

A Data-Driven Structural Model of Consumer Perceptions and Marketing Localization for Chinese NEV Brands in Thailand

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Abstract: Thailand has become a strategic production and demand hub for electric vehicles, yet the market performance of Chinese new-energy-vehicle (NEV) brands depends not only on product technology but also on how Thai consumers interpret local cultural and marketing signals. This study develops and tests a structural model linking consumer-perceived cultural embeddedness (CE), consumer perceptions (CP), perceived marketing localization (ML), brand reputation (BR), and purchase intention (PI). A cross-sectional questionnaire survey was conducted among 500 Thai adults who were aware of at least one Chinese NEV brand. The proposed relationships were examined using confirmatory factor analysis and covariance-based structural equation modeling, with bootstrap analysis employed to assess indirect effects. The results indicate that consumer-perceived cultural embeddedness significantly enhances both consumer perceptions and perceived marketing localization. Consumer perceptions emerge as the strongest direct predictor of purchase intention, while perceived marketing localization and brand reputation also exert significant positive effects. In addition, the findings support several indirect pathways through which cultural embeddedness influences purchase intention via consumer evaluations, marketing localization, and brand reputation. These results reposition localization as a consumer-evaluated market signal, suggesting that culturally recognizable communication and locally responsive marketing practices are effective when they strengthen consumer evaluations and brand credibility. For Chinese NEV firms, the findings highlight the importance of coordinated investment in Thai-language communication, local service capability, ownership and charging information, and credible community engagement. This study contributes a Thailand-specific empirical framework for understanding how cultural adaptation translates into consumer market outcomes in an emerging EV ecosystem.

Keywords: Chinese NEV brands; Thailand; consumer-perceived cultural embeddedness; perceived marketing localization; brand reputation; purchase intention; structural equation modeling

1. Introduction

Electric mobility is reshaping automotive production, digital service systems, and consumer decision-making. Global electric-car sales exceeded 17 million in 2024 and accounted for more than one-fifth of new-car sales; China alone recorded more than 11 million sales. In Southeast Asia, electric-car sales rose by almost 50%, and Chinese imports represented a substantial share of electric-vehicle (EV) sales in Thailand [1]. These shifts make Thailand an analytically important setting: it combines an established automotive manufacturing base, rapid electrification, and intense competition among Chinese, Japanese, and other international brands.

Thailand's EV3.5 support scheme and the national 30@30 objective seek to make zero-emission vehicles 30% of domestic motor-vehicle production by 2030 [2]. This policy environment links consumer adoption to industrial transformation. Chinese NEV firms increasingly participate through vehicle imports, local assembly, supplier development, digital retail, charging partnerships, and after-sales networks. Comparative work on Southeast Asian EV manufacturing likewise identifies policy coordination, supplier capability, workforce development, and



infrastructure as central to sustainable competitiveness [3]. Market performance therefore depends on an information system that spans products, dealers, apps, service centers, policy incentives, and consumer-facing communication.

Existing Thai EV research has established the importance of policy perceptions, price and cost, performance expectations, charging access, and facilitating conditions [4]–[6]. Recent cross-source analysis also shows that favorable public discussion does not automatically translate into purchase intention, underscoring a perception–intention gap [7]. What remains less clear is how consumers interpret a foreign NEV brand’s cultural embeddedness and marketing localization, and how those interpretations are converted into brand reputation and purchase intention. This gap matters for Chinese firms because localization activities can fail when they are operationally present but not visible, credible, or relevant to consumers.

This study addresses the following research question: How does consumer-perceived cultural embeddedness influence Thai consumers’ purchase intention toward Chinese NEV brands through consumer perceptions, perceived marketing localization, and brand reputation? The contribution is threefold. First, it treats cultural embeddedness and marketing localization as consumer-perceived signals rather than as objectively observed firm strategies. Second, it integrates these signals with brand reputation and purchase intention in one structural model. Third, it reports evidence from 500 Thai consumers, providing a data-driven view of localization in an industrial market where digital information, infrastructure, and service ecosystems jointly shape adoption.

