

# Why Fintechs Cooperate with Banks – Evidence from Germany\*

Max Bömer\*\*, Hannes Maxim\*\*\*

Hannover Economic Papers (HEP) No. 637

August 7, 2018

## Abstract

We developed a conceptual framework to explain why young financial technology companies (fintechs) seek to cooperate with incumbents from the finance sector. Examining 14 case studies on fintech-bank cooperation, we identified three main reasons: first, banks enable a fintech's market entry; second, banks increase a fintech's profits; and finally, banks enable new fintech products. We observed that each of these reasons is related to particular resources, which fintechs obtain through their cooperation partner. Additionally, we found that fintechs use different label approaches to sell their products when they cooperate with banks. Based on these results, we developed propositions that can be tested in future research.

**Keywords:** Fintechs; Banks; Cooperation; Regulation, Reputation, Label

**JEL classification:** G21; M13

---

\* We would like to thank our advisors Christoph Börner and Heidrun C. Hoppe-Wewetzer for very helpful comments and suggestions. The paper has also benefited from the comments of Hans-Gerd Ridder and numerous discussions with participants of the 18<sup>th</sup> EURAM Conference, the Seminar of the Institute of Microeconomics (Hannover) and the HVB Doktorandenseminar 2017.

\*\* Manhot Graduate School (Heinrich-Heine-University Duesseldorf), Universitätsstraße 1, 40225 Dues-seldorf, E-Mail: max.boemer@hhu.de

\*\*\* Institute of Microeconomics Leibniz University of Hannover, Königsworther Platz 1, 30167 Hannover, E-Mail: maxin@mik.uni-hannover.de.

## 1. Introduction

Young companies often have no access to important resource to enable their success. However, a large body of literature emphasizes that young companies are more innovative in terms of creating new knowledge and are more likely than incumbents to develop radical innovations (Rothwell, 1983). The incumbents usually have several comprehensive and cost-intensive resources to produce their goods. Thus, intuitively, an incumbent can contribute to a young company on a number of dimensions (e.g., funds or infrastructure) to increase the young company's success rate (Kelly et al., 2000; Lee et al. 2012). Clearly, the incumbents' motivation for this support is to obtain access to the young companies' innovations (Keil, 2000). Therefore, both young companies and incumbents seek to cooperate with each other.

Fintechs are young Internet-based companies that develop products that enable or provide innovative financial services (Deutsche Bank Research, 2014). They are new entrants to the financial markets and compete with incumbent banks and insurance companies (Lacasse et al., 2016; Marinc, 2015). However, in line with the above literature, Kalmykova et al. (2016) and Burgmaier and Hüthing (2015) emphasize that fintechs and incumbents from the finance sector would be better off cooperating rather than competing. Although cooperation between young companies and incumbents has received much attention in the literature, we argue that it is interesting to focus on collaborations in the financial markets due to some of the special characteristics of these markets:

First, the financial crisis of 2008 led to an increase in regulation requirements (e.g., regulatory capital) for financial institutions, especially in Europe and the USA (Magnuson, 2017). This increase in regulation was intended to guarantee the stability of the financial market (Schleussner, 2017). In fact, the regulation of the financial markets had a great impact on the incumbent banks and insurance companies, as well as on fintechs.

Second, the finance sector is characterized by a special business-to-consumer relationship (e.g., Sapienza and Zingales, 2012). In particular, Germany is usually described as an example of a bank-based system with long-term relationships between banks and their customers, which are based on trust and loyalty (e.g., Elsas and Krahn, 1998; Boot, 2000). Hence, the success of banks and fintechs depend to a high degree on the customers' belief in their quality.

Last, other markets (e.g., pharma/biotech) are confronted with greater innovation pressure historically, while the financial markets have not had to face radical innovations during the last several

decades (e.g., Corea, 2015; Arner et al., 2015). This situation changed due to several technical innovations by the mid-2000s, such as the launch of smartphones and the availability of broadband Internet (Haddad and Hornuf, 2016). Young companies (i.e., fintechs) used these technologies to develop innovative products. Hence, the financial markets experienced a sudden collision with these new entrants.

To our knowledge, fintechs and cooperation between fintechs and banks, in particular, have received only limited attention in the research literature. Moreover, the existing cooperation literature focuses on the bank's perspective in terms of their innovation objectives as well as on the incumbents' screening process (e.g., Corea, 2015; Bodek and Matinjan, 2017; Maxin, 2018). Therefore, we argue that the understanding of the cooperation between young companies and incumbents can be enhanced by answering the following research question: What are the reasons for cooperation between fintechs and banks?

To address our research question, we conducted a multiple case study and investigated fourteen German fintech-bank collaborations from 2016 to 2017. The data set mainly consists of interviews with the fintechs' CEOs. In addition, we consulted bank managers and industry experts and analyzed different data sources, such as homepages, industry reports, press release, marketing material, and newspaper articles.

The primary results of our paper consist of the following: we develop a resource-based framework that aims to explain why fintechs cooperate with banks. This conceptual framework contains three components:

- Banks enable fintech's market entry.
- Banks increase fintech's profits.
- Banks enable new fintech products.

These components are related to different label approaches and resources that fintechs can obtain when they cooperate with banks. We discuss this in detail in Section 4. Additionally, propositions are developed that can be tested in future research.

Notice, our results relate to cooperation between fintechs and banks. Nevertheless, we argue that other financial intermediaries (e.g. insurance companies) can also strongly benefit from our study because they are confronted with fintechs as well (e.g. Tiberius and Rasche, 2017).

The remainder of the paper is organized as follows: after discussing the literature in the relevant fields of research in Section 2, we present in Section 3 the method of our study. Next, we provide the analysis of our data in Section 4. The last section concludes the paper.

## **2. Literature Review**

We proceed with the literature that we consulted either before or during the course of the study. Starting with the wider theme of cooperation between incumbents and young companies, we reviewed existing fintech literature with particular regard to cooperation with banks.

### **2.1. Cooperation between incumbents and young companies**

*Cooperation* is defined as a long-term process of two or more companies working or acting together for a mutual benefit (e.g., Rotering, 1993). The literature distinguishes between different types of cooperation.

One typical form is an alliance. Gulati (1998) describes alliances as a voluntary arrangement between independent companies that share and exchange resources because they cannot generate all the necessary resources on their own (e.g., Child, 1974; Pfeffer and Salancik, 1978). For instance, resource sharing can comprise co-development or provision of products, services, and technologies. Alliances have specific objectives, which are negotiated and then pursued by all alliance partners (Dushnitsky, 2008). Hence, the partners jointly invest resources and engage in the project for which they formed their alliance. In case of success, all partners obtain a fraction of the monetary profits.

Especially for young companies, there is a lack of important resources to enable the companies' success. Therefore, they seek to cooperate with incumbents that have access to the required resources. For instance, Gans and Stern (2002) analyze a survey of more than 100 young companies. They reported that cooperation between a young company and an incumbent (through licensing, alliances, or acquisition) is the preferred approach when the incumbent has a particular resource that is crucial for the young company's success. In addition, Dushnitsky (2008) states the different resources that young companies usually obtain when they cooperate with an incumbent. Beside

funds, infrastructure, and know-how, the young companies can also exploit a reputation effect (or endorsement effect) due to cooperation with an incumbent, which reduces uncertainty about the firms' quality. In other words, cooperation may enable a reputation spillover effect for young companies (e.g., Stuart et al., 1999).

Corporate venture capital (CVC) can be seen as a specific type of alliances that is based on minority equity (or equity-type capital) investments of incumbent companies in legally independent firms (e.g., Keil, 2000; Maula, 2001; Weber and Weber 2011). It plays an important role in financing young companies with uncertain but high growth expectations. CVC investments pursue two different goals in order to maximize the large companies' values: beside high financial returns, there are often more diverse and complex innovation objectives (e.g., access to new products, a window on new technologies, or generating demand). Remarkably, an important part of CVC is the non-financial support (corporate infrastructure, network, or other resources) provided by the investors. Hellmann (2002) points out that a new venture's success or failure depends on this non-monetary support.

## **2.2. Fintechs**

The term *fintech* is a contraction of *financial technology* and encompasses young companies that develop Internet-based technologies that enable or provide financial services. Puschmann (2017) reports that the term is most likely first mentioned in the early 1990s. However, Zavolokina et al. (2016) state that the number of publications on fintechs has only recently increased. Thus, fintechs can be described as a relatively new field of research.

