

Green Marketing Strategy to Enhance Corporate Image: Case Study in Umw Toyota Motor Sdn Bhd

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ABSTRACT

In this era of high green-awareness, people become more concern on environmental products or services issues. Green or environmental marketing is about the product modification, changes to production process or packaging process and modifying advertising. Therefore, strategic green marketing is very important in order to enhance the corporate green image. In this case study, UMW Toyota Motor Sdn. Bhd. was selected among the automobile industry to investigate the capability of the company in implementing the green marketing strategy to enhance the green corporate image. The research will involve the application of several marketing strategy. A series of interview conducted to collect respondents answer while the data collected was analyzed quantitatively and qualitatively. As a conclusion, UMW Toyota Motor Sdn. Bhd. has enhanced their green corporate image through the implementation of green marketing strategy in the aspect of product strategy, place strategy, price strategy and promotion strategy to ensure that the objectives on enhancing the green corporate image can be achieved.

Keywords: Green Marketing Strategy, Green Corporate Image, Green Awareness and Automotive Industry

1. INTRODUCTION

1.1 Background of Study

According to Dahlstrom (2011), green marketing is the study of all efforts to consume, produce, distribute, promote, package, and reclaim products in manner that is sensitive or responsive to ecological concern. Dahlstrom (2011) mentioned the green marketing management as the process of planning and executing the

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marketing mix to facilitate consumption, production, distribution, promotion, packaging and product reclamation in the manner that is sensitive to ecological concern. Chang (2010) defined the green corporate image as the perceptions developed from the interaction among the institute, personnel, customers, and the community that are linked to environmental commitments and environmental concerns. Corporate image is defined as the perception of an organization in customers mind, referring to the brand and the kind of associations that customers obtains from a brand, goods, service or organization (Chang, 2010).

1.2 Research Objectives

The objectives of this study are to investigate the efforts taken by UMW Toyota Motor Sdn. Bhd. Dahlstrom (2011) advocated four major strategies to implement the green marketing strategy :

- I. To investigate the green marketing strategy used by UMW Toyota Motor Sdn. Bhd.
- II. To identify the factors which determine the implementation of Green Marketing.
- III. To recommend the innovative Green Marketing Strategy (GMS) for company in enhancing the Green Corporate Image (GCI).

2. LITERATURE REVIEW

2.1 Green Marketing

“Marketing is the delivery of customer satisfaction as a profit” (Nervi, 2008). “Marketing is the whole business seen from its final result, which is from the customer’s point of view” (Nervi, 2008). According to Dahlstrom (2011), green marketing is the study of all efforts to consume, produce, distribute, promote, package, and reclaim products in manner that is sensitive or responsive to ecological concern. Dahlstrom (2011) explained that product development, production and the supply chain have the potential to achieve higher levels of triple bottom line performance via green marketing. Based on the analysis, only 2P’s which are (product and promotion) are selected for analysis. Table 2.0 shows the factors that contribute on the implementation of Green Marketing (GM).

Table 2: A decision making model: *Assessing model need to be considered in a new strategy selection*

Major Factors	Sub factors
Strategy Factors	1.1 Usage of strategy for organizational functions a) Product strategy <ul style="list-style-type: none"> • The considerations that need to be focus when placing a product in market are includes : • Life-cycle, product competition, product mix, product design, new product and product audit. (Paley, 2000) b) Promotion strategy <ul style="list-style-type: none"> • Promotion mix is combination of different kinds of promotion tools used by a firm to sell it product/ services. The main six promotion tools are : • Personal selling, advertising, sales promotion, publicity and public relation, direct marketing (Paley, 2000)
Managerial Factors	2.1 Managerial capability a) Ease of strategy used b) Capability / strength /readiness of an organization to manage on strategy used in marketing. c) Duration required implementing the strategy (Chew, 2012).

Source: Kotler et al. (2012), Chew (2012)

According to Dahlstrom (2011), GM has positive influences on multiple participants in the economy. The benefits are contribute on the enhancing the Green Corporate Image (GCI). The benefits of GM are:

I) Environmental Benefit

GM gives the benefit to environment by hence it could overcome/ reduce the problem regarding environmental issues.

