

# Strategic Scenario Planning for the Mobius Credit Card: Navigating Future Uncertainties in the Digital Banking Era

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**Abstract:** The banking industry has undergone a digital transformation, significantly affecting customer interactions and operational efficiencies. Credit cards, evolving from exclusive tools to widely used financial products, now face challenges in the digital banking era. In Indonesia, rapid growth in digital banking and fintech innovations pose new opportunities and challenges for credit card products, such as the Mobius Credit Card launched by Pumpkin Bank. This study employs scenario planning to assess the future of Mobius Credit Card. The research involves analysing driving forces, critical uncertainties, and creating plausible scenarios using a 2x2 matrix. Data are collected through primary sources (interviews with key stakeholders) and secondary sources (literature review). Analytical frameworks include Jobs-to-be-Done Theory, Customer-based Brand Equity (CBBE), Porter's Five Forces, PESTEL, and SWOT analyses. Four scenarios were identified: "Absolute One-for-All" (high market acceptance, low innovation), "Absolute One-for-One" (high acceptance, high innovation), "Non-Credit Supremacy" (low acceptance, high innovation), and "Death of a Dying Star" (low acceptance, low innovation). The analysis revealed that Mobius Credit Card should focus on improving service reliability, enhancing features, and exploring new revenue streams to stay competitive. Scenario planning is crucial for Mobius Credit Card to navigate future uncertainties. By integrating this approach, Mobius can proactively address potential risks and opportunities, ensuring strategic adaptability and resilience. Regular updates to scenarios will enhance Mobius's ability to remain competitive in the evolving digital banking landscape.

**Keywords:** scenario planning, credit card, digital banking, financial technology, lending, customer loan.

## 1. Introduction

The banking industry has significantly transformed due to technological advancements, leading to the rise of digital banking. This shift has enabled customers to manage finances conveniently and securely online or via mobile apps, enhancing efficiency and accessibility (Joshi et al., 2019; Sopian et al., 2020). Additionally, digital banking has provided opportunities for cost-cutting measures, operational enhancements, and improved security measures such as biometric authentication and real-time monitoring. These advancements have not only transformed customer interactions with banks but also how banks operate and compete globally.

Credit cards have played a crucial role in shaping the banking industry, evolving from exclusive charge cards to widely available financial tools that influence consumer behavior and economic activity (Paulet & Mavoori, 2019). Initially, credit cards provided a convenient alternative to cash, enabling purchases and financial management. Over time, innovations like revolving credit expanded access to credit, contributing to the widespread adoption of credit cards and the development of diverse credit card products tailored to various consumer needs. Examples include rewards cards, cash back cards, travel cards, and business cards, each designed to meet specific financial goals.

In Indonesia, digital banking has grown rapidly due to increased smartphone penetration, government initiatives promoting financial inclusion, and changing customer preferences for online and mobile banking. Banks have heavily invested in digital infrastructure to improve service accessibility and extend financial inclusion to rural and remote areas. Additionally, fintech startups and collaborations between banks and technology companies have accelerated digital banking's evolution, introducing innovative products like digital wallets, peer-to-peer lending platforms, and digital remittance solutions.

The Indonesian government has played a crucial role in supporting digital banking development through regulatory measures and policies promoting the use and security of digital banking platforms. The government has integrated digital banking with the national credit information system, enabling easier access to credit and financial services for customers. Regulatory agencies have been established to monitor and assess financial institutions' viability, ensuring customer and lender protection. Initiatives promoting financial inclusion, such as partnerships to provide digital banking services in underserved areas, have further advanced digital banking in Indonesia.

Pumpkin Bank's launch of Mobius in 2016 marked a significant step in the Indonesian banking industry, offering revolutionary digital services like online account opening, VISA-powered debit transactions, and multiple savings accounts under one platform. Over seven years, Mobius has

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introduced essential features like bill payments, QRIS transactions, foreign currency services, mutual fund investments, and personal loans. In 2022, Mobius launched its credit card, offering personalization through its app rather than multiple card types to cater to various segments.

