MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Name of the faculty	**EDUCATION AND RESEARCH INSTITUTE "KARAZIN BANKING INSTITUTE"**
Name of the department	**Management, Business and Professional Communications**
Specialty:	**073 Management**
Educational program:	**Management of Organizations and Administration**
Group:	**AM-25M (full-time mode of study)**

QUALIFYING MASTER'S THESIS

on the topic:

IMPLEMENTATION OF MODERN TOOLS AND TECHNOLOGIES FOR STRATEGIC MANAGEMENT OF THE COMPANY

student of higher education **Fan Xi**

The work is accepted for defence in the EC

Head of Department
PhD in Economics, Associate Professor
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Scientific Adviser
____________________ **Iryna Denchyk**

Kharkiv 2024

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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Fan Xi

1. Topic of work: "IMPLEMENTATION OF MODERN TOOLS AND TECHNOLOGIES FOR STRATEGIC MANAGEMENT OF THE COMPANY".
Scientific adviser Iryna Denchyk
(full name, academic degree, academic title)
Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3.List of topics to be developed:

• In Chapter 1: to consider the basic concepts of strategic management and the role of strategy in the company's activities; to identify tools for strategic management of the company's activities; to study modern technologies of strategic management of the company.

• In Chapter 2: to provide a technical and economic description of JSC CB PrivatBank; to analyze the tools and technologies of strategic management of JSC CB PrivatBank; to analyze the strategic management of JSC CB PrivatBank in the conditions of war.

• In Chapter 3: to provide recommendations on the formation of strategic management of a commercial bank in modern conditions; to provide proposals on the use of SPACE-analysis to determine the bank's strategy; to identify ways to improve the process of forming the strategic management of a bank by building a decision tree.

4. Plan of qualifying master's thesis

№	Names of work sections
1	THEORETICAL FOUNDATIONS OF STRATEGIC MANAGEMENT
2	ANALYSIS OF STRATEGIC ACTIVITIES OF PRIVATBANK JSC CB
3	WAYS OF IMPLEMENTATION OF MODERN TOOLS AND TECHNOLOGIES OF STRATEGIC COMPANY MANAGEMENT

5. Date of issue of the task September 25, 2024.

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Scientific Adviser ____________ Iryna Denchyk
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ABSTRACT

The qualifying master's thesis contains 87 pages, 8 figures, 12 tables, 2 formulas, and a list of 58 references.

The object of research is the process of introducing modern tools and technologies of strategic management into a company's activities.

The subject of research is the development of methods for incorporating modern tools and technologies of strategic management into a company's operations.

The purpose of the master's thesis is to develop proposals for implementing modern tools and technologies for strategic management in companies.

Tasks of a qualifying master's thesis include:

- to examine the main concepts of strategic management and the role of strategy in a company's operations;
- to identify the tools of strategic management used in company activities;
- to investigate modern technologies for strategic management in companies;
- to provide the technical and economic characteristics of JSC CB "PrivatBank";
- to analyze the tools and technologies of strategic management employed by JSC CB "PrivatBank";
- to evaluate the strategic management practices of JSC CB "PrivatBank" under wartime conditions;
- to provide recommendations for developing strategic management in a commercial bank under modern conditions;
- to propose the use of SPACE analysis to determine the bank's strategy;
- to suggest improvements to the strategic management process by building a decision tree model.

Based on the results of the research, theoretical and practical provisions were formulated, which the author developed into specific proposals for improving the strategic management practices of a commercial bank under modern conditions.

Practical significance: The research provides tools and recommendations that contribute to the effective implementation of strategic management processes. These

tools enhance decision-making, foster resilience, and ensure competitiveness in the global market. The proposed methodologies also support digital transformation initiatives, aligning organizational strategies with technological advancements and market demands.

Year of completion of the qualifying master's thesis: 2024.

Year of defense of the qualifying master's thesis: 2024.

CONTENT

INTRODUCTION

The modern world faces constant challenges, including global climate change, digital transformation and growing geopolitical tensions. These factors impose new requirements on the management of organizations, especially in the financial sector, which plays a key role in ensuring the stability of the economy. The business focus is increasingly shifting to the introduction of innovative tools and technologies of strategic management, which allow us to effectively adapt to rapid changes in the external environment. Globalization, digitalization and increased competition require companies to take a comprehensive approach to management, which covers both internal processes and interaction with the external environment. This is especially relevant in conditions of uncertainty and crisis, when traditional methods lose their effectiveness, and digital technologies, analytical tools and automation become key factors for successful development.

In the conditions of a full-scale invasion, when large-scale destruction of infrastructure, a decrease in economic activity and active migration processes are observed, the efficient operation of the banking system becomes strategically important.

Under the influence of such economic factors as inflationary risks, a reduction in credit volumes and a decrease in investment interest, the implementation of innovative solutions in the banking sector is of particular importance. Application of the latest technologies, focus on client-centricity and improvement of management practices allow financial institutions not only to withstand crisis phenomena, but also to lay the foundations for long-term economic growth.

For Ukrainian companies operating in conditions of war and economic instability, the introduction of modern management technologies not only contributes to the optimization of business processes, but also creates a basis for ensuring competitiveness and stability in the domestic and foreign markets.

The first fundamental research in this field was carried out by such scientists as I. Ansoff, who developed the concept of strategic planning, M. Porter, who proposed models of competitive strategies, and R. Kaplan and D. Norton, who developed a system of balanced indicators. These works created a basis for understanding strategic management as a complex process that includes environmental analysis, long-term goal setting, and strategy implementation.

Modern research is increasingly focused on the use of digital technologies, such as Big Data (analysis of large volumes of data for decision-making); CRM systems (customer relationship management automation); artificial intelligence (development of forecasting models and automation of processes); blockchain (ensuring transparency and security of transactions).

In international studies, attention is paid to how these tools contribute to increasing the effectiveness of strategic management and business competitiveness (for example, the works of M. Bryan, D. Davenport and others).

Ukrainian researchers such as V. Geets, L. Antonyuk and O. Vlasyuk, studied the impact of modern technologies on strategic management in the conditions of a transformational economy. Special attention is paid to the adaptation of business to the challenges of digitalization and globalization. Their work highlights the importance of integrating innovation in the financial sector, industry and agriculture to ensure economic sustainability. At the practical level, the topic is represented by cases of the implementation of innovative tools in the leading companies of the world and Ukraine. In particular, the effects of process automation, the use of cloud technologies and digital platforms for strategic planning are investigated.

Despite a significant amount of theoretical work, there is an insufficient number of applied studies that would systematically evaluate the effectiveness of the implementation of modern tools and technologies of strategic management. This determines the need for further study of the impact of modern technologies on strategic business management, particularly in the context of Ukraine's economic challenges.

The purpose of the study is to develop proposals for the implementation of modern tools and technologies of strategic management of the company.

