



# Consumer Perception and Purchase Intention: A Literature Review of Toyota Indonesia

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## ABSTRACT

The dynamics of the automotive market and the growing digitalization of consumer behavior have significantly influenced how individuals perceive brand value and make purchasing decisions. Toyota Indonesia provides an interesting case for examining how consumer perception shapes purchase intention within an evolving competitive landscape. This study conducts a Systematic Literature Review to analyze the relationship between consumer perception, purchase intention, and brand image in the automotive industry. The findings indicate that consumer perceptions are formed by emotional values such as innovation, design, and user experience and functional values such as safety and reliability. Emotional aspects tend to drive brand preference, while functional aspects maintain trust and loyalty. Moreover, digital initiatives such as social media engagement, virtual interaction, and corporate social responsibility (CSR) programs enhance brand image and influence consumers' intention to purchase environmentally friendly vehicles. This review highlights that perception, brand image, and purchase intention are interconnected components contributing to Toyota Indonesia's competitive advantage in the digital era.

**Keywords:** *Brand Image, Consumer Perception, Purchase Intention, Toyota Indonesia.*

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## 1. | INTRODUCTION

The Indonesian automotive industry is experiencing a shift in how consumers perceive brand value and form purchase intentions, driven by a combination of product factors, digital experiences, and social expectations of corporations. Consistent with findings in the Japanese automotive market, brand preference, which in this research focuses on Toyota, is changing. It is increasingly determined by emotional value (innovation, design, experience) in addition to functional value (safety, reliability). Recent research confirms that consumer perceptions of value, both functional and emotional, directly influence purchase intention, particularly in the automotive and electric vehicle sectors (He, 2024). When emotional aspects are strong, brand preference is driven; however, failures in functional aspects, particularly safety, quickly undermine positive consumer perceptions and weaken purchase intention. At a more specific design level, the perceived quality of exterior color/gloss also modulates perception and purchase intention: for the SUV segment, a bright sheen reinforces the premium impression and increases purchase intention, while for compact cars, excessive sheen is perceived as inconsistent with the cost-effective image, decreasing interest. This emphasizes the importance of product concept and design alignment in managing Toyota consumer perception.

In addition to product attributes, socio-cultural and generational contexts also shape how consumers interpret cars. Cross-country studies of young consumers show that cars remain important, but with different meanings: in developing countries, they are more related to mobility needs and economic status, while in developed countries, they are more about lifestyle and self-expression. This diversity is relevant to the heterogeneous Indonesian market, suggesting the need for culturally sensitive segmentation in designing Toyota's value message. Empirical evidence in Indonesia supports this, where brand preference and customer engagement have been shown to be strong predictors of purchase intention and mediate the influence of digital marketing on purchase intention (Clarence & Keni, 2022). On the purchase intention side, operational factors such as delivery time have a conditional influence: if Toyota is the first choice, extended delivery times do not reduce purchase intention; however, when Toyota is only the second candidate, significant delays erode purchase intention. This highlights the strategic role of achieving top-of-mind status in consumers' minds as a "psychological shield" against operational friction.

Changing shopping channels and experiences are also increasingly crucial. In immersive/metaverse retail, social presence increases consumer identification with the shopping environment, which in turn increases purchase intention, especially for environmentally friendly products. Similarly, digital-based interactions such as chatbots have been shown to increase perceptions of hedonic and utilitarian value, which in turn strengthen purchase intentions (Lo Presti et al., 2021). For Toyota, this opens up opportunities to optimize virtual showrooms, co-browsing, and social activations to accelerate interest in the hybrid/EV line.

At the same time, brand image is formed and maintained not only by products, but also by corporate social responsibility (CSR), reputation, and quality. Empirical evidence in the Asian automotive and retail sectors shows that CSR strengthens image and loyalty through the mediation of reputation and brand equity (Arachchi & Samarasinghe, 2023). Conversely, commercial practices perceived as unfair, such as internal product upgrades (built-in features unlocked at an additional cost), are often perceived as unfair. This can trigger feelings of

betrayal and damage consumer attitudes and loyalty. Transparency and fair framing are therefore prerequisites for maintaining brand equity in an era of increasingly digitalized products.