We identify four main topics, which are discussed in the existing literature. First, several publications have concentrated on developing definitions for the term *fintech*. Schueffel (2016), for example, states that fintechs are companies that apply technology to improve financial activities. Accordingly, Deutsche Bank Research (2014) describes the term fintech as modern technologies for enabling or providing financial services, such as Internet-based technologies in the e-commerce field, mobile payments, or early-stage crowd-based financing of young companies.

Second, other papers have considered the success factors and determinants of fintechs. According to Chuen (2015), there are five factors that affect a fintech's success rate: low margins, light assets, scalability, innovation, and ease of compliance. Furthermore, Haddad and Hornuf (2016) investi-

gate the economic and technological determinants of fintechs in 69 countries. They show that financial markets witness more fintechs when the latest technology is available in the economy because young companies require these technologies for their products. They also find that fintechs occur more frequently in countries with a more fragile financial market.

Third, since the financial sector is highly regulated, another strand of literature has focused on the regulation of fintech products (e.g., Douglas, 2016; Philippon, 2016, Knight, 2017). For instance, Knight (2017) analyzes the regulation requirements for the financial markets in the USA. The author shows that fintechs from the same product segment can be regulated differently. This situation leads to an inefficient allocation of funds in the fintech markets. Other authors have focused on the regulation requirements in particular fintech segments, such as equity crowdfunding (e.g., Hornuf and Schwienbacher, 2017).

Lastly, some publications have analyzed the relationship between banks and fintechs. Marinc (2015) state that fintechs and other IT companies would cause drastic changes in the financial markets due to their innovative products. In line with this, Lacasse et al. (2016) predicts that “new services will meet or exceed expectations, and will often provide a product that is superior to that of the traditional industry.” Tiberius and Rasche (2017) show the disruptive potential of fintechs by conducting a multiple-case study, which states the advantages of new services in several different product segments. Accordingly, PWC (2017) reports that more than 80 percent of their interviewees (i.e., experts from incumbent financial institutions) believe that their business is at risk due to fintech disruption. Moreover, Bunea et al. (2016) study annual SEC filings of U.S. bank holdings and find evidence that banks consider fintechs as serious threats. However, other literature has focused on the advantages of cooperation between fintechs and incumbent banks (e.g., Kalmukova et al., 2016; Burgmaier and Hüthing, 2015) and discuss different cooperation approaches (e.g. Thwaites, 2016 and Meinert, 2017). Related is also the work of several financial institutions and consulting companies that deal with fintech-bank cooperation as a new opportunity for incumbent banks to obtain access to external innovation (e.g., BNY Mellon, 2015; Santander, 2016; Deutsche Bank Research, 2016). In line with this, some publications have focused on CVC: Corea (2015) states that the importance of CVC increases for banks. For instance, Maxin (2018) conducts a single case study on Commerzbank’s *main incubator*, which is the first CVC firm for fintechs in Germany. He shows that regulatory requirements have a great impact on the CVC firm’s selection

process and support for the fintechs. Bodek and Matinjan (2017) provide a case study on Comdirect's *startup garage*. They focus on the screening process, the support, and the bank's innovation objectives.

### **3. Methods**

This study is exploratory in nature because little is known regarding cooperation between fintechs and banks. We used a case study approach to develop a conceptual framework that enables a general understanding of our research topic. In contrast to a theoretical model, a conceptual framework is based on flexible conceptual terms rather than rigid theoretical variables and causal relations. Instead of providing a theoretical explanation or predicting outcomes, conceptual frameworks convey a better understanding of the empirical phenomenon (Jabareen, 2009). We argue that this methodical approach is suitable to exploring why fintechs cooperate with banks.

Case studies often provide interesting insights and they can motivate a more rigorous analysis of a research problem. However, it is important to point out that case studies cannot provide a conclusive answer to this research problem.

#### **3.1. Sample**

We adopted a multiple-case study design because it allows us to enable cross-case analysis in contrast to the single-case study approach and hence, it provides a stronger theory basis. Moreover, Ridder (2016) reports that cross-analysis can strengthen possible results, verify relationships among these results, and offer a better understanding of the examined research topic. The fintech is the unit of analysis and each fintech in our study represents an individual case study.

In order to generate a new conceptual framework, the sample is of central importance. Notice that the selected cases are not representative of a larger population (Eisenhardt and Graebner, 2007). Ridder (2016) states that the goal is not to test a theory but to build a novel one. Statistical representativeness is not relevant. We applied maximum variation sampling to reveal differences or common patterns across fintech–bank collaborations in accordance with Eisenhardt and Graebner (2007) and Yin (1994). Our cases vary among the dimensions of *fintech product segment*, *fintech clients*, and *bank type*. We also discussed the topic of this study with different experts in the field of fintech and banking. Based on these early discussions, we selected fourteen fintech-bank collaborations. Table 1 presents the main characteristic of each collaboration.

We investigated our research question in the context of a country in which cooperation between fintechs and banks is particularly relevant. According to Dorfleitner et al. (2016), 87 percent of their surveyed German banks either cooperate with a fintech or seek to cooperate with a fintech in the future. Given our sample number and dimensions, we considered a cross section of the German fintech market that consists of approximately 24 banks that cooperate with at least one fintech (Payment and Banking, 2018).<sup>1</sup>

### **3.2. Data sources**

Our primary data sources are semi-structured interviews. Ridder (2016) states that interviews can lack in reliability. Hence, in addition to the interview data, we also collected primary and secondary data by consulting company homepages, industry reports, press release, marketing material, and newspaper articles. This additional data collection increases the reliability and validity of our data through triangulation (Miles and Huberman, 1994). Moreover, we mitigate the interview bias by following an interview guide that structured our information collection.

Our interview partners are fintech CEOs and bank managers, with one interviewee for each of the fintechs listed in Table 1.<sup>2</sup> Interviewees were granted anonymity, thus individual names of respondents are not disclosed. Where quotes from the interviews are used in this study, we refer to the related cooperation with the Greek alphabet (e.g., Theta) and to the interviewee with a letter and number code (e.g., A1). The interviews were conducted by telephone and in-person on site. We also adopted pilot interviews to become familiar with the interview guidelines and to correct any mistakes.

Almost all informants were interviewed two times because our guide evolved systematically (Glaser and Strauss, 1967). Hence, we used a second interview round with the same experts to lessen possible bias. After each interview, we prepared an interview protocol and the audio recordings were transcribed by a professional service provider. Altogether 25 qualitative, depth interviews were carried out. In detail, this study is based on approximately fifteen hours of interviews, resulting in 313 pages of primary source material.

---

<sup>1</sup> This number refers to the year 2016. We have now identified 51 banks that cooperate with at least one fintech.

<sup>2</sup> Except for collaboration Alpha, where we also conducted interviews with bank managers.



Table 1. Sample

Collaboration	Fintech ment	Seg-	Fintech Clients	Bank type	Fintech description	Principal informants (code)
<b>Alpha</b>	Payments		B2C B2B	Local cooperative bank	The fintech's main product is a mobile application for smartphones, enabling users to send or borrow money to or from other users, collect and split payments among other users for a special occasion, pay invoices in online shops and buy prepaid cards and vouchers.	CEO Fintech (A1) Manager Bank (A2) Manager Bank (A3)
<b>Beta</b>	Payments		B2B	Nationwide cooperative bank	Fintech Beta enables merchants of all sizes to integrate all relevant payment solutions to their own shop platform systems through a single API.	CEO Fintech (B1)
<b>Gamma</b>	Banking		B2B	Central cooperative bank	Fintech Gamma developed a sophisticated online exchange platform for B2B trade receivables, enabling firms to upload their invoices in order to put those up for a Vickrey auction.	CEO Fintech (C1)
<b>Delta</b>	Crowdfunding		B2B	Nationwide cooperative bank	The fintech digitizes emission and investment processes for companies in different industries. One of their main products is a white label crowdfunding platform.	CEO Fintech (D1)
<b>Epsilon</b>	Crowdfunding		B2B	State-owned business development bank	The fintech is an online platform which mainly provides reward-based crowdfunding solutions. In this form of crowdfunding supporters typically get the product as a reward when the project is successful.	Manager Fintech (E1)
<b>Zeta</b>	Banking		B2B	Large private bank	Fintech Zeta is an online financial service marketplace. SMEs can send a request concerning their financing or investing need. Partner banks are free to make offers. The Fintech acts as an advisor to the SME regarding the offers from different banks.	CEO Fintech (F1)
<b>Eta</b>	Payments		B2C B2B	Small private bank	The fintech allows consumers to buy online and make payments at partner shops with cash. The consumer print out the given receipt in form of a barcode, take it to one of thousand partner shops, scan it and pay it cash.	Managing Director (G1)
<b>Theta</b>	Banking		B2C	Small private bank	Fintech Theta developed a mobile application which analyzes a customer's consuming behavior by an intelligent algorithm and calculates an individual amount of money for savings which can be invested in the next step.	CEO Fintech (H1)
<b>Iota</b>	Banking		B2B	Large private bank	The fintech's main product is a web identification software. The sophisticated software identifies persons by analyzing biometric data during a video call. Furthermore Fintech Iota developed an online contracting solution which is typically used for online credit contracts.	CEO Fintech (I1)
<b>Kappa</b>	Robo Advice		B2C	Small private bank	Fintech Kappa is a high tech investment manager for private and institutional investors. By analyzing big data, the algorithm considers multiple key figures and further identifies undervalued companies in order to create a portfolio.	CEO Fintech (J1)
<b>Lambda</b>	Payments		B2B	Nationwide cooperative bank	Fintech Lambda provides payment solutions in the area of donation. Their main product is a donation widget for websites of charitable companies which allows supporters to donate money cashless through different payment solutions.	CEO Fintech (K1)
<b>Mu</b>	Robo Advice		B2B B2B	Large saving bank	The fintech is digital asset management company offering a wide range of services, such as depot opening, customer risk evaluation, depot management or performance reporting.	CEO Fintech (L1)
<b>Nu</b>	Payments		B2C B2B	Large direct bank	Fintech Nu provides an intuitive smartphone app for users who want to send money to friends all over Europe in a matter of seconds. By cooperating with user's principal banks, the app guarantees the bank's normal high security standards.	CEO Fintech (M1)
<b>Xi</b>	Text recognition		B2B	Large private bank	The company provides AI-driven content automation solutions with semantic applications, Natural Language Understanding (NLU), Natural Language Generation (NLG), and chatbots. In this way, the company is not considered as a pure but a partial fintech.	CEO Fintech (N1)

