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Research Article

Strategic Transition From High-Yield to Lifestyle Banking: A Data-Driven Feature Prioritization Framework For Krom Bank

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Abstract: This research addresses the strategic challenge facing Krom Bank as it transitions from a high-yield savings model to a comprehensive lifestyle banking ecosystem in Indonesia's competitive digital banking landscape. Using a quantitative research design, the study surveyed 281 respondents (100 KROM users and 181 non-KROM users) to identify consumer preferences and prioritize feature development to achieve sustainable competitive advantage. The research framework integrated UTAUT (Unified Theory of Acceptance and Use of Technology) constructs, along with a gap analysis, spider chart analysis, and strategic scoring across 12 dimensions. All measurement constructs demonstrated acceptable-to-good reliability, with the confirming sample adequacy. This research validates Krom Bank's strategic transition from a high-yield niche to a comprehensive lifestyle ecosystem. The primary solution identifies Transport Payment Integration as the optimal "Daily Anchor" to convert passive savers into active transactors. Concurrently, gap analysis mandates a critical secondary solution: overhauling Customer Service and Security infrastructure to close fundamental trust deficits. Synthesized via the Strategy Diamond framework, the roadmap prioritizes stabilizing trust before anchoring daily habits, ultimately evolving Krom's economic logic from high-cost deposit dependency to a sustainable, transaction-led model.

Keywords: Digital Bank, Lifestyle Bank, Profile Portfolio, Strategic Transformation, UTAUT Framework.

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1. Introduction

The use of internet and smartphone is rising exponentially which create a opportunity around a technological advancement that including financial technology services, In Indonesia we can see that financial services undergone a fundamental transformation from conventional into more digital (digitalization). This trend also accelerated by COVID-19 pandemic that started in 2019 but booming in Indonesia at early 2020, which shift in consumer behavior towards digital platform for their daily usage such as digital payments (IMF, 2021).

The financial industries, especially banking industry, are experiencing a major shift that there are many online digital banks emerging either from traditional banks that transform into digital banks or a new digital bank. This followed raising in digital bank is led by many e-

commerce platforms that already raise in the market and accepted by many users in Indonesia. SeaBank is one of the examples of it, it raise because it closely linked to its integration with the Shopee e-commerce platform, that already have a millions of users in Indonesia. Similarly Bank Jago is another one of the example of the success of integration with digital platforms which in this case their partnership with GoTo ecosystem that have a full circle of gofood, gojek, and gopay. Both of these example shows the power of ecosystems capability to build success for digital Bank.

This success often overshadow the traditional analytical framework of standalone financial company, making a digital banks without ecosystem often viewed as don't have competitive advantages position in the market. Thus, the new standalone digital banks can't compete in usability and experience to these big ecosystems from other digital banks, making new digital banks usually emerge as a high-yield bank to first getting the attention of the masses. This is no different for Krom Bank, which is currently having the highest interest rate for depositors in Indonesia. This strategy will be a backlash against the company if it's continue, thus the management of Krom Bank wants to start crafting a proposal changing from their high-yield bank type to a lifestyle-banking.

Global adoption of digital banking is rising sharply, with projections indicating that 39% of Indonesia's population or roughly 74.8 million users will be using digital banking services by 2026 (Fitri et al., 2024; Jayani, 2021). Even though this is a good news for Krom bank, the backlash for using a high-yield type for their strategy is that their cost of funds and liabilities will also be higher overtime.

Currently in Indonesia the digital era has been emerged (starting from COVID era), people enjoying their time online more than their time offline and physically be there. This without a doubt also a rise in digital bank and financial institutions, instead of using physical card or ATM people slowly prefer the use of QRIS and online transfer.

Yet despite this growth, Indonesia remains the third-largest country in the world in terms of its unbanked population, with a financial literacy index of only 65.43% (OJK 2024). According to data from Indonesian Financial Service Authorities within 10 years the financial inclusion is increasing from 49% to 83% (2014 to 2023), meaning over half of the adult population now has a bank account.

As digitalization continues to shape what consumer want, the digital competition between banks not only from digital bank but for conventional banks app intensified, this force both types of bank to continues to innovate to not lose their market share. While e-commerce has become a cornerstone of Indonesia's digital economy and a catalyst for digital banking growth, it is make a digital market fiercer than ever and banks is forced to themselves to create an ecosystem to both benefits the retailers and banks.

For ecosystem based financial technology this integration between digital banks and e-commerce platforms brings significant advantages. It increases transaction speed and

convenience throughout all the digital process, making transaction based fee is more and more attractive to financial company. This is made possible through system integration to only open one application for all what the user needed (SuperApp). Such integration is in high demand over around 76% of Indonesian respondents indicated that seamless connectivity between services is essential for a smooth user experience (Wiradharma, 2022).

