Table of Contents

1.0 Introduction

1.1 Company Overview

In the SKF group, Assar Gabrielsson and Gustav Larson established Volvo Cars in Gothenburg, Sweden, in 1927. Throughout almost 100 years, the brand has established a reputation of safety innovation, engineering perfection, and minimalist Scandinavian design worldwide. Among the greatest additions made by Volvo in the car industry is the invention of the three-point seatbelt by Nils Bohlin in 1959 a technology that is estimated to have saved more than one million lives and made a free offer to the competitors in the name of safety. This move indicates that Volvo has always been human centric and ethically driven in its innovation. Its brand name itself, a Latin word Volvo, which translates to I roll signifies reliability, constant motion, and intentional movement, which reflects its scale of expansion of the ball bearing production to the world automobile dominance.

Volvo is a standard in the automobile industry in terms of integrity, safety, quality, and sustainability today. In addition to the three point seatbelt, the company has brought so many industry defining safety features such as side impact protection systems and advanced crash avoidance technologies, which are commonly found throughout the industry. Over the last few years, Volvo has stepped up its efforts in terms of electrification and climate responsibility, in 2021 declaring its goal to become a fully electric manufacturer of cars by 2030. This shift would be encouraged by the fact that the investments have been made in the amount of USD 11 billion in electrification, sustainable materials, circular production systems, and connected digital mobility services to enable the improvement of safety and environmental performance (Sulistiyowati et al., 2021). With headquarters in Europe, North America, and Asia, Volvo Cars operates in over 100 markets in the world.

Ever since its sale to Zhejiang Geely Holding Group in 2010, Volvo has managed to combine Swedish design and philosophy of safety with the ability to scale global production.The brand has become more competitive because of this strategic alliance, which has led to record sales worldwide totalling more than 700,000 vehicles in 2022 and Volvo being one of the main brands in the premium electric vehicle market (Global EV Outlook, 2022).

1.2 Volvo in Malaysia

Volvo car Malaysia has played a significant role in increasing the shift toward sustainable mobility in Malaysia, setting the stage in the country with the local production and launch of electrified vehicles directly contributing to the objective of transport in the country to achieve low-carbon emissions. These programs are entirely consistent with the National Automotive Policy 2020 that is focused on finding energy and environmental friendly solutions to decrease emissions and reliance on fossil fuel.

Volvo car Malaysia has already achieved a dominant position in the market since the introduction of its first plug-in hybrid model back in 2016, being associated with Scandinavian design, high-quality, and environmental leadership, as proven by steady growth in the sales of electric vehicles in response to the increasing consumer demand (Bergquist and Nasman, 2021). On this basis, fully electric models, including the XC40 Recharge and C40 Recharge, have been promoted to a great degree by Volvo in Malaysia to the point of securing a large percentage of the premium market.

By actively addressing the major infrastructural issues, Volvo established landmark collaboration with ChargeEV and PETRONAS Green Energy to grow the national charging infrastructure. Besides contributing to the enhancement of charging availability and reliability these partnerships also establish the essential consumer trust and enable urban drivers to adopt the high-quality electric mobility and open the door to wider market change (Nasri et al., 2025).

1.3 Flagship Brand: Volvo EX30

The Volvo EX30 is a bold move by Volvo to enter the compact electric vehicle market which is underpinned by Sustainable Experience Architecture that is used in the next generation of electric vehicles of the brand.Volvo Cars stated that EX30 promises an estimated WLTP driving range up to 480 kilometres, which is impressive by the standards of its category, and DC fast charging up to 80 per cent battery capacity in approximately 26 minutes under optimal conditions, which is enough to overcome the major range anxiety issues due to expanding EV infrastructure.

In keeping with the legend of the Volvo safety-first ethos, that has characterized the brand for decades making technological breakthroughs such as the three-point seatbelt and safety leadership over emissions historically preserving the brand(Bergquist & Nasman, 2021) the EX30 unveils the Safe Space internal radar system. This is sensing any movement within the cabin, like children or pets, prior to locking and this is supplemented by the advanced driver-assistance systems that are extended to the proactive collision avoidance, and holistic occupant well-being.