II) Developing Economies

Marketing of green technologies enable firms operating in these countries to leapfrog antiquated operations with efficient and environmental friendly design.

III) Consumer Benefit

This benefit influenced the consumer decision making and consumers will vary in the extent to which they value these benefit.

IV) Strategic Benefit

Companies that incorporate ecological consciousness into their mission statements and strategy enhance their images among consumers, employees, investors, insurers, and general public.

V) Product Benefit

Refers to components introduced into production outputs or services designed to benefit the consumer.

VI) Production Process Benefit

Focus on organizational efforts to produce the highest-quality product at lowest possible cost.

VII) Supply Chain Benefit

GM influences relationships among the firms that make up the channel from raw material mining to consumption. Green strategies that seek to eliminate waste in supply chain result in firm. Howard (2011) expressed in his writing about marketing services designs strategies for clients on how to overcome the key hurdles blocking successful GM programs, which are:

- a. Obtaining senior management and marketing management focus on the value and benefits of green marketing.
- b. Overcoming customer perceptions that green products are less convenient.
- c. Educating customers that environmentally friendly products need not be more costly than conventional products.
- d. Authenticity in green marketing messages.
- e. Documenting and communicating green product benefits.
- f. Ensuring green marketing messages appeal to both the emotional and rational sides of customers.

2.2 Green Corporate Image

Lopez (2011) concluded in her thesis the factors that shape the corporate image of a company can be grouped into three categories: corporate, individual and environmental determinants. Table 2.1 shows the factor contributes on the shape of corporate image for the company.

Table 2.1: Factors that shape the Corporate Image

Factors	Description
Corporate	This is highlighted in various conceptual models on corporate image formation, where the company is the main factor that shapes the stakeholder's image of the organization (Lopez, 2011).
Individual	The influence that current and prior personal experiences with the company (through its products, customer-facing personnel, etc.) have in determining corporate image. The receiver's own economic, social and personal background may influence the assessment of such experiences and, hence, may influence corporate image formation (Lopez, 2011).
Environmental	Focusing on the environment construct, environmental influences consist of factors like competitors, the industry and the sector. (Balmer and Gray, 2000; Balmer, 2001) describes the environment consists of five forces; political, economic, ethical, social and technological (Lopez, 2011).

Source: Lopez (2011) Conceptualising and measuring the influence of corporate image on country of origin

Amini et al. (2012) explained that there are three dimensions in affect the corporate image: brand loyalty, perceived quality and brand awareness with association. Examining corporate image from employee's perspective is important for several reasons. Employees are essential to an organization's performance as their perceptions of corporate image are related to their work attitudes and behaviors, and an organization's image can affect organization performance. Corporate image contributes to an employee's sense of self and they use image to gauge how outsiders are judging them (Fatt et al., 2000). Good corporate image is likely to give trustworthiness and credibility to consumers or industrial buyers, which in turn leads to an increase in the perceived quality of a brand (Cretu et al., 2007). Research shows that, company reputation affects purchase intention directly as well as indirectly through the quality expectation of offering in a business insurance market. Good corporate image also serves as entry barriers against potential competitors. Besides, corporate image is a key driver for creating relevant associations in buyers' minds (Kim et al., 2011).

2.3 Green Marketing (GM) Enhance the Green Corporate Image

Table 2.2: The impact of green practice on marketing or sales function

Function	Impact of Green Practice
Marketing or Sales	<ul style="list-style-type: none"> • Enhance consumer environmental awareness of green products. • Satisfy customer needs for green products or provide products in a green manner. • Obtain a green reputation and brand image and attract a new and larger client base. • Create a balance between higher sales and profits. • Gain public approval and cut costs by using GM. • Eliminate pollution and reduce green gas emission to open new markets. • Use green issues to sell new lifestyles and ideas. • Advertise green effective initiatives acquire a greater market share. • Include green business practices in overall corporate message to attract new customers. • Choose packaging material with minimal impact on the environment. • Use resource preservation and environmentally friendly strategies in all stages of the value chain.

