

## **BRAND KNOWLEDGE OF LEXUS ACCORDING TO THE YOUNGER SEGMENT GROUP**

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**Abstract** - Lexus is the luxury vehicle brand, owned by Toyota Motor Corporation, which values the products and experiences that offer luxury, comfort, and innovation. Lexus was introduced in Indonesia 2007, and now they plan to expand their market segment by launching their new product for younger age, soon. Since they are considered as a new brand on the luxury car market, it has to compete with those well-known European luxury brands. It is a tight competition, because the competitors have already had strong brand image that had been built years before. So this research was aimed to find out younger generation's perception towards Lexus, through the brand awareness and brand image. Those findings are collected by a qualitative research through the free association method and picture response technique, which are conducted by the younger generation as the respondents. This research revealed that the brand image of Lexus is well captured by younger generation, because most of respondents have positive images toward Lexus, and already have some knowledge about Lexus. Younger age tends to be lifestyle oriented and aspired to high-end people, and Lexus is considered to be a tool to gain prestige and social recognition. But the awareness of Lexus is still attached with Toyota, which leads to negative association towards the brand itself. Moreover, younger age perceives the luxurious only on the product's image, whereas Lexus also offers the luxury value through the experiences. By the result of this research, Lexus is suggested to conduct a marketing strategy to loosen the attachment between Toyota and Lexus. Lexus also needs to make an effort in certain direction to strengthen its value, which is the luxury experience, to the younger age. So, the opportunity to approach this new-targeted sub-segment will be more widely open.

**Keywords:** Brand, Brand Image, Brand Awareness, Brand Knowledge, Lexus, Younger Generation, Younger Age.

### **Introduction**

According to a qualitative study by Lexus Indonesia, there are three different types of receivers, which eventually reflect different degree of receptiveness towards relatively new brands in luxury car segments. They are traditionalist, traditional-open minded, and liberal. Liberal sub-segment is younger age, explorative, wide social network, socially actives, lifestyle oriented, professional affiliation, and aspired to high-end people. This sub-segment becomes the new potential target segment for Lexus, which is the younger age.

As a new luxury car brand, Johnny Darmawan, Principal of Lexus Indonesia, said that Lexus' main objective is not to be number one in sales but bring back the automotive culture that emphasizes on emotional attachment; between Lexus enthusiasts and the vehicles. The automotive culture is built through experience sought upon driving luxurious Lexus cars. But, Lexus still needs to have strong brand image in order to gain attention in young generation. Keller conceptualizes brand knowledge as a two-dimensional construct, consisting of brand awareness and brand image. Brand image includes "perceptions about a brand reflected type (attributes, benefits, and attitudes), favorability, strength, and uniqueness (Keller, 1993). For its future plan, Lexus needs to understand the perception of liberal sub-segment towards the brand. Thus, becomes more interesting because

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nowadays there are a lot of young successful workers and entrepreneurs, who can actually afford Lexus. So, this research will explain about the brand knowledge, related to brand awareness and brand image of Lexus' new potential target segment, which is the younger age.

## **Literature Review**

### **Lexus**

During this time, Lexus' biggest customer is people with age range between 40-60 years old. The brand identity of Lexus itself, Lexus wants to be a brand that creates a new luxury experience. Lexus provides more value and higher price instead of the functionality itself. The targeted user for the new segment is someone who is young and mature, who wants to pay more for a luxury urban sports gear. Lexus wants to be a brand that is more advance, energetic, and dynamic.

### **Brands**

Brand in general is defined as the sum of all the feelings, perceptions and experiences a person has as a result of contact with a company and its products and services (Okonkwo, 2007). From the consumer perspective, a brand is the lens through which the words and actions of a company, its competitors, and the environment in general are converted to thoughts, feelings, images, beliefs, perceptions, and attitudes, etc., about a product, or family of products (Keller & Lehmann, 2006).

### **Brand Identity**

Brand identity is central to strategic vision of a brand and it is the driver of brand associations that are the main components of the brand. It provides purpose, direction and meaning to a brand (Aaker, 1996).

