

Open

Vanina Delobelle, PhD

Note from the Author

Why did I decide to embark on this research? As a Digital Transformation expert, I need to understand better the different personas that constitute the market and their characteristics. A huge part of innovation is to understand how the market can potentially react to an innovation about to launch. Digital Transformation is about change, shaking the status quo, and taking non-traditional paths. Success resides in being comfortable with disruption and seeing opportunities in it.

I previously described what it takes to be an innovation leader and my search intended to validate if such characteristics apply to Gen Zs: be passionate, never lose track of the goal, push the limits every day, challenge, never give up, listen, learn, try, learn to fail, be able to change directions quickly, assume the choices, trust others, know the product and the market.

The first Gen Zs entered the workforce 2 years ago, so it makes it a good time to validate and readjust certain past analyses. The Gen Z generation is our future. It is important to understand how the representatives of our hopes and aspirations can and will mold it. The answer is already there: "Yes, they can be the actors of a major change so needed in our world."

A handwritten signature in white ink, reading "Janina", with a stylized, flowing script.



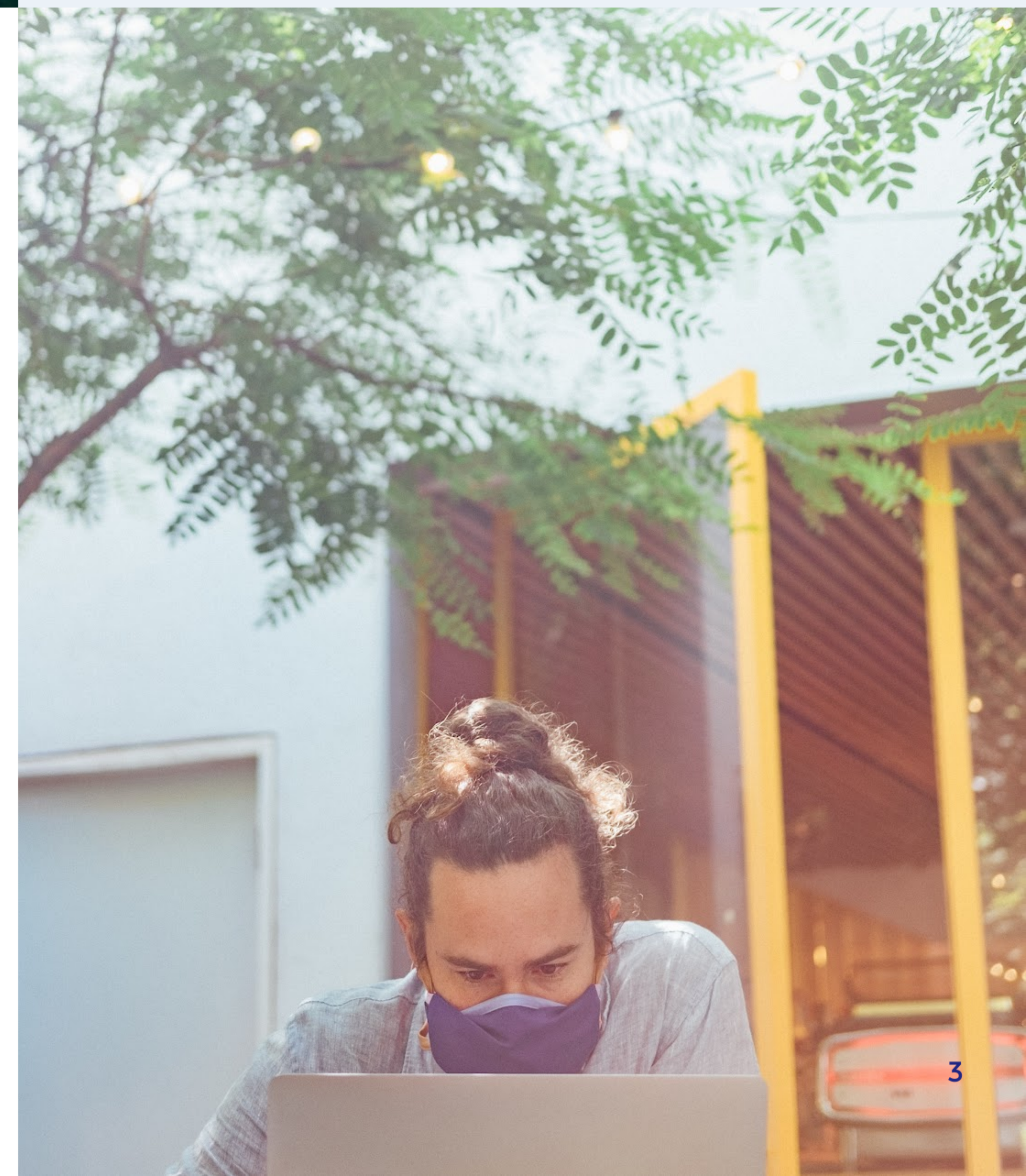
Thinking about Gen Z, we will always remember them as the generation who **lived with the Coronavirus**, who missed school, who did not get their graduation celebrations or their college onboarding events, who spent more time at home than they ever wanted, and who had to cope with stress, isolation, and frustration from not being able to live the lives they imagined for themselves.

Only 45% of Gen Z individuals say they are in good mental health. During the pandemic, 70% of them were feeling depressed. Besides Covid, they are the most **stressed** generation due to an environment that takes a toll on their health: violence, bullying, school shootings, political landscape, high competition, pressure from social media, climate change, financial insecurity, and nuclear families. Suicides are the second cause of death among Gen Z and touch 1.5% of them. This represents a 51% increase in the past decade.

**Mental Health is the
Number 3 Priority
for Gen Z**

When referring to Gen Z, some have in mind whining and dependent individuals - lots of Tik Toks, comparing generations' reactions when they get hurt or when they are asked to perform a chore, depict Gen Z as wimpish, lazy and moody -, others think of them as non-conformist, independent, tolerant, competitive, and vocal. Who are they? The wimpy kid or the mover and shaker? The overprotected kid or the caring one?

Gen Z is the newest generation, born between 1997 and 2012. They are currently between 6 and 24 years old and account for nearly 68 million people in the US or 25% of the total population and represent 40% of all consumers. They are the largest population segment which is projected to hit \$33 trillion in income by 2030.



Gen Z is the **most diverse generation**

compared to any of the preceding ones. 52% of US Gen Z are non-Hispanic whites. They are more likely to have friends from various ethnic, religious, and racial groups. 48% of them identify as “completely heterosexual.” They are the most tolerant generation, inclusive and caring of a diversity of religion, sexual orientation, race, and origins.



They are also the **most educated and**

the most vocal. Gen Z shed the light on a wave of activism that triggered significant demonstrations across the globe over the past 3 years. They stood up for big causes such as the protection of the environment with the “Climate March”, the “March for our Lives” against gun violence, and MLB demonstrations against systemic racism. This willingness to fight for such causes led them to be unfairly tagged as the “angry” generation by some, while they are mostly philanthropists and caring about others and the world: 76% are concerned about humanity’s impact on the planet and more than a quarter are actively engaged in charity work.

Gen Z care the most about:

Environment

Poverty **Education**

RACISM

Gen Z and shopping

Shoppers with purpose

To analyze Gen Z's shopping habits, we first need to highlight what their

motivations are. We saw that they:

- * Are Philanthropists,
- * Care about the environment,
- * Are financially conservative,
- * Are diverse,
- * Are educated.

Let's look at the Gen Z behaviors arising from these motivations. As philanthropists, they have high values and want the brands they are consuming to share the same values. 51% of Gen Z consumers would ensure that a brand is aligned with their own **values** before making a purchase.

Brands and retailers need to support the greater good and the protection of our planet. 68% of Gen Z expect brands to contribute to society. 90% of them say that companies have "a responsibility to address **environmental and social issues**".





Gen Zs care about the protection of the environment. 35% are adopting meat-free diets as a step towards earth preservation. 61% are willing to pay more for products that are produced **ethically and sustainably**. From a consumption perspective, they favor renting instead of owning, smaller surfaces instead of larger homes, reusing and repairing instead of buying brand new, natural products instead of synthetics, reusable instead of disposable, refill instead of plastic containers, composting and recycling instead of general bins, home-food preparation instead of restaurants...It is important for companies to deploy programs and campaigns helping society, the environment, poverty, or other causes.

This is even more important that **Gen Zs do not care much about brands**. Brands are not what matters the most to them, the products do. The top driver of brand loyalty is **product quality** for 66% of the Gen Zs; **Price** is the defining factor for 19.56%. For food, price is the most critical purchasing factor. This means that brands will have more difficulties retaining them and building loyalty if they do not want to make the effort to appeal to what they care about.

65% of Gen Z see value in coupons, discounts, and rewards programs



32% of Gen Z transactions take place on mobile

Gen Zs are more educated so they are also more informed about these issues leading them to save more. In addition, because they want to live more sustainably, they will read the **labels** and select carefully certain components not fitting with their lifestyle. This pushes brands to be more detailed and more transparent in the composition of their products.

When shopping, it is necessary that they can access details about the products and quickly spot products that are sustainable, Organic, Vegan, Gluten-Free... To sustain their need of saving, brands have to offer **discounts**. 65% see value in coupons, discounts, and rewards programs. A **loyalty program** could persuade 64% of Gen Z to buy from a brand. 74.35% of Gen Zs have a loyalty program membership in the retail industry. In terms of incentives, 42.98% prefer discounts, cash-back, and free products.

Brands need to be representative of their diversity. 45% of GenZ feel represented in the diversity of the ads they see, while 71% of them want to see more **diversity in advertising**. 77% feel more positive towards brands that promote gender equality.