### **3.3. Data analysis**

We conducted within-case analyses by preparing a detailed description of each fintech-bank collaboration (see Table 1). As common in the related literature, we made a cross-case analyses that was based on four steps (e.g., Andriopoulos and Lewis, 2009; Souitaris and Zerbinati, 2009): First, we used an inductive coding approach without pre-specified propositions to form first-order concepts (Ridder, 2016). These first-order concepts provide general insights in our fintech-bank collaborations.

Second, we searched for links between the first-order concepts, such that we can compile them into second-order concepts (Andriopoulos and Lewis, 2009). In other words, we developed the relationship that underlies the first-order findings (Gioia and Chittipeddi, 1991). For example, we grouped statements about ‘bank know-how,’ ‘bank knowledge,’ ‘knowledge transfer,’ and ‘bank expertise’ into the second-order concept of ‘know-how.’

Next, we identified two aggregated dimensions underlying our second-order themes, namely *bank resources* and *product labels* (see Figure 1). Hence, we moved from our first-order concepts to higher-level concepts (Ridder, 2016).

Lastly, we found that some resources were connected to other resource or to a specific product label. Given this, we developed a conceptual framework to illustrate how the lower concepts and aggregated dimensions relate to each other (Souitaris and Zerbinati, 2014). Additionally, propositions were developed that can be tested in future research. Make note that our propositions are based on a small sample and are not equivalent to theoretical propositions.

We assessed the reliability of the coding in two steps (Andriopoulos and Lewis, 2009). First, both authors coded the collected text separately. Second, we compared our coding. We obtained a high agreement among the codes ( $k = 0.83$ ; Cohen, 1960). We resolved any disagreements through discussions between the authors.

### **3.4. Literature comparison**

We compared our results with the existing literature in the fields of fintech and cooperation between young and incumbent companies to enhance the internal validity, generalizability, and theoretical level of our study (Eisenhardt, 1989).

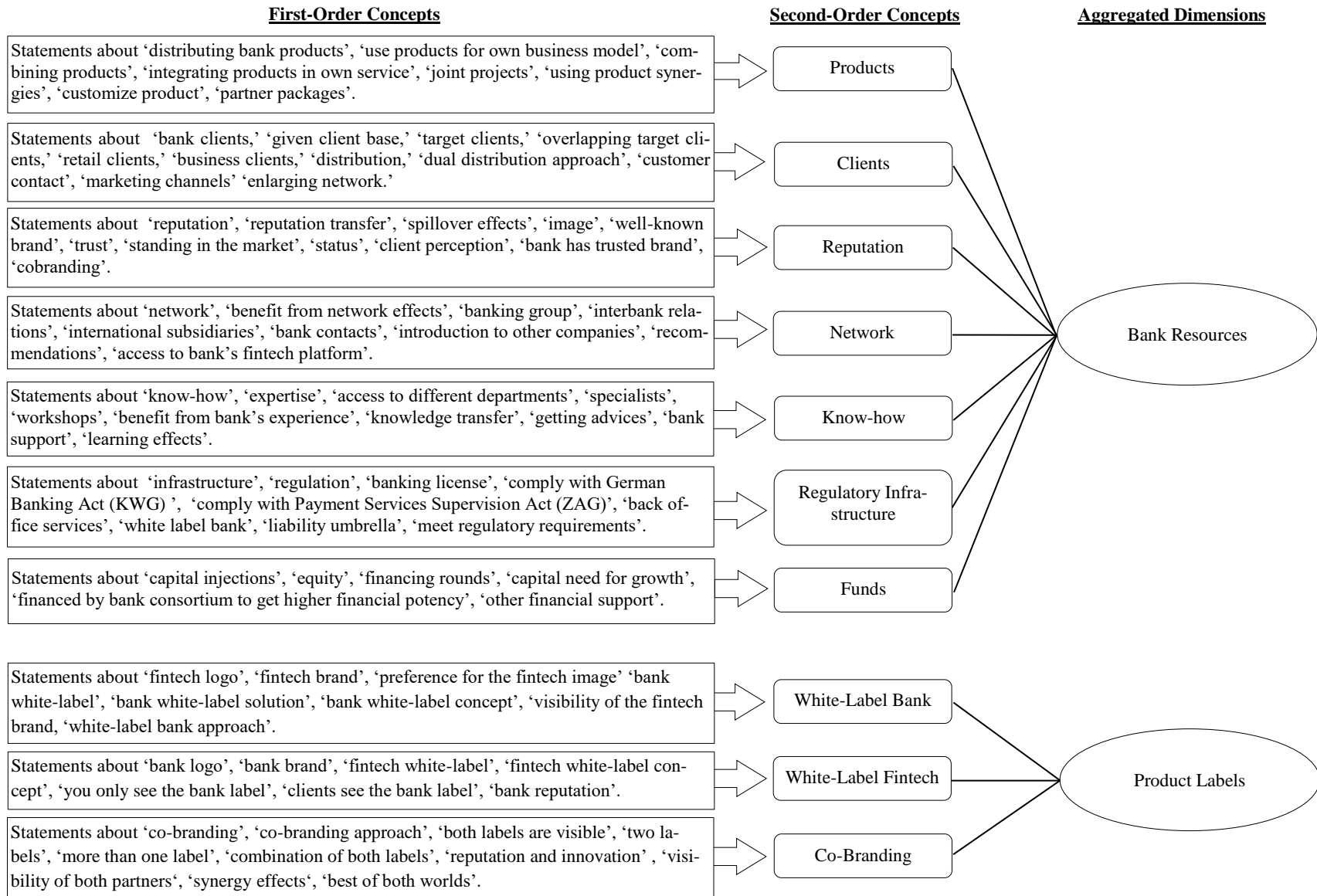


Figure 1. Data structure

## 4. Analysis

The purpose of this study is to investigate the reasons why fintechs cooperate with banks. In this section, we present the overall findings related to the research question from the introduction and our developed propositions.

### 4.1. Conceptual framework

In order to obtain a better understanding of the reasons that determine cooperation between fintechs and banks, we derived the conceptual framework illustrated in Figure 2. In line with the cooperation literature (e.g., Child, 1974; Pfeffer and Salancik, 1978), we argue that access to resources is an important reason for fintechs to cooperate with a bank. Hence, we selected resources as the view-point of our study to provide new insights in the field of fintech-bank cooperation.

