

Localization and Market Adaptation Strategies of Chinese Electric Vehicles (EVs) Brands in Southeast Asia: Evidence from BYD Vietnam

Hoa Nguyen Thi Quynh¹

¹PhD student at School of Journalism and Communication, Nanjing University, Nanjing,
Jiangsu, China

Received: June 14, 2026

Revised: July 29, 2026

Accepted: September 15, 2026

Abstract

This study used secondary data sources, including BYD's official websites and press releases, automotive industry reports, and documents collected from October 2025 to March 2026 to analyze how BYD adapted its marketing activities for Electric Vehicles (EVs) in the Vietnamese market. Findings revealed that in its localized marketing strategies, apart from traditional marketing tactics, BYD focuses on technological innovation, charging infrastructure investments, local regulations adoption, as well as local partners' relationship building. This study, therefore, proposes an ecosystem-oriented approach, in which the traditional 4Ps serve as the foundation of market strategy while ecosystem development functions as an enabling mechanism that supports long-term EVs adoption and sustainable competitive advantage.

Keywords: Green Product Marketing, Vietnamese Market, BYD Evs, 4Ps Marketing, Localized Marketing Strategies.

Introduction

World Health Organization (WHO) report showed that 92% of the global population lives in an environment where air quality is below standards, requiring countries worldwide to strive to find solutions. Vietnam is one of the six countries most vulnerable to climate change (Vietnam News, 2019) and one of the most polluted countries globally and regionally. WHO (2018) indicated that over 60,000 Vietnamese have died from air pollution-related illnesses such as cardiovascular disease, stroke, lung cancer, chronic obstructive pulmonary disease, and pneumonia, mainly due to exposure to air that far exceeds the normal emission limits. Recent research has continued to identify road transportation and motorized vehicles as important contributors to urban air pollution and greenhouse gas emissions in Vietnam (Tong et al., 2023; Nguyen et al., 2024). Among the many causes of air pollution, the use of gasoline vehicles is considered a major contributing factor. Many major cities, including Hanoi and Ho Chi Minh City, face enormous gasoline consumption, with Hanoi having 1.5 million cars and 6.5 million motorcycles; Ho Chi Minh City having 7.5 million motorcycles and 700,000 cars. Recent studies have also emphasized the dominance of motorcycles in Vietnamese urban transportation and their implications for air quality and environmental sustainability (Truong et al., 2024).

Electric Vehicles (EVs) are vehicles powered wholly or partly by electricity. According to the classification of the International Energy Agency, EVs can be both battery electric vehicles (BEVs) and plug-in hybrid electric vehicles (PHEVs). Because BYD's product portfolio in Vietnam primarily consists of battery electric passenger cars, the term EVs in this study refers specifically to BEVs. EVs, by not relying on fossil fuels and thus reducing greenhouse gas emissions and environmental pollution, have gradually gained public attention and become a substitute for traditional vehicles. Recent academic studies similarly identify EVs as an important component of the transition toward cleaner and lower-carbon transportation systems

(Hoang et al., 2022; Le et al., 2023; Nguyen et al., 2024). Since their first entry to the market, EVs have been increasingly becoming mass market products, demonstrating the potential in this industry. Global EVs' sales continued to grow year-on-year, benefiting from the recovery of emerging economies and the development of major markets. Specifically, sales in 2023 approached 14 million units, an increase of 3.5 million units compared to 2022, representing a year-on-year growth of 35%. Sales of EVs in the first quarter of 2024 increased by approximately 25% compared to the first quarter of 2023. The increasing importance of EVs has also been reflected in recent research examining the development of electric mobility, consumer acceptance, and the transition from conventional vehicles to battery electric vehicles (Le et al., 2023).

While sales of EVs are relatively small compared to major markets like China, Europe, and the United States, they showed an upward trend in emerging economies such as Vietnam. EVs sold in Vietnam accounted for approximately 15% of total vehicles, increasing from less than 100 units in 2021 to 7,000 units in 2022, and exceeding 30,000 units in 2023, demonstrating the significant growth potential of the market. Empirical research conducted in Vietnam has demonstrated that consumers' EV purchase intentions are associated with performance expectations, facilitating conditions, environmental considerations, personal norms, and other consumer-related factors (Hoang et al., 2022; Nguyen et al., 2024). The number of China's pure EVs exported to Vietnam from 2017 to 2024 will be shown in Table 1.