Gen Zs like quality and good price more than a brand name but they are also very sensitive to the aesthetic of the product. 67% of Gen Z consumers believe fashionable **design** matters.



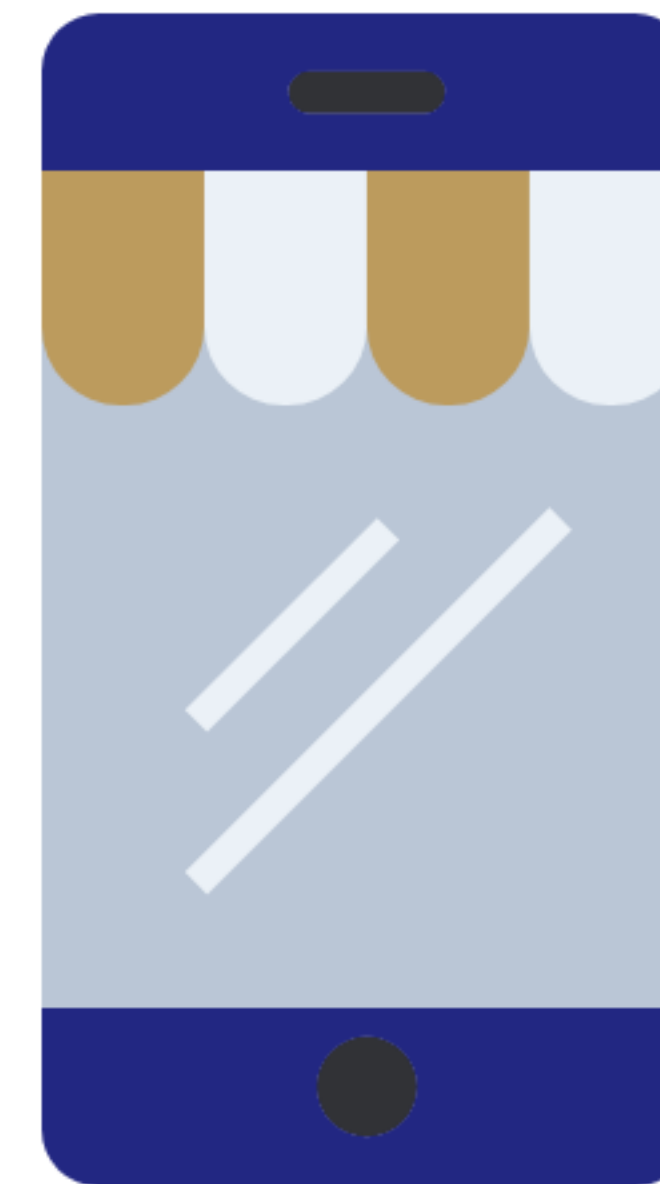


Gen Z are indifferent to the channel they shop. They can shop easily online or in-store. The notion of **Omni-channel** is therefore very important. Brands need to be present wherever they want and whenever they want. They want to see a consistent delivery of retail essentials. They demand from brands a seamless interaction across the entire digitally integrated enterprise, indifferent from the channel or the touch point.

Whatever the channel, 65% of Gen Z prefer to see as few items as possible out of stock. They also like having a large choice. Gen Z have a short attention span and have **very little patience**. 62% of them will not use an app or website that is too slow to load. They do not want to search a long time for a product; it needs to be there quickly.

Individualized shopping experiences are helping cut through irrelevant information and get customers to find faster what they are looking for. Machine learning and artificial intelligence allow brands to provide recommendations and **personalization** to their customers. Brands gather as much information as possible about their customers behaviors and interests to serve them only with what matters to them.

65% of Gen Z prefer to see as few items as possible out of stock.



58% of Gen Z are willing to pay more for products that are targeted to their individual personalities.

Gen Z like brands to welcome them, call them by their name, be attentive to their needs and understand, and even anticipate, what they are looking for. Gen Z do not want to be like any other customer. Unlike Gen X who liked uniformity, Gen Z are looking for differentiation. Being able to personalize a product, add elements that are unique to them or build their own products are features very much praised by Gen Z. 58% of Gen Z are willing to pay more for products that are targeted to their individual personalities.

Gen Z like **uniqueness and innovation**. They want features and brands to use the technology to help them save time. Being innovators, also implies that they will be eager to try new products and will like better new innovative brands than large incumbents brands.

The phenomenon is very much visible with cosmetics. “**Smaller brands** that—whether or not they’re backed by an influencer or an incubator or a celebrity—are finding a way to get online, because it’s not capital intensive. They don’t need to find a way into a large distribution network. And now they offer something new just by being a new brand. So a consumer is going to continue to buy all these different items simply because they want to try and test and see and feel, and it’s exciting and innovative to them” says Emma Spagnuolo, partner at McKinsey.





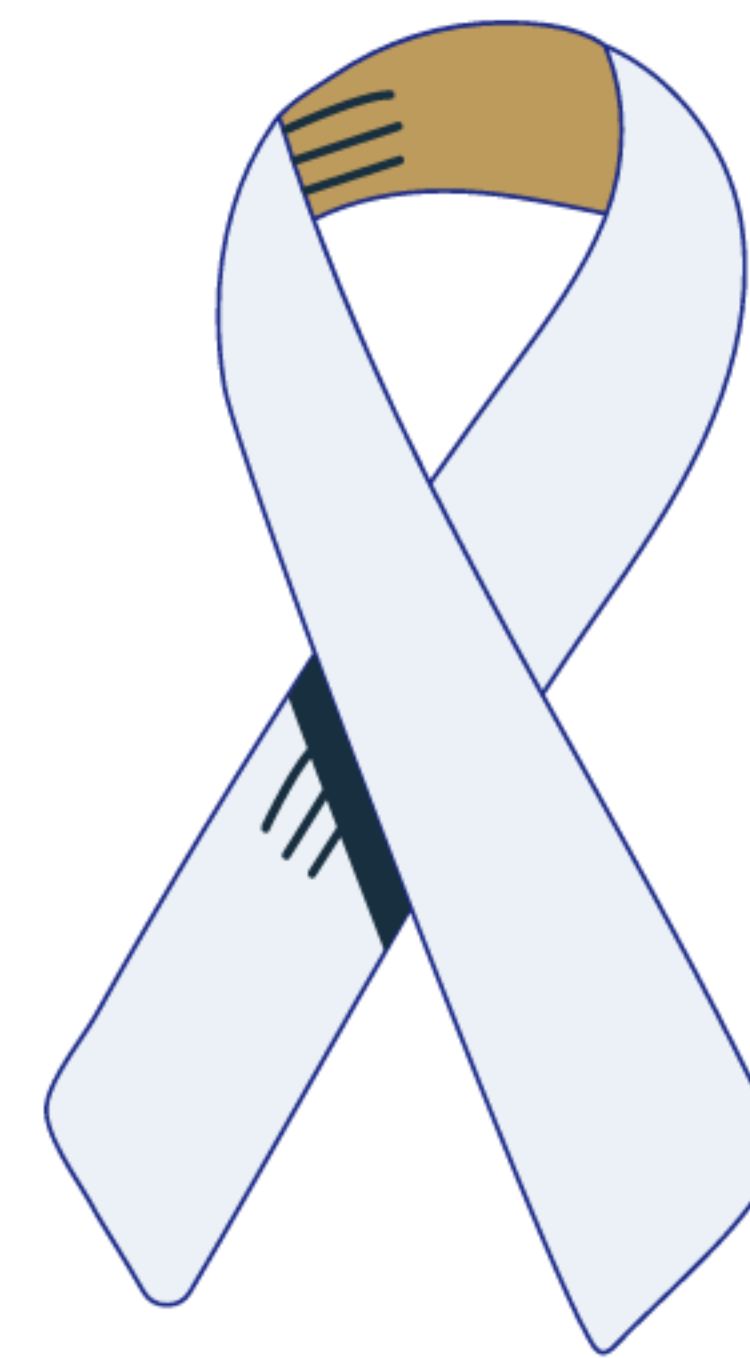
Bo Finneman - another McKinsey partner - adds “We looked at the data, and what we found is that small brands are by far outpacing in terms of their share of growth across consumer categories. When we compare small versus large, it’s a substantial differential in terms of small brands really being able to grow way above their share.”

Over 32% of Gen Z transactions take place on a **mobile** device.

Technology savvy and spending a minimum of 5 hours per day on their mobile, justifies that transactions will also be happening on mobile-first. They like contactless payment methods - Venmo is extensively used among Gen Zs. If the app is not working or slow, Gen Zs will not come back.

Apps require some effort because they need to be downloaded. If the experience is not satisfactory, they will remove it and will not come back. It is therefore imperative to get it right the first time if you do not want to lose them forever, especially if you are a new brand. Their impatience is also reflected in customer care. Gen Z shoppers value excellent customer service - they are 60% more likely than any other generation to hang up the phone if a business doesn’t answer in 45 seconds.

Friends Recommendations are the first Gen Z's shopping influencer



32% of Gen Z transactions take place on mobile

Brands need to appeal to their financial frugality. **Deals** and different price points are important. They want the best quality at the best price. This is why apps that offer price comparison, coupons, and rewards are praised. Gen Z check reviews and compare price before making a purchase. They are also having maybe fewer impulse purchases because they need to find the right balance before being able to proceed. Finding this balance requires some research, which removes all impulsivity in the shopping process.

Gen Zs prefer first **friends' recommendations** and word of mouth to find products that suit them. They will listen to what a friend has to say about a product and if the friend bought it, then it is almost a no-brainer, they will buy it if they need it. Reviews are the second influencers in their buying process. This finds an explanation in the way they premeditate their shopping. In a lesser fashion, they will listen to influencers. Influencers would help them discover new products more than convince them from buying them.

