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Original Article

Marketing Strategy Improvement for Hyundai's Electric Vehicle in JABODETABEK

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Abstract: *Indonesia is experiencing rapid growth in electric vehicles. Hyundai, one of the country's most popular electric car brands, has seen its sales decline over the past three years despite the national electric vehicle market expanding rapidly. This condition indicates challenges in motivation, attitude, and social influence toward the Hyundai brand compared to its competitors. This study aims to identify the characteristics and motivations of prospective Hyundai electric vehicle buyers, to understand how consumer belief-based attitude and social influence are formed, and to formulate an appropriate marketing strategy through a Segmentation, Targeting, and Positioning (STP) approach integrated with Importance-Performance Analysis (IPA). An exploratory sequential mixed-methods design was used, beginning with qualitative thematic-coded interviews of 15 informants (eight prospective buyers and seven Hyundai EV owners), followed by a quantitative survey of 400 respondents in the JABODETABEK area, analysed using the Perceived Value Framework, the Extended Fishbein Multi-Attribute Attitude Model, Subjective Norm, and Importance-Performance Analysis. The findings show that consumer motivation is dominated by Performance Value (56.2% of coded motivation mentions) and Price Value (23.6%), from which four psychographically distinct segments were identified: Performance-Driven Pragmatists, Value-Conscious Calculators, Design-Oriented Aesthetes, and Status-Seeking Prestige Buyers. Consumer beliefs toward Hyundai EV attributes are very positive (Ao = 78.17), and social influence is strong (SN = 41.71), driven by automotive influencers/reviewers and friends. IPA classification identifies the charging ecosystem, value for money, and vehicle technology as top priorities (Concentrate Here), while safety, brand image, and design should be maintained (Keep Up the Good Work). A perceptual map further shows that Hyundai leads its competitors in trust, safety, and design, while BYD and Denza lead in technology and value for money. The study recommends targeting Performance-Driven Pragmatists as the primary segment and Value-Conscious Calculators as the secondary segment, positioning Hyundai as "The Trusted Choice for Indonesia's Practical Drivers," supported by priority programs addressing the charging-ecosystem belief gap, the value-for-money perception gap, and family-level advocacy.*

Keywords: *Extended Fishbein Model, Importance-Performance Analysis (IPA), Perceived Value, STP, Subjective Norm.*

I. INTRODUCTION

Hyundai Motor Company is a South Korean global automotive company founded in 1967 and recognised as a leader in technological innovation and sustainable mobility. Hyundai entered the Indonesian market in 1995 and later established PT Hyundai Motors Indonesia (HMID) in 2020 to manage sales, distribution, and after-sales activities directly. The company currently markets a range of vehicles, including the electric models Ioniq Electric, Kona Electric, and Ioniq 5, and became the first manufacturer to produce electric cars locally in Indonesia (Ardiyanti et al., 2023).

Indonesia's electric vehicle population is estimated to have reached 207,000 units, a surge of up to 78% compared to 2023 (CNN Indonesia, 2025), reflecting strong national interest in environmentally friendly vehicles. However, electric vehicle sales nationally accelerated from 17,051 units in 2023 to 51,191 units by August 2025 (Automotive Business, 2025), while Hyundai's own electric vehicle sales moved in the opposite direction, declining from 3,543 units in 2023 (Hyundai Depok, 2023) to only 1,491 units in 2024 (DetikOto, 2024) and 944 units in the first half of 2025 (Otomotif Bisnis, 2025). Within the same period, competing Chinese brands such as BYD, Denza, Wuling, and Chery each recorded sales of over 1,000 units, indicating that Hyundai's electric vehicle sales are increasingly lagging behind those of its competitors.

This declining performance signals a need to understand the underlying factors shaping consumer decisions, particularly consumer motivation, belief-based attitude, and social influence toward Hyundai electric vehicles. Motivation reflects the internal drive arising from consumer needs, desires, and goals that underpin the purchase decision process (Wardhana, 2024), while attitude represents an evaluative judgement formed from consumer beliefs about product attributes, which subsequently shapes purchase intention (Lee et al., 2023). Based on this background, this study identifies the characteristics and motivations of prospective Hyundai EV buyers, examines how consumer belief-based attitude and social influence are formed, and formulates a marketing strategy through the STP approach integrated with Importance-Performance Analysis (IPA) to improve Hyundai's competitiveness in the Greater Jakarta (JABODETABEK) electric vehicle market.