For instance, the partnership between Gopay and Bank Jago led to a 35% increase in Bank Jago user base. Similarly, the collaboration between Shopee and SeaBank has driven significant growth. Such integrations enable banks to adapt faster to market demands and enhance their competitiveness (Fitri et al., 2024).

The competition isn't exactly fair right now. The market is mostly dominated by a few big players who use their strong, established ecosystems to stay on top. SeaBank (with Shopee) and Bank Jago (with Gojek) are great examples of why its so important to be connected to the apps people use every day. These ecosystems bring in cheap deposits and lots of transactions, giving them a huge advantage over everyone else.

In this tough market, Krom Bank has found a profitable spot for itself. After changing its name from Bank Bisnis Internasional (BBSI), Krom focused on making a steady profit. They attract money by offering a really competitive 6% interest rate and 8.5% on yearly deposits (in 2023-2024 is 8.75%), and then they lend that money to their sister companies as source of income, Kredivo and KrediFazz. This stratgy helped the bank make IDR 126 billion in revenue in 2024.

This study is useful because it gives Krom Bank managers real facts to help them handle their future plans. An interview with the founder showed that the main challenge is moving from just being a profitable place to "park money" to becoming a lifestyle bank. By looking at early ideas and data, this research helps managers understand what customers do, what they like, and which groups will actually use the app. These findings will help figure out when to add new features like transport payments or online shopping, and when to slowly lower those high interest rates without losing customers.

Also, the results will help the team design a step-by-step plan that fits Krom's long-term vision. Using tools like spider chart analysis and grouping customers by profile, managers can see which people are worth the most and will use the app daily. This lets them use their resources better, make partnerships that actually help customers, and change the brand from just a high-interest savings bank to a trusted lifestyle partner. Basically, this study helps management not just see the problem, but also come up with a real plan for long-term growth

2. Literature Review

Extensive research has examined digital financial adoption, mostly focusing on specific payment tools in Indonesia. For instance, Auliya and Arransyah (2023) used the UTAUT framework to analyze QRIS adoption. However, these studies tends to treat financial

products as isolated tools rather than full banking ecosystems. They largely overlooks the strategic problem of a high-yield digital bank trying to pivot to a lifestyle model. This research addresses that gap by analyzing how a bank can reduce its Cost of Funds through ecosystem integration and finally increasing their profit overtime the project are implemented.

Furthermore, existing literature often rely on methods that limit strategic application. This research employs Spider Chart Analysis that allow for the construction to identify distinct segments like "Yield Optimizers" versus "Daily Integrators" specifically within the Indonesian economy this can be achieved through their transactional frequencies.

After optimizing their weakness/strength and gaps through methodological analysis, this research also recommend the Krom Bank management on what project or innovation to choose as their bait/boosts to be a lifestyle bank throughout 5 type of innovation (transport integration, sharia account, bill management, spending analytics, and broker securities integration)..

Unified Theory of Acceptance and Use of Technology (UTAUT)

The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003), integrates eight prior models to explain user adoption behavior. The model have four key determinants: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions. In the context of digital banking, this mean things like perceived financial benefits, how easy the app is to use, and if your friends are using it.

Performance are a core UTAUT construct measuring perceived usefulness and performance benefits (Auliya and Arransyah, 2023). This study confirm Performance Expectancy as a significant predictor of behavioral intention in digital payment systems within the Indonesian context, this help Krom Bank to know what they are lacking for.

Experience measure perceived ease of use, which is a fundamental determinant in technology acceptance (Mulyati et al., 2023). This research demonstrate that Experience significantly influences behavioral intention and satisfaction in digital financial services, this help Krom Bank to know what the user experience versus what the actual performance they perceive.

Social Influence capture the impact of the social environment on technology adoption decisions (Panjaitan et al., 2023). This study validate Social Influence as a significant factor in financial technology adoption, particularly in banking contexts where trust is crucial, this will help Krom Bank next marketing strategy to whether it will heavily involves social influence or experience, expectation, and performance that is matters.15).

Ecosystem-as-Structure in Strategic Management

Adner (2017) defines a business ecosystem as the structure of partners needed to make a value proposition happen. This view focus on risks like whether partners can deliver new tech or if they are willing to adopt it. In lifestyle banking, features like MRT payment requires

coordination between payment networks, transport authorities, and the bank (Includes the OJK).

Integration satisfaction measure system quality and seamless service delivery (Natsir et al., 2023). This study validate that integration satisfaction is a key part of customer experience that affects financial performance and loyalty in digital banking, making this one of the most crucial things in this study.

Innovation adoption intentions reflects openness to new technology applications (Prasetio and Suryanegara, 2020). This study validate innovation interest as an extension of UTAUT models. Many new features have been added to digital banking to make it feel like a natural part of daily life as it was the main focus of what the management need to projects.