85% of Gen Z learn about new products through **social media**. Digital Ads are important but not as much as we might think. 69% of Gen Z think that ads are disruptive. Brands do need to put digital ads in front of them but will need more impressions before they will act. We say that in general, an ad needs to be viewed a minimum of 7 times for the customer to remember it. With Gen Z, it can go up to 10 times.



Gen Z and Technology

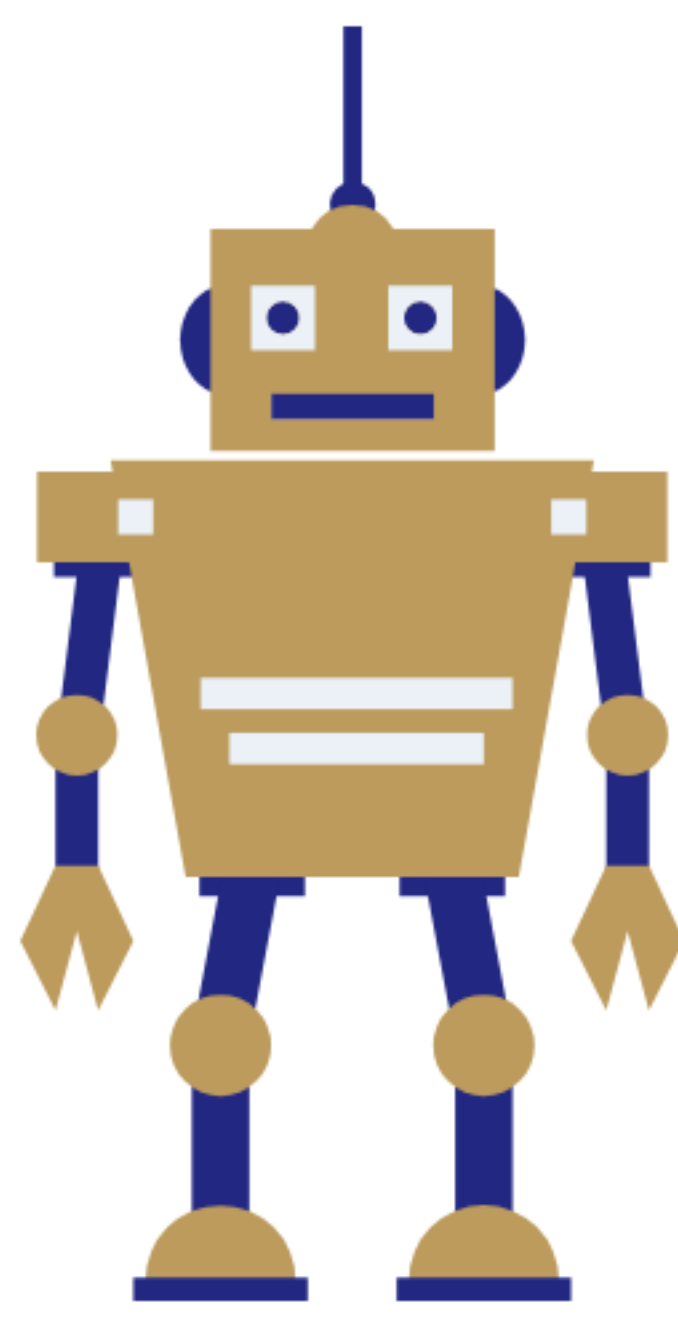
They have
it in their
Blood

Like Obelix who fell into the magic potion and has eternal superpowers, Gen Zs are **born with technology** and it flows into their veins. Most Gen Z received their first mobile phone at the age of 10. Many of them grew up playing with their parents' mobile phones or tablets. Today, 98% of Generation Z members own a smartphone. 55% use their smartphones for five or more hours daily. This means that a lot of behaviors, and especially what is related to user experience, come naturally to them. They easily identify wrong UX flows and can depict happy paths instinctively. What does that mean for design thinking?

I believe it is shaking up a lot of how we work in many ways:

- * The quality of the products released into the market needs to be higher because the customers' expectations are higher
- * Usability testing is moving towards more advanced flows or concepts. It no longer makes sense to test an eCommerce checkout flow, for example, as there are already expectations about what it should look like. Unless the goal is to disrupt such features, spending time and energy testing it is useless.
- * Lots of technologies do not seem extraordinary for them because they can implement them alone. They are today savvy enough to build a website, launch an app or sell some products online, without anybody's help.
- * They are innovators and creative so will be using all tools they have available to push the thinking.

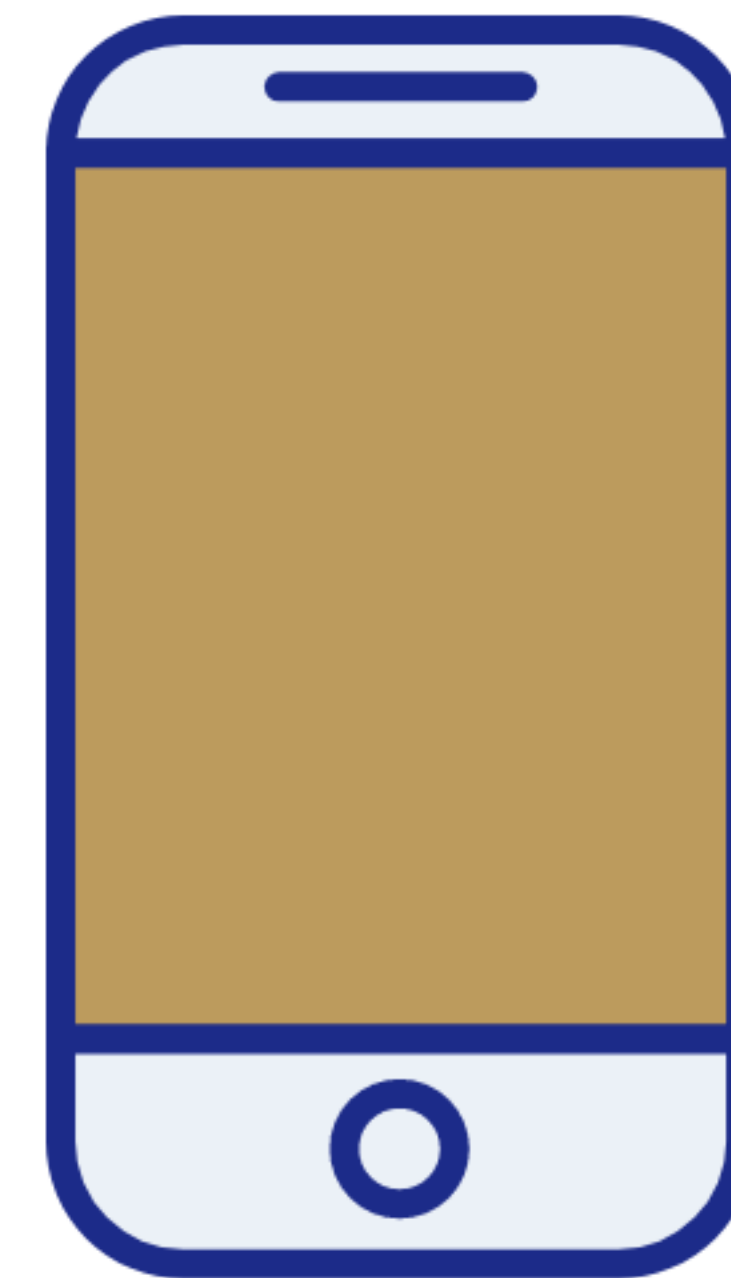




The emergence of **No-Code platforms** is reinforcing these behaviors even further. No-Code platforms are wonderful in many ways: They empower Gen Z with an entrepreneurial spirit to launch ideas easily and test them quickly in the market; Gen Zs have access to cheap tool kits that fit their very low financial means. Gen Z can express all their creativity, wake up one day with an idea, and put it at work right away. No need to invest a lot of money nor develop for months before testing their idea with some friends.

Gen Zs are big **content creators**. The vast wave of influencers is showing how they manage to use their personality to gather large audiences. The Tik Tok phenomenon started with teens who just shared some silly videos. It is also on Tik Tok that we saw Gen Z imposing their rules - we can remember the famous video fights between Gen Z and Millennials about skinny jeans. Many kids got "discovered" thanks to their content. Being an influencer is seen as a career path for them. As previous generations wanted to be actors, Gen Zs want to be influencers/content creators.

66% of Gen Z are using more than one internet-connected device at a time



60% would use Virtual Reality

Twitch and professional **eSports** arose with this new generation.

Being part of an eSport team is also seen as another career path for Gen Z. eSports are forecasted to reach close to 3 billion dollars by 2025 and close to 7 billion dollars by 2027. What is interesting is that all these activities are fully digital and deeply ingrained into technology. Technology is now a means that is everywhere to the point to become invisible and expected.

Technologies like **Virtual reality** are perceived as being soon an entire part of their lives. Over 60% of Gen Z would use VR. "You know the movie Ready Player One? I think it will become reality soon in some way". They see lines between real and virtual lives converging and are ready to embrace it. 74% of Gen Z spend already their free time online.

While 57% are worried automation will negatively impact their jobs and know that they have to find ways to compete on the market and bring the right value, they, however, embrace **Robotics**.

91% of Gen-Z trust robots for their finances. They are conscious and eager to see robotics develop. They favor robotics to automate repetitive tasks, enhance human expertise, and drive autonomy. For example, nearly half of Gen Zs expect most cars to be self-driven in the next decade.