Government policy provides a further layer of context for this decline. Indonesia's Ministry of Industry has positioned local electric vehicle production and adoption as a strategic priority, supported by fiscal incentives such as reduced VAT and import duty relief for qualifying battery-electric vehicles (Kementerian Perindustrian Republik Indonesia, 2024). These incentives have narrowed the effective price gap between electric and conventional vehicles and are frequently cited as a catalyst behind the national market's 78% year-on-year growth (CNN Indonesia, 2025). That Hyundai's electric vehicle sales moved against this favourable policy tailwind suggests that its decline is not primarily attributable to macro-level demand conditions, but to brand-specific factors in how prospective consumers perceive, evaluate, and are socially influenced toward the Hyundai brand relative to its increasingly aggressive Chinese competitors.

While prior studies have examined electric vehicle adoption through largely isolated constructs perceived value and green purchase intention (Ivanova & Moreira, 2023; Zhao et al., 2024), attitude formation (Xing & Jing, 2023), or belief-attitude-intention relationships in adjacent technology-adoption contexts (Jung et al., 2020) few have integrated qualitative motivation exploration with a quantitative belief-attitude model and translated the results directly into actionable Segmentation, Targeting, and Positioning (STP) recommendations for a single, named brand experiencing an observed sales decline. This study addresses that gap by combining the Perceived Value Framework, the Extended Fishbein Multi-Attribute Attitude Model, Subjective Norm, and Importance-Performance Analysis (IPA) within a single sequential exploratory design, offering both a theoretical contribution an integrated belief-attitude-strategy pipeline applicable to other challenger automotive brands and a practical contribution in the form of specific, priority-ranked marketing programmes for Hyundai Indonesia. The remainder of this paper is organised as follows: Section II reviews the relevant literature and conceptual framework; Section III describes the research methodology; Section IV presents the results and discussion; and Section V concludes with the study's theoretical and managerial implications, limitations, and directions for future research.

II. LITERATURE REVIEW

A) Perceived Value and Motivation

This study adopts the Perceived Value Framework developed by Sweeney and Soutar (2001) to explain consumer motivation. Perceived value reflects a consumer's overall assessment of a product's benefits relative to the sacrifices made to obtain it, and consists of four dimensions: Performance Value, the functional benefits, quality, and reliability of a product; Price Value, the perceived suitability between benefits obtained and costs incurred; Emotional Value, the emotional benefits such as pride, comfort, and satisfaction derived from product use; and Social Value, the benefits obtained through improved self-image, status, and social acceptance. Consistent with Wardhana (2024), motivation arises from the needs, desires, and goals consumers wish to achieve, which this study explores qualitatively through interviews and subsequently interprets under these four dimensions, rather than measuring them as Likert-scale items in the quantitative questionnaire.

The Perceived Value Framework is particularly suited to the electric vehicle context because adoption decisions routinely involve trade-offs across more than one value dimension simultaneously for example, a lower running cost (Price Value) achieved partly at the expense of charging convenience (a Performance Value attribute). Recent electric-vehicle research supports this multidimensional view: Ivanova and Moreira (2023), in a systematic review of purchase-intention antecedents, find that functional and economic value consistently outweigh symbolic or emotional value across markets, while Zhao et al. (2024) show that perceived green value functions as an additional, environment-specific extension of Sweeney and Soutar's (2001) original four dimensions. This study does not treat environmental value as a separate dimension, following the original four-dimension structure. However, it interprets environmental and cost-saving motivations that emerge qualitatively as expressions of Price Value, consistent with Sweeney and Soutar's (2001) original conceptualisation of Price Value as value derived from a product living up to its costs.

B) Attitude and the Extended Fishbein Model

Consumer attitude is an individual's overall evaluation of a product, brand, or service, reflecting the degree to which the object is regarded favorably or unfavorably (Ajzen & Fishbein, 1980), and is formed through experience, information, and social influence (Xing & Jing, 2023). This study adopts the belief-attitude structure of the Theory of Reasoned Action (Fishbein & Ajzen, 1975), in which beliefs function as antecedents of attitudes. Attitude is measured through the Extended Fishbein Multi-Attribute Attitude Model as the belief score (bi) multiplied by the evaluation/importance score (ei) and summed across attributes to yield the Attitude score (Ao). The model further incorporates Subjective Norm, calculated as the normative belief (NB) of each reference group multiplied by the motivation to comply (MC), which measures the social pressure exerted by reference groups such as family, friends, and key opinion leaders on the purchase decision. Together, Belief-based Attitude and Subjective Norm provide a comprehensive view of the internal and external determinants shaping consumers' evaluations of Hyundai electric vehicles.