Sources: Smith et al. (2010): A perceptual study of the impact of green practice implementation on the business

Dahlstrom (2011) explained the main aspects on achieving GM is to focus on product, place and promotion. Product offering as GM augments which the firm need to consolidate green strategy development as recommendation aspect value. On the aspect of promotion, Dahlstrom (2011) used logic based on marketing efforts of Merrel to illustrate an integrated marketing communication strategy developed to promote a relatively sustainable brand and its related products as the third P's is about place. Dahlstrom (2011) also focused on distribution as the firm-level function that delivers value to consumers. The effort of GM strategies framework which will be used in this research including promotion and product.

In addition, dimensions of brand equity was applied a hierarchy-of-effects as follow. Brand awareness and perceived quality have significant positive impact on the overall value of brand equity in a direct manner. In competitive situation, corporations try to obtain sustainable advantage in order to have consistent market position. Although each one of the variables which we regarded is solely a potential source to aim this position, a good synthesis of elements of marketing mix in corporation business plan can inquire vision and mission of corporation

(Amini et al., 2012). In this research, marketing strategies can build a favourite image of corporate that promote market performance and they (i.e., marketing strategies and corporate image) can also influence brand equity totality and dimensions to reinforce purchase, customer loyalty and satisfaction. With regarding this research and same others, Managers should consider that these assayed effects differ in different industrial contexts, different productions, and even different cultures and locations (Amini et al., 2012).

2.4 Factors for Green Marketing Implementation to Enhance Green Corporate Image

There are three factors for GM implementation in enhancing the corporate image for any organizational or industries. These factors for marketing mixes are product strategy, place strategy and promotion strategy. As the first factors of GM, product strategy plays main role in order to help in reaching the objectives of enhancing the corporate image. Product strategy explained on how the consumers will gain the benefit from the product and what their aim on buying the product is. Any organizational or industries need to ensure that the product have their own differential advantages over their competitive. Philip Kotler (2012) suggested that a product should be viewed in three levels:

Level 1: Core Product. What is the core benefit your product offers?

Level 2: Actual Product: The aim is to ensure that your potential customers purchase the product. The strategy at this level involves organizations branding, adding features and benefits to ensure that their product offers a differential advantage from their competitors.

Level 3: Augmented product: What additional non-tangible benefits can you offer? Competition at this level is based around after sales service, warranties, delivery and so on.

Based on suggested product level, researcher prefers to use all three level of product strategy. The core product is the core benefits or problem-solving service that consumers are really buying when they obtain the product. Actual product shall be very important as they have five characteristic that combines to deliver core product benefits which are quality level, features, design, brand name and packaging (Kotler, 2012). Last level which is augmented product is includes any additional consumer services and benefit built around the core and actual products. Thus, it can be conclude that, the factors of product strategy in GM gives the benefit to corporate image in term of product benefit. This strategy helps the consumers in making the decision when purchase the product or having the services. The quality and innovation of product or services is important which shall give the positive impact on corporate image. The second factor in GM is

promotion strategy Yeung et al. (2010) has found that promotional offer is well received by consumers because of the additional pleasure they feel. Research shows that sales representative is a major source of information for increasing buyers' awareness and promotion has a positive influence on corporate image and brand loyalty as well as perceived service quality (Kim et al., 2011). The last factor for GM implementation is place strategy. Good distribution channel not only attracts more attention, interests, and contacts from potential consumers, but also increases consumer satisfaction and positive word of mouth. Thus, it levels up brand awareness with associations and brand loyalty. Distribution intensity also has a positive impact on dimensions of brand equity because high distribution intensity increases the probability of buying a brand wherever and whenever consumers want (Amini et al., 2012).

2.5 Theoretical Framework

The first theoretical framework is about factors that need to be considered in implementation the Green Marketing strategy in organization. Table 2.3 shows the Decision Making Model.

Table 2.3: Decision making model: accessing factors need to be considered in Green Marketing strategy selection.

Major Factors	Sub Factors
Usage of strategy for organizational functions	
Strategy Factors	<ul style="list-style-type: none"> a) Product strategy <ul style="list-style-type: none"> • Product design, product quality, product features, product branding. • Considering three level of product strategy; core, actual and augmented as suggested by (Philip Kotler, 2012). b) Promotion strategy <ul style="list-style-type: none"> • Advertising, public relations, sales promotion, personal selling, direct mail, internet marketing and sponsorship. • This promotion method shall be change become more environmental which could give benefit impact to the world. c) Price <ul style="list-style-type: none"> • Price must support the elements of other strategies (place, product and promotion). Pricing must reflect supply and demand relationship.