The introduction of the EX30 in Malaysia positions Volvo in a strategically strong position in its electrified range, taking advantage of a soaring demand in small, sustainable, and technologically advantaged vehicles that would meet national low-carbon objectives. It is characterized by the interior made of completely recyclable and renewable materials, which promote the environmental leadership of Volvo. Its efficient design, ethical construction, and smooth smart technology place the EX30 in a frontline position with the Malaysian consumer to be at the head of luxurious electric mobility and help speed up the transition to energy-efficient and futuristic transportation.

2.0 Situation Analysis

2.1 SWOT Analysis

SWOT Analysis	
Strengths	- **Brand Reputation:** The volvo reputation is based on the main principles of quality, safety, and environmental awareness, which are strategically presented to the customers in product characteristics (Stylidis et al., 2020). - **Safety Innovations** Vehicles with highly developed active safety systems and advanced driving assistance can help prevent traffic accidents and increase safety to a considerable extent (Halimi et al., 2023; Venancio et al., 2025; Xu et al., 2025). - **Impressive Range & Charging** Large-capacity batteries and speedy DC charging are vital to the performance of electric vehicles, which are highly beneficial as they make range anxiety much less and ensure a satisfactory short-charge demand (Pradhan et al., 2023; Tawfik et al., 2024; Wu et al., 2024).
Weaknesses	- **EV Adoption Challenges** EV adoption in Malaysia has been low despite the efforts made because of many factors, such as lack of sufficient charging infrastructure, uneven distribution of charging stations, and high ownership costs (Umair et al., 2024). - **Limited Model Selection** The fact that there is a limited number of EV models in the market can reduce interest in electric mobility (Umair et al., 2024). - **Battery Recycling Industry**

SWOT Analysis	
	Malaysia does not have a battery recycling industry at the moment, which is significant to consider in the future development of EV (Umair et al., 2024).
Opportunities	- **National Automotive Policy Alignment:** The activities of the EX30 are in line with the National Automotive Policy 2020, which focuses on energy-saving and environmentally friendly solutions (Al-Ogaili et al., 2021; Muzir et al., 2022). - **Growing EV Demand** EV adoption by the Malaysian government is actively promoted and encouraged, and more and more people are starting to pay attention to eco-friendly cars (Ahmad et al., 2024; Aziz et al., 2024; Muzir et al., 2022). - **Eco-innovation** Car manufacturers such as Volvo have the opportunity to become more active in promoting the idea of Energy-Efficient Vehicles as an environment-friendly alternative to curb CO2 emissions, taking advantage of the perception of consumers (Daud et al., 2021).
Threats	- **Competition** The rising competition in the premium EV market due to the entry of other brands in the Malaysian market (Zhou, 2023). - **Infrastructure Limitations** The ongoing problem with insufficient and poorly distributed charging infrastructure, especially on interstate routes is also an obstacle to implementation (Muzir et al., 2022; Umair et al., 2024). - **Fossil Fuel Dependency**

SWOT Analysis	
	The high reliance of fossil fuels is a challenge in the uptake of EVs in Malaysia (Veza et al., 2022).

2.2 PESTEL Analysis

PESTEL Analysis	
Political	1. **Government Tax Incentives:** The Malaysian government has imposed temporary import duty, excise duty, sales tax, and road tax exemptions on battery electric vehicles (BEVs) imported or assembled locally such as the Volvo EX30. These incentives will directly reduce the final purchase price and make the EX30 much more competitive with Internal Combustion Engine (ICE) competitors and bigger EV competitors. ((Malaysian Investment Development Authority, 2023; PwC Malaysia, 2023). 2. **National Energy and Mobility Roadmaps:** The policies of the government such as the Low Carbon Mobility Blueprint (LCMB) 2021-2030 and the goal of reaching a net-zero carbon emission position by 2050 are a consistent and favorable long-term policy environment of EV companies. This undertaking motivates Volvo to consider investing in the Malaysian market and setting up local assembly (CKD) in the future (Malaysia Green Technology and Climate Change Corporation, 2021; Ministry of Economy Malaysia, 2023).
Economic	1.**High Upfront Cost vs. Tax Incentives:**