2. Literature Review and Hypothesis Development

2.1 Consumer-perceived cultural embeddedness as a market signal

Cultural embeddedness describes the extent to which a firm or brand is understood as participating meaningfully in a host market’s social meanings, institutions, and everyday practices. Culture is dynamic and cannot be reduced to a fixed set of national traits; market actors continuously interpret symbols, language, service routines, and institutional behavior [8]. For a foreign NEV brand, embeddedness may therefore be signaled by Thai-language communication, locally recognizable campaigns, responsiveness to Thai mobility needs, local partnerships, and sustained community presence.

The present study measures embeddedness from the consumer’s viewpoint. This distinction is important because a firm may invest in local operations without consumers recognizing those actions, while a well-communicated initiative may shape perceived local relevance even before consumers directly experience the product. Consumer-perceived cultural embeddedness (CE) is thus an informational judgment formed from observable brand cues. It is expected to improve broader consumer perceptions (CP), including perceived relevance, familiarity, usefulness, and trustworthiness, and to strengthen perceived marketing localization (ML).

Brand-localness research supports this signaling logic. Perceived localness can contribute to brand trust and purchase intention in Asian emerging markets [9], while recent work finds that global and local brand signals can jointly influence brand consistency and clarity [10]. Localness is also associated with authenticity judgments and purchase intention [11]. These studies do not imply that a foreign brand must imitate a domestic brand. Rather, they suggest that culturally intelligible and operationally credible local signals reduce uncertainty and help consumers evaluate the brand in their own market context.

2.2 Consumer perceptions, brand reputation, and purchase intention

The theory of planned behavior explains intention as a function of attitudes, perceived social expectations, and perceived behavioral control [12]. In the NEV context, consumers’ evaluations integrate functional beliefs about range, safety, price, charging, and after-sales service with symbolic beliefs about innovation, environmental responsibility, and brand-market fit. A favorable overall consumer perception should therefore strengthen both brand reputation and purchase intention.

Perceived green value has been shown to influence EV purchase intention through consumers' evaluation of benefits and trade-offs [13]. Thai studies similarly identify performance expectancy, effort expectancy, price value, facilitating conditions, policy perceptions, and charging infrastructure as relevant adoption drivers [4], [14], [15]. These findings indicate that intention is not generated by a single product attribute. It reflects a composite evaluation of technology, ownership feasibility, institutional support, and credible information.

Brand reputation aggregates past signals about reliability, responsibility, and market conduct. It is particularly consequential for NEVs because buyers face uncertainty about battery durability, resale value, software updates, charging access, and service continuity. A favorable reputation can reduce perceived risk, but reputation is also an outcome of consumer experience and perceived marketing conduct. The model therefore positions BR after CP and ML, and before PI, while also allowing CP and ML to retain direct associations with PI.

2.3 Perceived marketing localization and industrial market access

Marketing localization refers to the perceived adaptation of communication, channels, pricing, promotions, service arrangements, and customer interfaces to the host market. In Thailand's EV ecosystem, localization is not limited to translated advertising. It includes transparent incentive information, locally relevant financing, Thai-language digital interfaces, dealer and service coverage, spare-parts availability, charging guidance, and response to local climate and driving conditions. Consumers experience these elements as an integrated market-access system.

Recent Thai adoption studies show why this operational interpretation is necessary. Government participation and vehicle type can change the relevance of adoption drivers [16]; Bangkok purchase decisions remain sensitive to economic and mobility considerations [17]; and repurchase intention depends on post-purchase commitment and anticipated regret [18]. Marketing claims that are detached from service delivery can therefore damage reputation. Conversely, consistent communication and locally capable delivery can transform localization into evidence of reliability.

Perceived ML is consequently expected to improve BR and PI. Its effect on intention may be direct, because localized information reduces search and evaluation costs, and indirect, because localized market execution strengthens reputation. The model also tests whether CE works through ML and BR in sequence. This sequence reflects a practical mechanism: cultural embeddedness makes the brand appear locally responsive; localized execution substantiates that signal; and reputation converts accumulated evidence into purchase intention.

2.4 Hypotheses and research model

The conceptual model specifies direct and mediated associations among five latent constructs. The numbering below reconciles the hypothesis labels with the paths actually reported in the structural-results tables.