Based on the landscape of these findings, this study presents Systematic Literature Review (SLR) of recent scholarly work (2020–2025) linking consumer perception, purchase intention, and brand image in the Toyota context, while considering the role of design, digital retail channels, and CSR as supporting variables. Contributions offered include: (1) a synthesis of the Perception → Intention → Image pathway relevant to Toyota's marketing decision-making in Indonesia; (2) a sharpening of the implications of segmentation (generation & culture) on value proposition design; and (3) recommendations for digital experience management and fair feature/pricing policies to maintain long-term brand equity.

## **2. | LITERATURE REVIEW**

### **Consumer Perceptions**

Consumer perception is understood as the process by which individuals select, organize, and interpret environmental stimuli to create meaning. These stimuli can include light, color, sound, smell, texture, or shape, perceived by the human senses. Perception is not simply a passive response to stimuli, but involves interpretations influenced by individual experiences, needs, and biases. In other words, two people receiving the same stimulus may interpret it differently depending on their existing schemas or belief frameworks. The perception process is typically described through three stages: exposure, attention, and interpretation (Haase & Wiedmann, 2020).

Furthermore, consumer perception is not only related to sensory stimuli but also how they associate symbolic meaning with a product or brand. Gestalt psychology principles emphasize that consumers tend to perceive the meaning of the whole stimulus, not just its parts. For example, color, shape, or even scent can create emotional associations that influence product evaluations (Ziming et al., 2020; Mandagi & Centeno, 2024). In this context, recent research shows that sensory branding and multisensory marketing strategies play a crucial role in shaping perceptions of brand quality and value across various industries (Wiedmann et al., 2021; Agarwal, 2024). Therefore, marketers need to understand that consumer perceptions of brands are formed from a combination of sensory, cognitive, and symbolic factors, which ultimately determine how consumers assess the quality, image, and value of the product offered (Madichie, 2012; Kulkarni & Kolli, 2023).

### **Brand Image**

According to Coaker (2021), Tharpe (2014), and Simonson and Schmitt (2009), brand image is a reinterpretation of all perceptions of a brand formed from information and past experiences of consumers and customers with the brand. According to Espindola (2020), and Arifin and Fachrodji (2025), brand image is related to consumer attitudes in the form of preferences for a brand. Kotler, Keller, Brady, Goodman, Hansen (2019) and Kotler and Armstrong (2018) state that a brand is not just a name or symbol, but a brand is a key element in the relationship between a company and its customers.

Mcpherson (2021), and Wardhana et al. (2021) suggest that if a customer has a positive image of a brand, they will repurchase that product. Conversely, if a brand's image is negative, repurchase is less likely. Based on the explanation above, brand image is the perception of a brand in the minds of consumers, which shapes consumer and customer trust in a brand.

### Purchase Intention

Purchase intention is viewed as the “probability that a consumer will purchase a product” (Sam et al., 2019) and reflects the consumer's level of willingness to make a purchase. This intention is influenced by various antecedent factors such as attitudes, experiences, and external influences that drive purchasing decisions (Hawkins & Mothersbaugh, 2010). Several recent studies confirm that factors such as brand attitude, brand identification, CSR authenticity, social media communication, and environmental influences play a significant role in shaping purchase intention (Moharam & Yacout, 2024; Paták et al., 2021; Roy et al., 2020; Luo, 2022; Mäncher et al., 2023). Thus, purchase intention is an important indicator in predicting actual behavior and a reference for marketers in formulating effective marketing strategies.