This study focuses on implementing scenario planning for Mobius Credit Card, aiming to identify key driving forces, critical uncertainties, plausible scenarios, and a new strategy based on these scenarios. The research questions include identifying key focal issues, driving forces, critical uncertainties, plausible scenarios, and appropriate strategies for Mobius Credit Card in the era of digital banking. The scope of this research involves examining driving forces to determine future scenarios against uncertainties for Mobius Credit Card using scenario planning. Primary data from direct interviews and focus group discussions, along with secondary data from literature reviews and news articles, will be utilized to understand future trends and challenges for Mobius Credit Card, preparing the organization for potential changes and challenges.

## 2. Materials and Method

This study employs a structured research design to address Mobius Credit Card’s business issue, which centres on its unclear value proposition in the digital banking era. The research begins with formulating critical questions: How would Mobius Credit Card perform in various future scenarios against uncertainties? What recommendations and action plans can be derived from the simulated scenarios? The conceptual framework is designed to analyse the driving forces and key uncertainties affecting Mobius Credit Card. This involves using Porter’s Five Forces for market analysis, PESTEL analysis to gauge adaptability, and SWOT analysis to evaluate the current strategy and its impact on Mobius Credit Card’s performance.

Data collection involves both primary and secondary sources. Primary data are obtained through semi-structured interviews, while secondary data are gathered from documents, reports, journals, and publicly available information. The process includes preparing a set of questions based on theoretical frameworks such as JTBD Theory, CBBE Model, Porter’s Five Forces, PESTEL, and SWOT. Interviews are conducted face-to-face, recorded for accuracy, and subsequently refined and screened for quality. Confidential data are omitted to maintain privacy.

Respondent selection is critical to the research. Respondents are chosen based on their expertise and roles related to Mobius Credit Card. Categories include the Product Manager, who provides insights into overall business operations and strategy; the Customer Experience Specialist, who offers feedback and market conditions; the Campaign Manager, who covers marketing communication operations; and the Product Marketing Specialist, who focuses on value proposition and brand management.

The questions for JTBD Theory explore the functional, emotional, and social jobs that Mobius Credit Card fulfils, targeting customer needs, desires, and social influences. For the CBBE Model, questions address brand identity, performance,

perceptions, and resonance to understand how Mobius Credit Card is positioned and perceived. The Porter’s Five Forces analysis involves questions about competitive dynamics, including threats from new entrants, supplier power, buyer power, substitute threats, and competitive rivalry. PESTEL analysis examines political, economic, social, technological, environmental, and legal factors impacting Mobius Credit Card. Lastly, SWOT analysis questions identify strengths, weaknesses, opportunities, and threats related to Mobius Credit Card, focusing on differentiation, core competencies, limitations, and market threats.

Analysis for scenario creation will be detailed in the Results section, where data will be used to create plausible future scenarios based on identified driving forces and uncertainties. Conclusions drawn from this analysis, including recommendations and action plans for Mobius Credit Card’s future strategy, will be presented in the Conclusion section.

## 3. Result

Based on materials and Method, the findings are summarised in the following as illustrated below.