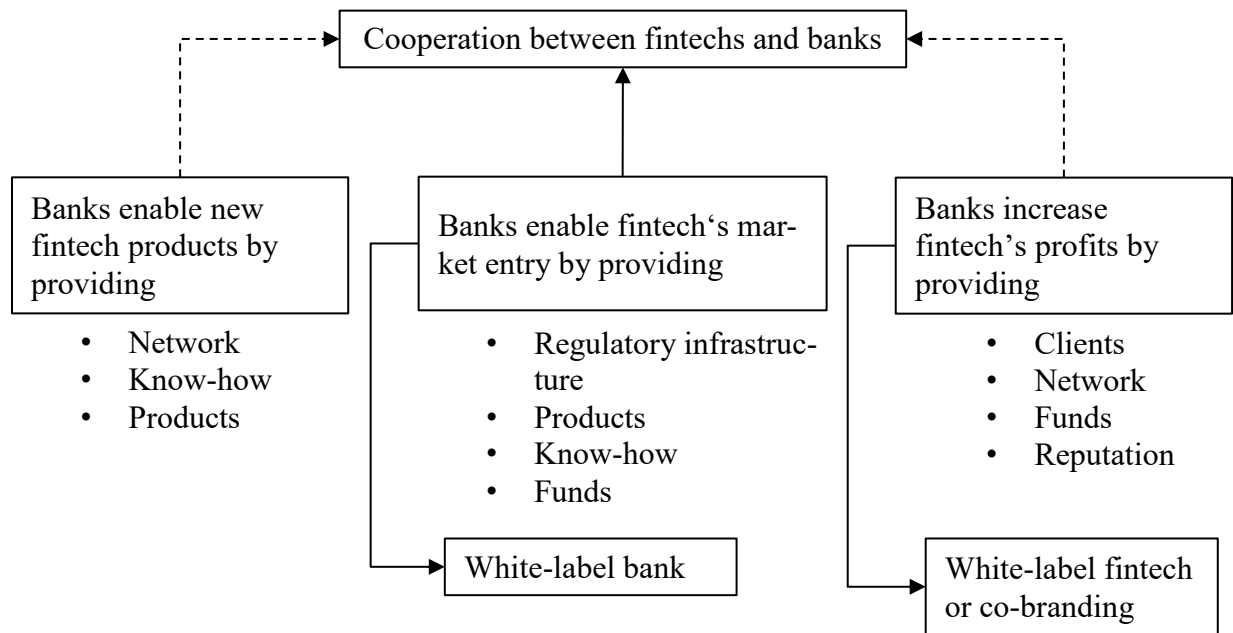


Figure 2. Conceptual framework to explain fintech-bank collaboration.

The conceptual framework emerged as a result of our data analysis (Teppo and Wüstenhagen, 2009). The dependent variable of our research is the cooperation between fintechs and banks. We found the existence of a recurrent pattern and grouped particular resources (i.e., second-order topics) together (see, for a cross-case comparison of the resources Table 2). Each resource group is related to a specific reason (explanatory variable) why fintechs cooperate with banks.

In detail, our conceptual framework is based on the argument that some fintechs are reliant on banks, in that they cannot enter the financial markets without the banks' cooperation. Thus, cooperation is a necessary condition for these fintechs. Beside this, we also identified that fintechs cooperate with banks to increase their profits and to enable new products. Indeed, the last two points are not necessary conditions for collaborating. Bank cooperation is a possible option for the related fintechs to obtain a particular benefit. As we will show, some fintechs cooperate with a bank due to more than one reason.

In addition, we found that two of our reasons (i.e., banks enable the fintech's market entry and increase fintech's profits) are linked to a specific labeling of the fintechs' products (see, for a cross-case comparison of the labels Table 3). The following sections discuss the elements of our conceptual framework in more detail. We also stress the different characteristics of our fintech segments.

#### **4.2. Banks enable fintech's market entry**

When we analyzed the empirical data from our interviews, we found several fintechs that needed specific resources to enter the financial markets, namely Gamma, Zeta, Eta, Theta, Kappa, Mu, and Nu. The fintechs belong to three segments: payments, banking, and robo-advising (see for description of each fintech segment Table 1). We identified the main resources that are related to the fintech's market entry: regulatory infrastructure, products, know-how, and funds.

**Regulatory Infrastructure:** Wurgler (2000) emphasizes that financial regulation is important for the efficient functioning of the financial markets. For Germany, the German Banking Act (KWG) as well as the Payment Services Supervision Act (ZAG) regulates the financial markets by means of licenses, also called bank licenses. Since it is cost-intensive and time-consuming to obtain a license, Thwaites (2016) states that fintechs seek to cooperate with a banks. In the words of one interviewed manager:

*'An own banking license is too expensive on the one hand. On the other hand, [if we applied for a banking license] we would not have enough time to develop the [core] product, because we would have to develop many functions and many regulatory features from scratch.'* (J1, Kappa)

Another interviewed fintech commented on the regulation requirements as follows:

*'Like every fintech, we have a partner bank in the background, whose banking license is in principle enabling our business model. In fact, we are only a technical service provider for the product we offer.'* (G1, Eta)

Recall from above that we find three fintech segments where a bank is necessary for market entry due to KWG and ZAG. The other fintech segments of our sample are either able to fulfill the regulation requirements without a partner bank (i.e., crowdfunding) or they are not regulated (i.e., text recognition). Of note, Germany recently passed a specific legislation for crowdfunding, namely the Small Investor Protection Act (see Hornuf and Schwienbacher, 2017). An interviewed crowdfunding fintech commented on the possibility of fulfilling the regulation requirements:

*'...we fulfill the regulation requirements alone...There were some tasks, but we were able to fulfill them. Then, we have started our project and negotiated with the bank.'* (D1, Delta)

Given these results, we state the following proposition:

**Proposition 1:** Fintechs cooperate with banks when they are regulated in the sense of KWG and ZAG.

We find that all of our fintechs cooperate with a bank when they have to fulfill the KWG or ZAG requirements. Recently, however, there is some evidence that German fintechs can obtain their own licenses to become independent from their partner banks (e.g., the fintechs Bitbond or N26). Hence, we argue that Proposition 1 is an interesting empirical result that can be tested with a larger sample to prove whether fintechs are able to fulfill the regulation requirements without bank cooperation in the future.

**Know-how:** A number of studies state that young companies are likely to be the source of highly valuable and innovative ideas (Kortum and Lerner, 2000; Zingales, 2000). Nevertheless, incumbents usually have expertise for product development and regulatory and patent approvals because they have existed in the market for over a longer period of time (Park and Steensma, 2012). Moreover, from the knowledge-based view of the firm, know-how is the core value in any kind of organization (Weber and Weber, 2011). As a consequence, young companies seek to cooperate with incumbents to obtain access to their considerable know-how (Kogut, 1988).

Table 2. Resource overview

	Clients	Regulatory Infrastructure	Products	Funds	Network	Know- how	Reputation
<b>Alpha</b>	Yes	No	No	No	Yes	No	Yes
<b>Beta</b>	Yes	No	No	Yes	Yes	Yes	Yes
<b>Gamma</b>	Yes	Yes	No	Yes	Yes	Yes	Yes
<b>Delta</b>	Yes	No	No	Yes	Yes	No	Yes
<b>Epsilon</b>	Yes	No	Yes	Yes	Yes	Yes	Yes
<b>Zeta</b>	No	No	Yes	Yes	No	Yes	No
<b>Eta</b>	Yes	Yes	No	Yes	Yes	Yes	Yes
<b>Theta</b>	No	Yes	Yes	No	Yes	Yes	Yes
<b>Iota</b>	No	No	No	No	Yes	Yes	Yes
<b>Kappa</b>	No	Yes	No	No	No	Yes	Yes
<b>Lambda</b>	Yes	No	No	Yes	Yes	No	Yes
<b>Mu</b>	Yes	No	Yes	Yes	Yes	Yes	Yes
<b>Nu</b>	Yes	Yes	No	No	No	Yes	Yes
<b>Xi</b>	No	No	No	Yes	Yes	Yes	Yes

Our data indicated that all fintechs, which need regulatory infrastructure, rely also on their partner banks' know-how because they have to connect their own technology with the IT system of their cooperation bank. In addition, banks advise fintechs to develop products that are in line with the market requirements and thus enable market entry. As expressed by a manager:

*'[During the process of product implementation] the bank [sometimes] said, no, we cannot do it like this, because that violates any of our internal rules or those from the supervision...the bank specify if it is okay or not.'* (N1, Mu)

**Products:** Ghazawneh and Henfridsson (2015) found that Internet-based companies, which develop digital marketplaces, cooperate with other companies because they want to distribute their cooperation partners' products. Our data indicated a similar approach for fintechs. They cooperate with banks because bank products are part of their own business models. For instance, fintech Zeta has a platform for financial products, such as credits, leasing instruments or factoring solutions. A manager explained:

*'The most important reason why we entered into this collaboration is...that we are driving a marketplace and do not have any own products in the market...'* (F1, Zeta)

Intuitively, the partner banks are also better off because fintechs can be seen as a supplemental distribution opportunity, which increase their sales or reduce cost-intensive processes. The following quote illustrates this:

*'...asset management solutions are brutally complex in the sense of the technical requirements...Hence, banks are looking for alternative systems, like us [the fintech], that can undertake these tasks...'* (L1, Mu)

**Funds:** Naturally, a young company needs financial resources to realize its innovative product or idea (Stinchcombe, 1965). The problem is that young companies lack collaterals and track records and thus cannot obtain bank loans. However, there are specialized investors, such as venture capital firms, which allocate funds towards young companies with growth potential (e.g., Gompers and Lerner, 2001).