Table 1. China's pure EVs exports to Vietnam from 2017 to 2024 (Unit: million USD)

Year	2017	2018	2019	2020
Trade value	0.19	0.13	1.64	0.29
Year	2021	2022	2023	2024
Trade value	0.27	0.38	7.79	32.16

Data source: Author combined from United Nations Comtrade database.

In Vietnam, EVs' sales also witnessed a positive increase. With the economic recovery and the launch of numerous new models, annual sales of electric two-wheelers and electric cars are expected to increase by 6% by 2030, growing from less than 1 million units in 2024 to over 2.5 million units by 2036. Recent academic research confirms that Vietnam is experiencing increasing demand for electric mobility, although adoption continues to be affected by economic, technological, infrastructural, institutional, and behavioral factors (Nguyen et al., 2024). Support from the Vietnamese Government, such as reducing import taxes and exempting EVs' registration fees from March 2022 to February 2027, also boosted sales, creating a vibrant market landscape. Studies of the Vietnamese EV market have similarly highlighted the importance of government policy, environmental concerns, price value, vehicle performance, and supporting infrastructure in shaping consumer acceptance and purchase intentions (Nguyen et al., 2024; Hoang et al., 2022).

Theoretical background

4Ps of marketing

4Ps of marketing, proposed and popularized by Philip Kotler, is considered one of the most influential frameworks in the marketing field. The framework comprises Product, Price, Place, and Promotion, requiring businesses to make four interconnected decisions regarding these elements to create value for customers, to meet their needs and, accordingly, achieve the company's sales goals (Kotler and Armstrong, 2012). Recent empirical research continues to apply the four elements of the marketing mix to explain consumer purchase intentions,

particularly in technology-intensive and environmentally oriented product markets (Tripopsakul, 2024; Hong et al., 2023).

Kotler & Armstrong (2018) emphasized that coordinating and balancing these four variables is crucial for ensuring successful market practices and maintaining market position. Specifically, Product means the goods or services provided by the business to address consumer pain points, and thereby increase their satisfaction with the product. It can be design, quality, function, packaging, and other aspects. Recent EV marketing research similarly emphasizes that product attributes, technological performance, product knowledge, and perceived value can influence consumers' evaluations and purchase intentions (Tripopsakul, 2024; Hoang et al., 2022). Price is the only element in the 4Ps that generates revenue for the business (Kotler, 2017). It plays a crucial role in consumers' perceived value and market positioning, profoundly influencing their purchase intentions, because they make final order decisions by comparing various brands with similar functions but different prices. Recent research on EV consumption in Vietnam has found that price value is an important factor associated with consumers' intention to purchase EVs (Nguyen et al., 2024).

Place involves retail locations, distribution channels, inventory management, and logistics, which ensure that products and services are delivered to consumers at the right time and in the most convenient place. Promotions, consisting of advertising, public relations, and digital marketing, are designed to inform and persuade the target audience about the product, thereby increasing brand awareness, shaping brand image, and stimulating consumer demand (Kotler & Armstrong, 2018). The effectiveness of 4Ps depends on the combination of product supply, customer expectations, reasonable pricing, convenient distribution channels, and effective promotional activities, especially in the context of transnational marketing where businesses increasingly adopt localized strategies to improve consumer acceptance. Recent evidence from the EV market indicates that product, price, place, and promotion can jointly influence purchase intention, while environmental awareness and product knowledge may further shape these relationships (Tripopsakul, 2024).

Application of 4P in the Automobile Industry

4Ps have been applied across multiple sectors, including the automotive industry. Automakers have historically focused on product function, design innovation, technology advancement, safety, and sustainability. However, product strategy has been developed beyond basic functional performance, aiming to create emotional and social value. Accordingly, EVs manufacturers, including Tesla and Hyundai, must not only produce vehicles for mobility purposes but also focus on advanced battery technology, navigation, and intelligent connectivity features to attract environmentally conscious and technology-driven consumers. Recent studies of Chinese EV manufacturers also emphasize technological capability, product innovation, battery technology, and integrated industrial capabilities as important dimensions of international competitiveness (Whitfield & Wuttke, 2026; Xie, 2025).