### *Jobs-to-be-Done Analysis for Mobius Credit Card*

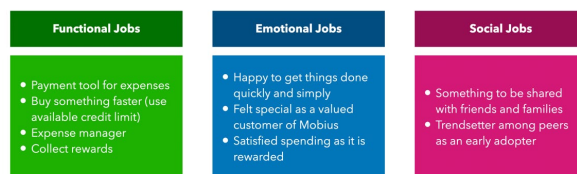


Fig. 1. Jobs-to-be-Done analysis

### *Customer-based Brand Equity for Mobius Credit Card*

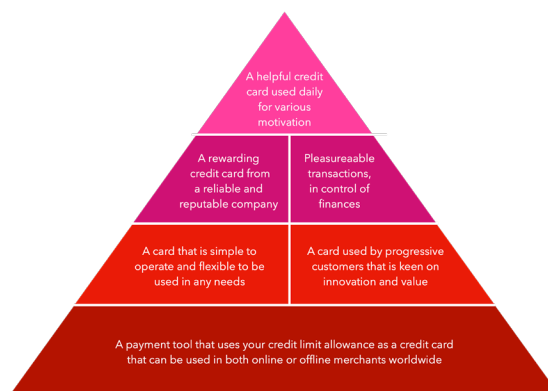


Fig. 2. CBBE analysis

### *A. Porter’s Five Forces Model Analysis for Mobius Credit Card*

The table 1 shows the Porter’s five forces analysis.

### *B. PESTEL Analysis for Mobius Credit Card*

The table 2 shows the PESTEL analysis for mobius credit card.

Table 1  
Porter's five forces analysis

Category	Ideal Condition	Existing Condition for Mobius Credit Card	Status
Threat of New Entrants	Breakthrough innovation and technology are needed to win over credit card customer interest	As a late player, Mobius Credit Card can adapt the newest technologies such as real-time loyalty point redemption to partner merchants whereas older credit card issuer cannot provide due to technological limitations	Leading
	Years of experience and existence in the credit card market to make it easier for customers to trust the bank	Mobius might have existed since the 80s, but it only expanded to retail banking (B2C) with the Mobius app in 2016. Meanwhile, other banks are already a well-known credit card issuer. The Mobius brand might help to assert trust in the innovation category, but it lacks strength compared to other banks when it comes specifically for credit cards	At par
	Massive pool of existing bank-level retail customers for cross-selling between retail products (non-credit card to credit card)	Other banks can cross sell their credit card products to other personal loan products such as mortgage (KPR) and vehicle loan (KKB). But as Mobius does not have any of the above, Mobius Credit Card lacks the ability to cross sell to other business unit pool of audience to expand its customer base	Weak
Bargaining Power of Suppliers (Supplier's Strength)	There are number of options for payment network processing vendors there are as reliable and accepted as VISA & Mastercard	Other banks practically have the same options as Mobius Credit Card. Other than VISA and Mastercard, issuers can use smaller networks such as JCB (Japan) or UnionPay (China). However, both cannot overpower VISA and Mastercard in terms of worldwide acceptance	At par
	There are number of options of blank card (unbranded) vendors to allow more various customisations	There are 2 major blank card producers that are currently doing business in Indonesia, namely Thales and Idemia (both originated from France). However, local blank card producers are also available such as Jasuindo (based in Surabaya) to banks looking for options other than the major producers mentioned above	At par
Bargaining Power of Buyers (Customer's Strength)	There is an exclusive capability in terms of paying/buying that only can be served with a credit card	With the rise of digital banks, now regular debit card also has capabilities to do transactions like credit cards. However, capabilities such is conversion to instalments and reward points generation are still dominated by credit card products in the market	At par
	Credit card is appealing since its rewards and loyalty program is perceived as the most valuable	Due to its consumer lending nature, credit card companies can reward its customers with higher value compared to debit cards. Mobius Credit Card have multiple redemption partners that are relevant with the users and with competitive rewards earning scheme	Leading
	Credit card is appealing due to its promotions for discounts or cashbacks	Unlike HIMBARA and other state-owned banks, private banks/issuers such as Mobius Credit Card might have promotional budget that are comparatively smaller. Hence, making it more challenging to attract new customers through promotion programs	Weak
Threat of Substitutes	There is no substitute for Mobius Credit Card (credit card category)	Mobius Credit Card is more than the 20 <sup>th</sup> credit card issued in Indonesia. Other banks might have more than 1 type of credit card to serve different segments. Therefore, there are a lot of credit cards substitute available in the market other than Mobius Credit Card	Weak
	There is no substitute for Mobius Credit Card (non- credit card category)	As we enter the digital bank era, now it is easier to do transactions with both debit and credit cards. There are now transactions that in the past can only be done with credit card (e.g. online transactions) can be done with debit cards. However, Mobius have both debit cards and credit cards. Making the Mobius brand as the top of mind for transactional solutions.	Leading
Rivalry of Competitors	The credit card industry experiences a rapid growth	The Indonesian credit card industry is now already at its mature stage given by slow-paced innovation with stagnant new market entrants	At par