Interestingly, we found in our data that fintechs may abstract from venture capital firms because they require substantial funds (i.e., private equity). For instance, fintech Gamma is financed by a syndicate, consisting of several banks, which hold a fraction of the fintech's shares. In the words of a fintech CEO:

*'The reasons why we were looking for a partner and contacted banks were that it is quite complicated to realize the fintech with venture capital [firms] only. Being backed by a bank consortium provides you [the fintech] with...a [higher] financial potency; because a bank may contribute higher investments compared to venture capital...This means you have a completely different leverage. Then, you can build entirely different structures and teams...'* (C1, Gamma)

Given these results, we state the following proposition:

**Proposition 2:** A higher funding requirement positively affects the founding of fintech-bank cooperation, instead of venture capital financing.



Independent venture capital firms are still limited in Germany (KPGM, 2017). In the same way, there are only a limited number of banks that provide equity investments for young companies (Maxin, 2018). Thus, we argue that Proposition 2 is an interesting empirical statement that can be tested in future research to identify the main financing source (independent venture capital or equity investments by banks) of fintechs.

**White-label bank:** A young company can reduce uncertainty about its quality by collaborating with an incumbent due simply to the fact that it was chosen by this industry incumbent (Stuart et al., 1999). The young company usually demonstrates its affiliation to the incumbent, e.g., by presenting the incumbent's brand on its products (see Section 4.3.). However, we found four fintechs in our sample that sell their product only under their own brand. Hence, they abstract from the endorsement effect of their partner bank. We refer to this as a white-label bank approach. In the words of a fintech manager:

*'They [our partner bank] provide a white-label deposit account. If a client opens an account at our company... it is actually an account of our partner bank. However, this takes place in the background because it seems as the client opened an account at our company.'*  
(H1, Theta)

It is important to point out that the white-label bank approach only occurs if the fintech requires the bank for market entry. If the cooperation seeks to increase profits, then we have identified other label-approaches. We discuss this in the next section.

### **4.3. Banks increase fintech's profits**

From the interviews, a second theme was identified regarding the effect of bank cooperation on the fintech's profits. When we analyzed our data, all fintechs, with the exception of fintech Zeta, cooperated with a bank to increase profits. We find four main resources related to this theme: clients, networks, funds, and reputation. These factors will be discussed in detail below.

**Clients:** Young companies have only a few clients at the beginning of their business life because they are unknown and it is cost-intensive (e.g., marketing effort) to acquire customers (Dushnitsky, 2008). In contrast, incumbents usually have a large client base due to their long-term existence in the market.

Table 3. Label overview

	White-Label Bank	White-Label Fintech	Co-Branding
<b>Alpha</b>	No	Yes	No
<b>Beta</b>	No	Yes	No
<b>Gamma</b>	Yes	No	No
<b>Delta</b>	No	Yes	No
<b>Epsilon</b>	No	No	Yes
<b>Zeta</b>	No	No	Yes
<b>Eta</b>	Yes	No	No
<b>Theta</b>	Yes	No	No
<b>Iota</b>	No	No	Yes
<b>Kappa</b>	Yes	No	No
<b>Lambda</b>	No	No	Yes
<b>Mu</b>	No	No	Yes
<b>Nu</b>	No	Yes	No
<b>Xi</b>	No	Yes	No

Many of our interviewed fintechs stated they obtained access to their partner banks' customers. In other words, banks help to sell the fintechs' products. An interviewed fintech manager commented on this bank support:

*'...we got access to the banks' customers, which help us to expand our [user] network. We do not have to acquire these users through own marketing [activities] and this is of course an advantage.'* (A1, Alpha)

Another interviewed fintech manager described the cooperation bank's client resource as follows:

*'The potential of a bank [to sell the product] is, of course, much higher since it conveys and manages higher volumes [compared to other clients] because there is a better access to the [customers] projects...'* (D1, Delta)

It is important to notice that most of our fintechs use a dual approach. They acquire customers on their own as well as having access to the banks' customers. For instance, fintech Alpha and fintech Nu provide mobile peer-to-peer payment applications for retail clients. Bank clients increase the

number of application users; thus, the payment network becomes more attractive. The following quote illustrates this:

*'In any case, the expansion of the user group is important as this makes the app more interesting. It is like WhatsApp. You cannot imagine today that there were people who did not use it.'* (A2, Alpha)

However, some fintechs abstract from acquiring their own customers. The manager of fintech Beta, a payment service provider, chose this approach to save on costs and to focus on the development of the fintech's technology. The interviewed fintech manager described this approach as follows:

*'There are already examples [other fintechs] which have to leave the market due to high marketing and sales activities...we are completely focused on technology and customer support. In our opinion, this is the right path for the future.'* (B1, Beta)

**Network:** Baum et al. (2000) provided evidence that access to an established network is another reason why young companies benefit from collaborating with incumbents. Moreover, Milanov and Shepherd (2013) emphasize the importance of the first cooperation partner's network to a young company's success. Indeed, we find that the overwhelming number of our fintechs obtained their first business contacts (e.g., other banks, auditing and consulting firms) through their cooperation bank's network. The following quote illustrates this:

*'The bank is very open to making contacts, recommending us to other banks, other players, whenever it seems to fit...We were introduced in many circles, we had very often the opportunity to present ourselves and were then recommended once again.'* (N1, Xi)

In particular, fintechs increase their profits by using banks' subsidiaries. An interviewed manager from fintech Iota described this approach as follows:

*'[...] In other words, having a well-functioning cooperation with [this] German bank helps us, of course, to work with the bank's subsidiaries' in all other countries of the world.'* (I1, Iota)

**Funds:** Dushnitsky (2008) emphasizes that young companies obtain funds to finance product development but also for other activities, such as market research or reducing production costs. Analogously, we found evidence that funds are used to increase fintechs' profits. For instance, fintech Xi finances its marketing activities and new employees with the monetary support. Funds are also required when fintechs decide to expand their business and enter new markets. As a fintech CEO explained:

*'...the banks distribute our joint product. Distribution is quite expensive...this will be financed by the banks on their own. Hence, we have a financial support for our fintech.'* (L1, Mu)

**Reputation:** Young companies often lack stable relationships with customers and suppliers (e.g., Stinchcombe, 1965). In line with this, Stuart et al. (1999) state that outsiders will generally be uncertain about the young companies' quality because they have less production experience and thus they operate with unestablished processes. An interviewed fintech manager commented on the importance of quality and reputation in the financial markets:

*'At the end of the day we talk about payment traffic and cash flows and not somehow about the 25th social network...In this way, people consider this business as very serious...It is about finance and it is about the success of a company...'* (B1, Beta)

Reuber and Fischer (2005) and Maxin (2018) state that affiliations with prominent incumbent companies are valuable for young companies because they signal the endorsement of a reputable organization. Hence, young companies seek to cooperate with incumbents to reduce uncertainty about their quality due to a reputation spillover effect (Stuart et al., 1999; Ginsberg et al., 2011). Our data indicated that nearly all of our fintechs have confirmed the existence of such reputation effects. A manager of fintech Delta explained this effect:

*'We were in contact with a company, even before we have started the cooperation with the bank. [Unfortunately,] the company rejected [collaborating with us]... [However] the company is also a client of our partner bank and they work together very closely. When the company heard about our cooperation with the bank, they also decided to start collaborating with us anyway. The other company has specifically referred to it [the bank cooperation].'* (D1, Delta)

**White-label fintech and co-branding:** Most of the fintechs that we interviewed that sought to increase profits by collaborating with a bank apply two specific product labels. First, we identify a group of three fintechs, which sell the product only under the partner bank's brand. We refer to this as a white-label fintech approach. The following quote from fintech Nu illustrates this:

*'The user perceives the service as a service of the bank. He primarily sees the bank logo ...They [the banks] have built trust with the customer over the years and of course we can use this trust for our innovative payment solution.'* (N1, Nu)