Gen Z as a Workforce

Innovators and Entrepreneurs

Even if they do not feel as secure about their future, they still see themselves **working for a company**. They know they might face working and non-working periods and will have to develop multiple income streams to generate a steady income for their families. Generation Z has seen their parents lose a job at times or take a pay cut. They know it is a new norm, and they are embracing this insecurity. They consider these step-backs as part of their journeys and anticipate that they can happen at any time, so they have to take control of their destinies. Lots have a multiple incomes, save more than their parents did at the same age, and expect to stay home longer to get this extra financial cushion when needed.





Such attitudes demonstrate that this new generation is **resourceful** and is not going to take setbacks for granted.

They go ahead and get ready. They no longer live to work but work to live. They know that they will never spend their whole career with the same company. The company needs to provide them a substantial benefit for them to stay in the longer term. Gen Z will tend to be more loyal to employers who give them complete flexibility and a positive working environment favorable to their mental health.

Sincere, reflective, self-directed, honest, open, **pragmatic**, and realist, they value leaders who are positive and trustworthy. This pragmatism leaves little room for opaque, top-down decision-making or order-giving from their employer. Michael Litt, CEO of Vidyard reports that “...when I take the time to explain why my company operates the way it does and how their roles contribute to that, they’re excellent team players. Command and control don’t work with them. Sharing the bigger picture – and being transparent about motives and outcomes – does. Gen Z won’t blindly follow without justification, and that might be their biggest strength.”



58% want to start their own Business

Their values are higher in some cases. Lots of their education was based on an honor system that taught them self-reliance. From an early age, they were trained to be competitive at school and in sports and carry the same competitiveness in the working place. Their ambitions are more grounded: they are career-focused. They want to get a job and be successful and are not afraid of doing what it takes to reach their goals. 58% are willing to work nights and weekends if it meant achieving a higher salary. They favor career paths where **human relations** are prioritized such as Business and Health-related positions. Technology is perceived as a must-have in any career; this path ranks only third.

They are the most entrepreneurial generation. Used to find their own way rather than follow a cookie-cutter path, they are **disruptors and creative**. They are not afraid to succeed on their own and follow the road of entrepreneurship: 58% said they want to be their own boss.

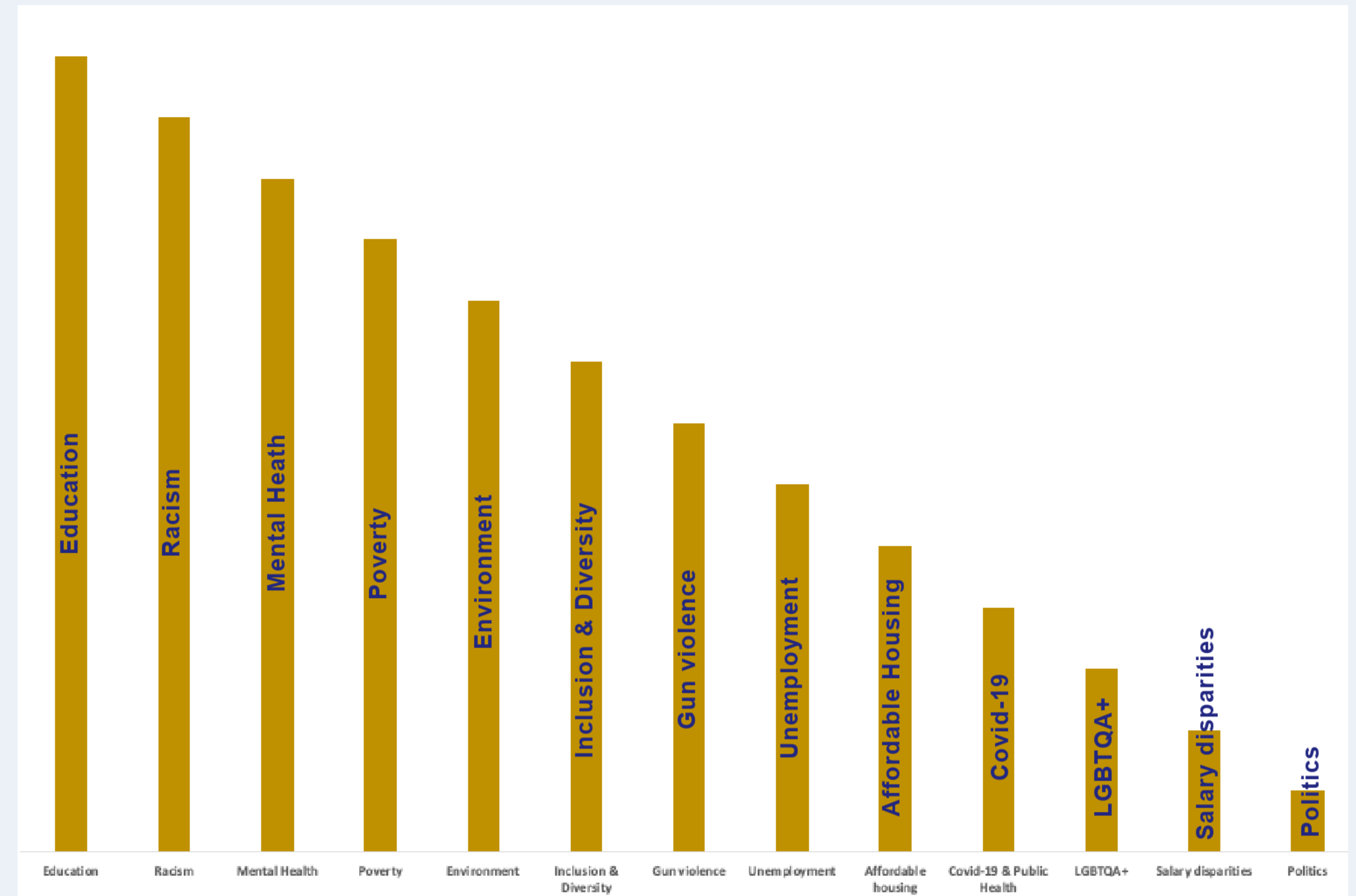
They are innovators, master technology, have access to an ocean of information at their fingertips, and have technologies that are more and more available to the masses; the perfect recipe to **entrepreneurship**.

43% prefer Face-to-Face Communication



Survey Findings

Rank the causes that are the most important for you

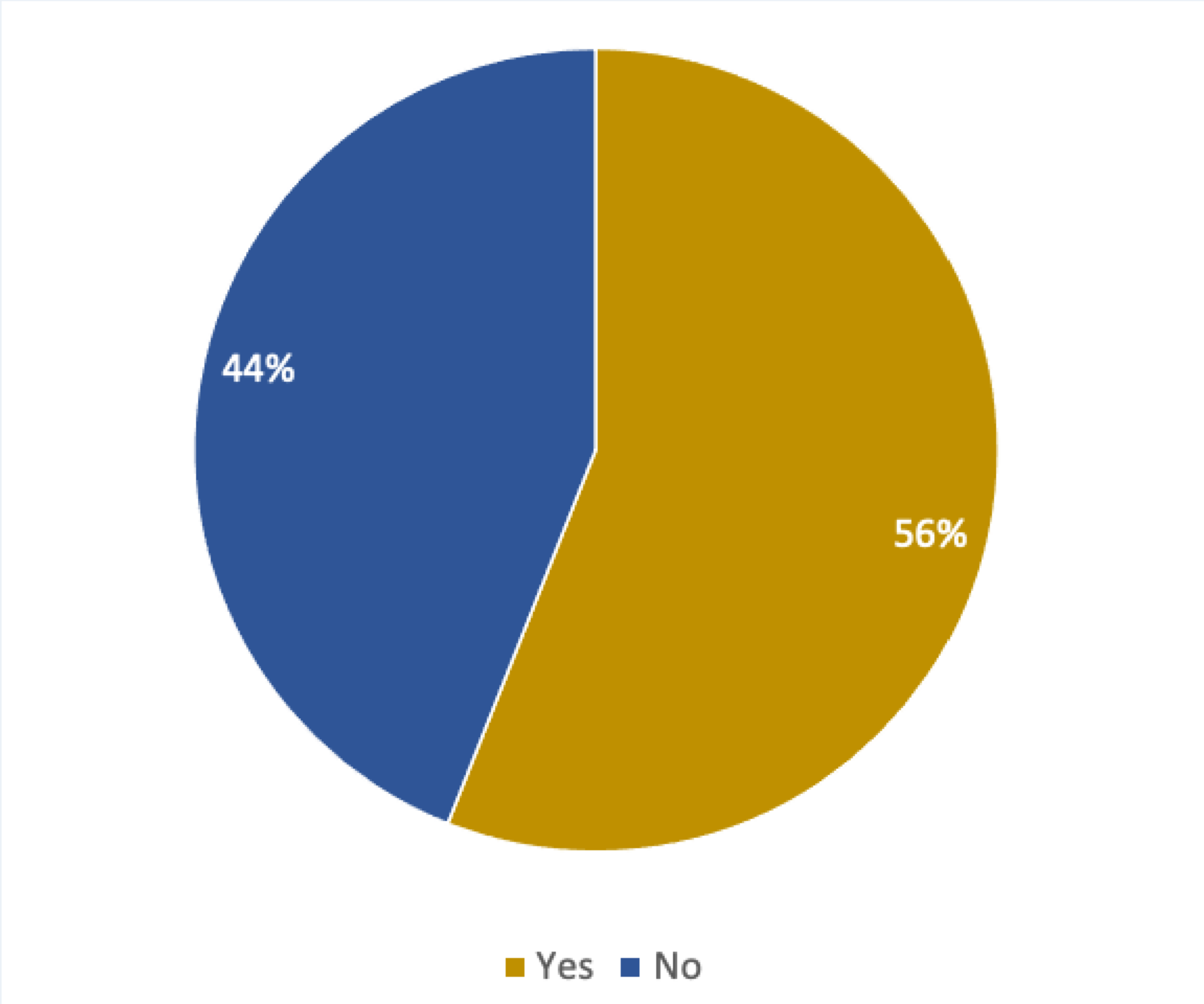


Education is top of their mind. It is back-to-school time so all see school as the most important thing at this time.