In the EVs market, price is as important as product, as it directly impacts consumer acceptance and market penetration. In the early stages, EVs were generally valued higher due to high production costs. Then, with intensifying competition among brands and government support, businesses have been employing market penetration pricing and flexible financing strategies to make EVs more accepted. Recent studies confirm that price value and economic considerations remain important components of consumers' EV purchase decisions, particularly in emerging markets such as Vietnam (Hoang et al., 2022; Nguyen et al., 2024). The concept of distribution channels in the EVs industry is becoming increasingly sophisticated. Unlike traditional markets where companies focus solely on physical dealerships, the industry is shifting towards a hybrid distribution model that combines digital sales platforms, direct sales channels, and authorized

service centers. Notably, place strategies have expanded to the construction of charging infrastructure, profoundly impacting consumers' perceived convenience and purchasing decisions (Nguyen et al., 2024; Suvittawat, 2025). Recent research in Vietnam also demonstrates that infrastructure and structural conditions can create important barriers to electric car and electric motorcycle adoption (Truong et al., 2024). Not only that, promotion plays a crucial role in shaping consumer perception and stimulating consumer demand for new technologies. By using advertising, public relations, and digital platforms to deliver persuasive messages and ideas, businesses can effectively enhance consumers' brand awareness, trust, and emotional attachment via direct interactions. Of these, marketing campaigns emphasizing environmental sustainability, technological innovation, and cost savings from reduced fuel consumption can effectively inspire young and environmentally conscious consumers to actively engage with the new products. Recent research further suggests that information quality, environmental information, product attributes, and marketing communication can influence perceived value, perceived trust, and EV adoption intentions (Tripopsakul, 2024).

Research Questions

Founded in Shenzhen, Guangdong Province, in 1994, BYD Co., Ltd. (BYD) is a pioneer in China's battery technology. After 30 years of development, BYD has expanded from energy production and storage to application fields, providing zero-emission energy solutions and playing a key role in related industries such as electronics, automobiles, new energy, and rail transportation. BYD Auto, established in 2003, is BYD's automotive subsidiary, entering the automotive market for the first time with the launch of the BYD F3 model. In the first half of 2023, BYD ranked among the top ten in global new EVs' sales, and became the world's first automaker to surpass 10 million units in annual new energy vehicle production in November 2024. As of the end of April 2025, BYD became one of China's leading EVs manufacturers, with cumulative sales of over 11.9 million new energy vehicles. Despite facing local competition and other restraints, BYD has actively targeted high-potential overseas markets and established sales networks in the United States and Southeast Asia, etc. BYD (Vietnam) was officially established in 2024, showing the company's vision and ambition to penetrate one of the prospective emerging markets. Recent academic research has examined BYD's internationalization through its technological capabilities, vertical integration, overseas market expansion, and differentiated market-entry strategies (Chen, 2025; Xie, 2025; Whitfield & Wuttke, 2026).

Analyzing overseas marketing strategies provides a valuable case study, allowing businesses to understand how a foreign EVs brand penetrates an emerging market. Currently, while there are studies on the overseas expansion of Chinese new energy vehicles and the application of the 4Ps in the automotive industry, research specifically on the Vietnamese automotive market is relatively limited, especially lacking in-depth analysis of the penetration and positioning of Chinese new energy vehicle brands in this market. Recent studies on BYD have examined its overseas marketing strategy using the 4P framework and its broader internationalization trajectory, but the Vietnamese market remains a context requiring further investigation (Hong et al., 2023; Chen, 2025). Consequently, the study primarily aims to answer the following three questions: (1) What challenges and opportunities does BYD face in the Vietnamese market; (2) How does BYD utilize the 4Ps when entering the Vietnamese market; (3) How does BYD build its brand in the Vietnamese market.

Methods

This study analyzed BYD's localized marketing strategy and brand-building in the Vietnamese market using secondary data sources. Official information was collected from BYD's official websites and BYD Vietnam's corporate website, press releases, and official communication

channels. Additional data were obtained from Vietnamese government documents, automotive industry reports, and trustworthy Vietnamese and international media outlets. All sources were published during October 2025 and March 2026. This is a period that captured BYD's initial market entry, allowing observation of early localization efforts in Vietnam and their outcomes after one year of market penetration. First, sources were found through Google Search using keywords including "BYD Vietnam", "BYD EV Vietnam", "BYD Vietnam dealership", "BYD Vietnam Price", "BYD Vietnam showroom", "BYD VN charging", "BYD EV cars", "BYD VN promotion", and "BYD marketing Vietnam". Then, sources were chosen only if they provided verifiable information on BYD's localization activities in Vietnam, if they were published by official organizations or established media and research institutions, and if they contained information relevant to BYD's marketing strategy, distribution network, partnerships, or ecosystem development. A total of 25 sources were collected and analyzed. Since documents addressed multiple aspects of BYD's market activities, individual sources were coded under more than one analytical category. The collected data were classified according to the primary marketing dimensions addressed in each document and are shown in Table 2.