Our findings indicate that all fintechs that apply a white-label fintech approach cooperate with more than one bank. Then, fintechs are only technology service providers and they distribute their technology to many banks to increase profits as well as the number of users. In return, banks receive the opportunity to offer innovative products to their customers. As a bank manager explained:

*'... but to the customers and users of this app, it [the white-label fintech app] appears as a strong technical innovation...and users who connect their account to the app have fewer incentives to change [the bank].'* (N1, Nu)

Additionally, we found evidence that some collaborations use a combination of both labels, such that the clients notice the fintechs' and the partner banks' brands together; we refer to this as a co-branding approach. A manager at Mu indicated:

*'This is not a white-label-case but rather a co-branding case. The fintech's brand is still visible.'* (L1, Mu)

In this case, we have a combination of two effects. First, we have a reputation effect due to the bank's brand. The clients recognize that they are using a product that is distributed by an established bank. Second, we have an innovation effect because the fintech's brand is also visible. The clients also notice that they are using a new technology. The following quote from fintech Mu illustrates this:

*'We [the bank] ensure that everything works safely, such that the clients can trust the [fintech] product. On the other hand, the fintech is responsible for the new and cool features... Hence, we have the best of both worlds.'* (L1, Mu)

The same manager concluded:

*'... I would almost speak of Yin and Yang [with respect to reputation and innovation] ...And in this way, we have a great synergy chain, because, what is missing, the bank has and vice versa.'* (L1, Mu)

Given these results, we state the following proposition:

**Proposition 3:** The visibility of the cooperation bank's label positively affects the fintech's profits.

We argue that Proposition 3 can be tested in future research because the financial markets are characterized by long-term relationships between customers and banks. The success of the banks depend to a high degree on the customers' belief in their quality and the banks' reputation, respectively (Caselfranchi and Falcone, 2010; Sapienza and Zingales, 2012). Hence, we expect a positive effect on the fintechs' profits due to the visibility of the cooperation bank's label. It is important to point out that we did not identify cases where the fintech product was only labeled with the partner bank's brand if the fintech reaches a particular profit benchmark. In other words, we did not find a reverse causality of Proposition 3.

#### **4.4. Banks enable new fintech products**

From the interviews, a last theme was identified regarding the effect of cooperation on a fintech's product line. We identify different fintechs that cooperate with a bank to develop new products, namely Epsilon, Eta, Theta, Iota, Nu, and Xi. These fintechs belong to the following segments: payments, banking crowdfunding, and text recognition. Overall, we found three main resources related to this theme: network, know-how, and products. These factors will be discussed in detail below.

**Network:** Fintech Theta's product calculates a monthly saving amount for the customers by using an algorithm that analyzes income and consumption behavior. Its partner bank also cooperates with several other fintechs. Most of these young companies provide investment products, such as fixed income assets, exchange traded funds, and security products. Fintech Theta integrates all of these services into its own product. Hence, the customers have a wider range of investment opportunities for their saving amount. As expressed by the CEO:

*'We are building with our fintech a layer over these fintechs and above the bank, if you now think of a bit bigger, more visionary, you can say we are the Google of the financial sector and we are looking for the right partners for our users.'* (H1, Theta)

**Know-how:** Fintechs also use the cooperation banks' know-how to expand and improve their products. An interviewed fintech manager commented on the possibility of generating new products:

*'...there are frequent workshops for the exchange of knowledge where we talk about common products...The basic product... remains untouched. It's more about finding new business opportunities for using the product [technology], for instance, municipal payments, or other banking products, such as loan payments or something else.'* (G1, Eta)

Another interviewed manager whose fintech is involved in a bank's digital factory described it as follows:

*'The idea of this digital factory is to re-think things...there are people who think differently to those in the regular departments...we have access to specialists who do not work for us [exclusively] but we can exploit their know-how for product development'* (I1, Iota)

Interestingly, fintech Xi started in the field of text recognition and is originally not a pure fintech. However, its technology is also relevant for banks and insurance companies. The fintech requires a bank's know-how to evaluate key performance indicators due to the founders' limited expertise in this field. Hence, the young company started cooperating with a bank to develop different products for the financial markets, combining its technology and the bank's know-how. The following quote is illustrative of this:

*'...we have a basic technology ... And the [idea of this] cooperation is that we work together with different units of the bank, such as marketing, human resources, financial analysts... and think of how to make our technology usable for a bank.'* (N1, Xi)

**Products:** Moreover, we found evidence that fintechs in the segments of banking and crowdfunding integrate bank products in their own products to become more attractive for customers. An interviewed fintech manager commented on the product integration:

*'We discovered a huge product flexibility at the bank...we had not seen from other bank partners. We had previously scanned the market very closely and just realized that they could offer us the opportunity to build a truly innovative product.'* (H1, Theta)

We also observed joint projects of fintechs and banks that extend the fintechs' product lines. Fintech Epsilon usually provides a reward-based crowdfunding system. Aside from this, the fintech started a co-funding project with a development bank. A manager at Epsilon indicated:

*'...so, I [a young company] apply to the bank for funds and say: "I have a financing volume of 30,000 euros. I'll raise 20,000 euros through crowdfunding, but would like to have a follow-up financing." Then, the bank checks the document and [may] say: "Okay, that works for us. If you collect 10,000 euros minimum, you will get the follow-up financing from us." And this gives them a real market test where I can see if... anyone buys it [the young company's product]?'* (E1, Epsilon)

Hence, fintech Epsilon's crowdfunding approach has the function of a pre-market product evaluation for the bank, reducing uncertainty about the demand for new products. In this way, the joint project enhances the financing opportunities for young companies by loans and reward-based crowdfunding.

Given these results, we state the following proposition:

**Proposition 4:** A fintech-bank cooperation positively affects the number of products the fintech develops.

Fintechs are often described as disruptive forces in the financial markets (e.g., Tiberius and Rasche, 2017). However, we found in our study that several fintechs and banks cooperate to develop together new products. In other words, the young companies do not seek to replace the incumbents. Thus, we argue that Proposition 4 can be tested in future research to highlight the synergistic effects of a fintech-bank cooperation.

#### **4.5. Reasons for cooperation**

It is worth noting that most of our fintechs have two reasons why they cooperate with a bank. Specifically, we found that the combination of *enabling market entry* and *increasing profit* occurs



most frequently. Subsequently, our fintechs have only one reason, namely *increasing profit*. Moreover, we can state that whenever a fintech requires a bank for market entry, then it also has an additional objective: either *increasing profit* or *developing new products*.

Moreover, we showed that fintechs from the banking segment especially seek to cooperate with an incumbent bank because these young companies are represented predominantly in each of our resource groups. To understand this point, remember that banking products are regulated (i.e., fintech Gamma and Theta), have high development costs (i.e., fintech Gamma), and require products of incumbent banks (i.e., fintech Zeta). Hence, these young companies need cooperation in different ways to enter the markets. In the same way, fintechs from the banking segment use the incumbent banks' clients, networks, funds, and reputation to increase their profits (i.e., Gamma, Zeta, and Iota). Lastly, these fintechs also cooperate with a bank because they want to develop new products and thus, they use either the bank's product or the network to expand their own core products (i.e., fintech Theta).

## **5. Conclusions**

We have proposed a conceptual framework that helps to explain why fintechs cooperate with banks. It based on the argument that some fintechs are reliant on banks, in the sense that they cannot enter the markets without collaborating. Thus, collaboration is a necessary condition for these fintechs. Beside this, our framework shows that fintechs cooperate with banks to increase their profits and to enable new products. Given this, we found that fintechs from the banking segment especially seek to cooperate with an incumbent bank. Clearly, we focus on banks as potential cooperation partner. However, we argue that other financial intermediaries (e.g. insurance companies) can also strongly benefit from our study because they are confronted with fintechs as well (Tiberius and Rasche, 2017).

Our article contributes to two strands of literature. Initially, we contribute to the fintech literature in general by documenting and explaining resources that are usually an element of fintech-bank cooperation. In contrast to recent studies that focus on different segments (e.g., payment, crowdfunding, blockchain), we analyzed fintechs in general. Moreover, we provide a deeper understanding of the fintechs perspective because (to our knowledge), no other paper considers the fintechs' point of view. The development of our conceptual framework creates new opportunities for future research on this topic. In this way, we developed propositions that can be tested in future research.

We also extend a stream of work that looked at cooperation between young and incumbent companies. We argue that fintech-bank cooperation differ from other cooperation between young companies and incumbents in several ways. First, since the financial market is strongly regulated and many services require costly licenses, fintechs are forced to cooperate with banks to obtain regulatory infrastructure. Therefore, in many of our cases, banks operate in the background by providing white-label solutions for fintechs and enable their market entry.