Achieving the set goal is determined by solving the following tasks:

- consider the main concepts of strategic management and the role of strategy in the company's activities;

- determine the tools of strategic management of the company's activities;
- to investigate modern technologies of strategic company management;
- to provide technical and economic characteristics of JSC CB "PrivatBank";
- to analyze the tools and technologies of strategic management of JSC CB "PrivatBank";
- make an analysis of the strategic management of JSC CB "PrivatBank" in the conditions of war;
- provide recommendations on the formation of strategic management of a commercial bank in modern conditions;
- provide suggestions on using SPACE analysis to determine the bank's strategy;
- determine ways to improve the process of forming the bank's strategic management by building a decision tree.

The object of the study is the process of introducing modern tools and technologies of strategic management into the company's activities.

The subject of the study is the development of ways of introducing modern tools and technologies of strategic management into the company's activities.

The theoretical and methodological basis of the research was the work of leading scientists in the field of strategic management, innovative technologies and digital transformation. The methodological basis of the study was a systematic approach to the study of organizational processes, methods of strategic analysis and forecasting, as well as methods of evaluating the effectiveness of the implementation of innovative technologies, in particular analytical and statistical methods, case studies and modeling of business processes.

The information base of the research was analytical and statistical data, local regulatory acts, educational and scientific literature, data from Internet resources, financial reports of JSC CB "PrivatBank" and materials of periodicals.

The theoretical significance of the study is determined by its contribution to the development of scientific ideas about the influence of modern tools and technologies on the strategic management of companies. The study contributes to the expansion of theoretical approaches to strategic management in the context of digital transformation and technological change, deepening the understanding of how innovative technologies change management strategies and decision-making in organizations. At the same time, it contributes to the systematization of modern tools of strategic management, which allows to theoretically justify their use in conditions of high competition, economic instability and globalization of markets.

Practical recommendations arising from the results of the research allow company managers to make more informed decisions in conditions of economic instability and rapid technological changes, as well as to adapt to new market requirements. In particular, the research contributes to the optimization of business processes, the improvement of personnel and resource management, as well as the creation of more effective development strategies. The results can be used for training and development of specialists in the field of strategic management, as well as for the introduction of innovative technologies into the curricula of business schools and corporate universities. Therefore, the practical significance of the study lies in the provision of tools and recommendations that contribute to the effective implementation of digital transformation strategies in organizations, increasing their sustainability and competitiveness in the global market.

CHAPTER 1
THEORETICAL FOUNDATIONS OF STRATEGIC MANAGEMENT

1.1. Basic concepts of strategic management and the role of strategy in the company's activities

Modern business is developing in the conditions of strengthening globalization processes, which contribute to the interpenetration of economies, technologies and cultures at the international level. In such conditions, company management acquires strategic importance, because it determines the ability of the organization to achieve its goals, adapting to changes. An effective management system that ensures the integration of financial, production, marketing and personnel resources is a key factor in the successful functioning of the company in the conditions of modern challenges.

The dynamics of the modern market, its unpredictability and complexity require companies to use strategic management approaches that allow not only to respond to changes, but also to anticipate them. Strategic management becomes a tool with which organizations can increase their competitiveness, implement innovations and use new opportunities for growth.

Today, strategic management is considered an important component of scientific research that analyzes the adaptive capabilities of business in conditions of global competition and instability. Scientists from different countries deepen the study of this process, offering new methods and models that help companies not only survive, but also thrive in a rapidly changing world.

The concept of strategic management has its roots in the ancient Greek term "strategos", which translates as "general's art" or "military command" [9]. Later, the term was adapted to the field of business, where strategy came to mean the planning and implementation of activities to achieve long-term goals. For the first time, strategic principles began to be actively explored in the middle of the 20th century. A. made a significant contribution to the formation of this concept. D. Chandler, who in his work

"Strategy and Structure" defined strategy as the process of setting long-term goals and adapting the company's structure for their implementation [23, p.132].

The development of this concept was continued by I. Ansoff, proposing a model of the strategic process in the book "Corporate Strategy". He emphasized the key stages of strategic management, such as the formulation of decisions, their adoption and implementation.

Another outstanding researcher, Peter Drucker, emphasized the importance of a future vision, a clear plan of action and a careful formulation of organizational goals as the main elements of success [17]. He emphasized that strategic management is based on the harmonization of goals, resources and organizational processes, which promotes effective interaction within the company and ensures its competitiveness in a dynamic environment.

In the 1970s, K. Andrew proposed a unique approach to strategic management, highlighting two key aspects: strategy formulation as an analytical process and its implementation as a managerial activity. He defined strategy through four main elements:

- Market opportunities are aspects that demonstrate what the company is capable of doing within the external environment.
- Competences and resources are the internal potential of the company, which allows realizing these opportunities.
- Values and aspirations are guidelines that reflect what the company wants to achieve in accordance with its own priorities.
- Social obligations are the company's responsibility to society and its participants, that is, what the company must carry out in order to comply with ethical and legal norms [14].

Table 1.1 provides a generalized view of different approaches to understanding strategic management.

Table 1.1

Definition of the concept of "strategic management" according to different authors

Author	Definition of strategic management
1	2
I. Ansoff	Strategic management is an activity that allows the organization to achieve its goals, meet its internal capabilities and adapt to external conditions by setting goals and objectives and maintaining the relationship between the organization and its environment [14].
I. D. Chandler	Strategy is the determination of the main long-term goals of the organization and the adaptation of actions and allocation of resources necessary to achieve these goals, which also requires organizational changes to achieve effectiveness [26].
Peter Drucker	Strategic management is based on clearly defined goals of the organization, orientation to the future, and the development of specific action programs aimed at achieving these goals [34].
M. Porter	Strategy is an effort to create a competitive advantage through a unique value proposition for customers, use of competitive advantages and adaptation to changes in the environment [37].
R. Kaplan, D. Norton	Strategic management is a management system that includes the construction of a strategy, its measurement and implementation through a balanced system of indicators, which helps to achieve the strategic goals of the organization [42].
T. Cohen, M. Milenger	Strategic management is the process of formulating, implementing and evaluating strategies to achieve the company's long-term goals through effective integration of all business functions and adaptation to changes [34].
G. Mintzberg	Strategic management is a combination of planning and formulation of strategy together with its actual implementation through adaptation and development of the organization at different levels of management [51].

Source: compiled by the author based on materials [14, 26, 34, 37, 42, 51]

K. Andrew emphasized that the strategy is a tool for aligning the company's internal resources with external challenges, which ensures the sustainable development of the organization [25, p.201].

His ideas became the basis for the formation of modern approaches to strategic management. In particular, in 1971, at a conference on strategic management, the results of the implementation of strategic practices in European and American companies were summarized. This event laid the foundation for systematic theoretical research and practical recommendations in the field of strategic management, which remain relevant today.

The appearance of Harvard Business School professor Michael Porter's book "Competitive Strategy" was a key stage in the understanding of strategy as a tool for achieving competitive advantage. His concept of five forces of competition made it possible to analyze the impact of external factors on the company, as well as to develop strategies aimed at maintaining competitiveness. As a result, strategic management came to be seen as a process of adapting to change and managing resources to ensure long-term success.

George Steiner, one of the pioneers of strategic planning, emphasized the importance of defining strategic actions to counter both real and potential threats. He noted that the strategy is a key element of management, which contributes to making informed decisions aimed at the development of the organization [12].