PESTEL Analysis	
	Although the EX30 is being marketed as a high-end small EV, the price at entry is still relatively high when compared with mass-market ICE vehicles within Malaysia, likely to put off price-sensitive buyers. This is however counterbalanced to some extent by the temporary tax exemptions which enhance the total cost of ownership (TCO) of the vehicle. (PwC Malaysia, 2023). 2. **Lower Operating Costs:** The EX30 has an advantage of much lower cost of operations than petrol car since there is no road tax payment as well as electricity is cheaper per kilometre than petrol prices. This is a good long-term selling point as a possible owner especially with the increased fuel prices(Malaysian Investment Development Authority, 2023).
Social	1. **Growing Environmental Consciousness:** Malaysian consumers are becoming more attentive to and receptive towards their environment, especially young and more affluent consumers. The fact that one owns an EX30 whose reported lifecycle carbon footprint is lower than the previous Volvo models is synonymous with these values of the green and offers a powerful symbolic and emotional appeal to the owner (Paul Tan's Automotive News, 2024). 2. **Perceived High Maintenance and Battery Replacement Costs:** Although the cost of running is lower, a major psychological obstacle is the fear of consumers about the reliability of the high-voltage battery in the long run and its associated high cost which is the most expensive part in the EX30. The question of the resale value of the product and high projected cost in future battery replacement is a concern to Malay consumers that

PESTEL Analysis	
	poses a financial uncertainty and risk aversion (EY, 2024; World Scientific Publishing, 2024).
Technological	1.**Advanced Vehicle Technology and Safety:** The EX30 rivalry is extremely strong with high technological characteristics (advanced safety features (collision avoidance, door opening alerts), user friendly Google inbuilt infotainment and one-pedal driving). This makes it a technologically advanced and safer car(Automobile News by Paul Tan, 2024). 2. **Developing Charging Infrastructure:** Public EV charging stations are being rolled out quickly, through both AC and DC fast chargers, which are being installed at highways and towns by different commercial providers. It is fundamental to the usability of the EX30, but the existing figure (approximately 3,354 chargers as of the end of 2024) is not yet even a quarter of the 2025 target of the government of 10,000 units (Malaysia Green Technology and Climate Change Corporation, 2021).
Environmental	1.**Zero Direct Tailpipe Emissions:** The EX30 is also part of the government clean air targets since its direct tailpipe emission is zero, thus mitigating air pollution in the urban areas by the increasing populations in metropolitan cities such as Kuala Lumpur. This is the main aspect of environmental advantage that has propelled its use(Energy Tracker Asia, 2023). 2.**Reliance on Fossil Fuel Grid:** The major problem is that the electricity production in Malaysia depends on fossil fuels and therefore the grid emission factor is quite high. It implies

PESTEL Analysis	
	that the overall environmental performance (well-to-wheel emissions) of the EX30 in Malaysia is now lower, albeit estimated to be lower than a similar ICE car(Malaysian Investment Development Authority, 2023).
Legal	1.**Regulatory Framework for Charging Systems:** Guidelines Electric Vehicle Charging System (EVCS) have been issued by the Energy Commission (Suruhanjaya Tenaga) and it regulates the safety requirements, standards, and operation of the charging infrastructure. This is a legal system that is needed to support a secure and trustworthy charging network within the owners of EX30(Malaysia Green Technology and Climate Change Corporation, 2021). 2.**Mandatory Safety and Compliance:** Being an imported and sold car, the EX30 should be overly compliant with all Malaysian safety requirements and regulations that are enforced by the government agencies such as the Road Transport Department (JPJ) and the SIRIM, that way, the car features and performance become a legally acceptable car on the Malaysian roads. Malaysian investment policy and planning (Malaysian Investment Development Authority, 2023).

2.3 Competitor Analysis

Aspect	Volvo (EX30)	Mercedes-Benz (EQA)	BMW (iX1)
Performance & EV Capability	• Strong performance for a compact EV, especially Twin Motor Performance variant • High acceleration, strong torque delivery • Fast DC charging suitable for city use • Positioned as a performance-focused urban EV	• Emphasises comfort, stability, and smoothness • Less aggressive acceleration; luxury-first focus • Competitive range but slower fast-charging • Day-to-day functionality over performance intensity	• Combines sporty performance with practical EV usability • Acceleration and handling stronger than EQA, especially AWD • Suitable for longer trips and frequent use • Aligns with BMW's performance-oriented brand image
Market Presence	• Key entry-level model in Volvo's electrification strategy • Good visibility in Europe and some Asian markets • Compact size and affordability appeal to urban consumers	• Benefits from Mercedes-Benz global brand strength • Established presence in Europe and China • Serves as a transitional EV for existing Mercedes customers	• Leverages existing BMW SUV customer base • Stable demand in Europe and Asia-Pacific • Recognized, familiar option for first-time EV buyers
Market Position	• Value-oriented premium EV • Focus on performance, safety, and sustainability • Targets younger, environmentally conscious consumers	• Luxury-focused compact EV • Prioritises comfort, brand prestige, and smooth transition to EV • Targets loyal Mercedes-Benz buyers	• Balanced premium EV • Combines sportiness and practicality • Appeals to consumers valuing performance credibility and functional versatility