	Managerial capability
Managerial factors	a) Ease of strategy used b) Capability / strength / readiness of an organization to manage on strategy used in marketing. c) Duration required implementing the strategy.

	Cost
Financial Factors	a) Consider on cost needed to have the changes or innovation of product b) Cost of distribution the product c) Cost for promotion of product (Chew, 2012).

Source: Chew (2012), Smith et al. (2010)

Second theoretical framework is the factors contribute on corporate image formation as shown in figure 2.0.

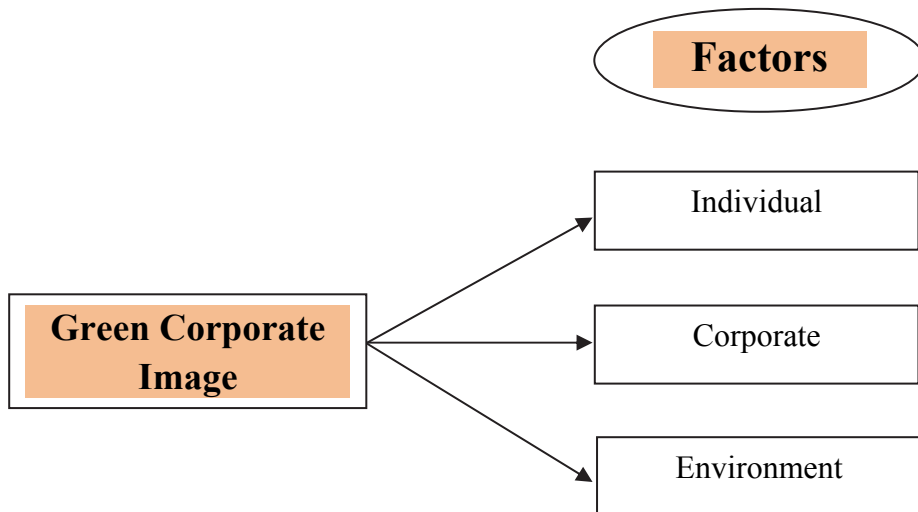


Figure 2: Factors that contribute on corporate image formation

3. RESEARCH METHOD

3.1 Introduction

According to Panneerselvam (2004), research methodology defined as a system of model, procedure, and technique used to find the result of a research problem. In this research, the case study research is conducted. Zainal (2007) defined the case study can be considered a robust research method particularly when a holistic, in-depth investigation is required. Recent research (Rowley, 2002) refined that, the case study are widely used because they may offer insights that might not be achieved with other approaches. A case study is a methodology that is used to explore a single phenomenon (the case) in a natural setting using a variety of methods to obtain in-depth knowledge (Collis et al., 2009). In other word, a case study examine current phenomenon in the real-life situation, using whichever research strategies are necessary to address the problem at the hand (Chew, 2012).

3.2 Research Design

According to Rowley (2002), a research design is the logic that links the data to be collected and the conclusions to be drawn to the initial questions of a study; it ensures coherence. Carriger (2000), explained that research design is common sense and clear thinking for the management of the entire research endeavor, as well as the strategy, plan and the structure of conducting a research project. This paper applied the descriptive studies. The object of descriptive research is to gain an accurate profile of events, persons or situations. This may be an extension of, or a forerunner to, a piece of exploratory research or, more often, a piece of explanatory research. It is necessary to have a clear picture of the phenomenon on which you wish to collect data prior to the collection of the data (Saunders et al., 2012). The research design will encourage the researcher to develop skills of evaluating data and synthesizing ideas. By the end, researcher has come out with the model regarding to the concept of strategic marketing which being used by UMW Toyota Motor Sdn. Bhd. Besides, researcher also identified the factors which determine the implementation of Green Marketing Strategy (GMS). This paper also discussed the innovative ideas on GMS to enhance the Green Corporate Image (GCI). In this case study, mix method is applied: Firstly, the researcher has selected the UMW Toyota Motor Sdn. Bhd. as the main source of investigation. The type of information used is selected throughout the qualitative interviewing method to get the answer for research objectives which specifically on investigating the strategic marketing used by UMW Toyota Motor Sdn. Bhd. In addition, the quantitative interviewing method is to get the answer on how the GMS materialize the GCI. Next, the model which outlines the Green Marketing Strategy on enhancing the Green Corporate Image was setup.