H. Wissema suggested considering strategic management as a style focused on satisfying customer needs and creating competitive advantages. He emphasized the importance of effective communication and decision-making that allows for flexible adaptation to changes and the achievement of company goals through the integration of strategic approaches at all levels of the organization.

Henry Mintzberg in the work "Rise and Fall of Strategic Planning" proposed a dynamic approach to strategy, emphasizing that it is often formed in an evolutionary manner, in response to business realities [15]. He emphasized that initial plans can change during the implementation process, allowing the company to adapt to new conditions and create more effective behavior patterns.

Michael Mescon developed a step-by-step approach to strategic management that includes mission definition, goal formulation, environmental analysis, resource assessment, and strategy implementation. His methodology ensures structure and systematicity in the process of strategic planning.

I. Thompson and D. Strickland proposed five key tasks of strategic management: setting goals, developing and implementing strategy, evaluating results and correcting actions. They emphasized the importance of combining strategic and financial goals to achieve competitive advantages.

Ukrainian researchers, in particular Z. Shershnyova and S. Oborska, emphasize the need for a systematic approach to strategic management, highlighting successive stages from the analysis of the environment to the implementation of the chosen strategy. Vasylenko V.A. and Tkachenko T.I. emphasize the dynamic nature of strategic management, which involves constant adjustment of actions depending on changes in external conditions.

L.M. Kish offers an algorithmic approach that helps companies formulate effective strategies through a sequence of steps aimed at analysis, planning and implementation, ensuring flexibility and effectiveness in today's changing business environment. K. V. Pastuh, in turn, offers a simplified model of strategic management, which provides a practical approach to strategy implementation in conditions of constant change (Fig. 1.1).

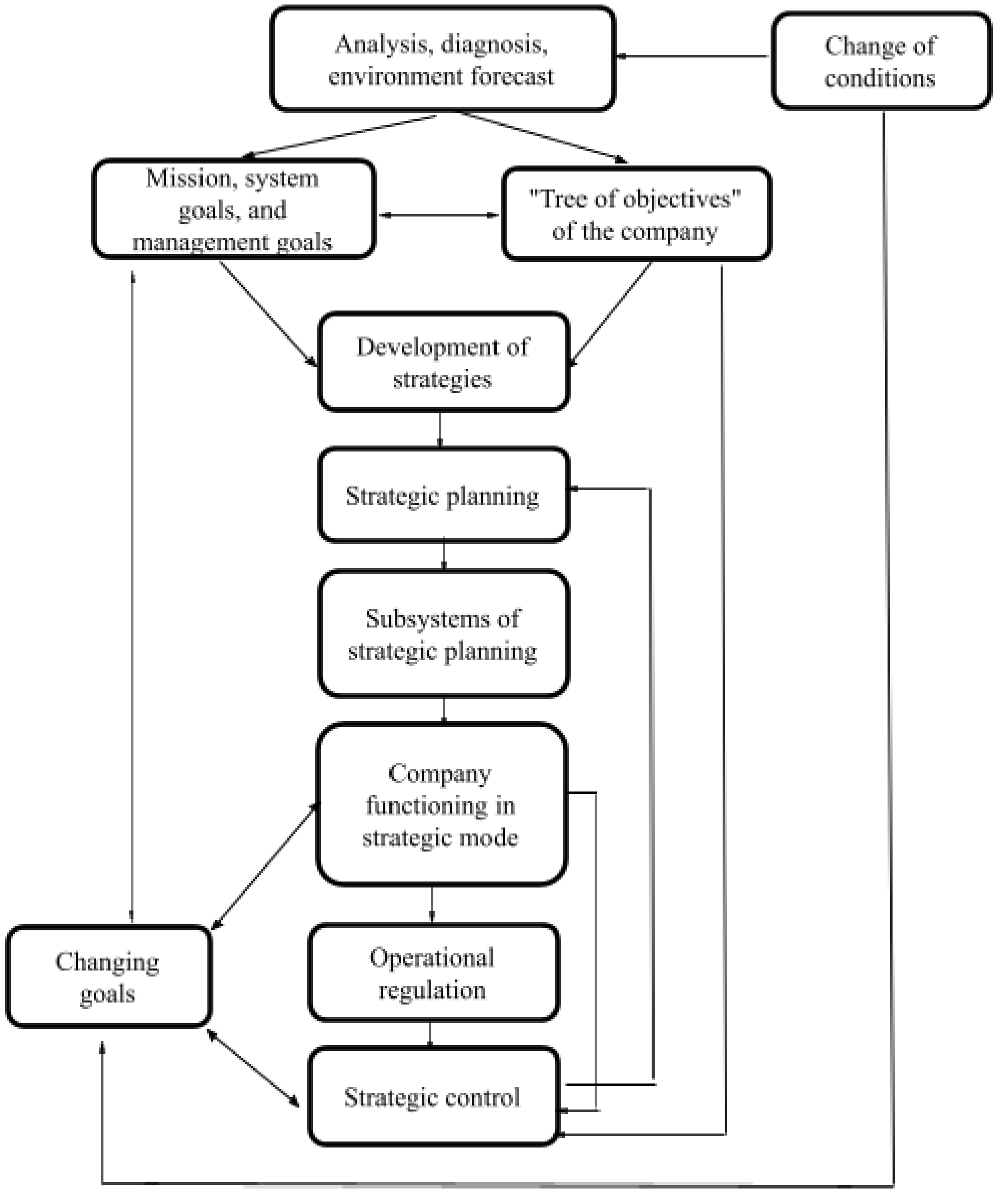

Fig. 1.1. Scheme of strategic management

Source: compiled by the author based on materials [51]

O.V. Lytvynenko notes that the classic model of strategic management involves a step-by-step approach, which includes the following key stages: analysis of the external environment and internal capabilities of the organization; definition of mission, vision and strategic goals; development of strategy options and their evaluation according to the main performance criteria; choosing the optimal strategy that meets the goals and resources of the organization; creation of a strategic plan, which includes programs, projects, budgets, organizational measures and control mechanisms; verification of compliance of the strategy with the corporate culture; as well as its further implementation and adaptation to changes in the external environment [9].

In general, the analysis of the approaches of these and other researchers to the definition of essential aspects of strategic management shows that the complexity and variability of organizations significantly complicate the creation of a universal model of the strategic management process (Fig. 1.2).