Second, the financial markets are characterized by highly sensitive business-to-consumer relationships. In particular, Germany is the classic example of a bank-based system that is well known for long-term relationships between banks and their clients. Banks are usually considered trustworthy companies with great reputations. In line with this, we showed that fintechs are unknown companies and thus cooperate with banks to benefit from reputation spillover effects (company endorsement). This is underlined by the fact that fintechs and banks agree on a co-branding or white-label approach to generate a higher market acceptance for the fintech's products and hence increase profits.

Lastly, several technical innovations that arose during the mid-2000s (e.g., smartphones, broadband Internet) led to the existence of fintechs and their new products. The financial markets were historically not faced with radical innovations. However, we showed that banks can cooperate with fintechs to generate synergistic effects and develop new products. Hence, fintechs do not inevitably lead to a disruption in the financial markets.

As this paper was concerned with proposition building rather than theory testing, a number of limitations to the results exist. First, we had a limited number of cases; hence, there will be a danger that the results are sensitive to specific case selection. However, our sample had a large number of variations, thus we argue that the findings of our study could be transferable. Second, we focused only on a single country (i.e., Germany). Thus, there is the danger of a country bias. Indeed, this focus allowed us to gain an in-depth understanding of fintechs in a country where the majority of banks seek to cooperate with fintechs (see Dorfleitner et al., 2016). Third, we mainly conducted interviews with fintech managers to receive in-depth insights from this perspective and abstracts from the banks' perspective. Hence, there is a danger of overemphasizing positive effects and neglecting potential negative effects.

The findings and limitations suggest several possibilities for future research. First of all, the conceptual framework and propositions should be quantitatively tested and further refined. Second, it would also be interesting to use empirical data from other countries in the quantitative testing of our results. Additionally, studies enlarging the young field of fintech research would be welcomed.

## References

- Andriopoulos, C. and Lewis, M.W. (2009), “Exploitation-Exploration Tensions and Organizational Ambidexterity: Managing Paradoxes of Innovation”, *Organization Science*, Vol. 20 No. 4, pp. 696–717.
- Arner, D.W., Barberis, J.N. and Buckley, R.P. (2015), *The Evolution of Fintech: A New Post-Crisis Paradigm?*, UNSW Law Research Paper No. 2016-62.
- Baum, J.A.C., Calabrese, T. and Silverman, B.S. (2000), “Don't Go It Alone: Alliance Network Composition and Startups' Performance in Canadian Biotechnology”, *Strategic Management Journal*, Vol. 21 No. 3, pp. 267–294.
- BNY Mellon Treasury Services (2015), “Innovation in Payments: The Future is Fintech”, available at: [https://www.bnymellon.com/\\_global-assets/pdf/our-thinking/innovation-in-payments-the-future-is-fintech.pdf](https://www.bnymellon.com/_global-assets/pdf/our-thinking/innovation-in-payments-the-future-is-fintech.pdf) (accessed 16 October 2017).
- Bodek, M.C. and Matinjan, J. (2017), “Innovation durch Corporate Incubation”, in Smolinski, R., Gerdes, M., Siejka, M. and Bodek, M.C. (Eds.), *Innovationen und Innovationsmanagement in der Finanzbranche*, Springer Fachmedien Wiesbaden, Wiesbaden, pp. 117–144.
- Boot, A.W.A. (2000), “Relationship Banking: What Do We Know?”, *Journal of Financial Intermediation*, Vol 9 No. 1, pp. 7–25.
- Bunea, S., Kogan, B. and Stolin, D. (2016), “Banks vs. fintech - At last, it's official”, *Journal of Financial Transformation*, Vol. 2016 No. 44.
- Burgmaier, S. and Hüthig, S. (2015), “Kampf oder Kooperation – Das Verhältnis von jungen Wilden und etablierten Geldinstituten”, in Brock, H. and Bieberstein, I. (Eds.), *Multi- und Omnichannel-Management in Banken und Sparkassen*, Springer Fachmedien Wiesbaden, Wiesbaden, pp. 101–114.
- Castelfranchi, C. and Falcone, R. (2010), *Trust Theory: A socio-cognitive and computational Model*, Chichester, John Wiley and Sonspropos.
- Child, J. (1974), *Management and organization*, Halstead Press, New York.
- Chuen, D. (2015), “Emergence of FinTech and the LASIC Principles”, available at: [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2668049](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2668049) (accessed 16 October 2017).
- Cohen J. 1960, “A coefficient of agreement for nominal scales”, *Educational and Psychological Measurement* Vol. 20 No. 1, pp. 37–46.
- Corea, F. (2015), “What Finance Can Learn from Biopharma Industry: A Transfer of Innovation Models”, *Expert Journal of Finance*, Vol. 2015 No. 3, pp. 45–53.
- Deutsche Bank Research (2014), “Fintech – The digital (r)evolution in the financial sector: Algorithm-based banking with the human touch”, available at: [https://www.deutschebank.nl/nl/docs/Fintech-The\\_digital\\_revolution\\_in\\_the\\_financial\\_sector.pdf](https://www.deutschebank.nl/nl/docs/Fintech-The_digital_revolution_in_the_financial_sector.pdf) (accessed 16 October 2017).
- Deutsche Bank Research (2016), “FinTech 2.0. Creating new opportunities through strategic alliance”, available at: [http://cib.db.com/insights-and-initiatives/white-papers/FinTech\\_2\\_0\\_Creating\\_new\\_opportunities\\_through\\_strategic\\_alliance.htm#gsc.tab=0](http://cib.db.com/insights-and-initiatives/white-papers/FinTech_2_0_Creating_new_opportunities_through_strategic_alliance.htm#gsc.tab=0) (accessed 16 October 2017).
- Dorfleitner, G., Hornuf, L., Schmitt, M. and Weber, M. (2016), “The Fintech Market in Germany”, *SSRN Electronic Journal*.
- Douglas, J.L. (2016), “New Wine Into Old Bottles: Fintech Meets the Bank Regulatory World”, available at: <http://scholarship.law.unc.edu/nbi/vol20/iss1/6> (accessed 17 October 2017).

- Dushnitsky, G. (2008), “Corporate venture capital: Past evidence and future directions”, in Casson, M., Basu, A., Wadeson, N. and Yeung, B. (Eds.), *The Oxford Handbook of Entrepreneurship, Oxford Handbooks Series*, New York, pp. 387–431.
- Eisenhardt, K.M. and Graebner, M.E. (2007), “Theory Building from Cases. Opportunities and Challenges”, *Academy of Management Journal*, Vol. 50 No. 1, pp. 25–32.
- Eisenhardt, K.M. (1989), “Building Theories from Case Study Research”, *The Academy of Management Review*, Vol. 1989 No. 14, pp. 532–550.
- Elsas, R. and Krahnert, J. (1998), “Is relationship lending special? Evidence from credit-file data in Germany”, *Journal of Banking & Finance*, Vol. 1998 No. 22, pp. 1283–1316.
- Gans J., Hsu D., Stern S. (2002), “When does Start-up Innovation Spur the Gale of Creative Destruction?”, *Rand Journal of Economics*, Vol. 33 No.4, pp. 571–586.
- Ghazawneh, A. and Henfridsson, O. (2015), “A paradigmatic analysis of digital application marketplaces”, *Journal of Information Technology*, Vol. 30 No. 3, pp. 198–208.
- Ginsberg, A., Hasan, I. and Tucci, C.L. (2011), “Unpacking the Effects of Corporate Venture Capital Investor Ties on the Reduction of Price Discounting among IPO Firms”, *Entrepreneurship Research Journal*, Vol. 1 No. 2.
- Gioia, D.A. and Chittipeddi, K. (1991), “Sensemaking and Sensegiving in Strategic Change Initiation”, *Strategic Management Journal*, Vol. 12 No. 6.
- Glaser, B.G. and Strauss, A.L. (1967) “The discovery of grounded theory: strategies for qualitative research”. Chicago, Aldine.
- Gompers, P. and Lerner, J. (2001), “The Venture Capital Revolution”, *The Journal of Economic Perspectives*, Vol. 15 No.2, pp.145–168.
- Gulati, R. (1998), “Alliances and Networks”, *Strategic Management Journal*, Vol. 19 No. 4, pp. 293–317.
- Haddad, C. and Hornuf, L. (2016), “The Emergence of the Global Fintech Market: Economic and Technological Determinants”, *CESIFO WORKING PAPER*, No. 6131.
- Hellmann T. (1998), “The Allocation of Control Rights in Venture Capital Contracts”, *The RAND Journal of Economics*, Vol. 29, No. 1, pp. 57-76.
- Hellmann, T. (2002), “A theory of strategic venture investing”, *Journal of Financial Economics*, Vol. 64 No. 2, pp. 285–314.
- Hornuf, L. and Schwienbacher, A. (2017), “Should securities regulation promote equity crowdfunding?”, *Small Business Economics*, Vol. 49 No. 3, pp. 579–593.
- Jabareen, Y. (2009), “Building a Conceptual Framework: Philosophy, Definitions, and Procedure”, *International Journal of Qualitative Method*, Vol. 8 No. 4, pp. 49–62.
- Kalmykova, E., Ryabova, A., Ardashkin, I. and Martyushev, N. (2016), “FinTech Market Development Perspectives”, *SHS Web of Conferences*, Vol. 28, p. 1051.
- Keil, T. (2000), *External corporate venturing: Cognition, speed and capability development*.
- Kelly, M.J, Schaan, J.-L. and Joncas, H. (2000) “Collaboration Between Technology Entrepreneurs and Large Corporations: Key Design and Management Issue”, *Journal of Small Business Strategy*, Vol. 11 No. 2, pp. 60-76.
- Knight, B. (2017), “Federalism and Federalization on the Fintech Frontier”, *SSRN Electronic Journal*.
- Kogut, B. (1988), “Joint Ventures: Theoretical and Empirical Perspectives”, *Strategic Management Journal*, Vol. 9 No. 4, pp. 319–332.
- Kortum, S. and Lerner, J. (2000), “Assessing the Contribution of Venture Capital to Innovation”, *The RAND Journal of Economics*, Vol. 31 No. 4, pp. 674–692.