3.0 IMC Objectives and Marketing Strategy

3.1 IMC Objectives

Objective 1: Increase awareness of the Volvo EX30 among affluent and upper middle urban consumers in Klang Valley, Penang, and Johor Bahru.	
specific	This objective targets affluent and upper-middle urban consumers who are more likely to adopt premium electric vehicles. Focusing on major urban centres ensures relevance due to higher EV visibility, charging infrastructure availability, and sustainability awareness.
Measurable	A 35% improvement is an excellent but realistic target of a high intensity, 12 month IMC programme. These measures permit tracking message penetration at any point in time and show whether the consumers are not merely exposed to the brand, but are in fact recognizing its presence in the EV market.
Achievable	The campaign will have a wide range of touchpoints such as online video, outdoor advertisements, press coverage, and participation of influencers, which contributes to the attainability of this objective. Such mediums guarantee repetition that is a necessity in high-involvement products such as EVs that consumers take time and repeated message to digest complex product features.
Relevant	EVs have also youthful psychological impediments range anxiety, charging uncertainty, and safety concerns range so developing initial familiarity allows to cut opposition and prepares consumers to future interaction. This topicality reinforces the differentiation of Volvo as a high-end EV with responsible and innovative features.
Time-Bound	Automotive campaigns should have 12 months schedule because of long buying cycles and the requirement of a prolonged exposure.

Objective 2: Strengthen Consumer Engagement and Consideration	
specific	This goal aims to drive interactive behaviours that indicate genuine interest and early evaluation of the Volvo EX30, such as engagement with branded content, use of digital research tools, test drive participation, and interactions with Volvo dealerships. By targeting consumers already considering alternative mobility options, the campaign supports progression from awareness to active consideration.
Measurable	Engagement will be measured through social media interactions, website behaviour (configurator usage, brochure downloads, time spent), and test drive sign-ups via microsites, experiential events, and dealerships. These indicators provide measurable evidence of increasing consumer involvement and movement toward behavioural intention.
Achievable	Experiential events allow consumers to physically interact with the vehicle, while digital tools such as virtual walk-throughs and range visualisers support remote exploration. Influencer testimonials and CRM follow-ups further encourage evaluation and sustained engagement.
Relevant	Electric vehicles require higher levels of consumer reassurance due to concerns such as range anxiety, charging familiarity, and long-term ownership. Increased engagement supports confidence-building and facilitates movement into the consideration stage.
Time-Bound	To be achieved within 12 months, with monthly monitoring and mid campaign adjustments..

Objective 3: Achieve Market Share Growth and Positive Brand Sentiment	
specific	This goal gives commercial expansion and brand perception two aspects that are inseparable to be competitive in the long run in the emerging EV market in Malaysia. Targeting the premium compact EV market is strategically important since the EX30 is one of the few that can dominate that market, as it is sized, Scandinavian-based in design, and sustainability first.
Measurable	Automobile registration figures, dealership sale records and segmentation shall be used in the measurement of the market share performance. The increase in sentiment will be measured using natural language processing solutions, social listening, and media tone.
Achievable	Local CKD (Complete Knock Down) manufacture lowers the cost of production and provides variations in supply, which makes the EX30 more competitive with imported EVs. The increase in EV infrastructure, governmental subsidies, and the increase in environmental awareness in Malaysia further widen the size of the potential customer base.
Relevant	Performance alone is not sufficient to be used to define EV markets, and it is being supplemented by a sense of trust, transparency, and congruence with consumer values in its definition. Volvo can have a multidimensional competitive advantage by enhancing the market presence and strengthening the emotional relationships with sustainability.
Time-Bound	To be achieved within 12 months.