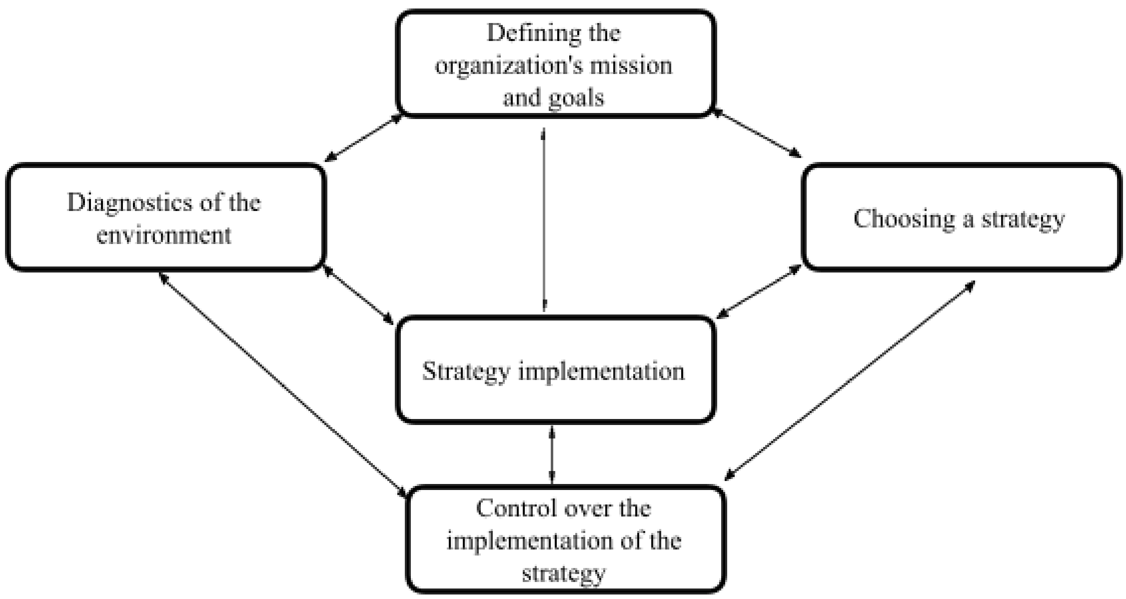

Fig. 1.2. The process of strategic management of the company

Source: compiled by the author based on materials [34]

The main idea of strategic management is the need to take into account the relationship between the external and internal environment when forming the goals of the organization. The strategy is a key tool for achieving these goals, and its effective implementation requires that all processes in the company are aimed at strategic orientation. Strategic management is a comprehensive approach that combines clear goal setting with flexibility that allows the organization to adapt to changes, analyze available resources, and ensure the achievement of set goals through the implementation of strategic plans.

In a simplified form, strategic management can be described as a continuous process of analyzing external and internal factors, developing strategies and their implementation. Managers form long-term plans, set specific goals, take into account key aspects of the environment, develop ways to achieve the desired results and ensure their implementation, constantly adapting the company's actions to changes.

Despite the variety of approaches to the structure of strategic management, a common feature of all models is attention to such stages as defining the mission and goals of the organization, analyzing the external and internal environment, forming strategies and developing action plans. At the same time, the stages of the strategic process are often interconnected, and their sequence may change in response to new challenges and conditions.

Strategic management is a constant and dynamic process that takes into account both market changes and internal transformations in the organization. Success depends on a company's ability to adapt to challenges, using its resources and internal capacity to achieve goals. Strategic analysis in this context is an important tool that allows you to identify opportunities, reduce risks and make the most efficient use of available resources.

Thus, strategic management is critical for the long-term development of organizations, as it allows them to quickly respond to changes, remain competitive and succeed even in difficult and volatile market conditions.

1.2. Tools of strategic management of the company's activities

Strategic management acts as a kind of foundation or basis of the functional structure of the company's management system.

"Strategic management is the process of creating and maintaining strategic correspondence between the company's goals and its capabilities, which involves a set of actions and decisions for the development and implementation of a strategy" [1, p. 58]. Strategic management is based on the use of various tools that help organizations analyze the environment, form goals, develop effective strategies and adapt to changes.

In management theory, a method is understood as a set of methods or methods of purposeful influence of the management subsystem on the managed object with the aim of establishing the most effective order of using various kinds of resources to achieve the set tasks.

A strategic management tool is an analytical construct that, by initiating changes and innovations in the organization, enables it to realize planned results in the long term, and to resolve emerging contradictions. Moreover, we note that the very concept of strategic management tools is not singled out in any of the sources from the studied issues. This, in turn, creates an atmosphere of freedom of choice for them. Thus, some authors refer to strategic tools as strategic analysis, planning, strategy formation and implementation, strategic control, while in the scientific literature they are mostly considered as stages of the strategic management process or as management functions.

In other words, strategic management tools are a set of methods and methods used in the process of making and implementing management decisions. The main tools are:

1. SWOT analysis is one of the most common tools that allows you to identify the strengths and weaknesses of the company, as well as to assess the opportunities and threats in the external environment. It serves as a basis for developing strategies that provide competitive advantages. A SWOT analysis makes it possible to identify the strengths on which the company can rely, to determine its weaknesses and methods of their elimination. With the help of the analysis, possible threats are predicted, which

makes it possible to develop ways to combat them and minimize risks in a timely manner. In the same way, opportunities are highlighted that, with the adoption of the right management decisions, can help the company to expand its activities, enter new markets, and attract a larger number of consumers. SWOT analysis plays an important role when assessing the company's competitiveness, allowing to determine priority areas of development and ensuring long-term competitiveness [4].

The expanded SWOT analysis matrix allows you to see a comprehensive picture of the company's state and formulate more reasonable strategic decisions. With its help, specific strategies are developed, in which the basis is to maintain strengths, overcome weaknesses, use opportunities and minimize risks [5].

2. PESTEL analysis – used to analyze the company's external environment, taking into account political, economic, social, technological, environmental and legal factors. This tool helps to assess how changes in the macro environment affect the organization's activities.

3. Matrix models:

- The BCG (Boston Consulting Group) matrix allows you to evaluate a company's portfolio of products or services according to two parameters: market growth rates and market share.
- The GE/McKinsey matrix helps to determine market attractiveness and competitiveness of business units.

4. Porter's Five Forces - this model analyzes the competitive environment of a company, taking into account five main forces: the threat of new competitors, the power of suppliers, the power of buyers, the threat of substitutes and the level of internal competition in the industry.

5. Key performance indicators (KPI) – used to evaluate the implementation of strategic plans by establishing clear quantitative and qualitative indicators. KPIs allow you to track progress in achieving strategic goals.

6. Analysis of the value chain (Value Chain Analysis). Methodology for evaluating the main and auxiliary processes of the company in order to identify areas that create the greatest value for consumers.

7. Scenario planning – helps predict possible future scenarios of the environment and develop strategies for adaptation to different conditions.

8. The Balanced Scorecard (BSC) is a tool that allows you to evaluate the company's performance through four aspects: financial performance, interaction with customers, internal business processes, and training and development.

9. Analysis of competitors - focuses on gathering information about competitors, evaluating their strategies, strengths and weaknesses, which allows you to form your own strategy to achieve advantages.

10. Innovative methods - the use of modern technologies, such as Big Data, artificial intelligence or automation, allows for more efficient management of resources and discovery of new opportunities.

The application of strategic management tools provides the company with the opportunity to navigate in a dynamic environment, develop effective strategies and maintain its competitiveness in the long term. The choice of tools depends on the goals of the organization, its resources and the industry in which it works [2, p. 66].

Strategic methods and tools have the character of general action and are used in those areas where new approaches are needed, where environmental changes force us to constantly seek solutions to new problems.

Today, several basic tools and methods of strategic management come to the fore. This is a balanced system of indicators, controlling, management tools based on the principles of total quality control (TQM). The main criteria for their selection were multidimensionality, multifunctionality, and complexity.