The strength of the Extended Fishbein Model lies in its decomposition of a single global attitude score into attribute-level belief and importance components, which allows a diagnostic reading of attitude formation rather than a single summary number:

a low Attitude score could originate from weak beliefs, low perceived importance, or a mismatch between the two, each implying a different managerial response. This decomposition is what subsequently allows Belief and Importance to be repurposed directly as the performance and importance axes of Importance-Performance Analysis in Section II-C, rather than requiring a separate measurement instrument for strategic classification. Jung et al. (2020), applying a comparable belief-attitude-intention chain in a technology-adoption context, similarly find that belief strength is a stronger predictor of behavioural intention than the attitude score itself when importance is held constant a finding consistent with this study's decision to examine Belief and Importance separately (Section IV-B) before aggregating them into the Attitude score.

C) STP, Perceptual Mapping, and Importance-Performance Analysis

Segmentation, Targeting, and Positioning (STP) is a strategic framework used to identify consumer groups with similar characteristics, select the most potential segments, and establish a differentiated brand position (Sharp et al., 2024; Kotler & Keller, 2022; Camilleri, 2021). In this study, STP is not a stand-alone measured variable but a strategic output derived from the qualitative Motivation findings (Section II-A) and the quantitative Attitude and Subjective Norm findings (Section II-B). Perceptual Mapping is used in the positioning stage to visualise a brand's competitive standing relative to rivals based on attributes consumers consider important (Kotler & Keller, 2022). To translate Belief and Subjective Norm findings into priority actions, this study applies Importance-Performance Analysis (IPA), developed by Martilla and James (1977), which classifies each attribute or reference group into one of four quadrants by comparing its performance (belief/normative-belief score) against its importance (evaluation/motivation-to-comply score): Concentrate Here low performance, high importance, Keep Up the Good Work high performance, high importance, Possible Overkill high performance, low importance, and Low Priority (low performance, low importance).

Sharp et al. (2024) caution that STP is frequently applied mechanically, producing segments that are statistically distinct but strategically inert because they are not anchored to a measurable driver of the purchase decision. This study addresses that risk by deriving segments directly from coded motivation mentions rather than from demographic clustering (Section IV-A), so that each segment is defined by the same Perceived Value dimension used elsewhere in the model, and can therefore be linked, attribute-by-attribute, to the IPA priorities that inform Targeting and Positioning. This integration using one empirical backbone the belief-attitude data to inform Segmentation, Targeting, Positioning, and priority-programme design jointly, rather than treating each as a separate analytical exercise is the primary methodological contribution of the strategic component of this study.

D) Conceptual Framework

The conceptual framework follows the belief-attitude logic of the Theory of Reasoned Action. Motivation is explored qualitatively through interviews and organised into the four Perceived Value dimensions, informing both the Belief items used in the quantitative questionnaire and the Segmentation stage of STP. Belief in Hyundai's electric vehicle attributes, measured through the Extended Fishbein Model, shapes the Attitude score (Ao), while Subjective Norm follows a parallel, independent path. Attitude and Subjective Norm jointly inform Importance-Performance Analysis (IPA), which yields the priority-based programmes underlying the Targeting and Positioning stages of STP, together forming the improvement marketing strategy for Hyundai's electric vehicle business in JABODETABEK.