Table 2. List of Data Sources of BYD Evs in the Vietnamese Market

Marketing dimension	Details	Number of sources
Product	EVs models, product portfolio, technological features	14
Price	Pricing strategies, affordability, subsidies, tariffs	14
Place	Dealership expansion, showroom development, distribution channels	12
Promotion	Marketing campaigns, sponsorships, test-drive events, social channels	7
Ecosystem and partnerships	Charging infrastructure, alliances, after-sales services, digital ecosystem	11
Market and policy context	Government policies, industry reports, market competition, consumer trends	5

The content analysis followed a deductive-inductive coding approach. First, the coding framework was developed deductively based on the 4Ps framework. Next, information that revealed several recurring themes could not be fully explained by the 4Ps was read repeatedly and compared. These themes include charging infrastructure, strategic partnerships, after-sales services, etc., and were therefore coded inductively as ecosystem-related elements.

Results and Discussion

Main challenges Chinese EVs face in Vietnam

Chinese EVs brands have faced numerous challenges when entering the Vietnamese market. From the perspective of domestic market regulations and trade barriers, differences in safety standards, import tariffs, and incentive mechanisms across different markets make Chinese EVs brands encounter a more complex regulatory environment and trade policies in cross-border marketing than domestically. This means multiple regulatory frameworks are required to be adapted simultaneously, leading to continuously increasing operational and compliance costs. At the same time, to encourage the adoption of EVs domestically, the Vietnamese government implemented a series of tax incentives and consumption tax reductions, including lowering special consumption tax rates, waiving registration fees, and other incentives. These measures are highly unfavorable to imported EVs, especially Chinese brands, as Chinese EVs

sold in Vietnam are subject to import taxes equivalent to 47% to 70% of the vehicle price, significantly driving up final retail prices.

Intense competition from local manufacturers and established brands is another challenge for Chinese brands. With the strong capabilities of Vietnamese domestic companies and support from the local government, new Chinese entrants face even more severe brand and infrastructure challenges. Vietnamese manufacturer VinFast, leveraging government support, existing brand recognition, and a robust charging infrastructure, has successfully established a dominant position in the national market through competitive pricing. According to VinFast's report, in the first eight months of 2025, the company delivered 87,000 EVs to Vietnamese buyers, representing almost all of its domestic transactions, significantly challenging the market share of other foreign brands.

Unlike traditional fossil-fuel vehicles, the widespread adoption of EVs relies on convenient and reliable charging stations; however, Chinese EVs lack a comprehensive charging infrastructure. Meanwhile, the Vietnamese government is planning to accelerate the construction of public and private charging infrastructure, with VinFast being the only company in Vietnam that has already completed the construction of a nationwide charging network. BYD, along with other Chinese EVs brands like Wuling and Haima, still faces limitations in providing public charging stations, significantly reducing brand awareness and appeal to potential buyers.

Furthermore, brand trust and consumer perception are also challenges for Chinese brands entering this Southeast Asia market. On one hand, potential Vietnamese buyers are highly demanding in high-performance EVs. On the other hand, while Chinese automakers are competitive in terms of price and technology, they still need to overcome local consumers' concerns about brand reliability, product quality, safety, and long-term after-sales services (Hung et al., 2025). Nguyen et al. (2024) suggested that consumer ethnocentrism and national image also influence Vietnamese consumers' willingness to purchase imported Chinese products.

BYD's Localized Marketing Strategies in the Vietnamese Market

BYD localized Product Strategies

BYD officially entered Vietnam in July 2024. To expand market coverage, further broaden its consumer base, and increase acceptance of BYD products among different consumer groups, BYD launched three pure EVs models (BEVs), including the BYD Hatchback Dolphin, the BYD Midsize Sedan Seal, and the BYD Atto 3 (C-SUV), targeting first-time EVs buyers, urban commuters, and families.