The balanced system of indicators (ZSP, BSC) appeared in the early 1990s. as a tool for managing dynamically developing companies. It provides management with a universal mechanism that interprets worldview and strategy through a set of interrelated indicators grouped in four different directions: finance, customers, internal business process, training and professional development. This increase allows, in turn, "to achieve a balance between long-term and short-term goals, between desired results and factors for their achievement, as well as between hard objective criteria and softer subjective indicators" [13].

Most often, the system of indicators is attributed to controlling, thereby expanding the palette of its tools. Meanwhile, the creators of ZSP R. Kaplan and D. Norton express their disagreement with this and indicate that, in their experience, the greatest success has been achieved by those companies and organizations that have formed a new management system using this method, which makes it possible to create a strategy-focused company. The more organically ZSP is integrated into the general system of management and reporting of the business entity, the greater the probability of successful practical transfer of the strategy into the daily activities of its customers, employees and partners.

The balanced scorecard is a universal tool that confirms its basis on such widely known and popular methods as the value chain (M. Porter), business process reengineering (M. Hammer and D. Champi), quality management (E. Deming) , key competencies (S. Prahalad), learning organization (P. Senge).

Among the strengths of ZSP, we can single out: consistent tracking of strategy implementation; supplementing financial indicators with non-financial, future-oriented ones; concentration on strategic and decisive goals in terms of competition; multidimensionality of the system of goals and dimensions with reference to perspectives; cause-and-effect relationships between goals as an aid in management; an interdisciplinary and hierarchical communication process; cascading to hierarchical levels up to personal ZSP; flexibility.

The high popularity of the tool led to the appearance and spread of its modifications. Yes, based on ZSP K. Hubert Rampersad developed his Universal Score System (TPS) [21].

Controlling as a phenomenon in the theory and practice of modern management arose in the 1980s. at the junction of economic analysis, planning, management accounting and management. In a broad sense, controlling is a system of ensuring the survival of the enterprise in two aspects: in the short term - profit optimization, in the long term - preservation and maintenance of harmonious relations and relationships with the natural, social and economic spheres.

The strengths of controlling include: system integration of various aspects of managing business processes; identification and elimination of weak points; availability of early prevention indicators; informational and consulting support for the adoption of management decisions, shortening the time of providing information, increasing its reliability; continuity of assessment of various aspects of the company's activities.

Total quality management (TQM) is a fundamentally new approach to the management of any organization aimed at continuous improvement. TQM is based on the participation of all members of the business entity (personnel in all divisions and at all levels of the organizational structure) and is aimed at achieving long-term success by meeting the demands of the population and obtaining benefits for both company employees and society in general.

The main elements of TQM, which are also its principles, include: involvement of top management; emphasis on the needs and wishes of external and internal consumers; universal participation in work; attention to processes; constant simultaneous improvement of products, personnel, company; basing decisions on facts.

The final choice of a strategic management tool (method) for the organization will be determined by the degree of its compliance with the requirements of sustainable development, for which such features as strength, viability, perspective, and optimality are important.

Consistency of processes, actions, elements, interests of all its participants, partners, which is implemented on the basis of compromise solutions, is a defining element of sustainable development. This involves minimizing conflict situations, contradictions. In the ZSP, the solution to this problem lies in the very logic of its creation, which is why the concept does not provide for mechanisms for resolving existing conflicts. Each stage of development of the system of indicators involves the involvement of a larger number of people in an open discussion with the aim of forming in them an understanding of the future appearance and way of acting of the enterprise, its prospects.

In order to implement visibility throughout the entire space of the company, the process of cascading ZSP is initiated. It ensures bringing the strategy to the lower levels of the organizational hierarchy, which makes it possible to convey the necessary information to all employees in the best possible way, to significantly reduce their resistance to the implementation of strategic maps, and to increase the degree of motivation. This improves the quality of the strategic management system, as it ensures the synchronization of business processes, the consistency of current operations with long-term guidelines and the increase in the probability of successful implementation of the latter. At the same time, the decomposition of the joint venture assumes that the company has already determined the optimal organizational structure, which makes it possible to more effectively use internal and external competence, accumulated knowledge and experience.

In strategic controlling (SC), decisions concerning the entire enterprise are formulated at the level of top management, moreover, the choice of the main indicator comes from the need to satisfy its goals. At the same time, there is no well-developed mechanism for their adaptation to all interested groups (primarily to final performers). Accepted ideas are planted from above without any prior discussion in the form of orders, orders, instructions.

The lack of agreement regarding the main vectors of the company's development causes employees to resist such decisions, their creative activity decreases; execution of operations takes place without taking into account the personal contribution to the achievement of the set goals, which have not become general, unified.

In TQM tools, with the help of horizontal and vertical communications, a sense of involvement in a common cause and decision-making is formed among the staff, the coherence and coherence of processes and actions increases.

Today, sustainable development is understood as a synthesis, co-evolution of several types of sustainability: mainly social, ecological, economic, that is, it is described as a system of some of the most essential and significant components, coordinated, balanced in time, according to the rhythm and course of movement. In ZSP, this provision is implemented due to the need to take into account all important (relevant) aspects of activity from the point of view of the main goal, which are called perspectives, angles, projections. They represent thematic sections of the company's strategy. Consideration of prospects involves the implementation of an equal, balanced approach in order to avoid a violation of integrity in the perception of the company and failure in the implementation of the mission and vision.

In TQM tools, the analysis of the impact of the resulting factors on the results occurs throughout the quality chain or loop.

In the context of sustainable development, there is a problem of determining the future state of the socio-economic system, its formalization and the introduction of a universal measure of its measurement, as a practical necessity for tracking progress in achieving the planned results. In the ZSP format, it looks like this:

- reduction of ideas about the future of the business entity to the definition of strategic indicators that measure strategic goals within the framework of perspectives, indicating their target values; there is no practice of forming a single indicator, in connection with which it is proposed to supplement the ZSP with an integral assessment, on the basis of which it is possible to judge the degree of realization of the mission of the research object;
- monitoring the implementation of goals in all strategic perspectives;
- the presence of a mechanism for warning about possible changes in the environment by including in the strategic map non-financial indicators that reflect the relations of the business entity with consumers, competitors and other counterparties.

In the table 1.2 provides a comparative analysis of the main tools of strategic management.