C. SWOT Analysis for Mobius Credit Card

1) Strength

- Mobius Credit Card is one of the first credit card that was released from a digital bank. Meaning, it can claim as the pioneer in respective credit card industry.
- As a late player, Mobius Credit Card is able to adopt the latest technology that is available in the market, such as contactless payment (without having to dip card to EDC machines).
- Mobius Credit Card offers exciting rewards program such as point redemption to airline partners for travelling needs.

2) Weakness

- As a late player, Mobius Credit Card is behind other heritage credit card players that might have been in the market for longer time. Therefore, Mobius might not be the top-of-mind brand for credit card product the in the perception of target market.
- On the contrary to other credit card players, Mobius Credit Card positioned itself as a “one-card-for-all” by serving multiple segments with one credit card, as opposed to having a specific card for a specific

segment. This makes Mobius Credit Card to have a less clear value proposition in the market.

- Mobius as a banking app has been operating 6 years prior and has its own operational issues (such as slow loading or failed money transfer) before Mobius Credit Card is launched. This creates a barrier as potential Mobius Credit Card users are shadowed by issues they experienced with the Mobius app, fearing they will experience it with Mobius Credit Card

3) Opportunities

- In Indonesia, credit cards are mostly seen as a consumptive tool rather than productive. There are other players observed to try claiming the productive domain, but there has not been many. There are opportunities for Mobius Credit Card to create use cases highlighting credit card usage for productive purposes such as business needs.
- The appetite of Indonesians for international travel has been steadily increasing, driven by rising disposable incomes and a growing desire for overseas experiences, as highlighted by data from the Ministry of Tourism and Creative Economy of the Republic of Indonesia. Credit cards can be a useful tool to use