Afterwards, the Han EV and M6 MPV models were launched in October 2024, bringing the total number of models to five, aiming to meet the travel needs of individuals and families. In terms of technology, the first three models are all equipped with BYD's independently developed Blade Battery and e-Platform 3.0, emphasizing energy efficiency, safety performance, intelligent functions, and ultra-long driving range. This enhances the practical value of the vehicles and cleverly attracts environmentally conscious and technologically savvy Vietnamese consumers, offering diverse choices for those seeking sustainable and high-performance alternatives to traditional transportation.

Currently, all BYD vehicles sold in Vietnam are imported as complete vehicles, reflecting BYD's commitment to product quality. In addition to the expansion of its product range, BYD is also building a larger global product ecosystem encompassing advanced technologies, hybrid

models, and collaborations in financing and charging support, aiming to enhance product value but not merely product function.

BYD Localized Price Strategies

To address Vietnamese buyers' deep concerns about Chinese automobiles, BYD must balance technological innovation, reliability, and acceptable pricing. Price is an effective tool for market entry and a strategy for brand repositioning. Data from Trading Economics (2024) shows that Vietnam's per capita GDP is approximately \$4,700, and buyers, while weighing price and value, pay particular attention to factors such as total cost of ownership and alternative brand options. Therefore, BYD positions its EVs product line in the mid-range price range, positioning itself close to those of Vietnamese manufacturer VinFast, ranging from approximately 660 million to 1.2 billion VND, depending on the model and specifications (Rest of World, 2024). At the same time, BYD's pricing flexibility remains limited by import tariffs, increasing the final cost of the vehicles. Details of the price lists of BYD and VinFast cars will be shown in Table 3.

Table 3. Price Lists for BYD and Vinfast Cars

Brand	Model	Price (VND)	Price (USD)
BYD	Dolphin (Hatchback)	₫659,000,000	\$26,124
BYD	Atto 3 (C-SUV)	₫766,000,000	\$30,366
BYD	Seal (Sedan)	₫1,119,000,000	\$44,360
VinFast	VF 3 (mini-SUV)	₫322,000,000	\$12,765
VinFast	VF 5 Plus (A-SUV)	₫548,000,000	\$21,724
VinFast	VF 6S (C-SUV)	₫765,000,000	\$30,327

Notes: Prices and currency conversions are as of August 1, 2024, Data source: BYD dealers and VinFast website

BYD Localized Place Strategies

In the automotive industry, operational efficiency and market competitiveness depend exceptionally much on logistics and supply chain performance, such as inventory turnover, order fulfillment efficiency, and parts supply. Therefore, given its primary reliance on imported vehicles, logistics infrastructure and supply chain have become key aspects of BYD's placement strategy. The core of BYD's overseas EVs placement strategy lies in establishing extensive physical showrooms, a comprehensive service infrastructure, and a network to enhance convenience for local buyers and brand awareness.

Since 2024, BYD has invested in building a showroom network and partnering with local dealers in major cities such as Hanoi, Ho Chi Minh City, and Haiphong to establish 4S centers. These 4S centers comprise Sales, Service, Spare parts, and Survey, not only for retailing but also for repair services and fast-charging stations, aiming to reduce concerns about distance and supply stability of potential buyers. BYD also made a public commitment to significantly expand its dealer network by collaborating with local third-party charging infrastructure providers to open more than 100 authorized dealerships across Vietnam by 2026, further consolidating its physical showroom presence and service coverage.

BYD Localized Promotion Strategies

BYD places particular emphasis on shaping and building a positive and localized brand image, rather than an aggressive competitive positioning, aiming to establish consumer trust and cultivate a good reputation in the Vietnamese market. BYD's promotional activities consistently emphasize and revolve around concepts such as "green future", "technological

innovation”, and “accessible luxury”, positioning BYD as a technologically advanced, affordable, and sustainable brand that aligns with the pace of modern urban life.

To better convey these messages, BYD utilizes diverse channels, integrating online and offline marketing activities. Digital platforms include the official Vietnamese website and Vietnamese-English language social media channels such as Facebook (@VietnamBYDAuto) and the YouTube channel (@BYD.AutoVietnam). Moreover, BYD focuses on experiential marketing, actively conducting test-drive events and participating in local events such as auto shows and sports event sponsorships, allowing potential buyers to directly experience the vehicle's performance and technology.