### **Brand Knowledge**

Brand knowledge is correlating diverse information, such as awareness, attributes, benefits, images, thoughts, feelings, attitudes and experiences, to a brand constitutes brand knowledge (Keller, 2003). Brand knowledge is based upon a constant communication with consumers that elicits real comprehension of the product or service (Richards et al., 1998). Keller defined consumer brand knowledge as all descriptive and evaluative brand-related information, which was individualistic inference about a brand stored in consumer memory.

### **Brand Image**

Keller (1993) defines brand image as the consumer's perception of a brand as reflected by the brand associations held in the consumers' memory. Brand image is the way the brand is seen by the people that it is exposed to (Okonkwo, 2007).

### **Brand Awareness**

Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category (Aaker, 1991). It is associated to the strength of brand clew in memory that enables consumers to ascertain the brand under dissimilar conditions (Rossiter and Percy, 1987).

## **Methodology**

### **Problem Identification**

The first step made to start this research is identifying the main problem. In this research the problem is that targeting new segment is not simple, especially to a completely new segment group. The exploration of brand knowledge in liberal sub-segment is important for Lexus to get an initial insight through the potential consumer's perception of the brand.

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### Qualitative Research

By free association survey, the variables found will be processed by classifying the amount to which Lexus is recognized for acknowledged its brand. So, the brand recall will be found out by free association survey. Then, by picture response technique, the variables found will be processed to get the most associative associations, in order to measure the brand image of Lexus.

### Free Association

This question will use 'Lexus' as a cue word. Then respondents are being asked to mention five words to answer the question. The question is aimed to recall the memories held in respondent's mind. The fast response words to a cue word mentioned will be processed as the brand recall of Lexus, according to younger generation as the respondents.

Question 1: "Apa yang terlintas dipikiran Anda ketika Anda mendengar kata 'Lexus'?" (What comes in your mind when you hear the word 'Lexus'?)

### Picture Response Technique

Using picture response techniques, respondents are asked to tell stories of the pictures shown. The picture might represent a typical interaction between consumers and the brand. Respondents also need to project their internal feelings in that situation, and then write a story about their feelings. This technique will answer the question about the brand association of Lexus. The most associative associations will be found out and classified to capture the brand image of Lexus, according to younger generation as the respondents.



Figure 1. Picture Response Technique Question Object

Question 2: "Bayangkan seandainya Anda mengendarai mobil di atas. Apa yang akan Anda rasakan?" (Imagine that you were in this car. What would you feel?)

### Conceptual Model

By using the conceptual model, the variables found in the survey's result will be used to measure the brand knowledge of Lexus. And below is the conceptual model as a tool to operate the variables:

Table 1. Operational Variables Table

Variables	Sub-Variables	Sub-Sub Variables	Indicators
Attributes of Brand Association	Non-Product Related (Keller, 1993)	Price (Keller, 1993)	Price Value
		Distribution	Networks, Stores

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		(Korchia, 1999)	
		Communication (Korchia, 1999)	Ads, Promotion
		Packaging (Keller, 1993)	Service
		User Imagery (Keller, 1993)	Demographic Factors
			Psychographic Factors
		Usage Imagery (Keller, 1993)	Location
			Type of Activity
	Product Related (Keller, 1993)	Performance (Kota, 1998)	Speed
			Engine
			Suspension
			Wheel
			Gasoline
		Design (Kota, 1998)	Interior
			Size

(Contd.) Table 1. Operational Variables Table

Variables	Sub-Variables	Sub-Sub Variables	Indicators
			Color
			Variety
			Exterior
		Technology (Kota, 1998)	Technology Used
Benefits of Brand Association	Functional (Keller, 1993)	Physiological Needs (Keller, 1998)	
		Safety Needs (Keller, 1998)	
	Experiential (Keller, 1993)	Feeling While Using Product (Keller, 1993)	
	Symbolic (Keller, 1993)	Self-Expressive (Aaker, 2009)	
		Social Approval (Aaker, 2009)	
Attitudes of Brand Association	Overall Evaluation of a Brand (Wilkie, 1986)	Global Liking or Disliking (Korchia, 1999)	Like or Dislike