Table 2  
PESTEL analysis for mobius credit card

Factors	Driving Factors	Description & Remarks
Political	Government and regulators intentions	Appetite to renew or update Peraturan Bank Indonesia number 14/2/PBI/2012 as the foundation for credit card issuers to operate business in Indonesia
	Regulation relaxations	As COVID-19 comes to decline, government relaxations might undergo amendments and impact customer adoption of Mobius Credit Card
Economic	Income and welfare	Income levels often determine how consumers manage credit card debt. Higher-income individuals may use credit cards strategically to accumulate rewards and manage expenses while paying off balances in full each month. In contrast, lower-income individuals may carry revolving balances due to financial constraints, leading to higher interest payments and debt accumulation (Agarwal et al., 2010).
	Cost structure between banks and merchants	The Merchant Discount Rate (MDR) refers to the fee charged by Mobius Credit Card to merchants for accepting credit card and debit card payments. It may have some effect as higher MDR rates may deter smaller businesses or businesses with lower transaction sizes from accepting card payments, potentially impacting consumer convenience and choice in payment methods.
Social	Perception towards lending products	Indonesian consumer perception towards credit cards is generally positive, seen as a convenient payment method. However, concerns over high interest rates and debt accumulation exist. As it is observed to be the common perception towards lending products in general. Consumers prioritize credit cards offering rewards and benefits. (Source: Nielsen, 2021)
	Trends and lifestyle	Consumers increasingly prefer convenience and digital transactions; credit cards have become integral to daily financial management. The rise of subscription-based services and travel rewards has incentivized card usage among millennials and Gen Z, who value flexibility and perks in their spending habits (Bankrate, 2020). However, lifestyle trends also highlight concerns over debt management and financial responsibility, prompting a nuanced approach to credit card use (Oxford Economics, 2019).
	Financial literacy	Financial literacy significantly influences credit card adoption by shaping consumers' understanding of responsible financial management and debt. Countries with higher financial literacy rates tend to exhibit more cautious credit card usage, emphasizing budgeting, debt repayment strategies, and understanding interest rates (OECD, 2020). Effective financial education programs enhance consumers' ability to compare credit card offers, choose suitable products, and manage card balances responsibly, reducing the risk of debt accumulation (Lusardi & Mitchell, 2014). Conversely, lower financial literacy levels correlate with higher credit card debt and financial distress, highlighting the critical role of education in promoting informed financial decisions (Van Rooij et al., 2011). Policymakers and financial institutions play pivotal roles in improving financial literacy through educational initiatives and transparent consumer disclosures to foster sustainable credit card use and financial well-being.
Technology	Payment channels that accepted credit cards	Technology has revolutionized credit card adoption by enhancing convenience, security, and accessibility. Mobile payments, contactless cards, and digital wallets have streamlined transactions, making credit cards more attractive to consumers (Muro et al., 2020). Moreover, advancements in fraud detection and encryption have bolstered trust in electronic payments, driving adoption rates (Harvard Business Review, 2018). E-commerce growth has further incentivized card usage, offering seamless online shopping experiences globally (Statista, 2021). However, technological innovations also present challenges such as cybersecurity risks and privacy concerns, necessitating ongoing advancements in data protection and consumer education (Deloitte, 2021). Overall, technology continues to reshape the credit card landscape, influencing consumer behaviour and financial inclusion on a global scale.
Environment	Adoption of environmental relevancy	Increasing awareness of climate change and sustainability has prompted some consumers to seek out financial products aligned with environmental values, including eco-friendly credit cards (Javelin Strategy & Research, 2021). Card issuers are responding by offering cards with carbon offset programs, rewards for sustainable purchases, and reduced plastic use, appealing to environmentally conscious consumers (GreenBiz, 2020). These initiatives not only attract a growing segment of environmentally aware customers but also enhance brand reputation and loyalty (Forbes, 2021). However, challenges remain, such as balancing environmental commitments with profitability and ensuring transparency in green marketing claims (Accenture, 2021)
Legal	Consumer protection laws concerning credit card products	Laws governing financial services, such as the Truth in Lending Act (TILA) in the United States or the Consumer Credit Act in the United Kingdom, mandate disclosure requirements, interest rate caps, and fair lending practices (Investopedia, 2021). These regulations ensure transparency in credit card terms and conditions, fostering consumer trust and confidence in using cards (Consumer Financial Protection Bureau, 2021). Additionally, data privacy laws, such as the General Data Protection Regulation (GDPR) in Europe, impact how card issuers handle customer information, enhancing security and privacy protections (European Commission, 2021). Legal frameworks also address issues like fraud liability and dispute resolution, providing mechanisms for resolving conflicts between consumers and financial institutions (Legal Information Institute, 2021). Overall, legal factors create a structured framework that promotes responsible credit card usage and safeguards consumer rights in the financial marketplace.

when traveling abroad, and there are segments of customers that Mobius Credit Card can tap into.

4) Threats

- Even though Mobius Credit Card is the first credit card for digital banks, the market for digital banks is not accustomed to credit card use. This can be a barrier for Mobius Credit Card as it needs to introduce new product to a new segment. The condition also caused to create a blurred line between use cases of debit cards and credit cards as both products can provide practically a similar function and solution to the customers.
- As the credit card industry has existed for quite a long

time with many players from both local and international banks, Mobius Credit Card need to be able to provide sufficient innovation that is useful for the customers to differentiate itself. If not, Mobius Credit Card would be just another player in the market that is diluted in market saturation.

4. Discussion

The business solution in this research would cover plausible scenarios that Mobius Credit Card might face in the future by developing multiple occasions to help Mobius prepare better. The steps would be as illustrated by identifying the following

items.