Despite being the most affected mentally by the **coronavirus**, it does not rank high for them. They report that "we are ready to get back to online courses soon. We are wearing the masks, we are tested, and the number of cases is rising. Lots of kids have already been put in quarantine so we know it's coming." They seem to have integrated the pandemic measures as their new normal and because they are pragmatic, they prefer to focus on what they can control.

Gen Z still seems to be remote from **politics**. They tend to be skeptical in general so do not trust politics. With the scandals of fake news in the past years, they "do not believe that anything in politics can be trusted and especially what is on the social media."

Are you afraid for your future?



They lived with the competition since an early age and know that "life is tough". **Competition** is there and they will have to hurdle and rely on themselves. The level of suicides and mental health issues are here to demonstrate that this generation is having difficulties.

"It s hard to do everything. I have no time to relax."

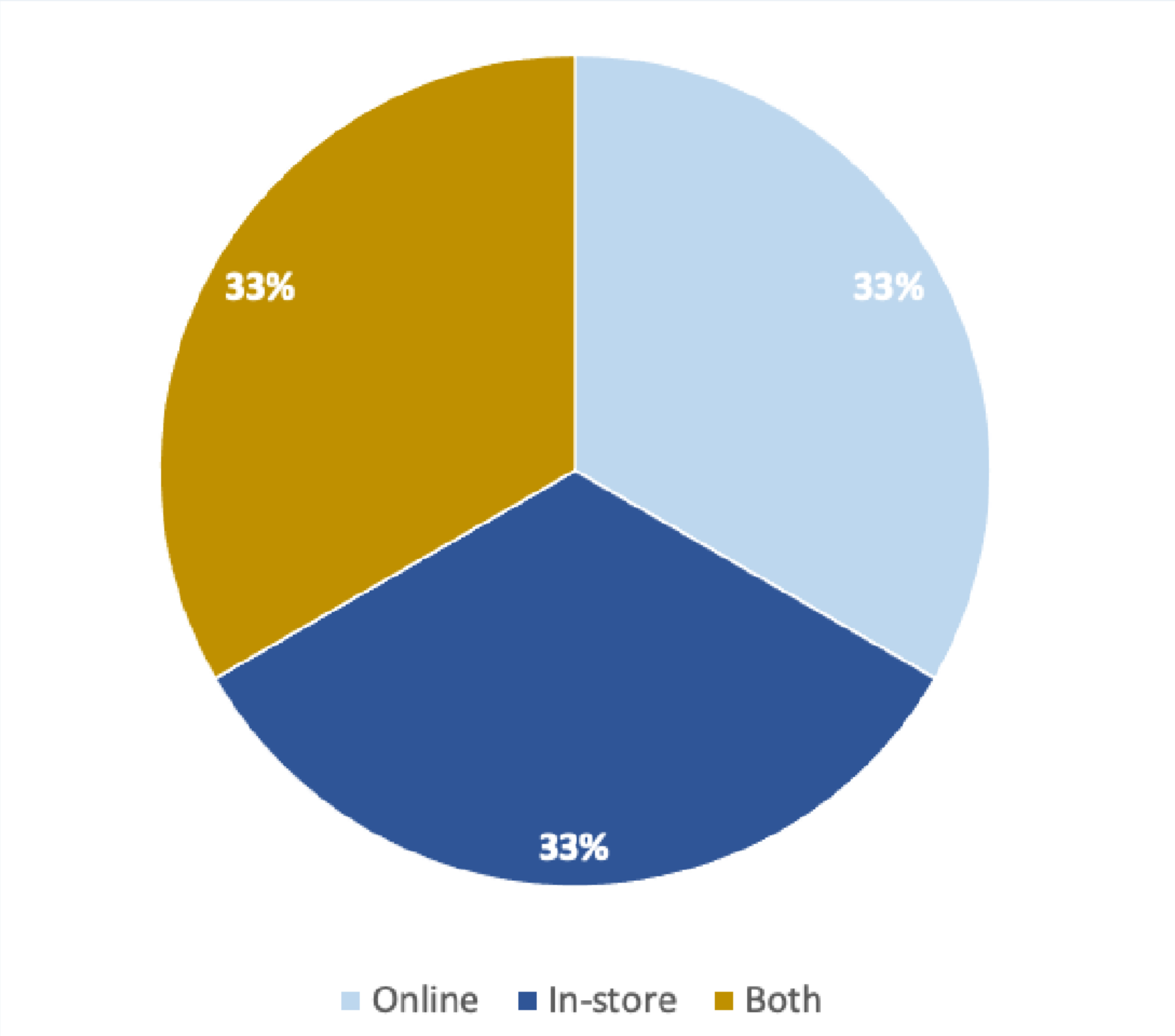
"During the lockdown, I was going crazy."

"It feels weird to see so many people on campus."

"I realized how bad people are. They cannot be trusted."

"I hope to marry and have children but I do not even know what tomorrow will be. I live one day at a time."

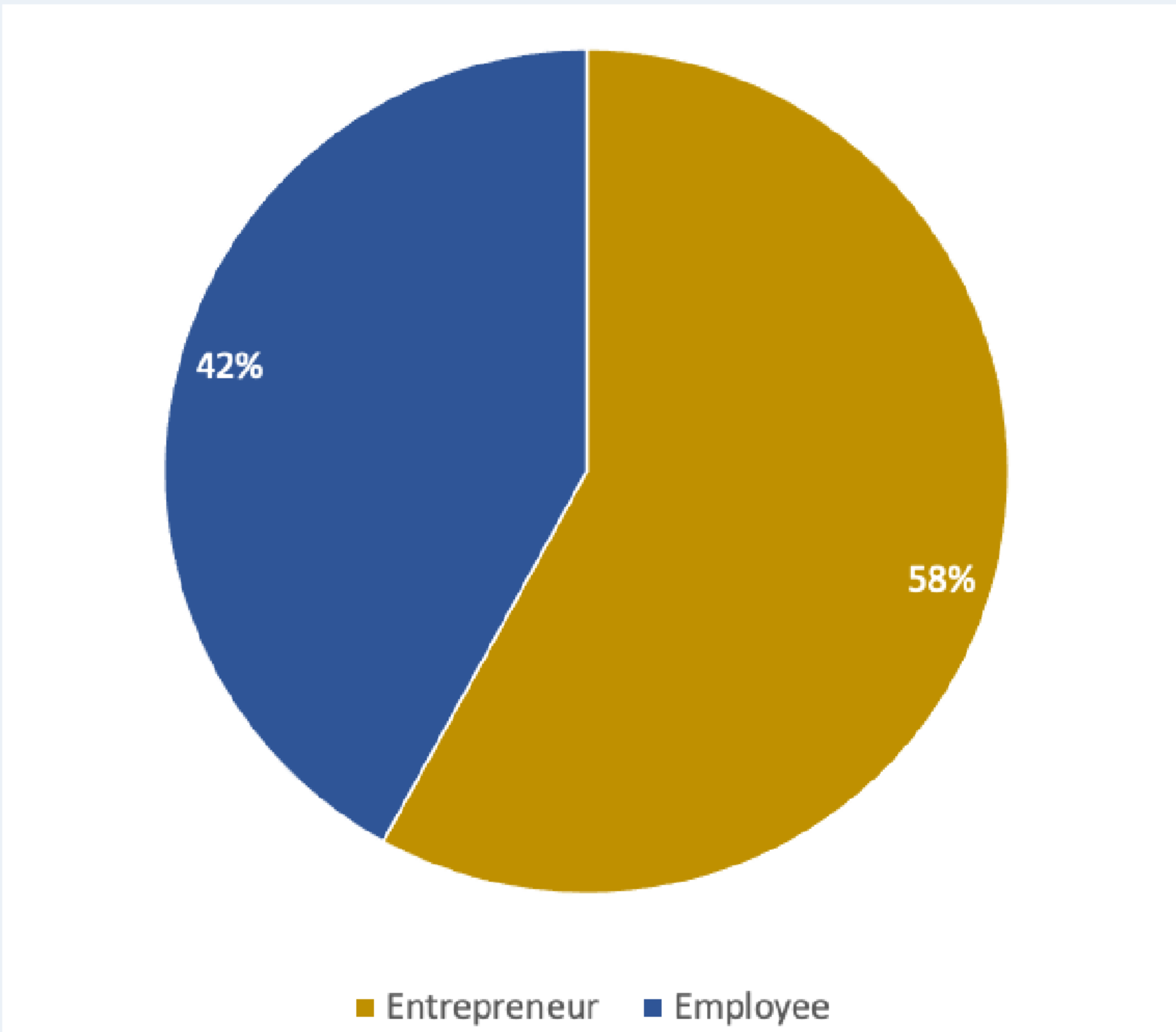
Do you buy mainly...



This is showing how important the concept of **Omnichannel** is. Gen Z do not make a distinction between the different channels; all the worlds are blending for them. They expect to find what they need, when they need it, where they want. Some would say "I never buy my food online", while others report that "I never go in-store. I get everything delivered".

They have a very low tolerance for not finding what they need. They know what they want and expect to find it.