Table 1.2

Comparative analysis of the main tools of strategic management

Tool	Purpose of use	Advantages	Disadvantages	Scope of application
1	2	3	4	5
SWOT analysis	Assessment of strengths and weaknesses, opportunities and threats	Ease of use, versatility	Subjectivity of assessments, surface analysis	Development of a general strategy, assessment of market positions
PESTEL analysis	Analysis of the external environment (political,	Deep understanding of the macro environment	Does not take into account internal factors	Strategic planning, entering new markets

	economic, social, technological factors)			
BCG matrix	Assessment of the business portfolio by market growth rates and market share	Clear visualization, portfolio management support	Limitation within two criteria does not take into account synergy between products	Product management, resource allocation
Porter's analysis of competitive forces	Analysis of industry competition	Identification of key competitive advantages, increased understanding of the industry	Lack of attention to market dynamics, difficulty in adapting to different conditions	Development of a competitive strategy
Balanced Scorecard (BSC) Balanced system of indicators	Integrating strategic and operational goals through performance measurement	Maintains the connection between strategy and daily activities	The complexity of implementation, the need for regular data updates	Strategic control, performance evaluation
OKR (Objectives and Key Results)	Setting goals and key results	Flexibility, focus on achieving specific goals	The need for constant monitoring can demotivate because of inflated goals	Project management, setting short-term goals
Porter's Value Chain	Value chain analysis	Identifying competitive advantages in internal processes	Does not take external factors into account, can be difficult for small businesses	Optimization of business processes, cost management
Strategic controlling	Monitoring and adjustment of strategy implementation	Allows you to monitor progress, increases adaptability to changes	Requires significant resources for data collection and analysis	Assessment of the implementation of strategies, adjustment of plans
Total Quality Management (TQM)	Improving the quality of products and processes through the involvement of all employees	Increases customer satisfaction, reduces costs for correcting errors	It requires significant changes in the corporate culture, and takes considerable time to implement	Quality management, creating a competitive advantage

Source: compiled by the author based on materials [2, 13, 21]

The presented tools of strategic management provide a wide range of approaches for analysis, planning, implementation and control of strategies in different organizational contexts.

1. Variety of functions:

Each tool focuses on certain aspects of management - from the analysis of the external environment (SWOT, PESTEL) to quality management (TQM) and monitoring the implementation of strategies (strategic controlling). This allows organizations to choose the appropriate method depending on their specific needs.

2. Versatility and flexibility:

Tools like the Balanced Scorecard and OKR help integrate strategic goals with operational processes, making management more systemic. At the same time, analytical methods, such as the BCG matrix or Porter's value chain, support the optimization of portfolios and internal processes.

3. Limitations and challenges:

While each tool has its own merits, most require significant resources to implement, analyze, and maintain. In addition, the effectiveness of their use depends on the qualifications of personnel and the availability of reliable data.

4. Fields of application:

The tools can be used both individually and in combination. For example, SWOT and PESTEL are appropriate to use at the stage of strategic analysis, while TQM or strategic controlling is used to ensure the effectiveness of strategy implementation.

To achieve the maximum result, companies should combine several tools, taking into account their strengths, as well as adapt the selected approaches to the specifics of the organization and the market.

1.3. Modern technologies of strategic company management

The results that the organization seeks to achieve over a multi-year period are its long-term goals. These goals typically include some or all of the following aspects: profitability, return on investment, competitive position, technological leadership, productivity, employee relations, social responsibility, and employee development.

To be highly effective, each goal must be specific, measurable, achievable, and aligned with other corporate goals. Most researchers and strategic analysts endorse scientific evaluation, in which strategic managers are encouraged to systematically assess the firm's external environment and evaluate the pros and cons of multiple alternatives before formulating a strategy.

The business environment is seen as largely objective, amenable to analysis and largely predictable. Therefore, strategic managers must follow a systematic process of analyzing the external environment, competitive environment and internal environment and build the organization's strategy on this foundation.

According to this point of view, strategic managers should be trained, highly qualified analysts, able to study a huge amount of objective data and turn them into the desired direction of development for the company. Strategist scholars tend to minimize or dismiss the role of imagination and creativity in strategy development and are generally not open to alternatives arising from any process other than a comprehensive analytical approach.

According to the artistic view of strategy, the lack of predictability of the environment and the rapid pace of change make careful strategy planning unreliable at best. Instead, strategists must use large amounts of creativity and intuition to develop a comprehensive strategy for the firm. Creativity and innovation are important and encouraged, but they are most likely to translate into organizational success when they are part of a comprehensive, systematic approach to strategic management [32, p.201].

Competitors almost always copy ideas that work. Thus, the task is to create sustainable competitive advantages. This is exactly what the strategy is aimed at - to such a position in the market that the company can not only receive a higher profit margin than its competitors, but also is able to maintain the position for a long period of time.

Modern technologies of strategic management of the company are focused on the use of digital tools, process automation, big data analytics and implementation of innovative approaches for making effective decisions. In the table 1.3 shows the main directions of such technologies.

Table 1.3

Technologies of strategic management

Technology direction	Description	Examples and benefits
1	2	3
Digital analytics and AI	Using big data, artificial intelligence and machine learning for forecasting and analysis	Big Data, AI, Machine Learning, Augmented Analytics – automation and forecasting
Cloud technologies (Cloud)	Access to data in real time, flexibility in business scaling	Integration of business platforms, remote work support, process optimization
Strategic planning tools	Systems for integration and process management	ERP, CRM, BI platforms – automation of financial and operational management, data analysis
Internet of Things (IoT)	Data collection and monitoring from devices	Asset tracking, supply management, production process monitoring
Digital transformation of business	Integrating digital technologies to improve business processes	Mobile applications, chatbots, omnichannel - increasing interaction with customers
Flexible management methods	Approaches for rapid adaptation of strategies to environmental changes	Agile, Scrum, Kanban – efficiency, team involvement, fast feedback
Cyber security technologies	Data protection and transparency of operations	Blockchain, cyber protection systems – reducing the risks of data loss or compromise
Virtual and augmented reality (VR/AR)	Modeling solutions, trainings, presentations	Virtual training, demonstration of new products, creation of virtual environments for strategy analysis

Source: compiled by the author based on materials [23, 15, 41]

1. Digital analytics and artificial intelligence (AI):

- Big Data: analysis of large data sets to identify trends, behavioral patterns of customers and optimize processes.

- AI and Machine Learning: forecasting market changes, automation of operational decisions, personalization of services.

- Augmented Analytics: A combination of AI, ML and analytics platforms to automate routine strategic decisions.

2. Cloud technologies (Cloud Computing):

- Support for real-time data access.
- Ensuring flexibility in scaling business processes.
- Integration between different business platforms to optimize strategic management.

3. Tools for strategic planning:

- ERP systems (Enterprise Resource Planning): integrate financial, production and management planning.
- CRM-systems (Customer Relationship Management): management of interaction with customers to increase the effectiveness of sales strategies.
- BI platforms (Business Intelligence): tools for analyzing and visualizing data that support strategic decision-making.

4. Internet of Things (IoT):

- Data collection from devices for supply chain management, production and performance monitoring.
- Using sensors to track assets and reduce operational risks.

5. Digital transformation of business:

- Integration of digital technologies in all aspects of the company's work to create new management models.
- Use of digital platforms to increase interaction with customers (mobile applications, chatbots, omnichannel).

6. Flexible management methods (Agile, Scrum, Kanban):

- Rapid adaptation of strategies to changes in the external environment.
- Involvement of employees in the decision-making process.
- Constant feedback with clients and teams.

7. Cyber security technologies:

- Ensuring the protection of data used for strategic planning.

- Implementation of blockchain technologies to increase the transparency of business operations.

8. Virtual and augmented reality (VR/AR):

- Conducting trainings, presentations of new products and virtual modeling of strategic management solutions.

