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Sensing the Future of Lifestyle Industry in Indonesia Using Scenario Planning

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Abstract - **Lifestyle industry in Indonesia has been growing rapidly in the recent years, especially in urban cities, such as Jakarta, Bandung, or Surabaya. This industry has a linear growth from 2010 and has made Indonesia the top three countries with biggest creative economy contribution to the country GDP in 2019, after South Korea and USA. However, in 2020, its growth stalled because of the Covid-19 pandemic that crippled the global economy, including Indonesia. After a year of experiencing the turbulences, uncertainty, novel, and ambiguous condition posed by the pandemic, the businesses within this industry need to have a better preparation and see what might lies ahead. The purpose of this research is to identify the plausible future for the lifestyle industry in Indonesia in the next five years and the implications to the businesses within this industry. The research utilizes TAIDA scenario planning framework. Through interview with stakeholders within the industry, several driving forces are identified, and two critical uncertainties are determined, which are the global economy recovery post-pandemic and the shift of people's lifestyle towards environment. Based on these two critical uncertainties, four different future scenarios are generated. Each scenario is assigned with its narratives, implications and options, and early warning signals. At the end of the research, strategy recommendations are given for the company for sustainable growth in all the future scenarios.**

Keywords – **scenario planning, critical uncertainties, future sensing, lifestyle industry, creative economy, TAIDA**

I. INTRODUCTION

A. Research Background

In 2020, the Covid-19 pandemic shook the entire world and forced people to suspend their regular activities and stay at home. Many businesses were severely impacted; hence the global economy was contracted by 3% in April
2020. Those in the travel and hospitality sector was hit most as lockdowns and travel restrictions were applied. Many businesses in this sector were forced to implement several measurements, such as reorganization, to stay afloat. These turbulences majorly affected the company in the research that on the first months of the pandemic, the revenue was dropped to nearly 0%. This novel condition had put the company in an adverse position. Had this condition been identified beforehand, the company would have a better position to navigate through the crisis. Therefore, the scenario planning research is conducted as it is most suitable in sensing the future conditions with high level of uncertainty.

The scenario planning is beneficial for an organization or company that faces a high level of uncertainty, experiences a significant change or about to, wants to generate other opportunities, or wants to improve the quality of its strategic thinking. Philips Lighting is one of the companies that is actively using scenario planning approach in their strategic roadmap formulation from 2012. In 2017, Philips Lighting conducted a scenario planning workshop with the topics on how people will experience cities in 2035: how the cities design connected public lighting and smart city infrastructure and how the relationships among citizens, businesses, and city leaders affect the lighting industry. This allows Philips Lighting exercises its system thinking and transitions from being a mere company that produces lights into a company that looks beyond lighting; how Philips can create additional value in the future for its customers through other business models (van der Weijden et al., 2017) [1]. Fundkite, a US-based company that offers alternative funding which has been working with seventy thousand merchants, gives an illustration on how the scenario planning helps the company to navigate through the unprecedented event of Covid-19 pandemic. In one scenario, an event is defined in which the company would not be able to operate or fund new deals for five months. Although the event is not exactly the same with Covid-19 pandemic, the situation is similar where the lockdown prevents the company to operate normally. So, when the pandemic hit in March 2020, Fundkite was prepared to cope with the declining deal flow and was well-positioned to capture the market opportunities. It successfully secured a substantial investment liquidity which accelerated a planned acquisition of a shareholder's position (Ramirez and Visdomini, 2020) [2].

B. Company Background

The company in the research is one of the online travel and lifestyle platform in Indonesia. It offers various products and services, ranging from flight tickets, hotels, to ticket concerts and spa vouchers. The company has presence in Southeast Asia countries and Australia. It is named as a unicorn in 2017, after its valuation reached USD 2B.

The company has lifestyle business unit which was established in 2017. It has 13 product lines which cater the daily lifestyle needs and support travel itinerary of the customers. These 13 product lines are grouped into 4 main lifestyle which become the target market for the business. Those are Health & Wellness, Entertainment, Self-improvement, and Travel.