3.3 Qualitative and Quantitative Research

The case study of UMW Toyota Motor Sdn. Bhd. used mix method (qualitative and quantitative research). Collis et al. (2009) clarified the qualitative data are normally transient, understood only within context and are associated with an interpretive methodology that usually results in findings with a high degree of validity. Whereas, the quantitative data are normally precise, can be captured at various points in time and in different contexts, and are associated with a positivist methodology that usually results in findings with a high degree of reliability. Saunders et al. (2012) stated, there are four stages of mix methods research project which basically; initial exploratory discussion, individual in-depth interview, questionnaires and presentations to group of employees. The mix methods also allows both sets of results to be interpreted together to provide a richer and more comprehensive response to the research question in comparison to use of mono-method design (Saunders et al., 2012). Besides, the researcher used qualitative method in order to investigate the GMS used by UMW Toyota Motor Sdn. Bhd. as the first objective of the research. An interview was held with manager and executive from marketing department. Furthermore, for the factors that determine the implementation of GMS, researcher used the quantitative method to see the view of employee groups to be compared for differences by the factor of GMS implementation.

3.4 Method of Primary Data Collection

The case study was used as the research strategy for primary data collection. Case study is a methodology that used to explore a single phenomenon in a natural setting using a variety of methods to obtain indepth knowledge (Collis et al., 2009). Yin (2003), described case study arises out of the desire to understand complex social phenomenon. In brief, the case study method allows investigators to retain the holistic and meaningful characteristics of real-life events, such as individual life cycles, organizational and managerial processes, neighborhood changes, international relations, and the maturation of industries. To gain primary data collection, case study research strategy used the method of distributing the questionnaires. The design of questionnaires differs according to how it is delivered, returned or collected and the amount of contact with respondents (Saunders et al., 2012). The questionnaires been distributed to thirty respondents which is ten of them from managerial level and the rest is social respondents.

4. DATA ANALYSIS AND RESULTS

4.1 Green Marketing Strategy (GMS) Used by UMW Toyota Motor

Based on analysis, there are two marketing strategy used by UMW Toyota Sdn. Bhd which is product and promotion. The consideration that need to be focused

when placing a product in the market are includes product life-cycle, product competition, product mix, product design, new product and product audit (Paley, 2000). Promotion mix refers to combination of different kinds of promotion tools used by a firm to sell it product and services. The main six promotion tools are, personal selling, advertising, sales promotion, publicity and public relation, direct marketing (Paley, 2000).

Table 4.1.1: UMW Toyota had implemented the Green Marketing Strategy

N	Valid	25
	Missing	0
Mean		3.9200
Median		4.0000
Mode		4.00
Std. Deviation		.57155

Table 4.1.1 shows the results for UMW Toyota Motor Sdn. Bhd. as one of the automobile manufacturer which implementing the Green Marketing Strategy. The mean for the implementation of the GMS is 3.9200 which show more than half of the respondents agreed with the statement. The table also reveals that 16 persons out of 25 agreed that UMW Toyota Motor is one of the automobile manufacturer which implementing the GMS by means it was represented about 64%. The other 16% of respondents/ 6 peoples gave the answer of neutral and the rest of 20% represented for 5 persons was strongly agree about the entire statements.

Table 4.1.2: Green Marketing Strategy used by UMW Toyota Motor

		Product	Promotion
N	Valid	25	25
	Missing	0	0
Mean		4.1600	4.0000
Median		4.0000	4.0000
Mode		4.00	4.00
Std. Deviation		.68799	.64550

Table 4.1.2 shows about the GMS used by UMW Toyota Sdn. Bhd. From the table, the mean for second column that is for the results of UMW Toyota had implemented the product strategy as their GMS is 4.1600. This result proved that all of the respondents agreed UMW Toyota had implemented product strategy. From the analysis, the researcher can summarize that UMW Toyota Motor Sdn.

