

決済から、 エンゲージメントのハブへ

データとAIが再定義する次世代クレジット・信販業界戦略レポート



エグゼクティブサマリー：直面する3つの不可逆的シフト

業界は今、単なる競争激化ではなく、価値の源泉が根本から変わる構造転換期にある。

1. Battlefield Shift (主戦場の移動)



TO
Engagement & LTV
(顧客エンゲージメント・生涯価値)



Payment functions are commoditizing. Profit pools are moving to players who control the daily customer interface.

2. Product Redefinition (プロダクトの再定義)



TO
Credit-as-a-Service
(CaaS / サービスとしての信用供与)



Unbundling of functions. Credit becomes an invisible layer embedded in non-financial apps.

3. The New Divider (勝敗の決定打)



TO
AI & Data Capability
(AIとデータ活用能力)



AI is not just for efficiency; it is the new factor of production determining credit precision and security.

市場概観：成長の裏で進行する「デカップリング」現象

キャッシュレス市場は拡大を続けるが、新規成長の主役はクレジットカードからQRコード決済へ移行している。

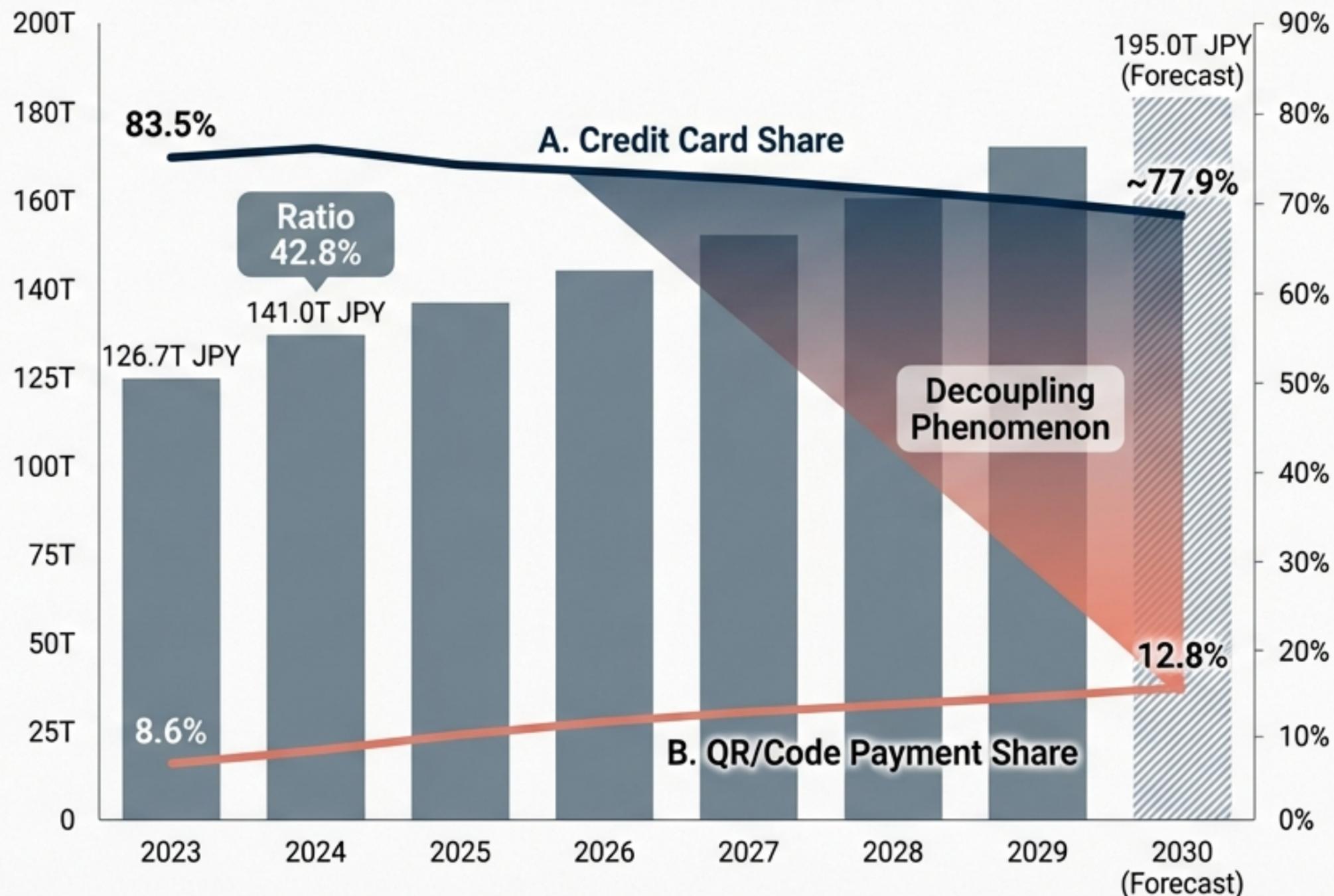
キャッシュレス市場は拡大を続けるが、新規成長の主役はクレジットカードからQRコード決済へ移行している。