C. Research Questions and Limitations

The research is focused on finding the plausible futures of the lifestyle industry in Indonesia and the implications to the company's business. It also aims to create the strategies based on the implications and options that can be taken in each of the scenario to maintain the company's sustainable growth. The research scope is limited to the lifestyle industry in Indonesia, within the timeframe of five years. The interview is conducted with a small group of people considering the time constraint. Hence, other stakeholders or researchers are welcome to conduct further development.

II. LITERATURE REVIEW

Scenario planning is started by looking out the trends in the macro level. It starts from outside-in, scanning the surrounding world. PESTEL analysis is a method to identify six important factors of the macro environment: Politics, Economy, Socio-culture, Technology, Environment, and Legal (Rothaermel, 2017) [3]. The trends identified here are obtained from literature review and interviews.

TABLE I
PESTEL ANALYSIS

Aspects	Trends
Politics	The uprising of Islamic movement which affects several lifestyles, which are Health & Wellness, Entertainment, and Travel
	The effects of Omnibus Law to the political climate which affect how the regulation is made
Economy	GDP and household spending in 2020 were contracted to minus because of the pandemic
	Health and wellness business and tourism is growing
	Halal products are getting more popular
Socio-culture	Demographic of Indonesia which is dominated by productive age and middle-class citizens
	Urban development plan towards sustainable and competitive cities
	People are more aware about the environment sustainability (shifting value)
Technology	Online adoption rate and social media users in Indonesia keep increasing
	The growth of AI, AR, and VR technology
	5G implementation in Indonesia
Environment	The climate change is worsening
Legal	The Omnibus Law
	Digital economy regulation
	Data privacy regulation

After the macro, or contextual, environment, the internal layer, or the transactional environment also needs to be analyzed. Transactional environment contains all factors that influence the organization and get influenced by it. It includes all the stakeholders or actors, such as employees, investors, suppliers, customers, regulators or government, and competitors (Ramirez et al., 2017) [4]. Transactional environment analysis is performed to analyze the company's internal factors, which consists of core competencies, resources, and capabilities. The internal factors are analyzed to see how the company could respond to the external factors with its capabilities (Rothaermel, 2017) [3]. It analyzes how the company interacts with the stakeholders or actors.

SWOT analysis is a popular framework for analyzing the correlation between internal factors, represented by Strengths and Weakness, and external factors, represented by Opportunity and Threat, of a company (Bell and Rochford, 2016) [5]. This analysis is useful to scan the trends in the transactional environment, which consists of the actors or the stakeholders of the lifestyle industry and how they interact with the company. Below is the SWOT analysis performed for the company.

Strengths	**Opportunities**
• Offering various products related to travel and lifestyle • Top-of-mind platform for travel and lifestyle booking in Indonesia	• All-in-one travel platform is trending and becomes online travel disruptors • The support from government to lifestyle industry
Weakness	**Threats**
• Possessing a security risk due to its online nature	• Threat from local competitors and global players • Threat from other e-commerce • Potential disruptors related to travel industry which comes from newcomers

Fig. 1 SWOT Analysis.

III. METHODOLOGY

The research is conducted using qualitative method. The primary data are obtained through the interview and focus group discussions with the internal and external stakeholders of the company. The list of the respondents can be seen in Table II. The secondary data are obtained through company data, books, journals, media, and publications.

The driving forces are defined from the discussions with the respondents and then aggregated and analyzed further using the Causal Loop Diagram. After driving forces are laid out, the two critical uncertainties are selected by the respondents and then used for creating the scenario planning framework.

The scenario planning framework used in the research is TAIDA, a framework introduced by Lindgren and Bandhold. It consists of five stages: Tracking, Analyzing, Imaging, Deciding, and Action. The key focal issue should be defined prior entering Tracking stage. The trends, driving forces, and uncertainties are identified using the interview results, desk study, and media scanning. In this research, PESTEL analysis is used for tracking the contextual environment and SWOT analysis for tracking the transactional environment. In Analyzing stage, the identified trends, driving forces, and

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uncertainties are analyzed further to disclose the relationship among them and find the key driving forces using Causal Loop Diagram. The key driving forces then are used for developing the scenarios. In Imaging, a vision or vivid description of situation where the goal is achieved is established. The strategies are formulated based on the trends, scenarios, and vision in Deciding stage. Lastly, in Action stage, early warning signals are developed as the baseline to assess the scenarios from time to time, and implementation plan is created.

