

**Zurich University of Applied Sciences**

**ZHAW**

**School of Management and Law**

**Department Banking, Finance, Insurance**

Bachelor of Science in Business Administration

Specialization in Banking and Finance

---

**Fintech Revolution and Traditional Banks:**

**What Factors influence Members of Generation Z to place their Trust  
in Fintech Companies, specifically Neobanks, over Traditional Banks  
as Banking and Financial Service Providers?**

**A Case Study on the Banking Application of the Swiss Neobank Yuh**

---

Author:

Gloria Nocera

Student ID: 18-682-468

Supervisor:

Dr. iur. HSG Christoph Künzle

Winterthur, 24.05.2022

## Management Summary

The digitization of financial services in combination with declining trust in traditional financial institutions, mainly due to the 2008 financial crisis, has enabled the emergence of new players offering services that were initially the domain of banks. Traditional banks have long been major players in the financial industry, and the number of potential competitors has been rather limited, as it has been quite challenging new providers to enter the sector due to the severe regulatory framework. However, in the last decade, a new form of competitor has emerged that represents a serious threat to the traditional banking model and is revolutionizing the entire banking sector. The competitors are the so-called fintech companies.

While traditional banks have sought innovation exclusively in new financial instruments and thus have missed the expansion of modern IT infrastructure, fintech companies have taken advantage of consumer mistrust in banks and offered new, technology-based products to technology-savvy customers. In Switzerland, the number of users opting for the services of their competitors, namely fintechs, has increased from an average of 30% in 2017 to 64% in 2019. In addition, the younger generation, especially Generation Z, is the biggest demand driver, and this trend is likely to continue in the coming years. Furthermore, loss of trust has a negative impact on profitability and customer loyalty, thus posing a major threat to traditional banks (Fintech Futures, 2019, December 25). For this reason, it is important to understand how incumbents can recover trust and appeal to the younger generation.

A literature review served as the basis for this work, establishing a theoretical foundation and framing the topic under study. The literature review was followed by the description of a case study on the Swiss neobank Yuh's banking application using a mixed methods approach in an explanatory sequential design. Yuh is a neobank, that is, a fintech company that operates with a banking license in Switzerland. Through a quantitative analysis of Generation Z in Switzerland using the Swiss neobank Yuh as an example and a qualitative analysis with the CEO of Yuh, many of the findings from the literature review were confirmed and new insights were presented. Finally, recommendations to traditional Swiss banks were provided.

The discussion in this bachelor thesis was therefore centered on three important findings that can be summarized as follows:

**1. Generation Z's habits, expectations and preferences reshape the market offering.**

Generation Z consists of people who were born between 1997 and 2012; as of 2022, they are between 10 and 25 years old. The characteristics and traits of Generation Z can be summarized as financially conservative, socially activist and digitally native. Since they are either students or relatively young workers, savings are low and the importance of money is high, thus taking their financial decisions cautiously. They are risk averse, and financial security and low and transparent fees play an important role when it comes to the financial provider. In addition, members of Generation Z are characterized by an awareness of environmental issues such as climate change, pollution and sustainability. As a result, they are more inclined to invest in companies with sustainable business operations and green economy characteristics, and to shape their purchasing behavior with the environment in mind. Finally, unlike previous generations (the so-called Baby Boomers, Generation X, and Generation Y) who witnessed the disruptive digital evolution and gradually adapted to technological innovation, Generation Z has a completely different approach, characterized by an instinctive desire to use these technologies. As a result, this generation is impatient, prefers things to be quick and easy, does not want to waste time on paperwork and tries to avoid contact with operators unless it is for loans or major investments. They want their needs to be met, the usefulness must be recognizable in order for them to accept certain services and they appreciate managing their finances in a single application. For example, as digital natives, they are more focused on technological aspects and pay more attention to the various money management offerings on the market. Offerings of financial institutions must therefore keep pace with the changes brought by Generation Z and must also adapt to their behavior and needs.

**2. Trust is a crucial factor influencing banking and financial service adoption.**

The Technology Acceptance Model is used by many researchers to study the impact of user acceptance of fintech services and to help fintech service providers design their services with a wide range of factors in mind. Perceived usefulness

and perceived ease of use are the two most important factors that play a primary role in fintech adoption. However, there are several external variables that directly influence these two main categories or directly impact a user's attitude toward using fintech services. One of these variables is trust. Indeed, in the technology acceptance model, there are also external variables that influence perceived trust both directly and indirectly, which in turn influence the acceptance or rejection of fintechs. For instance, brand image, security, banking license, history and reputation, service trust and user innovation, all have a direct positive impact on trust and lead people to use fintech offerings. Perceived risk, on the other hand, has a negative impact on trust. Indeed, a major reason for the flourishing of fintech companies was distrust of traditional banks. But, in a digitalized business model, where human contact is nonexistent and trust is difficult to transfer to the digital sphere, trust remains a decisive factor when choosing a financial service provider, the perception of which can be artificially influenced by incumbents and fintech companies. Trust in companies is therefore a decisive competitive factor because trust and acceptance, as well as long-term relationships, are closely linked; together, they represent a central mechanism of action and a key element for both banks and fintech companies.

### **3. Swiss banks must react to the disruptive innovation with new strategies.**

Increasing competition is forcing incumbent banks to react. Consequently, financial institutions now need to understand the needs of Generation Z in order to overcome the lack of trust and appeal to the younger, digital generation. This poses a major challenge, as banks can no longer rely on familiar approaches to engage with their customers. It is not a question of what is offered, but rather of how it is offered to Generation Z. In summary, incumbents must consider using social media channels to market their products as one of the key strategy to build long-term relationships with Generation Z. Social media has evolved and is no longer used just to stay connected with friends. Banks can create content to inform and teach the new generation how to manage their finances or to entertain them. Collaborating with influencers in the financial sector is also a possible measure that should be considered. In addition, it is crucial for banks to rethink their cost structure and invest more in IT to gain benefits for themselves and their customers. As low fees are one of the main influencing factors for the acceptance of certain

financial services, incumbent banks could also let the end customer benefit from this cost structure by offering services at low prices. In addition, it is crucial to avoid so-called hidden fees and to operate as transparently as possible. The last crucial aspect is building trust. Despite the loss of trust in banks, due primarily to the 2008 financial crisis, it is important to pursue trust as an advantage. In fact, it is much more difficult for a new fintech company to build trust from the start than it is for traditional banks because they have been in the market longer, receive government support and have a banking license. Trust can be built through communication and marketing strategies. Transparency in information, costs and communication and the transmission of security signals, such as a well-designed website, give consumers a sense of security and thus reduce the perceived risk and increase adoption rate of traditional banks services.

It can be stated that the Technology Acceptance Model is a good basis for further targeted investigations that focus primarily on trust and its influence on acceptance. However, as this was a case study conducted on a single Swiss neobank involving a small sample of participants, limitations in the generalizability of the results cannot be avoided, and subjectivity due to the individuality of the participants cannot be excluded. In conclusion, the findings of the thesis made a valuable contribution and might provide starting points for further research projects that analyze the acquisition of customer trust from other perspectives by expanding the sample or including more neobanks in the study.

---

## Table of Contents

<b>List of Figures .....</b>	<b>VIII</b>
<b>List of Tables.....</b>	<b>IX</b>
<b>List of Abbreviations.....</b>	<b>X</b>
<b>1. Introduction .....</b>	<b>1</b>
1.1 Problem Statement.....	1
1.2 Relevance.....	2
1.3 Purpose of the Thesis.....	4
1.4 Methodology.....	4
1.5 Scope.....	6
1.6 Structure of the Thesis .....	7
<b>2. Literature Review.....</b>	<b>8</b>
2.1 Introduction to Generation Concept .....	8
2.1.1 Generation Z.....	8
2.1.1.1 Financially Conservative.....	10
2.1.1.2 Social Activists.....	10
2.1.1.3 Digital Natives.....	11
2.1.1.4 Habits, Expectations and Preferences .....	12
2.2 Fintech .....	14
2.2.1 Neobank.....	15
2.2.2 Fintech in the Swiss Market .....	17
2.2.3 Fintech Adoption .....	18
2.3 Technology Acceptance Model .....	19

---

<b>3. Case Study—Swiss Neobank Yuh’s Banking Application.....</b>	<b>25</b>
3.1 Case Study Design—Framework.....	25
3.1.1 Yuh Banking Application .....	26
3.1.2 Mixed Methods Approach .....	29
3.2 Phase 1: Online Questionnaire.....	31
3.2.1 Target Audience.....	31
3.2.2 Execution and Data Collection .....	31
3.3 Phase 2: Expert Interview .....	36
3.3.1 Expert.....	36
3.3.2 Interview Guideline .....	37
3.3.3 Transcription and Evaluation.....	38
<b>4. Results and Discussion .....</b>	<b>40</b>
4.1 Results of the Online Questionnaire .....	40
4.1.1 Participants .....	40
4.1.2 Bank Perception.....	41
4.1.3 Perception of Yuh .....	45
4.2 Qualitative Content Analysis of the Expert Interview .....	47
4.2.1 Perceived Ease of Use .....	47
4.2.2 Perceived Usefulness .....	49
4.2.3 Trust.....	50
4.2.4 Target Audience.....	52
4.2.5 Fintech Industry .....	53
4.3 Discussion and Interpretation .....	53
<b>5. Conclusion and Recommendations .....</b>	<b>58</b>
5.1 Summary.....	58
5.2 Recommendations for Swiss Banks.....	59

---

5.3 Limitations and Future Studies .....	61
<b>6. References.....</b>	<b>63</b>
<b>7. Appendix .....</b>	<b>71</b>
7.1 FinTech Solutions by Provider Type, Interaction Type and Processes .....	71
7.2 Online Survey Invitation on Instagram.....	72
7.3 Online Questionnaire – Original (DE).....	73
7.4 Evaluation of the Questionnaire (DE) .....	80
7.5 Language Translations of the Evaluation of the Questionnaire.....	93
7.6 Expert Interview Transcription with EN Translation .....	104
7.7 Coding Agenda with Anchor Examples .....	125



## List of Figures

Figure 1: Development of number of Fintech companies in Switzerland from 2015-2021 based on (HSLU, 2022, March 9)

Figure 2: TAM according to Davis et al. (1989, p. 985)

Figure 3: Extended TAM model according to Chuang et al. (2016, p.7)

Figure 4: Extended TAM model according to Fernando (2019, p.94)

Figure 5: External Variables affecting Trust – Revised TAM Model based on studies from Hu et al. (2019, p. 7)

Figure 6: Methodology applied considering the mixed methods approach in an explanatory sequential design model according to Creswell et al. (2003) — *own visualization*

Figure 7: Frequency of physical Branch Visits — *own visualization*

Figure 8: Gen Z's Preferences on the Digitalization of several Services — *own visualization*

Figure 9: Ranking of Bank Selection Factors — *own visualization*

Figure 10: Yuh's Perceived Ease of Use (E) — *own visualization*

Figure 11: Yuh's Perceived Usefulness (U) — *own visualization*

Figure 12: DE App's Launch Campaign (Werbewoche M&K, 2021a, June 1)

Figure 13: EN App's Launch Campaign (Werbewoche M&K, 2021a, June 1)

**List of Tables**

Table 1: Generation segmentation in Switzerland based on BFS (2019, p.2)

Table 2: Generation segmentation in Germany based on Klaffke (2014, p.12)

Table 3: Fintech solutions by provider type, interaction type and processes based on (Puschmann, 2017, May, p.28)

Table 4: Payment features offered by Yuh (2022c; 2022a) — *own visualization*

Table 5: Saving features offered by Yuh (2022e) — *own visualization*

Table 6: Investing features offered by Yuh (2022b) — *own visualization*

Table 7: Assumed correlations between factors — *own visualization*

Table 8: Coding Agenda with Anchor Examples based on Mayring (2014) — *own visualization*

---

## List of Abbreviations

A	Attitude toward Use
BI	Behavioral Intention to Use
CEO	Chief Executive Officer
E	Perceived Ease of Use
ETF	Exchange Traded Fund
Fintech	Financial Technology
Gen X	Generation X
Gen Y	Generation Y
Gen Z	Generation Z
HSLU	Lucerne University of Applied Sciences and Arts
ICT	Information and Communication Technology
IFZ	Institute of Financial Services
OECD	Organization for Economic Co-operation and Development
TAM	Technology Acceptance Model
U	Perceived Usefulness
USP	Unique Selling Propositions

## 1. Introduction

### 1.1 Problem Statement

The Swiss banking system has gained a high level of trust worldwide due to the strong Swiss franc, reliable policies, a stable financial system and the solid Swiss economy (Cai et al., 2017). However, because of the global financial crisis in 2008, not only material but also intangible values were permanently damaged in the banking sector. Intangible assets are as important for the entire financial system as reputation and trust are for banking institutions (Akerlof & Shiller, 2009; Guiso et al., 2008; Miklaszewska et al., 2020). Clients relying on wealth management services have stated that financial institutions did not do their best to manage their assets in 2008 and that, furthermore, the advisors of these financial institutions did not explicitly inform them about the overall risk of their financial investments (Baum, 2011). As a result, the credibility of financial institutions was damaged in 2008. This resulted in operational disruption and a negative perception of financial institutions, affecting customer satisfaction and shareholder value (Edelman, 2019, April 24; Miklaszewska et al., 2020).

However, more important are consequences that are linked to high reputational risk, especially public relations or media scandals. According to the Edelman Trust Barometer, the financial sector has been the least-trusted industry since 2015 (Edelman, 2019, April 24). Loss of trust has a negative impact on profitability and viability and thus poses a major threat to banks (Kroeger, 2015; Hünerberg & Mann, 2006). From the point of view of financial institutions, it is important to understand how incumbents can recover this lost trust. Sapienza and Zingales (2008) studied the trust factor, considering the circumstances of the financial crisis (Guiso et al., 2004; Guiso et al., 2008). Data collected at the end of 2008 showed a deep loss of trust among customers. The credibility of financial institutions was destroyed in 2008, as Sapienza and Zingales (2009) state:

Something important was destroyed in the last few months. It is an asset crucial to production, even if it is not made of bricks and mortar. While this asset does not enter standard national account statistics or standard economic models, it is so crucial to development that its absence [...] is the cause of much of the economic backwardness in the world. This asset is trust. (Sapienza & Zingales cited in Chandler, 2014, p. xxiii)

In addition, the contribution of the digital transformation that has changed the various sectors of the economy should also be mentioned as one of the main causes of the loss of trust in traditional banks. In fact, the introduction of distributed ledger technology introduced the concept of technology that is seen as a “trust machine” (Gomber et al., 2018, p. 237). Traditional banks have long been major players in the financial industry, and the number of potential competitors has been rather limited as it has been very challenging for new providers to enter the sector due to the severe regulatory framework (Temelkov, 2020). However, in the last decade, a new form of competitor has emerged that represents a serious threat to the traditional banking model and is considered a significant disruption to the entire banking sector (EY, 2019; Martinčević et al., 2020). While traditional banks have sought innovation exclusively in new financial instruments and thus have missed the expansion of modern IT infrastructure, fintech companies have taken advantage of consumer mistrust in banks and offered new, technology-based products to technology-savvy customers (Gelis, 2016). The fintech sector is growing at a rapid pace, and with it the number of users of its services (EY, 2017; Martinčević et al., 2020). An accurate definition of a fintech company follows in Chapter 2.2. According to research conducted by OECD (2020), another trend is that younger generations are more likely to trust fintech or neobanks than traditional banks. For financial institutions, this attitude poses a major challenge, as they can no longer rely on familiar approaches when building relationships with their customers. As a result, they now need to understand the needs of Generation Z (Gen Z) in order to overcome the lack of trust and appeal to the younger, digital generation.

## **1.2 Relevance**

Ernst and Young's (EY) Fintech Adoption Index (2019) showed that 64% of the digitally active population of 27 selected countries surveyed in 2019 used fintech services. Although only 20 markets were analyzed in a similar 2017 study, the average share of fintech customers increased by nearly 94% in only two years (Ernst & Young, 2017; Ernst & Young, 2019). In Switzerland, the number of users taking advantage of fintech services increased from an average rate of 30% in 2017 to 64% in 2019. Moreover, from a demographic point of view, smartphone penetration and internet usage are higher for younger than for older generations. Advanced levels of technology, combined with declining trust in existing financial service providers because of the financial crisis in

2008, have led to the highest adoption rates of fintech solutions among people between the ages of 25 and 34, followed by 35- to 44-year-olds, while the usage rate of fintechs is lower for consumers aged 45 years and older (EY, 2017). A detailed generational delineation follows in Chapter 2.1.1. For example, as digital natives, they are more focused on technological aspects and pay more attention to the various money management offerings on the market. Moreover, this generation was not only born into a technological world but also has mostly lived through years of financial, economic and social crisis (Parvez A., Oracle Financial Services, 2021, January 19). As a result, uncertainty is reflected in their consumption behavior and investment decisions, as well as in their individual, ethical and economic values, which have led this generation to opt for fintechs instead of traditional banks (Baum, 2011). Indeed, a key reason that has led fintech companies to flourish is distrust in traditional banks (Gelis, 2016).

Stahl and Menz (2014) address two types of trust: personal and systematic. Personal trust is interpersonal and spontaneous and therefore more difficult to earn than systematic trust, which means trust in functioning systems (Akerlof & Schiller, 2009). Trust arises from a combination of personal and systematic trust. The results of research further divide trust into five social norms that influence behavioral perceptions: openness, honesty, tolerance, reciprocity and fairness (Stahl & Menz, 2014). Trust and its development thus form the basis of efficient management and long-term relationships among a company, its stakeholders and, above all, its customers (Zerfass & Piwinger, 2014; Parvez A., Oracle Financial Services, 2021, January 19). American economist and recent Nobel Prize winner Arrow (1972) emphasizes the importance of trust in the process of economic development:

“Virtually every commercial transaction has within itself an element of trust, certainly any transaction conducted over a period of time” (Arrow, 1972, p. 357).

This statement addresses the relationship between trust and acceptance, as well as between trust and economic behavior in the long term. Trust in companies can thus be a decisive competitive factor, as trust and acceptance (Stahl & Menz, 2014) and long-term relationships are highly interrelated, thus representing a central mechanism of action and a key element for banks as well as for fintechs (Bouncken, 2000; Parvez A., Oracle Financial Services, 2021, January 19).

### 1.3 Purpose of the Thesis

For a bank to attract Gen Z, it must adapt to the needs of digital natives. To address this central research focus and to derive recommendations for traditional banks, the following question is a prerequisite:

**Q1:** What habits, expectations and preferences does Gen Z have regarding banking and financial service providers?

As trust plays a crucial role when it comes to choosing a bank and can be considered the key driver of success for banks in the future, interactions between customers and banks must take place in a trust-building environment (Manz, 2018). The Yuh banking application, which emerged from a joint venture between PostFinance and Swissquote, both based in Switzerland, is the "mobile-only product" of a Swiss neobank (Swissquote, 2021, May 4). Customers use the banking application (app) to manage their finances digitally and completely independently by using their smartphones. This characteristic means that no branch offices or opportunities for face-to-face consultation are available; it is an entirely digital offering (Glushchenko et al., 2019). In this context, in a digitalized business model where human contact is not available and thus the five social norms of trust are difficult to transfer to the digital sphere, the main research question thus arises:

**Q2:** What factors influence members of Gen Z to place their trust in fintechs, specifically neobanks, over traditional banks as banking and financial service providers?

The following question also arises as a result:

**Q3:** What strategic options that closely consider the habits, expectations and preferences of Gen Z should traditional Swiss banks apply?

### 1.4 Methodology

A thorough literature review has been conducted to gather information, establish a theoretical foundation and frame the topic under study. The theoretical research includes a clear definition of Gen Z, with its related characteristics and needs, and an investigation of innovation by fintechs and neobanks and the resulting fundamental role of variables that create an environment of trust and ultimately influence the choice of a financial service provider. By analyzing different studies, important correlations and relationships between trust, attitude, intention to use a system and finally effective use of that system

are examined. Most of this paper presents studies conducted in different regions; thus, the perception and importance of the variables considered may have certain peculiarities that might be different in the Swiss context.

The methodology used to accomplish the goals and objectives of this thesis is a case study of the Swiss neobank Yuh's banking application using a mixed methods approach in an explanatory sequential design (Creswell et al., 2003; Morse, 1991). Case studies traditionally involve the collection of multiple forms of qualitative and quantitative data to gain a more comprehensive understanding of the case. Case studies combine well with mixed methods designs, which seek a more comprehensive understanding by integrating qualitative and quantitative research in the so-called case study–mixed methods design (Guetterman & Fetters, 2018).

The study was performed in two separate phases, shown in Figure 6 in Chapter 3.1.2. It was assumed that there are variables that are basic prerequisites for the perception of trust and acceptance by customers; the technology acceptance model (TAM) forms the framework for these variables. These variables were then examined deeply through an online survey using closed-ended, ranking and rating questions to determine how the variables are weighted and perceived by Swiss Gen Z customers of the neobank's product (Yuh). To protect the privacy of Yuh's customers, the medium used for the survey was Instagram, so that anyone had the possibility to participate freely without any constraints. The survey was posted on the official Instagram account of Yuh; the username was yuh\_app. It is assumed that anyone taking part in the survey was either a Yuh client or was following Yuh's activities out of curiosity. Furthermore, the medium to launch the survey was considered practicable and appropriate because, as emphasized by the Pew Research Center (2019, March), the generation under scrutiny is much more likely to spend time on Instagram than those aged 50 and over. Notices informing followers about the survey were created by the digital marketing manager of Yuh, who posted them afterwards as a sequence of four Instagram Stories (IG Stories; see Appendix 9.2). The questionnaire was qualitatively improved by a pretest before the start of the survey. In addition, although many research articles focus on the impact and revolution of fintechs in the market, few studies have focused on Switzerland. To fill this gap, open-ended questions were also included in the survey. Such questions provided respondents with some freedom, as no answer choices were implied or suggested. In this way, new insights that could not have been derived from theory or literature research for the Swiss region



were gained. The information obtained from primary and secondary sources was systematically processed and evaluated to allow identification of characteristics of Gen Z customers based on a representative sample.

In a second step, the online survey was integrated into a qualitative approach through a virtual face-to-face interview with the CEO of Yuh to understand what the underlying drivers and reasons were to create and launch such a product. Such an approach is time-consuming but can provide more sophisticated and insightful results. The interview was conducted after evaluation of the online questionnaire, following the so-called explanatory design, as the responses of the survey represented important material that could be examined in more depth by the interview (Creswell et al., 2003). Finally, the resulting data and responses were used to answer the research questions. The major challenge in this study was acquisition of a representative sample for the survey to reach satisfactory conclusions. In the conclusion of this thesis, the theoretical findings are compared with the results of the online survey, key success factors are identified and recommendations for traditional Swiss banks are formulated.

### **1.5 Scope**

This bachelor thesis is based on previous findings of various scientific studies and corresponding literature published up to 2022. All studies that have been analyzed focus on both traditional banks and fintechs in the banking industry. There is no investigation of specific processes, financial services or products. All generations are understood as customers and/or clients. No further differentiation is in the scope of this study. The empirical section only focuses on members of Gen Z living in Switzerland who are clients of or who are aware of Yuh. The aim of this paper is therefore to identify the main factors influencing trust, to analyze these factors in detail from the perspective of Gen Z using the customer portfolio of a neobank and to derive characteristics of the generations studied. The answer to the guiding question of this research should thus make a substantial contribution to practical and scientific development of the research field. In the future, Swiss banks should know which measures they should focus on most to boost trust and positively influence customer choice and acceptance.

## 1.6 Structure of the Thesis

The aim of this paper is to investigate the factors that influence Gen Z to trust fintechs over traditional banks. Accordingly, the focus is on the needs and habits of Swiss Gen Z related to banking and finance and the factors banks should take into account when engaging with this new generation. This paper consists of an introduction, a main body and a conclusion.

- The problem statement and the relevance of the topic, as well as the detailed restriction of the research question, are explained in the introduction. Subsequently, the methodological approach and delimitations are also defined in Chapter 1.
- The main body is divided into three chapters. It begins by providing background information and introducing the concept of Gen Z. It highlights the events and trends that have taken place in this generation to outline its characteristics and needs. The focus next centers on fintechs and their adoption worldwide, concluding by specifically examining the Swiss market. After introducing the fintech industry, the focus shifts to neobanks. Finally, the TAM is introduced. The primary aim of the TAM is to identify the relationships and correlations of variables that have a significant influence on trust, and therefore on attitude toward use (A), behavioral intention to use (BI) and thus customer acceptance and actual system use. Chapter 3 then presents the empirical part of the paper. The neobank product Yuh is used as a case study. Chapter 3 examines the content and results of the quantitative survey to understand what needs and requirements Gen Z in Switzerland have of banks and which factors of key importance influence trust, final choice and usage of a bank and financial service provider. After the analysis of the quantitative data, a qualitative approach is used through an interview with Yuh's CEO. As a conclusion to the main body the results based on the quantitative survey and the qualitative interview along with the literature review findings are presented and discussed to answer research question Q1 and Q2.
- In the final chapter, the findings are summarized and research question Q3 in form of recommendations for traditional Swiss banks to strengthen their position in financial innovation are presented. In addition, thesis limitations are identified; finally, an outlook on further research possibilities and a critical appraisal are provided

## 2. Literature Review

### 2.1 Introduction to Generation Concept

Today's world population is not only culturally but also generationally diverse. The Silent Generation (pre-World War II), the Baby Boom Generation (1946–1964), Generation X (Gen X; 1965–1980), Generation Y (Gen Y; 1981–1996) and Gen Z (1997–2012) all have different habits and needs. This disparity can create a challenge for companies attempting to target and capture a different generational mix with their products and services. Because this thesis focuses on Gen Z, it is necessary to define this generation precisely. The Collins Dictionary (n.d.) defines “generation” as “all the people in a group or country who are of a similar age, especially when they are considered as having the same experiences or attitudes” (para. 1). The literature is replete with material based on numerous categorizations for generational segmentation (e.g., start dates). However, following the definition of generation above, the focus lies on two specific key concepts:

1. Time-related similarity
2. Common characterization through shared historical or cultural experiences

#### 2.1.1 Generation Z

Since there was difficulty finding an unambiguous segmentation for Switzerland, the generational delimitation according to the Federal Statistical Office or better known as *Bundesamt für Statistik* (BFS, 2019) is adopted in this study. The BFS (2019) has been conducting an annual Swiss Labor Force Survey or *Schweizerische Arbeitskräfteerhebung* (SAKE) since 1991. Although the focus of the publication of BFS (2019) is not related to the research question, it uses the segmentation proposed by the Pew Research Center (2022), an apolitical research institute based in Washington, D.C. that provides information on social issues, public opinion and demographic trends and is considered a reference for the delineation of generations. Furthermore, the adopted groups of analysis of the BFS study (2019) more closely match the generational delineation according to Klaffke (2014); the segmentation adopted by Klaffke (2014) is based on the population of Germany (see Table 2).

Designation	Birth Cohorts
Greatest Generation	1901–1927
Silent Generation	1928–1945
Baby Boomers	1946–1964
Generation X	1965–1980
Millennials (Y)	1981–1996
Generation Z	1997–2012

Table 1: Generation segmentation in Switzerland based on BFS (2019, p.2)

Designation	Birth Cohorts
-	-
Post-War Generation	1946–1955
Baby Boomer	1956–1965
Generation X	1966–1980
Generation Y	1981–1995
Generation Z	1996–today

Table 2: Generation segmentation in Germany based on Klaffke (2014, p.12)

Even if the segmentation uses two different groupings of birth cohorts and differs slightly, it is important to note that Klaffke (2014) comes closest to the social, historical and cultural framework of Switzerland. This thesis is therefore based on the generational segmentation according to BFS (see Table 1), which is why birth cohorts from 1997 to 2012 are considered as belonging to Gen Z.

The condition of being born at a certain moment in history has a decisive influence on one's way of thinking, acting and communicating and has a significant impact on one's habits, needs and preferences (Twenge, 2001). The patterns of behavior and characteristics of Gen Z therefore need to be analyzed, as they present new challenges for various industries when trying to target and attract them as long-term customers (Puiu, 2016). Ultimately, only those who can successfully position themselves with an appealing marketing campaign and targeted brand communication will be able to withstand the demographic change. Gen Z consists, therefore, of people who were born between 1997 and 2012; as of 2022, they are between 10 and 25 years old. They are the children of Gen X and grew up in an era of deep economic crisis, such as the one that followed the collapse of the American bank Lehman Brothers in 2008 following the subprime mortgage crisis and slow recovery as well as the more recent crash in March 2020 due to COVID-19 pandemic. These historical events have had an impact on Gen Z by shaping their specific and distinctive traits, needs and attributes (Priporas et al., 2020; Twenge, 2001). Gen Z can be considered witnesses of the financial crisis of 2008 (Moore & Frazier, 2017), activists on social causes, believers in the threats of climate change (Shwetha, 2019) and digital natives, accustomed to the use of technology and social media (Berkup, 2014). By

drawing on previous studies, the characteristics and traits of Gen Z can be summarized as financially conservative, socially activist and digitally native. Further explanations of these terms are presented in the following subsections.

#### **2.1.1.1 Financially Conservative**

The historical background in which parents of Gen Z grew up would have made their children more responsible. Gen Y and Gen Z have both experienced a financial crash, recession and slow economic recovery, but Gen Z has never experienced a booming economy, which probably makes them more conservative regarding their finances (Fintech Futures, 2019, December 25; Moore & Frazier, 2017). In terms of characteristics, lifestyle and attitudes, members of Gen Z are more conservative when it comes to financial and personal security, as they are either students or relatively recent entrants to the workforce. Their savings are low and the importance of money is high. They are risk-averse, and financial security has an important role in their lives (Du & Milligan, 2019). Their feelings of skepticism lead them to be cautious in making decisions (Parvez A., Oracle Financial Services, 2021, January 19). Concepts such as compound interest, yield curves, inflation-adjusted returns and tax advantages related to saving and investing are complex; for this reason, Gen Z prefers to talk about finance with their parents due to their parents' experience (Fintech Futures, 2019, December 25). However, independence, self-confidence and autonomy are also key characteristics of Gen Z (Parvez A., Oracle Financial Services, 2021, January 19). Furthermore, members of this generation do not rely on their parents as previous generations did. The motto "learning is a lifelong process" characterizes this generation, which seeks to learn as much as possible from different sources so that they can achieve success and solve problems independently and in the best possible way (Yunos & Din, 2019). Curiosity appears to be a central driving motivation of this generation (Fintech Futures, 2019).

#### **2.1.1.2 Social Activists**

Members of Gen Z have become adults in an era characterized by an awareness of environmental issues such as climate change, pollution and sustainability. As a result, they are more inclined to invest in companies with sustainable businesses and green economy features and to form their purchasing behavior with the environment in mind.

Indeed, 47% of Gen Z in the US stopped purchasing favorite brands after discovering that the manufacturer was operating in an environmentally unfriendly manner (Topic & Mitchell, 2019) and 73% of Gen Z stated that environmental sustainability should be one of the main concerns for all countries (Shwetha, 2019). Gen Z members mobilize for different kinds of causes and ideologies, but they are pacifist and deeply believe in the effectiveness of dialogue to resolve conflicts and improve the world. They are truth seekers and are also called True Gen (Francis & Hoefel, 2018). The search for authenticity generates greater freedom of expression and open-mindedness. Consequently, Gen Z understands the different ethnic groups in the world (Francis & Hoefel, 2018), promotes equal rights for transgender people and supports same-sex marriage (Moore & Frazier, 2017).

### **2.1.1.3 Digital Natives**

It might be assumed that there are points of convergence between younger members of Gen Y and older members of Gen Z. Not surprisingly, in the older age group, Gen Y may also be parents of Gen Z. However, regardless of the exact birth-cohort categories, Gen Y and Gen Z are both familiar with internet-based technologies (Lichy & Kachour, 2017). The study “Generations in Germany by devices for internet use in the last 12 months in 2021,” conducted by Statista (2022), reveals new expectations of the internet from Gen Z in comparison to other generations, including Gen Y and Gen X. The results show Gen Z to be the most internet-dependent generation, firmly at the vanguard of technology use across all generations. However, it is not only the number of devices and the frequency which Gen Z interacts with the digital environment. Indeed, it is the way technology has shaped their way of thinking and living and changed the structure of their brains (Moore & Frazier, 2017).

Gen Z is a digitally savvy generation with a strong grasp of technology; they are immersed in computers, smartphones and the internet (Berkup, 2014). Members of this generation are used to using the internet: they know how to use the web and social networks to read news, gather information, learn new things or simply have fun. The risk associated with this behavior is passive acceptance of information without critical thinking (Moore & Frazier, 2017). Members of Gen Z actively express their opinions and values by being part of a virtual community (Dobrowolski et al., 2022). Indeed, according to a study published by Forbes (2022, January 14), more than 75% of Gen Z and Gen Y feel they

have a voice and social capital. In a general way, according to several researchers, consumer identification and communication in a brand community positively affect consumers' community participation behavior and commitment. In general, this behavior leads to trust and brand purchase behavior (Goh et al., 2013); this correlation has led to a shift in marketing strategies by considering the Gen Z consumer as a participant instead of merely a consumer (Forbes, 2022, January 14). Consequently, engaging the communities of the younger generation through social media is an opportunity for companies to take advantage of trust.

