customer is scheduled to come in, an offer can be emailed for his review prior to the appointment, or printed out and handed to him upon his arrival.

Since offers that are generated become a part of the customer history file, an offer generated by a Service Manager can be seen by the New Car Sales Manager and the sales professional assigned to the customer. The ability to have a unified record for all customer communications, enables TargetPro dealers to avoid miscommunications or fragmented messages that non-integrated equity mining solutions can create.

## Unified ROI Campaign Dashboard

Dealers run their business by the numbers and TargetPro clearly documents their Return on Investment (ROI) for each campaign. In the ROI dashboard shown below, dealers can select a date range and see the engagement and financial results from each campaign.



Each campaign listed in the bottom portion of the dashboard has hyperlinks to the sales and service records associated with the campaign. Let's look at the results for one of the campaigns listed above:

A campaign that ran in October 2016, generated 17,359 email messages to existing customers and 3,542 customers opened the email (20%). Customers clicked on links in the email which generated 9,514 website page views. The dealership also made 5,549 phone calls to the customers in the campaign.

The marketing efforts generated 125 sales lead and 54 vehicles were sold for a gross profit of \$94,820. The campaign also generated 1,400 Repair Orders (RO) totaling \$323,471. With these documented results, for each campaign run at the dealership, it does not take long to see which offers and sales processes are generating the most gross profits and revenue.

## Offer Email Templates

Dealers are finally realizing that email offers should be simple and straight to the point. With over 60% of consumers reading emails from franchise dealerships on their smartphones, email templates must be responsive and scaled to engage on a mobile phone. A clear Call-To-Action (CTA) message must be to call the dealership, since consumers on mobile devices call more often than they complete a lead form on a website.



In the example above, a Chico Nissan-Hyundai customer in a TargetPro campaign is offered a new 2017 Hyundai Elantra for their existing 2015 Hyundai Elantra at a monthly payment around \$285. The customer's equity, \$1,501, has already been estimated for their convenience. The offer's details and disclosures are contained in the gray-shaded area. Bonus appeal for the offer is provided through the provision of a Lifetime Powertrain Warranty.

The design of the email scales perfectly on a smartphone and we like that the CTA is to call with a personalized contact name for the sales person, and not to click on a link to visit the dealer's website. If the customer clicks on the hyperlink for the 2017 Hyundai Elantra, they will be taken to the Vehicle Detail Page (VDP) for the stock number. All email traffic generated by TargetPro is identifiable in Google Analytics since email hyperlinks use UTM tags.

## Dealer Interviews:

### **David Greenly, e-commerce Director at Dorschel Automotive Group, Rochester, NY.**

**What prompted you to change to TargetPro?** The goal was to lower costs and raise my ROI. I wanted the ability to customize my campaigns, and I wanted to use ALL dealer data, not just the data in the DMS. DMS data is so limiting. Having a Campaign Generator (TargetPro) that lives in the CRM makes the CRM much more powerful and quantitative. We have three CRMs and 12 stores and we are using TargetPro in them all.

**Has TargetPro met or exceeded your expectations?** Exceeded. I believe to maximize opportunity, it takes a dealership employee who understands all the ins and outs of Variable Ops and Fixed Ops and the roles that BDC, Sales Consultants and Service Advisors play in the customer life cycle. The CRM allows auto-processes to engage the right customer with the right employee at the right time. TargetPro allows for additional customer engagement for Lease Pull Aheads, Buybacks, Service Drive Conquests, and on and on and on.

**What are the features of TargetPro that you feel are real differentiators?** The ability to customize the offer. I think I have created over 100 different email templates and phone guides. Customization is the key word here because I also like being able to customize tasks as well as the parameters I use to pull data.

**How many campaigns do you run simultaneously?** We run 12-30 campaigns per month for all our nine franchises and storefronts. Our open rates are 30-40% and our opt-out rate is less than half of 1%. For large campaigns, if we see that the customer has opened the email, we immediately do phone follow-ups. For smaller campaigns, we use the 'phone task' option on TargetPro and call the customer the day after the email is sent. Our campaign mix is 50% new, 20% used and 30% is service, parts, and accessories.

**In your experience, what Sales Campaigns work the best?** Minimal copy is best to get by the spam filters. However, the more customer-specific and creative you can be, the better. "I see you have a 2014 Camry at 8% APR and I can put you in a 2017 Camry for \$XXX." Our emails also have a picture of the vehicle the customer *could* be driving if they upgraded. I do like to identify customers who have a high APR and offer to lower their payments. Bottom-line, we provide a click-through so that the customer can see all the Camrys we have and choose whichever package makes them happy.

**How about Service Campaigns?** I know all the vehicles coming into the service drive and, based on that information, we email the customer an offer to purchase their car prior to their arrival. But a key to our success is assigning a sales person to interact with the customer when they arrive. I see myself as working with two decks of cards and it's my job to shuffle them together. I like to do a Tier Pricing offer. For example, a \$100 purchase may get \$20 off. The offer always has a 'click here to schedule appointment' on the email.

**You mentioned that you have templates that focus on selling accessories.** Depending on the brand, it is a good market for us. For example, the MINI customers can't get enough product. We will run a campaign a short amount of time after the purchase to ask about accessories, such as mud flaps. VW customers are big into brand also. It's easy to eliminate customers who have already made those purchases so they are not getting inappropriate communication.



**Ryan Sutton, General Sales Manager at Chico Nissan-Hyundai, Chico, CA.**

**What problems were you having with your previous communications provider?** I would get 'dead leads.' My customers were being bombarded by offers from us and it caused a customer satisfaction problem. Sometimes the offers we sent were not applicable to the recipient and it made people mad. We had no control over the message or the frequency. It was a shotgun approach and it came with a big price tag.