*Stage 1: Identifying Key Focal Issue*

The key focal issue identified in this research is how Mobius Credit Card should strategize itself against known and unknown uncertainties in the rise of digital banking era so that it can remain competitive.

*Stage 2: Identifying Driving Forces*

In scenario planning, driving forces are the key factors, trends, and uncertainties that are likely to shape the future business environment. As elaborated in previous sections, the summary of potential driving forces are illustrated using the figure below:

Table 3  
Key driving forces

Factors	Driving Forces	Brief Explanation
External	Dependencies on ecosystem as support function	How dependent is Mobius Credit Card to third-party operations to improve its product such as payment networks (VISA/Mastercard), card suppliers (Thales/IDEMIA), merchant payment acceptance (e-commerce sites)
	Customer acceptance towards credit card adoption in general	How customers accept or reject Mobius Credit Card are heavily influenced by current trends/issues (e.g. sustainability), financial literacy, general perception towards loan/credit products (i.e. religious factors), and level of economic welfare
	Introductions or changes to regulatory practices	How Mobius Credit Card would be affected by renewal of existing regulations (i.e. Peraturan Bank Indonesia governing the credit card industry) or implementation of new laws (i.e. Personal Data Protection and Data Privacy regulations)
	Available alternatives in the market	How Mobius Credit Card would be affected by the adoption of alternatives within specific industry (i.e. among other credit cards) or within the financial industry (i.e. new digital banks, including debit cards)
Internal	Overall brand perception towards issuing bank of a credit card	The Mobius brand has been known in the market as a pioneer in the digital banking landscape. Furthermore, Mobius Credit Card is one of the first credit card released by a digital bank. Therefore, strengthening the existing perception
	Competitiveness of loyalty programs offered to existing customers	As loyalty program is one of the backbones of credit card attractiveness, Mobius Credit Card is recently acknowledged as having one of the breakthrough loyalty program in the market. This must be maintained to keep the product competitive in the market.
	Applied technologies embedded to the credit card product	As an industry with a form that has not been change in quite some time, how new innovations and technologies being implemented to the product would be one of the most important factors to drive new customer acquisition to Mobius Credit Card
	Appropriate brand positioning in response to market demand	Whether a card issuer chooses "one-for-one" approach or "all-for-one" approach in developing a product and serving market segmentations. In this case, Mobius Credit Card opted for the latter in performing its business

*Stage 3: Identifying Critical Uncertainties*

The next steps in scenario planning implementation is to derive the key driving forces into a framework based on the level of how uncertain something is going to happen and how important is it to mitigate based on the impact of the driving force to Mobius Credit Card. Therefore, the critical uncertainty metrics would be illustrated as follows:

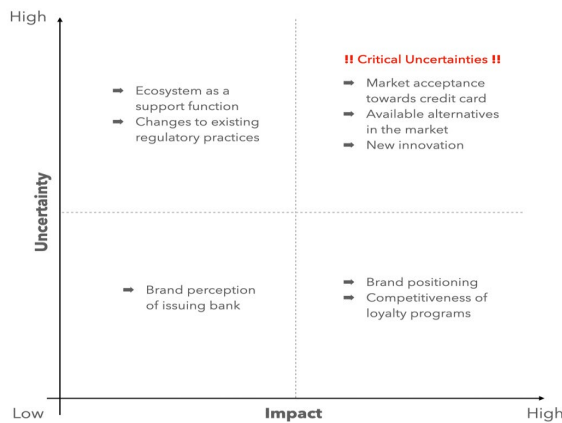


Fig. 3. Critical uncertainties

*Stage 4: Creating Scenarios & Narratives*

According to the metrics discussed in previous section, there are 3 critical uncertainties that are possible to be the most significant for Mobius Credit Card. They are market acceptance towards credit cards, available alternatives in the market, and new innovations on a product and banking-solution level. The framework for scenario creation would be 2x2 matrix with 2

opposing axes. One axis being market acceptance & customer demand, while the other axis being the amalgamation of 2 uncertainties into technology-driven improvements in available in the market.