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### **Free Association Data Analysis**

By 51 respondents, there will be 255 words counted in. Each word and the frequencies of responses were counted in Microsoft Excel. Spelling errors were corrected, and rules were developed to pool items that, in the judgment, should be put together. Thesaurus dictionary will be used to find out synonym and meaning in pooling the words. After that, the words are classified into categories based on the conceptual model. The most frequent words will be considered as the top of mind attributes of Lexus that will capture the brand awareness, related to brand recall towards Lexus, according to younger generation.

### **Picture Response Technique Data Analysis**

The form of answer in this picture response technique survey is a story that consists of several sentences. Analyzing stories has to be as thorough and complete as possible rather than cutting corners. So, the analysis will be oriented to the conceptual model, to prevent any unwanted biases. Modified from The Five-Phased Cycle of Analysis by Robert K. Yin, the analysis begins by compiling and sorting the field notes amassed from the survey. In this step, all of survey sheets are also being checked and rechecked to ensure the accuracy of data. The second step is disassembling data, by breaking down the compiled data into smaller fragments. Keyword in every sentence is categorized into sub-sub variable based on the proposed conceptual model, and relations between sub-variables are also examined. The third step is interpreting the disassembled data on the previous step. Interpreting data is to create a new narrative that will become the key analytic portion of the draft manuscript. The final step is drawing the conclusions from the entire survey. The most associative associations of projective technique survey will be considered as brand image, related to the brand association towards Lexus, according to younger generation.

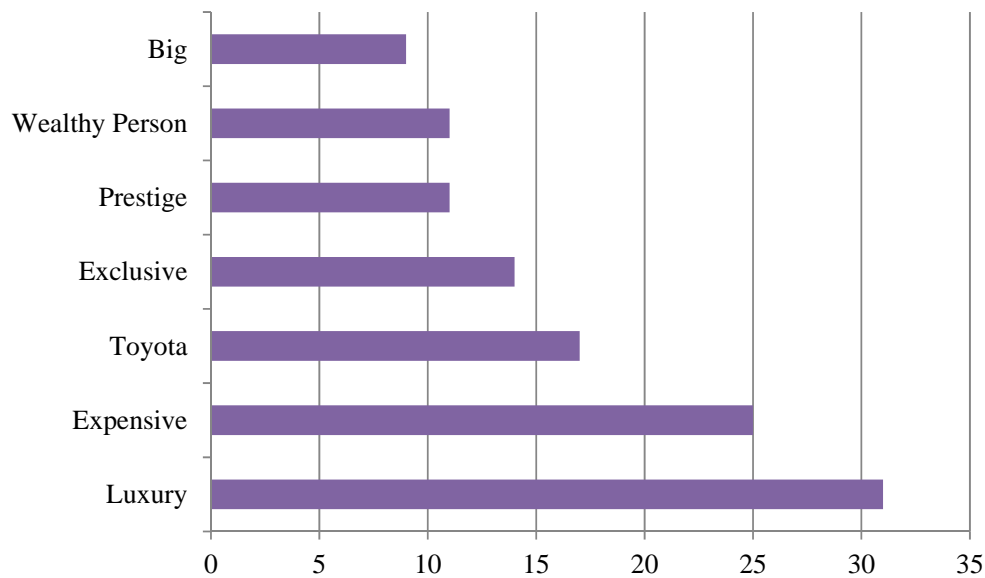
### **Data Collection and Analysis**

#### **Respondents Profile**

From 51 respondents, 51% are female and 49% are male. This research is targeted for younger age, 25-35 years old. Respondents are dominated by people aged 25, 26, 27, and 29. 53% of respondents are employees. They either have income above 35,000,000 IDR or a luxury car user. 47% of respondents work as entrepreneurs, who run start-ups or family business. Most of respondents' income range is 35,000,000 IDR – 60,000,000 IDR every month. 27% of respondents who have income below 35,000,000 IDR are the luxury car users, but there are some of respondents who categorized into luxury car users and also have income above 35,000,000 IDR per month. 53% of respondents in this research are luxury car users. Most of them are BMW and Mercedes Benz users. 47% of non-luxury car users in this research drive Toyota, Honda, Mitsubishi, Nissan, Suzuki, and Mazda.