As part of users life in Jakarta and mostly JABODETABEK, Indonesian mostly see transportation as their part of daily life making innovation throught this segment are heavily favor to digital banks. Other than that as a heavily muslim populated country which consist of 84.35% (antara news, 2025) of total population with 87.36% muslim of total population in Jakarta (databoks, 2025), sharia innovation feature are also heavily favor to digital banks.

Most common financial feature innovation that yet is in Krom Bank features are Bill Management, Spending Analytics, and Broker Securities integrations will also included in Innovation cluster for this research.

Strategic Scoring Framework (Multi-Criteria Decision Analysis)

While statistical tests identify user preferences, strategic implementation requires a structured mechanism to prioritize initiatives based on multidimensional business value. A scoring framework needed to determine their priority (not all valid and reliable innovation will be implemented together at one time), a derivative of Multi-Criteria Decision Analysis (MCDM). This methods are designed to evaluate conflicting criteria in decision-making where no single option dominates on all fronts to ensure this validate prioritying one or many feature together (Belton & Stewart, 2002).

The framework operationalizes the "Portfolio Management" theory posited by Cooper et al. (2001), which argues that new product development must be managed as an investment portfolio. Projects are evaluated not merely on a single metric but across multiple category which in this research will be used 12 dimensions (Market Demand, Market Size, Reliability/Correlation, Segment Coverage, Consistency, Growth Potencial, Market Dominance, Premium Potential, Bundling Potential, Universal Appeal, Feature Criticallity). Across all of this dimensions, usually company will weight the importance of each dimension but for the sake of simplicity this research will use same amount of weight for each dimension.

For digital banking transformations, this scoring method serves as the bridge between raw consumer insights (UTAUT constructs) and the strategic roadmap. By assigning quantitative weights to qualitative strategic goals (12 dimensions above). The framework ensures that the prioritized innovations are not only desired by customers but also

economically viable and aligned with the bank's long-term competitive positioning for the Company vs Competitor (Porter, 1980).

Cross-Tabulation and Chi-Square Analysis for Segmentation

Cross-Tabulation analysis validated by the Chi-Square ($\chi 2$) test of independence is used for test the innovation that has been formulated with all the demographical data for each users. Cross-tabulation is a quantitative technique used to examine the relationship between two or more categorical variables, organizing data into a matrix format to observe frequency distributions across distinct groups (Hair et al., 2014).

The statistical significance of these relationships is determined using the Pearson Chi-Square test, which evaluates the null hypothesis (H0) that two variables, such as Generational and Feature Interest are independent of one another. A p-value less than the significance level ($\alpha=0.05$) indicates strong evidence against the null hypothesis, suggesting a systematic relationship exists (McHugh, 2013).

Each reliable and valid innovation or future feature interest will be tested using this analysis to determine their significance of each demographical score, there may feature that only work for only one group of users or work for all group across all category.

Strategy Diamond Framework

To systematically organize Krom Bank's shift from a niche high-yield model to a full-fledged lifestyle ecosystem, this research employs the Strategy Diamond Framework by Hambrick and Fredrickson (2001). The goals are to determine the Arenas, Vehicles, Differentiators, Staging, and Economic Logic. Using this framework, the study ensures that the proposed plan are well formulated for the Krom Bank management to easily comprehend it to their strategy.

3. Materials and Method

This chapter outlines the methodological framework adopted to address the research questions and objectives defined in Chapter I. The study uses a quantitative research design to capture users perceived of use and perceive of usefulness that relevant to Krom Bank and their competitor, and will be used as an approach to established a solution for their transition from high yield bank types to lifestyle banking types. The frameworks mainly uses UTAUT model with the support of Spider Chart and Multi Criteria Decision Analysis to draw a conclusion.

Data will be collected through an online survey targeting two key respondent groups divided into existing Krom Bank users and non-Krom Bank Users that act as a competitor behalf for both who actively engage with digital banking services in Indonesia's metropolitan markets, specifically Jakarta and their surrounding with may including the whoosh fast-train range. This geographical focus reflects with Krom's target market profile and their operational area (Company building is in Jakarta and Bandung).

The methodology section proceeds by detailing the research design, describing the structured process for data gathering, and then explaining the data collection methods, including the questionnaire structure and sampling strategy. It then presents data analysis techniques covering validity and reliability testing, principal component and factor analysis for dimensionality reduction, Spider Chart for competitive positioning, and gap analysis to identify priority service improvements. The integrated use of these methods aims to produce actionable insights that inform a phased roadmap for ecosystem-based lifestyle banking implementation at Krom Bank.