Credit Card Volume
116.9兆円
(Retains Volume)

QR/Code Volume
13.5兆円
(Captures Frequency)

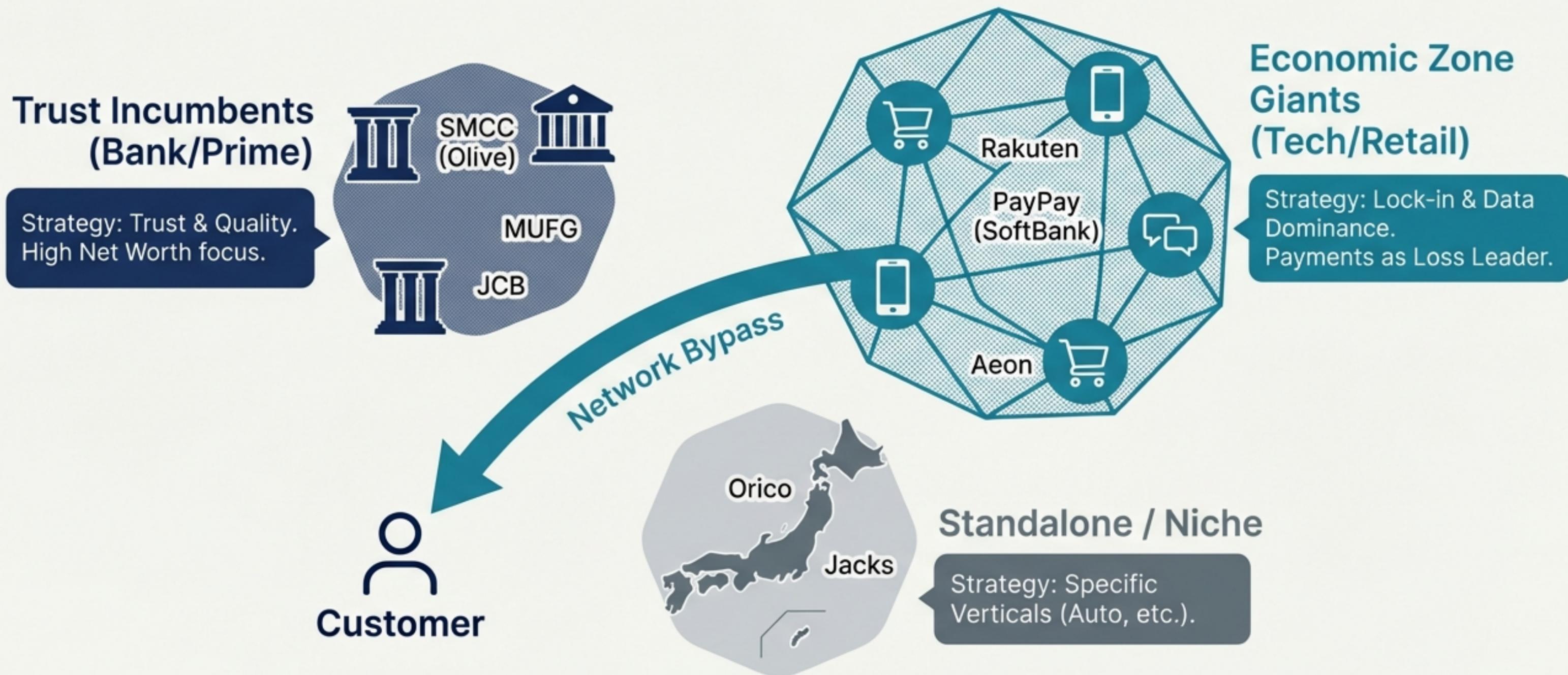
Absolute growth leads to complacency. The relative share loss to QR codes signals a failure to capture next-gen, high-frequency use cases.