H1. Consumer-perceived cultural embeddedness positively influences consumer perceptions.

H2. Consumer-perceived cultural embeddedness positively influences perceived marketing localization.

H3. Consumer perceptions positively influence brand reputation.

H4. Consumer perceptions mediate the relationship between consumer-perceived cultural embeddedness and brand reputation.

H5. Perceived marketing localization positively influences brand reputation.

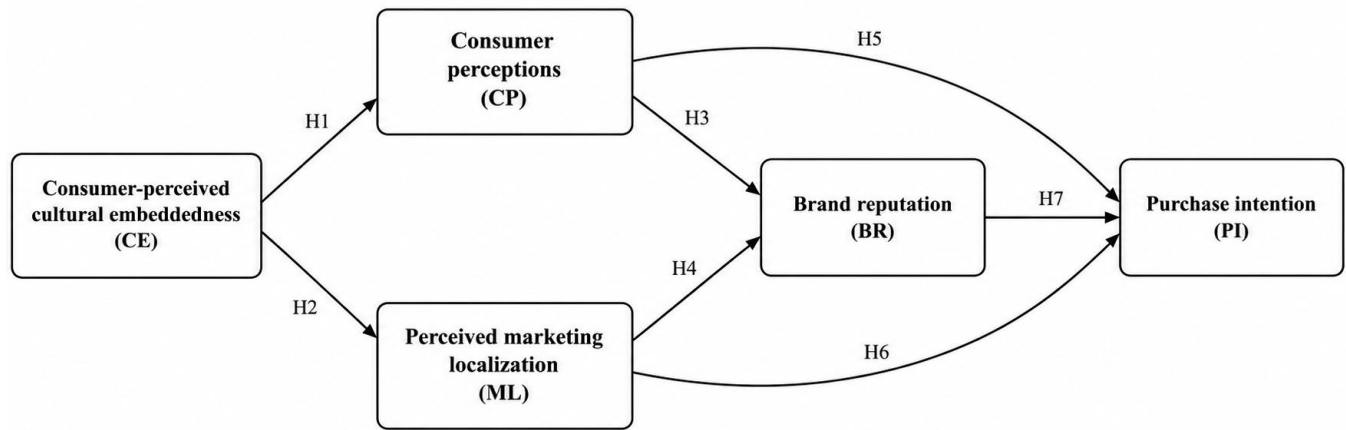
H6. Perceived marketing localization positively influences purchase intention.

H7. Brand reputation positively influences purchase intention.

H8. Perceived marketing localization and brand reputation sequentially mediate the relationship between consumer-perceived cultural embeddedness and purchase intention.

H9. Consumer-perceived cultural embeddedness positively influences purchase intention.

H10. Consumer perceptions positively influence purchase intention.



Note: H1–H7 hypothesized; H8 = CE → CP → BR → PI.

Figure 1. Proposed structural model

The figure separates direct hypotheses from the two formally hypothesized mediated pathways. Additional indirect effects reported by the bootstrap analysis are treated as exploratory unless they map directly to H4 or H8.

3. Materials and Methods

3.1 Research design and sample

The study used a quantitative, cross-sectional survey design. The target population comprised Thai residents aged 20 years or older who were aware of at least one Chinese NEV brand operating in Thailand, including BYD, MG, GWM, or Neta. The original manuscript described a mixed-method design, but it did not report an interview protocol, qualitative sample, coding procedure, or qualitative results. To keep the claims aligned with the available evidence, the revised paper reports only the documented survey and structural-equation-modeling components.

A minimum sample of 385 was calculated using Cochran's formula for a large population at a 95% confidence level and 5% margin of error. To allow for incomplete responses and model estimation, the target was increased to at least 400. Convenience and snowball sampling were used in Bangkok, Chiang Mai, and Khon Kaen, supplemented by online distribution. Data collection ran from June to December 2025. After screening, 500 usable questionnaires were retained for analysis.

The non-probability sampling strategy enabled access to consumers familiar with the focal category, but it does not support population-level prevalence estimates. The results should therefore be interpreted as associations within the achieved sample rather than as nationally representative estimates. This boundary is especially relevant because metropolitan consumers may have greater exposure to charging facilities, dealerships, digital campaigns, and NEV ownership than consumers in other provinces.