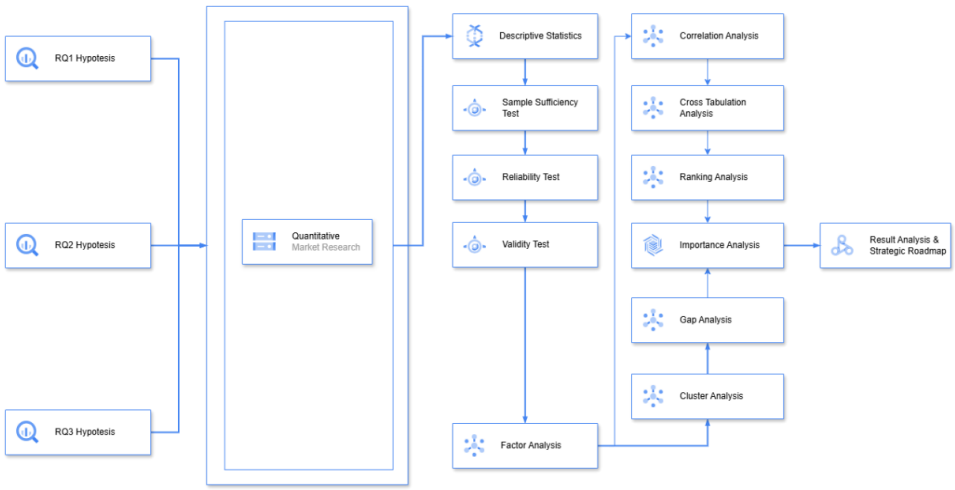

Figure 1. Conceptual Framework Strategic Decision.

This research used a sequential flow, where from the preliminary interview with the Krom management it derives a business issue and compiled into three research question as mentioned in chapter 1.

Then this study adopt a quantitative measure to answer those research question, to collect those quantitative data an online survey is held, this action is to identify what the current market looks like. This ensures that managerial have insight over the market before producing the roadmap. The quantitative stream started by collecting structured survey responses from both existing users and non-users of digital banking services focusing in JABODETABEK (Jakarta and their Planet City) and potentially the users that can use woosh for their daily activity in Jakarta (Karawang - Bandung). The survey, designed around the Unified Theory of Acceptance and Use of Technology (UTAUT) and Spider Chart Analysis to captures experience, expectation, performance, and innovation-related factors.

The quantitative results undergo statistical testing (validity, reliability, sufficiency) followed by Factor Analysis to identify adoption drivers and consumer segments and finally to make a Profile Portfolio using a spider chart analysis. In parallel, Gap Analysis is applied to detect mismatches between consumer expectations and perceived performance and the current performance of Krom against their competitor and finally to make a strategical decision using Multi Criteria Decision Analysis over what innovation to choose first. Finally,

the integrated results are synthesized into a Strategic Roadmap as a guidance for Krom Bank's transition into a lifestyle bank.

4. Results and Discussion

The total respondents for this study is 281, with 100 Krom users and 181 non-Krom users. The dataset features digital banking users in Indonesia, specifically focusing on Krom Bank and non-Krom Bank users. This sections highlighting about the demographical data from the users survey dataset that has been measured using a Likert scale (1=low, 4=high).

The datasets from shown that the respondent are mostly from the working generation, with the highest percentage from Generation Z with a 70.8% from the total population and the second would be Generation Y and Millenials with a total of 25.8% from all population. This data will be useful for the lifestyle bank.

The gender distribution is almost balanced for each gender, with the males occupying 51.2% of population and females at 48.8%, with the total of each gender are above 100, indicating that this analysis may applicable for all genders.

The office worker distribution exceeds 50%, suggesting this data mainly applies to office workers and likely to students as well, with over 30% of the data supporting the generational distribution of worker generations.

The screening criteria required respondents to conduct activities in Jakarta for at least 2 days per week over the preceding month. Consequently, respondents were not required to be domiciled in Jakarta. Residents of the greater Jabodetabek area, as well as commuters from Karawang, Bandung, and Padalarang (facilitated by the 'Whoosh' high-speed railway), were deemed eligible provided they met the visitation frequency threshold. The data aligns with the target cities and is dominated by Jakarta, with 61.9%, making this result strategy applicable to the integration of target cities (Jakarta).

The table shows that most of the respondents are passive users who do not use banking transactions that many times, making this an excellent chance, as the growth potential is more than 70% of the samples (0-30 transactions). This data will be important for the lifestyle banking performance that want their users to be active. Finally, it reveals that users generally have positive experience when using digital banks. There is over 80% market demands on some of the feature and an overall 83% on performance

Methodological Analysis: SPSS Analysis

Reliability Test

Family and peer influence item from the Experience question cluster suffer from Cronbach's Alpha of 0.61916 resulting in this question to be removed to increase the internal consistency of this constructs, the same happens to Interest rate item from the Expectation question cluster suffering a low Cronbach's Alpha of 0.5432 and Sharia account item from

Innovation for Future Feature interest question cluster suffering a low Cronbach's Alpha of 0.5898.