The 2x2 matrix would create 4 quadrants of plausible scenarios with the first quadrant in top left would be named an "Absolute One-for-All" where there is high market acceptance but with low product alternative and improvement, moving clockwise to second quadrant in top right would be named an "Absolute One-for-One" where there is high market acceptance followed with high number of product alternative and improvement.

Then, moving to the third quadrant in bottom right would be named "Non-Credit Supremacy" where there is low acceptance of credit cards with high number of product alternative and improvements. Lastly, moving to the bottom left corner of the matrix in quadrant four is something that would be named the "Death of A Dying Star" where there is low acceptance of credit card in the market and followed by a low number of product alternative and improvements. In order to visualise the aforementioned framework and scenarios mentioned above, the scenarios are illustrated below:

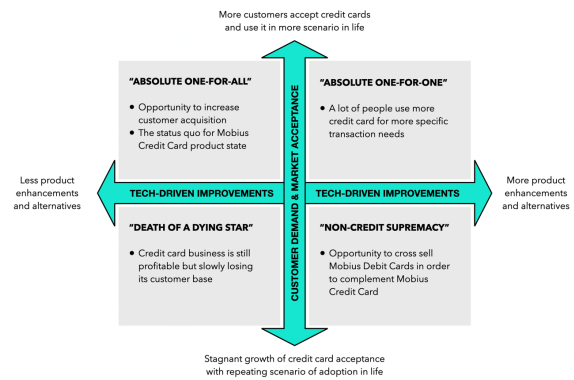


Fig. 4. Scenarios & Narratives

*Scenario 1 – Absolute One-for-All:*

This scenario depicts a condition where customers in the market is more open to accepting credit products, especially credit card due to negative stigmas associated with lending is slowly beginning to wear off. This might also be followed by trends and issues that would be more open to conversations regarding credit card that would also increase referral to friends and families. In terms of product availability, there would be less requirement of alternatives and innovations as this scenario is the status quo that is most suitable for Mobius Credit Card where customers only need to use one or few credit cards that can serve their variety of transaction purposes. This scenario would also be the best scenario for Mobius Credit Card to boost and improve customer acquisition due to the product nature that is suitable with what the market needs and wants.

*Scenario 2 – Absolute One-for-One:*

This scenario depicts a condition where credit card has gained a popularity, and similar to Scenario 1, more customers in the market are accepting credit card products and have more use cases for it. However, in terms of product innovation, in

contrast to Scenario 1, Scenario 2 differs by having a vast amount of innovation that essentially provided the customers with more options. Innovations might go beyond credit card, and at this stage, the lines between debit and credit cards are being a very blurry one due to technologies by digital banking enabling customers to experience the best of both worlds. This scenario also depicts that customers in the market have a very specific method to pay for a very specific need. Hence, the name “One-for-One”.

*Scenario 3 – Non-Credit Supremacy:*

This scenario depicts a condition where customer confidence and acceptance towards credit card products has depreciated, and adoption of credit card has significantly decreased. However, product innovation and alternatives are increasing, therefore creating a pool of new products in non-credit sectors. Adoption of debit cards, QRIS payments, e-Wallet, and other methods will flourish and be adopted by customers in the market. In this scenario, features from the Mobius app (mobile banking app) would outperform Mobius Credit Card as the market demanded for non-credit payment solutions.

*Scenario 4 – Death of A Dying Star:*

This scenario depicts the most unfavourable outcome for Mobius and Mobius Credit Card as customer acceptance towards credit products are low, and innovation in terms of product are also low resulting in a limited product alternatives in the market. In this scenario, existing banking products and existing innovations in the market will continue to operate but slowly lose its customer base.

*Business Solution Recommendation:*

As the main objective of this research is to prepare Mobius Credit Card better against future plausibility, the following section will provide business recommendations to Mobius Credit Card by exploring the implications and options from each scenario and providing recommendations as a hypothesis of risk and opportunity.