Bhd. was implemented the GMS for the product strategy in their company. This is because, with the launching of Toyota Prius, they able to compete with existing establish hybrid car like Honda Insight which could ensure they had become one step ahead than the others brand. The mean for third column shows the result of 4.000. It is means that all of the respondents agreed UMW Toyota had implemented promotion strategy as their one of the GMS. From the strategies which are product and promotion, most of the respondents from top managerial level agreed that promotion is the most effective GMS used by their company as well as product strategy. Researcher believes that promotion is the most effective GMS used by UMW Toyota Motor Sdn. Bhd. because this strategy is easy to handle rather than other. In addition, promotion strategy used less money than product strategy as the product strategy is about changes to the product which need more money on that

Table 4.1.3: Toyota as most competitive manufacturer

	N	Minimum	Maximum	Mean	Std. Deviation
Competitive	25	3.00	5.00	4.2400	0.72342
Valid N (listwise)	25				

4.1.1 Product as green marketing strategy

Table 4.1.3 shows the mean value on Toyota as one of the most competitive automobile manufacturer which producing the green car is 4.2400. It is means that all of the respondents agreed about the statement. As for GMS, Toyota had launched the first mass produced hybrid car in Japan in 1997. The Toyota Prius is sold in more than 70 countries worldwide and the third-generation of Prius model was launched in 2009 and its popularity was expressed by sales in excess of 1 million by September 2011 (Marketline, 2011). According to a press release by Toyota Website, 2009, the third-generation Prius was first launched in United States, where it received tremendous response. Mr. Kuah Kock Heng, President of UMW Toyota Motor said, “Introduction of the Prius, a vehicle that symbolize Toyota’s commitment in using innovative technology to preserve and minimize the impact on the environment”.

Table 4.1.4: Internet as Green Marketing Strategy

	N	Minimum	Maximum	Mean	Std. Deviation
Internet	25	3.00	5.00	4.0800	0.64031
Valid N (listwise)	25				

4.1.2 Promotion as green marketing strategy

Promotion is another marketing strategy used by UMW Toyota Sdn. Bhd. Internet is one of the method used under promotion that consider as Green Marketing Strategy. Based on the table 4.1.4 above, the mean value is 4.0800. This analysis described that all the respondents have used the internet to get any further information about Toyota products. It can be summarise that about 60% agreed, and another 24% strongly agreed about the statement, and the rest of the respondent is remain neutral, that is 16% from them.

According to Afzal (2010), there are a few promotion strategies used by Toyota that are advertising, public relation, personal selling and direct marketing. Toyota has their own website to publish and advertise their product. These strategies are being categorized as advertising. This website provides the customer with a lot of information that needed by the consumers of Toyota. By doing this, customers can have a good communication tools to be used. Besides that, they were also used the latest trend of advertising tools, which is *Facebook* to provide all the information to their customers. Researcher admits that *Facebook* is no longer optional, but it is now became one of the marketing channel besides it is free without any fees charged. Public relation is the other promotion tools used by UMW Toyota Motor Sdn. Bhd. According to Miller (2011), public relation is an effective management and communications strategy which a company can employ to achieve the goals and maintain positive public image. It is the practice of managing communications between a business organization and its public by providing positive exposure to their consumers, interest that help create and restore public image which can traded for loyalty and trust. Through this promotion tools, Toyota was able to gain a few benefits by having a public relation activities. Rose (2005) defines that the benefits that could be gain from public relation programme is it gives the organization a better stakeholder attention. In addition, it is far more believable and credible. Not only that, it shall give the company an economical means of promoting. In researcher opinion, promotion plays a main role as one of the Green Marketing Strategy used by UMW Toyota Motor Sdn. Bhd. By doing this kind of activities, it can help strengthen the relationship between the company and their customers. This kind of communication will motivate customers to find out more about Toyota's product. The implementation of GMS is important especially to the automotive industries.

Marketing Manager said: *“Marketing department plays a main role to ensure that the company always come out with the new trend of the GMS. Not only that, Research and Development of Toyota Motor Corporation Japan are also responsible in designing the GMS”*.

