

Michael Rögele

Critical factors influencing the adoption of Robo-Advisors

An empirical study of the banking industry in Germany

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國立交通大學

管理學院

企業管理碩士學位學程

碩士論文

影響導入機器人理財顧問之關鍵因素:

德國銀行產業實證性研究

**Critical Factors influencing the Adoption
of Robo Advisors:**

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研究生：麥禾杰

中華民國109年6月

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國立交通大學

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i. CHINESE ABSTRACT

影響導入機器人理財顧問之關鍵因素

德國銀行產業實證性研究

國立交通大學

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碩士論文

關鍵字: 機器人理財, 銀行業, 金融科技

機器人理財顧問是近期金融科技公司使用其商業模式進入金融行業且挑戰傳統銀行機構的例子之一。金融科技公司通常只在一個銀行領域開展業務，且試圖通過基於互聯網的產品來吸引客戶，這些產品側重於簡單的用戶界面，效率，透明度和自動化等方向。機器人理財顧問讓公司提供自動化的金融投資工具之服務給顧客，因此可以列於資產管理和投資領域。相關文獻指出傳統銀行可以藉由機器人理財顧問公司合作、收購或是自己創造自動化投資方案來為顧客提供新穎的服務。

這項研究主要在確認德國銀行目前採用的狀況，以及當傳統機構使用機器人理財顧問作為解決方案的工具時需要考慮的幾項重要因素。藉由問卷，在德國銀行的工作者提供了他們寶貴的意見作為數據研究的資源。經由分析，可以判定選擇標準對於銀行是否收購機器人諮詢公司或與此類金融科技公司合作非常重要。特別是需要考慮到機器人理財顧問公司性能、聲譽，共享足夠訊息的意願與充分的技術能力。研究也顯示傳統銀行的資訊科技基礎

架構經常與機器人理財顧問公司所提供的技術並不相容。這有可能導致整合的過程中會有問題，也因此成為在項目啟動階段就必須要注意這方面，讓系統可以更順暢且提供精準的服務給顧客。

ii. ENGLISH ABSTRACT

Critical Factors influencing the Adoption of Robo Advisors:

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Keywords: Robo Advisory, Banking Industry, Adoption of Technology, Fintech

Robo Advisors are one example of Fintech companies that recently have moved into the financial industry and challenge traditional banking institutes with their business models. Mostly, Fintech companies are only operating in one field of banking and try to attract customers via internet-based offers that focus on simple user interface, efficiency, transparency and automation. Robo Advisors are companies offering automated financial investment tools and can therefore be located in the segment of asset management and investment. Relevant literature has stated the need for traditional banks to react in form of cooperation with such companies, acquisition of Robo Advisors or creation of own automated investment solutions. This study aims to identify the current state of adoption in German banks and critical factors for traditional institutes that need to be considered when it comes to the implementation of Robo Advisory solutions. Data were collected via a questionnaire that was filled by banking employees in Germany. Factor Analysis revealed the result that selection criteria are a very important factor for banks when they decide to acquire a Robo Advisory company or cooperate with such a Fintech firm. Especially characteristics like the performance, reputation, willingness to share sufficient information and technological capability of a Robo Advisory company need to be considered. The study also revealed that the IT-infrastructure of traditional banks is often not compatible with the technology offered by Robo Advisors. This can lead to problems in the integration process and need to be an aspect in the initiation phase of such a project.