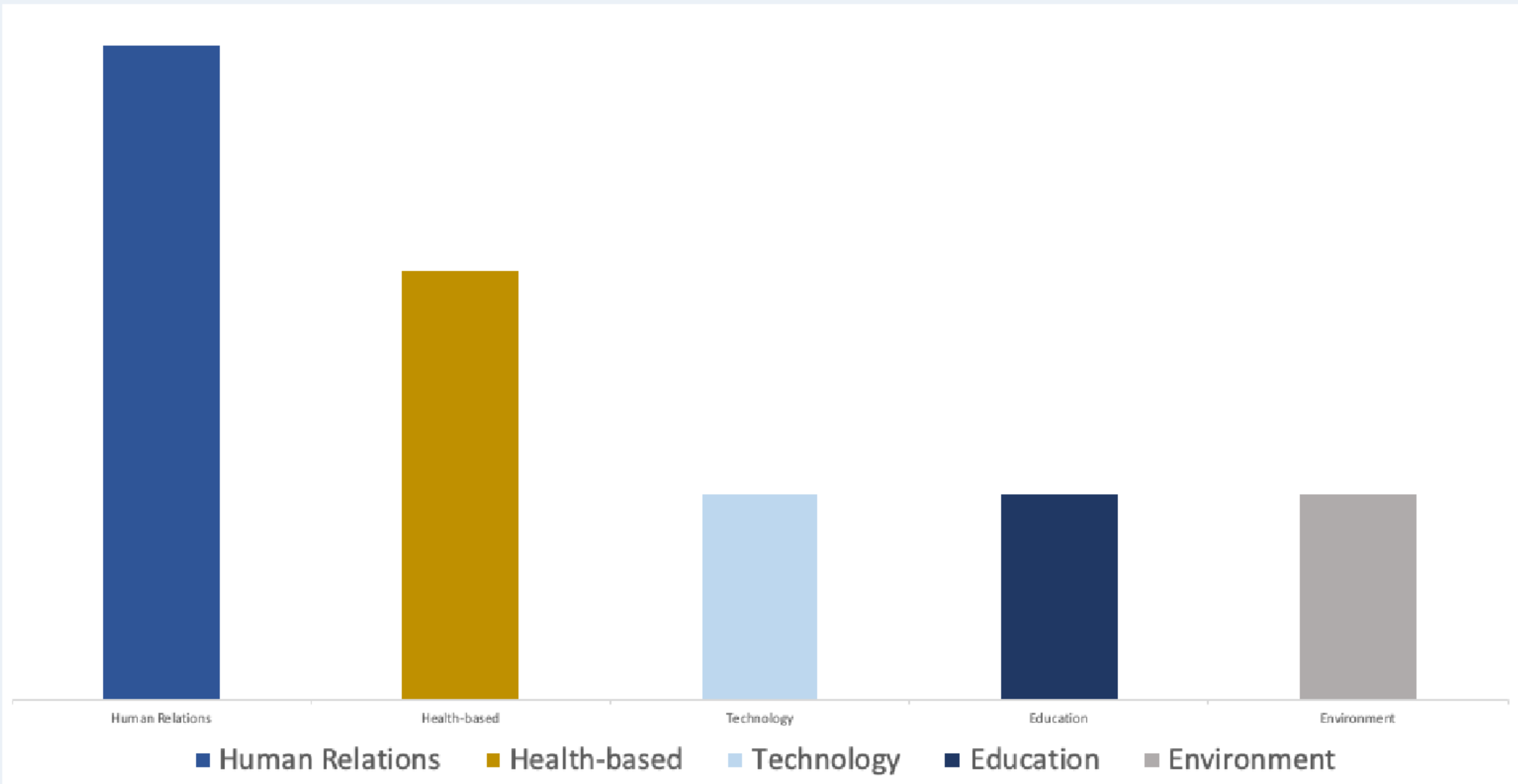
How do you see your career?



They are seeing themselves as **entrepreneurs** for most of them, if not all their career, at least a portion of it as they know that they will have working and non-working times along their journey. Gen Z is fiscally conservative so they work and consider different revenue streams. They all integrated the side hustles as possibilities for them, which they see as "being on their own" and this resonates to them with entrepreneurship.

Most still believe in **employers** as long as they allow them to have the life they want. They see a job as a means to reach their goals and not necessarily as a fulfillment avenue: "I just need to make money for my family."

What career path do you believe will bring th most value in the future?

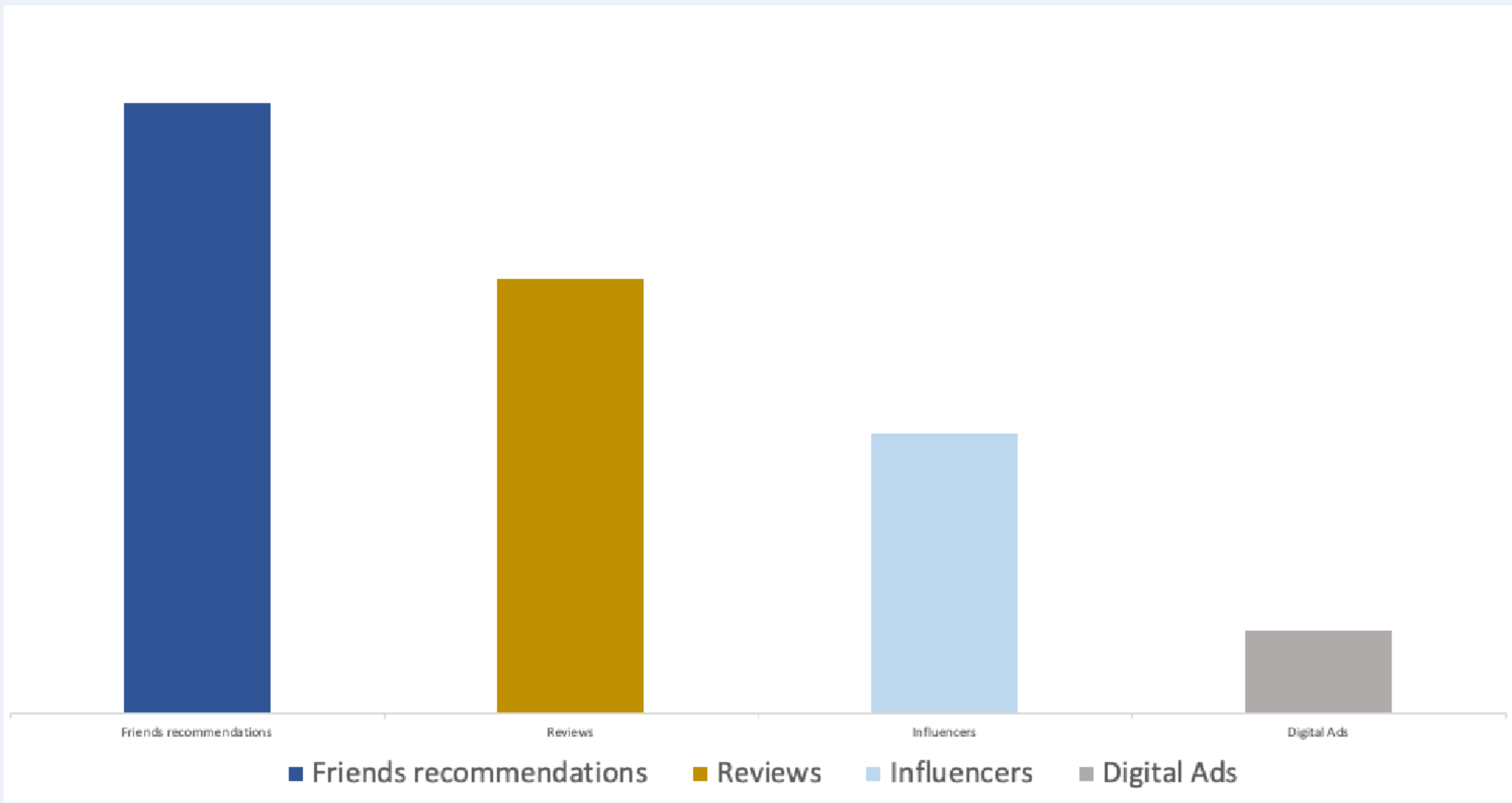


Human relations positions are top of their choices. They know that technology will remove some jobs so they look at careers where they can bring value. They believe that technology is everywhere so they have to have some technical expertise too but "I do not want to spend all my time coding".

It is very interesting that this digital generation favorites human relations. They said that they prefer face-to-face communication and like interacting. Let's not forget that they are vocal so they are open to expressing opinions and having conversations.

Health-based careers are also top of mind, probably amplified by the impact of the pandemic.

What influences the most your choices?