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### The Result of Free Association Survey



**Figure 2. Most Frequent Words by Free-Association Test**

"Toyota" and "Big" are independent variables, where the others have some correlations. The word luxury suggests invariably the concepts; expensive, exceptional quality, prestige, and dream (Rosa, 2012). As mentioned before, people who can afford luxury car, Lexus, are people with high income (wealthy person), because of its high price (expensive). Comparison with non-luxury options or based on the absolute value of price; it is considered a logical consequence of the excellent quality associated with luxury (Dubois, 2001). Based on its definition, people will feel exclusive because Lexus is limited to the object designated, and there are only few people can afford it. The exclusivity leads to the feeling where people tend to be proud because of the reputation or influence arising from success or achievement (prestige) that is expressed through having Lexus, which is perceived as a luxury car brand. SRI Consulting Business Intelligence (Mishra, 2010) places consumers in 3 groups according to what luxury means to them. One of them explained that luxury is a reward, means that they are motivated by their desire to be successful and demonstrate this to others. The word luxury suggests invariably the concepts; expensive, exceptional quality, prestige and dream. So, it can be concluded that those five variables are having some correlations one another.

These free association results, whether negative or positive, were being forwarded through the marketing activities of Lexus Indonesia, henceforth it was perceived by younger age, as the respondents in this research. Creating a marketing strategy for luxury goods and regular goods are much way different. For example, for regular goods, they are available at convenience levels concordance with product category, whereas luxury goods are available in very selected stores or exclusive outlets, at very high-end locations. Another example by the promotion factor is that regular goods are using all kinds of media, product functional, and aspirational value appeals, whereas luxury goods are promoted through predominantly premium above-the-line media, product aspirational, and exclusivity appeals. Lexus Indonesia has several marketing programs, which are conducted to promote their brand, and very picky in choosing channels, considering that Lexus is a luxury brand. Usually, Lexus Indonesia plays role in a sponsorship of golf tournament, such as Oakley Golf Indonesia. As mentioned before, Lexus has a positioning as a luxury urban sports gear, and as an energetic and dynamic brand. So, being a sponsor in golf tournament was expected to cover some of targeted segments, which mostly come from upper socioeconomic class. Lexus also puts their advertisements on the priority bank magazine; it is a charged-free magazine that

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distributed directly to the priority customer's house. It may refer to the exclusivity of Lexus, that it is a limited magazine, which can be seen by only few people.

Lexus is focused on the customer loyalty. Rather than focus on measuring the brand awareness of a luxury company, measuring customer loyalty is far more significant a metric regarding the success or failure of corporate strategy to connect with the luxury consumer (Mansharamani; Khanna, 2013). It can be a cause of Lexus' ads infrequency; besides Lexus promotions are only in selected tools. Furthermore, Lexus is more focused on giving privilege to the customers. In 2014, Lexus gave iPad for ES Series buyers. Lexus also does some delivery services, VIP parking privilege at several public places in Jakarta, and birthday presents, every year for their customers. Those are some of ways that Lexus offers, to give a new luxury experience. By those privileges, customers are also given the basic needs of luxury; which is prestige, because Lexus is trying to give a social advantage in a new way, through the social recognition program. So, it can be stated that six out of seven associations chosen are appropriate to the marketing program of Lexus, except the product-related-attributes category (Big). To sum up, free association survey only concerns in brand awareness of Lexus, perceived by younger age, which value cannot be measured yet, whether it leads to a positive or negative perception. This free association result has not been able to answer the question of the entire brand knowledge of Lexus. Brand image and also more specific perceptions toward Lexus will be described through the picture response technique result.