3.2 Instrument and construct measurement

The questionnaire contained 63 items measured on five-point Likert scales from 1 (strongly disagree) to 5 (strongly agree). The original instrument allocated 12 items to CE, 12 to CP, 15 to ML, 12 to BR, and 12 to PI. In the

revised interpretation, CE refers to consumer-perceived cultural embeddedness and ML to perceived marketing localization; these labels avoid implying that the survey objectively audited firm behavior. Demographic questions covered gender, age, education, monthly income, driving experience, and prior NEV-use experience.

The questionnaire was developed in English and translated into Thai using back-translation procedures [19]. A pilot test with 50 respondents was used to check wording, comprehension, and internal consistency before the main survey. Because the original file did not include the full item wording or an item-source appendix, the final submission should attach the complete questionnaire and construct-source mapping as supplementary material. This addition is necessary for replication and for evaluating content validity.

3.3 Data analysis

Data screening and descriptive analyses were conducted in SPSS 26, and covariance-based SEM was estimated in AMOS 26. Reliability was evaluated with Cronbach's alpha. Factorability was assessed with the Kaiser–Meyer–Olkin statistic and Bartlett's test of sphericity. Confirmatory factor analysis (CFA) was used to evaluate the measurement model, followed by a structural model for testing direct paths. Discriminant validity was assessed using the Fornell–Larcker criterion [20].

Model evaluation used χ^2/df , GFI, AGFI, RMR, CFI, and TLI as reported in the source manuscript. The original narrative mislabeled RMR values as RMSEA; the revised text retains the statistic actually shown in the tables. Indirect effects were estimated with 5,000 bootstrap resamples and 95% confidence intervals. A mediated effect was interpreted as statistically supported when its interval excluded zero. No new coefficients or unreported diagnostics were created during revision.

4. Results

4.1 Respondent profile

Table 1 summarizes the 500 valid responses. The largest age group was 26–35 years (43.8%), 52.6% held a bachelor's degree, and 79.0% reported no prior NEV-use experience. The sample therefore captures a predominantly non-owner audience evaluating a rapidly developing product category. This is relevant to the model because many respondents likely relied on brand communication, public information, and observed market presence rather than long-term ownership experience.

Table 1. Respondent profile (N = 500)

Gender	Male	233	46.6
	Female	259	51.8
Age (years)	Other	8	1.6
	20–25	111	22.2
	26–35	219	43.8
	36–45	96	19.2
	46–55	60	12.0
	56 or older	14	2.8
Education	High school	91	18.2
	Bachelor's degree	263	52.6
	Master's degree	101	20.2
	Doctoral degree	25	5.0
	Other	20	4.0
Monthly income (THB)	Below 20,000	134	26.8
	20,000–39,999	188	37.6
	40,000–59,999	117	23.4
	60,000 or above	61	12.2
Driving experience	Below 2 years	61	12.2

Prior NEV-use experience	2–5 years	168	33.6
	6–10 years	145	29.0
	More than 10 years	126	25.2
	Yes	105	21.0
	No	395	79.0

4.2 Measurement-model assessment

Cronbach's alpha ranged from 0.844 to 0.912 across the five constructs (Table 2), indicating satisfactory internal consistency. The Kaiser–Meyer–Olkin value was 0.925, and Bartlett's test of sphericity was significant ($\chi^2 = 15,482.027$, $df = 1,953$, $p < 0.001$), supporting factor analysis.

The CFA results showed $\chi^2/df = 1.052$, GFI = 0.897, AGFI = 0.884, RMR = 0.047, CFI = 0.993, and TLI = 0.993 (Table 3). Although GFI was marginally below the conventional 0.90 reference value, the incremental fit indices were high and χ^2/df was close to 1. The measurement model was therefore judged acceptable overall rather than uniformly excellent. In the Fornell–Larcker matrix (Table 4), every diagonal value exceeded the corresponding inter-construct correlations, supporting discriminant validity.