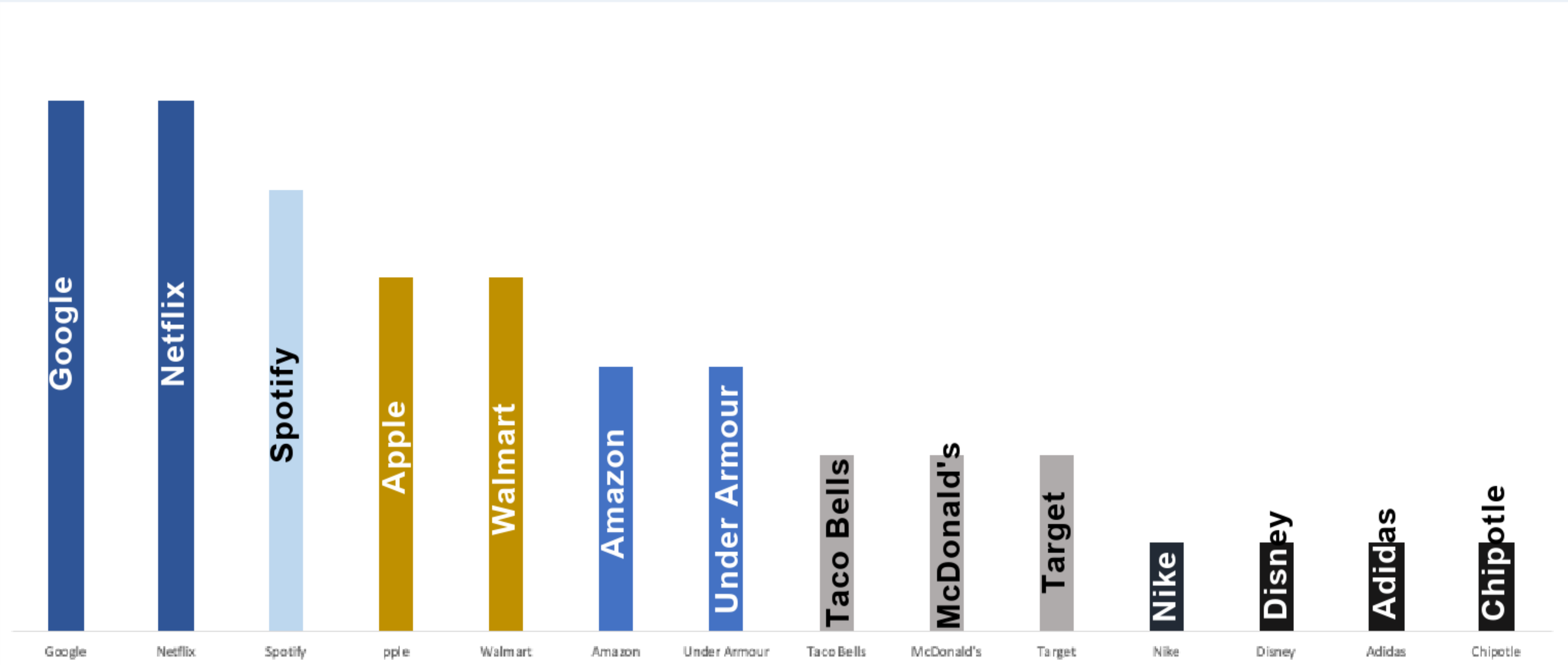


88% report that their number one influence is coming from their **friends**. They learned the power of the network thanks to social media and realize that, in the ocean of information that is available to them, their way of trimming it, is to rely on their friends.

User-Generated Content is also very important to them. They rely on **reviews** 63% of the time.

Lastly, **Influencers** have a significant impact on their choices 25% of the time. They see influencers as users of the products/services so 52% believe that they can be trusted. Some influencers have large audiences because they have a personality in addition to the recommendation they give "I like Evan, he is pretty funny" (*I had to look this one up. He is also known as Vanossgaming*). YouTube influencers still seem more reliable than the Tik Tokers.

Pick your top 5 brands



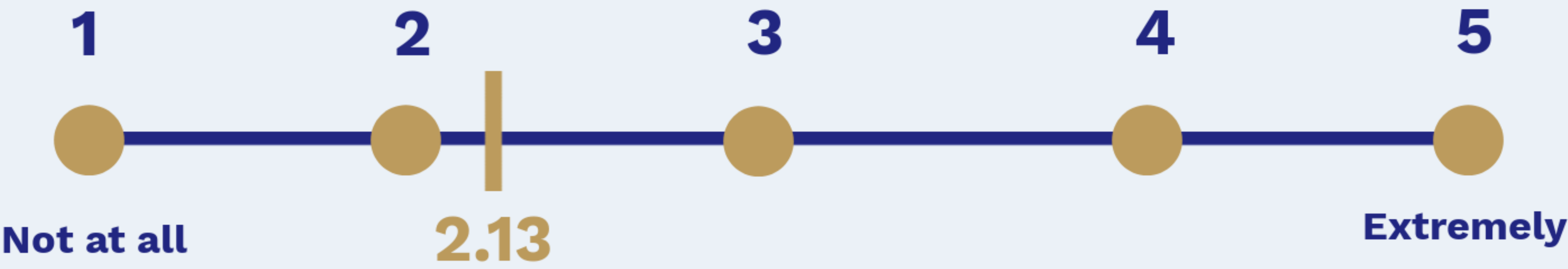
My first observation was how the brands related to technologies rank high. They are services that are part of their lives and are fundamentals for them. **Google, Netflix, and Spotify** are tools that they are using every day if not multiple times per day. 71% of Gen Z have a Netflix subscription

Walmart is ranking high because, as kids, their income is very low so they tend to see Walmart as the cheap avenue for essentials.

Other brands in the list did not get any traction to make it part of their top brands: Dior, Sephora, Lululemon, The North Face, Gucci, or Samsung.

Facebook did not get any traction either. Most are over Facebook and do not do much there so it does not come top of mind for them.

Are brands important to you?

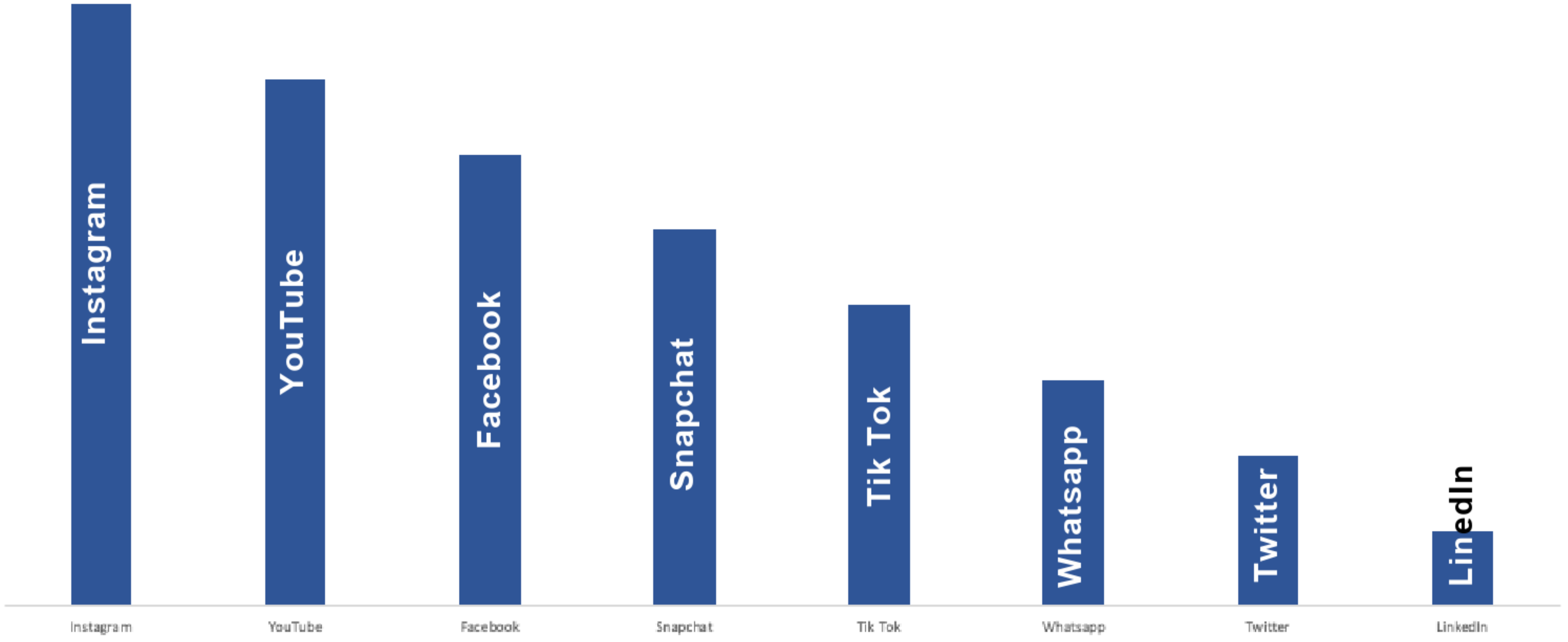


Brands are not very important for them. Unlike other generations, they do not drive their lives. There is no competition or need to show off brands at school to be seen as a "cool kid". "I do not care about the brand. If I like the product, that's enough".

They like **personalization and uniqueness** on the contrary. Not being attached to brands in certain areas, make them open to pick alternatives. Their brand loyalty is low and they would favor the price over the brand for some products.

They are also very sensitive to the story or the PR of the brand. "I stopped going to chipotle when they had food-safety issues".