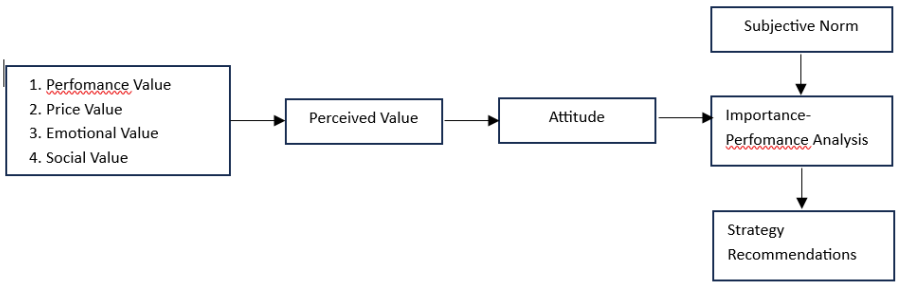

Figure 1. Conceptual Framework

III. RESULTS AND DISCUSSION

A) Consumer Motivation: Qualitative Thematic Analysis

Based on thematic coding of the 15 interviews (89 coded motivation mentions in total), Performance Value themes vehicle technology, safety, charging ecosystem, and reliability were the most frequently cited (n = 50, 56.2%), followed by Price Value (value for money, n = 21, 23.6%), Emotional Value (design, n = 14, 15.7%), and Social Value (premium brand image, n = 4, 4.5%). This distribution indicates that functional and economic considerations dominate prospective consumers' spontaneous talk about Hyundai EVs, consistent with Sweeney and Souter's (2001) observation that performance and price value tend to be more salient in unprompted consumer talk than emotional and social value.

Table 1: Consumer Segments by Dominant Perceived Value Dimension

Segment	Dominant Value Dimension	Share of Mentions
Performance-Driven Pragmatists	Performance Value	56.2% (50/89)
Value-Conscious Calculators	Price Value	23.6% (21/89)
Design-Oriented Aesthetes	Emotional Value	15.7% (14/89)

Qualitatively, the four segments in Table 1 are also distinguishable by the language informants used to describe their purchase considerations, not merely by the coded theme frequencies. Performance-Driven Pragmatists (56.2%), the largest segment, describe Hyundai EVs primarily in functional terms driving range, charging speed, and smart-feature availability and frequently benchmark these attributes directly against competing brands, consistent with their classification under Performance Value. Value-Conscious Calculators (23.6%) discuss the purchase decision in explicitly financial terms, referencing total cost of ownership, fuel-cost savings, and resale value rather than the vehicle's technical specifications, aligning them with Price Value. Design-Oriented Aesthetes (15.7%) emphasise visual and experiential attributes exterior styling, interior finish, and driving feel and are comparatively less price-sensitive in their interview responses, consistent with Emotional Value. Status-Seeking Prestige Buyers, the smallest segment (4.5%), most often invoke Hyundai's South Korean origin and international brand standing as a purchase consideration, aligning with Social Value; because this segment is both the smallest and the one whose dominant value dimension (premium brand image, bi = 3.35) is not among the attributes with the largest belief-importance gaps in Section IV-B, it is treated as a retention rather than acquisition priority in Section IV-E.

These four segments, derived from a benefit-segmentation approach (Kotler & Keller, 2022), form the basis for the Segmentation stage of STP. The quantitative survey of 400 respondents further shows the respondent profile to be dominated by male prospective consumers (80.5%) aged 21–40 years (74.0% combined), domiciled in Jakarta and Tangerang (67.5% combined), working as private employees or entrepreneurs (70.0% combined), with a monthly income of Rp20–50 million (60.0% combined); the majority own a single vehicle (54.0%) and drive a relatively long daily distance (51–100 km, 60.2%), with respondents fairly evenly split between the earlier information-seeking/brand-comparison stage (47.8% combined) and the more advanced 6-month/1-year purchase-planning stage (52.3% combined), consistent with the Performance and Price Value emphasis found in the qualitative stage.

Two features of this profile merit particular attention for the strategy formulated in Section IV-E. First, respondents are fairly evenly split between the earlier information-seeking or brand-comparison stage of the purchase journey (47.8% combined) and the more advanced 6-month or 1-year purchase-planning stage (52.3% combined), indicating that a substantial share of the sample are near-term buyers rather than distant browsers which increases the practical urgency of the priority-programme recommendations in Section IV-D, since roughly half of the market studied is already close enough to a purchase decision that a belief gap left unaddressed could translate into a lost sale within the study's own 18-month implementation horizon. Second, the majority of respondents already own a vehicle and use it over a relatively long daily distance (51–100 km for 60.2% of respondents), suggesting that this sample is not a purely aspirational or environmentally motivated segment but a group with genuine, frequent mobility needs reinforcing the qualitative finding that Performance Value vehicle technology, reliability, and charging ecosystem rather than Emotional or Social Value dominates their purchase motivation.