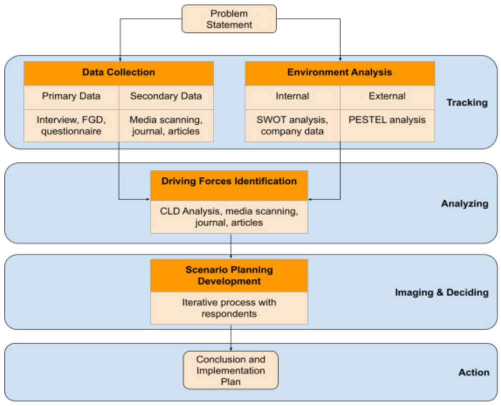

Fig. 2. Conceptual Framework combined with TAIDA Framework.

TABLE II
LIST OF RESPONDENTS

No.	Profile			Occupation	Category
	Age	**Gender**	**Domicile**		
1	32	male	South Tangerang	Business Development and Project Manager at a service oil company	External respondent
2	29	female	Bekasi	Business Intelligence Analyst at a startup	External respondent
3	29	female	South Tangerang	Business Analyst at a bank	External respondent
4	33	female	Jakarta	QA Lead	Internal respondent
5	31	female	Bogor	User Interaction Designer	Internal respondent
6	31	female	Jakarta	User Interaction Designer	Internal respondent
7	29	female	Jakarta	Product Manager	Internal respondent
8	30	male	Jakarta	Product Manager	Internal respondent
9	27	female	Jakarta	Product Manager	Internal respondent
10	34	male	Jakarta	Engineering Manager	Internal respondent
11	29	female	Bekasi	Senior Media Planner at an advertising agency	External respondent
12	28	female	Jakarta	Counsellor at a mental health agency	External respondent
13	40	male	Bandung	Assistant Professor at a university	External respondent
14	33	female	Jakarta	VP of Revenue and Growth Management	Internal respondent

IV. RESULTS

A. Driving Forces Identification

From the interview results, driving forces are gathered then clustered and aggregated into nine key driving forces, which are Technology, ICT Development, Global Economy, Politics, Digital Business Regulation, Income Level, Education Level, Lifestyle Shift, and Climate Change. These driving forces then are categorized according to the degree of uncertainty and importance. System thinking method is applied to determine the degree of importance, by using the Causal Loop Diagram. Causal Loop Diagram is one of the systems thinking tools that can be used to understand the relationship and feedback of each component within a system; how the components interact with each other and create a sort of mechanism within the system (Haraldsson, 2004) [7]. The degree of uncertainty for each driver is assessed based on the literature review and media scanning in the past five years.

TABLE III
DEGREE OF UNCERTAINTY AND IMPORTANCE

		Degree of Importance		
		Low	**Medium**	**High**
Degree of Uncertainties	**High**		Politics, Global Economy, Income Level	Regulation for Digital Business, Lifestyle Shift
	Medium		Climate Change	Technology
	Low		Education Level	ICT Infrastructure

The driving forces that have high degree of uncertainties are discussed further with the respondents until there are two selected to create the scenario planning

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framework, which are Global Economy and Lifestyle Shift.

Global Economy affects the Technology, Digital Business Regulation, and Income Level. The way it affects the income level was demonstrated during the early months of the Covid-19 pandemic when it was contracted and made businesses went south which inevitably made many people lost their job. It also created an instability to the Indonesia's economy, therefore, the government responded by creating several regulations and incentives to help those businesses stayed afloat during the crisis. The effect of the Global Economy to the Technology is in the form of investments. When global economy condition is stable, the investments to the technology flow and help it flourishes. Likewise, when the global economy is contracted, the investments become limited which in turn limit the development of the technology.