The implementation of GMS gives the benefit to UMW Toyota Motor Sdn. Bhd. as well as gives the positive impact. Sales Manager said that *“consumers*

nowadays are looking for zero emission cars that reduce the pollution, so our Hybrid Synergy Drive offers the best in the market segment”. “*We believe that GMS can boost our sales and income by letting our customers to feel and drive the hybrid car themselves, and the number of Toyota Prius’ s users are growing globally*” (Sales and Marketing Executive).

From the interview, researcher can conclude that, most of the respondents hope people will choose the kind of vehicles which can reduce the pollution and keep the environment clear to show their concern on the environmental impact soon. In addition, respondent also state there are weaknesses of GMS where they are still lacking of creating the awareness among people, perhaps more talkshow must be given.

Dahlstrom (2011) described that green marketing is the study of all efforts to consume, produce, distribute, promote, package, and reclaim products in manner that is sensitive or responsive to ecological concern. The product development, production and the supply chain have the potential to achieve higher levels of tripple bottom line performance via green marketing. The results show that most of the respondent stated that only two GMS were implemented by UMW Toyota Motor Sdn. Bhd. which is product strategy and promotion strategy. However, the respondent from managerial level states that they are now will seeking to move a step ahead to produce more green vehicles which is electric cars, but there are a few considerations that should be take part as Malaysian is still having no store or place to re-charge the batteries, and will try to find the solution for the problem. Based on the analysis, researcher find out that most of the social respondent gave a natural respond towards the issues of price. In term of promotion, most of the respondents give a positive feedback where they are agreed that UMW Toyota Motor Sdn. Bhd. had implemented the promotion strategy as one of the GMS. The respondent from top management states that promotion is the most effective GMS used by their company rather than product because more easy to be implement rather than product strategy.

4.2 Factors Which Determine the Implementation of Green Marketing Strategy

There are three factors for Green Marketing (GM) implementation which could enhance the Green Corporate Image (GCI). The factors are product strategy, place strategy and promotion strategy. However, as the results from the primary data, there are only two factors which determine the implementation of GMS that were product strategy and promotion strategy. Table 4.2.1 shows the mean for both product and promotion strategy was 4.24 and 4.08 respectively. This analysis proved, most of the respondent agreed for the factors of the implementation of GMS in UMW Toyota Motor Sdn. Bhd. as researcher believes the marketing place is not that too significant to be implement because place is concerned with various methods of transporting and storing goods, and then

making them available for the customer. Therefore, UMW Toyota Motor Sdn. Bhd. decided to sustain their place marketing strategy as they believed that this method is still gave them the benefits.

Table 4.2.1: Factors determine the implementation of GMS

	N	Minimum	Maximum	Mean	Std. Deviation
Product	25	3.00	5.00	4.2400	.72342
Promotion	25	3.00	5.00	4.0800	.64031
Valid N (listwise)	25				

Table 4.2.2: Perceived quality affected the GCI

	N	Minimum	Maximum	Mean	Std. Deviation
Perceived Quality	25	3.00	5.00	3.9200	0.75939
Valid N (listwise)	25				

Table 4.2.3: Quality as buying decision factors

	N	Minimum	Maximum	Mean	Std. Deviation
Quality	25	3.00	5.00	4.3200	.55678
Valid N (listwise)	25				

Table 4.2.2 shows the value of mean is 3.92. It proved that the respondent believed that perceived quality of the product had affected the Green Corporate Image. The table 4.3.3 also shows about the quality as the buying decision factor. The mean value of 4.32 proved that all the respondent buy the Toyota’s product because of its quality.

Table 4.2.4: Brand awareness affected the GCI

	N	Minimum	Maximum	Mean	Std. Deviation
Brand awareness	25	2.00	5.00	3.8800	0.88129
Valid N (listwise)	25				

Form the analysis, the mean is 3.88 and it shows that most of the respondent agreed that brand awareness affected the GCI. While the table 4.2.5 below proved that brand loyalty also affected the GCI with the value of are 3.72. As the next table which shows about the brand, table 4.2.6 analyze that brand is one of the factors in buying decision where the value of mean is 3.52.