According to Kotler and Keller (2016), purchase intention is a form of consumer behavior in which individuals desire to buy or choose a product based on their experience, usage, and personal interest in the product. Ferdinand (2022) explains that purchase intention can be reflected through several forms of interest, including consumers’ intention to make a transaction, their tendency to recommend a product to others, their desire to make the product a primary choice when shopping, and their intention to seek more information about the product they plan to purchase.

### 3. | RESEARCH METHOD

This study uses a *Systematic Literature Review* (SLR) approach combined with qualitative descriptive analysis to examine the relationship between consumer perception, purchase intention, and brand image in the automotive industry, focusing on Toyota products. The primary objective of the study is to analyze the relationship between consumer perception and purchase intention, while also identifying the role of relevant supporting variables in shaping consumer decisions. Brand image is the primary factor driving purchase intention in both the automotive and e-commerce sectors (Nugroho et al., 2021).

*Systematic Literature Review* method provides a systematic and transparent framework for identifying, evaluating, and interpreting previous research (Tranfield et al., 2003; Liu et al., 2021). This approach also allows for the integration of various empirical findings, resulting in a more comprehensive understanding of the topic under study.

*Peer-reviewed* journal articles. Although literature can be accessed through a number of academic databases such as Google Scholar, ScienceDirect, and Scopus, this study specifically limited the search to Scopus. This was done to ensure the academic quality and consistency of all sources analyzed. Inclusion criteria were determined based on the publication period of the last five years (2020–2025), relevance to the research theme through the keywords " *consumer perception*," " *purchase intention*," " *brand image*," and " *Toyota brand*," and compliance with scientific standards.

The literature search process was conducted using a keyword combination strategy using the PICO (*Population, Intervention, Comparison, Outcome*) framework as suggested by Liu et al. (2021). Boolean operators (*AND*, *OR*) were applied to narrow the search results while increasing data accuracy. The search queries used were: (“*consumer perception*” OR “*brand perception*”) AND “*purchase intention*.”

The literature screening process was then carried out using the PICO framework and the PRISMA (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*) guidelines.

This process involved three main stages of article selection. Research questions were formulated based on the PICO framework to guide the search strategy and clarify the inclusion and exclusion criteria, as summarized in Table 1.

**Table 1.** PICO Framework

| Pico         | Description                                                                                                                                                                          |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Population   | Indonesian automotive consumers (existing & potential) who are considering Toyota cars with market segmentation based on young/adult age, social class, and SUV vs compact users.    |
| Intervention | Emotional value, functional value, exterior design, lead time, digital channels, reputation & CSR, and price/feature fairness.                                                       |
| Comparison   | Toyota vs competitors, high vs low exposure, SUV vs compact, first vs second choice, and fair vs unfair strategies.                                                                  |
| Outcome      | With the main <i>outcomes</i> being consumer perception, purchase intention, brand image & loyalty and its derivatives top-of-mind, preference, willingness to wait, price attitude. |

This table details the criteria used to filter literature from the Scopus database. These criteria are divided into two categories in Table 2:

**Table 2.** PICO Framework Inclusions and Exclusions

| Criteria         | Inclusion                                                           | Exclusion                                               |
|------------------|---------------------------------------------------------------------|---------------------------------------------------------|
| Open access      | Documents with open access and gold access.                         | Documents with other than gold access.                  |
| Time period      | Published in the period 2020-2025.                                  | Published before 2020.                                  |
| Field            | Business Management and Accounting.                                 | Physical products, automotive production manufacturing. |
| Document type    | Journal article.                                                    | In addition to journal articles.                        |
| Publishing stage | Final.                                                              | Before the final.                                       |
| Keywords         | Consumer perception, purchase intention, brand image, Toyota brand. | Apart from those specified.                             |
| Language         | Indonesian, English.                                                | Besides Indonesian and English.                         |

These criteria are essential to ensure that the literature reviewed is relevant, up-to-date, and academically sound. After passing the PICO stage, journals are screened using the

PRISMA diagram, which illustrates the literature selection process from initial to final stages, as shown in Scheme 1 below:

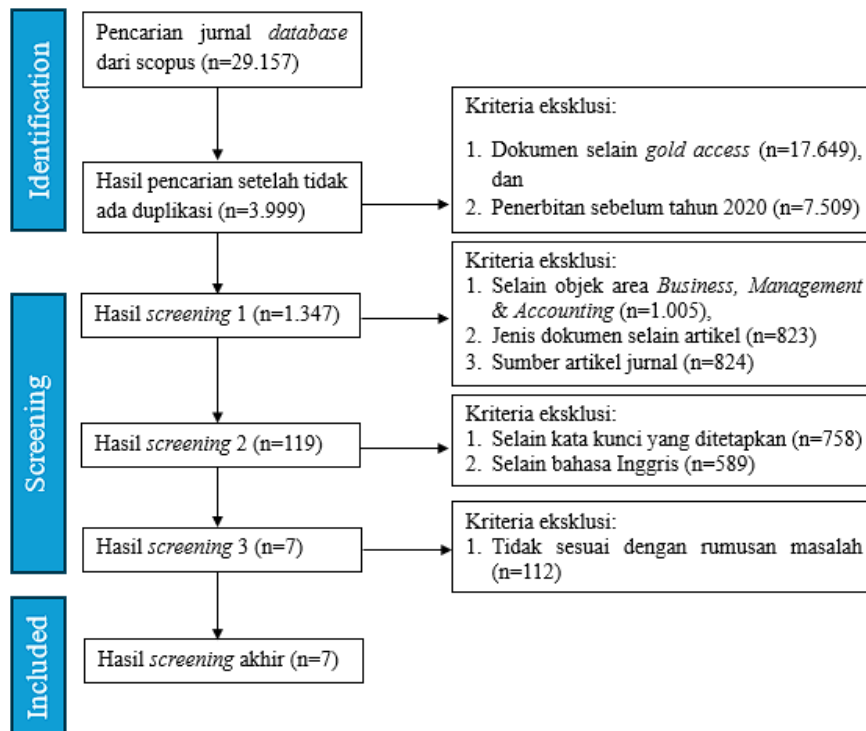


Figure 1. PRISMA Diagram

The article selection process for this study was conducted systematically through several stages. The first stage was identification, where researchers searched for articles in the Scopus database, with a total of 29,157 initial documents. Subsequently, a duplication elimination process was carried out, resulting in 3,999 articles remaining. This stage also applied initial exclusion criteria, eliminating documents not categorized as *gold access* (n=17,649) and those published before 2020 (n=7,509).

The next stage was *screening*. In the first *screening*, the number of remaining articles was 1,347. Exclusion criteria used included: articles outside the field of *Business, Management & Accounting* (n=1,005), document types other than scientific articles (n=823), and sources other than journal articles (n=824). Then, a second *screening* resulted in 119 articles. At this stage, the exclusion criteria applied were articles that did not contain the predetermined keywords (n=758) and articles that were not in English (n=589).

Next, the third *screening* resulted in seven articles. At this stage, the remaining articles were checked for their suitability to the research problem formulation, resulting in 112 articles being eliminated as irrelevant. The final stage, inclusion, yielded a total of seven articles that met all inclusion criteria and met the research objectives. These articles were then used as the primary material in this research literature review.

## 4. | RESULTS

### Previous Journals Research Table

The presentation of the previous journal table aims to provide a systematic mapping of research contributions. With a publication year limitation of 2020–2025, a scope of economics, business, and management, and a requirement for gold access articles only, seven articles were obtained, summarized in Table 3 below.