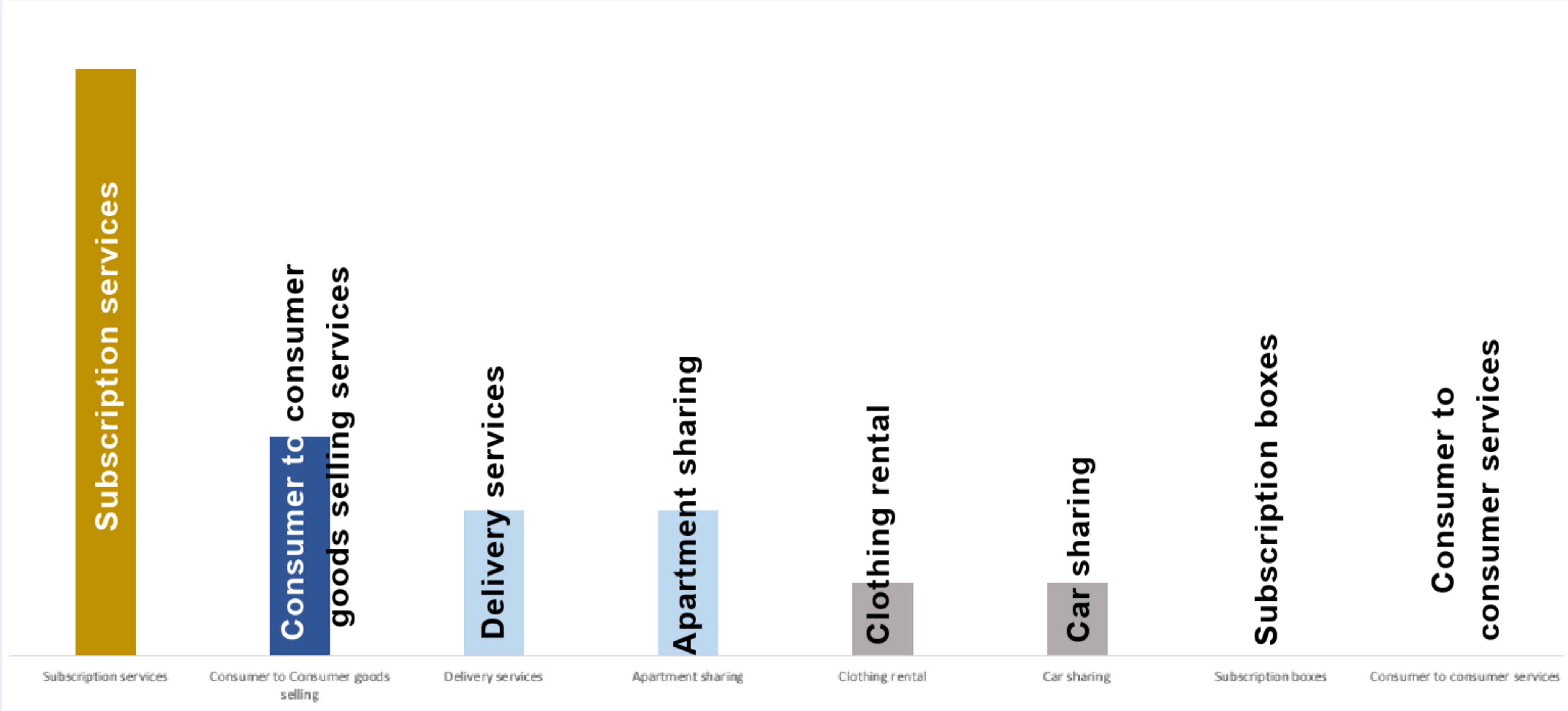
Rank these social media platforms by order of importance to you



Instagram is used to "see what my friends are doing". **YouTUBE** is loved because of the content produced. This generation is a generation of content creators and the fact that Tik Tok is now overpassing any other social media in terms of app downloads is proof of it. "Tik Tok is fun."

Snapchat is used a lot to communicate. They have lots of discussion groups there. They create quickly a discussion group for any occasion. They do not call each other that much but they communicate very often via those discussion groups. They are openly sharing with many in closed groups. 62% worry about how their personal data is being used so they prefer the security of these small private groups. Even if they do not participate, they are "part of it" and follow what is going on. They represent a means of "belonging". However, "if I have something important to say to someone, I wait for when I see them".

Do you use any of these services?



Overwhelmingly, they use **subscription services** (Netflix, Amazon Prime, Spotify, Xbox...). All the other proposed services are yet barely part of their lives.

Some **consumer-to-consumer goods selling** because at the end of the year they may sell some stuff "I sold my calculator last year and some of my dorm's stuff because I will not need them in my apartment".

All the others are more sporadic and used by the older participants of the sample. "I had to rent a car for work when my car broke this summer".

Summary

Like all research, there are biases that need to be noted. The survey had two influencing variables - back-to-school time and the pandemic - which probably weighed significantly on the results and can show differences compared to results that might be 2 years ago. For example, some research was showing that Gen Zs were favoring in-store purchases, while this research is showing a perfect balance between the different shopping channels.

For the most part, the survey corroborates the behaviors that have been highlighted previously about Gen Zs.

Tik Tok is on the rise but is not their main social media yet. Instagram remains the winner.

Influencers are here to stay as a major marketing asset, but they are not replacing the power of friends' recommendations.

Brands need to take a complete turn to appeal to Gen Z. Gen Zs do not care much about them. They want brands to support the environment, participate for the good of society, offer great quality products at the best price, and personalize experience and products. Appealing to Gen Zs requires a different positioning and business model that brands need to consider quickly as they represent almost half of the purchasing power in the country.

About the Author

Vanina Delobelle is an innovation and transformation leader in Digital. She has led digital transformation for over 15 years. She pioneered a lot of technologies and led digital transformation at large companies such as Sears and Dick's Sporting Goods, but also for smaller organizations willing to start or grow in digital.

In her roles, she was instrumental in defining the strategy, the customer experience, and leading organizations beyond the implementation by growing their business via digital marketing and data. She is proficient in technology, digital marketing, and data, making it the perfect combination to be a successful leader of digital transformation.

Always a step ahead, she led the way for Social Media, Social Commerce, Social Recommendations, Artificial Intelligence, IoT in stores, and VR-Commerce among others. She also built several innovative companies.

She has a PhD in Social Media and Internet Technologies from the University Pascal Paoli, in France, and an MBA from the Institut Supérieur du Commerce de Paris in France. Her very forward-thinking thesis got referenced multiple times across the world.

She taught at several universities and is a speaker about Digital transformation.



References

- Kim,Parker & Ruth Igielnik. *On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far*. Pew Research Center, May 14, 2020.
- What Are the Core Characteristics of Generation Z?* AECF, January 12, 2021,
- Boomers, Gen X, Gen Y, Gen Z, and Gen A Explained*. Kasasa, July 6, 2021.
- Social Issues That Matter to Generation Z*. AECF, February 14, 2021.
- The Deloitte Global 2021 Millennial and Gen Z Survey*. Deloitte, 2021.
- Maria, Chiorando. *35% Of Generation Z Want To Be Meat-Free By 2021*. The Plant Based News, October 1, 2020.
- Jane, Cheung; Simon, Glass; Karl, Haller; Christopher K., Wong. *What do Gen Z shoppers really want?* IBM, March, 2018.
- Kim,Parker & Ruth Igielnik. *Generation Z Looks a Lot Like Millennials on Key Social and Political Issues*. Pew Research Center, January 17, 2019.
- Matthew, Chapman. *How retailers are using social to reach Gen Z and beyond*. Computer Weekly, October 18, 2019.
- Ivy, Wigmore. *Generation Z*. WhatIs, January 2020.
- Sarah, Sladek; Josh, Miller. *Ready or Not, Here comes Z*. XYZ University. January 2018
- Dave, Clark. *10 Defining Characteristics of Generation Z*. TTI Success Insights. January 16, 2019.
- William H., Frey. *Now, more than half of Americans are millennials or younger Will their size and activism impact the 2020 election?* Brookings, July 30, 2020.
- Josh, Miller. *A 16-Year-Old Explains 10 Things You Need to Know About Generation Z*. SHRM, October 30, 2018.
- Gre, Sterling. *Move over millennials, Gen-Z now the largest single population segment*. Martech, July 17, 2017
- Kashmira, Gander. *Gen Z Is the Most Stressed Out Group in America*.Newsweek, October 20, 2020.
- Stress, mental health, and Generation Z*. WGU, June 6, 2019.
- Generation Z and Mental Health*. AECF, May 22, 2021.
- Andy, Kiersz; Allana, Akhtar. *Suicide is Gen Z's second-leading cause of death, and it's a worse epidemic than anything millennials faced at that age*. Business Insider, October 19, 2019.
- Stef W., Kight. *Generation Z's suicide epidemic*. Axios, June 18, 2019.
- Bo, Finnema; Emma, Spagnuolo. *Meet Generation Z: Shaping the future of shopping*. McKinsey & Company, August 4, 2020.
- Ashley, Stahl. *How Gen-Z Is Bringing A Fresh Perspective To The World Of Work*. Forbes, May 4, 2021.
- Ed, Dixon. *Global esports revenues to hit almost US\$1.1bn in 2021*. Sports Pro, March 9, 2021.
- Werner, Geyser. *The Incredible Growth of eSports*. Influencer Marketing Hub, July 14, 2021.
- Blake, Morgan. *50 Stats All Marketers Must Know About Gen-Z*. Forbes,February 28, 2020.
- Pamela, Bump. *52 Gen Z Stats Marketers Need to Know in 2021*. Hubspot, June 10, 2021.
- Karianne, Gomez; Tiffany, Mawhinney; Kimberly, Betts. *Welcome to generation Z*. Deloitte, 2020.
- Cathy, Hackl. *Gen-Z And The Future Of Work And Play*. Forbes, Sep 7, 2020.
- Kimberly, Zhang. *7 Reasons Why VR Technology Will Help Gen Z Achieve Mental Wellness*. Under 30 CEO, April 22, 2021.
- Esports Ecosystem 2021: The key industry companies and trends growing the esports market*. Insider Intelligence, August 03, 2021.
- Esports Market Size*. Grand View Research, June, 2020.
- ESports Market Trends, Esports Market Size Share And Structure 2021*.The Business Research Company, June 30, 2021.
- Caroline, Monahan. *How can Generation Z compete with robots? Focus on the human touch*. Reuters, December 16, 2019.
- Mike, Spencer, *Gen Z Know Automation Will Take Their Jobs*. LinkedIn, November 3, 2019.
- Money and Machines*. Oracle, 2021.
- Rhys, Thomas. *Gen Z driving automation in supply chain*. Gartner, March 15, 2021.
- Vanina, Delobelle. *The New Era of No-Code Platforms*. VDIInnovation, August 15, 2021.
- Vanina, Delobelle. *What is Innovation?* Slideshare, December 4, 2019.
- Vanina, Delobelle. *What is Tik Tok?* VDIInnovation, January 23, 2020.
- Vanina, Delobelle. *Change management: what does that mean?* VDIInnovation, November 19, 2019.
- Survey run in August 2021. Sample of 123 Gen Zs
- Interviews run in August 2021. Panel of 5

Thank you to all the wonderful *Gen Z* who provided inputs. Stay who you are and make our world better!