There are many factors that influence lifestyle shift which makes it has a high degree of uncertainty. Lifestyle shift is greatly influenced by the way technology is integrated into people's daily life as well as the way people adopt it. It started with the birth of the internet 20 years ago. At first, it connected people and introduced instant messaging platforms; therefore, the landline cable phone now has become obsolete. The younger generations, such as Millennials and Gen Z, even perceive phone calls as time-consuming and anxiety-inducing (Turner, 2020) [8]. Nowadays, it also introduces social media, which becomes the networking platform as well as learning platform. For example, people can learn various life hacks on TikTok. Technology also offers convenience: people can do anything remotely, from shopping to working and school, especially during the pandemic when everyone is asked to stay at home. It will not be surprising that even if the pandemic ends, this behaviour stays. Digitalization has become an integral part in people's lifestyle. The income level also determines which lifestyle people choose. Based on the interview result, income level is linear with the lifestyle choice: the higher the income level, the more luxurious the lifestyle. The education level also influences the lifestyle shift. It plays a role in the way people filter and adopt the other countries' culture. Particularly for climate change, the lifestyle shift also influences it and creates a balancing loop. The lifestyle shift, especially the shift towards the non-eco-friendly way, worsened the climate change, for example the usage of plastic cups in coffeeshops, which is more preferred because of its practicality. On the other hand, climate change, through various natural disasters, novel diseases, and harsher climate, increases people's awareness of the importance of nurturing the nature. It forces people to adapt and change the way they live their life to become more sustainable, which eventually will create a better environment or slow down the effect of the climate change.

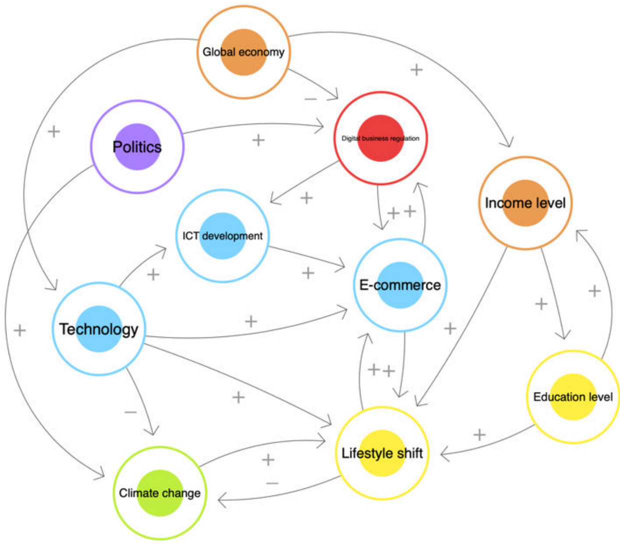

Fig. 3. Causal Loop Diagram of Driving Forces.

B. Scenarios Creation

Fig. 4. Scenario Planning Framework

Using the two critical uncertainties that were defined previously, there are four scenarios generated, which are The Prime Time of Your Life, Mothership Reconnection, Burnin', and End of Line.

In The Prime Time of Your Life scenario, the global economy recovers fast and the lifestyle is shifting towards sustainable living. In this scenario, people have a good awareness of sustainability, hence, the demand of green, or eco-friendly, products and services increase. As a result, sustainable or eco-friendly becomes the main theme of the businesses. The blooming economy also boosts the growth of the new startups; thus, the lifestyle industry ecosystem enjoys a sustainable growth.

In the Mothership Reconnection scenario, the global economy slows down, or the recovery is stalled. This makes the customers' purchasing power low, thus, creating a chain reaction to businesses' sales performance. Not to mention that the inflation rate usually climbs up, following the slowing economy. People are resorting to self-sustain way of living; this might be driven by the sky-rocketed price of basic necessities, or they are now more aware of the environment sustainability. Businesses that cater this lifestyle, such as thrift store or rental store, are thriving.

In the Burnin' scenario, the global economy is growing, thus it triggers the economic growth in Indonesia. Customers' purchasing power is increasing; it creates an influx of demand; hence, many new businesses emerge. However, at the same time the environment sustainability is worsened. Waste problem is increasingly alarming. It is triggered by the rapid growth of the new businesses that ignores the environment sustainability. For example, the clearing of forest to open a new industrial district or plantation, or even residential.

In the End of Line scenario, the global economy is still in slump. There is no significant economic growth in Indonesia. Indonesia is in the brink of an economic recess. Businesses are struggling to stay afloat. The environment sustainability is also worsening, because both companies and customers are cash-strapped and opt to less sustainable options that usually are cheaper and easier to be produced.