Simultaneously, public relations activities further reinforce its brand positioning. According to Vietnamese media reports, BYD's collaboration with local EVs manufacturer VinFast has fostered a spirit of coexistence, creating a more cooperative market environment.

Discussion

Based on the 4P marketing framework, the study points out that in the setting of rapid development of the Southeast Asia market, Chinese EVs brands should formulate a consistent and localized 4P strategy for cross-border communication and brand building. This strategy includes conveying technological authority and value concepts, price accessibility, infrastructure reliability, and shaping social atmosphere and cultural appeals. In practicing transnational brand communication, businesses should adopt a framework of collaborative and sustainable development orientation, rather than aggressive differentiation strategies.

Regarding Product strategy, the findings demonstrate that apart from merely selling the vehicles, BYD tries its best to meet the needs of local consumers by tailoring vehicle features, specifications, especially in advanced technologies, and product ranges while adapting to the regulations of the market. This finding supports the view that product localization remains critical where consumer expectations and regulatory requirements vary across markets, emphasizing the importance of balancing global standardization with local responsiveness (Vrontis et al., 2009; Zou & Cavusgil, 2002). In terms of Pricing, BYD's strategy reflects a value-based positioning approach. Although competitive pricing plays a key role in market entry, BYD continuously emphasizes technology, safety, and innovation to justify its market position. Unlike the past wave of Chinese manufacturing exports that were characterized by cost leadership, BYD positions itself as a technology-driven and environmentally responsible brand, shifting from price competition to value orientation, marking an evolution in the globalization process of Chinese brands.

The analysis of Place highlights the importance of localized distribution networks and strategic partnerships. BYD's charging infrastructure and its collaboration with local dealers, distributors, and service providers facilitate market penetration to solve customer concerns regarding after-sales service and product trustworthiness. This finding supports existing research suggesting that local partnerships can help reduce institutional barriers and enhance market legitimacy in overseas markets (Johanson & Vahlne, 2009). Last but not least, Promotion turns out to be one of the most significant dimensions of BYD's localization strategy. Rather than relying exclusively on global branding messages, BYD adapts communication strategies to Vietnamese local cultural contexts and consumer expectations. The use of localized digital marketing channels, experiential events, and market-specific messaging demonstrates the meaning of cultural adaptation in building a brand overseas, reinforcing the argument that marketing communication effectiveness depends on the alignment between brand narratives and local consumer values (Okazaki et al., 2010).

The findings of this study suggest that while the traditional 4Ps remain a useful framework for understanding BYD's localization strategy in Vietnam, it does not fully capture the competitive dynamics of the EVs industry. The empirical evidence demonstrates that the 4Ps work better within a broader ecosystem that integrates technology and infrastructure, strategic partnerships, digital services, and long-term customer support. In BYD's case, ecosystem development emerged as a recurring strategic approach. Rather than focusing solely on sales, BYD emphasized the expansion of a new-energy ecosystem through investments in charging infrastructure, partnerships with local distributors, after-sales service capabilities, and consumer engagement initiatives. These activities complement the traditional 4Ps by creating supporting conditions that increase the attractiveness and practicality of EVs ownership in the Vietnamese market.

First, Product is no longer limited to the physical EVs but covers software systems, battery technologies, connectivity features, and after-sales services that collectively shape the customer experience. Next, Price extends beyond the purchase price to include financing solutions, ownership costs, charging expenses, and government incentives that influence consumers' perceptions of EVs value in the long term. Then, Place evolves into an integrated distribution and service ecosystem that includes charging stations, maintenance centers, spare-parts availability, and digital customer support. Finally, Promotion expands beyond advertising to encompass experiential marketing, sustainability campaigns, community engagement, and strategic collaborations that strengthen consumer trust and reduce uncertainty. As a result, successful market localization requires businesses to coordinate multiple stakeholders, including infrastructure providers, financial institutions, government agencies, dealers, etc., to reduce adoption barriers and enhance customer confidence.

The findings, therefore, indicate that ecosystem development functions not as an independent marketing activity but as an integrative mechanism that enhances the effectiveness of the 4Ps. The findings also demonstrate that ecosystem-oriented localization is particularly important in emerging markets such as Vietnam, where EVs adoption remains constrained by infrastructure limitations, consumer uncertainty, and institutional challenges. Under these conditions, competitive advantage depends not only on superior marketing execution but also on the ability of businesses to collaborate with external stakeholders to build an enabling market environment, which aligns with recent developments in the global EVs industry (Rong et al., 2017).