Reliability Confirmed Through an iterative purification process, the internal consistency of all constructs was optimized. The Performance construct demonstrated strong reliability across all segments ($\alpha=0.72-0.82$), confirming that user satisfaction is a cohesive and stable metric.

For the "Experience" and "Expectation" constructs within the Krom User segment (N=100), Cronbach's Alpha values met the 0.60 threshold. This level is deemed acceptable for exploratory research on new market entrants, supported by Hair et al. (2010) and Nunnally (1978), who validate the use of $0.60 \leq \alpha \leq 0.70$ for early-stage adoption studies.

Correlation Test

Krom results indicates that item "Ease of Use Importance" from expectation question cluster shows a correlation of 0.285, it still remains statistically significant with $p=0.004$ which lower than 0.005. While for sample size of 100 for Krom users sample size the critical value for significance is 0.165. Therefore, this item still can contributes to the construct and not a random chance.

The items 'Payment Integration' and 'CS Satisfaction' from the Performance cluster question were retained despite a correlation of 0.2845 and 0.2662. With the same justification as the 'Ease of Use Importance' items above these deemed acceptable for exploratory with the total sample of 100. With both of p value still lower than 0.001, so the items should still be retained.

Non-Krom result indicates that Non-Krom users of All final items exhibited correlations significantly above the critical value for their sample size ($p<0.01$), rejecting the null hypothesis of random association for both Krom and Non-Krom correlation test

KMO and Bartlett's Test

The overall sample have 0.8337 KMO value exceeds the 0.80 threshold for meritorious adequacy, confirming the all users dataset is statistically valid. The lower KROM user have KMO value of 0.7699 reflects the smaller sample size (n=100) are still meet the minimum of 0.7 for middling category, while the non-Krom users have a 0.8035 for their sample adequacy that categorized as meritorious. With Bartlett's Test of Sphericity showed that for all groups segment were significantly different ($p < 0.0001$), indicating that the data are suitable for multivariate analysis and factor analysis.

Factor Analysis

In the last section of Appendix B, the factor analysis extracted six distinct factors for both groups, using the standard Kaiser criterion that is Eigenvalues>1. While for Krom users the model explained 45.4% of the total variance, and the non-Krom users the model explained 51.0% of the total variance both indicating an acceptable convergency level in adoption drivers.

Table 1. Factor Analysis to Construct.

Factor	Construct	Variance Explained
Factor 1	Performance	12%
Factor 2	Innovation	9.1%
Factor 3	Expectation	9.1%
Factor 4	Experience	8.4%

Although six factors met the Kaiser criterion (Eigenvalues> 1), the analysis focuses on the top four dimensions, which together explain the majority of the variance. Factors 5 and 6, which explained only ~3-4% of the variance each, were excluded from the strategic visualization because they represent marginal behavioral drivers

Spider Analysis

To visualize the data, the use of factor-constructed question to create a spider chart showing the average for each construct item for Krom vs non-Krom users, the average should be normalize first by using these formula below from a thesis of same analysis (Bo L. 2025):

(Factor score of respondents – Minimum score of all respondents for that factor) / (Maximum score – Minimum score)

This formula is to make sure the data is visualized in the same rate to 0-1, and easily recognizable.

Table 2. SPSS Average.

	Krom	Non-Krom
C1 – Experience	0.785	0.729
C2 – Expectation	0.854	0.878
C3 – Performance	0.743	0.681
C4 – Innovation	0.790	0.754

The comparative reliability analysis reveals a critical strategic opportunity. While Krom Bank is a newer player compared to established competitors (Non-Krom), the data indicates that Krom users exhibit higher consistency and cohesion in their Experience, Performance, and Expectation.

The higher reliability score in the Experience cluster (0.785) for Krom users suggests that once customers are onboarded, their experience in using the digital banks application were smoother than the non-Krom experience.

The most significant finding is the advantage in Performance (0.743 for Krom vs 0.681 for Non-Krom). This shows that there is an opportunity for an user acquisition from the non-Krom to the Krom users, this especially tells that if Innovation bait really great people will turn to Krom Bank. Interestingly, the Innovation scores are both higher than 0.75. This means that entire market are ready for innovation.