Modern technologies of strategic management allow companies to be flexible, adapt more quickly to market changes, make informed decisions and gain a competitive advantage. Successful implementation depends on the company's readiness for digital transformation and integration of new technologies into corporate culture.

Research shows dramatic increases in both employee and business productivity when goals are aligned [54]. One of the principles of Agile work is that people and their effective and comfortable professional interaction are valued more than processes and tools for achieving goals. Scrum is characterized by the selection of a team so that the number of participants is 5-9 people and each of them has more than one professional competence, everyone should be self-organized and able to take responsibility. Despite the fact that this is often attributed to the disadvantages of the system (it is difficult to choose such a team), but under the condition of mutual interest in the project, with successful work earlier, such a team can achieve high efficiency.

Research shows that qualitatively visualized information makes it possible to better convey the strategy to the employees of the organization [60]. The visual and widespread method of kanban boards is very convenient for evaluating the current state of the project, completed and future tasks. This enables all team members to visualize the scope and progress of work. The essence of kanban is to limit the volume of unfinished work and achieve maximum efficiency (or speed). Most often, unfinished business is postponed and delayed, then disrupting deadlines (which is prohibited in kanban). It is important to pay attention to the creation of a single informational and conceptual field in which different departments can communicate in the same language. This is important because strategic terms and concepts can be ambiguously interpreted and cited [8].

The realization of the possibilities of the process approach in the strategic management of a modern organization requires the solution of a number of significant methodological issues, including the technology of alternative selection of target indicators, their metrics and indicators, taking into account the stage of the life cycle of the organization, the ownership structure, key success factors of the industry, other factors [19]. Given the mission and goals, after analyzing the company's strengths and weaknesses, as well as environmental opportunities and threats, strategists should begin to develop possible alternative strategies. There are various strategic options for achieving this or that goal. The purpose of considering different strategic options is to adopt the most suitable strategy. This makes it necessary to evaluate strategy alternatives according to certain criteria: suitability, feasibility, acceptability.

In the conditions of the modern course on globalization, internationalization and cross-cultural companies, the exchange of experience with foreign managers allows you to gain advanced knowledge and skills in your activities. Transnational strategic management combines the advantages of both national and global strategies. It aims to emphasize regional (national) specificity and increase national interest, while standardizing operations across regions and countries to achieve economies of scale. Successful transnational strategies are built on a strong shared vision of private (national) aspects and an equally strong operational infrastructure that is shared across countries. This requires significant investment in infrastructure and management resources [11].

It can be assumed that strategy formulation and implementation, which are the two main aspects of strategic management, have many advantages.

1. Financial benefits. Based on empirical research and logical analysis, it can be concluded that the impact of strategic management is mostly reflected in the improvement of financial indicators in terms of profit and growth for companies with developed strategic management systems that have a significant impact on both planning and strategy implementation.

2. Advanced problem prevention capabilities. This is likely the result of encouraging the attention of subordinates who are alerted to the needs of strategic planning to assist managers in their strategy monitoring and forecasting activities.

3. Improving the quality of strategic decisions due to group interaction. The process of group interaction for decision-making contributes to the generation of alternative strategies and better selection of options due to the exchange of opinions and competencies of group members. In this way, the best alternatives are likely to be selected and action taken.

4. Increasing employee motivation. Involving employees or their representatives in formulating the strategy leads to a better understanding of the priorities and operations of the reward system. In addition, they better appreciate the reward-for-performance relationship inherent in the strategic plan.

5. Reduction of gaps and duplication in activities. When formulating a strategy, there is a better understanding of the responsibilities of individuals and groups. Role differentiation, which exists by definition, should reduce gaps and overlaps in the activities of groups and individual employees.

6. Minimal resistance to change.The advantage of acceptability of change with minimal resistance is also likely to result from a team-wide participation in the strategy development process, as there is a greater awareness of the rationale for choosing a particular option and the alternatives available. The uncertainty associated with change is also removed in the process, and resistance to change becomes harmless.

It is worth emphasizing once again that maximum efficiency can be achieved only under the condition of a comprehensive approach - strategy design, organization and implementation of various methods, strategic control and analysis of all results. All this is included in the Schuhart-Deming cycle (PDSA - Plan-Do-Study-Act). Only complex and constant actions will be the key to success in today's world. Thus, according to the results of a survey of 2,000 managers of large companies, the following information was obtained (Fig. 1.3) [61].

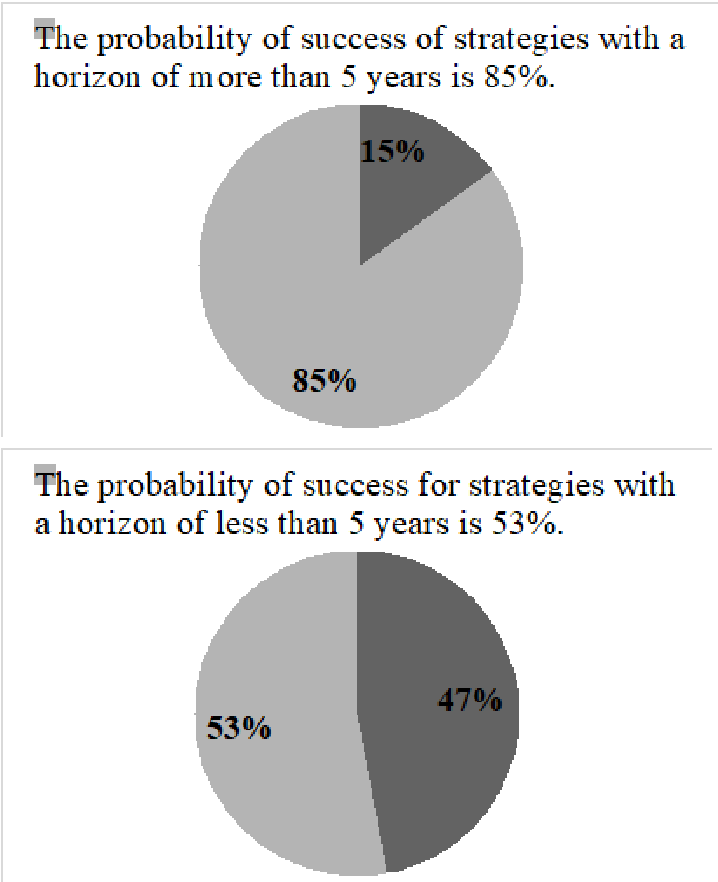

Fig. 1.3 Comparison of the success of strategies depending on their term

Source: compiled by the author based on materials [61]

As can be seen from these figures. 1.3, the most successful are companies that plan their activities for more than 5 years (only 6% of organizations). Such a small percentage is connected with managers' low awareness of the need for planning, with a low level of competencies of employees in analytics, and with reluctance to invest resources (financial, personnel, technical).

In addition to making decisions faster and more effectively, capitalizing on opportunities and directing work, strategic management helps reduce costs, motivate and encourage employees, counter threats or, better yet, turn those threats into opportunities, predict likely market trends, and improve overall productivity. Effective strategic management constantly plans, monitors and tests the activities of the organization, which leads to increased operational efficiency, market share and profitability. Only 6% of organizations form a strategy for more than 5 years, but at the same time, their probability of success is 22% higher than those who plan for 5 years or less.