Implications

Theoretical Contribution

Findings of research significantly contribute to the theoretical applications of EVs industry. First, the findings offer a wider viewpoint of how the traditional 4Ps framework can be adapted to overseas emerging markets, specifically in the context of EVs. The literature on 4Ps marketing and transnational EVs enterprises is extended by demonstrating how localized marketing practices can assist Chinese automotive firms in successfully penetrating overseas markets. While existing literature mainly focuses on mature markets with high consumer awareness of EVs, the research provides insights into how Product, Price, Place, and Promotion strategies function in a developing market like Vietnam, where consumer behavior differs.

Previous studies emphasize cost advantages, manufacturing efficiency, or technological innovation as the primary drivers of Chinese EVs manufacturers' expansion in the global context, but the findings suggest that marketing localization plays an equally important strategic role. Rather than adopting a purely standardized or purely localized approach, businesses should now implement a hybrid strategy, while balancing global standardization

and local adjustments in response to diverse international markets. By doing this, businesses can maintain core brand and technological advantages while carrying out modifications or supplementation based on additional context-specific factors, such as policy settings, infrastructure readiness, and consumer technological literacy. More importantly, this study proposes an ecosystem-oriented approach, in which the traditional 4Ps serve as the foundation of market strategy while ecosystem development functions as an enabling mechanism that supports long-term EVs adoption and sustainable competitive advantage. Successful market adaptation of EVs depends on ecosystem-oriented activities such as charging infrastructure, after-sales services, strategic partnerships, financing solutions, and collaboration with government and industry stakeholders.

Practical Implications

In terms of practical implications, analysis of BYD's 4Ps can provide a case study and comprehensive insights for others on how a global company successfully navigates market entry challenges, consumer behavior, and competitive pressures in Vietnam. It demonstrates that global business expansion is not solely determined by technological innovation or pricing strategies, but also by the ability to deeply understand and respond to local market conditions. This is truly important, especially in rapidly changing industries such as EVs where consumer expectations, market regulations, and trade barriers vary across markets, making localization an important determinant of market performance.

From business and management perspectives, the research also offers actionable examples of problem-solving and strategic thinking in business, demonstrating how firms reconcile global standards with local preferences. Localization should be regarded as a long-term strategic capability rather than short-term adjustments. Therefore, for those operating in highly competitive industries such as EVs, the integration of localization into the broader business strategy may become a critical source of sustainable development. It can serve as a blueprint for other businesses entering similar emerging markets, showing that a thorough market-specific approach can push adoption and growth. By linking theoretical concepts to operational actions, the research helps business managers make the right decisions, reduce risk, and enhance competitive advantage in a dynamic business environment like Vietnam.

Limitations and Future Research

While content analysis can capture BYD's strategic marketing patterns in the Vietnamese EVs market, the study cannot examine how consumers interpret BYD's strategies and the effectiveness of these marketing strategies. Future research, therefore, could employ methods such as questionnaires or in-depth interviews, or compare BYD with other EVs brands in Vietnam, to help further analyze the adaptive strategies of Chinese new energy vehicles in a transnational context. Besides, further research can also consider the impact of cultural factors on marketing strategy effectiveness or comparative studies between emerging and mature markets, accordingly mapping out a complete image of EVs enterprises' marketing practices in extending their global business scope.

Conclusion

Based on the 4Ps marketing framework, this study explores how BYD encounters and addresses overseas market challenges, implements marketing strategies, and builds its brand in Vietnam EVs market, accordingly providing a broader insight into how Chinese EVs brands penetrate the Southeast Asia market through the lens of local marketing practices adoption. The findings reveal that BYD not only adopts the traditional 4Ps but also develops them into an ecosystem-oriented approach. Rather than focusing solely on practices of each P, BYD combines technological innovation, sustainability, customer service, strategic partnerships, and

charging infrastructure development to strengthen local consumer confidence and differentiate BYD from competitors. The findings also suggest that BYD's brand-building efforts are closely linked to its ability to position itself not merely as a vehicle manufacturer but as an integrated mobility solutions provider. By enhancing customer value and facilitating EVs adoption, BYD has obtained a competitive advantage in the EV industry, especially in emerging markets like Vietnam

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