Information and communications technology (ICT) has also completely transformed the teaching environment and has had an important impact on learning methods. Gen Z students come to class digitally connected, and new approaches to lectures and learning have been introduced. Learning is no longer limited to classrooms; a virtual classroom can be accessed anywhere, at any time of day, via search engines such as Google or YouTube (Zimmerman, 2012). Moreover, they not only learn from books or search engines but also follow so-called influencers especially financial influencers (Lake, 2022). A proper definition follows in the next chapter in this regard. Multitasking is one of the positive traits of Gen Z; because of their ability to process and absorb a large amount of information in a short time, Gen Z can easily handle several tasks at once (Berkup, 2014). Therefore, distinctive features of Gen Z include addiction to technology, self-directed learning and speed (Moore & Frazier, 2017). As a result, this generation is impatient, prefers things to be quick and easy, does not want to waste time on paperwork and tries to avoid contact with operators unless it is for loans or major investments (Parvez A., Oracle Financial Services, 2021, January 19). For companies, this important transition from an offline to an online mindset and environment brings both challenges and equally attractive opportunities.

#### **2.1.1.4 Habits, Expectations and Preferences**

Numerous studies have attempted to identify which apps (e.g., social media) the younger generation prefers (Statista, 2022, Forbes, 2021, May 17) and what is the main reason driving adoption (Liu, 2010; Parvez A., Oracle Financial Services, 2021, January 19). Gen Z is the first group in history to have never known a world without the internet. Immersed in the online world from birth, Gen Z surpasses Gen Y in daily activities on social media by an average of approximately four hours, excluding gaming (Forbes, 2021,

May 17). Social media provides many kinds of services and benefits to users. It can help users to connect with new people, share opinions with known and unknown people and stay in touch with old friends, colleagues or family members (Liu, 2010). However, in 2022, users enjoy further benefits that arise from the social media industry. They can check career tools, engage with companies, be informed about global events and actively influence opinion by sharing their purchase experiences or points of view. Indeed, more than ever, social media is being used for product research, brand engagement and online purchases (Forbes, 2021, May 17).

Instagram, for example, offers one-click shopping features that allow users to instantly purchase what they see with a simple tap on their screen or via the “swipe up” function (see below). IG Stories allow users to add photos, text and short videos of up to 15 seconds to their profile; content uploaded in IG Stories lasts for 24 hours. After one day, the photos and videos are no longer visible to followers but are saved in the archive of the user's Instagram account. An IG Story is clearly limited both in terms of space and time. One of the most interesting features of IG Stories is the swipe up (i.e., hyperlink) that can be added to a story. Swipe up is an English phrasal verb that literally means “to slide up”; on Instagram it is often accompanied by the gesture of the finger sliding from the bottom to the top. In addition to the swipe up feature, Instagram allows users to directly add a link within a story, allowing the user to subsequently visit external pages (Instagram, 2022). This is a very useful tool because it allows the user to access the link directly without having to copy and paste it into the search engine. Followers simply swipe from the bottom up or click directly on the link to open the landing page.

This tool is very important for brands and companies because it enables them to increase traffic to a website, increase sales and direct customers to specific actions such as (Singh, 2020):

- Promoting a service or product
- Letting people know about a special offer
- Sharing a coupon or discount
- Advertising exclusive promotions dedicated to followers
- Attracting potential customers to their own website
- Creating an effective call to action
- Creating a landing page with a survey to learn more about the audience



An in-depth analysis of the many other features offered by Instagram and other social media providers will not be conducted, as these are not considered important for the current research questions.

Gen Z is aware of the multiple functions offered by social media channels and actively uses and profits from these features (Dobrowolski et al., 2022). In addition, the highest growth in the social media industry has come from the influencer industry. These internet personalities have a very high number of followers worldwide, and through social media channels such as TikTok, YouTube, Instagram and Facebook they have the strength to build a devoted audience (Lake, 2022). It is not by chance that the so-called influencers are defined by the Collins Dictionary (n.d.) as people who are “able to persuade a lot of other people, for example their followers on social media, to do, buy, or use the same things that they do” (para. 1). News and social media have become inextricably linked, and influencers may promote everything from beauty products to financial services, which has led to the rise of the personal finance influencer. Personal finance influencers share advice and strategies with their followers across social media platforms, podcasts and blogs. Indeed, if a person’s level of financial literacy is not as advanced as their older counterparts, they are more influenced by this mindset (Lake, 2022).

Based on these developments, a study by Hoffmann and Otteby (2018) investigated whether consumers perceive personal finance blogs as a useful alternative in acquiring financial knowledge and what factors influence the perceived usefulness of personal finance blogs and the intention to use them. These authors found that the lower their financial literacy, the more likely consumers are to accept information provided by personal finance blogs and to view the financial knowledge gained from them as useful. Indeed, members of Gen Z are interested in learning how to manage their finances and savings, and some talk to their parents; however, the primary source of information to improve their financial situation remains social media (Lake, 2022).

## **2.2 Fintech**

Regulation modifications (Temelkov, 2020), in combination with feelings of distrust after the 2008 financial crisis (Gelis, 2016) and concomitant technological developments (Gomber et al., 2018) along with new customer expectations (Berkup, 2014), have fostered the rise of fintechs, a new type of cooperator and competitor that has been

challenging traditional business models. The term “fintech” is a fusion of the words “financial” and “technology” (Puschmann, 2017). In this thesis, fintech is defined as follows, considering studies of the Institute of Financial Services (IFZ):

“(…) software solutions for innovative products, services, and processes in the financial industry, improving, complementing, and/or disrupting existing offerings” (Ankenbrand et al., 2022, p.3)

As an umbrella term, fintech incorporates modern financial solutions enabled by IT in the field of financial services and can be considered as an enabler of innovation for the financial services industry. Thus, the term is closely related to the phrase “financial innovation”, defined as follows:

“(…) the act of creating and then popularizing new financial instruments as well as new financial technologies, institutions and markets” (Tufano 2003, p. 310)

An important distinction differentiates among provider types and considers whether services are offered by banks, insurance companies or other organizations. Many of the fintech solutions available today were developed by startups from the non-banking sector and subsequently adopted by banks or eventually used in obtaining a bank license. A second distinction is related to the type of interaction, or whether the solution supports business-to-customer, customer-to-customer or business-to-business relationships. Third, fintech solutions differ in terms of the banking and insurance processes they support. Table 3 in Appendix 7.1 provides an overview of existing fintech solutions and classifies them along the criteria indicated above (Puschmann, 2017, May). Since insurance and non-insurance are out of scope, they are not addressed in this thesis and their classification is therefore not reported.

### **2.2.1 Neobank**

A neobank is a bank or non-bank fintech provider that operates without any physical branch offices and works fully in the digital sphere (Glushchenko et al., 2019). As a result, the main purpose of neobank is to distinguish these organizations from traditional banks (Arslanian & Fischer, 2019). The key distinction among neobanks is related to whether they possess a banking license and can be qualified as a bank or non-bank (Temelkov, 2020). It is plausible that gaining the trust of customers is a crucial point for neobanks.

First, licensed neobanks with a banking license are under strict supervision and regulation. This can sometimes be beneficial to the customer, such as in the case of deposit protection; for example, countries that are part of the European Union offer protection of up to 100,000 EUR or the equivalent in local currency (European Banking Authority, EBA, 2022). Therefore, the fact that a neobank has a banking license is a clear step towards becoming a trusted financial institution and providing security. In turn, trust and security are factors that influence whether neobanks' financial services are adopted. The second type of neobank, on the other hand, is unlicensed and collaborates with existing banks to use the infrastructure of traditional banks for their processes and compliance with regulations (Martinčević et al., 2020).

The digitization of financial services has fundamentally disrupted existing business models, but it has not led to changes in the types of functions performed by banks. In contrast, the disruption is related to the manner in which these functions are performed and delivered to customers (Temelkov, 2020). In fact, a neobank has the primary characteristic of adapting to the needs of users who take advantage of their devices to carry out online transactions. With an app, it is possible to execute the same operations as in a traditional bank without having to go to a counter. It is mainly the younger generations who appreciate digital services; for them, direct contact with the local branch and its employees is no longer mandatory, but merely optional (White, 2021). In addition to the practicality and convenience factors, the cost factor should be considered. If a neobank does not have branches scattered throughout its territory, it will bear significantly lower expenses, which translates into an obvious advantage for the client, represented by low fixed costs, reduced commissions and low-priced products. According to Glushchenko et al. (2019), neobanks achieve lower costs by optimizing non-interest expenses, such as data processing and storage, document circulation and employee salaries. This operating model has placed competitive pressure on traditional banks. Indeed, many banks have implemented digital alternatives to meet the needs of a very diverse client base. To do so, they have invested in fintech companies or set up digital platforms with the aim of diversifying their product offerings and reaching a digitally savvy audience (Klus et al., 2019). Traditional banks will need to address this type of business model with more significant resources to avoid being replaced by fintechs (Chen et al., 2017).

### 2.2.2 Fintech in the Swiss Market

The importance of the growth of this new type of market participant is also shown by studies conducted by the IFZ at the Lucerne University of Applied Sciences and Arts (HSLU). Every year, IFZ publishes a study and provides a comprehensive review of the latest developments in the fintech market, with a focus on Switzerland.

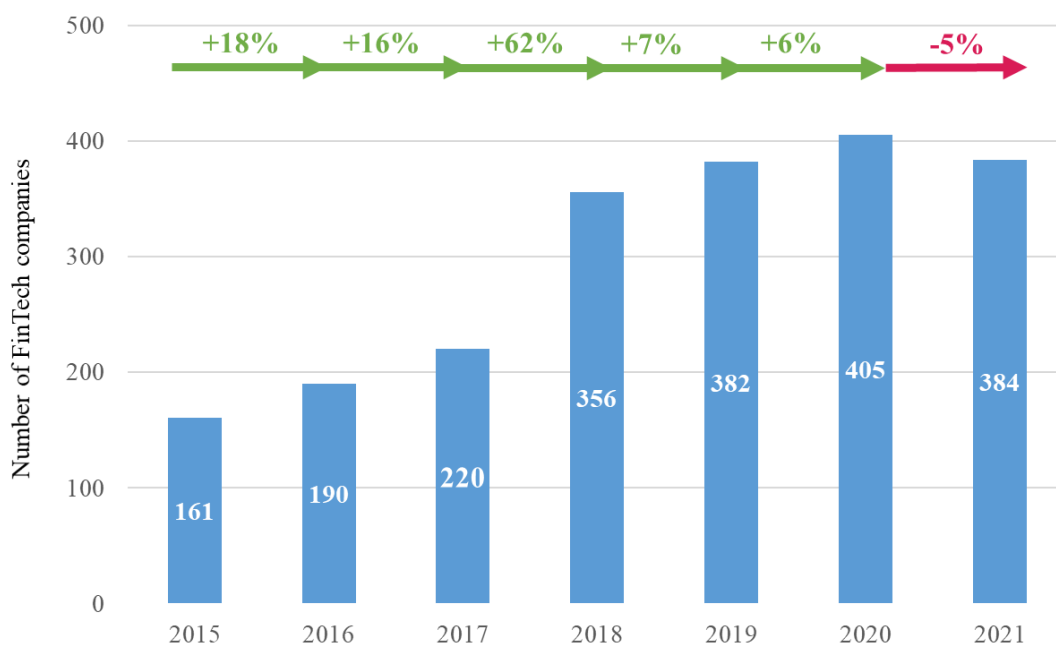


Figure 1: Development of number of fintech companies in Switzerland from 2015–2021 based on HSLU (2022, March 9)

As noted in Figure 1, since 2015, the number of companies in the fintech sector has risen steadily year over year. In Switzerland, the number of fintech companies increased from 161 to 384 in only 6 years, corresponding to a growth of 138.5% (HSLU, 2022, March 9). A very large increase occurred from 2017 to 2018, when the number rose from 220 to 356 enterprises, or an increase of approximately 62% (Ankenbrand et al., 2019). The fintech sector is becoming increasingly well established; according to Thomas Puschmann (2017), director of the Swiss Fintech Innovation Lab at UZH, the number of branches will decrease further, and in parallel, various credit transactions that were previously handled exclusively by banks will be processed via fintech systems. In 2021, these numbers declined slightly for the first time, by 5% or 21 companies; however, although at first glance there was a decline in 2021, a closer analysis of the sector shows

that existing companies have grown and matured, the number of employees in fintech companies has increased and the total amount of funding received by companies has also increased (Ankenbrand et al., 2022). These results confirm that customer acceptance has changed significantly with digitalization. Customers are increasingly using online financial services via their laptops or mobile apps on their smartphones (Nüesch et al., 2015; Ritter, 2017, October 4). However, according to Puschmann (cited in Ritter, 2017, October 4) security and trust remain top priorities for consumers due to intensified networking and digitization. Indeed, while the adoption rate of fintechs is increasing, this does not imply that it is due to increased customer trust in these providers (EY, 2017;2019). It was distrust towards traditional banks that paved the way for fintechs to flourish (Gelis, 2016), but this statement does not confirm that customers trust fintechs more than traditional banks.

### **2.2.3 Fintech Adoption**

As mentioned in Chapter 1.2, due to the increasing number of digital products and services offered by new market entrants, the traditional branch is becoming less attractive and less important for consumers' everyday banking transactions. In addition, technological progress has made its contribution to the acceptance of fintech providers, as smartphone acceptance and diffusion in society shows how consumer demands are changing and how they are being met by the new players (Puschmann, 2017, May). The numerous papers published along with the results of the study by EY (2017;2019) confirm how consumer behavior has changed. Indeed, the main purpose of the EY studies has been to gain a global understanding of fintech adoption trends and how they have evolved over time across markets and demographic groups. The fintech sector is growing at a rapid pace, and with it the number of users of its services around the world (EY, 2017; Martinčević et al., 2020). The results of the EY (2019) study support the characteristics and needs of the younger generation mentioned in Chapter 2.1.1; these customers prefer simplicity and speed. Indeed, 60% of consumers desire to access their financial instruments through a single app or online portal (Parvez A., Oracle Financial Services, 2021, January 19). In 2019, 20% of consumers stated that ease of account setup was more important, and 27% placed more importance on fees and rates. However, this was not the case in 2017, where the importance of the fees perceived decreased to 13%. These results

appear to confirm that fintech is now a mature market in which lower costs and a frictionless customer experience are expected to be standard.

Furthermore, according to the EY study (2019), fintech use was particularly pronounced in China, with a 95% adoption rate for money transfer and payment apps. However, lack of awareness and understanding were the main reasons that consumers chose an established financial institution over a fintech challenger in 2017. These factors still influence adoption of fintech providers, but their influence declined from 42% to 34% in 2019. In addition, consumers in the 2019 survey still trusted their main banks. In fact, in 2019, 22% of non-users of fintechs said their reason to stay with their traditional financial provider was that they trusted it more than fintechs. Consequently, the influence of trust on acceptance (i.e., adoption of fintech providers) increased by 47% in the 2019 survey compared to the significance this factor had in 2017. These findings thus confirm the statement by Stephan Manz (2018) that trust continues to play a crucial role when it comes to choosing a financial services provider. In conclusion, these results show that the trust gap represents both an opportunity and a barrier for both established financial institutions and fintech challengers.

### **2.3 Technology Acceptance Model**

Due to the fully digitized business model in which human contact is not present, trust, as described by Stahl and Menz (2014), is difficult to transfer via the digital sphere. Following this logic, fintechs operate in a context of disadvantage. While the adoption rate of fintech providers is increasing steadily, this does not lead to increased customer trust (EY, 2017;2019). According to Arslanian and Fisher (2019), despite approval of fintechs by regulators, thus providing a minimum level of security, consumers continue to be skeptical, appreciating traditional banks (i.e., incumbents) for their perceived security. In this respect, Tosun (2020) notes that digital platforms are viewed by customers as riskier in the financial services industry. Consequently, neobanks are at a distinct disadvantage and need to gain trust to be accepted by their audience.

The TAM is used by many researchers to investigate the influence behind the adoption of fintech services by users and to help fintech service providers design services considering a wide spectrum of factors (Thompson et al., 1995; Chuang et al., 2016; Fernando et al., 2019 and Hu et al., 2019). The TAM model is shown in Figure 2, with

arrows representing causal relationships. The TAM is a model introduced by Davis (1985) that attempts to analyze and map the factors that influence an acceptance formation in order to analyze what causes people to accept or reject information technology (IT) (Davis, 1989).

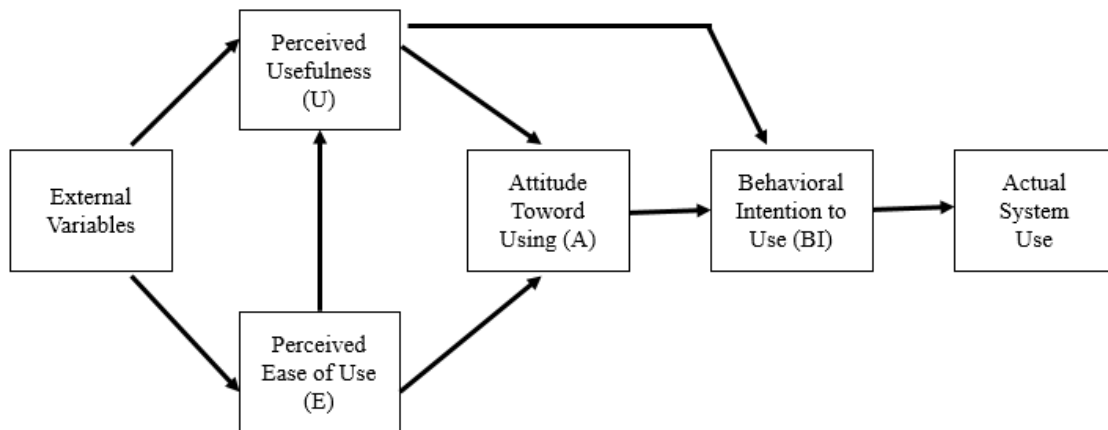


Figure 2: TAM according to Davis et al. (1989, p. 985)

Davis (1989) argues that two main factors, perceived usefulness (indicated with U) and perceived ease of use (indicated with E), which are distinct, have a primary role in computer acceptance behaviors. E was also found to influence U of a technology, while U had a significant influence on BI.

Davis et al. (1989), defines U as “the prospective user's subjective probability that using a specific application system will increase his or her job performance within an organizational context” (p. 985).

On the other hand, E refers “to the degree to which the prospective user expects the target system to be free of effort” (Davis et al., 1989, p. 985).

In the context of fintech adoption, this thesis uses Hu et al.'s (2019) definition of U: it refers to the fact “that users choose to adopt the service if they believe that using fintech can have a positive impact” (p. 4). Chuang et al. (2016) also refer to U as the degree of helpfulness from using a specific fintech service. By merging the definitions of these studies, it can be concluded that usefulness is strictly related to benefits and at the same time to meeting proper needs. On the other hand, Davis's (1986) original definition can

be easily applied to the fintech sector, where the focus is on ease of learning a new IT product or service. As a result, E related to fintech adoption is defined as follows: “consumers believe that the use of fintech service is easy and does not require too much effort to learn” (Chuang et al., 2016, p. 9). For instance, users believe that the services offered by a fintech service provider are useful if they can complete transactions quickly, meet needs, improve efficiency and increase convenience. At the same time, users perceive ease of use if they can get started without any guidance, if it is easy to complete their own operations and if the service is friendly and intuitive (Chuang et al., 2016; Hu et al., 2019). When these factors are met, attitudes of users toward a fintech service will become more positive, as shown by Davis’s TAM (1986).

The findings from Davis’s TAM have been extended, and several authors have included additional variables to examine acceptance formation among fintech providers (Thompson et al., 1995; Chuang et al., 2016; Fernando et al., 2019; and Hu et al., 2019). The relationships and interactions among variables in the cited studies were captured as hypotheses in the TAM. Not only direct direct-effect relationships between variables were considered, but also indirect effects as a consequence of multiple factors leading to acceptance or rejection. The analyses below were conducted based on all companies that fall under the definition of fintech in Chapter 2.2 and are legally registered worldwide.

### **Brand and Service Trust**

Chuang et al. (2016) regard the TAM as the basic model for investigating acceptance. According to Chuang et al. (2016), the proposed approach by Davis (1985) with the two central constructs of perceived usefulness and perceived ease of use is not sufficient to fully describe the acceptance of fintech providers (see Figure 2). The authors address this hypothesis by expanding and linking the original TAM with additional constructs that they believe are key determinants of intention to use. Brand trust and service trust are implemented into the original TAM, as shown in Figure 3 and their influence on A was confirmed.



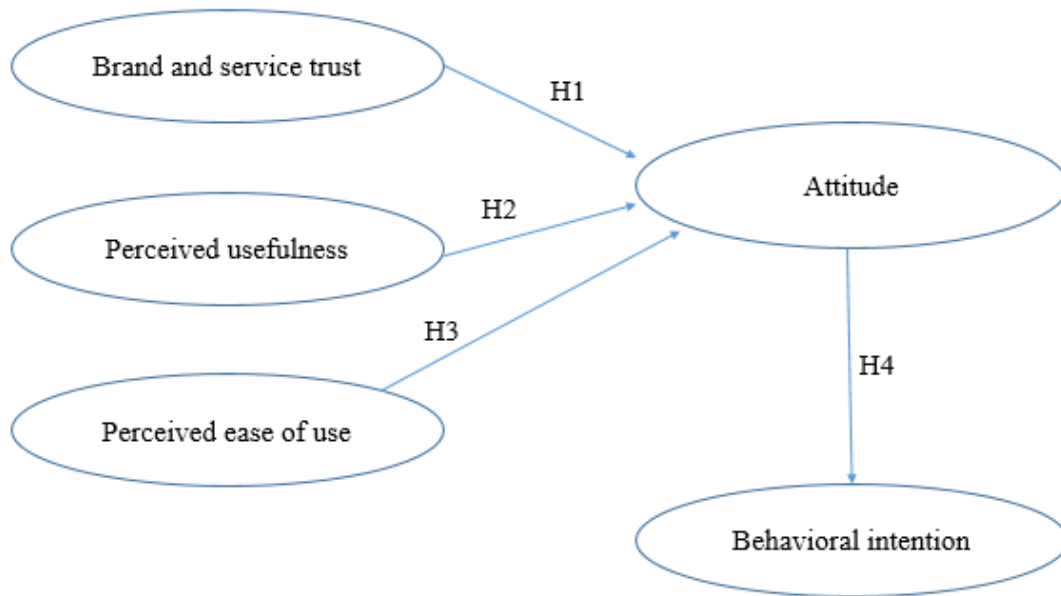


Figure 3: Extended TAM model according to Chuang et al. (2016, p.7)

The direct influence of E and U on A and BI was also confirmed empirically in the work. This result suggests that if consumers perceive a higher level of brand and service trust, there will be a positive effect on their A and BI for a product.

### **Perceived Risk and Trust**

According to Fernando (2019), the findings that shape the TAM in terms of the direct effect of E and U on adoption are not always present. In this study, the author states that other variables have relevance that can influence U, as shown in Figure 4. Thus, risk perception or trust may represent a barrier to accessibility or acceptance. In contrast to the TAM according to Chuang et al. (2016), where trust is seen as main factor exercising its influence on A, trust in this revised TAM model is seen as a factor exercising its influence directly on U instead of A. Furthermore, perceived risk is also associated with the TAM, as it is strictly related to trust.

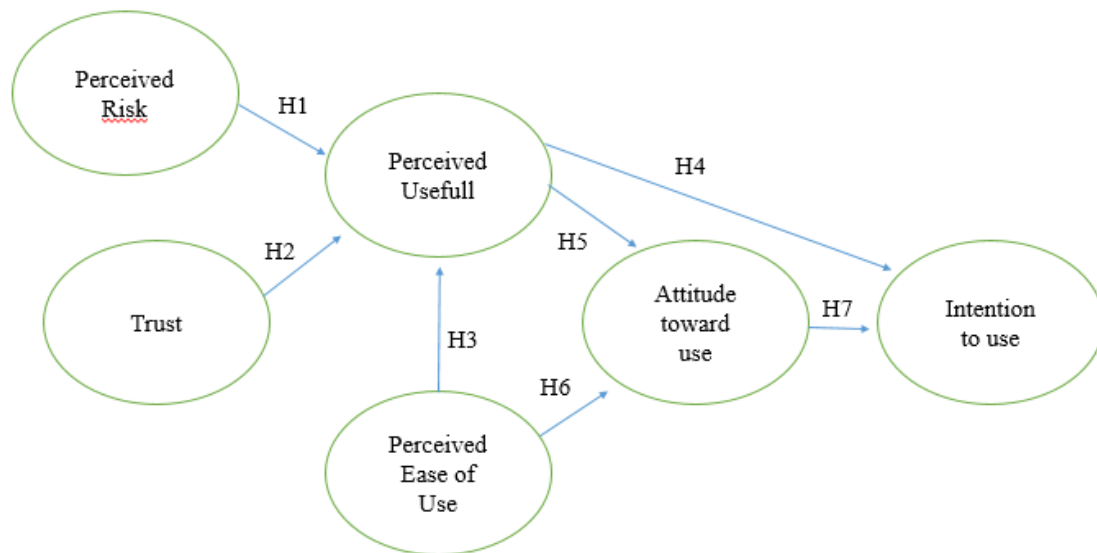


Figure 4: Extended TAM model according to Fernando (2019, p.94)

Risk is distinguished in the literature in several dimensions and plays an important role in the use of internet-based providers and consumer decisions in the context of trust. Perceived risks include concerns about the use of personal data without the owner's knowledge or permission, the transfer of money to third parties without their knowledge and permission, the vulnerability of mobile devices to hacking, and the interception of information. These are all reasons for an increasing perception of risk (Malaquias & Hwang, 2016). Furthermore, according to Haqqi and Suzianti (2020) perceived risk is reduced when there is a trusting environment, which ultimately has a significant positive impact on BI. It is therefore important that banks guarantee reliability to their customers and inspire trust.

The approach of Fernando (2019) considers risk and trust as independent and external variables. The results of this study indicate that perceived risk does not influence U. Fernando (2019) argue that risk is not perceived when E is present along with U. These constructs further lead to an increase in the level of trust, which in the end promotes acceptance. To increase understanding of acceptance, Hu et al. (2019) delved into the construct of trust in more detail by considering trust as a central factor affecting A directly. However, their focus also lies on four variables whose perceptions have an impact on trust and contemporary on A, as shown in Figure 5. The relationships between the influencing factors are suggested by the arrows, and the symbols “+” and “-” respectively signal the positive and/or negative impact between those factors.

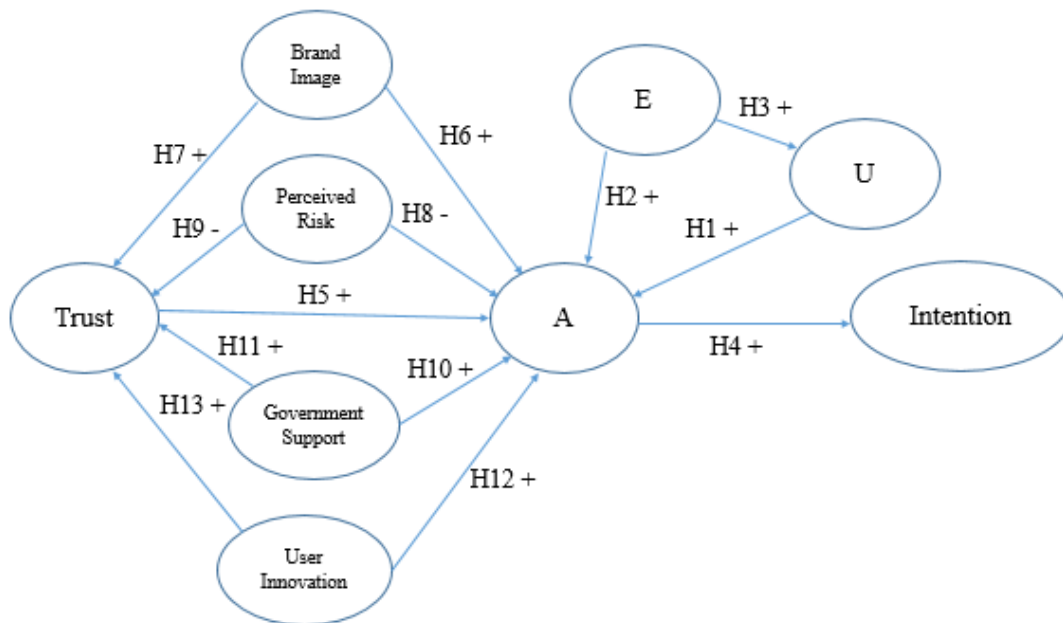


Figure 5: External variables affecting trust — revised TAM model based on studies from Hu et al. (2019, p. 7)

According to Park et al. (2015), the brand image factor in Figure 5 is an important intangible asset that has multiple and meaningful positive effects on users. On the other hand, government support is also included in this kind of extended TAM, as high credibility of the government leads to a higher perception of reliability towards fintech providers (Chong et al., 2010). Furthermore, user innovation is also included among the variables. According to Leicht et al. (2018), when the level of inclination to try new technologies is high, people perceive less risk and tend to use these technologies. It is interesting to note, however, that the Hu et al. study (2019) deviates from Davis's (1989) original TAM by not confirming that E has a significant impact on BI.

All studies considered demonstrate a significant direct or indirect influence of trust on intent to use (Thompson et al., 1995; Chuang et al., 2016; Fernando et al., 2019 and Hu et al., 2019). However, according to Hu et al. (2019), the effect of trust is again influenced by perceived risk. The authors state that perceived risk also plays a crucial role when it has a negative impact on trust, which may prevent adoption. In summary, the work described above contributes to the literature on fintech service adoption by providing a more comprehensive view of the determinants of user attitudes by considering several variables and, above all, trust in the TAM.

### 3. Case Study—Swiss Neobank Yuh’s Banking Application

#### 3.1 Case Study Design—Framework

The overall objective of this study is to investigate the habits, expectations and preferences of Gen Z as well as the factors influencing trust and acceptance of a fintech provider and to derive recommendations for action for traditional banks in Switzerland. For this reason, a case study was conducted using a mixed methods approach in an explanatory sequential design, or an explanatory case study (Fisher & Ziviani, 2004). A deductive approach was followed, as the case study was compared with existing literature on the topic. This single case study thus examined the extent to which the findings from the literature review are reflected for the neobank Yuh and Gen Z in the Swiss area. The research questions are repeated below:

**Q1:** What habits, expectations and preferences does Gen Z have regarding banking and financial service providers?

**Q2:** What factors influence members of Gen Z to place their trust in fintechs, specifically neobanks, over traditional banks as banking and financial service providers?

As an explanatory case study, the design followed a mixed methods approach and was divided into two parts. For a detailed overview of the concrete process followed for the mixed methods approach, see Figure 6 in Chapter 3.1.2.

- In the first part, an online survey to Yuh subscribers (i.e. followers) on Instagram was conducted with the help of the web tool UmfrageOnline.ch ([surveyonline.ch](http://surveyonline.ch)).
- In the second part, a semi-structured interview was conducted with the CEO of the neobank under study to ensure validation of the statements made in the survey and gain new insights.

Based on the results of the online survey and the interview, a comprehensive case study conclusion is presented and discussed in the final portion of the thesis. With the help of this procedure, accurate and in-depth results have been obtained, and the following question is addressed as a recommendation for traditional Swiss banks:

**Q3:** What strategic options that closely consider the habits, expectations and preferences of Gen Z should traditional Swiss banks apply?

### 3.1.1 Yuh Banking Application

Before discussing the results, it is important to describe what Yuh is and what features it offers. On May 11, 2021, the banking application Yuh was launched as a new Swiss neobank born from a joint venture between Swissquote and PostFinance (Swissquote, 2021, May 4). Its features are listed in Table 4, 5 and 6. In Bradford’s paper (2020), the main characteristics of neobanks are emphasized in bold characters below:

“Neobanks seek to **differentiate** themselves from traditional banks by offering **novel services** via a strong **digital interface**, often designed to appeal to **specific groups of consumers.**” (Bradford, 2020, p.1)

As a neobank, Yuh was analyzed according to the features highlighted in bold above for the purpose of assessing whether the Yuh app fully embodies them. As a confirmation of Bradford (2020), Yuh operates exclusively through a mobile application. Direct physical contact with customer care is not available. However, rather than offering new services, what is distinctive about Yuh is the way in which it offers usefulness by providing customary services that are part of everyday life in a “3 in 1 solution” (Appendix 7.6, p.113). The services offered are paying, saving and investing merged into a single application. This thesis does not cover every feature listed in Tables 4, 5 and 6 in detail, as it is not the scope of the study. However, some comments copied directly from Yuh’s website (Yuh, 2022a; Yuh, 2022b; Yuh, 2022c; Yuh, 2022d; Yuh, 2022e) are reported in brackets in the tables to allow the reader to better understand the approach and language Yuh uses to communicate with its target audience.