*Absolute One-for-All:*

- Implication 1: High demand for Mobius Credit Card
  - Option: Prepare a process improvement for the flux of new customers to maintain service and reliability at the desirable level.
- Implication 2: High number of quality customers, but also high level of bad quality customers including fraudulent customers
  - Option: Without creating hassle and hiccups in the acquisition process, Mobius Credit Card should put equal effort to tighten customer screening processes in order to avoid effects in the long run
- Implication 3: Increasing number of feature usage of Mobius Credit Card
  - Option: Harden existing features by providing stability improvements, or better user experience to enhance the existing Mobius Credit Card capability so that the customers would have better service in overall.

*Absolute One-for-One:*

- Implication 1: There will still be demands for Mobius Credit Card, but there will be demands that Mobius

Credit Card cannot satisfy.

- Option: Respond to the market by providing relevant products, whether it is a completely new credit card product or only a feature enhancement. This scenario provides great opportunity for the Mobius Credit Card product to be developed into an ideal stage.
- Implication 2: As the need for product development and innovation rises, cost will also need to be managed to maintain a healthy balances.
  - Option: Explore new revenue streams other than the existing ones to provide additional sources of revenue to Mobius Credit Card. This might enable the business to have more room for exploration.

*Non-Credit Supremacy:*

- Implication 1: Credit rejectors will dominate the market. Therefore, Mobius Credit Card need to understand better the new emerging market.
  - Option: Do an in-depth analysis on the current trend and shift of the customer segments. Product development also need to follow tightly as the current product would not be able to satisfy the new market.
  - Option: Cross-selling Mobius conventional products to the market, so that they do not go to other banks and still within the Mobius portfolio.

*Death of A Dying Star:*

- Implication 1: Significant drop in new customers also followed by decreased feature usage of Mobius Credit Card
  - Option: Continuous monitoring and preparation for Mobius Credit Card to transition into the unknown. Mobius Credit Card needs to do further analysis and preparation for any changes of

## 5. Conclusion

This research investigated the strategic preparation of Mobius Credit Card considering future uncertainties. The central issue identified is how Mobius Credit Card, with its value proposition of serving multiple segments with a single card, can effectively navigate future uncertainties. The study highlighted several key driving forces influencing the business environment, including ecosystem support, regulatory practices, market acceptance of credit cards, market alternatives, innovation, perceptions of the issuing bank, product positioning, and loyalty programs. These driving forces were distilled into two critical uncertainties: market acceptance of credit cards and innovation of alternatives.

From the combination of these uncertainties, four distinct scenarios were created. The first scenario, “Absolute One-for-All”, depicts a situation where there is high market acceptance but low innovation and alternatives. The second scenario, “Absolute One-for-One”, involves high market acceptance coupled with high innovation and alternatives. The third scenario, “Non-Credit Supremacy”, represents a condition of low market acceptance with high innovation and alternatives.

The fourth scenario, “Death of a Dying Star”, outlines a scenario of low market acceptance combined with low innovation and alternatives.

Each scenario was analyzed in detail, and potential actions for Mobius Credit Card were discussed, offering insights into how the company can strategically prepare for different future conditions. Based on the findings, it is strongly recommended that Mobius integrate scenario planning into its strategic process. Scenario planning allows the organization to move beyond reactive decision-making, enabling it to anticipate various potential futures and be better prepared for unforeseen challenges and opportunities. Adopting scenario planning will help Mobius develop a more adaptable mindset. By considering different possibilities, the company can identify necessary strategic adjustments, fostering resilience and agility in a dynamic business environment.

Furthermore, scenario planning aids in uncovering potential risks that may not be immediately apparent. By analyzing various scenarios, Mobius can proactively develop mitigation strategies to minimize the impact of negative events, leading to more informed risk management. In conclusion, scenario planning is a valuable tool for preparing for future uncertainties. It is important for Mobius to regularly revisit and update its scenarios in response to changing internal and external conditions to ensure continued success and competitiveness in the market.

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