B) Belief-Based Attitude: Extended Fishbein Model (Cognitive Component)

Consumer beliefs toward seven Hyundai EV attributes were analysed using the belief (bi) × evaluation (ei) formula. Given that mean scores across attributes range narrowly, a post-hoc threshold of 3.20 was applied to meaningfully differentiate high versus moderate belief/importance for the IPA classification in Section IV-D.

Prior to computing the Extended Fishbein Attitude score, item-level descriptive statistics were examined for both the Belief and Importance items, reported in Table 2 and Table 3, respectively. In addition to the mean, each table reports the Standard Deviation (SD), the range, and the percentage of respondents scoring ≤ 3 versus > 3 on the 5-point Likert scale, offering a fuller view of response dispersion than the mean alone particularly relevant information given that several attribute means in this study cluster within a narrow 2.00–3.97 band.

Table 2: Belief (Cognitive) Descriptive Statistics

Attribute	Mean	SD	% Score ≤ 3	% Score > 3
Superior vehicle technology (COG_TECH)	2.74	1.12	59.5	40.5
Comprehensive safety features (COG_SAFETY)	3.95	1.34	37.5	62.5
Premium brand image (COG_PREMIUM)	3.35	1.63	52.5	47.5
Trustworthy and reliable brand (COG_RELIABLE)	3.62	1.54	40.5	59.5
Adequate charging ecosystem (COG_CHARGING)	2.00	0.60	99.5	0.5
Attractive vehicle design (COG_DESIGN)	3.56	1.60	40.5	59.5
Price commensurate with benefits (COG_VALUEFORMONEY)	3.13	0.84	59.8	40.3

The Belief items show the widest dispersion for premium brand image and brand reliability (SD = 1.63 and 1.54 respectively), indicating polarised opinion across the sample, consistent with these attributes being less central to the safety- and technology-led purchase criteria identified in the qualitative stage. By contrast, belief in the charging ecosystem is both the lowest-rated attribute (Mean = 2.00) and the most tightly and negatively distributed belief in the model (SD = 0.60; 99.5% of respondents scored ≤ 3), indicating a near-uniform, rather than merely average, scepticism toward Hyundai's charging infrastructure a pattern with direct implications for the Concentrate Here priority assigned to this attribute in Section IV-D.

Table 3: Importance (Cognitive) Descriptive Statistics

Attribute	Mean	SD	% Score ≤ 3	% Score > 3
Importance of vehicle technology (COG_TECH_EV)	3.50	1.15	49.5	50.5
Importance of safety features (COG_SAFETY_EV)	3.97	0.96	28.3	71.8
Importance of premium brand image (COG_PREMIUM_EV)	3.49	1.15	50.5	49.5
Importance of brand reliability (COG_RELIABLE_EV)	2.39	1.33	79.8	20.3
Importance of charging ecosystem (COG_CHARGING_EV)	3.75	1.01	40.3	59.8
Importance of vehicle design (COG_DESIGN_EV)	3.62	1.13	46.5	53.5
Importance of price-benefit fit (COG_VALUEFORMONEY_EV)	3.92	0.99	35.0	65.0

For importance, safety records both the highest mean (3.97) and the strongest positive skew (71.8% of respondents scoring > 3), reinforcing the qualitative finding that safety functions as a near-universal purchase criterion. Brand reliability is rated the least important attribute overall (Mean = 2.39; 79.8% ≤ 3), suggesting that although consumers hold a moderately positive belief about Hyundai's reliability (bi = 3.62 in Table 4), this belief contributes comparatively little to Attitude formation because consumers do not weight reliability heavily in their evaluation the mechanism underlying the Possible Overkill classification reported below. These item-level Mean values for Belief (bi) and Importance (ei) are then multiplied attribute-by-attribute to compute the Attitude score (Ao), presented next in Table 4.

Table 4: Fishbein Analysis Belief (Cognitive) Component

Attribute	bi	ei	bi × ei	IPA Classification
Superior vehicle technology	2.74	3.50	9.59	Concentrate Here
Comprehensive safety features	3.94	3.97	15.64	Keep Up the Good Work
Premium brand image	3.35	3.49	11.69	Keep Up the Good Work
Trustworthy and reliable brand	3.62	2.38	8.61	Possible Overkill
Adequate charging ecosystem	2.00	3.75	7.50	Concentrate Here
Attractive vehicle design	3.56	3.62	12.88	Keep Up the Good Work
Price commensurate with benefits	3.13	3.92	12.26	Concentrate Here
Ao Cognitive (Total)			78.17	

The cognitive Ao of 78.17 reflects strong overall belief. Safety contributes most (bi × ei = 15.64), with both belief and importance near the scale ceiling, corroborating the qualitative consensus that safety is the universal primary purchase criterion. The charging ecosystem shows the largest belief-importance gap (bi = 2.00 versus ei = 3.75), the single largest gap in the model, followed by vehicle technology (bi = 2.74 versus ei = 3.50) and value for money (bi = 3.13 versus ei = 3.92).