The focus of this paragraph is on understanding to what extent Yuh meets the needs of Gen Z and what can be referred to as usefulness in this context through the different functions it offers.

<b>Payment</b>
Free Yuh Mastercard, delivered to your door. (wow, we’re starting to repeat ourselves a bit)
Zero monthly debit card fees. (more money for the important stuff)
Zero fees on payments within Switzerland (in 13 currencies! Isn’t life wonderful)
Yuh, winner of the exchange rate ranking, 07/2021

Free cash withdrawal once per week. (to feed that secret latte habit)
Free cash transfers (because it's your money, not ours)
Google Pay
Monthly card limit
<b>Coming soon</b>
Apple Pay
Standing orders
e-Bill

Table 4: Payment features offered by Yuh (2022c; 2022a) — *own visualization*

<b>Saving</b>
Set rules to automate payments or make single deposits
Withdraw the money anytime
Create savings projects and move money whenever you like
Get regular notifications on your progress
Companies are rated on their environmental and ethical standards, to invest consciously

Table 5: Saving features offered by Yuh (2022e) — *own visualization*

<b>Investing</b>
Zero custody fees. (because it's our honor to look after your investments)
Recurring investment (Investing meets automation. Invest in your preferred stocks over time placing a recurring investment order. Simply set the amount and rules and let Yuh do all the monthly legwork for you)
Fractional trading (trade all products in fractions and determine the amount you want to invest yourself, from 25 CHF. Made-to-measure trading to suit your portfolio)
Innovation, ecology, gaming: investing in sectors that suit the personal interest
Place order in real time, or let Yuh invest automatically at regular intervals of your choosing

Possibility to trade 27 cryptocurrencies, 220 shares, 25 themes trading, 23 ETFs and 2 Yuh portfolios
---

Table 6: Investing features offered by Yuh (2022b) — *own visualization*

In addition, there are several features that clearly indicate Yuh is primarily targeted at the younger generation. For example, the savings feature and the newer fractional trading feature seem to be clear indications that Gen Z is financially conservative. Moreover, the digital application allows even the most inexperienced trader to begin trading, almost like a game. On the other hand, the product range seems to be very limited because, as shown in the table, only 23 exchange traded funds (ETFs) are offered. The questions about the perception of usefulness were asked with this in mind in order to get a more complete picture of the needs of Gen Z in Switzerland. Another feature that seems to be tailored to the needs of Gen Z is the possibility for the customer to consult the ratings of companies focused on sustainability before investing. As stated in Section 2.1.1.2, Gen Z is increasingly aware of environmental issues, and Yuh seems to address this concern with this feature (see Table 5, line 5).

On the other hand, concerning the ease of use, Yuh's mission from the beginning was to make finance easy for the customer. The concept was then spread through the message of the app's launch campaign (Werbewoche M&K, 2021b). The campaign shows how young dancers can manage and take care of their finances while dancing. This was clearly confirmed by the marketing and sales manager of Yuh, who in an interview with *Werbewoche M&K* (2021a), a Swiss trade magazine for advertising, media and marketing, explicitly stated that the intention of the advertising campaign was to convey ease of use. On first approach, by exploring Yuh's website, it can be readily surmised that Yuh primarily targets a young audience due to the digital interface of the app, its advertising and the way it interacts and communicates with customers. Further evidence for this impression is provided by the approaches used by Yuh, which seem to consider all the characteristics, attributes, habits and expectations of Gen Z (summarized in Chapter 2.1.1 and its subchapters).

Furthermore, by looking at Yuh's website (2022a; 2022b; 2022c; 2022d; 2022e), it appears that Yuh does not overwhelm visitors with information, but rather prefers animation with text to engage them. Yuh seems to reduce complexity by creating a

professional website using a simple, minimalistic, futuristic layout. Another characteristic that distinguishes Yuh is its non-rigidity and non-formality in communicating with clients. Next to the features provided by the single services are some text passages highlighted in brackets pasted directly from the Yuh website to make clear to readers that Yuh takes a simple approach using colloquial language (see Table 4,5 and 6). The website is available in German, French, Italian and English. Swiss German words can also be found on the German website, indicating Yuh's familiar approach towards its Swiss customers (Yuh, 2022). In addition, customer service addresses its customers as “Du” and the customer care employees presents themselves using first names. Such an approach is consistent with the app itself, unsurprisingly called “Yuh”, as a bilingual joke and alternative spelling of “You”, and seems to confirm that the target audience is essentially the younger generation.

However, this assumption was denied by the CEO of Yuh; in an interview published on MoneyToday (Maeder, 2021, May 11), the CEO emphasized that Yuh is a disruptive and bold neobank targeting digitally savvy people. In addition, to avoid any ambiguity, he added that there are digitally savvy people in every age group. Regarding the target audience, it can be concluded that there is certainly a pattern that is more focused on young people, but the rest of the generations defined in Tables 1 and 2 cannot be excluded. In summary, there are many Yuh functions and related features that are of interest to customers and are discussed in the following subsections. As shown by studies of Ernst and Young (2017; 2019), the fintech sector is growing steadily and its adoption rate is also increasing. Nonetheless, as HSLU (2022, March 9) has stated, there are also many fintechs that are founded as startups and then fail; therefore, differentiation within the fintech sector is important. What exactly differentiates Yuh from the competition was explicitly asked to the expert in the interview. This perspective provides important insights for answering research question Q3.

### **3.1.2 Mixed Methods Approach**

In the case study, the fintech industry along with Yuh was comprehensively investigated; a mixed methods design was used to collect data. The mixed methods approach combines qualitative and quantitative aspects (Creswell et al., 2003). The goal of its use is to expand and strengthen this study's conclusions and thereby contribute to the literature exploring the Gen Z point of view in Switzerland. The explanatory design, described by Creswell



et al. (2003) as sequential explanatory design, consists of two phases, starting with a quantitative phase and then a qualitative phase. Creswell et al. (2003) distinguish two variants of the explanatory design: the follow-up explanatory model and the participant selection model. In the follow-up explanatory model, the researcher identifies certain quantitative outcomes, such as unexpected results, outliers or differences between groups that require further investigation using qualitative methods. In contrast, in the participant selection model, the qualitative phase takes precedence, and the purpose of the quantitative phase is to identify and purposefully select participants.

In the present work, the explanatory model with follow-up was applied. As a result, in the first phase quantitative data were collected and analyzed; qualitative data were collected in a second phase to help explain or elaborate on the quantitative results. The rationale of such an approach is that the quantitative data and results provide a general picture of the research problem. However, a deeper analysis through qualitative data collection is required to refine, extend or explain the general impressions that emerge (Creswell et al., 2003). Thus, the qualitative data are used in the subsequent interpretation, clarification and explanation of “significant (or nonsignificant) results, outlier results, or surprising results” from the quantitative data analysis (Morse, 1991, p.73). Figure 6 illustrates the procedure visually. The explanatory design requires a longer implementation time because of its sequential nature, but due to the purpose of this thesis, this approach is considered the most useful.

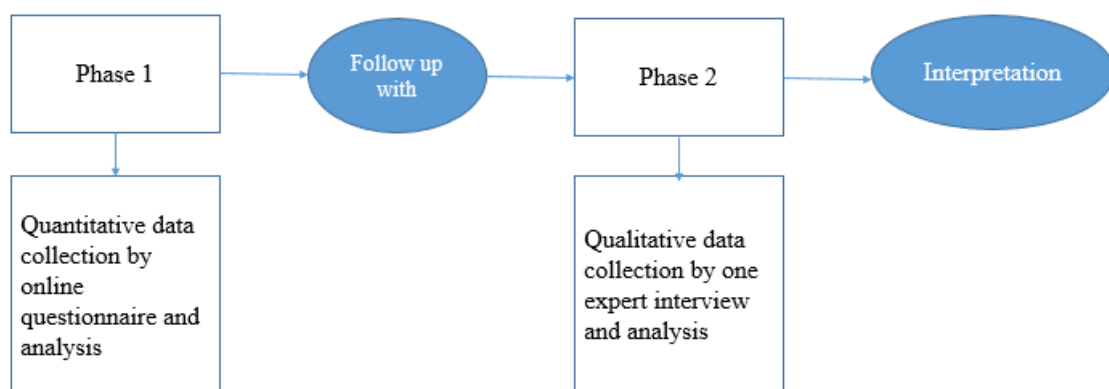


Figure 6: Methodology applied considering the mixed methods approach in an explanatory sequential design model according to Creswell et al. (2003) — *own visualization*

### **3.2 Phase 1: Online Questionnaire**

The primary aim of phase one was to collect and evaluate the results of the quantitative data obtained by online questionnaire among the followers of Yuh's official account on Instagram in Switzerland. It is reasonable to consider the followers of Yuh as existing customers of the neobank and/or interested in its services and products. The online survey aimed to confirm the factors integrated in the TAM, investigated in Chapter 2.3 and to identify further factors by using open-ended questions that lead to actual system use (i.e., acceptance of fintechs, specifically neobanks) based on the case study of Yuh. Therefore, the first goal of this empirical study was to confirm or reject the findings of the literature review by investigating research questions Q1 and Q2. Considering Gen Z's habits and the significant time this cohort spends on social media, the online questionnaire was launched on IG Stories, as this platform can be considered user friendly and flexible for the target audience. The software used and embedded in the IG Story was Umfrageonline.ch. This software allows data to be collected, reducing the time and effort required for manual processing.

#### **3.2.1 Target Audience**

To be included in a representative sample, participants had to be resident in Switzerland and born between 1997 and 2012. The Yuh account is public, and because the survey was posted on Instagram in the form of an IG Story (Appendix 7.2), non-subscribers to the Yuh account could also have taken part in the survey. Nevertheless, it can be assumed that this can be discounted, as non-subscribers would have had to conduct a targeted search, which is time-consuming and not reasonable to expect. It is not possible to determine whether the participants were followers or customers of Yuh or whether they participated in the survey on recommendation of other participants. In order to obtain a representative sample, a target of at least 100 respondents was set. In the end, 112 participants took part to the survey.

#### **3.2.2 Execution and Data Collection**

Considering the characteristics and traits mentioned in Chapter 2.1.1, the story feature of Instagram was considered useful in this context; the survey was therefore conducted through this tool on March 10, 2022. With a 24-hour lifespan, IG Stories create a sense

of urgency that motivates users to view ephemeral content, keeps audiences engaged and provides features that let the content creator communicate in an interesting way. Moreover, due to privacy and security reasons, it was undesirable to send the survey directly to the personal emails of the Yuh customers; to provide further security to the participants, before accessing the survey in the third Story (Appendix 7.2), it was emphasized that the data would be anonymized.

The full questionnaire is available in Appendix 7.3 and divided into four sections:

### **Landing page**

The landing page was a gratitude page related to the user's willingness to take the time to complete the online survey and help Yuh to further develop their business. Some points about the survey were explained. No answers were considered wrong or right because the goal of the survey was to hear respondent opinions and experiences as honestly and spontaneously as possible. Since it was assumed that the participants were most likely Yuh customers, the data were anonymized. In addition, it was important to inform them that they need not be afraid of "disappointing" Yuh. Here it was emphasized again that the survey contained 14 questions and would take approximately 8–10 minutes to complete. In addition, as an assurance to participants that the purpose of the survey was related to the thesis at ZHAW, the landing page listed an email address with the domain students.zhaw.ch, where any questions could be asked.

### **Personal Information**

The first part of the survey contained three non-invasive personal questions regarding date of birth, gender and place of residence. Although potential respondents were already informed about the target audience of the questionnaire on the landing page, date of birth and residence were explicitly asked for confirmation purposes. In addition, for completeness, gender was also requested, as this information could provide indicators to patterns and activities based on gender differentiation for further research.

### **Bank Perception**

The section on bank perception contained five questions that alternated between multiple-choice and open-ended questions. The open-ended questions generally followed the multiple-choice questions to allow participants to respond as they wished without limiting or influencing them with predefined answers (Züll & Menold, 2014). Consequently, the

thesis writer also had the opportunity to collect qualitative responses, most of which were very rich in information and were analyzed in detail in the second phase of the approach.

Since research question Q2 is focused on the factors that contribute to the creation of a trustworthy environment, it is important to explain why specific factors were investigated and why these factors were assumed to be important. Indeed, in a specific question, participants were asked to rank various factors according to their perceived importance, significance and influence on their choice of a bank. The factors queried were drawn from the TAM and the characteristics that distinguish fintech providers. Only certain factors were queried, as correlations between factors were assumed. In the preparation phase, each queried factor was assigned to a macro category already studied in the TAM, and assumptions and correlations between a given factor and its assigned category were considered. Table 7 shows the factors studied, their categorizations and assumptions.

<b>Factor</b>	<b>Category</b>	<b>Comments / Assumptions</b>
<b>Ease of Use</b>	Ease of Use	see Chapter 2.3
<b>Usefulness</b>	Usefulness	see Chapter 2.3
<b>Brand Image/ Reputation</b>	Brand Image	In the context of fintech application, brand perception is considered a prerequisite for trust in the organization (Hu et al., 2019).
<b>Security</b>	Government Support, Trust	Security was considered to belong to government support because of its high credibility. Furthermore, as fintech can be distinguished between banks and non-banks, the fact that a fintech has a bank license and therefore grants a depositor protection makes it more likely to have the support of the government.
<b>Trust</b>	Trust	See Chapter 2.3. Trust is strictly related risk, which negatively affects acceptance of fintech services.
<b>Innovativeness</b>	User Innovation	When people are highly innovative, they can tolerate a high level of uncertainty and have a more positive intention to use the innovation (Hu et al., 2019).

<b>Low Fees</b>	Usefulness	One of the main characteristics of fintech providers is the low fees they promote. Therefore, the lower the fees, the higher is the perceived usefulness.
<b>Product Portfolio</b>	Usefulness	The more products are offered, the more likely it is that a large audience is targeted. As a result, usefulness is impacted positively.
<b>Reliability of the Bank's IT/ Availability of the Services</b>	Trust	It is assumed that services significantly impact trust towards the bank. If there is an IT shortfall, feelings such as fear and distrust could arise; in the worst case, this could lead a customer to close an account.
<b>Transparent Fees</b>	Trust	Publishing all relevant information and providing more information about fees is more likely to increase trust in a company.
<b>Uncomplicated and Simple Process of Opening a Bank Account</b>	Ease of Use	It is assumed that the more uncomplicated the process is to open an account, the more likely it is that the account will be opened and used by the adopters.
<b>Competence of Customer Care</b>	Trust	In a fully digitalized world where contact is either by phone or video call, it is assumed that the more competence the customer care department has, the more likely users are to develop a sense of trust towards the bank itself.
<b>Flexible Access with Different Devices</b>	Usefulness	If a user has flexible access with different devices, they are more likely to perceive that service as useful.
<b>Recommendations and/or Influence of Families and/or Acquaintances</b>	Trust	It is human nature to trust family members and acquaintances. Therefore, if a friend or acquaintance has been having good experiences and is satisfied with a bank, it is more likely that

		a person will follow their suggestions and adopt the solution.
<b>Friend and/or Acquaintance</b>	Trust	Similar assumptions derived from “Recommendations and/or Influence of Families and/or Acquaintances”

Table 7: Assumed correlations between factors — *own visualization*

### Perception of Yuh

The third and last section of the online questionnaire contained six questions strictly related to Yuh. Knowledge of the neobank was therefore required to answer these questions. Furthermore, the questions mainly involved ratings, which allowed participants to weight responses by assigning numerical values. Krosnick et al. (2010) explain that optimal measurement can be achieved with five to seven categories (Krosnick et al., cited in Menold & Bogner, 2016). The risk associated with five categories is that the middle category is more difficult to score, which is not the case when using straight number categories. Various researchers have commented on whether the choice of a middle category should be viewed as ambivalence and indifference or whether the intentional addition of a middle category creates validity and reliability. It is not clear which variant carries more advantages or disadvantages. However, most researchers recommend offering a middle alternative to prevent respondents who have moderate or neutral opinions from having to use an alternative category, which systematically biases the data (Menold & Bogner, 2016). Therefore, a verbal one- to five-star rating system was used for this survey. A verbal label was assigned only to the endpoint categories one and five, enabling the respondents to be oriented. Respondents had the ability to express their own opinion, rate a specific question and decide which number best reflected their opinion. The final question was based on a 10-point numerical rating scale (NRS). Here, the respondent was asked to indicate how likely they were to suggest Yuh as a banking application to other people. They had the possibility to rate this question and it was

therefore sufficiently differentiated; the number reported consequentially reflected the respondent's opinion. It is important to mention that in this section, the question regarding trust-building factors went to a deeper level. The crucial point is that at this stage each factor was evaluated individually in order to analyze at a later phase to what extent each of them is actually addressed by Yuh and to what extent this factor is consequently perceived by Gen Z.

### **3.3 Phase 2: Expert Interview**

The second phase centered on a qualitative approach, which was included to gain further insights and clarification regarding the quantitative analysis conducted in phase one. In addition, questions regarding the fintech industry and Yuh's specific approach to reach their target audience were also integrated. Furthermore, the expert interview was attempted to specifically address factors discovered in the TAM by asking targeted questions. The aim was to obtain an expert's view and opinion on factors that could influence trust and overall acceptance of a fintech.

#### **3.3.1 Expert**

As a starting point, the definition of Scheuch (1967) was used; according to Scheuch (1967), an interview is an oral questioning and a planned procedure with a scientific purpose; the subject is induced to give verbal answers by a series of directed questions or communicated stimuli (cited in Wernitz, 2018). There is a wide range of criteria that distinguish among different interview forms (Wernitz, 2018). For this thesis, the expert interview was applied because following the quantitative analysis of the online survey, an expert interview should serve as an additional reflection. Research by Meuser and Nagel (1991) defines experts as people who are “responsible for designing, implementing, or controlling a solution to a problem” or who have “privileged access to information about groups of people or decision-making processes” (S. 443).

The interview was, therefore, targeted at the CEO of Yuh. The CEO was not only willing to participate in the interview but also gave the interviewer the opportunity to expand the researcher's access to the field. Private and biographical excerpts were omitted. For the conduct of the interview, a predefined literature review and findings of the online questionnaire were used, resulting in the need to structure a guideline. Orientation to a

guide also precluded the interview from diverting into less relevant topics (Meuser & Nagel, 1991); however, this document served only as a working aid for the interviewer and was not given to the interviewee. Prior to creating the guide and conducting the interview, the field was extensively researched, and the interviewer acquired a comprehensive knowledge of the topics and the case study. In this way, it was possible to ask specific questions and benefit from the answers to them.

### **3.3.2 Interview Guideline**

An interview guideline was compiled in advance of the survey following Mayring (2014). The objectives of the thesis had already been explained in the written invitation to the interview and were repeated before starting the interview. Before beginning, permission to record was explicitly requested and a guarantee of anonymity was given. After an introductory question, which served as a warm-up, both closed-off and open-ended questions were asked. The open-ended questions were intended to prompt the expert to assess the topics under investigation by emphasizing the expert's individual perspectives; the focus was on Yuh's innovativeness, positioning and trust-building environment. The closed-off questions, on the other hand, were intended to provide confirmation of the results from the survey. In addition, based on survey answers that were revealed to the expert, the expert was given freedom to comment. It is important to note that from a structural point of view, each question was preceded by a premise based either on research conducted or results obtained from the survey to introduce the expert to the topic of the question that followed. In addition, questions regarding the fintech industry in general were included based on the literature review, which led to new perspectives from the CEO's point of view of a neobank and provided important input for answering research question Q3. Prior to the start of the interview, a pretest was conducted in early April to review the interview guideline for quality assurance purposes. The guideline was evaluated positively and not revised. The interview took place in the form of a video call via MS Teams on April 21, 2022, at 9:30 am. The planned time for the interview was 30–45 minutes; this limit was adhered to. The interview was recorded for the purpose of transcription and interpretation.



### 3.3.3 Transcription and Evaluation

The conversation was held in the native language of the expert, which is High German. Although time-consuming, it was purposely decided to conduct the interview in High German because it was assumed that it would facilitate communication and give room for the expert to express themselves freely, as the language used was their native language. The MS Teams invitation had already been prepared and sent out on April 5, 2022, after the meeting had been informally organized a few weeks earlier. The interview was transcribed using the audio recording and was translated into written German and English without changing the meaning of the statements. The transcript produced offers the writer the advantage of being able to cite it within the thesis; this makes it possible to clearly create a source reference to passages from the interviews for the purpose of analysis. In addition, by transcribing the audio record, the research is transparent to the readership; the transcript is available in Appendix 7.5. According to Oliver et al. (2005), interview transcription can be presented as a continuum with two dominant modalities: naturalism, in which each utterance is transcribed in as much detail as possible, and denaturalism, in which idiosyncratic speech elements such as stuttering, pauses, nonverbal utterances and involuntary utterances are omitted. In this paper, a denaturalistic approach was undertaken to focus on the meanings and perceptions that emerged during the interview (Oliver et al., 2005). To remain as close as possible to the original statements, Swiss dialect and sentence structure were adjusted only to the extent that good readability could be achieved. Translations in English were highlighted in cursive and eventual explanations or annotations were recorded in bold only when they were necessary for understanding what was said.

Furthermore, because an interview guide was used and extensive prior knowledge was already available, categories were formed deductively following a so-called semi-structured interview (Mayring, 2014). The categories were derived from important aspects of the literature review (e.g., the TAM) as well as the data collected from the online survey. In this type of procedure, the categories are established and defined before the analysis of the interview material. As a result, after deductively creating some categories, the material was reviewed and all relevant text passages were assigned to the appropriate categories according to the coding (Mayring, 2014). In Appendix 7.7, the coding agenda along with anchor examples is available. The coding agenda was created

following Mayring's (2014) suggestions to use a category label, category definition, anchor example and coding rules.

There was only one interview with one expert; the interview was analyzed following the so-called qualitative content analysis of Mayring (2014). The final step was to extract and summarize all coded material per category. The interview with the CEO served as an additional reflection, which had the goal of dealing more deeply with the results of the quantitative results and of closing possible gaps. It could also act as a starting point to conduct further interviews with additional experts in the fintech industry to supplement the study with further insights.

## **4. Results and Discussion**

In Chapter 4 results of the quantitative and qualitative data are presented and explained. Research questions Q1 and Q2 posed at the beginning of the paper are consequently answered by interpreting and discussing the results. A comparison to previous literature is also done.

### **4.1 Results of the Online Questionnaire**

In this chapter, the data collected from the above-mentioned questionnaire are presented and analyzed in detail. The full evaluation and results are available in Appendix 7.4. Because of clarity, their translation is also reported in Appendix 7.5.

#### **4.1.1 Participants**

On March 23, 2022, the cut-off was set and the link with access to the survey was disabled. Nonetheless, it should be noted that all responses were collected between the date the survey was published on IG Stories and the following day (i.e., between March 10 and 11, 2022). In the end, 112 responses were collected, and 162 persons viewed the survey. 67 of 112 completed the survey and 45 did not go through to the end. However, seven participants did not answer more than half of the survey, which is why the total of answers was reduced to a sample size of 105. The average participation time was longer than expected: 10 minutes and 26 seconds. It can be assumed that the length of the survey had an impact on the number of users who quit the survey before ending it. The participation rate was 69.1% with a completion rate of 59.8%. On March 23, 2022, Yuh had 3,031 followers, which in this context is considered to be the total population. The sample under investigation represents, therefore, approximately 3.5% of the whole population that was targeted. Furthermore, as five participants stated that they were born 2006 and 2005 (three participants and two participants, respectively), it is likely that they were merely interested in Yuh and were not clients, because it is not permitted for minors to open an account (Yuh, 2022). For the sake of completeness, a question regarding gender was introduced. Approximately 41% of the participants were women, while 59% were men. These results seem to confirm the progressive trend of inclusion of women in the financial system; however, for the research purpose described above, a focus on gender differences is irrelevant and will not be explored further. Although participants

were informed from the beginning that this was a survey aimed exclusively at residents of Switzerland, a confirmation question was introduced. Three of the respondents living abroad nevertheless participated in the survey even though it was not targeted at them.

#### 4.1.2 Bank Perception

This subsection focuses in general on the perception of banks and banking transactions made both online and offline. As visible in Figure 7, nearly 75% of the participants stated they use online banking exclusively, and a further 24% said they use online banking mainly but occasionally visit a bank. The remaining 1% declared that they visit physical branches for other reasons. After selecting “other,” participants were asked to specify what they meant. The participant who selected “other” specified that they use online banking almost exclusively, but occasionally they perform a cash deposit in an automated teller machine (ATM). The bar chart below clearly confirmed that physically visiting a bank branch is declining in importance for Gen Z customers.

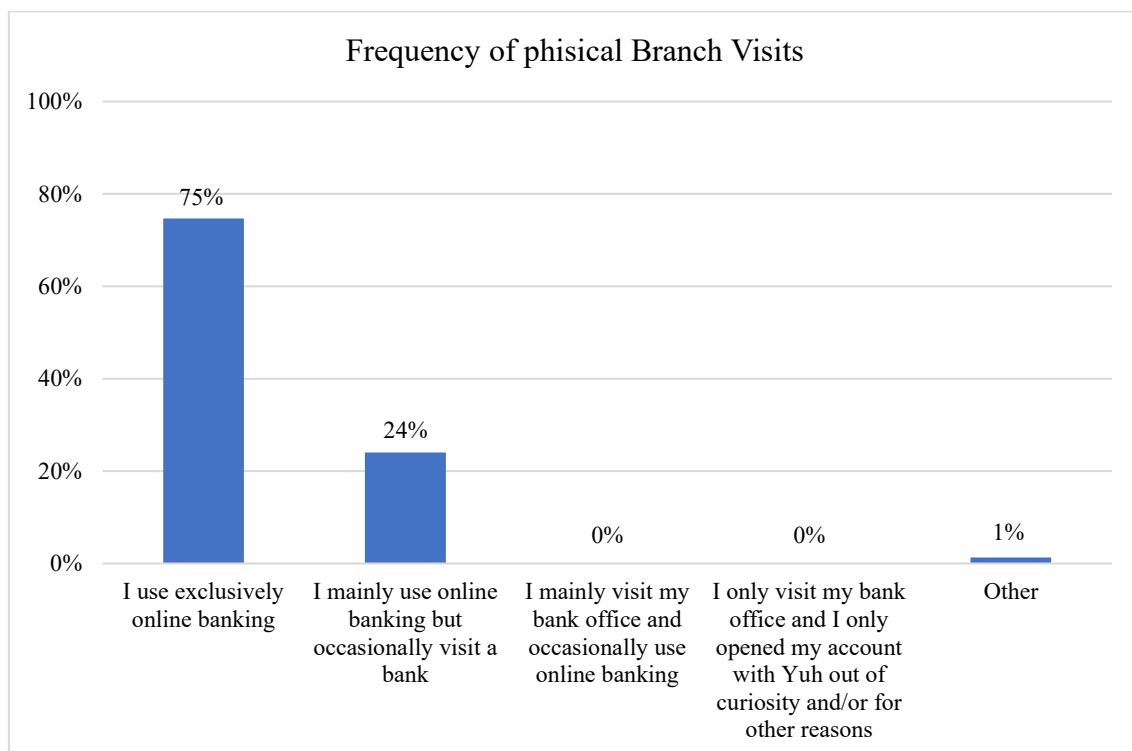


Figure 7: Frequency of physical branch visits — *own visualization*

According to the survey results of Figure 7, the trend is toward online banking. The next questions looked in more detail at the reasons that have prompted customers to look for

alternatives to traditional banks and investigated in a general way whether there are specific services that are more suitable for an online approach instead of physical one. With the help of free text, it was possible to discover additional insights. The most cited reasons from respondents to look for alternatives were low fees and better conditions, followed by the possibility of accessibility at any time of day, as indicated by the following quotation and other statements in Appendix 7.5 under question 5:

“With other banks, which are focused on other areas such as trading, there are much cheaper alternatives than to do it at a physical bank.” – Participant A

This statement clearly confirmed that new market players are appreciated for their low fees over traditional banks where fees are perceived as higher. In fact, of the 42 open-ended responses solicited to Question 5, 16 responses, or nearly 38% of participants, cited “better terms” and “low prices” as reasons why they sought online alternatives.

“I have not looked for an alternative. My home bank account is still open and I need it regularly.” – Participant B

Such a comment suggested on the other hand that traditional banks remain important and that fintech providers are chosen not as alternative banks but rather as additional banks for the other kinds of services they offer.

However, there were also services for which direct customer advice or a visit to a branch was preferred. In this context, Figure 8 shows what kinds of services Gen Z accepts digitally and to what extent.

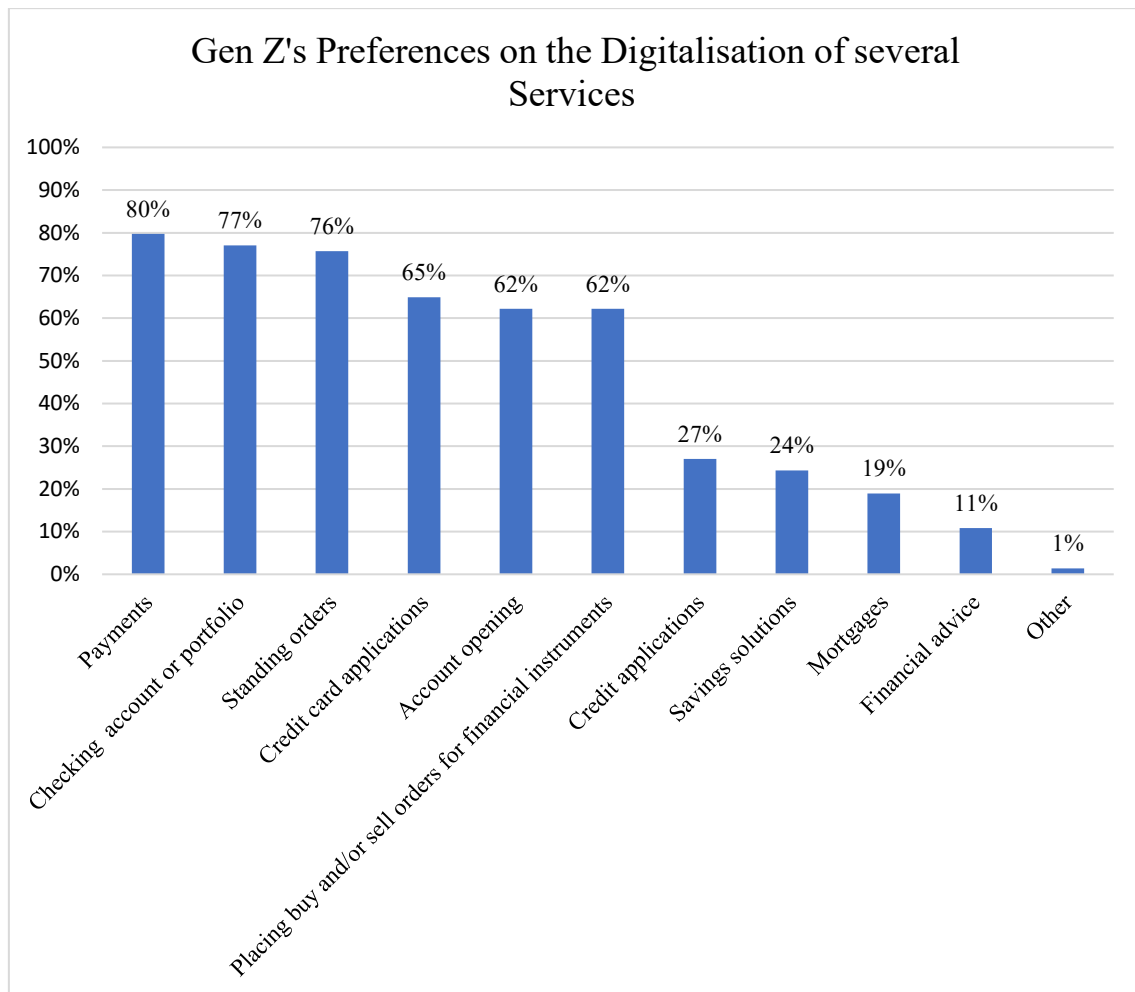


Figure 8: Gen Z's preferences on the digitalization of several services — *own visualization*

The survey found that face-to-face advice is preferred for services such as mortgages, credit applications, financial advice and saving solutions. Participant C's comment below provided an opportunity to interpret the sentence in this context at a deeper level in Chapter 5.

“Actually all services that I can fulfill myself. Consulting when it is needed” – Participant C

In consideration of the TAM, the factors, that have an influence on A and BI for a financial service provider and, in turn, influence its rejection or acceptance, are ranked in Figure 9 considering the correlations and assumptions between variables and factors of Table 7.