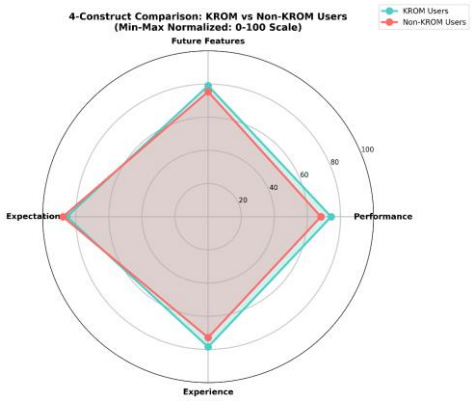

Figure 2. This is a figure. Schemes follow the same formatting.

Krom has successfully built a "Better Mousetrap" (superior experience and performance), but it lacks the "Bait" (Innovation) to pull users away from competitors at scale. Since the core product has been proven superior (based on higher consistency scores), the strategy must now shift from "Building Trust" to "Aggressive Differentiation."

Therefore, the next phase of analysis will isolate the specific Future Features (Innovations), such as Transport Integration or Bill Management, with the highest demand intensity, to trigger mass migration from dissatisfied competitor platforms to Krom's superior ecosystem.

Strategic Analysis: Multi-Criteria Decision Analysis

Segmented Gap Analysis

To create that bait, Krom can perform a gap analysis across dimensions to acquire users through their gaps in expectations and performance.

The most significant gap exists in Customer Service (-0.38). While users do not always rank CS as their #1 "feature," their expectation (3.67) significantly outstrips reality (3.29). This -10.4% gaps making their loyalty towards one digital banks are stripped silently.

The same happen to the Data security (-0.38), even though it has higher performance for all bank, the user expect more of it since this is where they save their money, although all of the listed banks don't have any major leak data for the last 5 years, this suggests the communication or visibility failure than the actual security weakness. While Interest Rate is Over-Delivered indicated by the positive gap (+0.13) This actually confirms that the usage of the banks mainly are for the other 4 dimensions, not the interest rate.

The gap for App Ease of Use is virtually identical for Krom (-0.17) and non-Krom (-0.16) users. But what Krom suffer the most are Interest rate, The high yield banking type of Krom users are so significant comparing to their competitors, making it hard to work on their transition to lifestyle banking, even though the gaps between integration is not that much.

For existing Krom users, the most significant gap is Data Security (-0.33). This indicates that, while they come for the rates, they concerned about the money that they park in the banks, but compared to their competitors Krom doing better job for data security, but both

have appear to be really low, if Krom can work to brand their bank security to be a top class they can acquisition many of the competitor users.

For the Customer Service, Data Security, and Payment Integration Krom slightly wins out the gap analysis for this three dimensions performance, but it really still the interest rate sticks out to the Krom very name..

Innovation Relationship Analysis

To optimize the product development roadmap, an analysis between innovation of feature conducted to identify the efficiency of synergy for all products, this analysis is conducted to identify the feature that statistically linked to each others, that determined that it appeal to the same psychographic profile and supported by data to bundled and released together.

Table 3. Correlation Analysis Inter-Feature.

Feature Pair	Transport	Bill management	Spending Analytics	Broker Securities
Transport	1	0.393	0.370	0.293
Bill Management		1	0.574	0.399
Spending Analytics			1	0.445
Broker Securities				1

The correlation > 0.7 is strong; 0.7 > correlation > 0.5 is good; 0.5 > correlation > 0.3 is moderate; correlation < 0.3 is weak

Eventhough there is no strong correlation we can see from this correlation matrix and determined that Bill management and Spending analytics should be deployed together to have maximum effects because the inter-relation between these two feature are over 0.5 which considered to be good. While on the other hand Transport who have no more than 0.4 relationship with other feature should be standalone.

Cross-Tabulation Analysis

To more refine the feature proposal, Cross Tabulation analysis conducted to test whether this feature is attached to specific demographics or universal, to conduct this analysis all the demographical feature excluding domicile was used (Gender, Generation, Work Status, or Usage Frequency) to determine their Chi-Square ($\chi 2$) statistic.

Results indicates that Transport Payment Integration have no significance ($\chi 2 = 9.95$, $p = 0.6198$) across all demographics is a positive strategic finding. This means that it confirms transport payment integration feature have mass-market and universally accepted by current users dataset, with the Gen Z shows 91.5% interest rate with over 85% interested in using this feature. This feature does not require segmented marketing campaigns. A single campaign will resonate across all generation, all employment status, all gender, and all usage frequencies.

While spending analytics with Results $\chi^2 = 31.0124$, p-value = 0.0020, meaning highly significant association ($p < 0.01$). The highly significant association ($p = 0.0020$) confirms that there is a significancy segmentation in this feature across generations, showing that only Gen Z have a high interest in this features with 91 % interest rate, while both Millenials and Gen X showing interest under 80%. That it tells to be effective, this feature needs to consider

generational segmentation when deployed, as this increases the odds of success for the project.