C) Social Influence: Subjective Norm

Social influence was measured by multiplying each reference group's normative belief (NB) by its motivation to comply (MC), with the four reference groups identified directly from the qualitative interviews.

Table 5: Subjective Norm Analysis Results

Reference Group	NB	MC	NB × MC	IPA Classification
Family	2.18	3.95	8.61	Concentrate Here
Friends	3.69	3.61	13.32	Keep Up the Good Work
Automotive Influencers/Reviewers	3.94	3.81	15.01	Keep Up the Good Work
EV Community	2.22	2.15	4.77	Low Priority
SN Total			41.71	

A total Subjective Norm score of 41.71 confirms that social influence is significant in Hyundai EV purchase decisions. Automotive influencers and reviewers record the highest score (15.01), corroborated by informants who cite YouTube reviews as a key information source, followed by friends (13.32). Family recorded the lowest normative belief (NB = 2.18) despite the highest motivation to comply (MC = 3.95), indicating that although family opinion is highly valued, explicit family recommendations specifically for Hyundai EVs remain limitedthe largest gap among all reference groups.

This asymmetry between normative belief and motivation to comply for the Family reference group is theoretically noteworthy: under a purely additive Subjective Norm model, a reference group with high motivation to comply but low normative belief contributes less to the total Subjective Norm score than its social importance to the consumer would suggest, because the model captures what family members are currently perceived to recommend rather than how much their opinion would matter if a recommendation were made. In practice, this means Hyundai's family-advocacy gap is best understood not as a lack of family influence in the abstract, but as a lack of family-level awareness or exposure to Hyundai's electric vehicles specifically. This interpretation directly motivates the Family EV Experience Event programme proposed in Section IV-D, which is designed to increase exposure rather than attempt to alter the underlying importance families already place on each other's opinions.

D) Importance-Performance Analysis and Priority Programmes

Applying IPA to the Belief (Cognitive) and Subjective Norm results above, three cognitive attributes fall into Concentrate Here (charging ecosystem, value for money, vehicle technology), three into Keep Up the Good Work (safety, premium brand image, design), and one into Possible Overkill (reliability); for Subjective Norm, Family falls into Concentrate Here, Friends and Automotive Influencers/Reviewers fall into Keep Up the Good Work, and EV Community falls into Low Priority.

Table 6: IPA Priority Programme Recommendations

Quadrant / Programme	Description
Concentrate Here EV Charging Transparency Programme	Real-time integrated charging map in the Hyundai app with availability, speed, and routing, plus home-charging education.
Concentrate Here Total Cost of Ownership Calculator	Transparent online tool comparing five-year ownership cost versus a conventional vehicle, addressing the value-for-money gap.
Concentrate Here Certified EV Ambassador Programme	Structured collaboration with credible automotive reviewers to strengthen belief in vehicle technology.
Possible Overkill Reliability Relevance Campaign	Reframe reliability messaging around long-term financial and safety consequences rather than repeating a generic brand claim.
Concentrate Here Family EV Experience Event	Family-oriented test-drive and education events at premium shopping centres to build family-level advocacy.
Keep Up the Good Work Safety, Premium Image, Design, Friends, Influencers	Sustain current product quality, brand messaging, and influencer partnerships; no new programme required.
Low Priority EV Community	No immediate action; monitor as a longer-term opportunity as Hyundai's owner community grows.