Table 4.2.5: Brand loyalty affected the GCI

	N	Minimum	Maximum	Mean	Std. Deviation
Brand loyalty	25	2.00	5.00	3.7200	1.10000
Valid N (listwise)	25				

Table 4.2.6: Brand as buying decision factors

	N	Minimum	Maximum	Mean	Std. Deviation
Brand	25	2.00	5.00	3.5200	1.32665
Valid N (listwise)	25				

Amini et al. (2012) explained there are three dimensions in affect the corporate image which is brand loyalty, perceived quality and brand awareness with association. Good corporate image is likely give trustworthiness and credibility to consumers or industrial buyers, which in turn leads to an increase in the perceived quality of a brand (Cretu et al., 2007). Research shows that company reputation affects purchase intention directly as well as indirectly through the quality expectation of offering in a business insurance market. Good corporate image also serves as entry barriers against potential competitors. Corporate image is a key driver for creating relevant associations in buyers' minds (Kim et al., 2011). Regarding on Green Corporate Image, Lopez (2011) concludes that there are three factors that shape the corporate image of a company that can be grouped into three categories which are corporate, individual and environmental determinants.

Table 4.2.7: Corporate as factors

	N	Minimum	Maximum	Mean	Std. Deviation
Corporate	2	4.00	4.00	4.0000	.00000
Valid N (listwise)	2				

From the analysis on the table 4.2.7 above, the mean value is 4.000. It shown that the respondents were agreed the corporate as one of the factors which shapes the Green Corporate Image (GCI). Respondents also agreed UMW Toyota Motor Sdn. Bhd. is proactive in shaping the GCI of their products. This internal approach is highlighted in various conceptual models on corporate image formation, where the company itself is seen as the main factor that shapes the stakeholder’s image of the organisation (Lopez, 2011).

Table 4.2.8: Individual as factors

	N	Minimum	Maximum	Mean	Std. Deviation
Consumers	25	3.00	5.00	3.7600	.72342
Valid N (listwise)	25				

Table 4.2.8 explained that the value of mean is 3.7600. There are many of the respondents agreed with the statement about individuals which refer to the consumer’s plays a main role in shaping the GCI. The influence of current and prior personal experiences with the company (through its products, customer-facing personnel, etc.) have in determining corporate image. The receiver’s own economic, social and personal background may influence the assessment of such experiences and, hence, may influence corporate image formation (Lopez, 2011).

Table 4.2.9: Environment as Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Environment	25	3.00	5.00	3.8800	.60000
Valid N (listwise)	25				

Table 4.2.9 is an analysis for the third factor that shapes GCI, which is environment. The value of mean is 3.8800, and it is proved that most of the respondent agreed environment as one of the factors shapes the GCI. This factors consists of five forces, namely political, economic, ethical, social and

technological (Lopez, 2011). It is focusing on the conceptualisation of the environment construct; environmental influences consist of external factors like competitors, the industry and the sector.

4.3 Innovation of Green Marketing Strategy

The researcher has come out with a few ideas and recommendation to UMW Toyota Motor Sdn. Bhd. about the implementation of Green Marketing Strategy (GMS) in order to enhance their Green Corporate Image (GCI). However, all the GMS used by UMW Toyota Motor Sdn. Bhd. now was really effective, but it can be improve in order to ensure the company would gain more benefit on that. In the view of product, company should take a fast action to produce more green vehicles such as electric cars, biofuels cars or hydrogen cars. Even though it is looks like something possible to happen, but the company have to grab the chance to challenge other automotive company as our country is still lacking with variety of green vehicles.

Secondly is about the price. Company have to go through and make some analysis on their price of the cars because it is noticed that consumers paying highest car prices due to abnormally high import duties on foreign cars. As the current situation shows that car had become necessity to the customers, it caused a burden to them if the price is high. The action is to find the strategies to face a new chapter in lowering the car taxes to the consumers. As the taxes goes to government in form of taxes and duties, and also to pay for Approved Permit (AP) where AP is needed to import the cars. From the explanation above, researcher believes that if the company could implement it as their GMS, they shall gain more benefit as well as could enhance their Green Corporate Image to the world.

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