#### The Result of Picture Response Technique Survey

NON-PRODUCT-RELATED	
<b>Price</b> Mahal Tidak Worth It : 3 Terlalu Mahal : 2	<b>Usage Imagery</b> Kecepatan Tinggi Kecepatan Rendah Ke Mall Weekend : 2
<b>Distribution</b> Menteng : 2	Kantor Tidak Digunakan ke Kantor Tidak Cocok Digunakan di Jakarta : 11
<b>Packaging</b> Service Mahal Service Lebih Murah dibanding Competitor	Berkendara Bersama Keluarga Sulit Mencari Parkir Tidak Untuk Perjalanan Jauh Dipakai dalam Jangka Waktu Lama
<b>User Imagery</b> Tua : 3 Supir : 2 Maskulin : 2 Sederhana : 2 Muda Sukses Outstanding Socialite Keluarga	

Figure 3. Keywords Appeared in Non-Product-Related Attributes of Brand Association

As shown in Figure 3, there were two sub-sub variables that most widely discussed by the younger age; they are user imagery and usage imagery. These sub-sub variables refer to the image of suitable user for Lexus, and typical usage situation of Lexus car. Lexus user is often perceived as older people (tua). This might be caused by the design of Lexus car, which has been said that the design is not chic enough,

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"Lexus lebih cocok untuk masa tua saya kali ya, karena modelnya kurang chic."

There are also 11 respondents who said that Lexus is not suitable to be driven in Jakarta. Most of them considered the traffic situation in Jakarta,

"Apalagi dipakai di Jakarta yang macet. Disamping itu, mobil ini memiliki sunroof yang tidak bisa saya gunakan karena Jakarta penuh asap knalpot. Belum lagi kalau mobil saya ini terserempet motor dan mobil yang berlomba-lomba untuk mendahului di jalan. Duh, repot deh punya mobil seperti ini."

On another sub-sub variable, 6 respondents also discussed about Lexus' price. Three of them said that Lexus car is not worth the price. It is related it to the competitor,

"Walaupun mobil ini harganya mahal, saya akan lebih rela untuk mengeluarkan uang dengan jumlah besar untuk Mercedes atau BMW"

and also to the car's exterior design and slightly to the competitor

"Mobil ini memiliki eksterior yang kurang sebanding dengan harganya. Pasti banyak orang yang lebih menghargai saya jika mengendarai mobil saya sekarang (in this case, his car is BMW)."

So, those are the most associative associations toward Lexus that captures the brand image of Lexus in non-product-related attributes.

PRODUCT RELATED	
Mewah : 9	<b>Performance</b>
Kurang Mewah	Suspensi Halus : 3
Tidak Mewah	Mesin Berkualitas : 3
Tua : 3	Baik Dikemudikan Pada Kecepatan Tinggi : 5
Elegan : 2	Kecepatan Rata-Rata
Klasik : 2	Bensin Boros : 5
Seperti Camry : 2	Irit
Mirip Toyota	Kemudi Ringan : 2
Menarik	
Sederhana : 3	<b>Technology</b>
Tidak Fun	Teknologi Tinggi : 5
Sporty	Airbag yang Lebih Sensitif
Kurang Sporty	Sistem Canggih
Tidak Sporty	Fitur Terkini
Aneh	
Fasilitas	

Figure 4. Keywords Appeared in Product-Related Attributes of Brand Association (Performance and Technology)

As shown in Figure 4, 9 respondents said that Lexus car is luxurious (mewah), without any detailed statement which part of car was stated to be a luxury

"Lexus adalah sebuah mobil mewah."

5 respondents stated that they would like to drive the car at high speed because it has kind of technology that would make them feel safe,

"Mungkin airbagnya lebih sensitif, sehingga saya tidak akan ragu untuk menyetir di kecepatan tinggi."

There are also 6 respondents estimated the car's fuel consumption,

"Saya akan merasa bersalah punya mobil ini, karena selain harganya selangit, pasti bensinnya boros."