Unified Bill Management Chi-Square Test Results show $\chi^2 = 18.417$; p-value = 0.0306 show Significant association ($p < 0.05$). Student and Field worker show a really high enthusiasm on this feature with 91.8% and 100% interest rate, it shows that this two status have shown the intensity of bill management. With that in mind to be effective, this feature needs to consider employment or work status segmentation when deployed, as this increases the project's odds of success.

Broker Securities Chi-Square Test results: $\chi^2 = 22.62$; p-value = 0.0308 show Result is significant that just below the 0.05 threshold, it suggests that while Gen Z shows higher interest (85.4%) compared to Millennials (76.1%), the difference is not strong, but considered to be in grey area making this even more questionable to be targeted as primary solution right now, but it suggest that if this feature is the first solution for innovation it needs to be target Gen Z.

Strategic Scoring Framework

Each features already been normalized to their respective dimensions and the strategic scoring is using the arithmetic mean of all 12 dimensions from Appendix A to Rank the Feature that will Win.

Turns out the Transportation feature got first place with the Total Score of 86.72 with the seconds are Bill Management with total score of 85.01, this supported by the fact that Transportation feature have:

KROM interest in this feature are 3.61 and Non-KROM interest in this feature are 3.42 with the scoring difference are +0.19 (the highest among all features), That showing the most substantial acquisition potential with Non-KROM users that will pleased using this feature.

The evidence in Cross-Tabulation shows that this feature appeal to all user base without segmented demographic, meaning that if this feature is implemented Krom doesn't need to make a targeted marketing to boost this feature, this will reduce the customer acquisition cost (CAC) and accelerated their time to market

The feature's mean interest score relative to the highest-scoring feature having Transport mean interest: 3.49/4.00 = 87.25% (highest among all features) and this represents the strongest market signal that users want this feature immediately. Transport Integration has the highest top-of-mind demand. When asked which features they want, users ranked this #1 unprompted. Because users already have this pain point (e.g., they hate carrying multiple payment cards for MRT, E-Toll)

The feature's impact on retention and churn prevention, calculated as: (Churn Risk × Demographic Reach). Which switching intention (baseline churn risk): 3.25/4.00 = 81.25% and with this feature Demographic reach: 100% (universal appeal) the final Feature criticality: 81.25 × 1.00 = 81.25. This feature criticality indicates that Krom will locks in users before

they switch to competitor that have similar features, so Krom need to implemented this feature as soon as possible.

Lastly as we can see here with significant association of p-value = 0.0471 it indicates that the high transaction frequency users (30+ Transaction monthly) have high interest on using Transport integration (69.2% on 31-50 transactions and 70% on 50+ transactions), which shows that this feature will ensure to capture the users with a base transaction like table above.

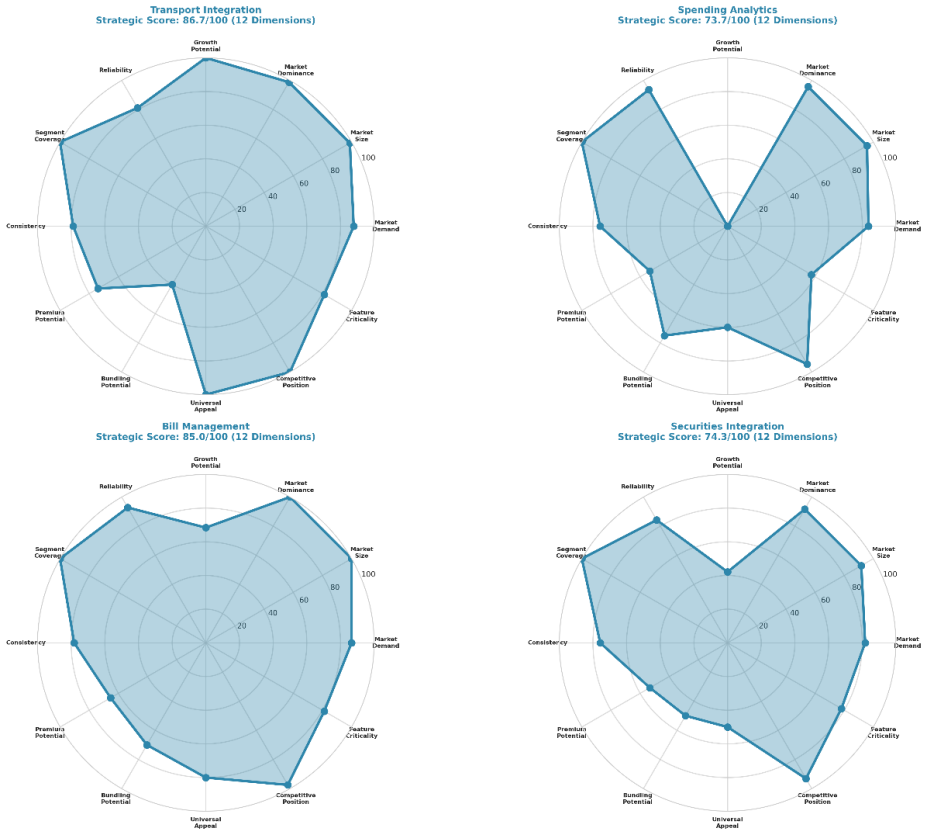

Figure 3. Strategic Score Card Chart.