3.2 Marketing Strategy

3.2.1 Market Segmentation

The Volvo EX30 market segmentation is based on a multi variable segmentation approach and it involves the consideration of demographic, geographic, psychographic, and behavioural elements in order to capture the attributes of the potential premium electric vehicle consumers in Malaysia.

Market Segmentation	
Segmentation	**Description (Volvo EX30)**
Demographic	In urban areas , 30-50 year-olds, upper-middle to high income households with the ability to buy high quality cars.
Geographic	Klang Valley, Penang, and Johor Bahru, which have a greater level of EV preparedness, presence of charging infrastructure and high end dealerships.
Psychographic	Likes being responsible, and making choices based on their aesthetics and principles, and not on conspicuous consumption.
Behavioural	The first users of EV technology extremely research oriented, digitally active, and sensitive to the test drives, reviews, and experiential marketing.

This segmentation model recognizes consumers that are financially viable, environmental mindful, and behavioural open to premium electric mobility, which creates a clear basis of targeted IMC planning.

3.2.2 Target Market Justification

According to the segmentation analysis, the IMC programme is aimed at the urban, environmentally conscious professionals who would like to find premium mobility solutions that would satisfy their functional demands, as well as individual values. This target market is especially topical since EV penetration in Malaysia is already at its highest level in the population of higher income city residents with access to charging infrastructure and higher exposure to the discourse on sustainability. It is a highly appealing target segment because of its great degree of digital interaction and information-seeking behaviour that can be easily reached through a combination of channels, such as social media, digital advertising, the content created by influencers, and experience activations.

Furthermore, these consumers are also likely to consider vehicles that are not based on price and performance but rather on safety, transparency, and ethical brand behaviour-qualities that have been closely linked with the Volvo brand. By focusing on this audience, Volvo will be able to mitigate the perceived risk of going electric and present the EX30 as a reasonable and attainable gateway into high-quality electric mobility. It is also associated with building brand equity in the long term because it will attract first-time purchasers of premium that could stay in the Volvo system as their mobility requirements change.

3.2.3 Unique Selling Proposition (USP)

The Unique Selling Proposition (USP) of the Volvo EX30 consists in the fact that the car offers both ethical and safety focused premium electric mobility at an affordable price tag, coupled with Scandinavian design, high-technology safety features and sustainability adjusted to Malaysian urban living. In contrast to the competing premium EVs, which focus on the prestige of performance or luxury that is driven by heritage, the EX30 demonstrates a differentiation with the redefinition of luxury as responsible, human oriented, and environmentally conscious.

This stance is directly relevant to the values of the represented target market, which is growing more and more inclined towards the value of premium consumption as something that can have long-lasting consequences but not a symbolic value. With a combination of sustainability, safety leadership, and minimalism design into a tight and relatively affordable electric car, the EX30 presents a strong value proposition that makes it easier to access the high end EV ownership. This USP will establish a solid strategic basis of the campaign theme and communication message, and consequent consistency between the market strategy and IMC implementation.

4.0 Marketing Campaign Strategy

4.1 Campaign Theme

The main message of the campaign, which is the Recharge the Future: Scandinavian Design Meets Malaysian Roads, directly tells the Unique Selling Proposition of the Volvo EX30, which is the ethical and safety-oriented premium electric mobility at a friendly price. The theme makes the EX30 a hybrid that represents Scandinavian minimalism and progressive electric mobility aligned to Malaysian urban reality so as to remain relevant without watering down the premium image of Volvo. The theme is re-strategically repositioned as luxury is no longer the prerogative of exclusiveness and status but rather responsibility, smart and practical use. In this way, it will match the demands of urban and environmentally minded professionals who want high-quality products, which demonstrate their personal ethical values and no longer are a sign of status.

The theme acts as a convergence of the narration of all forms of communication, which helps to maintain the same message and to enhance the brand recall during the consumer journey. Moreover, the cultural relevance (Malaysian Roads) allows to provide local resonance so that the EX30 is not a foreign luxury good but a sensible and valuable lifestyle option in changing mobility environment in Malaysia. This fosters emotional bonding and also promotes cognitive assessment, and the consumers will be able to interpret the EX30 as a dream and achievable.

