

The state of play: a digitised financial centre without being a technological one

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The Geneva financial centre has never been a technological centre and will not become one. The Swiss fintech sector numbered 529 companies in 2025, 316 of them in Zurich and Zug, after a phase of rapid growth followed by consolidation. Geneva hosts a minority of them, concentrated on wealth management, crypto and digital assets and commodity trading.¹ Geneva's banks buy their core systems from a few Swiss and international suppliers, outsource a growing share of their IT and adopt technologies once they are proven. This caution has a cost, that of lagging behind the centres that innovate. It also has an advantage, that of avoiding the expensive failures suffered by pioneers.

The digitalisation of the client relationship has advanced under pressure from clients and from the pandemic. Remote onboarding, electronic signatures, mobile applications, online portfolio reports and video conferencing have become the norm, including in the most traditional houses. Private wealth management nevertheless retains a human component that Part E described as the heart of the model: the wealthy client wants an adviser, and technology serves to make that adviser more efficient, better informed and more available. Independent asset managers, whose structure Part E described, depend for their part on platforms and custodians whose technological quality determines their competitiveness.

Commodity trading follows its own trajectory. The Geneva trading houses have invested heavily in data analysis, satellite imagery, forecasting models and the automation of operations, because their margin depends on information and speed. The financing and electronic document platforms, described in Chapter I of this Part, are progressing slowly. The analysis and hedging tools, by contrast, are among the most advanced in the financial centre. The Geneva trading cluster, examined in Part G, is thus more

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technological than its private banking, although this is not visible from the outside.

Key point. Geneva is a digitised financial centre without being a technological one: it buys its systems, outsources its IT and adopts proven technologies. Commodity trading is more advanced there than private banking in data analysis. This caution avoids the failures of the pioneers and accumulates a lag that the coming decade could make costly.

1 Notes

1. Chambers and Partners, Fintech 2026 – Switzerland, Trends and Developments, [practiceguides.chambers.com](https://www.practiceguides.chambers.com) (accessed September 2026). ↩

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