C. Early Warning Signals

Early warning signals are important so the company can have a clear measurement on which scenario they are heading now. Based on these, the early warning signals are determined as explained in Table IV.

From the global economy perspective, there are three indicators that can be used. First is the annual GDP of Indonesia. The data can be retrieved from BPS publication. In the scenarios which show the fast recovery of global economy, The Prime Time of Your Life and Burnin', the GDP rate should be higher than 2020 GDP, which is -2.07% (BPS, 2021) [9]. Whereas, in the scenarios which show a stall recovery, the GDP rate does not show a significant improvement, or even worse than 2020 GDP. Second indicator is the customer purchasing parity index. During the pandemic in 2020, the customer purchasing parity index average is 40 (IHS Markit, 2021) [10]. If the global economy shows a promising growth, the number should be higher than 2020, which is 40. This indicates that the economic activities are gearing up again. However, if the global economy is showing stall recovery, the index number would be similar or even lower than 40. Third is the Indonesia's unemployment rate. If the global economy has recovered, the unemployment rate would be declining. On the contrary, if the global economy is still in slump, the unemployment rate would be similar, or even inclining. The number 9.30% is the unemployment rate in the pandemic era (BPS, 2021) [11].

To see any changes in terms of lifestyle shift, there are four indicators that can be used. First is the adoption of 3R (reuse, reduce, recycle) habit. This data can be retrieved from various external research that focuses on customers trends and behaviour or anthropology studies. The data can also be retrieved via research conducted to company's customers. If it shows an upward trend, it means that either The Prime Time of Your Life or Mothership Reconnection scenario is unfolding. On the other hand, if it shows no significant changes, it means either Burnin' or End of Line scenario is unfolding. Second indicator is waste problem. This data can be retrieved from news publication or publication from non-profit organizations that concern about environment sustainability. If the waste problem is starting to get increasingly alarming, it means that the Burnin' or End of Line scenario is unfolding. If the waste problem is starting to decline or manageable, The Prime Time of Your Life or Mothership Reconnection is unfolding. Third indicator is the emergence of new technology or inventions that support the sustainable living. In the Prime Time of Your Life and Mothership Reconnection, the technology or inventions exist and flourish. Whereas, in the Burnin' and End of Line scenario, no new technology or inventions emerge. Fourth is the sales performance of products or services that are branded as eco-friendly. This data can be retrieved from marketing team. If the products or services with eco-friendly brand have higher sales than those that are not, then either The Prime Time of Your Life or Mothership Reconnection is unfolding. If there is no stark difference in sales between the eco-friendly and non-eco-friendly ones, then either Burnin' or End of Line scenario is unfolding.

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TABLE IV
EARLY WARNING SIGNALS

Factor	Indicator	Source	The Prime Time of Your Life	Mothership Reconnection	Burnin'	End of Line
Global economy recovery progress	Annual GDP	BPS data	> 2020 GDP	<= 2020 GDP	> 2020 GDP	<= 2020 GDP
	Customer purchasing parity index	External research	> 40	< 40	> 40	< 40
	Indonesia's unemployment rate	BPS data	< 9.30%	>= 9.30%	< 9.30%	>= 9.30%
Lifestyle shift	Adoption of 3R (reuse, reduce, recycle) habit	Internal or external research	Shows upward trend	Shows upward trend	Shows no significant change	Shows no significant change
	Waste problem	External research	Starting to decline	Starting to decline	Increasingly alarming	Increasingly alarming
	New technology/inventions that support sustainable living	External research	Exist	Exist	Non-existent	Non-existent
	Sales performance of products/services branded as eco-friendly	Marketing data	Higher	Higher	Insignificant	Insignificant

V. DISCUSSION

A. Vision Evaluation

The company's current vision is to enrich lives by empowering people to discover the world around them. Based on the scenarios generated, the vision is still relevant to each of the plausible future. Below are the vivid descriptions of the condition when the vision is achieved.