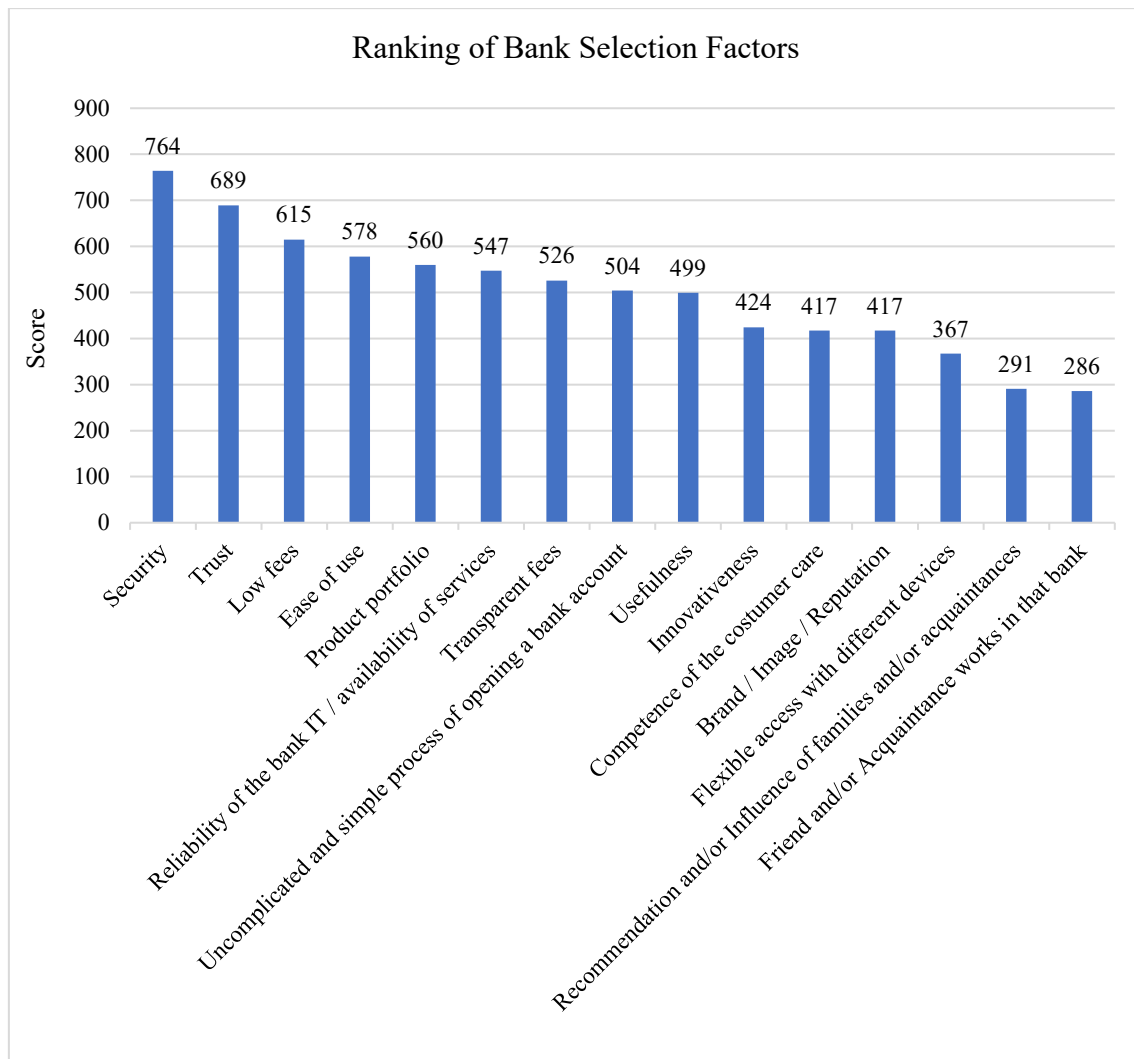


Figure 9: Ranking of bank selection factors — *own visualization*

Among respondents, the most frequently cited factor affecting selection was security and trust. These were followed in terms of importance by low fees, which ranked third. The results confirm that although Gen Z has limited financial means and is financially conservative, safety and trust factors dominated when choosing a banking and financial service provider. It is interesting to note that usefulness ranked 9th, while ease of use is perceived as an important factor and ranked 4th when it comes to the selection of a bank. Despite the fact that the brand/image/reputation factor ranked 12th, it is interesting to note that the reputational risk mentioned in Chapter 1.1 assumed a significant dimension for Gen Z as well. The closed question was supplemented with an open-ended question allowing participants to indicate further factors, not mentioned in the survey, that they take into consideration during the process of choosing a bank. In this regard, participant

D's comment was explicitly reported: “The history of the bank; if it was involved in scandals” – Participant D

#### 4.1.3 Perception of Yuh

The third part of the questionnaire pertained to Yuh. The same question regarding factors that influence the acceptance of a financial service provider was answered as in part 2, with the difference that the customer was explicitly asked on a scale of 1 to 5 how they perceived these factors as a Yuh customer. Factors such as transparent fees, simple and straightforward account opening, innovativeness, trust, security and ease of use were perceived as providing above-average satisfaction. Considering Table 7 it can be concluded that as a neobank, Yuh succeeded in satisfying Gen Z's need for trust, innovativeness and ease of use (E), as specifically shown by the perception of E in Figure 10. Almost half of the respondents rated the E of the app as very simple, and none of the respondents felt the app was not simple at all.

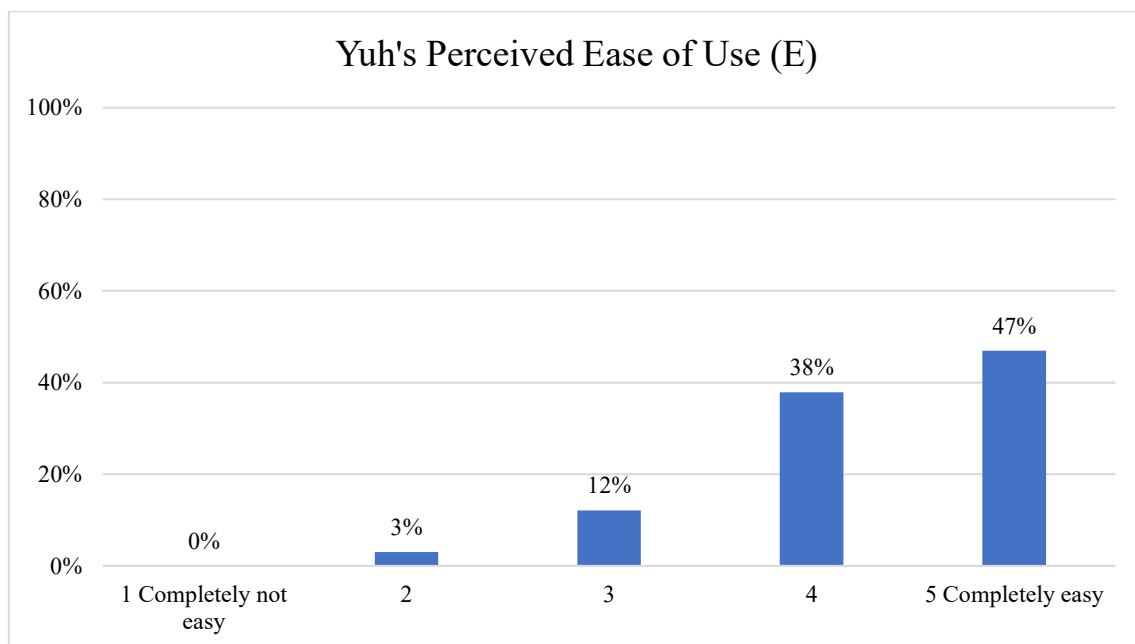


Figure 10: Yuh's perceived ease of use (E) — *own visualization*

Less appreciated, on the other hand, were the competence of the customer service offered and the product range, as visible in Appendix 7.4 under question 9. Three key statements



below from three participants (E, F and G) reflected the preferences of Gen Z and their appreciation of simplicity, ease and speed.

- “Simple and easy to use and inexpensive. Interface of the app and its features appeal to me a lot.” – Participant E
- “24/7 access & easier, no waiting in the bank” – Participant F
- “Quicker” – Participant G

Participants stated they do not wish to waste time with paperwork and long waiting times, and the majority try to avoid contact with personnel, with some exceptions, such as Participant H, where Yuh is considered as a secondary bank.

“I only use Yuh as a side bank. I don't have enough confidence in online-only banks and would like to have the option of having a physical person to help me.” – Participant H

As declared from participant H physical advice becomes more important when confidence in online-only banks is perceived to be lacking. What is important to note in such an answer is that Participant H talked about the possibility of having a person physically present as an optional feature in case help is required; neobanks generally do not offer physical assistance. This observation can be considered as a lack of usefulness in this individual case. Perceived usefulness (U), measured in terms of products offered, is shown in Figure 11. Only 24.2% of respondents were very satisfied with the products offered and 4.6% of respondents rated Yuh's perception of their needs as not satisfied at all.

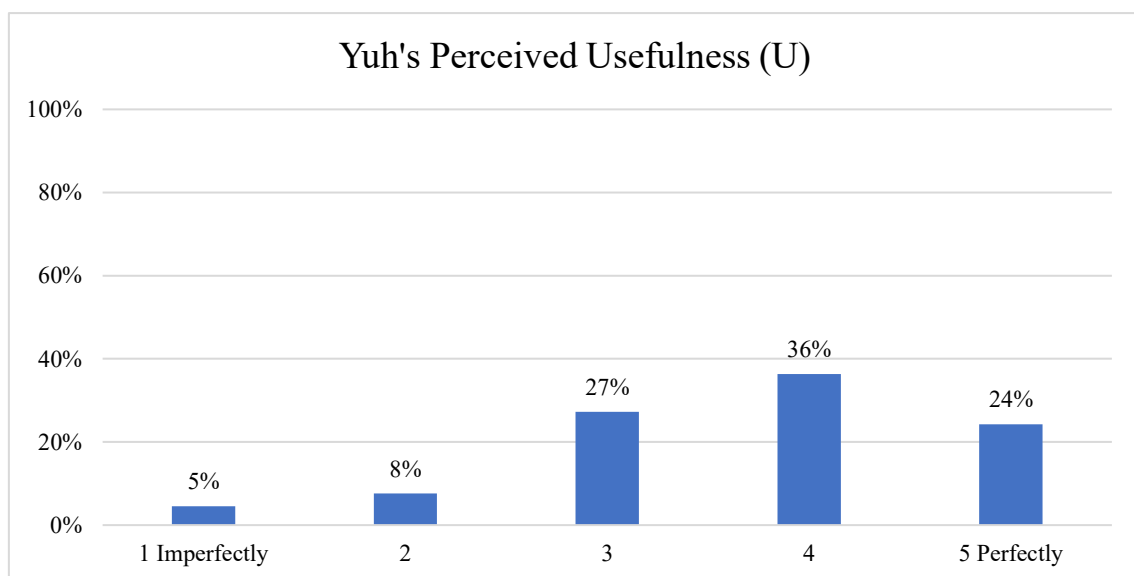


Figure 11: Yuh's perceived usefulness (U) — *own visualization*

24% of participants clearly expressed that the needs of Gen Z seem to be met by Yuh. However, as can be seen from the chart above, participants' perceptions are not evenly distributed, as there were some critics that emerged from the open-ended questions. The latest Google Pay application and ETF savings plan have recently been integrated, while others, such as payment via Apple Pay, standing orders and e-billing for payments (which was in high demand with Gen Z) are in the pipeline. The cryptocurrency universe is also growing, with the continuous introduction of new cryptocurrencies that could not be traded before. Swissqoin, the company's own cryptocurrency, seemed to be very popular. Swissqoin is earned in promotions with the Yuh app, as well as in all Mastercard debit card payments. Swissqoin is an innovative cryptocurrency token that increases in value when a portion of Yuh's earnings are reinvested. The reinvested amount is currently CHF 0.50 per month per active customer. However, there was criticism that Swissqoin is hardly usable, as the tokens can currently only be sold or given away. In addition, limited product range has been criticized in terms of the tradability of the ETFs, of which only 23 are currently offered. Finally, it can be emphasized that despite a lower range of services, around 40% of respondents would recommend Yuh to others and thus classify themselves as promoters. On the other hand, 41% are more likely to be classified as neutral and 19% are described as detractors or would not recommend the app to others.

## **4.2 Qualitative Content Analysis of the Expert Interview**

The expert interview was more focused on research question Q2 and attempted to specifically address factors discovered in the TAM by asking targeted questions. The aim was to obtain an expert's view and opinion on factors that influence trust and acceptance of fintechs. Subsequent collection and processing of the data are described in the chapters below. The full expert interview transcription along with its translation and coding agenda with anchor passages are available in Appendices 7.6 and 7.7, respectively.

### **4.2.1 Perceived Ease of Use**

It can be seen from the coding process that ease of use was a particularly important aspect for the interviewee. It can thus be considered a central category and is a relevant factor for the research questions of this thesis. Even if Yuh management were not aware of the

TAM, it is plausible that Yuh was created assuming that usability positively influences attitudes towards adoption and thus the intention to use and subsequently accept the app. However, it is also plausible that these strategic actions were not planned with the TAM in mind, but rather based on marketing research conducted prior to the development and launch of the product. In fact, as is evident from some excerpts, it is apparent that the focus on ease of use was part of the vision and mission of Yuh itself.

- **Vision:** “Because we also say that “you” can manage your finances by yourself, “you” have your finances under control, “you” are the post office of your money” (Appendix 7.6, p. 108).
- **Mission:** “It will never be the case that we have thousands of ETFs, because then it would no longer correspond to our DNA, it would no longer be easy and this great experience, and it would also overwhelm many of our users” (Appendix 7.6, p. 116).
- **Ease of Use:** “It has to be a super experience, it has to be simple and intuitive” (Appendix 7.6, p. 110).

The focus in the vision of the company itself lied on simplicity and ease of use.

“And the goal was really that we make it as easy as possible for everyone, and by saying that I really mean for everyone, also for the beginner in the trading area” (Appendix 7.6, p. 115).

As exemplified in the excerpts above, no special knowledge is required to place a trade or, generally speaking, for a person to manage their own finances. Indeed, this ease of use was also clearly marketed. For the implementation of the Yuh campaign, Yuh commissioned the Geneva-based creative agency Cavalcade to develop a concept in 2021. The result was a film in which four dancers use the Yuh app while performing their dance routines. The head of marketing and sales for Yuh, whose name is removed here to protect anonymity, confirmed to the press of *Werbewoche M&K* (2021a) the need of an approach to integrate lightness and ease into the Yuh brand. The CEO confirmed that ease of use was a key goal for Yuh to meet; this was achieved by creating an intuitive app. No manual is required, and younger and older generations can use the app without significant effort. Ease of use was further perceived by the sample size of the quantitative survey.

#### 4.2.2 Perceived Usefulness

As described in Chapter 2.3 the second main category that directly affects attitude and actual use is perceived usefulness. Unique selling propositions (USPs; definition is available in the coding agenda in Appendix 7.7) and perceived usefulness are closely related for the purposes of this study. These two distinct categories were intentionally created because the goal of the survey was to simultaneously highlight the differences between Yuh and the competition. Utility (i.e., usefulness) is assumed to derive from the USPs. In turn, the discovered USPs, are considered needs that are perceived and thereby increase the perceived usefulness, in consideration of the TAM.

The importance for Gen Z and future generations to feel that they belong to a community was also highlighted by the CEO, who clearly expressed that digitally savvy customers need to feel part of a community. This need has been addressed and is also embraced by Yuh, which engages its customers in a variety of ways. First, it does this by involving them in decision-making. Yuh is used to understand what its customers think and want; the primary goal then is to meet the customers' needs. This automatically increases perceived usefulness, which leads to acceptance of the provider. Second, it is clear that Yuh's customers are important stakeholders and are perceived as such by Yuh who make the neobank successful. Therefore, a share of Yuh's profits is distributed to customers. However, as a neobank, Yuh does this differently: Yuh has created an in-house cryptocurrency token that is distributed to Yuh account holders as a reward. The more customers use the app, the more tokens they receive as a reward. Such an approach invites customers to use the app's features more frequently. With this initiative, Yuh has undertaken a strategic measure that also enables Yuh to retain customers. In addition, customers are motivated to recommend the app to others, as they receive Swissqoins in this way. However, it was also highlighted in the quantitative interview that the possibilities for using Swissqoins are quite limited. Nevertheless, the interview have clearly shown the strategy behind introduction of Swissqoin and how Swissqoins are to be understood (i.e., as a loyalty program where the end customer benefits).

It is also important to note that fractional trading was introduced by Yuh as an innovation as there is “still no Swiss financial institution that has this functionality” (Appendix 7.6, p. 113). The studies considered in Chapter 2.3 have shown the positive influence of innovation on user trust and the direct positive influence on attitudes toward use. Unconsciously, Yuh has created an innovation factor with this type of feature, which leads

to an increased perception of user innovation and thus indirectly influences Yuh's adoption. When the willingness to try new technologies is high, the perception of risk is low, leading to a high potential willingness (i.e., attitude to use) according to Leicht et al. (2018). The perceived risk factor is analyzed later, considering its interactions with trust.

Through the interview, it was possible to gain more insight regarding Yuh's small offering of ETFs. For example, the fact that only a limited number of ETFs are offered is based on three main reasons. First, offering a higher number would not be in line with Yuh's vision, mission and strategy as shown in following text passage "it doesn't have to be perfect and fast, because we still want to be able to reload. Because at the end, how do we surprise the customer?" (Appendix 7.6, p. 113). Second, by offering many more ETFs, there would be a risk of degrading the user experience, as the simplicity of finding what the customer is looking for would suffer. Consequently, the U of the Davis TAM would not be granted, as confirmed by the CEO "because I don't think an app that crashes all the time would be a joy to use" (Appendix 7.6, p. 113). As a result, the customer would feel lost and the effort required to reach their goal would increase. Third, it is also related to security and trust. The CEO continued in relation to ETFs: "Yes, logically I would like to bring much more and much faster new features. But in the end it's also about resources, about security and stability in banking." (Appendix 7.6, p. 113)

Therefore, for the reasons already mentioned, Yuh will never offer thousands of ETFs; however, that does not mean they will not continue to listen to financial influencers, customers and the market to expand their offering as much as possible. Listening to the needs of the market is important and those needs must be met; the market will not wait. To summarize, there are three main reasons why Yuh's ETF offering will not be increased the way Gen Z might desire: first because of resources and strategy, second because of U, and third because of security and stability reasons. This introduced the key factor banks must consider to build long-term relationships with their clients, namely trust.

#### **4.2.3 Trust**

In addition to usefulness and ease of use, another important aspect is trust. Stahl and Menz (2014) address two types of trust: personal and systematic. Systematic trust is achieved by creating functioning systems. This topic was heavily discussed in the first part of the thesis. It is interesting to note that the topic of trust was indirectly raised by the CEO,

while it was not directly raised by the interviewer. The trust factor was discussed only in the latter part of the interview. As discussed in the central part of this paper, different variables can affect trust; however, the interview shows that trust can also be created through careful consideration of the offering. For instance, the choice to offer a limited number of ETFs is related to resources but, more importantly, to the usefulness and experience Yuh wants to grant to its clients. However, at the same time, trust is also influenced by perceived risk. Several authors, who have studied the TAM in depth, have shown that perceived risk plays a crucial role in negatively influencing trust, which may prevent adoption (Haqqi & Suzianti, 2020; Malaquias & Hwang, 2016). Thus, perceived risk must be low so that the trust factor can exercise a significant influence on attitudes toward IT use and adoption of a fintech service. The perception of risk is what Yuh attempts to decrease through “a selection of really selective ETFs that we consider good, so that it also has a certain security” (Appendix 7.6, p. 115). All types of investments carry some degree of risk, and stocks, cryptocurrencies, structure products and ETFs can lose value (even all their value) if market conditions sour. However, the fact that Yuh does not offer a wide range of ETFs and selects them with scrutiny gives the client a feeling of security, which affects trust positively.

Furthermore, customers are also likely to trust due to the credibility of Yuh; therefore, trust is increased because it operates through the banking license of Swissquote and is a product launched from a joint venture from “two renowned banks, [...] not somehow completely new to the market” (Appendix 7.6, p.127). The CEO continued in this regard by defining Yuh more precisely and describing the perspective of a client: “If you know, as a customer, who is behind it, then you have confidence, because it is not just a no-name. It is not some fancy company. It's a very renowned and well-known and trustworthy bank in Switzerland” (Appendix 7.6, p. 119-120)

Swissquote and PostFinance were defined as the app’s “mothers”. Indeed, from a philosophical point of view, a mother is important because she not only raises her child during the weeks of pregnancy and the first years of life, but she is also the one who will pass on her experiences and teachings. As a result, Yuh can only profit from its parents, and this is a key factor in how Yuh promotes trust. Nevertheless, this is only a starting point, of which the CEO is aware. He argued:

“Trust is also created by making the whole thing playful easy to use but in a serious way. [...] And very important, which is also part of trust, is stability, and it is very

important to us that we have a stable, high-performance app. No one is error-free, but with as few errors as possible and if an issue occur that you react as quickly as possible. And I think we've done very well up to this point. And then to the physical... We have a super customer care where the customer can also call” (Appendix 7.6, p. 120)

Through customer care, Yuh has built personal trust. This means that the correlation between customer care and trust assumed in Table 7 is confirmed. Customer service is generally the face of a company, and how good or bad the customer experience is depends upon the skills of that team, as well as the quality of the service they provide. A strong company already excels at customer relations, and in a completely digital environment where personal contact is not provided, it is important that customer care is well trained. It is likely that good customer care will make the customer feel comfortable, especially where human contact is not given, and will foster loyalty. As a result, the five social norms of openness, honesty, tolerance, reciprocity and fairness, which Stahl and Menz (2014) describe, can be transmitted by customer service. If the employees are customer-oriented, patient and attentive to clients, they create added value, trust and an emotional bond, which is the key for long-term success.

#### **4.2.4 Target Audience**

It is important to highlight that Yuh’s customers are not only younger generations (i.e. Gen Z), as has been assumed. The CEO emphasized this with the following statement:

“Therefore, there are definitely older customers who feel addressed and their needs are met. It is therefore perhaps not a question of age, but really of needs and how one feels and what one wants. So the older ones also feel addressed [...] But basically, we want to define the banking of the future, and therefore also make an offer for customers of the future, which is the digital-savvy people” (Appendix 7.6, p. 110–111).

By affirming digitally savvy people, it is evident that Yuh’s target market can be mainly considered Gen Z, although he argues that previous generations are not excluded. The CEO continued:

“And in the end, it's the market. I am firmly convinced that the digital-savvy or future generations, who will all be digital-savvy, will increasingly demand such products. And if there is a great demand, then there also needs to be a supply” (Appendix 7.6, p. 127).

In these sentences, the CEO was clearly of the opinion that from Gen Z onwards, future generations will all be digitally savvy. This statement can be confirmed because, as discussed in detail previously, Gen Z is the generation that has grown up with IT, and it is part of their lives. Therefore, it is more likely that IT will shape the lives of future generations even more. Yuh will benefit from this, as it will have been in the market longer; it may be difficult for new providers to position and establish themselves in the market.

#### **4.2.5 Fintech Industry**

The interpretation of the interview shows that this research is in line with the literature review and findings of the quantitative survey. As a result, for Gen Z it can be argued that E, U and trust influence A along with BI and therefore actual usage of IT (i.e., neobanks' products and services). The higher the perception of usefulness and ease of use, the more likely it is that the target audience will opt for the products and services offered by fintechs. However, it is not clear whether trust influences usage intention directly or indirectly as an external variable that affects E and U, which are the two main categories examined in the TAM (Davis, 1985). However, the data overall confirm that trust is a critical element that fintechs, and especially neobanks, must provide. More importantly, it is necessary that their customers perceive trust, because trust appears to be a strong factor in shaping attitudes towards considering and then using a specific service; trust was, is and will continue to be a key factor for long-term business profitability and growth.

#### **4.3 Discussion and Interpretation**

For a bank to be attractive to Gen Z, it must perceive their needs. In order to address this research focus and derive recommendations for traditional banks, answering question Q1, which is reproduced below for clarification, was a prerequisite:

**Q1:** What habits, expectations and preferences does Gen Z have regarding banking and financial service providers?

Due to their young age, many of them are still students or have limited financial resources, leading them to choose financial service providers carefully. The importance of low fees



and its transparency are weighted as really important when it comes to choose the fintech provider. Indeed, because of the optimal cost structure, mainly due to technological innovation, fintech providers allow the end customer to benefit from cost savings, offering them services at low prices (Barbu et al., 2021). Statement of participant A clearly confirmed that new market players are appreciated for their low fees over traditional banks where fees are perceived as higher. For instance, for buying or selling shares, there are commissions of 0.5%, with a minimum commission of 1 CHF; for cryptocurrencies the commission is 1%. Furthermore, there are no fixed costs (e.g., custody fees; Yuh, 2022d). Concerning small trading amounts, Yuh's transaction fees are lower than at Swissquote itself. Even at Swissquote, purchases of small amounts of stock are significantly more expensive than at Yuh. However, the situation changes for larger amounts. Taking an example of a transaction with a nominal value of CHF 10,000.00 for a purchase transaction of shares in the Swiss market, Yuh is more expensive, as it would result in a commission of CHF 50.00, whereas at Swissquote the fees would be almost 40% lower, or CHF 30.85 (Swissquote, 2022; Yuh, 2022d).

Furthermore, they have experienced the financial crisis of 2008 and are looking for security and protection against risks, but at the same time they are individualistic, proactive and entrepreneurial. This is reflected, for example, in the fact that starting a business is not out of the question for Gen Z. The pronounced entrepreneurial attitude makes Gen Z particularly interesting for companies not only as a consumer group but also as a potential employee group. Gen Z strives for clarity, wants to know how to handle their finances responsibly and consciously. For these purposes, Financial Influencers' opinions are considered next to the parents' experience. They want to know as knowledge is considered important to make their decision by themselves then. Related to the success of financial influencers is the constant use of social media by Gen Z described in section 2.1.1.4. The members of Gen Z, who in this work are considered to have been born between 1997 and 2012, can be described as true digital natives, as they have grown up in an internet-connected world as described in Chapter 2.1.1.3. Social media such as Instagram, YouTube and TikTok occupy an indispensable place in their lives and social influence plays an important role on acceptance behaviors (Kesharwani & Bisht, 2012). They spend a significant portion of the day on social media, where they also seek information, follow influencers or go shopping. As a result, another characteristic is immediacy; everything must be fast, simple and easy, from communication to

information searches. Anything that is too complicated or slow will eventually lose the attention of Gen Z. Participants do not wish to waste time with paperwork and long waiting times, and the majority try to avoid contact with personnel, with some exceptions, such as Participant E, F and G. Therefore, it is not surprising that according to the results of Figure 7, the trend is toward online banking. Finally, Gen Z is aware of global issues, seeks the truth and is committed to social causes. This attitude also leads members of Gen Z to invest their money consciously and in companies that take sustainability seriously. Yuh has recognized and met this need by offering its customers the opportunity to trade stocks consciously by showing them the company's specific sustainability and social commitment before trading them.

However, the most significant challenge for companies that want to reach post-Gen Y is that they only talk about them without actually entering their world and exploiting their habits, needs and preferences. The perception of insufficient supply i.e. not meeting properly Gen Zs needs, can have a decisive influence on the acceptance or non-acceptance of an application, as shown by Davis's TAM model and the extended version described in Chapter 2.3. Only those who know the habits of their target audience can identify the gaps they can fill with their offerings. Gen Z is a generation that will undoubtedly set the rules for future consumption. Members of this generation are driving the trend toward digitization in banking and financial services. Although the banking and finance sector was quick to adapt to ICT developments, it has lagged other sectors in the use of social media; the opportunities that such channels bring have been neglected. The rapid evolution of fintech and consumer preferences has forced the industry to rethink behavioral patterns and adopt an approach that is better suited to the new target group.

However, this is not enough because also trust plays a crucial role when it comes to choosing a bank and can be considered the key driver of success for banks in the future (Manz, 2018). In this context, in a digitalized business model where human contact is not available and thus the five social norms of trust presented in Chapter 1.2 are difficult to transfer to the digital sphere, the main research question thus arised:

**Q2:** What factors influence members of Gen Z to place their trust in fintechs, specifically neobanks, over traditional banks as banking and financial service providers?

The results of primary and secondary research have shown that the fintech industry offers benefits that are clearly valued by Gen Z. As a result, traditional banks have lost an

important part of their customer base. Considering the personal trust defined by Stahl and Menz (2014) in Chapter 1.1, it can be assumed that personal trust has a significant influence on acceptance, especially for products like mortgages, credit applications, financial advice and saving solutions. As evident from Participants C's comment, the customers want to be sure that the money they have saved will not be lost. This statement might be directly related to the financial crisis in 2008, in which traditional banks lost trust from their customers and suffered high reputational risk (Edelman, 2019, April 24). Based on this comment, it is possible to state that traditional banks need to rebuild their fiduciary relationship and that intermediaries must convince their stakeholders that they are healthy and reliable. They must regain their good name, which has always been of precious value to a bank and is a key factor in acquiring new clients and the foundation of solid and lasting relationships. Finally, although it is instinctive to trust loved ones and family members, the influence exerted by them on the adoption of a particular banking service ranks last.

Quality, trust in competence, good service, integrity of the personal customer advisor and, above all, continuity in support are some of the important prerequisites for sustainable quality and thus a central and lasting resource in this service area. The competence of customer service, as confirmed from the CEO, for instance could be a crucial point, as it could significantly contribute to increasing the overall trust of customers in the system and in the bank, as well as to ensuring comprehensive and high-quality financial advice. These may also be some reasons why a traditional bank is preferred over new fintech market players for those services. In conclusion, it is highly plausible that for these types of service, the fee component is weighed as unimportant compared to other services where it is much more influential in terms of adoption. For this kind of service, trust might be considered as a key factor influencing A and BI and consequentially its adoption.

From the studies mentioned in Chapter 2.3 variables that are important for fintechs were inferred. However, variables such as brand and service trust, brand image, risk, usefulness and usability are difficult to assess and compare in their correlations. Furthermore, each variable may also have an indirect effect on additional factors. The variables that influence customer trust in fintech cannot be determined in the same way for everyone, as different perspectives and individual behaviors must be taken into account. Nevertheless, important insights and correlations regarding trust and acceptance can be gained by analyzing the various studies. Several variables were studied specifically with

Gen Z perceptions in mind. Therefore, it can be stated that there are basic prerequisites for customer trust and acceptance, as shown in this study. In summary, low fees and ease of use are still the most important factors valued by Gen Z in Switzerland and have a decisive influence on the acceptance or rejection of a particular fintech provider. Nevertheless, usefulness is also important, as several feedbacks criticized Yuh's small portfolio offering. Finally, despite the fact that Yuh is an online-only bank, trust and security factors were perceived. The fact that Yuh has a banking license and thus the security of a Swiss bank certainly has a significant influence on perception. However, as fintechs and the needs and expectations of Gen Z rapidly evolve, requirements are likely to increase; additional correlations between variables could expand the TAM.

## **5. Conclusion and Recommendations**

The aim of this chapter is to conclude the findings by performing a summary and answering the last research question Q3 in form of recommendations to traditional Swiss banks. Weaknesses encountered, limitations and future areas of study that the thesis has triggered are also mentioned.

### **5.1 Summary**

Unlike the so-called Baby Boomers, Gen X and Gen Y, who experienced the disruptive digital revolution and gradually adapted to the technological innovation that began in the 1980s, Gen Z has exhibited a completely different approach characterized by a natural preference for the use of such technologies. The digital generation, especially Gen Z and the generations to come, is the biggest demand driver, and this trend is likely to continue in the coming years. To summarize consumers demand is changing and financial institutions' offerings must therefore keep pace with the changes brought by Gen Z and must also adapt to the behavior and needs of this group. Furthermore, advanced levels of technology, combined with declining trust in existing financial service providers because of the financial crisis in 2008, has led fintech companies to flourish (Gelis, 2016). Since 2015, the number of companies in the fintech sector has risen steadily year over year (Ankenbrand et al., 2019) and customers are increasingly using online financial services via their laptops or mobile apps on their smartphones (Nüesch et al., 2015; Ritter, 2017, October 4). Nevertheless, trust in banks is a decisive competitive factor, as trust, acceptance and long-term relationships are highly interrelated (Stahl & Menz, 2018).

The main purpose of this paper was therefore to analyze and investigate through a case study on a Swiss neobank following aspects: Gen Z needs, expectations, habits and preferences and the relationship between trust and acceptance, as well as between trust and economic behavior, since trust represents a central mechanism of action and a key element for banks and for fintechs (Bouncken, 2000; Parvez A., Oracle Financial Services, 2021, January 19). In the end, the results provided important insights that both fintech companies and traditional banks should take into account if they want to appeal to Gen Z.

## 5.2 Recommendations for Swiss Banks

Considering the quantitative and qualitative results obtained from the online survey and expert interview, respectively, this study attempted to answer the research question Q3 mentioned below by focusing on three important aspects social media approach, costs and transparency and trust.

**Q3:** What strategic options that closely consider the habits, expectations and preferences of Gen Z should traditional Swiss banks apply?