Total Cashless Market & Market Share Trends (2023-2030F)



エコシステム戦争：経済圏 vs 単独プレイヤー

Competition is no longer Company vs. Company, but Ecosystem vs. Ecosystem.



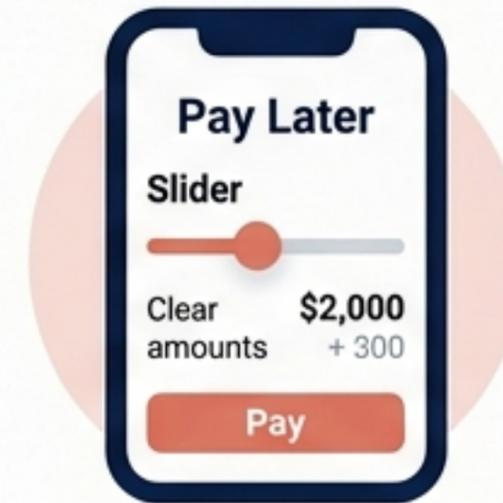
顧客分析：Z世代の「借金」アレルギーとBNPLの台頭

Traditional User (Model X / Baby Boomer)



- **Mental Model:** Credit = Status & Convenience
- **Driver:** Points & Miles
- **Preference:** Revolving Credit accepted

Gen Z / Millennial User

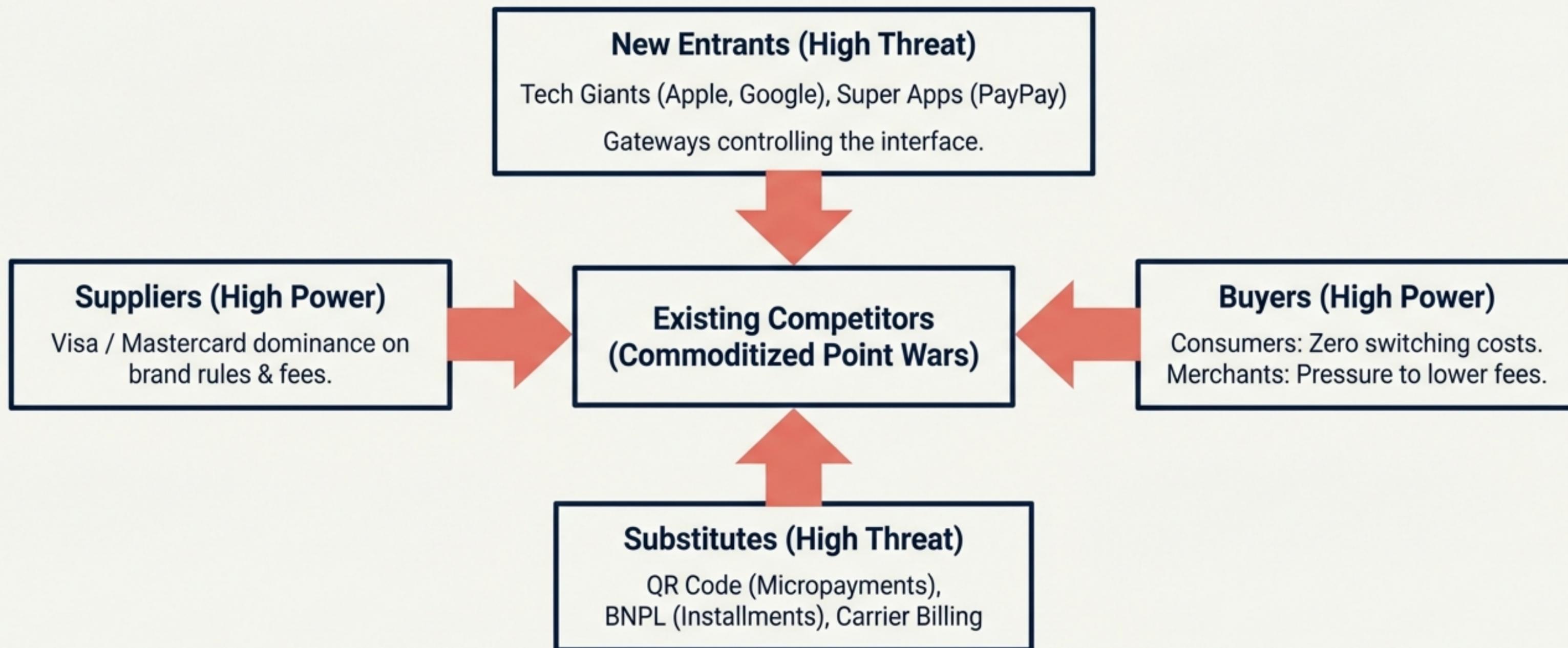


- **Mental Model:** Credit = Scary Debt (リボ払いへの恐怖)
- **Key Value:** Transparency & Control
- **Preferred Tool:** BNPL (Paidy), Debit, UI-driven Apps

Gen Z holds cards (approx. 80%) but prefers BNPL for control.
If you lose their engagement now, you lose their LTV forever.