The seven priority programmes in Table 6 are deliberately weighted toward the four Concentrate Here attributes, reflecting the IPA logic that performance gaps on high-importance attributes carry the greatest risk of lost sales if left unaddressed, whereas Keep Up the Good Work attributes require only maintenance-level investment. Two design choices in these programmes are worth highlighting. First, the EV Charging Transparency Programme and the Total Cost of Ownership Calculator both address belief gaps through information provision rather than product redesign, consistent with the diagnostic reading of the Fishbein model in Section IV-B. Because the charging-ecosystem and value-for-money gaps are belief gaps (low b_i despite moderate-to-high e_i) rather than importance gaps, the more cost-effective intervention is to correct the underlying belief through evidence and communication rather than to alter the product itself, which Hyundai's actual charging infrastructure and pricing may already partially support without consumers being aware of it. Second, the Possible Overkill classification of brand reliability does not imply that reliability messaging should be discontinued, but that its current framing is inefficient: because Section IV-B's Importance table shows reliability as the least important attribute in the model ($e_i = 2.39$; 79.8% of respondents rating it ≤ 3), continuing to emphasise reliability as a generic brand claim is unlikely to move attitude; reframing the same underlying belief around a concern consumers already rate as important such as long-term ownership cost or resale value converts an inefficiently allocated communication resource into one aligned with a Concentrate Here or Keep Up the Good Work priority instead.

E) Targeting and Positioning

Evaluating the four segments identified in Section IV-A against segment size, alignment with IPA priorities, and strategic fit with Hyundai's competitive strengths, Performance-Driven Pragmatists (56.2%) directly aligned with the Concentrate Here classification of vehicle technology is recommended as the primary target, and Value-Conscious Calculators (23.6%), aligned with the value-for-money gap, as the secondary target. Design-Oriented Aesthetes (15.7%) are better served through retention communication, as design already falls under Keep Up the Good Work, while Status-Seeking Prestige Buyers (4.5%), the smallest segment, are treated as a low-priority target for incremental acquisition investment.

A perceptual map based on respondents' mean ratings (1–10 scale) of Hyundai and four competing brands BYD, Denza, Wuling, and Chery across seven attributes shows Hyundai leading all competitors on trust (8.85), safety (9.06), and design (9.50), confirming brand trust and product quality as Hyundai's core competitive strengths. However, BYD and Denza lead on technology (9.01 for both) and value for money (9.75 and 8.88, respectively), indicating that Hyundai's main competitive

exposure lies in the technology-value dimension. All five brands score comparatively weakly in the charging ecosystem (5.12–6.75), indicating that charging infrastructure remains a category-wide unresolved weakness rather than a Hyundai-specific one. This pattern is consistent with the study's Perceived Value findings, in which Performance and Price Value are the most frequently cited motivation themes, and with the IPA results, in which vehicle technology and value for money both fall into the Concentrate Here quadrant.

Based on this perceptual map, the recommended positioning statement is: "Hyundai EV: The Trusted Choice for Indonesia's Practical Drivers." This statement leverages Hyundai's demonstrated leadership in trust, safety, and design, while directing the Concentrate Here priority programmes toward closing the technology and value-for-money gap relative to BYD and Denza. Implemented across three phases over an estimated 18-month period, these programmes are designed to convert Hyundai's positive Belief and Subjective Norm base into measurable sales growth in the JABODETABEK electric vehicle market.

This targeting logic also clarifies why demographic variables were deliberately not used as the primary basis for Segmentation and Targeting in this study. Section IV-A's respondent profile shows the sample to be broadly similar in age, income, and domicile across the four motivation-based segments; had Segmentation instead been built on these demographic variables, the resulting groups would have been statistically separable but would not have corresponded to a distinct, actionable difference in what each group is looking for in an electric vehicle. By contrast, motivation-based Segmentation ties each target segment directly to a specific combination of Belief and Importance scores already classified through IPA, so that the communication content recommended for Performance-Driven Pragmatists technology and reliability messaging is mechanically derived from, and traceable to, the same bi and ei values reported in Table 4, rather than being a separate creative judgement layered on top of the quantitative findings.

The gap between Hyundai and its closest Chinese competitors on technology and value for money is also consistent with a broader structural shift observed in the Indonesian electric vehicle market, in which price competition alone is increasingly insufficient to win share; BYD's and Denza's simultaneous leadership on both technology and value for money suggests that consumers now expect a feature-rich, technologically current vehicle to be offered at a justifiable price, rather than treating low price and advanced technology as a trade-off. This reading is reinforced by the finding that Technology and Value for Money are jointly the two most frequently cited motivation themes in the qualitative stage (Section IV-A) and jointly occupy the Concentrate Here quadrant in the quantitative IPA (Section IV-D) three independent analyses within this study converge on the same conclusion using different data sources, which strengthens confidence that the technology-value gap, rather than price alone, is Hyundai's central competitive exposure in this category.