The Strategy Diamond Framework

The Arenas for Krom Bank's expansion target four lifestyle banking segments, transitioning from its current "high-yield savings" niche. The primary arena is the Daily Commute Ecosystem (89.3% interest), followed by Bill Management (90.4%), Personal Finance Intelligence (86.5%), and Securities & Investment (82.9%). This expansion will lower their interest rate and slowly introduced a new feature to their base users.

The Vehicles for this users is definitely best to use it on actual users, all the new features should be tested to chosen users (beta users) while overshadowing this feature greatness and actual usefulness of this innovation, it can led to a non-Krom users acquisition to the Krom Bank while and use their revamped Customer Service and Data Security to finally lock them in.

The Differentiation will be achieved through a layered strategy. While interest rate are still high, Krom Banks can release their new ecosystems feature (Transport Integration) this feature will provide a sustainability, and when the regular and daily users achieved they can

finally lower the interest rate while introducing the Bills and Analytics double features (high correlation).

The Staging contained of a three-phase rollout over 12 month by fixing the critical high gap expectation and performance on months 0-3, and then launching their first ecosystem features on months 3-6, and finally converting users from months 6-12 and potentially over 12 month can lower the interest rates step by step and finally converting from high yield bank into lifestyle banking.

The Economic Logic shifts from a pure Net Interest Margin model to a diversified revenue stream. While maintaining deposit profitability, new revenue will be generated from transaction fees (transport top-ups, bill payments) and, in later stages, data insights and securities trading fees. It can be roughly calculated as a projected Return on Investment (ROI) with the support of a J-curve profile.

Initial investment of $150,000 yields modest Year 1 returns (26.7% ROI). However, it accelerates to 65% cumulative ROI by Year 2 and 141.6% by Year 3 as network effects and new revenue streams compound, achieving full payback and profitability.

5. Conclusion

The results of the analysis indicates that the data is reliable enough to making a strategic decision for exploratory segment for new bank startup, with the Cronbach's Alpha for the Krom segment are 0.63 was a sign that it is not mature enough comparing to their competitor segment with alpha 0.72.

RQ1: What are the key factors of consumers (preferences, experience, performance, and innovation) towards digital banking services in Jakarta?

To Answer the research question one we found that in the Spider Chart's analysis shows that Krom Bank has a hidden competitive edge, with leading in two dimension of Experience and Performance leading more than 6% competitive edge comparing to their competitor. The higher reliability score in the Experience cluster (0.785) for Krom users suggests that once customers are onboarded, their experience in using the digital banks application were smoother than the non-Krom experience. The most significant finding is the advantage in Performance (0.743 for Krom vs 0.681 for Non-Krom).

RQ2: What factors most influence Krom's customers and the broader market that can help Krom Bank's transition from a high-yield to a competitive lifestyle bank?

While in gap analysis it shows that there is a high gap in Customer Service and Security quality as two of their main tools for acquisition. Meaning that Krom has developed a strong core product that currently typed as High Yield Bank, but the needs to change into a more sustainable banks type is needed as per the management want to change this Bank into a Lifestyle Banking. For existing Krom users, the most significant gap is Data Security (+0.29) and Data Security (+0.07). This indicates that Krom have superior relative performance

comparing to their competitors, this essentially answer the key factors towards the success of digital banks that asked in the second research question.

RQ3: What is the proposed innovation and how it open up opportunities for differentiation through ecosystem integration?

And lastly to realize this potential and answered the third research question, the Strategic Scoring Analysis pinpointed Transport Payment Integration as the top primary innovation, earning the highest Strategic Score of 88.97 out of 100 with 90% demand (3-4) driven by high-frequency monthly transactions users. This feature functions as the essential daily transaction feature that helping passive savers become active transactors. The new transportation payment integrations and the phased deployment of the listed and valid innovation open a new opportunity to gain an additional source of income through active user, with using economic logic, Krom can achieve full payback and profitability gain from new investments in 3 years..

This thesis relied on stated preferences (for example like "I would use this feature"). Future research should conduct a longitudinal study after implementation of the actual features to confirm whether launching transportation features results in a statistically significant decrease in the bank's Cost of Funds (for example like whether the bank can lower rates without increasing churn).

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