### Social Media Approach

Social media has been evolving and is no longer only used for staying connected with friends (Liu, 2010). Furthermore, due to the continuing progress in ICT, algorithms capture the preferences of internet users to make relevant recommendations and provide personalized and targeted advertisements (Singh, 2020). Such an approach is more likely to reduce friction between behavioral intention to use and actual use. As stated in Chapter 2.1.1.4, Gen Z spends an average of four hours daily on social media, and traditional banks should profit from this habit. However, in a regulated industry such as banking, it is of utmost importance that social media marketing meets local and federal compliance needs. Banks can create content to inform and to educate the new generation how to deal with their finances or to entertain them. As Hoffmann & Ottebys (2018) emphasized, there is a clear tendency of the younger generation to rely on financial influencers. Traditional banks thus need to target the younger generation with other tools. An option for this would be through collaboration with influencers in personal finance to provide just-in-time financial education to consumers around the world, by considering that social influence might have a positive impact on using internet banking services (Kesharwani & Bisht, 2012). They could also profit from several social media channels to promote their brand. Perceptions of external variables can be managed by goal-directed strategies. Intrinsic product attributes, such as performance and reliability, are generally not immediately apparent. Similarly, extrinsic product attributes, such as brand and service trust and brand image, are among some premises that end consumers can rely on (Chuang et al., 2016 and Hu et al., 2019).

## **Costs and Transparency**

Due to increased use of electronic interaction channels by customers, many financial service providers have been forced to downsize their branch and agent networks and transform their channel management toward hybrid customer interaction and greater customer self-service (Nüesch et al., 2015). This trend automatically leads to fewer work opportunities in banks and more redundancies, but also to efficiency gains and savings in the cost structure of traditional banks. Because low fees are one of the main factors influencing the acceptance of specific financial services, incumbents could allow the end customer to benefit from this cost structure as well by offering services at low prices. Furthermore, as the sample of the survey expressed and the CEO of Yuh confirmed, it is crucial for traditional banks to avoid so-called hidden fees. The CEO clearly defined transparency as an issue.

“Another issue is transparency. For me, the fees at many banks are not really transparent. At the end of the year, you suddenly receive somewhere: Ah for account statements you still pay X” (Appendix 7.6, p.124)

In banking and financial transactions and services, the term “transparency” refers to a number of rules aimed at ensuring that customers are provided with correct, clear and comprehensive information that makes it easier to understand the characteristics and costs of the financial products on offer and allows them to be easily compared with other offers. Therefore, is important to provide not only low fees but also, above all, transparency.

## **Trust**

The digitalization of the financial industry and ever-changing consumer behavior require building a new trust between consumers and financial players. It is likely that fintech companies will offer increasing services in the future, and traditional banks will have to respond as quickly as possible to keep pace with these new competitors. Indeed, as the CEO of Yuh stated on Appendix 7.6, p.127 reported above.

It is therefore crucial that established banks adapt quickly to consumer needs and leverage remaining trust, because as also confirmed by the study analyses of Chuang et al. (2016), brand image has a decisive influence on the decision to adopt a technology. The same concept can be found in the offline world. Despite the loss of trust by banks, mainly due

to the 2008 financial crisis, it is important to pursue trust as an advantage. Trust can be built through communication and marketing strategies. Transparency in information and communication and transmission of safety signals, such as a well-designed website, make consumers feel safe, thereby decreasing perceived risk (Kesharwani & Bisht, 2012). Likewise, reputation through neutral control authorities, subjectively verifiable performance and consistency of operations are communicative measures that are decisive in determining whether a fintech is perceived as a reliable provider (Stahl & Menz, 2014, p. 112). If a mistake is made, mistrust can arise and prevent long-term customer loyalty (Hünerberg & Mann, 2006). Therefore, it is much more difficult for a new fintech company—Yuh's CEO would say “a no-name” or “fancy company” (Appendix 7.6, p.119)—to build trust from the beginning than it is for traditional banks to regain it. However, this is merely an assumption that could be an interesting further research question. In addition, a history of years of existence in the market, possession of a banking license and government support are some of the many strengths that traditional banks can and must exploit. In particular, these factors appear to have a positive impact on trust, which in turn has a positive impact on the effective use of these services.

### **5.3 Limitations and Future Studies**

It can be stated that the TAM is a good basis for further targeted investigations focusing predominantly on systematic trust, rather than personal trust, as specified in Chapter 1.2. However, as this was a case study conducted on a single Swiss neobank involving a small sample of participants, limitations in the generalizability of the results cannot be avoided, and subjectivity due to the individuality of the participants cannot be excluded. Nevertheless, the results of this thesis can lead to starting points for further research projects that could analyze the gaining of customer trust from other perspectives. In this context, different socio-demographic characteristics could be assumed as indicators, and further variables could be implemented in the TAM to test their influence. As this would be a complex decision involving psychological elements for the purpose of acceptance or rejection, the analytical hierarchy process (known as AHP) could be useful as a research method, as suggested by Fernando et al. (2019). The application of the AHP method is suitable for deep exploration of the correlations between variables of the TAM. This method, in combination with a qualitative survey using open or semi-structured interviews with experts, would be conceivable. Such an approach is costly and time-



consuming, but more differentiated and in-depth results can be provided. Furthermore, most of the present analysis of the TAM model comes from studies conducted in Asia and targeted toward several age groups, meaning that the perception and significance of the variables considered may have characteristics that differ in the European region (Chong et al., 2010; Chuang et al., 2016; Hu et al., 2019).

There is little literature and few studies that have been conducted on Gen Z's perception of trust towards fintechs. Therefore, further hypotheses could be formed and tested by increasing the sample size or integrating further neobanks into the investigation. This could lead to further findings, which consequently could provide important recommendations for both fintech providers and traditional banks. It can be concluded that, even though the subject of this study is broad, a comprehensive examination based on a case study was performed, many of the findings from the literature review were confirmed, new insights were presented and recommendations to traditional Swiss banks were provided.

## 6. References

- Akerlof G.A., & Shiller R.J. (2009). *Animal Spirits: How Human Psychology Drives the Economy and Why It Matters for Global Capitalism*. Princeton, NJ: Princeton University Press.
- Ankenbrand, T., Bieri D., & Dietrich A. (2019). *IFZ FinTech Study 2019*. Zug: Lucerne University of Applied Sciences and Arts. Publisher IFZ.
- Ankenbrand, T., Bieri D., Frigg M., Kronenberger, T & Reichmuth L. (2022). *IFZ FinTech Study 2022*. Zug: Lucerne University of Applied Sciences and Arts. Publisher IFZ.
- Arrow K. J. (1972). Gifts and exchanges. *Philisophie and Public Affairs*, 1(4), 342-362.
- Arslanian, H., & Fischer, F. (2019). *The future of finance: The impact of FinTech, AI, and crypto on financial services*. Springer.
- Barbu, C. M., Florea, D. L., Dabija, D. C., & Barbu, M. C. R. (2021). Customer experience in fintech. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(5), 1415-1433.
- Baum, G. R. (2011). Die Finanzkrise und ihre Folgen für die Bevölkerung. Anforderungen an einen verbesserten Verbraucherschutz. In *Herausforderung Demokratie* (pp. 163-180). Nomos Verlagsgesellschaft mbH & Co. KG.
- Berkup, S. B. (2014). Working with generations X and Y in generation Z period: Management of different generations in business life. *Mediterranean journal of social Sciences*, 5(19), 218-218.
- Bouncken, R. (2000). Vertrauen—Kundenbindung—Erfolg? Zum Aspekt des Vertrauens bei Dienstleistungen. In: Bruhn M. und Stauss B. (Hrsg): *Dienstleistungsmanagement Jahrbuch 2000*. Pp. 3-22. Wiesbaden: Gabler Publisher.
- Bradford, T. (2020). Neobanks: Banks by Any Other Name. *Payments System Research Briefing*, 1-6.
- Bundesamt für Statistik, BFS. (2019). *Schweizerische Arbeitskräfteerhebung (SAKE), 1991-2018. Die verschiedenen Generationen auf dem Arbeitsmarkt*. Neuchâtel: Bundesamt für Statistik, BFS. Retrieved from <https://www.swissstats.bfs.admin.ch/collection/ch.admin.bfs.swissstat.de.issue190319481800/article/issue190319481800-01>.
- Cai, T., Kalandarishvili, L., Miagkyi, M., Lopez, J., & Zhang, R. (2017). *Banking in Switzerland*.

- Chandler, R. C. (2014). In Business and Corporate Integrity (Ed.): *Sustaining Organizational Compliance, Ethics, and Trust [2 volumes]: Sustaining Organizational Compliance, Ethics, and Trust*. ABC-CLIO.
- Chen, Z., Li, Y., Wu, Y., & Luo, J. (2017). The transition from traditional banking to mobile internet finance: an organizational innovation perspective—a comparative study of Citibank and ICBC. *Financial Innovation*, 3(1), 1-16.
- Chong, A. Y. L., Ooi, K. B., Lin, B., & Tan, B. I. (2010). Online banking adoption: an empirical analysis. *International Journal of bank marketing*, 267-287
- Chuang, L. M., Liu, C. C., & Kao, H. K. (2016). The adoption of fintech service: TAM perspective. *International Journal of Management and Administrative Sciences*, 3(7), 1-15.
- Collins, (n.d.). Generation. In *Collins Dictionary*. Retrieved from <https://www.collinsdictionary.com/de/worterbuch/englisch/generation>.
- Collins, (n.d.). Influencer. In *Collins Dictionary*. Retrieved from <https://www.collinsdictionary.com/de/worterbuch/englisch/influencer>.
- Creswell, J. W., Plano Clark, V. L., Gutmann, M. L., & Hanson, W. E. (2003). Advanced mixed methods research designs. *Handbook of mixed methods in social and behavioral research*, 209(240), 209-240.
- Davis, F. D. (1985). *A technology acceptance model for empirically testing new end-user information systems: Theory and results*. (Doctoral dissertation). Massachusetts: Institute of Technology.
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User acceptance of computer technology: A comparison of two theoretical models. *Management science*, 35(8), 982-1003.
- Dobrowolski, Z., Drozdowski, G., & Panait, M. (2022). Understanding the Impact of Generation Z on Risk Management—A Preliminary Views on Values, Competencies, and Ethics of the Generation Z in Public Administration. *International Journal of Environmental Research and Public Health*, 19(7), 3868.
- Du, L., & Milligan, E. (2019). In regions hit by recession, gen z is turning out to be frugal. *Bloomberg Businessweek*.
- European Banking Authority, EBA. (2022). *Deposit Guarantee Schemes data*. Retrieved <https://www.eba.europa.eu/regulation-and-policy/recovery-and-resolution/deposit-guarantee-schemes-data#:~:text=The%20level%20of%20deposit%20protection,this%20guarantee%20to%20their%20depositors>.

- Edelman. (2019, April 24). *2019 Trust in Financial Services*. Retrieved from <https://www.edelman.com/research/trust-in-financial-services-2019>.
- Ernst & Young. (2017). *EY FinTech Adoption Index 2017: the rapid emergence of FinTech*. Retrieved from [https://assets.ey.com/content/dam/ey-sites/ey-com/en\\_gl/topics/banking-and-capital-markets/ey-fintech-adoption-index-2017.pdf](https://assets.ey.com/content/dam/ey-sites/ey-com/en_gl/topics/banking-and-capital-markets/ey-fintech-adoption-index-2017.pdf).
- Ernst & Young. (2019). *Global FinTech Adoption Index 2019*. Retrieved from: [https://www.ey.com/en\\_gl/ey-global-fintech-adoption-index](https://www.ey.com/en_gl/ey-global-fintech-adoption-index).
- Fernando, E. (2019, August). Analysis of the influence of consumer behavior using FinTech services with SEM and TOPSIS. In *2019 International Conference on Information Management and Technology (ICIMTech)* (Vol. 1, pp. 93-97). IEEE.
- Fintech Futures. (2019, December 25). *Gen Z are the bank customers of the near future*. Retrieved from <https://www.fintechfutures.com/2019/12/gen-z-are-the-bank-customers-of-the-near-future/>.
- Fisher, I., & Ziviani, J. (2004). Explanatory case studies: Implications and applications for clinical research. *Australian Occupational Therapy Journal*, 51(4), 185-191.
- Forbes. (2021, May 17). *Gen Z And The Rise Of Social Commerce*. Retrieved from <https://www.forbes.com/sites/forbesagencycouncil/2021/05/17/gen-z-and-the-rise-of-social-commerce/?sh=5f69f52e251d>.
- Forbes. (2022, January 14). *Community Is In: How To Create Brand Advocacy Among Gen Z And Millennials*. Retrieved from <https://www.forbes.com/sites/forbesbusinesscouncil/2022/01/14/community-is-in-how-to-create-brand-advocacy-among-gen-z-and-millennials/>.
- Francis, T., & Hoefel, F. (2018). True Gen?: Generation Z and its implications for companies. *McKinsey & Company*, 12.
- Goh, K. Y., Heng, C. S., & Lin, Z. (2013). Social media brand community and consumer behavior: Quantifying the relative impact of user-and marketer-generated content. *Information systems research*, 24(1), 88-107.
- Gomber, P., Kauffman, R. J., Parker, C. & Weber B. W. (2018). On the Fintech revolution: Interpreting the forces of innovation, disruption and transformation in financial services. *Journal of Management Information Systems*. 35(1), 220-265.
- Gelis, P. (2016). Why FinTech banks will rule the world. *The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*, 235-237.

- Glushchenko, M., Hodasevich, N., & Kaufman, N. (2019). Innovative financial technologies as a factor of competitiveness in the banking. In *SHS Web of Conferences* (Vol. 69, p. 00043). EDP Sciences.
- Guetterman, T. C., & Fetters, M. D. (2018). Two methodological approaches to the integration of mixed methods and case study designs: A systematic review. *American Behavioral Scientist*, 62(7), 900-918.
- Guiso, L., Sapienza, P., & Zingales, L. (2004). The Role of Social Capital in Financial Development. *American Economic Review*, 94(3), 526–556.
- Guiso L., Sapienza P., & Zingales L. (2008). Trusting the Stock Market. *Journal of Finance*, 63(6), 2557-2600.
- Haqqi, F. R., & Suzianti, A. (2020, June). Exploring risk and benefit factors affecting user adoption intention of fintech in Indonesia. In *Proceedings of the 3rd Asia Pacific Conference on Research in Industrial and Systems Engineering 2020* (pp. 13-18).
- Hoffmann, A., & Otteby, K. (2018). Personal finance blogs: Helpful tool for consumers with low financial literacy or preaching to the choir?. *International Journal of Consumer Studies*, 42(2), 241-254.
- Hu, Z., Ding, S., Li, S., Chen, L., & Yang, S. (2019). Adoption intention of fintech services for bank users: An empirical examination with an extended technology acceptance model. *Symmetry*, 11(3), 340.
- Hünerberg, R., & Mann, A. (2006): Dialogkommunikation — zentraler Baustein vertrauensbasierter Geschäftsbeziehungen. In Bauer, H.H., Neumann, M.M. und Schüle, A. (Eds.): *Konsumentenvertrauen — Konzepte und Anwendungen für ein nachhaltiges Kundenbindungsmanagement*. Pp. 279-309. München: Vahlen Publisher.
- Instagram. (2022). *Features*. Retrieved from <https://about.instagram.com/features>
- Kesharwani, A., & Bisht, S. S. (2012). The impact of trust and perceived risk on internet banking adoption in India: An extension of technology acceptance model. *International journal of bank marketing*.
- Klaffke, M. (2014). *Generationen Management: Konzepte, Instrumente, Good-Practice Ansätze*. Wiesbaden: Springer-Gabler.
- Klus, M. F., Lohwasser, T. S., Holotiuk, F., & Moormann, J. (2019). Strategic alliances between banks and fintechs for digital innovation: motives to collaborate and types of interaction. *The Journal of Entrepreneurial Finance*, 21(1), 1.
- Kroeger, F. (2015). The development, escalation and collapse of system trust: From the financial crisis to society at large. *European Management Journal*, 33(6), p. 431-437.

- Lake, R. (2022, February 7). *Personal Finance Influencer Red Flags*. Retrieved from <https://www.investopedia.com/financial-influencer-red-flags-5217694>.
- Lichy, J., & Kachour, M. (2017). Insights into the Culture of Young Internet Users: Emerging Trends—Move Over Gen Y, Here Comes Gen Z!. *Research Paradigms and Contemporary Perspectives on Human-Technology Interaction*, 84-115.
- Liu, Y. (2010). Social media tools as a learning resource. *Journal of Educational Technology Development and Exchange (JETDE)*, 3(1), 8.
- Lucerne University of Applied Sciences and Arts [HSLU]. (2022, March 9). *FinTech in Switzerland: Fewer companies, more volume*. Retrived from <https://www.hslu.ch/en/lucerne-university-of-applied-sciences-and-arts/about-us/media/medienmitteilungen/2022/03/09/fintech-studie-2022/>.
- Malaquias, R. F., & Hwang, Y. (2016). An empirical study on trust in mobile banking: A developing country perspective. *Computers in human behavior*, 54, 453-461.
- Manz, S. (2018). Digitale Transformation im Banking – lessons learned. In V. Brühl & J. Dorschel (Eds.): *Praxishandbuch Digital Banking*. Wiesbaden: Springer Fachmedien Wiesbaden.
- Martinčević, I., Črnjević, S., & Klopotan, I. (2020). Fintech Revolution in the Financial Industry. *ENTRENOVA-ENTerprise REsearch InNOVation*, 6(1), 563-571.
- Mayring, P. (2014). *Qualitative content analysis: theoretical foundation, basic procedures and software solution*. Klagenfurt.
- Menold, N., & Bogner, K. (2016). *Design of Rating Scales in Questionnaires (Version 2.0)*. (GESIS Survey Guidelines). Mannheim: GESIS - Leibniz-Institut für Sozialwissenschaften. Retrieved from doi: 10.15465/gesis-sg\_en\_015.
- Meuser, M. & Nagel, U. (1991) ExpertInneninterviews – vielfach erprobt, wenig bedacht. In Gartz, Kraimer (Eds.) *Qualitativ-empirische Sozialforschung*. Westdeutscher Verlag, Opladen 1991, S. 441 bis 471.
- Miklaszewska, E., Kil, K., & Pawłowska, M. (2020). Is reputational risk important for bank performance? Evidence from CEE-11 countries. *Argumenta Oeconomica*, 2, 31-51.
- Topic, M., & Mitchell, B. (2019). *Generation Z & Consumer Trends in Environmental Packaging*. Project Report. The Retail Institute, Leeds.
- Maeder, R. (2021, May 11). Swissquote und Postfinance haben abgeliefert: die Finanz-App Yuh – mit Potenzial zum Yuhuu. *MoneyToday*. Retrieved from <https://www.moneytoday.ch/news/swissquote-und-postfinance-haben-abgeliefert-die-finanz-app-yuh-mit-potenzial-zum-yuhuu>.

- Moore, K., & Frazier, R. S. (2017). Engineering education for generation Z. *American Journal of Engineering Education (AJEE)*, 8(2), 111-126.
- Mondres, T. (2019). How Generation Z is changing financial services. *American Bankers Association. ABA Banking Journal*, 111(1), 24.
- Morse, J. M. (1991). Approaches to qualitative-quantitative methodological triangulation. *Nursing research*, 40(2), 120-123.
- Nüesch, R., Alt, R., & Puschmann, T. (2015). Hybrid customer interaction. *Business & Information Systems Engineering*, 57(1), 73-78.
- Organisation for Economic Co-operation and Development. (2020), *Digital Disruption in Banking and its Impact on Competition*. Retrieved from <http://www.oecd.org/daf/competition/digital-disruption-in-financial-markets.htm>
- Oliver, D. G., Serovich, J. M., & Mason, T. L. (2005). Constraints and opportunities with interview transcription: Towards reflection in qualitative research. *Social forces*, 84(2), 1273-1289.
- Parvez A., Oracle Financial Services, (2021, January 19). *Research shows that over half of Gen Z and Millennial's banking relationships are at risk*. *Banking Dive*. Retrieved from <https://www.bankingdive.com/spons/research-shows-that-over-half-of-gen-z-and-millennials-banking-relationships/593405/>.
- Pew Research Center. (2022). *About Pew Research Center*. Retrieved from <https://www.pewresearch.org/about/>
- Pew Research Center. (2019, March). *Wide age gaps in smartphone use across countries surveyed*. Retrieved from [https://www.pewresearch.org/internet/2019/03/07/use-of-smartphones-and-social-media-is-common-across-most-emerging-economies/pi\\_2019-03-07\\_global-mobile\\_-1-04/](https://www.pewresearch.org/internet/2019/03/07/use-of-smartphones-and-social-media-is-common-across-most-emerging-economies/pi_2019-03-07_global-mobile_-1-04/).
- Priporas, C. V., Stylos, N., & Kamenidou, I. E. (2020). City image, city brand personality and generation Z residents' life satisfaction under economic crisis: Predictors of city-related social media engagement. *Journal of Business Research*, 119, 453-463.
- Puiu, S. (2016). Generation Z-a new type of consumers. *Revista tinerilor economisti*, (27), 67-78.
- Puschmann, T. (2017, May). Banking without banks: will technology transform financial intermediation?. In *44th Economics Conference*. (pp. 29-30).
- Puschmann, T. (2017). Fintech. *Business & Information Systems Engineering*, 59(1), 69-76.
- Ritter, A. (2017, October 4). *Finanzwesen im Umbruch*. Retrieved from <https://www.news.uzh.ch/de/articles/2017/fintech.html>.

- Sapienza P. & Zingales L. (2009). *Measuring Trust: Introducing the Financial Trust Index*. Retrieved from <http://financialtrustindex.org/resultswave1.htm>.
- Singh, M. (2020). Instagram Marketing—The Ultimate Marketing Strategy. *Adv. Innov. Res*, 7, 379.
- Stahl H. & Menz F. (2014). *Handbuch Stakeholder-Kommunikation*. 2. Auflage. Berlin: Erich Schmidt Verlag GmbH & Co. KG.
- Statista. (2022). *Generationen in Deutschland nach Geräten zur Internetnutzung in den letzten 12 Monaten im Jahr 2021*. Retrieved from <https://de.statista.com/statistik/daten/studie/1137686/umfrage/umfrage-zu-geraeten-zur-internetnutzung-nach-generationen/>.
- Shwetha, G. Y. (2019). A Descriptive Study on Attitude of Generation Z towards Green Behaviour. *Cape Comorin Research J*, 1(1), p30-35.
- Swissquote. (2021, May 4). *PostFinance and Swissquote launch Yuh*. Retrieved from [https://cn.swissquote.com/sites/default/files/2021-05/media-release\\_en\\_postfinance-and-swissquote-launch-yuh.pdf](https://cn.swissquote.com/sites/default/files/2021-05/media-release_en_postfinance-and-swissquote-launch-yuh.pdf).
- Swissquote. (2022). *Pricing*. Retrieved from <https://www.swissquote.com/trading/pricing>.
- Temelkov, Z. (2020). Differences between traditional bank model and fintech based digital bank and neobanks models. *SocioBrains, International scientific refereed online journal with impact factor*, (74), 8-15.
- Tompson, R., Barclay, D. W., & Higgins, C. A. (1995). The partial least squares approach to causal modeling: Personal computer adoption and uses as an illustration. *Technology Studies: Special Issue on Research Methodology*, 2(2), 284-324.
- Tosun, P. (2020). Brand trust for digital-only bank brands: consumer insights from an emerging market. In *ATLAS 7th International Conference on Social Sciences*. ATLAS.
- Twenge, J. M. (2001). Birth cohort changes in extraversion: A cross-temporal meta-analysis, 1966–1993. *Personality and Individual Differences*, 30(5), 735-748.
- Tufano, P. (2003). Financial innovation. *Handbook of the Economics of Finance*, 1, 307-335.
- Werbewoche M&K (2021a, June 1). *Cavalcade konzipiert Launch-Kampagne für Yuh* [digital image]. Retrieved from <https://www.werbewoche.ch/de/werbung/kampagnen/2021-06-01/cavalcade-konzipiert-launch-kampagne-fuer-yuh/>.



- Werbewoche M&K (2021b, June 1). *Cavalcade konzipiert Launch-Kampagne für Yuh* [video file]. Retrieved from <https://www.werbewoche.ch/de/werbung/kampagnen/2021-06-01/cavalcade-konzipiert-launch-kampagne-fuer-yuh/>
- Wernitz, F. (2018). *Das Experteninterview als Datenerhebungsmethode in Prüfungsarbeiten* (No. 2/2018). IUBH Discussion Papers-Business & Management.
- White, A. (2021, January 29). *Millennials and Gen Z are the most likely to use mobile banking apps—here's why, plus budgeting tips*. Retrieved from <https://www.cnbc.com/select/why-millennials-gen-z-use-mobile-banking-apps/>.
- Yuh. (2022a). *Coming Soon*. Retrieved from <https://www.yuh.com/en/features/roadmap>.
- Yuh. (2022b). *Invest*. Retrieved from <https://www.yuh.com/en/features/invest>.
- Yuh. (2022c). *Pay*. Retrieved from <https://www.yuh.com/en/features/pay>.
- Yuh. (2022d). *Pricing*. Retrieved from <https://www.yuh.com/en/pricing>.
- Yuh. (2022e). *Save*. Retrieved from <https://www.yuh.com/en/features/save>.
- Yunos, S., & Din, R. (2019). The generation Z readiness for industrial revolution 4.0. *Creative Education*, 10(12), 2993-3002.
- Zerfass, A., & Piwinger M. (2014). *Handbuch Unternehmenskommunikation*. 2. Auflage. Wiesbaden: Springer.
- Zimmerman, M. (2012). Digital natives, searching behavior and the library. *New Library World*.
- Züll, C., & Menold, N. (2014). Offene Fragen. In *Handbuch Methoden der empirischen Sozialforschung* (pp. 713-719). Springer VS, Wiesbaden.

## 7. Appendix

### 7.1 FinTech Solutions by Provider Type, Interaction Type and Processes

		Banking Process				
Provider type	Interaction type	Advisory	Payments	Investments	Financing	Cross-process
Bank	B2C	Video conferencing (HCB, GER)	Social Media Payment (Commonwealth Bank of Australia, AUS)	Robo-advisory (UBS, CH)	Online credit application (Targobank, GER)	Online bank account opening (Fidor Bank, GER)
	C2C	Online customer community (Bank of America, US)	Peer-to-peer payment (Paymit, CH)	Community-based interest rate (Fidor Bank, GER)	Crowdlending (Hypothekarbank Lenzburg, CH)	Social network (Fidor Bank, GER)
Non-bank	B2C	Personal finance management (Mint, US)	Cryptocurrency (Bitcoin)	Multi-asset trading (360t.com, GER)	Corporate credits (Finpoint, GER)	Electronic date safe (SecureSafe, CH)
	C2C	Community-based advisory (Wikifolio, AUT)	Mobile Payment (Square, US)	Covesting (Coverstor, US)	Crowdlending (Lendico, CH)	Loyalty points marketplace (PointsPay, CH)
	B2B	Digital client advisory (FolioDynamix, US)	Personal finance management (Meniga, SE)	Stock analysis and prediction (Stockpulse, GER)	Crowdlending (PostFinance & Lendico, CH)	Digital Identity (WebID Solutions, GER)

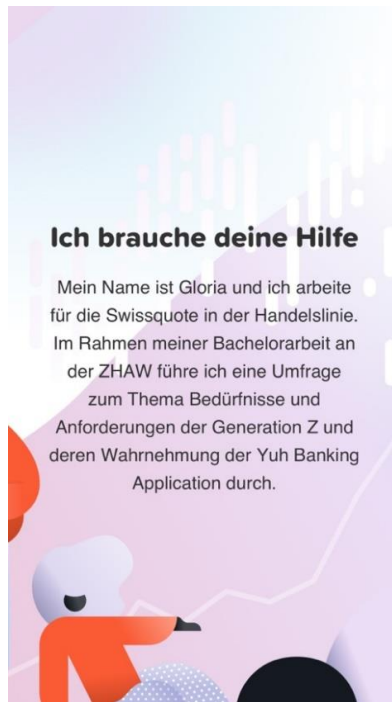
Table 3: Fintech solutions by provider type, interaction type and processes based on (Puschmann, 2017, May, p.28)

## 7.2 Online Survey Invitation on Instagram

This appendix shows how the invitation to the survey was presented to the participants in a typical Instagram story view with the following sequence:



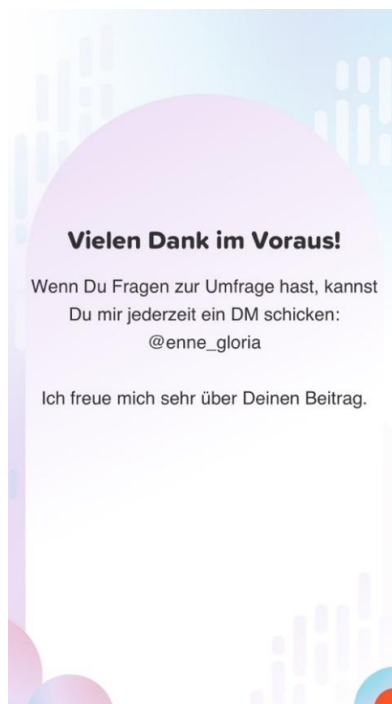
(1)



(2)



(3)



(4)

### 7.3 Online Questionnaire – Original (DE)



---

**Yuh**

**Danke!**

Vielen Dank für Deine Bereitschaft, dass Du Dir die Zeit für diese Onlineumfrage genommen hast und die Yuh bei der Weiterentwicklung ihrer Geschäftsidee unterstützen willst. Vorab möchte ich Dir einige Punkte zur Umfrage erklären. Nichts was Du sagst, ist falsch oder richtig –es geht lediglich darum, Deine Meinung und Deine Erfahrungen zu teilen. Du musst auch keine Angst haben, mich oder die Yuh zu «enttäuschen» -Du hilfst uns wirklich vor allem damit, wenn Du die Fragen möglichst ehrlich und spontan beantwortest.

Die Umfrage beinhaltet 14 Fragen und dauert ungefähr 8-10 Minuten.

Wenn Du Fragen zur Umfrage hast, kannst Du mir jederzeit eine E-Mail schicken: [nocerglo@students.zhaw.ch](mailto:nocerglo@students.zhaw.ch)

Ich freue mich sehr über Deinen Beitrag!

Vielen Dank im Voraus und liebe Grüsse,  
Gloria

---

**Persönliche Angaben**

---

**In welchem Jahr bist Du geboren ? \*** 

---

**Was ist Dein Geschlecht ? \*** Weiblich Männlich Anderes

---

**Wo ist Dein Wohnsitz ? \*** Schweiz Ausland

---

## Wahrnehmung Bank

---

### Wie erledigst Du Deine Bankgeschäfte ? \*

Ich nutze ausschliesslich Onlinebanking

Ich nutze überwiegend Onlinebanking aber gehe gelegentlich in eine Bankfiliale

Ich besuche überwiegend meine Bankfiliale und nutze gelegentlich Onlinebanking

Ich besuche ausschliesslich meine Bankfiliale und mein Konto bei der Yuh habe ich nur aus Neugier bzw. anderen Gründen eröffnet

Andere

---

### Wenn, Du ausschliesslich, überwiegend oder gelegentlich Onlinebanking nutzt, was waren die Gründe dafür, dass du nach Alternativen zu deiner Hauptbank gesucht hast ?

---

### Für welche Geschäfte würdest Du eher das Onlinebanking an dem Besuch einer Filiale bevorzugen ? \*

Du kannst mehrere Optionen auswählen

Zahlungen

Daueraufträge

Überprüfen des Konto- bzw. Portfoliostandes

Kontoeröffnungen

Kreditkarteanträge

<input type="checkbox"/>	Finanzberatung
<input type="checkbox"/>	Vorsorgelösungen
<input type="checkbox"/>	Kreditanträge
<input type="checkbox"/>	Erteilung von Kauf- und/oder Verkaufsaufträge von Finanzinstrumente
<input type="checkbox"/>	Hypothesen
<input type="checkbox"/>	Andere

**Bitte ordne die Faktoren für die Wahl Deiner Bank nach persönlicher Priorität oder Wichtigkeit, wobei der erste Punkt der wichtigste ist:**

Brand / Image / Reputation	1.
Nützlichkeit	
Transparente Gebühren	
Kompetenz der Kundenberater	
Unkomplizierte und einfache Eröffnung eines Bankkontos	
Produktangebot	
Flexibler Zugang mit unterschiedlichen Geräten	
Empfehlung und Einflüsse der Familien und/oder Bekannten	
Zuverlässigkeit der Bank-IT / Verfügbarkeit der Dienstleistungen	
Innovationsfreudigkeit	
Freund / Bekannter arbeitet bei der Bank	
Vertrauen	

Sicherheit	
Benutzerfreundlichkeit / einfache Bedienbarkeit	
Tiefe Gebühren	

---

**Gibt es Kriterien, die oben nicht erwähnt und aufgelistet wurden und die für Dich wichtig sind, wenn es um die Wahl einer Bank geht? Wenn ja, welche ?**



## Wahrnehmung Yuh

---

Von einer Skala von 1-5 wie nimmst Du diese Kriterien als Yuh Kunde war ? (1 (vollkommen nicht zufrieden) - 5 (vollkommen zufrieden) \*)

	1	2	3	4	5
Brand / Image / Reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nützlichkeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparente Gebühren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kompetenz der Kundenberater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unkomplizierte und einfache Eröffnung eines Bankkontos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Produktangebot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibler Zugang mit unterschiedlichen Geräten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zuverlässigkeit der Bank-IT / Verfügbarkeit der Dienstleistungen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovationsfreudigkeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vertrauen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sicherheit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benutzerfreundlichkeit / Einfache Bedienbarkeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tiefe Gebühren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

---

Wer hat Dich auf Yuh aufmerksam gemacht ? \*

Du kannst mehrere Optionen auswählen

Ich bin Kunde der Swissquote

<input type="checkbox"/>	Ich bin Kunde der PostFinance
<input type="checkbox"/>	Familien / Freunden / Bekannten
<input type="checkbox"/>	Online- / TV-Werbung
<input type="checkbox"/>	Andere

Von einer Skala von 1-5 wie einfach war es, auf der Yuh das zu finden, wonach Du suchtest? (1 (vollkommen nicht einfach – 5 (vollkommen einfach)) \*



Von einer Skala von 1-5 deckt die Yuh Deine persönlichen Bedürfnisse ab? (1 (unvollkommen) – 5 (vollkommen)) \*



Welche Bedürfnisse werden von der Yuh nicht wahrgenommen und welche Verbesserungsmaßnahmen würdest du Yuh dementsprechend empfehlen?