5 of them stated the high fuel consumption on Lexus car, and only one of them stated that Lexus has lower fuel consumption because it is made in Japan. On technology sub-sub variable, 5 respondents believe that Lexus uses a high technology system,

"Saya menikmati teknologi dari mobil ini,"

and it may refer to the technology used inside the car,



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*"Keceriaan pun akan saya dapatkan ketika saya bermain-main dengan teknologi-teknologi mutakhir yang terdapat di dashboard."*

On product related variable, there are 8 negative comments about Lexus. 3 of them said that Lexus looks like Toyota or Camry,

*"Karena menurut saya, mobil standard Lexus terlalu tua dan terkesan seperti Camry."*

All of them were comparing the similarities between Toyota and Lexus cars in negative ways,

*"Mobil ini juga nampak seperti mobil Toyota, dan kurang seperti anak muda."*

Design	
Interior : 3	Eksterior (+) : 4
Kabin Luas : 9	Eksterior (-)
Seat Nyaman : 5	Besar (+) : 12
Leather Seat : 2	Terlalu Besar (-) : 3
Panel Kayu : 2	Design Modern
Sunroof : 7	Design Sporty
Sunroof Tidak Dapat Digunakan	Design Klasik
Audio : 3	Lampu Menarik dan Khas : 2
Fasilitas Dalam Mobil	Lekukan dan Potongan Tegas
	Futuristik
	Terlalu Futuristik
	Knalpot dan Velg Tidak Modern
	Badge Logo Seperti Lambang Taxi
	Lebih Memilih SUV

**Figure 5. Keywords Appeared in Product-Related Attributes of Brand Association (Design)**

There are lots of respondents talked about the car's design. 9 respondents found that Lexus has a spacious cabin and 12 respondents said that Lexus car's size is big. In this case, those two opinions do not have any correlation, because most of respondents interpreted "spacious cabin" and "big" in different context,

*"Saya akan merasa bahwa orang akan memberi saya jalan ketika saya akan berubah jalur dikarenakan kemewahan mobil dan ukuran mobil saya yang besar. Saya akan merasa nyaman dan leluasa dalam menyetir karena luasnya kabin di dalam mobil."*

Moreover, 2 of 3 respondents who had negative opinions towards the car's size also considered the spacious cabin as an advantage,

*"Ketika saya ada di dalam mobil ini, tentu saya akan merasa seperti di rumah, karena ruang dalamnya yang luas. Namun karena mobil ini besar, jadi menghalangi saya untuk menyelip-nyelip di jalanan Jakarta yang macet dan padat."*

So, it may be concluded that "spacious cabin" and "big" are independent opinions.

There are 7 positive opinions about the sunroof on Lexus car. There are different impacts toward this product-related attribute. Some of them said that they would feel comfortable when the sunroof was opened while driving Lexus car,

*"Saya akan merasa nyaman dengan sunroof yang terbuka,"*

and another respondent said that the sunroof would raise his self-esteem,

*"Sunroof yang terdapat di mobil saya ini, akan menambah kepercayaan diri saya ketika saya mengendarai mobil ini."*

Though the impacts are different, but they would love to use the sunroof, because it gave them advantages. There are also 5 respondents who gave some opinions about the seats, and another 2 respondents could define the material of the seats in Lexus car,

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"Leather seat yang membuat nyaman akan mengurangi kelelahan saya dalam menyetir."

These opinions about the seats refer to the functional benefits of brand associations.

FUNCTIONAL	EXPERIENTIAL
<b>Physiological Needs</b> Nyaman : 16 Menikmati : 4 Berkendara dengan Baik : 2 Tidak Fun to Drive : 2 Lelah Menyetir Menyenangkan Keceriaan Merokok di Jalan Merasa Bersalah Tidak Bergaya	Nyaman : 14 Tidak Nyaman : 4 Menyenangkan : 3 Enjoy Kemewahan Sama Seperti Naik Camry Tidak Spesial Warna Baru dalam Hidup
<b>Safety Needs</b> Aman : 6 Tidak Khawatir untuk Ngebut : 2	

Figure 6. Keywords Appeared in Benefits of Brand Association  
(Functional and Experiential)