**Table 3.** Previous Journal Table

| No | Writer                        | Title                                                                                                                                    | Research Subjects                                                                                                                                                                                                                | Results                                                                                                                                                                                                                                                                                                                                                                  |
|----|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Takumi Kato (2021)            | Functional value vs emotional value: A comparative study of the values that contribute to a preference for a corporate brand             | An online survey in Japan of Toyota, Honda, and Nissan consumers to compare the influence of functional values (performance, safety, durability) vs. emotional values (design, innovation, user experience) on brand preference. | Emotional value has been shown to be more influential than functional value in shaping preferences for Toyota. Innovation is the most dominant factor driving consumer loyalty. However, functional value remains important; products with safety weaknesses will decrease positive perceptions and purchase intentions, even if the design or innovation is attractive. |
| 2. | Takumi Kato (2020)            | Differences in delivery times' effects on purchase intentions by the purchase candidates' sequencing in the Japanese automotive industry | RCT experiment in the Japanese automotive industry on the impact of extended delivery times (3–10 weeks) on consumer purchase intentions.                                                                                        | Extended delivery times do not reduce purchase intention if Toyota is the consumer's top choice. However, if Toyota is the second or next-highest choice, purchase intention decreases significantly when delivery times are extended. This means that consumers' perception of Toyota as a top brand can buffer the negative impact of external factors (waiting time). |
| 3. | Takumi Kato (2022)            | Perceived color quality: The effect of light reflection brightness of a car's exterior design on consumers' purchase intentions          | RCT online in Japan with SUV and compact car designs that have modified the brightness level of the exterior color reflection.                                                                                                   | For SUVs (including Toyotas), bright colors enhance the premium feel and increase consumer purchase intention. Conversely, for compact cars, brightness actually decreases purchase intention because it's perceived as inconsistent with the economy image. This emphasizes the importance of matching Toyota's product character with consumer perception.             |
| 4. | Mohsen Brahmi, Zahid Hussain, | Corporate Social Responsibility                                                                                                          | A survey of 243 Pakistani automotive consumers using SEM                                                                                                                                                                         | CSR has been shown to significantly improve brand image. Reputation and product                                                                                                                                                                                                                                                                                          |

|    |                                                                                                             |                                                                                                          |                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                               |
|----|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Muhammad Ussama Majeed, Arman Khan, Muhammad Asif Qureshi, Rohit Bansal (2025)                              | y's Influence on Brand Image in the Automotive Sector: The Corporate Reputation and Product Quality Role | (AMOS) to examine the effect of CSR on brand image with the mediating role of corporate reputation and product quality.                                         | quality strengthen the effect of CSR on consumer perceptions and loyalty. In the Toyota context, these results indicate that CSR (such as environmental commitment or product safety) is a key factor in shaping positive consumer perceptions and driving purchase intentions.                                                                                                               |
| 5. | Bahles, M., Cook, G. (2020)                                                                                 | Car Motivations in the Young Target Group: An International Perspective                                  | Qualitative study (interviews & focus groups) with students from >20 countries to explore motivations for car ownership among the younger generation.           | Cars remain important to the younger generation, but their motivations differ. In developed countries, they symbolize lifestyle and prestige. In developing countries, they symbolize transportation and economic status. In the context of Toyota Indonesia, this demonstrates that perceptions and purchase intentions are influenced by cultural, generational, and social status factors. |
| 6. | Haowei Zhang, Yang Lv, Justin Zuopeng Zhang, Linda D. Hollebeek, Abhishek Behl, Sigitas Urbonavicius (2025) | Exploring purchase intention in metaverse retailing: Insights from an automotive platform                | A survey of 348 respondents using metaverse-based automotive platforms in China, analyzed using SEM (SOR framework).                                            | Social presence in the metaverse increases consumer identification, which in turn increases purchase intention. The effect is stronger for eco-friendly vehicles. For Toyota, these results provide insight into how digital marketing/metaverse can shape consumer perceptions and drive purchase intention, particularly for hybrid/EV products.                                            |
| 7. | Janina Garbas, Sebastian Schubach, Martin Mende, Maura L. Scott, Jan H. Schumann (2023)                     | You want to sell this to me twice!? How perceptions of betrayal may undermine internal product upgrades  | Six experiments in the electronics & automotive context on consumer reactions to <i>internal product upgrades</i> (built-in features that are locked & resold). | Consumers feel betrayed if they have to pay again for built-in features, which lowers loyalty and positive perceptions. Implications for Toyota: Pricing strategies and additional features must be transparent to avoid creating negative perceptions that undermine purchase intentions.                                                                                                    |