4.2 Promotional Appeal

The campaign uses a dual promotional appeal strategy, which combines rational appeal and emotional appeal in affecting the decision-making in various phases of the purchase process. Since E-v is a high-involvement purchase, which is associated with financial investment and risk of perceived technology, rational appeal is an important factor in alleviating doubt and promoting informed judgment. The rational message emphasizes the verifiable product features, such as electric driving efficiency, high safety levels, charging, and useful minimalistic design.

Such messages make Volvo credible and consistent with the research-oriented behaviour of the target market since the information is put forward in a clear, accurate and non-exaggerated manner. In line with this, identity-based motivations are related with emotional appeal. The campaign does not use the classic luxury signals of exclusivity or social status, which brings to mind the sense of

progress, responsibility, and alignment to sustainable living. This affective framing enables the EX30 to appeal to emotionally inclined consumers who believe buying their products as a way of expressing their own morals. The equilibrium between rational reassurance and emotional meaning increases the message memorability, perceived risk decrease, and further interaction with the brand.

4.3 Execution Technique and Campaign Phases Overview

In order to convey the USP of the EX30 successfully, the campaign will combine straight sell, demonstration and image-based execution methods, all of which serve a different strategic purpose in the IMC strategy. Straight sell executions are adopted to convey appropriate information about the products that are important like the cost of the product, safety systems and charging performance. Having this technique makes it transparent, makes ethical communication, and creates credibility in the awareness and consideration of the stages. The executions, based on demonstrations, are core to the development of trust and lessening the barriers to adoption.

The material like live charging, interior tours, and controlled test-drive sessions will enable consumers to see the advantages in the real-life application scenarios. This will fill the gap between the claims of the product and the lived experience and especially among the consumers who do not know much about electric vehicles. The imagery-based execution will be effective to accompany the functional messages in creating emotional links with the Scandinavian design, peaceful urban mobility, and environmentally friendly modern living.

The narrative style of visual storytelling focuses on minimalistic compositions, tone-neutral colour schemes, and familiar urban environments, which, again, solidifies the minimalist and human-centric approach of the EX30. At every stage of the campaign, tonal and visual continuity is upheld in order to create cumulative effect, build recognition, and take consumers through awareness to conversion without diffusing strategic focus.

5.0 IMC Promotional Tools

IMC Tool	Execution	Primary Strategic Role	Objective Alignment
Advertising	High-reach digital video and display advertising across YouTube, Meta, and Google Ads, supported by premium outdoor placements in Kuala Lumpur, Penang, and Johor Bahru.	Establish early awareness and mental availability for the Volvo EX30.	Objective 1
Digital & Interactive Marketing	Paid search, retargeting ads, and interactive landing pages featuring product information, charging details, and test-drive pathways.	Support active information search and rational evaluation during the consideration stage.	Objective 2
Influencer Marketing	Collaboration with sustainability and lifestyle micro-influencers on TikTok and Instagram showcasing real-life EX30 usage in urban Malaysia.	Normalise EV ownership and reduce perceived risk through social proof.	Objective 2
Experiential & Event Marketing	Scandinavian Experience Week pop-ups and test-drive activations at Pavilion Kuala Lumpur, with dealership events in Penang and Johor Bahru.	Enable trial and embodied product experience that cannot be achieved through mediated communication.	Objective 2

Public Relations (PR)	Earned media coverage through national business, automotive, and sustainability outlets, including expert interviews and feature articles.	Build credibility and positive brand sentiment through third-party validation.	Objective 3
CRM Nurturing	Personalised CRM email communication providing charging information, ownership cost benefits, financing options, and test-drive booking.	Nurture warm leads and reinforce confidence at the late consideration stage.	Objective 2 & 3
Sales Promotion & Roadshows	EX30 roadshows, on-site consultations, and limited-time offers across Kuala Lumpur, Penang, and Johor Bahru.	Trigger final purchase decision while preserving premium positioning.	Objective 3

All in all, the IMC tools that were chosen in this campaign are implemented in a funnel order where each channel has a specific role to play during the awareness, consideration, engagement, and conversion phases. This combined system is designed in such a way that communication initiatives develop sequentially out of each other without overlapping the work and keeping messages consistent over the touchpoints. A combination of these tools constitutes the very heart of the IMC mix that is implemented throughout the implementation plan and effectively helps direct consumers through the decision-making process according to all three campaign goals.