構造的脅威：ファイブ・フォース分析による収益圧迫

The traditional “Fee + Revolving Interest” model is structurally compromised.



バリューチェーンの逆転：Back-EndからFront-Endへ

Helvetica Now Display and Noto Sans JP

The Past Model



The Future Model



Super Apps win because they control the Front-End. Financial institutions risk becoming "Dumb Pipes".

AIの衝撃：効率化ではなく、新たな「生産要素」として

AI is the new factor of production determining market width and cost.

Hyper-Personalization (Marketing)



From Mass campaigns to
'Segment of One'.
Predicting needs based on
real-time behavior.

Advanced Scoring (Credit Expansion)



Unlocking the 'Credit Invisible'.
Using alternative data to
approve freelancers/youth.

Case Study: Credit Saison
'0-second screening'.

Dynamic Defense (Security)

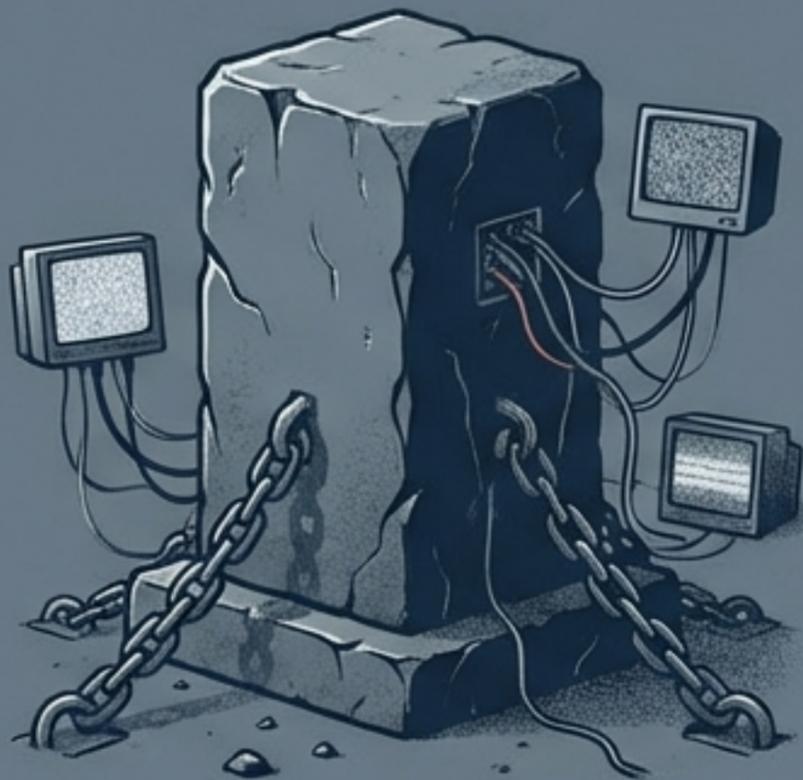


AI Fraud Detection (FDS).
The only defense against
AI-driven attacks.
Risk-based authentication.

内部環境の課題：「レガシーの罠」からの脱却

Internal Challenges: Escaping the 'Legacy Trap'

The Anchors (Legacy Reality)



- Monolithic Mainframes
- High Maintenance Cost
- No Real-time API
- Risk-averse Culture

The Gap (Talent Crisis)