F) Theoretical and Managerial Implications

From a theoretical standpoint, this study extends the Theory of Reasoned Action's belief-attitude structure by demonstrating that item-level descriptive statistics not merely the aggregated bi and ei means carry diagnostic value for strategy formulation. The near-uniform, low-variance rejection of the charging-ecosystem belief (Section IV-B; SD = 0.60) is qualitatively different from a moderate, high-variance belief such as brand reliability (SD = 1.54) even where the two attributes' bi × ei products might otherwise appear comparable in magnitude: a low-variance negative belief signals a shared, structural perception that likely requires a category-wide or infrastructure-level response, whereas a high-variance belief signals a segmented market in which targeted, rather than universal, communication is more efficient. Future applications of the Extended Fishbein Model to strategy formulation, particularly for Importance-Performance Analysis, would benefit from reporting dispersion statistics alongside means as a matter of course, rather than treating the mean as a sufficient statistic for classification.

From a managerial standpoint, the priority-programme structure in Table 6 offers Hyundai Indonesia and, by extension, other automotive brands facing a comparable belief-attitude profile a template for allocating a constrained marketing budget across belief-repair, maintenance, and reframing activities according to where each attribute falls in the IPA matrix, rather than distributing communication spend evenly across all product attributes. Because the segments, priorities, and positioning statement in this study are all derived from the same underlying dataset, marketing and product teams can revisit the same instrument in subsequent survey waves to track whether specific belief gaps (most immediately, the charging-ecosystem gap) close in response to the recommended interventions, providing a measurable basis for evaluating marketing effectiveness rather than relying on sales volume alone, which is confounded by macro-level factors such as the policy incentives discussed in Section I.

IV. CONCLUSION

This study finds that prospective Hyundai EV consumers in JABODETABEK are best differentiated not by demographic profile but by purchase motivation: qualitative thematic analysis of 15 interviews identifies four psychographically distinct segments Performance-Driven Pragmatists (56.2%), Value-Conscious Calculators (23.6%), Design-Oriented Aesthetes (15.7%),

and Status-Seeking Prestige Buyers (4.5%) led by Performance Value and Price Value considerations. Consumer belief-based attitude toward Hyundai EV is very positive (Ao = 78.17), and social influence is strong (SN = 41.71) and dominated by automotive reviewers/influencers and friends, with the charging ecosystem and family advocacy identified as the largest belief gaps. Importance-Performance Analysis identifies charging ecosystem, value for money, and vehicle technology as top-priority investment areas, while safety, brand image, and design should be maintained. Perceptual Mapping further reveals that Hyundai leads competitors on trust, safety, and design, while BYD and Denza have set a higher consumer expectation on technology and value for money. The recommended improvement marketing strategy therefore combines an STP framework targeting Performance-Driven Pragmatists as the primary segment with a positioning statement leveraging Hyundai's trust and safety leadership, supported by integrated priority programmes designed to convert Hyundai's positive belief base into measurable sales growth.

Limitations and Future Research

This study has three principal limitations. First, its geographic scope is restricted to JABODETABEK, so the findings should not be generalised to other Indonesian regions without further validation. Second, the cross-sectional design captures beliefs, attitudes, and social influence at a single point in time and cannot track how these constructs, or the effectiveness of the proposed priority programmes, change over the study's 18-month implementation horizon. Third, vehicle pricing is not modelled as an independent variable, even though price and value-for-money perception are closely related; the Extended Fishbein Model captures consumers' belief about value for money as a subjective attribute rather than testing price sensitivity directly. The study is also descriptive-evaluative rather than experimental in design: the Importance-Performance Analysis priority programmes recommended in Section IV-D have not been empirically tested for their effects on consumer beliefs or purchase behaviour.

Future research should extend this design in four directions: replicating the study in Tier-2 Indonesian cities to test the generalisability of the segment structure identified here; adopting a longitudinal panel design to track belief change over Hyundai's own implementation timeline; incorporating price and government policy incentives as moderating variables, given the policy context discussed in Section I; and testing the effectiveness of the proposed priority programmes directly through an experimental or quasi-experimental design, such as a pre-test/post-test or treatment-control group comparison across dealership regions, to move from strategy recommendation toward causal evidence of strategy effectiveness.

Interest Conflicts

The author(s) declare(s) that there is no conflict of interest concerning the publishing of this paper.

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