Table 2. Internal-consistency reliability

Construct	Code	Items	Cronbach's α
Consumer-perceived cultural embeddedness	CE	12	0.871
Consumer perceptions	CP	12	0.844
Perceived marketing localization	ML	15	0.876
Brand reputation	BR	12	0.872
Purchase intention	PI	12	0.912

Table 3. Confirmatory factor analysis fit indices

Index	χ^2/df	GFI	AGFI	RMR	CFI	TLI
Value	1.052	0.897	0.884	0.047	0.993	0.993

Note: RMR is reported as shown in the source table; it is not RMSEA.

Table 4. Fornell–Larcker discriminant-validity matrix

Construct	CE	CP	ML	BR	PI
CE	0.748				
CP	0.471	0.742			
ML	0.523	0.544	0.721		
BR	0.492	0.572	0.552	0.735	
PI	0.531	0.668	0.604	0.589	0.760

Note: Diagonal values are the reported square roots of average variance extracted; off-diagonal values are construct correlations.

4.3 Structural model and direct effects

The structural model yielded $\chi^2/df = 1.070$, GFI = 0.891, AGFI = 0.882, RMR = 0.064, CFI = 0.991, and TLI = 0.990 (Table 5). Taken together, these statistics indicate acceptable overall fit, while the GFI and AGFI values warrant transparent reporting rather than an unqualified claim of excellent fit.

All eight direct paths reported in the source output were statistically significant (Table 6). CE positively predicted CP ($\beta = 0.412$, $p < 0.001$) and ML ($\beta = 0.466$, $p < 0.001$). CP predicted BR ($\beta = 0.302$, $p = 0.014$) and showed the largest direct association with PI ($\beta = 0.751$, $p < 0.001$). ML predicted BR ($\beta = 0.319$, $p < 0.001$) and PI ($\beta = 0.235$, $p < 0.001$), while BR predicted PI ($\beta = 0.234$, $p < 0.001$). CE also retained a positive direct association with PI ($\beta = 0.346$, $p < 0.001$). These results support H1, H2, H3, H5, H6, H7, H9, and H10.

Table 5. Structural-model fit indices

Index	χ^2/df	GFI	AGFI	RMR	CFI	TLI
Value	1.070	0.891	0.882	0.064	0.991	0.990

Note: RMR is reported as shown in the source table; it is not RMSEA.

Table 6. Standardized direct effects and hypothesis tests

Hypothesis	Path	β	C.R.	p	Result
H1	CE $\rightarrow$ CP	0.412	6.560	<0.001	Supported
H2	CE $\rightarrow$ ML	0.466	6.615	<0.001	Supported
H3	CP $\rightarrow$ BR	0.302	2.468	0.014	Supported
H5	ML $\rightarrow$ BR	0.319	3.445	<0.001	Supported
H6	ML $\rightarrow$ PI	0.235	3.450	<0.001	Supported
H7	BR $\rightarrow$ PI	0.234	3.541	<0.001	Supported
H9	CE $\rightarrow$ PI	0.346	4.416	<0.001	Supported
H10	CP $\rightarrow$ PI	0.751	6.154	<0.001	Supported

Note: β = standardized coefficient; C.R. = critical ratio.

4.4 Indirect effects

The reported bootstrap results indicate that the confidence intervals for all listed indirect effects excluded zero (Table 7). The CE $\rightarrow$ CP $\rightarrow$ BR pathway supports H4, and the CE $\rightarrow$ ML $\rightarrow$ BR $\rightarrow$ PI pathway supports H8. The CE $\rightarrow$ CP $\rightarrow$ PI and CE $\rightarrow$ ML $\rightarrow$ PI pathways further suggest that consumer evaluations and perceived localization transmit part of CE's association with intention. The sequential CE $\rightarrow$ CP $\rightarrow$ BR $\rightarrow$ PI pathway was also statistically significant, although its effect was smaller than the two-step CP route.

Two source-output inconsistencies require verification before submission. First, the component CE $\rightarrow$ BR path needed for the listed CE $\rightarrow$ BR $\rightarrow$ PI indirect effect does not appear in the direct-effects table. Second, the reported direct effect (0.346) plus total indirect effect (0.403) equals 0.749, whereas the reported total effect is 0.735. The revised manuscript preserves the supplied values and flags them for reconciliation against the original AMOS output rather than changing them without evidence.