- The Prime Time of Your Life scenario: The company becomes the leading platform of promoting the sustainable way of living. It is enriching people's lives by offering a wide range of eco-friendly options for travel and lifestyle. The company becomes the main collaborator of the government's strategic project to promote several chosen eco-friendly tourist destinations.
- Mothership Reconnection scenario: The company offers various eco-friendly options for travel and lifestyle that penetrates wider market, from lower class to upper class society. It also collaborates with government, non-profit and charity organizations to build eco-friendly tourist destination.
- Burnin' scenario: The company becomes the trend-setter of travel and lifestyle and the most preferred platform by customers in Indonesia. It captures the market trends in time and even set the trends related to travel and lifestyle. It stays as the top-of-mind platform for travel and lifestyle.
- End of Line scenario: The company becomes the platform that enriches people's lives through various self-development options, for example financial classes and workshops. The company collaborates with the government for various strategic projects, such as accommodating those classes and workshops for the preemployment program participants.

B. Implications and Options

Prior to formulating the strategies for the company, the implications and options from each of the scenario should be laid out. Table IV shows the implications from each scenario and what options can be taken by the company to maintain the sustainable growth in all scenarios.

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TABLE V
IMPLICATIONS AND OPTIONS

Scenarios	Implications	Options
The Prime Time of Your Life	Customers' preferences are shifted into sustainable products and services	Brand the products and services as sustainable and eco-friendly
	More new businesses emerge that carry the sustainability theme	Tap into the sustainable service opportunity, such as offering eco-tour or experience, or collaborate with those new businesses (investing in those new businesses or ask them to join as merchant if they are related to company's core business)
	Every product or services which want to be defined as sustainable should apply for legal certification	As an online travel agent, give information to customers about the merchants that are already sustainable certified by showcasing those merchants that are already eco-friendly certified and offering incentives, for example free promo for 3 months, to encourage those merchants to apply for sustainable certification
	Customers' purchasing power is better compared to condition during the first months of pandemic	Create a marketing strategy for better customer engagement and customer acquisition to boost sales performance while campaigning for the new eco-friendly brand, for example creating an expo or project collaboration with Ministry of Forestry to promote the sustainable living and the new brand
Mothership Reconnection	Establishing new business is difficult because the economy has not improved	Focus on improving the existing products and services and do continuous research on market trends
	Customers' purchasing power is low; Customers' preferences are shifted into sustainable products and services	Create a marketing gimmick to boost sales performance while campaigning for sustainable living, for example certain percentage of every sale will be contributed to a green cause
Burnin'	Global economy recovers fast which triggers the emergence of new businesses	Strengthen the core Unique Selling Points (USP) to face the entrance of new competitors
	Customers do not care about the sustainability feature of the products or services as long as they offer great value	Focus on value-added strategy and do continuous research on market trends
	Customers' purchasing power is better compared to condition during the first months of pandemic	Widen the market geographically and go deeper in newly penetrated countries
End of Line	Global economy condition has not improved much; businesses are struggling to stay afloat	Focus on cash-generating strategy and do regular review on revenue management to keep a healthy cash flow, collaborate with government in terms of ease of doing business and in strategic projects
	Customers' purchasing power is low	Collaborate with merchants to offer best value deals to customers, create a marketing gimmick to attract customers and retain the customer engagement

C. Strategy Recommendations

Based on the implications and options that are defined for all scenarios, there are three strategy recommendations formulated, which are strengthening the company's core unique selling points (USP), rebranding as an eco-friendly company, and expanding the market.

In the first year, the company need to strengthen the core USP (Unique Selling Points) to be prepared for all scenarios. First, company should strengthen and build more robust system, especially the booking system, customer care, and merchant-facing system because these are the backbone of the company's products and services. The first few months of Covid-19 pandemic already gave the company a valuable lesson on how important it is to have a robust and reliable system when facing a huge influx of requests. Therefore, the whole system should be improved continuously for more seamless and enjoyable user experience. Beside the infrastructure system, the company should also continuously improve the business processes. The improved and streamlined infrastructure system and business processes will also cut extra cost in maintenance. Second, company should always be up to date with the current market trends so it can seize any momentum in the right time. The trends then should be incorporated into the feature enhancement. The features that will be build should be value-added features that will give more benefit to customers. This is also applicable in all scenarios. Third, company should maintain a healthy cash flow as a preparation for all scenarios. This strategy should be done more rigorously and continuously especially if End of Line scenario is starting to unfold.