### Research Findings

Literature review shows that consumer perceptions of automotive brands, particularly Toyota, are influenced by a combination of functional and emotional values. A study in Japan confirmed that emotional value is the most important factor. such as innovation, design, and user experience more dominant in shaping consumer preferences towards Toyota, although

functional aspects such as safety and reliability remain important prerequisites that cannot be ignored (Kato, 2021).

Further research on exterior design has found that light reflection brightness also influences perceived quality: in SUVs, bright colors enhance premium impressions and drive purchase intentions, while in compact cars they can actually decrease interest because they are perceived as inconsistent with the cost-effective image (Kato, 2022). Consumer perceptions are also not homogeneous, but vary by segment and cultural context; international research shows that young people in developing countries view cars as a necessity for transportation and economic status, while in developed countries they are more a symbol of lifestyle and self-expression (Bahles & Cook, 2017).

This perception aspect is closely related to purchase intention. Experimental research in the Japanese automotive industry shows that extended delivery times do not affect purchase intention when Toyota is the consumer's first choice. However, when Toyota is only the second candidate, significant delays reduce purchase intention. This demonstrates the importance of Toyota's brand position as the first choice on consumers' shortlists (Kato, 2020). Furthermore, the development of digital channels also shapes consumer behavior. A study on metaverse-based automotive retail found that social presence in virtual environments increases consumer identification with the brand, which in turn drives purchase intention, particularly for environmentally friendly vehicles, which is relevant to Toyota's strategy for hybrid and EV products (Zhang et al., 2025).

Brand image plays a crucial role in strengthening consumer perceptions and purchase intentions. A quantitative study in the Asian automotive sector shows that Corporate Social Responsibility (CSR) significantly improves brand image and loyalty, with corporate reputation and product quality as key mediators (Brahmi et al., 2025).

Conversely, commercial strategies perceived as unfair, such as internal product upgrades where new built-in features can be accessed at an additional cost, can trigger a sense of betrayal in consumers, thus damaging positive perceptions and reducing loyalty (Garbas et al., 2023).

Thus, these seven complementary findings confirm that consumer perception of Toyota is formed from a balance of functional and emotional values, purchase intention is influenced by brand positioning and the retail experience offered, and brand image is strengthened by reputation, CSR, and product quality. Conversely, any practice that creates a perception of unfairness has the potential to erode consumer loyalty, which ultimately impacts purchase intention and the sustainability of the Toyota brand in the automotive market.

## 5. | DISCUSSION

Literature findings provide important insights into how consumer perceptions, purchase intentions, and brand image interrelate in shaping preferences for Toyota. A Japanese study showed that emotional values such as innovation and design were more influential than functional values in shaping brand preferences (Kato, 2021).

This aligns with a global trend where consumers increasingly value user experience and emotional differentiation over mere technical performance. However, the same study emphasized that functional values, particularly safety, remain fundamental; failure in this area can erode consumer trust, even with superior product design. In the Indonesian context, Toyota, known as a brand with a "safe and durable" image, can strengthen its differentiation by adding emotional elements such as design innovation and digital experiences.

Product design factors have also been shown to modulate purchase intentions. Kato (2022) emphasized the importance of matching product concepts and design elements, for example, bright colors are suitable for premium SUVs but less suitable for compact cars. This is relevant for Toyota Indonesia, which markets products in different segments, such as the Avanza (as an economy vehicle) and the Fortuner (a premium SUV). Consumer perception segmentation is also related to socio-demographic factors. Bahles and Cook (2017) found that young people in developing countries view cars as a status symbol and a mobility necessity, while in developed countries they are more of a lifestyle. Therefore, Toyota's marketing strategy in Indonesia needs to emphasize the car's function as a reliable means of mobility and a symbol of social status.