Table 7. Bootstrap indirect effects

Indirect path	Effect	95% CI	p	Interpretation
CE $\rightarrow$ CP $\rightarrow$ BR	0.124	0.042–0.221	0.002	H4 supported
CE $\rightarrow$ CP $\rightarrow$ PI	0.298	0.213–0.429	0.002	Exploratory

CE → ML → PI	0.105	0.047–0.168	0.004	Exploratory
CE → ML → BR → PI	0.030	0.012–0.069	0.002	H8 supported
CE → BR → PI	0.063	0.017–0.156	0.002	Verify source path
CE → CP → BR → PI	0.067	0.009–0.152	0.027	Exploratory
Total indirect: CE → PI	0.403	0.306–0.553	0.002	Reported total
Total effect: CE → PI	0.735	0.623–0.836	0.003	Verify arithmetic

Note: 5,000 bootstrap resamples. CI = confidence interval. The CE→BR→PI path and the total-effect arithmetic must be checked against the original AMOS output before submission.

5. Discussion

5.1 Interpretation of findings

The model indicates that cultural embeddedness is consequential when consumers can translate it into concrete evaluations. CE predicted both CP and ML, showing that culturally recognizable brand behavior is associated with more favorable judgments and stronger perceptions of localization. This supports the view that embeddedness functions as a market signal rather than as an isolated symbolic activity. Thai-language communication, local partnerships, and community engagement are likely to be most effective when they also help consumers understand product value, ownership feasibility, and service reliability.

The strongest reported direct coefficient was CP→PI ($\beta = 0.751$). This result places overall consumer evaluation at the center of the decision process. It is consistent with EV-adoption research showing that consumers integrate performance, price value, infrastructure, policy support, and perceived benefits when forming intention [4], [13]–[17], [21]. For managers, the implication is that localization should not be assessed by campaign output alone. It should be evaluated by whether consumers become more confident about product suitability, charging, total ownership cost, safety, software support, resale value, and after-sales service.

ML and BR had similar direct coefficients for PI (0.235 and 0.234), and ML also predicted BR. This pattern suggests that localization has both an immediate informational function and a cumulative reputational function. A localized campaign may reduce evaluation friction in the short term, while consistently delivered local service and support can strengthen reputation over time. Repurchase research further suggests that post-purchase experience and regret management matter after initial adoption [18]; localization must therefore extend from acquisition to the ownership lifecycle.

5.2 Theoretical implications

First, the study clarifies the level of analysis in localization research. The constructs are consumer perceptions, not direct audits of corporate strategy. This distinction prevents a common inference error: treating reported perception scores as proof that a firm has objectively achieved cultural or operational localization. The findings instead show how perceived signals are associated with consumer outcomes.

Second, the study integrates cultural embeddedness, perceived localization, brand reputation, and purchase intention in one model. The combined model extends adoption-focused research by specifying how cultural and marketing signals enter the evaluation process. CE does not operate only through a direct path to intention; the reported indirect effects show routes through CP, ML, and BR. This mechanism helps explain why surface-level adaptation may have limited value when it is not accompanied by credible product and service information.

Third, the model connects consumer information processing to industrial market access. NEV adoption depends on a system of vehicles, charging, software, finance, policy, dealers, and after-sales support. Perceived localization therefore captures how effectively that system becomes legible and usable in a host market. This perspective is well suited to information-systems and industrial-management research because it links consumer-facing information quality with the coordination of market infrastructure and service delivery.

5.3 Managerial and industrial implications

Chinese NEV firms should manage localization as an evidence chain. Communication should begin with claims consumers can verify: Thai-language interfaces, transparent warranty terms, charging compatibility, financing eligibility, service-center coverage, spare-parts lead times, and software-update policies. These signals should remain consistent across advertisements, dealer conversations, websites, mobile applications, and after-sales contacts. Inconsistency across touchpoints can weaken both CP and BR even when the product is technically competitive.