As shown in Figure 6, there are 16 respondents who said that Lexus car is comfortable. Some of them believe that Lexus provides more comfort because of its seats, spacious cabin, suspension, or another attributes,

*"Passanger seatnya pasti akan terasa nyaman karena luas, membayangkan kenyamanan yang ditawarkan mobil ini ditengah kemacetan."*

All of those 16 respondents could define the causes of the comfortable feeling they felt. On experiential benefits variable, there are 14 respondents who said that Lexus car is comfortable. But, these respondents did not define any attributes as the reasons of their comfort,

*"Saya akan merasa nyaman."*

So, the difference between "comfort" in functional benefits and "comfort" in experiential benefit is that in functional benefits, the comfortable feeling is related to the attributes of brand associations due to their physiological needs to feel comfort, and in experiential benefits, they only said that they felt comfortable as their projective experience to be in Lexus car.

There are 6 respondents, who said that they would feel safe while driving Lexus, and another 2 respondents said that they would be safe driving Lexus at high speed,

*"Mobil buatan Jepang ini, membuat saya mersa lebih aman karena sistem keamanan yang canggih."*

*Mungkin airbagnya lebih sensitif, sehingga saya tidak akan ragu untuk menyetir di kecepatan tinggi."*

There are also 4 respondents who said that Lexus is not a comfortable car. They did not give any specific statement which part of the car was stated to be not comfortable. But, they often compared it to competitors,

*"Dibanding Toyota pasti nyaman, tapi dibanding mobil luxury lain, pasti tidak nyaman."*

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SYMBOLIC	
<b>Self Expressive/Outer Directed Self Esteem</b>	<b>Social Approval/Social Advantage</b>
Eksklusif : 4	Pusat Perhatian : 6
Prestige : 15	Kurang Menjadi Pusat Perhatian : 3
Percaya Diri : 5	Dihargai : 6
Minder Diantara Competitor	Tidak Dihargai
Bergengsi : 2	Parking Privilege : 3
Merasa Mapan : 5	Parkir Di Samping Atasan
Pencapaian Hidup : 5	Diberi Jalan
Terlihat Menarik : 3	Cepat Dilayani Ketika Parkir
Merasa Gagah : 2	Meningkatkan Status Sosial
Merasa Matang : 2	Gaya ke Lingkungan
Independent : 2	
Merasa Sebagai Orang Penting : 2	
Terlihat Seperti Socialite	
Bukan Jati Diri	

**Figure 7. Keywords Appeared in Benefits of Brand Association (Symbolic)**

As shown in Figure 7, there are many respondents revealed their underlying needs for both self-expressive and social approval. There are 15 respondents stated that Lexus is able to increase the prestige, and 5 respondents considered it as a tool to raise their self-esteem. But, according Thesaurus Dictionary, prestige refers to a good reputation or high esteem, though in earlier usage, it meant showiness. So, actually there are 20 respondents who feel prestigious by having Lexus. Respondents may feel prestigious because of the luxurious exterior,

*"Eksterior mobil ini menggambarkan kemewahan yang akan meningkatkan kepercayaan diri saya,"*  
the expensive price,

*"Siapun orang yang sedang berada di dalam akan nyaman, dan tetap merasa diri kita terangkat karena mahal,"*

or another attributes of Lexus. 4 respondents also said that they felt exclusive by having Lexus because it is still rarely owned,

*"Saya juga merasa eksklusif karena masih jarang sekali orang yang memiliki mobil ini."*

6 respondents stated that they would get much attention from people around them. The attention were interpreted in ways, it could be received from strangers,

*"Saya akan mendapati orang-orang memandangi saya dari luar jendela,"*  
from colleagues or co-workers

*"Mahal pasti membuat saya menjadi perhatian orang kantor,"*  
or others. But, 3 respondents said the opposite. Most of them compared it to the competitor,

*"Namun, mobil ini masih kalah ketika disandingkan dengan mobil Eropa lainnya. Maka dari itu, mungkin orang di sekitar kurang melirik ketika saya lewat dengan kendaraan ini."*