Rebranding as an eco-friendly company should be taken if The Prime Time of Your Life scenario or

Mothership Reconnection scenario is starting to unfold. If The Prime Time of Your Life scenario is unfolding, the company should consider rebranding to eco-friendly company. As a digital business, the company has an advantage to start leveraging the technology to minimize the waste, such as collaborating with merchants to develop a robust system to make all transactions and redemptions paperless and creating a feature to highlights the merchants that are already eco-friendly certified. These would also have an indirect impact to the merchants to also start going sustainable. As the rebranding process usually takes longer time, this will take up to 2 years. The process also involves the marketing campaigns for communicating the new brand. The company should also consider collaborating with Ministry of Environment and Forestry (Kementerian LHK) to amplify the sustainable living shift, and even more: become the leader in promoting the sustainable travel and lifestyle. Due to the improved global economy condition, it is possible to see more new businesses emerge that carry the sustainability theme. Company could also consider collaborating with these businesses by partnering with them if their business is related to company's business or investing in them, which can be seen as the company's effort in diversifying the business' portfolio. This could be done later after the rebranding process and collaboration with government is done, therefore this could be taken in the fourth or fifth year.

Expanding the market strategy should be considered if The Prime Time of Your Life scenario or Burnin' scenario is starting to unfold. In these two scenarios, the global economy shows a significant improvement, which could increase the customers purchasing power. Therefore, the company could consider widen the market in several countries that currently are not the major market or penetrating new countries. Beside expanding the market geographically, the company could also consider collaborating with the government, particularly the Ministry of Tourism and Creative Industry, for promoting the travel and tourism in Indonesia. For The Prime Time of Your Life scenario, this strategy could be taken after the rebranding initiatives were done. As for Burnin' scenario, this could be taken in the second year, right after the strengthening the core USP initiatives were done. The company should also consider entering a collaboration with the government. It could be collaboration for strategic projects, such as preemployment card program or projects related to Industry 4.0. The purpose is to maintain the company's position as the top-of-mind travel and lifestyle platform. The company could also partake in government's policy or incentives, which purpose is to gain advantages for doing business during the crisis, as seen in End of Line scenario and Mothership Reconnection scenario.

V. CONCLUSION

The key focal issue in the research is what can be the outlook of the lifestyle industry in Indonesia in the next five years, especially after the turbulences caused by the Covid-19 pandemic in 2020, and its impact to the company's business.

The future scenarios of the lifestyle industry in Indonesia are defined using two critical uncertainties that are derived from the discussions with the respondents. The two critical uncertainties are global economy recovery and lifestyle shift related to sustainability. The scenarios generated depicts the situations when global economy recovers fast or stuck, and when customer preference is shifted towards more sustainable living or non-eco-friendly living. The scenarios are The Prime Time of Your Life, Mothership Reconnection, Burnin', and End of Line.

After defining the future scenarios, the company's current vision is evaluated to see whether it can still be fitted into the future scenarios. If it is deemed obsolete for the future, a new vision will be proposed. In TAIDA scenario planning framework, it suggests that a new vision is created. However, this research aims to evaluate the company's current positioning, hence the current vision is evaluated instead of replaced. It is concluded that the current vision, which is to enrich lives by empowering people to discover the world around them, is still relevant in the future scenarios. Therefore, the vision is retained and is still used for designing the strategies.

Based on the scenarios generated, the implications to the company's business are laid out and the options that company could take for each of the implication are addressed. The proposed strategic imperatives that are defined from the list of plausible options are strengthening the core USP, rebranding as eco-friendly company, and expanding the market.

The strategy recommendations are formulated as an agile plan that can be adjusted accordingly based on the early warning signals. The early warning signals should be monitored on annual basis within five years. The three proposed strategies are formulated as the options, not to be implemented all within five years. It depends on the conditions evaluated using the early warning signals. The company could opt to take the three options if it is The Prime Time of Your Life scenario that is apparent. However, if it is either Mothership Reconnection or Burnin', the company should take either the rebranding as eco-friendly company or expanding the market, after the strengthening core USP strategy is implemented in the first year. Lastly, if it is End of Line scenario that is unfolding, the company could opt to take some action plans within the expanding the market strategy while continuously implement the strengthening the core USP strategy.

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