

# Voices of the Future - Integrating Generation Z into Boards of Directors

Degree programme: BSc in Industrial Engineering and Management Science | Specialisation: Business Engineering

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The characteristics, values, and expectations of Generation Z require companies and their boards of directors to adapt and integrate this new generation. Bridging the gap between generations, my thesis proposes a solution that helps companies to integrate the views of Generation Z into their decision-making process while empowering young and diverse minds.

## Introduction and Objectives

Generation Z, born between 1997 and 2012, represents the first digitally native generation, known for their purpose-driven mindset, social engagement, and desire for workplace flexibility. However, our current working models do not align with the needs of this new generation. To attract top talents and ensure future success, companies must adapt to the specific requirements of Generation Z. Boards of directors, as the highest authority responsible for decision-making, play a crucial role in this process. The aim of this research is to develop a solution that brings together young talents and experienced board members, allowing them to work together effectively and ensuring that the valuable opinions of Generation Z are heard and considered in board discussions, leading to a successful future.

## Research Design

I conducted extensive literature research and carried out two online surveys. One survey targeted Generation Z, seeking their perspectives on whether and how they desire integration. The second survey targeted board members to understand their views on the necessity of integrating Generation Z and the potential methods of integration. Both surveys were open for one month and could be answered within less than 5 minutes. I received responses from 60 representatives from Generation Z and 27 responses from board members. These research efforts aimed to provide a comprehensive understanding of both stakeholders' perspectives and inform the development of an effective integration strategy.

## Results

Based on the research findings, three models for integrating Generation Z into boards of directors have been identified: as board members, non-voting members, and advisors. Due to concerns about their lack of experience, 59.3% of respondents board members are hesitant to include Generation Z as full members.

Therefore, the most effective and promising approach is to integrate them as advisors. 86.7% of Generation Z respondents think it's a good idea for their opinions to be taken into account on boards of directors. By utilizing the advisor model, young and talented individuals from Generation Z can provide valuable support, fresh ideas, and problem-solving assistance to board members, particularly in future-oriented topics. This collaboration between the expertise of board members and the innovative thinking of Generation Z aims to create a better future for all stakeholders involved. The startup's vision and concept have been further strengthened through the development of a comprehensive business plan and the creation of a storyboard, both of which are integral components of this thesis.



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## Implications and Recommendations

Moving forward, the next step is to actively pursue the implementation of this idea by taking concrete actions to establish and launch the startup based on the research findings. I will now engage in discussions with various decision-makers, seeking their valuable insights and expertise to further enhance and refine my idea.

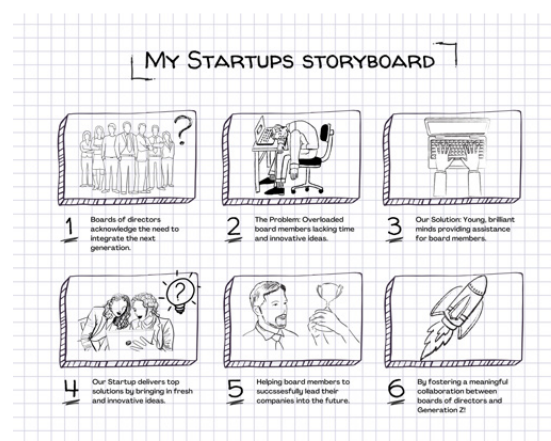


Figure 1: Prototype Storyboard