6.0 Budget and Implementation Plan

Month	Channel& Platform	Tool / Activity	Content Type	Responsible Team	Budget (RM)	Justification
1	Digital Advertising (YouTube, Meta, Google Ads)	Launch teaser campaign	Video / Display	Marketing & Media Agency	400K	Create awareness and establish campaign theme
2	Public Relations (The Star, NST, online media)	Press releases, sustainability features	Articles / Interviews	PR Team	150K	Build credibility and thought leadership
3-4	Experiential Marketing (Pavilion Kuala Lumpur)	Scandinavian Experience Week	Event / Interactive	Event Agency & Volvo Team	500K	Drive engagement and test drive participation
4-6	Social Media (TikTok, Instagram)	Influencer collaborations and paid content	Short videos / Reels	Digital Team	600K	Sustain engagement through emotional storytelling

6-9	Direct Marketing (Volvo CRM Platform)	CRM & email campaigns	Personalized Offers	CRM Team	150K	Encourage conversion and retention
9-11	Promotions (Kuala Lumpur, Penang, Johor)	Limited time offers & dealership roadshows	Experiential / Offers	Sales & Dealer Network	400K	Drive purchase intent and loyalty
12	Evaluation (Internal Systems)	Data analytics and campaign audit	Reports / Insights	Marketing Analytics	300K	Measure outcomes and ROI effectiveness

The table shows the 12-month implementation and budget of the integrated marketing communications campaign, entitled, Recharge the Future. The campaign is executed in a sequential manner, which is the flow of the consumer decision-making process, i.e. awareness creation, engagement, conversion, and post-campaign evaluation. The total budget of RM 2.5 million is tactfully allocated to supplementary communication tools to make the most out of visibility, credibility, engagement, and investment.

The initial activity is digital advertising (RM 400,000) in the scope of Month 1 to create initial awareness and present the sustainability-led positioning of the Volvo EX30 by using the high-reach channels in terms of YouTube, Meta, and Google Ads. Month 2 achieves this through a public relations programme (RM 150,000) using both national and online media such as The Star and New Straits Times and promoting brand credibility and ethical leadership by obtaining third-party

support. Consumer engagement and consideration is more of a mid-campaign activity. Months 3-4 flagship Scandinavian Experience Week (RM 500,000) offers experience-driven brand contact with test-drives, which will overcome the major obstacles related to adopting electric vehicles.

At the same time, the emotional involvement encouraged by social media and influencer marketing (RM 600,000) during Months 4-6 will be maintained by the relatable and lifestyle-themed content posted on Tik Tok and Instagram. As the interest of the consumers develops, direct marketing (RM 150,000) is undertaken through CRM as Months 6-9 to create personalised communication to cultivate warm leads and persuade the consumer to test-drive. It is then preceded by promotion (RM 400,000) in Months 9-11 such as limited time offers and dealership road shows in Kuala Lumpur, Penang and Johor Bahru to speed up purchase intents and brand loyalty.

Month 12 marks the end of the campaign and includes the data-based evaluation stage (RM 300,000) to monitor the results of the campaign in relation to the goals of the IMC, determine the customer response, and evaluate the ROI through the analytics, CRM data, and sentiment monitoring. Altogether, such a gradual execution guarantees the strategic coherence of the channels and the lack of message exposure, as well as the correspondence of the intensity of communication to the readiness of consumers. The strategy will strike a balance between brand building and conversion efficiency as well as the long-term goal of Volvo; to establish the EX30 as a reputable, ethical, and sustainable premium electric car in the Malaysian market.

7.0 Ethical Concern and Practice

7.1 Adherence to the Malaysian Code of Advertising Practice

The Recharge the Future campaign is properly operating within the Malaysian Code of Advertising Practice (MCAP) that regulates fairness, decency, honesty, and social responsibility in marketing communications (Shamsuddin et al., 2022). Adhering to MCAP is especially important in the area of electric vehicles, as technological and sustainability assertions can be easily distorted or misunderstood. In order to mitigate this risk, the campaign message in paid, owned, and earned media should be well thought to be clear, accurate, and transparent. The entire environmental, sustainability and performance claims, such as zero tailpipe emissions, electrification advantages, and sustainability of manufacturing will be supported by the factual data, third-party certification and official manufacturer documents.