**What has changed now that you have TargetPro?** I was chomping at the bit for VinSolutions to get an equity mining tool that integrated with their CRM. The price enticed me, and once I started getting results, I was hooked. Now we can select any specific parameters of customers that we want. We found that if you take a laser-focused approach to the campaign, you get huge results. We specifically target 250 customers and get much better results than sending out a campaign to 5000 customers.

**What are the most effective sales campaigns for you?** We have pin-pointed, smaller campaigns within a complete campaign because the templates are broken down by model – 'You could be driving this Altima' or 'You could be driving this Pathfinder.' Each template is customized with the new car, a cheaper payment, and a branded lifetime warranty graphic. We give our templates a very personal touch – that's why we get a high response. We do 6, 8 or 10 templates per campaign. Andre, my campaign manager at VinSolutions, makes it rock. It's by far the best ROI product I have. It outperforms the others 10-fold. We focus on new car sales.

**Is TargetPro a useful tool to get new vehicles to your Service Lane?** Our service department loves it and the ROs it generates are huge. Dealers are big into customer retention now and TargetPro provides an effective avenue to get these 'lost souls' back into the store. The service offers I send are varied: oil changes, alignments, multi-point inspections. The goal is to get customers who we haven't seen in a while back into the store and to keep the service lane booked.

**You chose TargetPro+ which provides a dedicated campaign manager. What influenced that decision?** I don't have a dedicated internet department or internet manager. No BDC. None of that stuff. If there's a lull in sales, the first call I make is to Andre. I call him in the morning and by the end of the day, we have a campaign ready to go. Andre is on the ball. For the price and results, it's a no brainer. It's the best money I have spent in my 20 years in the auto industry. If a dealer has VinSolutions' CRM, they should do themselves a favor and get TargetPro+.

**Are you satisfied with the TargetPro reporting and VinSolutions support?** My account rep and I review details of the previous month's campaigns. Andre sends me an email that shows the templates and how each one performed. The beauty of this is that the reporting is completely transparent. I live by the KISS philosophy. I am a car guy, not a computer programmer and I want it simple, straightforward, and no BS. Andre lays it out for me each month so I can see sales leads, my gross, ROs, dollars generated, etc. There are lots of products on the market and what really separates the good from the bad is the level of support. My account rep is always available to me and ready to work his magic, and that's a real differentiator.



## Campaign ROI from the Dealers Interviewed

**Dorschel Automotive Group, Rochester, NY*****Campaigns in October 2016***

Open Rate: 33% on 3326 Sent

Website Views: 4,648

Sales Leads: 39

Sold: 8

Sold \$: \$9,242.

ROs: 185

RO Revenue: \$72,552.

***Campaigns in November 2016***

Open Rate: 31.2% on 20,166 Sent

Website Views: 16,001

Sales Leads: 207

Sold: 98

Sold \$: \$94,034.

ROs: 812

RO Revenue: \$220,768.

**Chico Nissan-Hyundai, Chico, CA*****Campaigns in December 2016***

Open Rate: 21% on 9,278 Sent

Website Views: 6,040

Sales Leads: 90

Sold: 30

Sold \$: \$60,319.

ROs: 438

RO Revenue: \$70,748.

***Campaigns in January 2017***

Open Rate: 23% on 3,745 Sent

Website Views: 4,234

Sales Leads: 38

Sold: 7

Sold \$: \$12,905.

ROs: 265

RO Revenue: \$40,027.

## Summary

## About PCG Research



Brian Pasch, founder of PCG Companies, formed PCG Research to provide comprehensive product research for the automotive community. Brian has been actively involved with automotive franchise dealers since 2005.

Brian has authored four bestselling books for the automotive industry: "Swimming with Digital Sharks," "Mastering Automotive Digital Marketing," "Selling Cars in a Digital Age," and "Unfair Advantage." Also available in electronic format, Brian's books are being used at **Northwood University** to educate the next generation of automotive professionals.

*Brian is now pioneering a new style of online education for the automotive industry. Details on the PCG strategy and their library of online workshops can be found by visiting [www.pcgtraining.com](http://www.pcgtraining.com).*

Brian is an active conference speaker, 20 Group presenter, and coach to both dealers and members of the vendor community. He has presented workshops at NADA, Digital Dealer, DrivingSales Executive Summit, Kain Automotive Workshops, Innovative Dealer Summit, Automotive Boot Camp, AutoCon, VinWorx, TrueCar Dealer Summits, and the Digital Marketing Strategies Conference. Brian is Google Analytics certified and PCG is a Google Partner company.

Brian has led PCG's expansion into international markets where his training curriculum is being utilized by dealer groups and manufacturers as part of a change management process.

PCG is also the driving force behind the automotive industry's most respected annual awards for marketing technology, the AWA Awards. Each year Brian and the PCG team conduct in-depth product reviews to assist dealers in choosing the best technology for their business operations.

### Upcoming Speaking Events

Brian Pasch and Glenn Pasch will be conducting workshops at the upcoming automotive conferences:

- ☐ CBT Automotive Conference & Expo – March 7-9, 2017 - Atlanta
- ☐ Digital Dealer Conference – April 11-13, 2017 - Tampa
- ☐ Digital Marketing Strategies Conference – May 21-23, 2017- Napa Valley **(limited to 100 dealers)**

PCG executives are available for dealer group meetings, 20 Group training events, or automotive conferences. For information regarding this report or to book a speaking engagement, contact Brian Pasch at 732-450-8200.

## References

<sup>1</sup> J.D. Power & Associates - 2017 Automotive Media & Marketing Report Winter - <http://bit.ly/2kJrbO1>

<sup>2</sup> Borrell & Associates – 2016 Automotive Outlook: The Thinning of the Media Pack - <http://bit.ly/2kzj2jL>