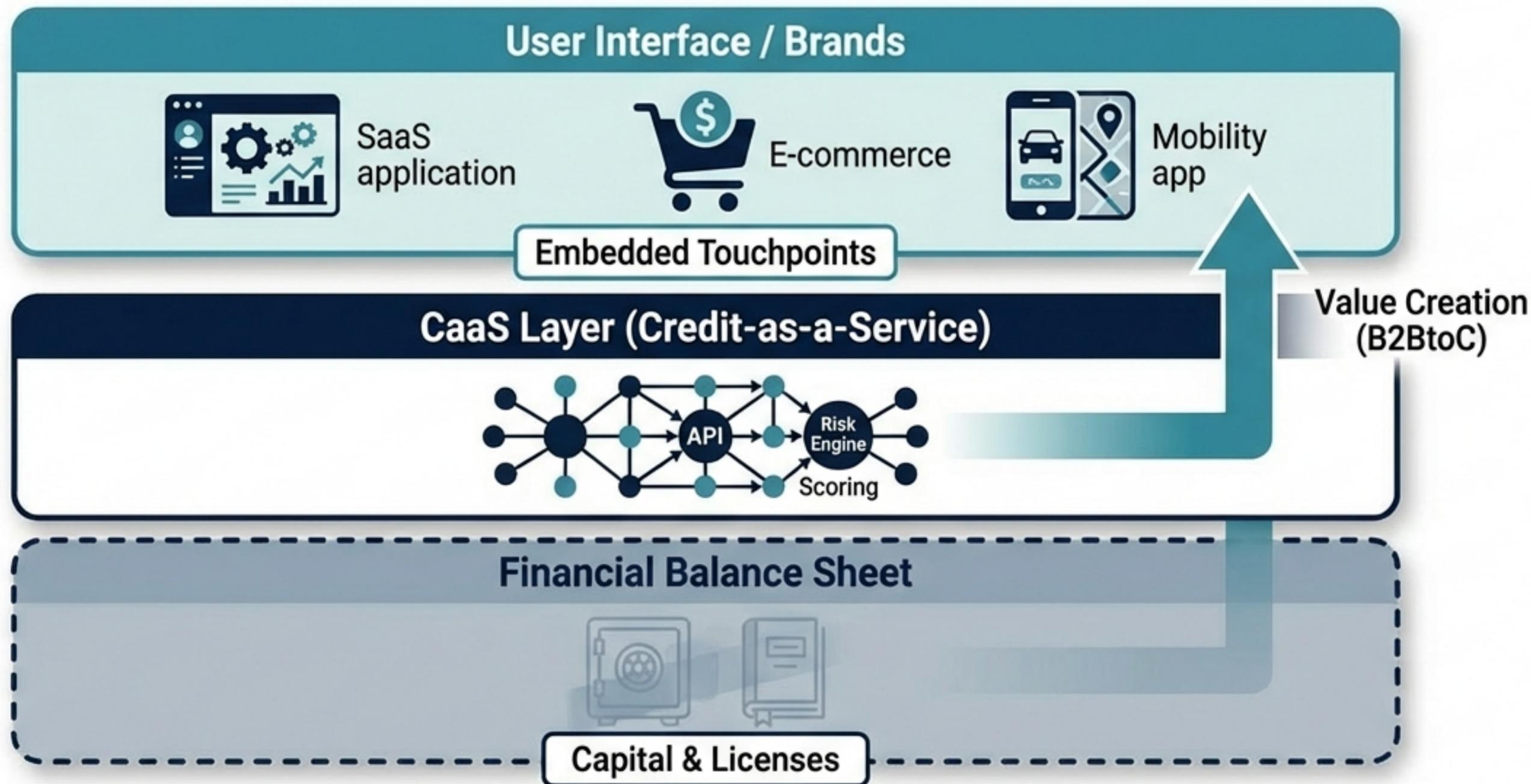
- Shortage of Data Scientists
- Lack of UI/UX Designers
- High salary competition with Tech



Modernization is not an IT cost; it is a survival investment to enable API connectivity.

未来潮流：エンベッデッド・ファイナンスと「金融の不可視化」

Finance is no longer a destination; it is an enabler embedded in the user journey.