This will help in making sure that the consumers make informed buying choices based on confirmed information as opposed to idealistic or unclear claims. Also, the related influencer collaborations, sponsorships, and paid partnerships will be publicly revealed along the guidelines of MCAP to make the audience able to recognize commercial content (Advertising Standards Authority Malaysia, 2024). Open disclosure practices are especially crucial in the digital and social media setting, where advertising lines are not as evident. Volvo has proved with the help of strict compliance with MCAP that the ethical responsibility does not contradict luxury branding, but it is at the core of maintaining the long-term consumer loyalty and brand credibility.

Greenwashing Prevention

Greenwashing is a major ethical threat of electric vehicle marketing where they make hyperbolic or misleading sustainability statements that produce false perceptions of environmental friendliness (Loong et al., 2025). Since consumer consciousness and distrust of green advertising grow, unprovable statements create a reputation risk, particularly within the EV industry where the ecological impact to buying behaviour can be extremely strong. To alleviate this risk, the Recharge the Future campaign advertisement takes an evidence-based communication strategy that does not use symbolic or abstract sustainability communication.

The campaign messages will be targeted at verifiable and quantifiable facts, such as the recycling and the renewable materials percentage of the volvo EX30, lifecycle carbon-reward, and certified environmental status. The claims on sustainability will be based on open information and set successes instead of a dreamy or aspirational promise, which will solve the lack of consumer confidence in green advertising (Higueras-Castillo et al., 2024; Loong et al., 2025). This will guarantee that the ethical requirements are met, avoid false promises, and more importantly, consumer confidence through the Volvo brand as a reliable and responsible advocate of sustainable mobility (Putra et al., 2024).

Inclusivity and Representation

Luxury advertisements tend to be a dangerous step towards supporting exclusivity and elitism that can be incompatible with ethical standards of social inclusion and equality (Christensen et al., 2022). Such exclusionary narrative can be used to question the validity of the green consumption in the context of electric vehicles, which sustainability is becoming a civic duty. In response to this apprehension, the EX30 campaign advertisement will employ an extensive representation approach, with focus on a shared environmental accountability, innovation and advancement as opposed to conspicuous consumption and social status. Pictorial, textual information will capture the various demographics, lifestyles, and daily commuting situations to the city, and the overall applicability will be very extensive without depreciating the premium image of Volvo. It frames sustainability as a value for many people instead of an elite right, which is the ethical approach of marketing that is fair and represented and enhanced the appeal of the values-based market segments (Teng et al., 2022).

Data Protection and Consumer Privacy

Data security and consumer privacy are essential ethical and legal issues as the campaign presupposes using the digital format of interaction, one-on-one targeting, and communication based on CRM. The issue of data-driven marketing brings up the issues of consent, surveillance, and the abuse of personal data, especially in the high-involvement purchase of goods, like cars. Volvo will address these risks by adhering to the Personal Data Protection Act (PDPA) of Malaysia to the letter and some of its new provisions that focus on accountability, notification of breaches, and tougher enforcement (Hamin et al., 2025).

Before data collection, processing, and storage, explicit and informed consent is going to be received. The consumer data will be stored safely in approved CRM software, anonymised in case of necessity, and shared only among the trained personnel based on the need to know. These principles show that the ethics is more than complying with regulations through enhancing consumer autonomy, building trust, and reducing reputational risk (Ali et al., 2025).

Truth in Representation

The ethical and legal concerns among the key data security and consumer privacy concerns that need to be considered are that the campaign assumes the application of the digital format of interaction, one-on-one targeting, and communication based on CRM. The question of data-driven marketing raises the questions of consent, surveillance and misuse of personal data, particularly in high-involvement purchase of goods, such as cars.

To deal with all these risks, Volvo will comply with the Personal Data Protection Act (PDPA) of Malaysia to the latter, along with some of its new regulations, which concern accountability, reporting breaches, and stricter enforcement (Hamin et al., 2025). Explicit and informed consent will be obtained before handing out data collection, processing and storage. These consumer data will be kept securely in recognised CRM software, anonymised (where appropriate) and only circulated amongst the trained staff on the need to know basis. These values demonstrate that the ethics is not merely the adherence to the regulations by increasing consumer autonomy, establishing trust, and minimizing reputational risk (Ali et al., 2025).

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