Localization investment should be prioritized by consumer friction. For pre-purchase users, the largest information gaps often concern total cost, range under local conditions, charging access, battery warranty, and resale uncertainty. For owners, the relevant issues shift toward appointment availability, diagnostics, replacement parts, repair time, and digital support. Firms can combine customer-relationship-management data, search and social listening, dealer inquiries, test-drive feedback, and service records to identify where perceived localization diverges from operational reality.

Brand reputation should be treated as a monitored outcome of local execution. Firms can track validated measures of trust, service confidence, complaint resolution, and recommendation intention by region and ownership stage. Partnerships with Thai dealers, charging operators, universities, suppliers, and community organizations can strengthen cultural legitimacy, but only when roles, service standards, and accountability are clear. The industrial objective is not symbolic localness; it is a reliable local capability that consumers can observe.

5.4 Policy implications

Public policy can improve market quality by standardizing information that consumers need for comparison. Clear disclosure of effective vehicle price after incentives, charging compatibility, battery warranties, energy consumption, software support, and service obligations would reduce information asymmetry. Such standards would also make consumer-perception research more comparable across brands and time.

Thailand's production and adoption objectives require coordination beyond purchase subsidies. Workforce skills, supplier upgrading, charging reliability, repair capacity, battery end-of-life systems, and data interoperability affect the long-term credibility of the NEV ecosystem [2], [3]. Policy evaluation should therefore combine registration and production indicators with service, infrastructure, and consumer-confidence measures.

5.5 Limitations and future research

The cross-sectional, non-probability sample limits causal and national-level inference. The survey was concentrated in three urban areas and online channels, which may overrepresent consumers with greater digital access and brand exposure. Future studies should use probability-based or quota-controlled designs, include additional provinces, and compare urban and rural infrastructure contexts.

All focal variables were self-reported in one questionnaire, creating potential common-method bias. The original file did not report marker-variable tests, a common latent factor, or other diagnostics. Future research should combine survey responses with behavioral or operational data, such as test drives, dealer visits, charging use, service records, or verified purchase. Longitudinal designs could test whether perceived localization predicts later purchase and satisfaction rather than only concurrent intention.

The model aggregates multiple Chinese brands. Brand age, price segment, dealer network, vehicle type, and ownership experience may produce meaningful heterogeneity. Multi-group or multilevel analyses could compare

owners and non-owners, regions, vehicle types, and brands. Future research should also publish complete measurement items, report composite reliability and average variance extracted, test alternative models, and provide reproducible model output. Finally, the two mediation inconsistencies flagged in Section 4.4 must be resolved from the original AMOS files before submission.

6. Conclusions

This study provides a consumer-centered explanation of how Chinese NEV brands' cultural and marketing adaptation is associated with purchase intention in Thailand. CE predicted CP and ML, while CP showed the strongest direct association with PI. ML and BR contributed additional direct and indirect pathways. The findings therefore favor coordinated localization: cultural signals need to be converted into understandable product value, locally usable market systems, and a reputation for reliable execution.

For research, the study demonstrates the value of distinguishing actual firm strategy from consumer-perceived embeddedness and localization. For practice, it suggests that Chinese NEV firms should align communication, digital interfaces, distribution, charging guidance, and after-sales service so that consumers encounter one credible local proposition. Subject to verification of the flagged AMOS outputs and completion of the required declarations, the model offers a focused basis for continued research on information systems, industrial market access, and EV adoption in Thailand.

7. Declarations

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Author Contributions: Minghui Cai: Conceptualization, methodology, investigation, data curation, formal analysis, visualization, and writing—original draft. Duangsamorn Rungsawanpho: Supervision, methodology, validation, and writing—review and editing. Thanasuwit Thabhiranrak: Supervision, validation, project administration, and writing—review and editing. All authors have read and approved the final version of the manuscript.

Conflict of Interest: The authors declare that they have no known financial or non-financial conflicts of interest that could have influenced the research reported in this article.

Data Availability: The anonymized data, questionnaire, and analysis outputs supporting the findings of this study are available from the first author, Minghui Cai (minghuicai16@gmail.com), upon reasonable request, subject to applicable ethical and confidentiality restrictions.

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