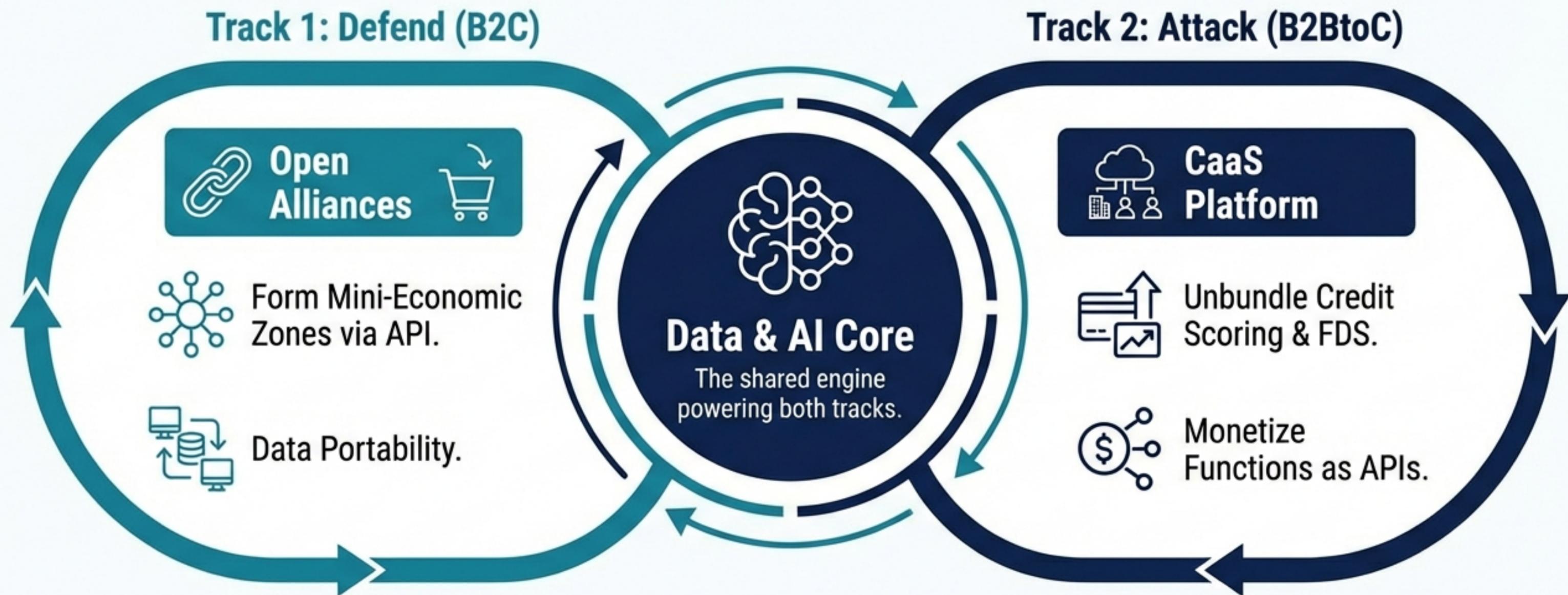


戦略オプション：生き残りをかけた3つの選択肢

Option A: Premium Niche	Option B: Open Alliance	Option C: CaaS Platform
<p>1 Focus: High Net Worth / Defensive</p> 	<p> Focus: Mini-Ecosystems (Airlines, Retail)</p> 	<p>1 Focus: B2BtoC Infrastructure</p> 
<p> Pros: High Margins</p> 	<p> Pros: Leverage Partner Data</p> 	<p> Pros: Massive Scale, Embedded Market</p> 
<p> Cons: Shrinking Market, Red Ocean</p> 	<p> Cons: Loss of Brand Control</p> 	<p> Cons: High Tech Capability Required</p> 
<p> Evaluation: Insufficient alone</p> 	<p> Evaluation: Pragmatic / Necessary</p> 	<p> Evaluation: Transformative / Future Engine</p> 

推奨戦略：ハイブリッド戦略の推進

Pursue 'Open Alliances' now while building 'CaaS' for the future.



アクションプラン：今後3年間のロードマップ

Year 1	Year 2	Year 3
Foundation (Year 1)		
Strategic Alliances	Talent Acquisition (CDO)	AI Pilot (Fraud Detection)
Unbundling (Year 2)		
	Legacy System API-fication	CaaS Beta Launch (B2BtoC)
Expansion (Year 3)		
	Full CaaS Rollout	AI Dynamic Authorization Data Portability Integration

結論：変革への意志

The Definition of Victory

生き残る条件は、顧客の生活における「不可欠なパートナー」となること。

窺域の廣志は、顧客の生活における「不可欠なパートナー」なること。

(Survival depends on becoming an indispensable partner in the customer's life.)

Do not fight the platforms; become the Hub that connects them or the Engine that powers them.

Change before you have to.

(変化を強いられる前に、自ら変化せよ)

付録：データソース・参考文献

- METI (Ministry of Economy, Trade and Industry) "Cashless Roadmap 2024"
- NRI (Nomura Research Institute) "Smart Payment Market 2030"
- MMD Labo "Payment/Finance Service Trends"
- Japan Fair Trade Commission "Credit Card Transaction Survey"
- Corporate IR Data (Rakuten, SoftBank/PayPay, SMCC, Credit Saison)