Another 6 respondents said that they would be much appreciated by having Lexus car. 5 respondents said that having a Lexus car is an achievement in their life, and most of them said that they would be appreciated by it,

*"Saya akan merasa bangga mengendarai mobil ini, karena dengan mengendarai mobil ini, artinya saya sudah mapan dalam finansial. Ketika saya mengendarai mobil ini, keluarga dan lingkungan saya pasti akan lebih menghargai saya."*

Each respondent's story has been evaluated to thoroughly determine whether the respondent has a positive or negative perception towards Lexus, so that the attitude of brand association can be measured by evaluating all of the positive and negative expression in each story. A respondent

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might have positive and negative images toward Lexus, thus each positive and negative variable should be counted. A respondent, who has positive attitude towards Lexus, is the one who has more positive variables than the negative variables, and a respondent who has negative attitude towards Lexus is the one who has more negative variables than the positive variables.

ATTITUDE	
Positive Attitude of Brand Association	41 Respondents
Negative Attitude of Brand Association	10 Respondents

**Figure 8. Attitude of Brand Association**

Overall, 41 respondents have positive attitude of brand association toward Lexus. This means that Lexus has a positive brand image, perceived by younger ages in Jakarta. There are only 10 respondents who have negative brand images toward Lexus. Most of them compared Lexus to the competitors.

There are also some words, which are not included on any variable in the brand knowledge measurement towards Lexus. Most of them discussed about the competitors, BMW and Mercedes Benz.

OTHER KEYWORDS
Impian
Kalah dengan Mobil Eropa
Lebih Dihargai Kalau Memiliki BMW
Jarang Dimiliki
Lebih Mau BMW atau Mercedes
Ragu akan Kenyamanan Buatan Jepang
Tidak Bisa Pamer dengan BMW atau MB
Brand Tidak Kuat
Tidak Nyaman Dibanding Mobil Luxury Lain
Memilih BMW
Jarang Ditemukan
Competitor Lebih Bergengsi

**Figure 9. Uncategorized Keywords Appeared**

The only variable that was not discussed by any respondent is the communication kit of Lexus, including the advertisement and promotion. It may indicate the lack of promotion of Lexus that is received by younger age.

## Conclusion and Recommendation

### Conclusion

Due to the brand recall result, this research revealed that younger age is already aware of Lexus. "Luxury", "expensive", "Toyota", "exclusive", "prestige", "wealthy person", and "big" become the top of mind of Lexus, by younger age. They perceive Lexus as a luxury car that is exclusive and associated with wealthy people. As mentioned before, this liberal sub-segment tends to be lifestyle oriented, and aspired to high-end people, while Lexus is considered to be a tool to gain prestige and social recognition.

This younger age segment has been able to perceive the comfort value in Lexus car, because Lexus values the products and experiences that offer luxury, comfort, and innovation. Unfortunately, younger age has not been able to perceive the luxury experience that Lexus offers. They perceive

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the luxury value only on the car's design, not on the experience. Respondents also often compared Lexus to BMW or Mercedes-Benz. This means that Lexus has not been completely able to be the main selection when they want to buy a luxury car. However, this younger age has already got some knowledge toward Lexus, according to the comparison between brand identity of Lexus and brand image results. Moreover, there are 41 respondents who have positive image toward Lexus. So, it can be concluded that brand knowledge of Lexus is well perceived by younger age.

### **Recommendation**

Lexus is suggested to conduct a marketing strategy to loosen the attachment between Toyota and Lexus. Because, according to the brand image result, the attachment between Toyota and Lexus's brand is perceived negatively by younger age. Lexus also needs to make an attractive promotion and advertisement with greater intensity, which is targeted to the younger age, because the only variable that was not discussed by any respondent on the brand image measurement is the communication kit of Lexus, including the advertisement and promotion. Furthermore, Lexus needs to make an effort in certain direction to strengthen the luxury experience, to the younger age. So, the opportunity to approach this new-targeted sub-segment will be more widely open.

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