Wie wahrscheinlich ist es, dass Du die Yuh an einen Freund oder Kollegen weiterempfehlen würdest? \*

Unwahrscheinlich

Äusserst wahrscheinlich

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

## 7.4 Evaluation of the Questionnaire (DE)

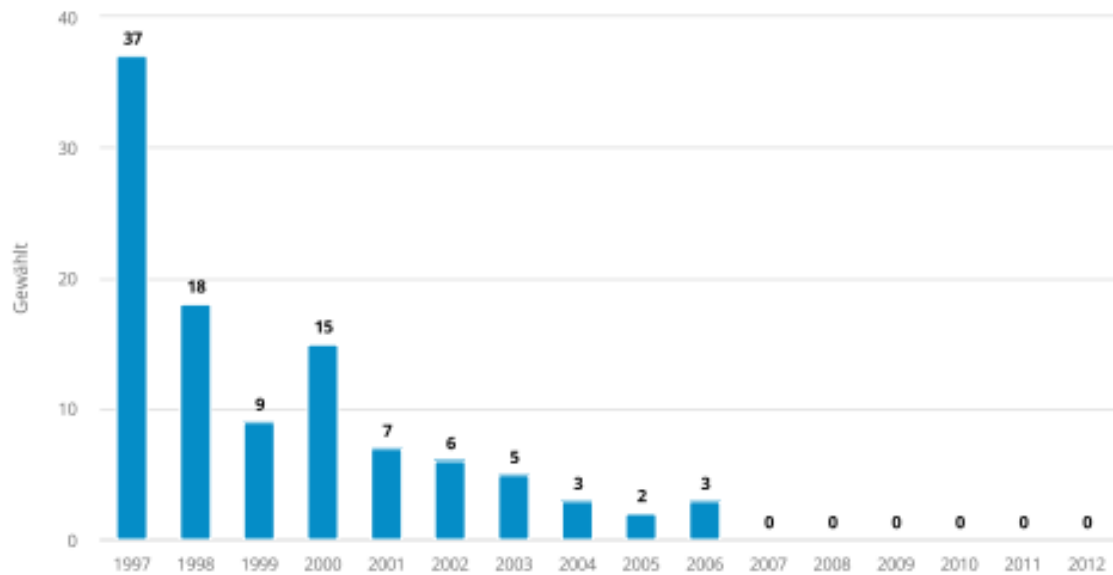
### Question 1



## Yuh

### In welchem Jahr bist Du geboren ?

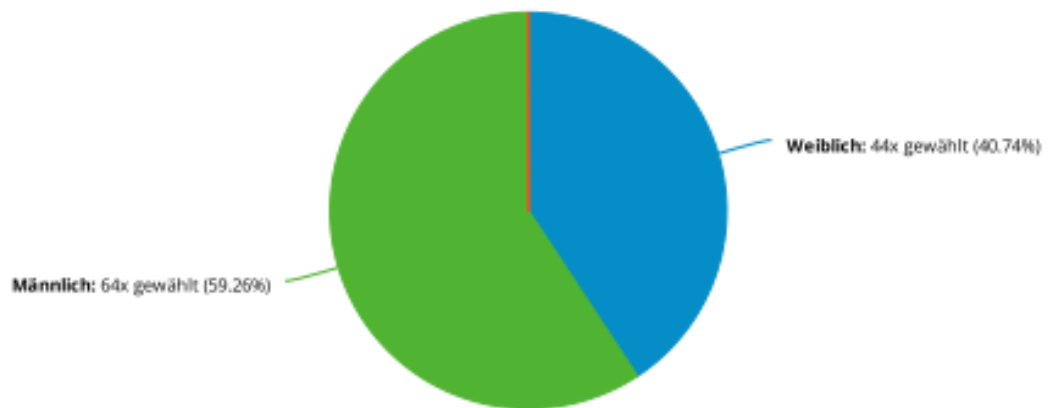
Anzahl Antworten: 105



## Question 2 and Question 3

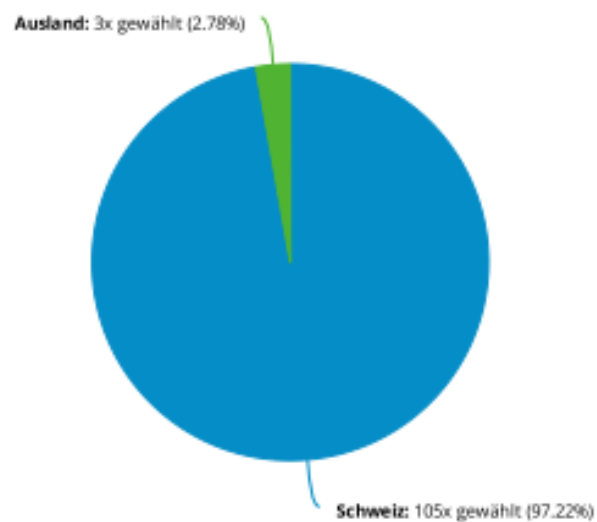
### Was ist Dein Geschlecht ?

Anzahl Antworten: 108



### Wo ist Dein Wohnsitz ?

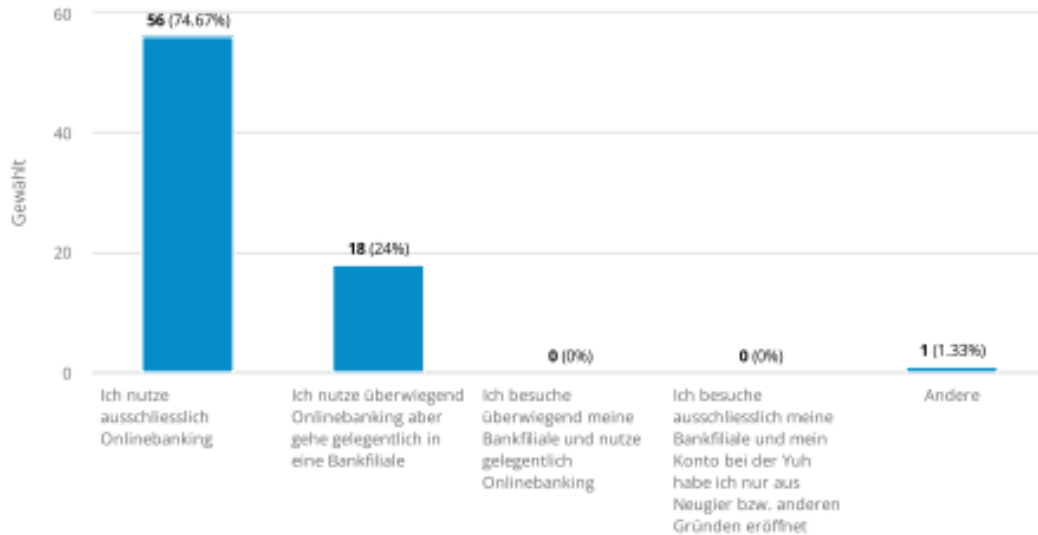
Anzahl Antworten: 108



## Question 4 and 5

## Wie erledigst Du Deine Bankgeschäfte ?

Anzahl Antworten: 75



"Andere" Text Antworten:

fast nur online bank, aber ab und zu geldeinzahlungsautomat

**Wenn, Du ausschliesslich, überwiegend oder gelegentlich Onlinebanking nutzt, was waren die Gründe dafür, dass du nach Alternativen zu deiner Hauptbank gesucht hast ?**

Anzahl Antworten: 42

Text Antworten:

Falls E-Banking nicht funktioniert

- Kosten
- Jederzeitige „Erreichbarkeit“
- Realtime Informationen Bezüglich Kontobewegungen
- Unkomplizierter Zahlungsverkehr

Kosten

-Bequemlichkeit

kosten sparen

es ist einfacher
mehr Flexibilität und Unabhängigkeit primär
Trading
um Zeit zu sparen
Trading, bessere Konditionen, Krypto
Flexibilität, die Bankgeschäfte 24/7 zu erledigen / Effizienz
Öffnungszeiten für höhere Bargeld abhebung.
Konditionen und Kosten, Flexibilität
einfacher
bessere Konditionen
Schneller
24/7 Zugang & einfacher, kein warten in der Bank
Übersichtlich Aktien zu bewirtschaften
Investieren in Aktien ohne hohe Gebühren und unabhängig eines Beraters. Einfacher übersichtlicher Aufbau Breite produkt Palette auch für weniger verdiener
Geschäfte unabhängig von öffnungszeiten erledigen zu können. Schnelle und effiziente erledigung, kein papierkram
Bessere Konditionen, einfacheres Handling der Applikation
andere banken sind langsam, unübersichtlich oder/und altbacken

-
Kosten für Anlagen
Werbung gesehen und gedacht testen schadet nicht.
Einfaches Investieren und vor allem als Junge Person fractional trading
Etwas für on the way, etwas einfacheres zu handhaben
Handel mit aktien usw. Günstigere gebühren
Einfache Bankgeschäfte vom Handy aus
Einfacher online
Weniger hohe Gebühren
Trading
fast keine gebühren + fühlt sich nicht so alt an
Einfache und unkomplizierte Abwicklung und kostengünstig. Interface der App und seine Features sprechen mich sehr an.
Konditionen der Debitmastercard und des Multiwährungskontos
Bei anderen Banken, die auf andere Bereiche fokussiert sind wie zb Trading gibt es viel günstigere Alternativen als ds bei der Hausbank zu machen.
test
Keine Zeit für Bankterminen
Zu konservative Hauptbank
Ich habe keine Alternative gesucht. Mein Hauptbankkonto ist immernoch offen und ich brauche es auch regelmässig.

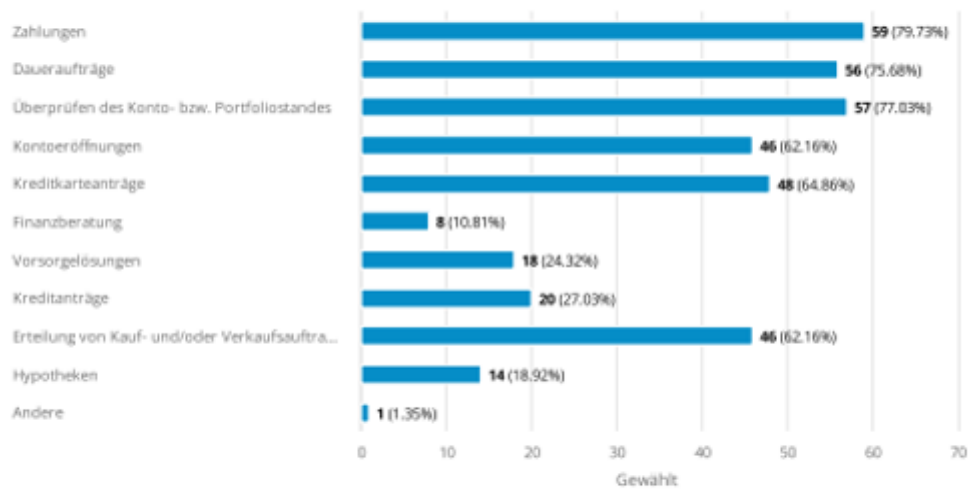
Ich nutze überwiegend das Onlinebanking meiner Hauptbank und nicht zwingend eine Alternative.

Günstiger

## Question 6

### Für welche Geschäfte würdest Du eher das Onlinebanking an dem Besuch einer Filiale bevorzugen ?

Anzahl Antworten: 74



"Andere" Text Antworten:

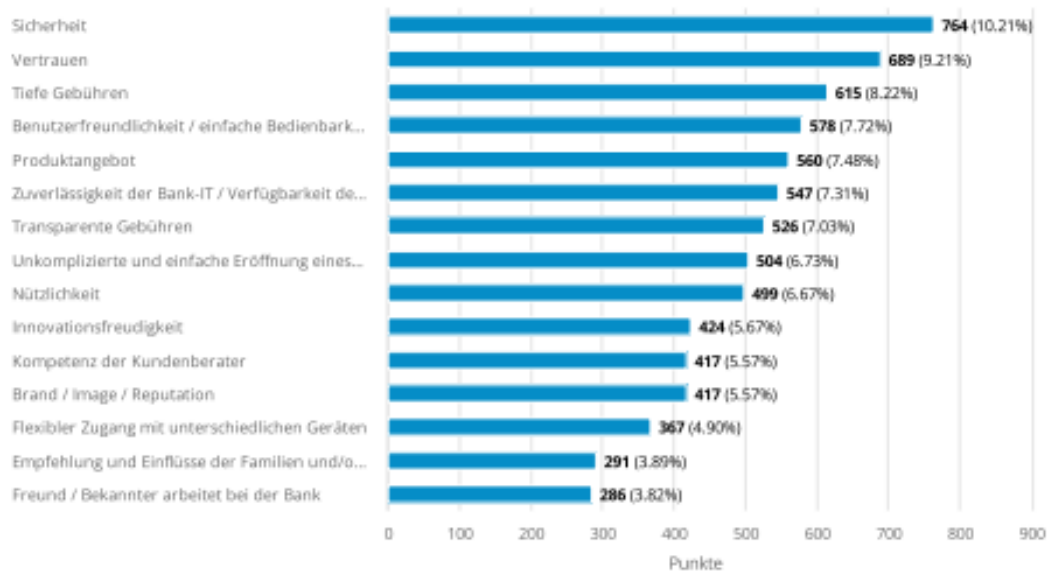
Eigentlich alle Dienstleistungen die ich selber erfüllen kann. Beratung wenn es benötigt wird.



## Question 7 and Question 8

**Bitte ordne die Faktoren für die Wahl Deiner Bank nach persönlicher Priorität oder Wichtigkeit, wobei der erste Punkt der wichtigste ist:**

Anzahl Antworten: 70



**Gibt es Kriterien, die oben nicht erwähnt und aufgelistet wurden und die für Dich wichtig sind, wenn es um die Wahl einer Bank geht? Wenn ja, welche ?**

Anzahl Antworten: 8

Text Antworten:

nein

nein

nein

Erreichbarkeit über telefon oder persönlich

Kundenservice

die Historie der Bank ob sie in Skandalen involviert war

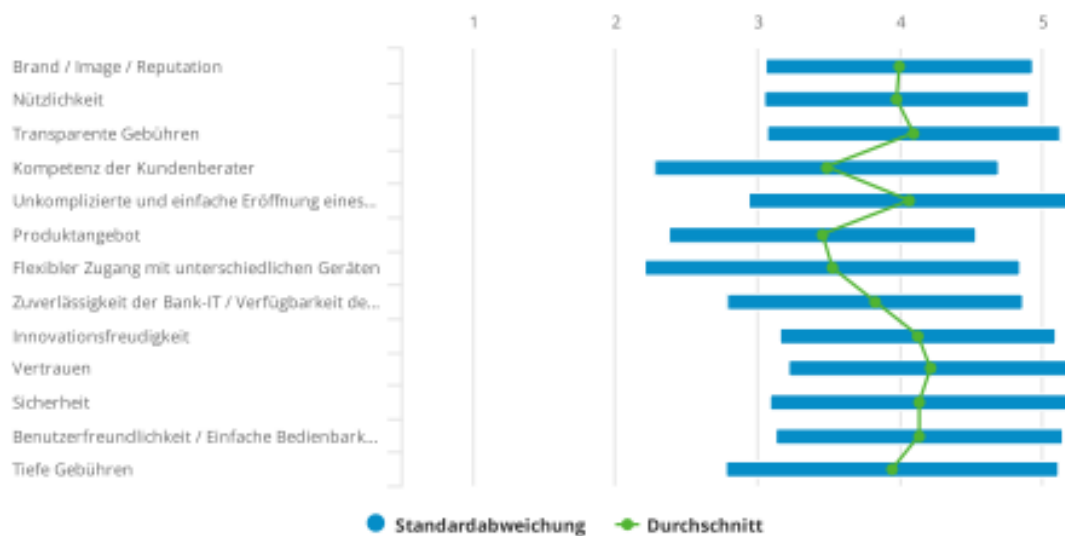
Intuitive Nutzung

## Filialennetz Dichte

## Question 9

Von einer Skala von 1-5 wie nimmst Du diese Kriterien als Yuh Kunde war ? (1 (vollkommen nicht zufrieden) – 5 (vollkommen zufrieden))

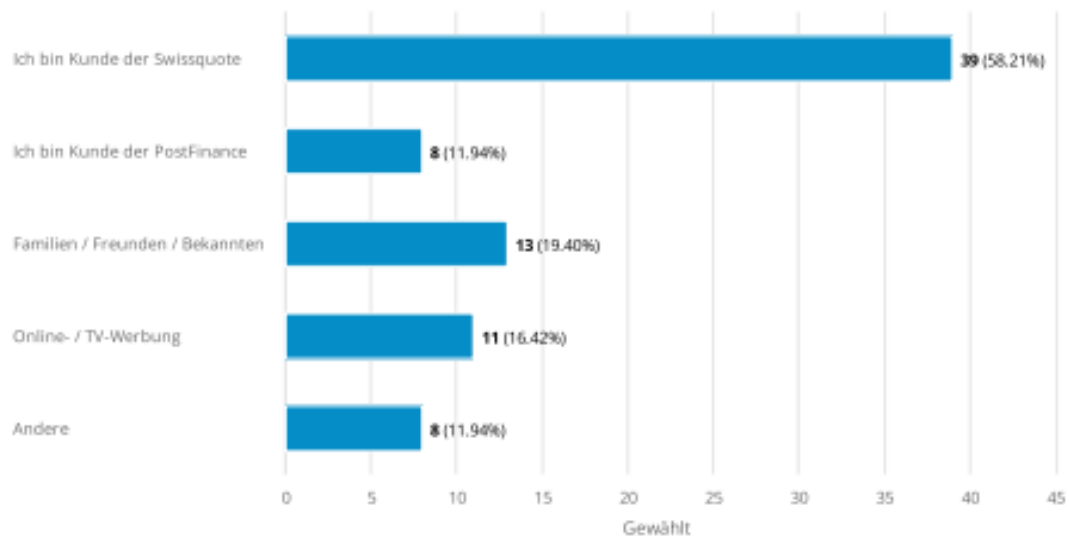
Anzahl Antworten: 67



## Question 10

### Wer hat Dich auf Yuh aufmerksam gemacht ?

Anzahl Antworten: 67



"Andere" Text Antworten:

Niemand

mitarbeiter

Social Media Werbung

Gezielte online Suche

Zeitung

Ich arbeite bei Postfinance

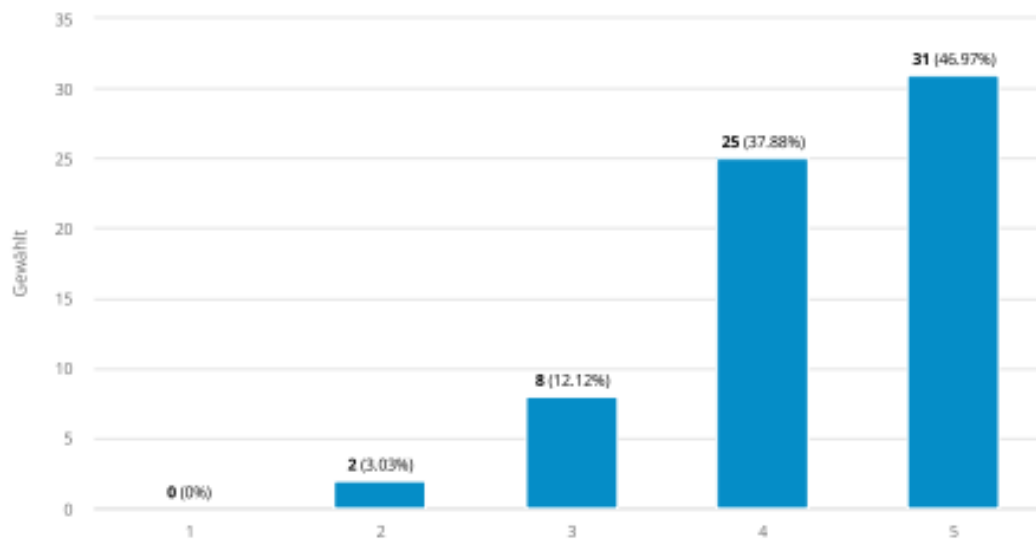
Ich war Kunde der PostFinance

Ich war zur Zeit des Release Mitarbeiter der PostFinance

## Question 11 and 12

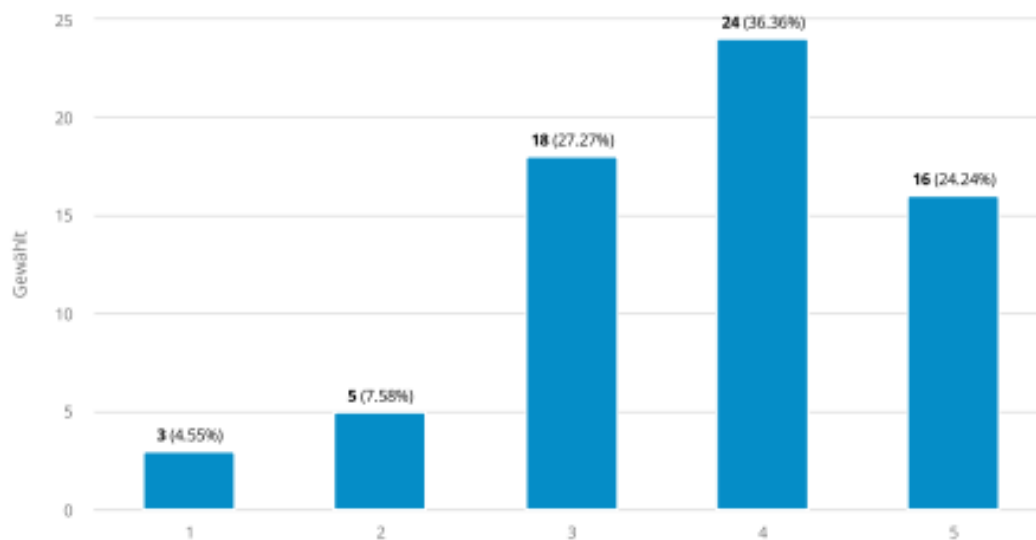
**Von einer Skala von 1-5 wie einfach war es, auf der Yuh das zu finden, wonach Du suchtest? (1 (vollkommen nicht einfach – 5 (vollkommen einfach))**

Anzahl Antworten: 66



**Von einer Skala von 1-5 deckt die Yuh Deine persönlichen Bedürfnisse ab ? (1 (unvollkommen) – 5 (vollkommen))**

Anzahl Antworten: 66



### Question 13

#### Welche Bedürfnisse werden von der Yuh nicht wahrgenommen und welche Verbesserungsmassnahmen würdest du Yuh dementsprechend empfehlen ?

Anzahl Antworten: 22

Text Antworten:

Ist im Grossen und Ganzen sehr gut

Daueraufträge

Ich benutze nur YUH als neben Bank. Ich habe nicht genug Vertrauen in reine Online-Banken und möchte die Möglichkeit haben, eine physische Person zu haben, die mir helfen kann.

Desktop version

Mehr ETFs  
Twint!

Sparplan und Rechner

Erweiterung Kryptouniversum und Aktienanlagen

Kein Wertschriftendepot

apple pay und mehr auswahl bei kryptos

Mehr ETF und Aktien etc.

Apple Pay  
Smartwatch Pay (Garmin Pay)  
Kontoauszüge mega unübersichtlich mit FX.

Mehr Aktien und ETF, weiterhin keine monatlichen Gebühren

Die Vermögensverwaltung in bspw. viele verschiedene Fonds mit unterschiedlichem Fokus und Vorsorge

Apple pay weil ich liebe apple pay und benutze es derzeit mit PostFinance debitkarte und neon. Falls yuh es bald rausbringt würde ich es nur noch bei yuh nutzen weil es jedes mal 2 der cool swissqoin bekommen würde.

ApplePay, Daueraufträge, Krypto-Wallet (wenn man Krypto kaufen kann sollte man sie auch nutzen können)

Krypto:  
Top Cryptos (senden und erhalten Funktion)  
Stake und Yield Farming  
Kaufen per TWINT

Hinterlage eines fixen Kurses bei welchem automatisch investiert werden soll

kryptos sende und erhalten

ETF Angebot ist relativ eingeschränkt.

Mehr Währungen:)

Optionen Traden

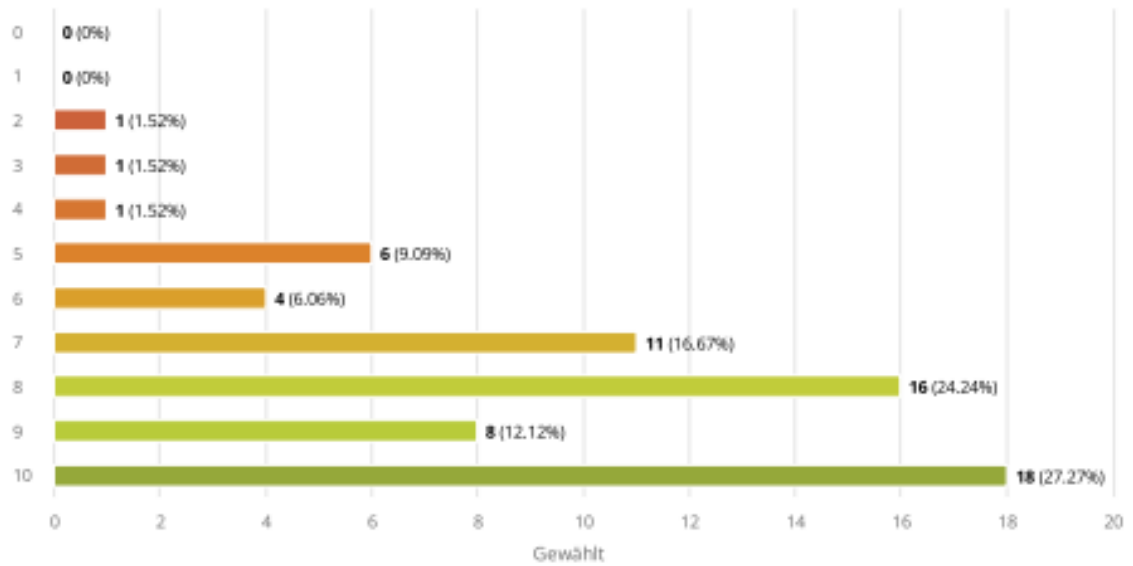
Mir fallen keine ein.

E-Bill  
ETF Sparpläne  
Swissqoin kaum nutzbar

## Question 14

**Wie wahrscheinlich ist es, dass Du die Yuh an einen Freund oder Kollegen weiterempfehlen würdest ?**

Anzahl Antworten: 66



### 7.5 Language Translations of the Evaluation of the Questionnaire

Since the survey was conducted in German language, translations into English are mandatory. The following table summarizes the results obtained and in case of open questions, the original text has been reported alongside the corresponding translation.

Nr.	Question	Original Answer	Translation
1	What year were you born? (n = 105)		
2	What is your gender? (n = 108)		
3	Where do you live? (n = 108)		
4	How do you carry out your banking transactions? (n = 75)	Ich nutze ausschliesslich Onlinebanking	I use exclusively online banking
		Ich nutze überwiegend Onlinebanking aber gehe gelegentlich in eine Bankfiliale	I mainly use online banking but occasionally visit a bank
		Ich besuche überwiegend meine Bankfiliale und nutze gelegentlich Onlinebanking	I mainly visit my bank office and occasionally use online banking
		Ich besuche ausschliesslich meine Bankfiliale und mein Konto bei der Yuh habe ich nur aus Neugier bzw. anderen Gründen eröffnet	I only visit my bank office and I only opened my account with Yuh out of curiosity and/or for other reasons
		Andere	Other
		fast nur online bank, aber ab und zu geldeinzahlsautomat	almost only online bank, but from time to time cash deposit machine



5	If, you exclusively, mainly or occasionally use online banking, what were the reasons that led you to look for alternatives to your main bank? (n=42)	Falls E-Banking nicht funktioniert	If e-banking does not work
		Kosten - Jederzeitige „Erreichbarkeit“ - Realtime Informationen Bezüglich Kontobewegungen - Unkomplizierter Zahlungsverkehr	Costs - " Availability " at any time - Real-time information regarding account movements - Uncomplicated payment service
		Kosten	Costs
		Bequemlichkeit	Comfortable
		kosten sparen	save costs
		es ist einfacher	it is easier
		mehr Flexibilität und Unabhängigkeit primär	more flexibility and independence primarily
		Trading	Trading
		um Zeit zu sparen	save time
		Trading, bessere Konditionen, Krypto	Trading, better conditions, crypto
		Flexibilität, die Bankgeschäfte 24/7 zu erledigen / Effizienz	Flexibility to do banking 24/7 / Efficiency
		Öffnungszeiten für höhere Bargeld abhebung.	Opening hours for higher cash withdrawal.
		Konditionen und Kosten, Flexibilität	Conditions and costs, flexibility
		einfacher	easier
		bessere Konditionen	better conditions

		Schneller	quicker
		24/7 Zugang & einfacher, kein warten in der Bank	24/7 access & easier, no waiting in the bank
		Übersichtlich Aktien zu bewirtschaften	Manage shares in a well- structured manner
		Investieren in Aktien ohne hohe Gebühren und unabhängig eines Beraters. Einfacher übersichtlicher Aufbau Breite produkt Palette auch für weniger verdiener	Invest in shares without high fees and independent of an advisor. Simple clear structure Wide product range even for lower earners
		Geschäfte unabhängig von öffnungszeiten erledigen zu können. Schnelle und effiziente erledigung, kein papierkram	to be able to do business independently of opening hours. Fast and efficient settlement, no paperwork
		Bessere Konditionen, einfacheres Handling der Applikation	Better conditions, easier handling of the application
		andere banken sind langsam, unübersichtlich oder/und altbacken	other banks are slow, confusing or/and old- fashioned
		.	.
		Kosten für Anlagen	Custody fees
		Werbung gesehen und gedacht testen schadet nicht.	Advertising seen and thought test does not hurt.
		Einfaches Investieren und vor allem als Junge Person fractional trading	Easy investing and especially as a young person fractional trading
		Etwas für on the way, etwas einfacheres zu handhaben	Something for on the way, something easier to handle

		Handel mit aktien usw. Günstigere gebühren	Trading shares etc. Lower fees
		Einfache Bankgeschäfte vom Handy aus	Easy banking from your cell phone
		Einfacher online	Easier online
		Weniger hohe Gebühren	Less high fees
		Trading	Trading
		fast keine gebühren + fühlt sich nicht so alt an	Almost no fees + does not feel so old
		Einfache und unkomplizierte Abwicklung und kostengünstig. Interface der App und seine Features sprechen mich sehr an.	Simple and easy to use and inexpensive. Interface of the app and its features appeal to me a lot.
		Konditionen der Debitmastercard und des Multiwährungskontos	Terms and conditions of the debit mastercard and multi-currency account.
		Bei anderen Banken, die auf andere Bereiche fokussiert sind wie zb Trading gibt es viel günstigere Alternativen als ds bei der Hausbank zu machen.	With other banks that are focused on other areas like trading there are much cheaper alternatives than doing ds at the house bank.
		test	test
		Keine Zeit für Bankterminen	No time for bank appointments
		Zu konservative Hauptbank	Too conservative main bank
		Ich habe keine Alternative gesucht. Mein Hauptbankkonto ist immernoch offen und ich	I have not looked for an alternative. My main bank account is still open and I need it regularly.

		brauche es auch regelmässig.	
		Ich nutze überwiegend das Onlinebanking meiner Hauptbank und nicht zwingend eine Alternative.	I mainly use the online banking of my main bank and not necessarily an alternative.
		Günstiger	Cheaper
6	For which transactions would you prefer to use online banking rather than visiting a bank office? (n = 74)	Zahlungen	Payments
		Daueraufträge	Standing orders
		Überprüfen des Konto- bzw. Portfoliostandes	Checking the account or portfolio balance
		Kontoeröffnungen	Account opening
		Kreditkarteanträge	Credit card applications
		Finanzberatung	Financial advice
		Vorsorgelösungen	Savings solutions
		Kreditanträge	Credit applications
		Erteilung von Kauf- und/oder Verkaufsaufträge von Finanzinstrumente	Placing buy and/or sell orders for financial instruments
		Hypotheken	Mortgages
		Andere	Other
		Eigentlich alle Dienstleistungen die ich selber erfüllen kann. Beratung wenn es benötigt wird.	Actually all services that I can fulfill myself. Advice when it is needed.