- Lacasse, R.M., Lambert, B.A., Roy, N., Sylvain, J. and Nadeau, F. (2016), “A Digital Tsunami: FinTech and Crowdfunding”, available at: <http://fintechlab.ca/wp-content/uploads/2016/11/Digital-Tsunami-Site-Web.pdf> (accessed 18 October 2017).
- Lee, H., Kelley, D., Lee, J. and Lee, S. (2012), “SME Survival: The Impact of Internationalization, Technology Resources, and Alliances”, *Journal of Small Business Management*, Vol. 50 No. 1, pp. 1–19.
- Magnuson, W.J. (2017) “Regulating Fintech”, *Texas A&M University School of Law Legal Studies Research Paper*, No. 17-55.
- Marinč, M. (2015), “The Future of Banking - The Role of Information Technology”, *Bančni vestnik: BANKING SECTOR AT THE CROSSROADS: CHALLENGES FOR THE FUTURE*.
- Maxin, H. (2018), Corporate Venture Capital im Bankensektor: Eine Fallstudie, *Zeitschrift für KMU und Entrepreneurship (ZfKE)*, Vol. 66 No.2 pp. 71–89.
- Maula, M. (2001), Corporate venture capital and the value-added for technology-based new firms, Dissertation, Helsinki University of Technology, Finland.
- Meinert, M.C. (2017), “Making Friends with FinTech. Strategies for successful bank-fintech partnerships”, available at: <http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=1&sid=4c0f3f03-4abc-4140-a022-418f36a0be6c%40sessionmgr103> (accessed 17 October 2017).
- Milanov, H. and Shepherd, D.A. (2013), “The importance of the first relationship. The ongoing influence of initial network on future status”, *Strategic Management Journal*, Vol. 34 No. 6, pp. 727–750.
- Miles, M. B. and Huberman, A. M. (1994), “Qualitative Data Analysis An Expanded Sourcebook”, Thousand Oaks, CA Sage Publications.
- Park, H. D. and Steensma, H. K. (2012), “When does corporate venture capital add value for new ventures?”, *Strategic Management Journal* Vol 33 No 1, pp. 1–22.
- Payment and Banking. (2018), “<https://i1.wp.com/paymentandbanking.com/wp-content/uploads/2018/01/Bildschirmfoto-2018-01-23-um-13.56.02.png?ssl=1>”, (accessed 02 February 2017)
- Pfeffer, J. and Salancik, G.R. (1978), *The external control of organizations*, Harper & Row, New York.
- Philippon, T. (2016), *The FinTech Opportunity*, National Bureau of Economic Research, Cambridge, MA.
- Puschmann, T. (2017), “Fintech”, *Business & Information Systems Engineering*, Vol. 59 No. 1, pp. 69–76.
- PWC (2017), *FinTech 2017 – Quo Vadis?*, Startup Camp Berlin 03.04.2017, Berlin.
- Reuber, A. R. and Fischer, E. (2005): *The Company You Keep: How Young Firms in Different Competitive Contexts Signal Reputation through Their Customers*, *Entrepreneurship Theory & Practice*, Vol. 29 No. 1, pp. 57-78
- Ridder, H.-G. (2016), *Case Study Research. Approaches, Methods, Contribution to Theory*, Mering, München.
- Rotering, J. (1993), *Zwischenbetriebliche Kooperation als alternative Organisationsform: Ein transaktionskostentheoretischer Erklärungsansatz*, Schäffer-Poeschel, Stuttgart.
- Rothwell, R. (1983), “Innovation and Firm Size: A Case for Dynamic Complementarity; or, is Small Really so Beautiful?”, *Journal of General Management*, Vol. 8 No. 3, pp. 5–25.
- Santander (2016), “The Fintech 2.0 Paper. rebooting financial services”, available at: <http://santanderinnoventures.com/wp-content/uploads/2015/06/The-Fintech-2-0-Paper.pdf> (accessed 16 October 2017).

- Sapienza, P. and Zingales, L. (2012), “A Trust Crisis”, *International Review of Finance*, Vol. 12 No. 2, pp. 123–131.
- Schleussner, A.R. (2017), FinTech und Regulierung: Katalysator oder Hemmstoff? in Smolinski, R., Gerdes, M., Siejka, M. and Bodek, M.C. (Eds.), *Innovationen und Innovationsmanagement in der Finanzbranche*, Springer Fachmedien Wiesbaden, Wiesbaden, pp. 357–364.
- Schueffel, P. (2016), “Taming the Beast - A Scientific Definition of Fintech”, *Journal of Innovation Management*, Vol. 4 No. 4, pp. 32–54.
- Souitaris, V. and Zerbinati, S. (2014), “How do Corporate Venture Capitalists do Deals? An Exploration of Corporate Investment Practices”, *Strategic Entrepreneurship Journal*, Vol. 8 No. 4, pp. 321–348.
- Stinchcombe, A.L. (1965), “Social structures and organizations”, in March, J.G. (Ed.), *Handbook of Organization*, Rand McNally, Chicago, pp. 142–193.
- Stuart, T.E., Hoang, H. and Hybels, R.C. (1999), “Stuart (1999) - Interorganizational endorsements and the performance of entrepreneurial ventures”, *Administrative Science Quarterly*, Vol. 44, pp. 315–349.
- Teppo, T. and Wüstenhagen, R. (2009), “Why corporate venture capital funds fail - evidence from the European energy industry”, *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 5 No. 4, pp. 353–375.
- Thwaites, C. (2016), “Unicorns and Fortresses. The barriers and enablers to effective fintech start-up collaboration with South African Banks”, available at: <https://repository.up.ac.za/handle/2263/59788> (accessed 18 October 2017).
- Tiberius, V. and Rasche, C. (2017), “Disruptive Geschäftsmodelle von FinTechs: Grundlagen, Trends und Strategieüberlegungen”, in Tiberius, V. and Rasche, C. (Eds.), *FinTechs - Disruptive Geschäftsmodelle im Finanzsektor*, Springer Fachmedien Wiesbaden, Wiesbaden, pp. 1–25.
- Weber, C. and Weber, B. (2011), Exploring the antecedents of social liabilities in CVC triads: a dynamic social network perspective, *Journal of Business Venturing* Vol. 26 No. 2, pp. 255–272.
- Wurgler J. (2000), “Financial markets and the allocation of capital”, *Journal of Financial Economics*, Vol. 58 No. 1–2, pp. 187–214.
- Yin, R. (1994), *Case study research: Design and methods*, Beverly Hills.
- Zavolokina, L., Dolata, M. and Schwabe, G. (2016), FinTech – What's in a Name?, Thirty Seventh International Conference on Information Systems, s.n, Dublin.
- Zingales, L. (2000), “In Search of New Foundations”, *Journal of Finance*, Vol. 55, No. 4, pp. 1623–1653.