External factors also influence purchase intention. Kato's (2020) study showed that extended delivery times had no significant impact if Toyota was a consumer's top choice. However, if it was ranked second, purchase intention declined sharply. This means that initial loyalty to Toyota provides protection against negative external factors, so marketing strategies must focus on establishing Toyota as a top-of-mind brand. Furthermore, changes in consumer behavior due to digitalization cannot be ignored. Research by Zhang et al. (2025) showed that social presence in metaverse retail strengthens consumer identification and increases purchase intention, particularly for environmentally friendly vehicles. This opens up opportunities for Toyota to explore digital-immersive platforms in marketing hybrid and EV models in Indonesia.

Discussions on brand image emphasize the importance of corporate integrity. CSR has been shown to enhance brand image through reputation and product quality (Brahmi et al., 2025). For Toyota, CSR programs in the areas of environment, safety, and education can strengthen positive perceptions of Indonesian consumers and drive purchase intentions. Conversely, commercial practices that create perceptions of unfairness, such as internal product upgrades, have been shown to trigger feelings of betrayal and decrease consumer loyalty (Garbas et al., 2023). This demonstrates that transparency and fairness in marketing strategies are crucial for maintaining Toyota's brand image, which has long been synonymous with trust and reliability.

Overall, the literature shows that consumer perceptions of Toyota are shaped by the interaction of functional and emotional values, purchase intentions are influenced by the brand's position in consumer preferences and the digital experience offered, and brand image is strengthened by CSR and product quality reputation. This discussion confirms that these three elements are not mutually reinforcing in creating long-term loyalty to Toyota in the Indonesian market.

## **6. | CONCLUSION**

Based on a literature review, it can be concluded that consumer perceptions of Toyota are formed through the interaction of emotional values such as innovation, design, and user experience with functional values such as safety and reliability. Emotional values have been shown to be more dominant in driving preference, but functional aspects remain a fundamental factor that cannot be ignored, as failure in this area can damage an already established positive image (Kato, 2021). Product design aspects, particularly the brightness of color reflections, also play a role in strengthening or weakening perceptions, depending on their suitability for the target market segment (Kato, 2022). Furthermore, consumer perceptions are influenced by

generational and cultural factors, where the younger generation in developing countries, including Indonesia, still views cars as a mobility necessity and a status symbol, in contrast to young consumers in developed countries who place greater emphasis on lifestyle (Bahles & Cook, 2017).

In terms of purchase intention, research shows that initial loyalty to Toyota can buffer the negative impact of external factors such as extended delivery times, but only when Toyota is the consumer's primary choice (Kato, 2020). Along with digital advancements, metaverse-based retail experiences have also been shown to increase purchase intention through social presence and consumer identification, particularly for environmentally friendly vehicles, which are increasingly relevant to Toyota's strategy (Zhang et al., 2025).

Meanwhile, Toyota's brand image can be strengthened through credible CSR programs, as they have been proven to increase positive perceptions and consumer loyalty, supported by the company's reputation and product quality (Brahmi et al., 2025). However, commercial strategies deemed unfair, such as internal product upgrades, have the potential to damage trust and decrease consumer loyalty (Garbas et al., 2023).

Overall, this literature confirms that consumer perception, purchase intention, and brand image are three interrelated dimensions in explaining consumer behavior towards Toyota. To strengthen its position in the Indonesian market, Toyota needs to balance functional and emotional values, maintain its position as consumers' primary choice, utilize innovative digital channels, and prioritize CSR strategies and transparency in product policies. In this way, Toyota can maintain and strengthen consumer loyalty amidst the increasingly competitive dynamics of the automotive market.

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### ***Conflict of Interest Statement***

The authors declare that there is no conflict of interest.

### ***Ethical Approval and Originality Statement***

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

### ***Data Disclosure Statement***

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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