7	Please rank the factors for choosing your bank in order of personal priority or importance, whereby the first point is the most important: (n = 70)	Sicherheit	Security
		Vertrauen	Trust
		Tiefe Gebühren	low fees
		Benutzerfreundlichkeit / einfache Bedienbarkeit	Ease of use
		Produktangebot	Product portfolio
		Zuverlässigkeit der Bank-IT / Verfügbarkeit der Dienstleistungen	Reliability of the bank IT / availability of services
		Transparente Gebühren	Transparent fees
		Unkomplizierte und einfache Eröffnung eines Bankkontos	Uncomplicated and simple process of opening a bank account
		Nützlichkeit	Usefulness
		Innovationsfreudigkeit	Innovativeness
		Kompetenz der Kundenberater	Competence of the consultants
		Brand / Image / Reputation	Brand / Image / Reputation
		Flexibler Zugang mit unterschiedlichen Geräten	Flexible access with different devices
		Empfehlung und Einflüsse der Familien und/oder Bekannten	Recommendation and influences of families and/or acquaintances
		Freund / Bekannter arbeitet bei der Bank	Friend / acquaintance works at the bank

8	Are there any criteria not mentioned and listed above that are important to you when it comes to choosing a bank? If yes, which ones? (n=8)	nein	no
		nein	no
		nein	no
		Erreichbarkeit über telefon oder persönlich	Availability by phone or in person
		Kundenservice	customer service
		die Historie der Bank ob sie in Skandalen involviert war	the history of the bank if it was involved in scandals
		Intuitive Nutzung	Intuitive use
		Filialennetz Dichte	Branch network density
9	On a scale of 1-5, how do you perceive these criteria as a Yuh customer? (1 (totally not satisfied) - 5 (totally satisfied)) (n = 67)		
10	Who did introduce you to Yuh? (n = 67)	Ich bin Kunde der Swissquote	I am Swissquote customer
		Ich bin Kunde der PostFinance	I am PostFinance customer
		Familien / Freunden / Bekannten	Families / friends / acquaintances
		Online- / TV-Werbung	Online / TV advertising
		Andere	Other
		Niemand	No one

		mitarbeiter	employees
		Social Media Werbung	Social media advertising
		Gezielte online Suche	Targeted online search
		Zeitung	Newspaper
		Ich arbeite bei Postfinance	I work for Postfinance
		Ich war Kunde der PostFinance	I was a PostFinance customer
		Ich war zur Zeit des Release Mitarbeiter der PostFinance	I was an employee of PostFinance at the time of the release
11	On a scale of 1-5, how easy was it to find what you were looking for on the Yuh? (1 (completely not easy) - 5(completely easy)) (n = 66)		
12	On a scale of 1-5, does the Yuh cover your personal needs? (1 (imperfectly) - 5 (perfectly)) (n = 66)		
13	What needs are not noticed by Yuh and what improvement measures would you recommend to Yuh accordingly? (n=22)	Ist im Grossen und Ganzen sehr gut	Is very good on the whole
		Daueraufträge	Standing orders

		Ich benutze nur YUH als neben Bank. Ich habe nicht genug Vertrauen in reine Online-Banken und möchte die Möglichkeit haben, eine physische Person zu haben, die mir helfen kann.	I only use YUH as a side bank. I don't have enough confidence in online only banks and would like to have the option of having a physical person to help me.
		Desktop version	Desktop version
		Mehr ETFs Twint! Sparplan und Rechner	More ETFs Twint! Savings plan and calculator
		Erweiterung Kryptouniversum und Aktienanlagen	Expand crypto universe and stock investments
		Kein Wertschriftendepot	No securities account
		apple pay und mehr auswahl bei kryptos	apple pay and more crypto choices
		Mehr ETF und Aktien etc.	More ETF and stocks, etc.
		Apple Pay Smartwatch Pay (Garmin Pay) Kontoauszüge mega unübersichtlich mit FX.	Apple Pay Smartwatch Pay (Garmin Pay) Account statements mega confusing with FX.
		Mehr Aktien und ETF, weiterhin keine monatlichen Gebühren	More stocks and ETF, still no monthly fees.
		Die Vermögensverwaltung in bspw. viele verschiedene Fonds mit unterschiedlichem Fokus und Vorsorge	Wealth management in bspw. many different funds with different focus and retirement planning



		Apple pay weil ich liebe apple pay und bunutze es derzeit mit PostFinance debatkarte und neon. Falls yuh es bald rausbrigt würde ich es nurnoch bei yuh nutzen weil es jedes mal 2 der cool swissqoin bekommen würde.	Apple pay because I love apple pay and bunutze it currently with PostFinance debit card and neon. If yuh bring it out soon I would only use it at yuh because it would get 2 of the cool swissqoin every time.
		ApplePay, Daueraufträge, Krypto-Wallet (wenn man Krypto kaufen kann sollte man sie auch nutzen können)	ApplePay, standing orders, crypto wallet (if you can buy crypto you should be able to use it).
		Krypto: Top Cryptos (senden und erhalten Funktion) Stake und Yield Farming Kaufen per TWINT	Crypto: Top Cryptos (send and receive feature). Stake and Yield Farming Buy via TWINT
		Hinterlage eines fixen Kurses bei welchem automatisch investiert werden soll	Deposit of a fixed rate at which to invest automatically
		kryptos sende und erhalten	send and receive cryptos
		ETF Angebot ist relativ eingeschränkt.	ETF offer is relatively limited.
		Mehr Währungen:)	More currencies:)
		Optionen Traden	Option trading
		Mir fallen keine ein.	I can't remember any.
		E-Bill ETF Sparpläne Swissqoin kaum nutzbar	E-Bill ETF Savings Plans Swissqoin hardly usable

---

14	How likely is it that you would recommend Yuh to a friend or colleague? (n = 66)		
----	--	--	--

## 7.6 Expert Interview Transcription with EN Translation

<b>Date</b>	April 21, 2022
<b>Time</b>	9.30 am
<b>Location</b>	Video Call via MS Teams
<b>Interviewer</b>	Author of Bachelor Thesis
<b>Expert</b>	CEO Yuh

### I: Interviewer

### E: Expert

**I:** Wie Du bereits weisst, im Rahmen meiner Bachelorarbeit an der ZHAW führe ich eine Forschung zum Thema Bedürfnisse und Anforderungen der Generation Z und deren Wahrnehmung der Yuh Banking Application durch. Die Grundlage für meine Arbeit bildet relevante Forschungsliteratur zu diesem Thema. Darauf aufbauend vergleiche ich heute mit dir die gefundenen Ergebnisse aus der Umfrage an der Yuh Abonnenten mit Deiner Meinung. Deine Meinung und Deine Erfahrungen zu teilen sind für mich äusserst wichtig und schätze ich sehr! Die Daten werden anonymisiert. Dann gehen wir los. Am 11. Mai 2021, stellten PostFinance und Swissquote der Öffentlichkeit ihre gemeinsame digitale Banking App Yuh vor. Ich kann mir gut vorstellen, wie schwierig es ist an einem neuen Produkt ein Name zu geben. So wie ist überhaupt Yuh zustande gekommen? Warum Yuh?

*As you already know, as part of my bachelor thesis at ZHAW, I am conducting research on the topic of Generation Z's needs and requirements and their perception of the Yuh Banking Application. The basis for my work is relevant research literature on this topic. Based on this, today I compare with you the found results from survey with your opinion. Sharing your opinion and experience is extremely important to me and I value it very much! The data will be anonymized. Then we go. On May 11, 2021, PostFinance and Swissquote introduced their joint digital banking app Yuh to the public. I can well imagine how difficult it is to give a new product a name. So how did Yuh come about in the first place? Why Yuh?*

---

**E:** Genau richtig, so ein Name zu finden ist gar keine einfache Sache, aber es ist immer relativ schwierig, und zwar aus verschiedenen Gründen. Einerseits muss man überhaupt einen Namen finden, den man noch verwenden darf. Sehr viele Namen sind in irgendetwas schon blockiert und gar nicht mehr verfügbar. Das ist aber erst der zweite Schritt. Der erste Schritt ist du musst einen Namen finden, der zu deinem Produkt, zu deiner Vision passt. Und wir wollten immer so, dass persönliche, das Du in den Vordergrund stellen und haben einfach dann überlegt, wie kriegen wir das hin? Weil wir sagen ja auch du kannst deine Finanzen selber verwalten, selber managen du hast deine Finanzen im Griff, du bist der Post deines Geldes, das sind ja auch ein paar Glaubenssätze die wir haben und dann haben wir auch überlegt was passt hier perfekt dazu? Und kamen dann auf die Idee, von diesem Yuh, etwas Anderes geschrieben nach dem Motto des englischen du. Ein zweites Argument ist eben ein Name sollte möglichst einfach und einprägend sein. Also nichts Kompliziertes und auch in allen Sprachen, sag ich jetzt mal bei uns, in 4 Sprachen, wir sprechen Deutsch, französisch, Italienisch und Englisch in der Schweiz, irgendwo aussprechbar sein und nicht irgendwo ein Name, der zwar auf Schweizerdeutsch gut tönt, aber ein Französisch sprechender oder Italienisch sprechender, gar nicht aussprechen kann. Und dann kam plötzlich diesen Gedanken oder diese Idee auf, und ich bin ehrlich, die kam nicht von mir, mit diesem Yuh und hat allen gefallen. Der war auch noch verfügbar, wie ich eingangs gesagt habe und darum haben wir uns für diesen Namen entschieden.

*Exactly right, to find such a name is not at all an easy thing, but it is always relatively difficult for several reasons. On the one hand, you have to find a name that you can still use. Many names are already blocked in something and not available anymore. But this is only the second step. The first step you have to find a name that fits your product, your vision. And we always wanted to put the personal, the "you" in the foreground, and then we just thought, how can we do that? Because we also say that "you" can manage your finances by yourself, "you" have your finances under control, "you" are the post office of your money, these are also a few beliefs that we have and then we also thought about what fits perfectly here? And then came to the idea of this Yuh, something else written after the motto of the English you. A second argument is that a name should be as simple and memorable as possible. So nothing complicated and also in all languages, I say now with us, in 4 languages, we speak German, French, Italian and English in Switzerland, to be pronounceable somewhere and not somewhere a name that sounds good in Swiss German, but a French speaker or Italian speaker, can not pronounce. And then suddenly this thought or this idea came up, and I'm honest, it didn't come from me, with this Yuh and everyone liked it. It was also still available, as I said at the beginning, and that's why we decided on this name.*

---

**I:** Interessant da schliesse ich mich gleich an meiner zweiten Frage an. Die App kommt sehr aufgeräumt wirkt leicht, einfach, jung. Ein Feedback dazu war "Interface der App und seine Features sprechen mich sehr an" und dazu noch "Einfache und unkomplizierte Abwicklung und kostengünstig" Das Handling und Trading ist intuitiv und angenehm vor allem für diejenigen, die keine Ahnung von Market und Limit Aufträge haben. Mein erster Eindruck, als ich bei Yuh gestossen bin, war dass es sich hierbei um ein Produkt handelt, dass grundsätzlich die neue Generation, also die jüngere Generation ansprechen will und Ihnen das Trading einfacher machen will und eben ermöglichen auch dank das Fractional Trading. Auch die over 70's? wie kommt das Duzen bei der älteren Generation rüber? wenn man einen 80 jährigen per du sagt? wie fühlt er sich? Fühlt er sich nicht angegriffen?

*Interesting, I'll follow up on my second question. The app comes very tidy, seems light, simple, young. A feedback about it was "Interface of the app and its features appeal to me very much" and in addition "Simple and uncomplicated processing and inexpensive" The handling and trading is intuitive and pleasant especially for those who have no idea about market and limit orders. My first impression when I came across Yuh was that this is a product that basically wants to appeal to the new generation, the younger generation, and make trading easier for them and also make it possible thanks to fractional trading. Also the over 70's? how does the "You" come across to the older generation? if you say "You" to an 80 year old? how does he feel? Does he not feel attacked?*

**E:** Ich denke, das ist ja immer sehr genau diese Gratwanderung... Das Angebot von Yuh. Es gibt vermutlich kein Angebot auf der ganzen Welt, das denk ich auch so, so dass jede Person sich anspricht, aber ich glaube, das ist einfach nicht möglich. Es gibt verschiedene Personen mit verschiedenen Bedürfnisse. Die Idee, die hinter Yuh steht, ist, dass wir die Bedürfnisse der jungen und zukünftigen Generation berücksichtigen, denn die Erwartungen an das Bankwesen sind nicht mehr die gleichen wie die von heute oder von früheren Generationen. Wir sprechen über ein Angebot des künftigen Bankings und sagen «Hey, was sind wirklich die Bedürfnisse der Kundinnen und Kunden, in welcher Richtung gehen wir, denn die Richtungen die wir annehmen und auch viele Experten sagen, wie du eben gesagt hast, es muss ein super Erlebnis sein, das muss einfach sein und intuitiv, das sind aber nur ein paar Beispiele dafür jedoch viel mehr. Vielleicht kommen wir später noch auf das Gespräch dazu. Und wenn man die adressieren will oder diese Kunden abholen will, dann muss man darauf eingehen. Und jetzt deine Frage, ob sich 80-jährige auch angesprochen fühlen oder nicht. Ich kann die nur sagen, wir haben Kundinnen und Kunden von 18 - 90 Jahre. Also es gibt durchaus auch ältere Kunde die sich angesprochen fühlen und die Bedürfnisse abgedeckt befriedigt sind. Es ist daher vielleicht nicht eine Frage des Alters, sondern wirklich der Bedürfnisse und wie man sich fühlt und was man will. Also die ältere fühlen sich

auch angesprochen, aber sicherlich nicht die Mehrheit, für die haben wir ja auch das Angebot nicht primär entwickelt.

*I think that is always very precisely this tightrope walk... The offer of yuh There is probably no offer in the whole world, I think so, so that each person is addressed, but I think that is just not possible. There are different people with different needs. The idea behind Yuh is that we are saying that somehow the needs of the young and the future generation, the expectations in banking will not be the same as they are today or from previous generations. We talk about an offer of future banking and say "Hey, what are really the needs of the customers, in which direction do we go?" Because the direction that we take and many experts confirm, as you just said, it has to be a super experience, it has to be simple and intuitive, but these are just a few examples of that. There is much more... Maybe we'll get to the conversation later. And if you want to address those needs or pick up those customers, then you have to offer them that. And now your question, whether 80-year-olds also feel addressed or not. I can only say that we have customers from 18 to 90 years old. Therefore, there are definitely older customers who feel addressed and their needs are met. It is therefore perhaps not a question of age, but really of needs and how one feels and what one wants. So the older ones also feel addressed.*

---

**I:** Dann wird primär die Generation Z, also die jüngere Generation angesprochen. In einem Interview auf MoneyToday hast du eben an der Frage ob Yuh vor allem junge Zielgruppen im Visier hat so geantwortet? "Nein, digital affine Menschen, die gibt's in jeder Altersgruppe". Ist also Ziel der Yuh jede Altersgruppe anzusprechen aber grundsätzlich die jüngere Generation?

*That means that primarily Generation Z or the younger generation is addressed. In an interview on MoneyToday, you answered the question of whether Yuh is primarily targeting young people like this? "No, digitally affine people exist in every age group". So is the goal of Yuh to address every age group, but basically the younger generation?*

**E:** Genau, wie du sagst digitalaffinen Menschen. Jetzt kommt die Frage wer ist digital affin. Wenn man jetzt zwischen 20 und 40 befragen würde, würde die grossmenge sagen ich bin digital affin. Wenn du die Umfrage bei 70jährigen machst dann wird vermutlich nicht die grossmenge sagen, ich bin digital affin. Aber es gibt auch solche die 80 Jahre die digital affin sind und die sprechen wir genau so an, und die fühlen sich sogar ein bisschen jünger, wenn du mit "du" angesprochen sind. Und denken "Hey, das ist ja genau das was ich will und kann sogar mit meinem Enkelkindern mitsprechen" Aber grundsätzlich wir wollen damit, das Banking der Zukunft definieren, darum auch das Angebot machen für Kunden und Kundinnen der Zukunft, der digital affinen Menschen.

*Exactly, as you say, digital-savvy people. Now comes the question of: who is digitally savvy? If you were to survey people between 20 and 40, the majority would say I'm digital savvy. If you do the survey among 70-year-olds, then probably not the majority will say I am digital savvy. However, there are also those in their 80s who are digitally savvy, and we address them in exactly the same way, and they even feel a bit younger when you address them as "you. And they think, "Hey, that's exactly what I want, and I can even talk about this app with my grandchildren." But basically, we want to define the banking of the future, and therefore also make an offer for customers of the future, which is the digital savvy people.*

**I:** Vielen Dank Markus. Dann gehen wir weiter und gehen genauer auf die Bedürfnisse ein. Circa 77% der Befragten erklärten, dass Sie ausschliesslich Onlinebanking nutzen. Die mehrheitlichen erwähnten Gründe hierzu waren:

- "Breite produkt Palette auch für weniger verdiener"
- "Investieren in Aktien ohne hohe Gebühren und unabhängig eines Beraters"
- "Fast keine Gebühren + fühlt sich nicht so alt an"
- "Einfaches Investieren und vor allem als Junge Person fractional trading"

Aus unterschiedlichen Gründen, wegen jungem Alter oder Studium, ist die finanzielle Knappheit ein Charakteristikum, die die Generation Z prägt. Dies wird nochmals anhand der Resultate der Umfrage bestätigt, wie die besseren Konditionen von den Yuh Users geschätzt sind. Die tieferen Gebühren wurden seit dem Beginn sofort kommuniziert und in unterschiedlicher Art und Weise mit Kampagnen auch vermarktet. Das Fractional Trading wurde hingegen seit kürzerem eingefügt. War am Anfang beim Launch der Yuh App nicht möglich. Warum wurde diese Funktion erst später eingeführt? War eine solche Funktion bereits geplant und aus technischen Gründen konnte man sie nicht sofort integrieren?

*Thank you very much Markus. Then we'll go further and go into more detail about the needs. Approximately 77% of the respondents stated that they use online banking exclusively. The majority mentioned reasons for this were:*

- *"Wide product range also for lower earners".*
- *"Investing in shares without high fees and independent of an advisor"*
- *"Almost no fees + does not feel so old"*
- *"Easy investing and especially as a young person fractional trading"*

*For different reasons, due to young age or studies, financial scarcity is a characteristic that characterizes Generation Z. This is once again confirmed by the results of the survey,*

*how the better conditions are appreciated by the yuh users. The lower fees were immediately communicated since the beginning and also marketed in different ways with campaigns. Fractional trading, on the other hand, has been introduced more recently. Was not possible in the beginning at the launch of the Yuh App. Why was this function introduced only later? Was such a function already planned and for technical reasons it could not be integrated immediately?*

**E:** Ich hatte natürlich auch ganz ganz viele Wünsche und schon vor einem Jahr bei Lancierung hätte ich viel mehr Produkte und Features lanciert. Aber wie du das auch weisst, es ist nicht immer alles sofort möglich wegen auch der begrenzten Ressourcen aber bei uns war auch so der Trade-offs. Frage war natürlich wann wollen wir live gehen und mit was wollen wir live gehen. Unser Angebot hat aber schon vor Beginn vieles angeboten, mit der 3 in 1 Lösung sparen, investieren und zahlen. Das hat noch keiner Schweizer Finanz App zur Beginn und da waren wir auch sehr stolz. Und das Fractional macht das ganz noch beliebt und war auch eine Innovation, weil eben es gibt noch keine Schweizer Finanz Institut die diese Funktionalität hat. Und das zeigt natürlich auf auf, dass es nicht so einfach ist., sonst hätten X Banken auch getan. Und zurück an wann wollen wir live gehen: der Markt der wartet nicht auf uns. Und die jungen Kunden, die digitalaffinen, die warten auch nicht auf Yuh. Dann haben wir gesagt, wir müssen diesen Wind of Opportunity nutzen und darum so früh wie möglich mit einem super Produkt auf dem Markt gehen. Aber es muss nicht perfekt und schnell sein, weil wir wollen immer noch Nachladen können. Weil wie überraschen wir den Kunden? Und das ist ja auch eine Strategie, die wir bewusst so umgesetzt haben. Es ist nicht eine App die kam einmal auf den Markt und ist seit her das gleiche geblieben. Sondern es entwickelt sich laufend weiter auch aufgrund der Feedbacks unsere Kunden und Kundinnen. Und ich glaube das ist auch ein Bedürfnis, die die digitalaffinen Kunden haben. Sie wollen Bestandteil von Yuh sein. Sie wollen Teil der Community sein. Es muss zu ihrem Live-Style passen und genau das wollen wir auch mit Yuh erreichen. Darum braucht es nicht jeden Feature von Beginn an. Ja, logisch ich möchte gerne viel mehr und viel schneller neue Features bringen. Aber am Ende geht es auch um Ressourcen, um Sicherheit und Stabilität im Banking. Weil ich glaube eine App die laufend abstürzt würde auch keine Freude bereiten. Dass All-in-one gibt es nicht, das kann keine Firma.

*Of course, I also had a lot of wishes and even a year ago at launch I would have launched many more products and features. But as you know, it's not always possible right away because of limited resources, but for us it was also a trade-off. Question was of course when do we want to go live and with what do we want to go live. But our offer has already offered a lot before we started, with the 3 in 1 solution, which is save, invest and pay. No Swiss Finance app has launched like this, and we were very proud of that. And the*



*fractional trading makes it even more popular and was also an innovation because there is still no Swiss financial institution that has this functionality. And that shows of course that it is not so simple, otherwise X banks would have done the same. And back to the question, when do we want to go live: the market is not waiting for us. And the young customers, the digitally savvy, they don't wait for Yuh either. Then we said, we have to take advantage of this wind of opportunity and therefore go to market as early as possible with a super product. But it doesn't have to be perfect and fast, because we still want to be able to reload. Because at the end, how do we surprise the customer? And that is also a strategy that we have consciously implemented. It's not an app that came onto the market once and has remained the same since then. Instead, it is constantly evolving, also based on feedback from our customers. And I think that's also a need that the digital-savvy customers have. They want to be part of Yuh. They want to be part of the community. It has to fit their live style and that's exactly what we want to achieve with Yuh. That's why not every feature is needed from the beginning. Yes, logically I would like to bring much more and much faster new features. But in the end it's also about resources, about security and stability in banking. Because I don't think an app that crashes all the time would be a joy to use. There is no such thing as all-in-one, no company can do that.*

---

**I:** Ja, da hast du recht. Aber zur Deiner Info über 60% der Befragten erklärten, dass Yuh ihre Bedürfnisse abdeckt. Aber unter den Bedürfnissen der Generation Z wurde aber festgestellt, dass mehrmals erwähnt wurde, wie Daueraufträge, Apple Pay, Twint und eine Erweiterung des Kryptouniversum und Aktien und ETF Anlagen für Sie wichtige Funktionen darstellen aber nicht wahrgenommen wird. Unter den Funktionen, die bald kommen würden, bis spätestens ersten Quartals 2022 ist die Apple Pay Funktion und Daueraufträge. Da eine der Hauptfunktionen aber Investieren ist, wäre nicht sinnvoll das Anlageangebot im Kryptobereich, Aktien und ETF nicht so einzuschränken und weiter Produkte anzubieten?

*Yes, you are right. But, for your Info over 60% of respondents stated that Yuh covers their needs. But, among the needs of Generation Z, however, it was noted that mentioned several times how standing orders, Apple Pay, Twint and an expansion of the crypto universe and stocks and ETF investments are important functions for you but not perceived. Among the functions that would come soon, no later than the first quarter of 2022 is the Apple Pay function and standing orders. But since one of the main functions is investing, wouldn't it make sense to not limit the investment offering in crypto, stocks and ETF so much and continue to offer products?*

**E:** Ich höre die nicht zum ersten Mal... Wir sind ja gestartet mit 5 ETF's und haben jetzt mittlerweile über 20 ETF's und das kann ich auch sagen wir werden ETF's noch weiter erweitern. Jetzt warum werde ich nicht 500 ETF's aufschalten oder noch mehr? Dies hat eben wieder den Grund den ich vorhergesagt habe. Es ist ein bisschen ein Trade off. Wir wollen ja die App auch so einfach wie möglich halten und die Benutzerfreundlichkeit, diese Usability und diese Customer Experience so hoch wie möglich halten. Das ist Ziel und wird auch gelobt. Und dann ist immer die Frage, wenn man 1000 ETF's hat, ist es dann noch einfach und übersichtlich, findest du dich dann immer noch zurecht? Oder verlierst du dann dich auch? Und das ist eben genau das was wir auch gesagt haben. Unser Ziel ist nicht das wir 100'000 von Anlagen weil dann wird es hoch komplex und dann verlieren wir auch viel Kundinnen und Kunden, weil die sagen, ich verstehe doch dieses Anlageuniversum gar nicht, das ist mir viel zu komplex. Und Ziel war wirklich das wir allen, und damit meine ich wirklich allen, den Einstieg in das Investieren so einfach wie möglich machen und Ihnen auch eine Auswahl von wirklich selektiven von uns gesehen guten ETF's anbieten, damit das auch so eine gewisse Sicherheit hat. Das weisst du auch nicht ist 100% sicher und alle Anlagen sind mit Risiken verbunden aber das wir hier bewusst selektiv auswählen damit sich der Kunde nicht verliert und damit natürlich auch irgendwo diese User Experience nicht leidet. Das ist eben ein Trade off. Auch hier wir wollen erweitern und wir beziehen da auch unsere Community, weil wir machen Umfragen auf Instagram wir fragen auch Influencer, welche ETF's wollt ihr noch. Sie sagen A, B und C. Dann schauen wir uns das an. Und das hilft dann auch die Kundenbindung zu steigern, weil sie fühlen sich dann auch Teil von uns.

*This is not the first time I hear this... We started with 5 ETF's and now we have over 20 ETF's and I can also say that we will expand ETF's even more. Now why won't I add 500 ETF's or even more? This is just again for the reason I said. It's a bit of a trade off. We also want to keep the app as simple as possible and keep the user friendliness, this usability and this customer experience as high as possible. That's the goal and it's also praised. And then the question is always, if you have 1000 ETFs, is it still simple and clear, can you still find your way around? Or do you then also lose yourself? And that is exactly what we have said. Our goal is not to have 100,000 investments, because then it becomes highly complex and then we also lose a lot of customers, because they say, I don't understand this investment universe at all, it's much too complex for me. And the goal was really that we make it as easy as possible for everyone, and by saying that I really mean for everyone, also for the beginner in the trading area. We also offer you a selection of really selective ETFs that we consider good, so that it also has a certain security. That you also do not know is 100% safe and all investments are associated with risks but that we select here deliberately selective so that the customer is not lost and so*

*of course somewhere this user experience does not suffer. That is just a trade off. Also here we want to expand and we also involve our community because we do surveys on Instagram we also ask influencers, which ETF's do you still want. They say A, B and C. Then we look at that. And that also helps to increase customer loyalty, because then they also feel part of us.*

---

**I:** Dann arbeitet die Yuh auch mit so genannten Financial Influencers?

*Well this means, Does Yuh work with the so-called financial influencers?*

**E:** Ja also in dem Zusammenhang ja. Weil das schöne ist ja diese Financial Influencer, die schauen sich diese Banken, Neobanken und Finanz App an und schreiben dann auch drüber. Und natürlich lesen wir auch vieles darüber. Ich persönlich auch sehr gerne. Natürlich freue ich mich wenn es positiv ist, aber auch die kritischen Feedbacks sind sehr wertvoll, weil aus denen kann man auch sehr viel lernen. Und ich meine, eben Du hast ja gesagt «Ich wünsche mir mehrere ETF's» und die haben wir auch angefragt «welche wünschst du dir dann?» «wann wäre es dann für dich noch besser?» und das prüfen wir ja dann auch. Wir haben das Angebot ja bereits erhöht seit Lancierung und wir werden es sicherlich noch weiter erhöhen, aber es wird nie so sein, dass wir Tausende von ETF's haben werden, weil dann würde es nicht mehr unserem DNA entsprechen, es wäre nicht mehr einfach und diese tolle Erlebnis und es werde auch viele unsere Users überfordern.

*Yes, in this context, yes. Because the nice thing is these financial influencers, they look at these banks, Neobanks and finance app and then also write about it. And of course we also read a lot about it. I personally also like it very much. Of course I'm happy when it's positive, but the critical feedback is also very valuable, because you can learn a lot from it. And I mean, just as you said "I would like to have several ETF's" and we also asked "which one do you want?", "what would then be even better for you?" and then we check. We have already increased the offer since the launch and we will certainly increase it further, but it will never be the case that we have thousands of ETFs, because then it would no longer correspond to our DNA, it would no longer be easy and this great experience and it would also overwhelm many of our users.*

---

**I:** Genau, weil genau diese Leichtigkeit wurde auch klar vermarktet. Für die Umsetzung der Yuh Kampagne hat Yuh die Genfer Kreativagentur Cavalcade im 2021 beauftragt ein Konzept zu entwickeln. Resultat war ein Film wo vier Tänzer die Yuh nutzen, während Sie ihre Tanzeinlagen vorführen. Gemäss der Head of Marketing and Sales von Yuh, deren Name ich an dieser Stelle zum Schutz der Anonymität nicht erwähne, hat der Presse folgendes mitgeteilt: «Während der Konzeptionsphase wurde uns schnell klar, dass wir einen mutigen Ansatz

brauchen, um die Leichtigkeit in die Yuh-Marken-dann zu integrieren». War tatsächlich die Leichtigkeit im Vordergrund?

*Exactly, because exactly this ease of use was also clearly marketed. For the implementation of the Yuh campaign, Yuh commissioned the Geneva-based creative agency Cavalcade in 2021 to develop a concept. The result was a film where four dancers use the Yuh while performing their dance routines. According to the Head of Marketing and Sales of Yuh, whose name I will not mention here to protect anonymity, told the press the following: "During the conception phase, we quickly realized that we needed a bold approach to integrate ease of use into the Yuh brand". Was Ease of use really at the forefront?*

**E:** Ja genau, das ist Part unsere DNA. Wir wollen das Banking für alle so einfach und zugänglich wie möglich machen. Wir wollen eben auch allen die Möglichkeit geben zu investieren, weil ich persönlich bin auch der festen Überzeugung, dass auch Sparen im Moment und auch in Zukunft nicht mehr das lukrativste ist. Und du solltest immer im Prinzip einen Teil zum Bezahlen, brauchst du ja immer Geld um deine Rechnungen zu bezahlen, ein Teil sparen und einen Teil zum Investieren, weil lege eben immer nur einen Teil zur Seite und einen Teil solltest du aber auch investieren. Und wie diese Prozentuale Verteilung ist, das sollte jede Person für sich selber entscheiden gemäss seinen Bedürfnissen. Da gebe ich auch keine Ratschläge. Man einziger Rat ist: Tue von allem etwas. Und das wollen wir genau mit Yuh bieten, auf eine einfache Art und Weise. Für 25.00 Schweizer Franken kannst du jede beliebige Aktie kaufen, die wir anbieten, das kannst du sonst bei keiner Bank. Kannst auch Lindt&Sprüngli kaufen (**was sehr teuer ist, weil die über 110'000 Franken ist**).

*Yes, this is part of our DNA. We want to make banking as easy and accessible as possible for everyone. We also want to give everyone the opportunity to invest, because I personally am firmly convinced that saving is no longer the most lucrative option at the moment or in the future. And you should always in principle a part to pay, you always need money to pay your bills, a part to save and a part to invest, because always put only a part aside and a part you should also invest. And how this percentage distribution is, that should decide each person for himself according to his needs. I do not give any advice. My only advice is: Do something of everything. And that's exactly what we want to offer with Yuh, in a simple way. For 25.00 Swiss francs you can buy any share we offer, you can't do that at any other bank. You can also buy Lindt&Sprüngli (**which is very expensive, because it's over 110'000 francs**).*

---

**I:** Stimmt. Aber die Swissqoins? Ist da auch was geplant? Die sind momentan kaum nutzbar...Man kann sie verkaufen, schenken und fertig...

*You're right. But what about the Swissqoin? Are there any plans? the Swissqoin are currently hardly usable...You can sell them and send them as a gift and that's all...*

**E:** Ja also es ist grundsätzlich ein Loyalty Programm. Das machen ja viele, aber wir wollen es in einer innovativen Art und Weise tun, darum mit einem Kryptotoken. Und die Idee ist dahinter, je mehr du die Yuh App nutzt desto mehr Swissqoin erhältst du. Und umso mehr Kunden und Kundinnen wir haben umso mehr steigt der Wert des Swissqoins. Also umso mehr ist Yuh erfolgreich, dann profitiert die ganze Community. Wir wollen, dass unsere Kunden und Kundinnen auch Teil am Erfolg haben. Das machen andere Banken nicht. Das Gesamterfolg geht normalerweise in die eigene Tasche, sag ich mal, und wir wollen auch hier das Banking anders machen und unsere Community teilhaben lassen. Und wenn man auch die Kryptowährungen anschaut, seit Beginn hat sich der Swissqoin über 9% entwickelt, positiv. Das ist ein super Investment, ich meine welche Kryptowährung hat eine ähnliche Performance hingelegt in den letzten 10 Monaten? Vielen sind tiefer viele höher aber man kann nur gewinnen mit diesen Swissqoin. Und es ist auch ganz klar unser Ziel für die Zukunft mit den Swissqoin. Ja im moment kannst du sie grundsätzlich nur verkaufen, wenn man will, das würde ich aber nicht empfehlen., weil es noch nicht lukrativ ist. Ich meine die werden noch mehr als 9% an Wert gewinnen. Aber auch hier wir haben wir uns Gedanken gemacht, wie wir die Swissqoin besser in unserem gesamten Universum integrieren können. Und wie wir in Zukunft da Dinge machen kann. Aber verraten kann ich noch nichts...

*Yes, so it's basically a loyalty program. A lot of people do that, but we want to do it in an innovative way, so with a crypto token. And the idea is that the more you use the Yuh app, the more Swissqoin you get. And the more customers we have, the more the value of the Swissqoin increases. So the more Yuh is successful, then the whole community benefits. We want our customers to share in our success. Other banks don't do that. The overall success usually goes into their own pockets, I would say. But we also want to do banking differently here and let our community participate. And if you also look at cryptocurrencies, since the beginning, Swissqoin has grown over 9%, positively. This is a super investment, I mean what cryptocurrency has put down a similar performance in the last 10 months? Many are lower many higher but you can only win with these Swissqoin. And it is also clearly our goal for the future with the Swissqoin. Yes at the moment you can basically only sell them if you want, but I would not recommend that because it is not yet lucrative. I mean they will still gain more than 9% in value. But again*

*we've been thinking about how we can better integrate the Swissqoin into our overall universe. And how we can do things there in the future. But I can't reveal anything yet....*

---

**I:** Ja das muss auch nicht und ist verständlich. Also dann gehen wir weiter die Bedürfnisse und Leichtigkeit haben wir bereits angesprochen. Jetzt gehen wir einen Schritt weiter und zwar auf das Thema Vertrauen. Ausgehend von der These, dass das Vertrauen in die Apps und deren Anbieter ein entscheidender Faktor ist, wurde ein mehrdimensionales Vertrauenskonzept entwickelt. Es wurde belegt, dass neben der Nützlichkeit und Einfachheit der Bedienung, das Vertrauen einen erheblichen Einfluss auf die tatsächliche Nutzung eines Finanzdienstleisters ausübt. Die Online Umfrage bestätigt dies «Ich benutze nur Yuh als neben Bank. Ich habe nicht genug Vertrauen in reine Online-Banken und möchte die Möglichkeit haben, eine physische Person zu haben, die mir helfen kann». Jetzt in einem komplett digitalen Umfeld wo den direkten Kundenkontakt nicht gegeben ist, wie schafft Yuh Vertrauen?

*Yes, that must not either. And is understandable. So then we go further the needs and ease we have already addressed. Now we go one step further, and that is on the topic of trust. Based on the thesis that trust in apps and their providers is a decisive factor, a multidimensional trust concept was developed. It was proven that besides usefulness and ease of use, trust exerts a significant influence on the actual use of a financial service provider. The online survey confirms this "I only use Yuh as a second bank. I don't have enough trust in online-only banks and want the option of having a physical person who can help me." Now in a completely digital environment where direct customer contact is not a given, how does Yuh build trust?*

**E:** Ja also wie schaffen wir Vertrauen? Da haben wir mehrere Aspekte. Eine ist, und das ist auch den Vorteil den spielen wir auch aus, hinter Yuh stecken zwei sehr bekannte Schweizer Banken, Swissquote und PostFinance. Das alleine sage ich mal schafft schon Vertrauen. Wenn du weisst, als Kundin oder als Kunde wer dahinter steckt dann hast du Vertrauen, weil es sind nicht gerade ein No-Name. Es ist nicht irgendeine Fancy Firma. Sondern sehr renommierte und bekannte und vertrauenswürdige Banken in der Schweiz. Wir schaffen ja auch durch die Banklizenz der Swissquote. Und das zweite ist dann, und da müssen dann wir unser Beitrag leisten, Vertrauen schafft man auch in dem wir das ganze trotzdem spielerisch und Leichtigkeit seriös daherkommt. Und da wollen wir auch einen ganz seriösen Eindruck vermitteln und dass mit der ganzen Leichtigkeit die dazu gehört. Und ganz wichtig was auch mit Vertrauen dazugehört ist die Stabilität, und da ist es uns sehr wichtig, dass wir eine stabile performante App haben. Fehlerfrei ist ja niemand aber mit so wenigen Fehlern wie möglich und wenn was ist das man so schnell wie möglich reagiert. Und da sind wir glaub bis dahin sehr gut gefahren. Und dann noch zum physischen... Wir haben ja einen super

Customer Care wo der Kunde auch anrufen kann. Und es gibt natürlich auch immer noch die Kunden der sagt ich will jemandem ganz physische treffen aber sind wir ehrlich, wenn ich dann auch unsere Umfrage und die von Externen anschaue dann wird auch in der Zukunft dieses Element immer mehr weniger stark gewichtet werden und ich glaube die zukünftigen Aktionen die macht man sehr viel mehr nur noch mit diesem Gerät (**zeigt das Handy**). Für uns wäre es vielleicht unvorstellbar gewesen, dass du Ferien nur über eine App buchst, sondern da will man jemandem sehen, der uns versteht der sagt das ist ein gutes Hotel etc. Und jetzt machen das ganz viele Leute automatisch oder und ich glaube im Banking wird es auch in dieser Richtung gehen. Vielleicht kam das Banking ein bisschen hinterher. Auch beim Kauf, da wird es nicht immer eine Person sein die sagt, ja liebe Gloria diesen T-Shirt steht dir gut. Du kaufst ja auch online, du probierst es und machst dir ein eigenes Bild. Und ich meine das Verhalten und die Bedürfnisse die werden sich auch im Banking ändern. Und wir müssen hier unserem Teil beitragen.

*So how do we create trust? We have several aspects here. One is, and this is also the advantage we play out, behind Yuh are two very well-known Swiss banks, Swissquote and PostFinance. That alone creates trust. If you know, as a customer, who is behind it, then you have confidence, because it is not just a no-name. It is not some fancy company. It's a very renowned and well-known and trustworthy bank in Switzerland. We operate also through the banking license of Swissquote. And the second thing is, and this is where we have to make our contribution, that trust is also created by making the whole thing playful easy to use but in a serious way. And we also want to convey a very serious impression and that with all the ease that belongs to it. And very important, which is also part of trust, is stability, and it is very important to us that we have a stable, high-performance app. No one is error-free, but with as few errors as possible and if an issue occur that you react as quickly as possible. And I think we've done very well up to this point. And then to the physical... We have a super customer care where the customer can also call. And of course there are still the customers who say I want to meet someone physically, but let's be honest, if I look at our survey and those of external parties, then this element will also be weighted less and less strongly in the future and I think the future actions will be done much more with this device (**shows the smartphone**). For us it might have been unimaginable that you book vacations only via an app, but there you want to see someone who understands us, who says this is a good hotel etc.. And now a lot of people do that automatically or and I think in banking it will also go in that direction. Maybe banking came a little bit behind. Also with the purchase, there will not always be a person who says, yes dear Gloria this T-shirt suits you well. You buy online, you try it and make up*

*your own mind. And I mean the behavior and the needs will also change in banking. And we have to do our part here.*

---

**I:** Ja, so ist es. Aber ich muss sagen, da gibt es auch Produkte oder Dienstleistungen die man autonom online erledigt aber es gibt auch Produkte wo man den Besuch zu einer Filiale bevorzugt, wie beispielsweise Hypotheken, Kreditanträge etc. Da spielt das Vertrauen die durch den persönlichen Kontakt stattfindet einen erheblichen Einfluss auf die Akzeptanz dann der Dienstleistung selber...

*Yes, that's how it is. But I have to say, there are also products or services that you do autonomously online, but there are also products where you prefer to visit a branch, such as mortgages, loan applications, etc. The trust that comes from personal contact plays a significant role in the acceptance of the service itself. The trust that takes place through personal contact has a significant influence on the acceptance of the service itself..*

**E:** Genau, super Beispiel! Aber sag niemals nie. **(Mit der Zeit könnte sich das ändern und auch für Hypotheken oder Krediteanträge könnte man dann eine persönliche Beratung durch den Besuch in einer Filiale verzichten und Online beantragen).** Aber das ist auch ein Grund warum wir das auch nicht anbieten, weil diese Produkte werden Online noch nicht so stark nachgefragt. Aber auch hier wir können gerne nach 10 Jahren nochmals zusammensitzen und darüber reden. Ich habe das Gefühl, und das ist eine persönliche Meinung, das ist eine Frage der Zeit bis sich dann auch hier der Markt verändern wird. Und man sieht es auch hier es gibt verschiedene Anbieter die da reingehen und im Moment möchte der Grossteil das noch physisch machen. Aber auch vor 10 Jahren hatten viele noch keinen Smartphone aber heute ist das ein Standard Equipment. Ich kenne niemandem der keine Smartphone hat. Hättest du die Umfrage vor 10 Jahre gemacht hätten vielleicht 20%-30% gesagt sie haben einen Smartphone. Du siehst es verändert sich und das selber ist mit Ferienbuchen. Vor 15 Jahren hat kaum jemand online Flüge oder Hotels gebucht. Heute machen das 80%-90%. Buchen Hotel und Flüge online. Aber jetzt noch was zu Hypotheken und Kredite. Das sind ja nicht Alltag Geschäfte. Eine Hypothek schliesst du normalerweise einmal in deinem Leben, wenn überhaupt. Und darum sind es auch Geschäfte die bei uns nicht primär im Fokus stehen, weil wir wollen ja das everyday Banking handeln. Und wenn du Zahlungen schaust, das machen schon viele Leute online und täglich. Ich muss ja nicht zur Post oder Bank gehen um meine Rechnungen zu begleichen. Und so wird es auch mit anderen Geschäfte sein. Aber die Zeit aktuell ist vielleicht noch nicht reif dafür.

*Exactly, great example! But never say never. (With time this could change and also for mortgages or loan applications you could then do without a personal consultation by visiting a branch and apply online). But that's also a reason why we don't offer*



*mortgages and loans either, because these products are not yet in such high demand online. But again, we're happy to sit down and talk about it again after 10 years. I have the feeling, and this is a personal opinion, that it is a question of time until the market will change. And you can see it here as well, there are various providers who go in there and at the moment the majority still want to do it physically. But even 10 years ago, many people didn't have a smartphone, but today it's standard equipment. I don't know anyone who doesn't have a smartphone. If you had done the survey 10 years ago, maybe 20%-30% would have said they had a smartphone. You see it's changing and that's the same with booking a vacation. 15 years ago hardly anyone booked flights or hotels online. Today 80%-90% do. Book hotel and flights online. But now something about mortgages and loans. These are not everyday business. For instance, a mortgage you usually close once in your life, if at all. And that's why they are not our primary focus, because we want to operate in the everyday banking area. And if you look at payments, many people already do that online and on a daily basis. I don't have to go to the post office or the bank to pay my bills. And so it will be with other businesses. But perhaps the time is not yet ripe for it.*

**I:** Genau wie du sagst, es ist vermutlich wirklich nur eine Frage der Zeit, weil der Markt, das Verhalten und die Bedürfnisse sich ändern rasch. Du hast mir gesagt, was vor allem Yuh von anderen Banken unterscheidet. Jetzt bin ich in meiner Recherche in einem der Key Visuals der Launch Kampagne gestossen. Um deine Erinnerung aufzufrischen, zeige ich dir jetzt noch einmal das Bild der Werbekampagne, die übrigens auch ins Englische, Französische und Italienische übersetzt wurde **(Bildschirm geteilt)**.



Figure 12: DE App's Launch Campaign (Werbewoche M&K, 2021a, June 1)

In dieser Kampagne war im Mittelpunkt der Aufmerksamkeit ein Junge, der einen Ball zu kicken schien, aber anstelle des Balls stand in grosser Schrift "Befreie dich von Bankgebühren". Sollte hiermit die Botschaft verbreitet werden, die versteckten Gebühren der traditionellen Banken wegzukicken?

*Just as you say, it I probably really just a matter of time, because the market, the behavior and the needs that change rapidly. You told me what differentiates Yuh from other banks in particular. Now in my research I came across in one of the key visuals of the launch campaign. To refresh your memory, I'm going to show you once again the image of the advertising campaign, which, by the way, was also translated into English, French and Italian (screen shared).*



Figure 13: EN App's Launch Campaign (Werbewoche M&K, 2021a, June 1)

*In this campaign, the center of attention was a boy who appeared to be kicking a ball, but instead of the ball, "Free yourself from bank fees" was written in large letters. Was this meant to spread the message to kick away the hidden fees of traditional banks?*

**E:** Natürlich da war auch Marketing dahinter. Aber zuerst mal zu den Erwartungen und Bedürfnissen der digitalaffinen Kunden und zukünftigen Generationen. Ein anderes Thema ist eben Transparenz. Für mich sind die Gebühren bei sehr vielen Banken nicht wirklich transparent. Du erhältst plötzlich Ende Jahr irgendwo ah

für Kontoauszüge bezahlst du noch X oder du bezahlst noch Depotführungsgebühren oder, wenn du eine Umrechnung machst oder Exchange machst, hier bezahlst du noch dieses und jenes und du warst von diesem gar nicht bewusst. Du hast irgendwo mehr als 10 Rückzüge gemacht und da bezahlst du noch Betrag X. Es gibt ganz ganz vielen Sachen die nicht direkt auf den ersten Blick offensichtlich sind. Und auch hier eines was wir von Yuh gesagt haben, wir wollen diese vollständige Transparenz. Das bedeutet nicht, es ist alles gratis bei Yuh aber wenn etwas etwas kostet dann zeigen wir es dem Kunden genau in dem Moment an wo er den Auftrag macht. Beispiel er macht einen Börsenauftrag, dann sieht er direkt ok die Gebühren die ich bezahle ist so viel. Und das ist was ich mit Transparenz meine. Und dann kann er sagen will ich es oder will ich es nicht. Und das ist leider bei vielen Banken nicht so. Das zweite ist denn die Höhe der Gebühren, weil wir haben immer gesagt wir wollen den low to no fees Prinzip. Das heisst wir wollen, wenn möglich keine Gebühren und wenn wir halt Gebühren verlangen müssen, weil für Börsenaufträge bezahlen wir auch was, dann müssen die Gebühren transparent und so tief wie möglich sein. Und bei vielen Banken bezahlst du eine Grundgebühr und wenn man ganz ehrlich ist, hat der Kunden nicht viel Ahnung warum er jetzt diese Grundgebühr zu bezahlen hat. Und das ist dann nicht richtig transparent. Aber da will ich jetzt die Banken nicht kritisieren, das ist ja auch ihre Strategie. Haben wir ja gesagt, bei uns ist die Transparenz gross gewichtet und wir wollen nicht irgendwo überhöhten Gebühren agieren, sondern wirklich mit fairen Konditionen und eben «Befreie dich von den Bankgebühren», ja bei vielen Banken behaupte ich jetzt mal bezahlt der nullachtfünfzehn Kunde **(Die Zahlen 0815 sind als Redewendung im deutschsprachigem Raum geläufig. Man verwendet die Zahlenkombination, wenn man beispielsweise etwas als ganz gewöhnlich, durchschnittlich oder als nichts Besonderes beschreiben will in diesem Zusammenhang wird als 0815 Kunde der einfache Kunde verstanden, der nicht viel weiss und daher jeder, der nicht im Bankwesen arbeitet, sein könnte)** zu viel Geld. Ein Beispiel ein Kunde ist bei der Bank X, er hat dort eine Karte, er investiert, vielleicht kann er irgendwie 2'000-3'000 Franken pro Jahr investieren in Aktien. Dann bezahlt er für die Karte pro Jahr ein Betrag X, ich sage jetzt mal um die 100 Franken oder, er braucht die vielleicht für einige Käufe in der Höhe von 1'000 Franken. Dann muss man sich auch überlegen 10% sind Gebühren für die Karte, dann investiert er für 2'000 Franken pro Jahr bezahlt da noch eine Depotführungsgebühr von 100 Franken bezahlt noch pro Trade 20 Franken. Da muss dann die Aktie recht steigen, dass es am Ende für ihn rentabel wird. Oder? Und das war genau die Idee di Yuh. Du erhältst hier eine Gratis Karte, du bezahlst auch nur pro Trade und du kannst auch ganz kleine Trades machen du hast keine Grundgebühren die du bezahlst und das macht es eben genau so für die Kleinanleger, der Kleininvestor sehr sehr lukrativ und interessant. Und wir wollten hier nicht den Gewinn maximieren, sondern mehr schauen dass es ein faires Preis-Verhältnis gibt.

*Of course, there was also marketing behind it. But first of all, related to the expectations and needs of digitally savvy customers and future generations. Another issue is transparency. For me, the fees in many banks are not really transparent. At the end of the year, you suddenly receive somewhere ah for account statements you still pay X or you still pay custody account management fees or, if you do a conversion or exchange, here you still pay this and that and you were not even aware of this. You have made somewhere more than 10 withdrawals and there you still pay X amount. There are many things that are not obvious at first sight. And also here one thing we said: we want this complete transparency. This does not mean that everything is free at Yuh but if something costs something then we show it to the customer exactly at the moment he makes the order. Example he makes a stock market order, then he sees directly ok the fees I pay is so much. And that is what I mean by transparency. And then he can say do I want it or do I not want it. And unfortunately that is not the case with many banks. The second thing is the level of fees, because we have always said we want the low to no fees principle. That means we want, if possible, no fees and if we have to charge fees, because we also pay something for stock exchange orders, then the fees have to be transparent and as low as possible. And with many banks you pay a basic fee and if you are completely honest, the customer doesn't have much idea why he has to pay this basic fee now. And that is not really transparent. But I don't want to criticize the banks, that's their strategy. We have said that we attach great importance to transparency and we don't want to operate anywhere with excessive fees, but with really fair conditions and just "kick out your banking fees", yes with many banks I now claim that the zero-eight-fifteen customer has paid too much money. **(the numbers 0815 are common as a phrase in the German-speaking world. One uses the number combination, if one wants to describe for example something as completely usually, average or as nothing special. In this sentence referring to a customer as a 0815 customer is to understand as the simple customer, who does not know much about banking and therefore everyone, who does not work in the banking industry).** An example a customer is with the bank X, he has there a card, he invests, maybe he can somehow invest 2'000-3'000 francs per year in shares. Then he pays for the card per year an amount X, I say now around 100 francs. He needs it maybe for some purchases in the amount of 1,000 francs. Then you also have to consider 10% are fees for the card. Then he invests for 2,000 francs per year pays there still a custody account management fee of 100 francs still pays per trade 20 francs. Then the share must rise quite, that it becomes profitable for him in the end. Doesn't it?*

*And that was exactly the idea of Yuh. You get a free card, you pay only per trade and you can also make very small trades you have no basic fees that you pay and that makes it also for the small investors, very very lucrative and interesting. And we did not want to maximize the profit here, but more look that there is a fair price ratio.*

---

**I:** Ja also da muss ich sagen es stimmt die Transparenz ist gegeben und die Gebühren sind echt tief. Und durch die kleinen Gebühren in Zusammenhang mit den Fractional trading Feature hat eben auch der kleinere Anleger die Möglichkeit hier einzusteigen. Jetzt sind wir zum Schluss noch eine letzte Frage an dich. 9. Die Yuh gehört ja zu den Neobanken und im Allgemeinen zu der Fintech Industrie. Der Schweizer Fintech-Markt hat im Vergleich zum Vorjahr an Wachstumsgeschwindigkeit eingebüsst. Die Zahl Schweizer Fintech-Firmen ist 2021 im Jahresvergleich gesunken, gleichzeitig ist die Branche aber reifer und die bestehenden Unternehmen sind gewachsen. Dies zeigt die aktuelle Fintech-Studie des Instituts für Finanzdienstleistungen der Hochschule Luzern. Nach fast einem Jahr, seit dem es Yuh gibt, warum wird Yuh zu denen gehören die nicht scheitern werden?

*Yes, so I must say it is true the transparency is given and the fees are really low. And through the small fees in connection with the fractional trading feature, even the smaller investor has the opportunity to enter here. Now we have one last question for you. 9. Yuh belongs to the neobanks and in general to the Fintech industry. The Swiss Fintech market has lost growth speed compared to last year. The number of Swiss Fintech companies has decreased year-on-year in 2021, but at the same time the industry has matured and existing companies have grown. This is shown in the latest Fintech study by the Institute of Financial Services at the Lucerne University of Applied Sciences and Arts. After almost a year since Yuh has been around, why will Yuh be among those that won't fail?*

**E:** Es wäre jetzt zu simple einfach zu sagen, weil wir besser sind. Und ich bin auch nicht der Typ der hier überheblich ist und sagt, ja wir können gar nicht scheitern. Ich glaube einfache wir haben diverse Dinge die in uns sehr viele Vorteile schaffen. Ich glaube es gibt kein Fintech oder keine Neobank oder keine Finanz App die bereits weiss ob die erfolgreich sein wird, dass weiss niemand. Aber es gibt ein paar Dinge die unsere Erfolgsaussichten sehr sehr gross erscheinen lassen. Das eine ist wir sind ein Joint Venture au PostFinance und Swissquote, von zwei renommierten Banken, das heisst wir sind nicht irgendwie ganz New auf den Markt. Sondern wir haben Müttern im Rücken, die vom Banking aus bestehen und die etabliert sind. Und auf dieser Basis könne wir aufbauen ich glaub das ist ein wichtiges Element, das wir eben nicht ganz ganz neu sind. Wir sind aber trotzdem unabhängig unterwegs und könne genauso unsere Agilität, junges dynamisches aussehen könne wir perfekt auch spielen. Dann haben wir vom

Produkt her eine super Voraussetzung. Weil die meisten bieten in einer Nische was im Bereich bezahlen oder im Bereich sparen oder eine Lösung für das. Und wir kamen direkt auf dem Markt mit eben dieser 3 in 1 Lösung also mit zahlen sparen und investieren. Also wir haben das umfassendste Angebot. Und wir werden es dann auch noch erweitern mit anderen Features. Aber wir hatten bereits einen Super Start mit unseren Müttern im Rücken, mit unserer Innovationskraft haben wir hervorragende Voraussetzungen um erfolgreich zu sein. Und am Ende ist ja auch der Markt. Ich bin der festen Überzeugung, dass die digitalaffinen oder zukünftigen Generationen die alle digitalaffin sein werden, die werden vermehrt solche Produkte nachfragen. Und wenn eine grosse Nachfrage da ist dann braucht es auch ein Angebot. Und auch hier, da wir dann bereits seit ein paar Jahren auf den Markt sind, werden wir auch davon profitieren können. Und dann noch das letzte Argument für unsere beiden Investoren, für unsere Mütter Swissquote und PostFinance ist es nicht eines Finanzinvestments wo sie kurzfristig sag ich mal investieren und Gewinn machen wollten, sondern es ist eine strategische Option. Ich glaub das ist ein ganz wichtiger Punkt wenn man erfolgreich sein will. PostFinance und Swissquote sind überzeugt davon, dass es Yuh braucht damit ihre Unternehmen in Zukunft erfolgreich sein wird. Und das gibt dem Ganzen eine ganz andere Bedeutung und das wird uns und auch den beiden Müttern sehr helfen um langfristig erfolgreich zu sein.

*It would be too simplistic to say that we are better. And I am not the type who is arrogant here and says, yes, we can not fail. I think we simply have various things that create a lot of advantages. I don't think there is a Fintech or a neobank or a financial app that already knows if it will be successful, nobody knows that. But there are a few things that make our chances to success very very high. One is that we are a joint venture between PostFinance and Swissquote, two renowned banks, which means that we are not somehow completely new to the market. But we have mothers in the back, which exist from the banking and which are established. And we can build on this basis - I think that is an important element, that we are not completely new. But we are still independent on the road and can just act with our agility, young dynamic look. Then we have a super prerequisite from the product point of view. Because most of them offer a niche in the area of payment or savings or a solution for that. And we came directly on the market with just this 3 in 1 solution so with pay, save and invest. So we have the most comprehensive offering. And we will then expand it with other features. But we already had a great start with our mothers behind us, with our innovative strength we have excellent conditions to be successful. And in the end, it's the market. I am firmly convinced that the digital-savvy or future generations, who will all be digital-savvy, will increasingly demand such products. And if there is a great demand, then there also needs*

*to be a supply. And here, too, since we have then already been on the market for a few years, we will also be able to profit from this. And then the last argument for our two investors, for our mothers Swissquote and PostFinance it's not a financial investment where they wanted to invest short term and make profit, but it's a strategic option. I think that is a very important point if you want to be successful. PostFinance and Swissquote are convinced that Yuh is needed for their companies to be successful in the future. And that gives the whole thing a completely different meaning and that will help us and also the two mothers a lot to be successful in the long run.*

---

**I:** Vielen Dank, dass du dir heute die Zeit genommen hast. Hast du noch Fragen?

*Thank you very much for taking the time. Do you have questions?*

**E:** Habe ich sehr gerne gemacht. Ich hoffe dass ich dir weiterhelfen konnte und Viel Erfolg noch.

*I was very happy to do so. I hope that I could help you and good luck.*

**I:** Dann lass ich dir jetzt an deiner Arbeit und einen schönen Tag.

*Then I'll leave you to your work and have a nice day.*

**E:** Danke Gloria dir auch. Tschüss!

*Thank you Gloria you too. Bye!*

### 7.7 Coding Agenda with Anchor Examples

Category Label	Category Definition	Anchor Examples	Coding Rules
Perceived Ease of Use	the degree to which the user expects the target system to be free of effort Davis et al. (1989)	<i>"it has to be a super experience, it has to be simple and intuitive"(p. 110); "we make it as easy as possible for everyone, and by saying that I really mean for everyone, also for the beginner in the trading area" (p. 115); "Do something of everything. And that's exactly what we want to offer with Yuh, in a simple way" (p.117).</i>	all the text passages where simplicity and ease are on focus
Perceived Usefulness	the benefits which arise from the use of Fintech technology based on Davis et al. (1989)	<i>"I don't think an app that crashes all the time would be a joy to use" (p.113); "And I think that's also a need that the digital-savvy customers have. They want to be part of Yuh. They want to be part of the community. It has to fit their live style and that's exactly what we want to achieve with Yuh" (p.113); "But our offer has already offered a lot before we started, with the 3 in 1 solution, which is save, invest and pay." (p.113); "with our innovative strength we have excellent conditions to be successful" (p. 127).</i>	all the text passages where the benefits by using Yuh are emphasized



Trust	personal and systematic trust. Personal trust based on an interpersonal basis and systematic trust, which means trust in functioning systems based on Stahl and Menz (2014)	<i>" Yes, logically I would like to bring much more and much faster new features. But in the end it's also about resources, about security and stability in banking (p.113); "We also offer you a selection of really selective ETFs that we consider good, so that it also has a certain security" (p.115);"behind Yuh are two very well-known Swiss banks, Swissquote and PostFinance. That alone creates trust. If you know, as a customer, who is behind it, then you have confidence, because it is not just a no-name. It is not some fancy company. It's a very renowned and well-known and trustworthy bank in Switzerland. We operate also through the banking license of Swissquote." (p.119-120);"trust is also created by making the whole thing playful easy to use but in a serious way. [...] And very important, which is also part of trust, is stability, and it is very important to us that we have a stable, high-performance app. [...] And then to the physical... We have a super customer care where the customer can also call." (p.120); "which means that we are not somehow completely new to the market. But we have mothers in the back, which exist from the banking and which are established"(p.127).</i>	all the text passages where specifically depositor protections, banking license, brand image and generally speaking security feeling aspects are mentioned
Target Audience	the target audience is the audience who the banking application is addressed to	<i>"Therefore, there are definitely older customers who feel addressed and their needs are met. It is therefore perhaps not a question of age, but really of needs and how one feels and what one wants. So the older ones also feel addressed" (p.110); "But basically, we want to define the banking of the future, and therefore also make an offer for customers of the future, which is the digital savvy people" (p. 111).</i>	all the text passages where the target audience of Yuh is addressed to

Vision	an aspired goal in the future and exemplifies the long-term development of the company	<p><i>"The first step you have to find a name that fits your product, your vision. And we always wanted to put the personal, the you in the foreground, and then we just thought, how can we do that? Because we also say that "you" can manage your finances by yourself, "you" have your finances under control," you" are the post office of your money, these are also a few beliefs that we have and then we also thought about what fits perfectly here? And then came to the idea of this Yuh, something else written after the motto of the English you" (p.108); "We have said that we attach great importance to transparency and we don't want to operate anywhere with excessive fees, but with really fair conditions and just "kick out your banking fees", yes with many banks I now claim that the zero-eight-fifteen customer has paid too much money"(p.125).</i></p>	all the text passages where the desirable status is highlighted and ideal image of Yuh is presented
--------	--	---	---

Mission	it is the purpose of the company, why the company exists or what positive contribution the company makes to customers and society.	<i>"We also want to keep the app as simple as possible and keep the user friendliness, this usability and this customer experience as high as possible "(p. 114); "Our goal is not to have 100,000 investments, because then it becomes highly complex and then we also lose a lot of customers, because they say, I don't understand this investment universe at all, it's much too complex for me" (p. 115); "but it will never be the case that we have thousands of ETFs, because then it would no longer correspond to our DNA, it would no longer be easy and this great experience and it would also overwhelm many of our users" (p.116); "And also here one thing we said: we want this complete transparency. This does not mean that everything is free at Yuh but if something costs something then we show it to the customer exactly at the moment he makes the order." (p.124); "You get a free card, you pay only per trade and you can also make very small trades you have no basic fees that you pay and that makes it also for the small investors, very very lucrative and interesting. And we did not want to maximize the profit here, but more look that there is a fair price ratio" (p. 125).</i>	all the text passages where the purposes of Yuh are mentioned
Strategy	a carefully and concrete plan for achieving something or reaching goals	<i>"we have to take advantage of this wind of opportunity and therefore go to market as early as possible with a super product. But it doesn't have to be perfect and fast, because we still want to be able to reload. Because at the end, how do we surprise the customer? And that is also a strategy that we have consciously implemented" (p.113); "so it's basically a loyalty program. A lot of people do that, but we want to do it in an innovative way, so with a crypto</i>	all the text passages strategical thoughts are expressed

		<i>token. And the idea is that the more you use the Yuh app, the more Swissqoin you get” (p. 108); “But that’s also a reason why we don’t offer mortgages and credit applications either, because these products are not yet in such high demand online” (p.111).</i>	
Unique Selling Propositions	Added value of a product that differentiates it from the competition	<i>“But our offer has already offered a lot before we started, with the 3 in 1 solution, which is save, invest and pay. No Swiss Finance app has launched like this, and we were very proud of that. And the fractional trading makes it even more popular and was also an innovation because there is still no Swiss financial institution that has this functionality” (p. 113); ““For 25.00 Swiss francs you can buy any share we offer, you can’t do that at any other bank. You can also buy Lindt&amp;Sprüngli” (p.117); “Other banks don’t do that. The overall success usually goes into their own pockets, I would say. But we also want to do banking differently here and let our community participate” (p.118); “For me, the fees in many banks are not really transparent” (p.124); “Because most of them offer a niche in the area of payment or savings or a solution for that. And we came directly on the market with just this 3 in 1 solution so with pay, save and invest. So we have the most comprehensive offering” (p.127).</i>	all the text passages where the focus lies on the needs of the target audience and comparisons between Yuh and other banks (Fintech or traditional banks) by highlighting Yuh's strengths

Future of Fintech Industry	outlook to the needs and behaviors of the future generations which will influence fintechs further developments	<p><i>“The idea behind Yuh is that we are saying that somehow the needs of the young and the future generation, the expectations in banking will not be the same as they are today or from previous generations” (p.110); “I have the feeling, and this is a personal opinion, that it is a question of time until the market will change. And you can see it here as well, there are various providers who go in there and at the moment the majority still want to do it physically [...] For instance, a mortgage you usually close once in your life, if at all. And that's why they are not our primary focus, because we want to operate in the everyday banking area. ” (p.121);“ And in the end, it's the market. I am firmly convinced that the digital-savvy or future generations, who will all be digital-savvy, will increasingly demand such products. And if there is a great demand, then there also needs to be a supply” (p.127).</i></p>	all the text passages where future oriented assumptions are referred
----------------------------	---	---	--

Table 8: Coding Agenda with Anchor Examples based on Mayring (2014) — *own visualization*