Information technologies and programs are a resource for reducing time and labor costs for operational work, as well as promising tools for analytics and automation of many processes.

CHAPTER 2
ANALYSIS OF STRATEGIC ACTIVITIES OF PRIVATBANK JSC CB

2.1. Technical and economic characteristics of JSC CB "PrivatBank"

JSC CB "PrivatBank" is a leading bank of Ukraine, which occupies a key position in the country's financial system. Founded in 1992 in Dnipro, PrivatBank quickly evolved from a regional institution to a leader in the banking sector, gaining the trust of millions of customers. In 2016, the bank was nationalized, which was a turning point in its history, providing it with additional stability and strategic support from the state. Today, PrivatBank remains the largest bank in Ukraine in terms of assets, number of customers, branches and ATMs.

The bank offers a wide range of services for individuals, including deposits, loans, payment cards, insurance, as well as remote banking services. The "Privat24" mobile application, which allows you to carry out banking transactions quickly and conveniently, has gained particular popularity. This service includes money transfers, utility payments, deposit opening and many other functions. The implementation of such solutions made PrivatBank a leader in digital transformation in the financial sector of Ukraine.

For business, PrivatBank offers a wide and diverse set of financial products covering the needs of entrepreneurs of all levels — from small and medium-sized businesses to large corporations. The bank provides such services as settlement and cash service, which ensures the convenience and efficiency of payments and cash transactions for enterprises, as well as bank guarantees, which enable businesses to fulfill obligations to counterparties with a guarantee of performance. In addition, "PrivatBank" offers letters of credit, which are an important tool for international settlements, in particular in trade and import-export. For businesses that need to process cash, a cash collection service is available, which guarantees the safety and efficiency of cash transactions.

A special place in the bank's offers is occupied by various forms of lending, which include both classic bank loans for business development and specialized financial instruments to support entrepreneurs in conditions of economic instability. These can be credit lines for replenishing working capital, investment loans for business scaling, as well as programs for small and medium-sized enterprises (SMEs), which are provided on preferential terms. Loans for support in crisis conditions are especially relevant, when a business needs quick financial assistance to support operational activities.

In addition, "PrivatBank" actively implements payment automation and financial management platforms, which allows enterprises to more effectively manage their financial flows, reducing the costs of management functions and minimizing the risks associated with the human factor. The platforms include integration with accounting software, automation of payments with suppliers, management of tax obligations, as well as convenient interfaces for monitoring financial indicators in real time. This allows businesses to quickly respond to changes in market conditions, quickly adjust strategies and improve financial stability.

Thanks to the constant improvement of its products and services, PrivatBank is a reliable partner for businesses that not only offers traditional banking tools, but also provides additional support in the form of financial management consulting and cost optimization. The bank actively cooperates with entrepreneurs, providing them with modern tools for business development even in difficult economic conditions, which makes it an important factor for successful business development in Ukraine.

The organizational structure of "PrivatBank" is aimed at maximum efficiency and speed of decision-making. The bank has an extensive network of branches, ATMs and self-service terminals, which allows it to serve customers even in the most remote corners of the country. In addition, the focus on digital services and online banking allows customers to access financial services from anywhere in the world.

"PrivatBank" is actively engaged in the implementation of socially responsible initiatives aimed at improving the quality of life of various groups of the population of Ukraine. The bank supports a wide range of projects in the fields of education, charity, ecology and social protection, which makes it not only a financial institution, but also an important participant in the public life of the country.

One of the key directions of the bank's social activity is the support of educational programs. "PrivatBank" organizes and finances projects to improve financial literacy among young people. For example, educational trainings and seminars help schoolchildren, students and young professionals gain knowledge about financial management, responsible use of credit, investing and budget planning. Such programs contribute to the formation of a financial culture among the new generation, which has a positive impact on the country's long-term economic stability.

The bank also supports programs for veterans and war victims. This includes financial assistance, special credit conditions, adaptation programs and training courses that help veterans integrate into peaceful life and start their own business. Such initiatives are aimed at strengthening social stability and supporting those who defended Ukraine.

In the field of charity, "PrivatBank" implements projects aimed at helping orphans, low-income families and the elderly. For example, the "Save Life" program allows bank clients to make charitable contributions to support seriously ill children. Every year, the bank organizes charity events, such as fundraising for children's hospitals or the purchase of necessary equipment for medical institutions.

The bank pays special attention to environmental initiatives. "PrivatBank" supports greening projects in urban areas, organizes environmental campaigns aimed at reducing the amount of plastic and implementing waste recycling programs. In addition, the bank actively implements the principles of environmental responsibility in its activities, in particular, it uses energy-efficient technologies in its branches and promotes the transition of customers to paperless operations through digital services.

"PrivatBank" is also the initiator of various social events, such as sports competitions, cultural festivals and events to support the community. This helps to strengthen social ties and increase the level of involvement of citizens in active social life.

Thanks to a wide range of social initiatives, PrivatBank demonstrates its commitment to the principles of corporate social responsibility, contributing not only to the financial, but also to the social development of the country. His activity in this area is a significant contribution to creating a better future for Ukrainian society.

In addition to social responsibility, the bank actively applies an innovative approach to business, introducing modern technologies and adapting to new challenges. The use of digital platforms and the automation of banking processes make it possible to provide customers with high-quality services, reduce operating costs and increase work efficiency. Such services as mobile banking, online payments, accounting automation for business, as well as personalized offers based on data analysis, have made PrivatBank a leader in the field of innovation.

Stability and trust of customers is another key advantage of the bank. In difficult economic conditions caused by both internal and external factors, "PrivatBank" retained its ability to quickly adapt and provide financial support to citizens and businesses. The reliability of the bank is confirmed by its ability to quickly respond to crises, implement special lending programs, debt restructuring and public support.

Thanks to its focus on customer needs, the bank successfully builds long-term relationships with individuals and legal entities. Its customer-centric model involves regular updates of products and services based on customer feedback. This approach allows the bank to remain relevant in the market, attract new users and maintain the loyalty of existing ones.

The role of the bank in strengthening the financial system of Ukraine is decisive. As the country's largest bank, PrivatBank supports the stability of the national economy through active participation in state and socio-economic projects. Its activities are aimed not only at providing financial services, but also at supporting macroeconomic stability, attracting foreign investments and developing the domestic market.

The bank's strategic focus on the development of innovations and digitalization guarantees its leadership position in the long term. Thanks to the systematic introduction of new technologies, increased customer service and active participation in social and environmental projects, "PrivatBank" not only maintains its position on the market, but also sets new standards for the entire banking industry in Ukraine.

Thus, the combination of innovation, social responsibility and effective management makes PrivatBank a unique example to follow. His contribution to the development of the country's financial and social spheres is significant, and his focus on the future ensures stability and success in the dynamic world of modern business.

The next stage of the research includes the analysis of the main indicators of JSC CB "PrivatBank" activity (Table 2.1).

Table 2.1

Key indicators of the commercial activity of JSC CB "PrivatBank" for the period 2019-2023, million UAH.

Indicators	Period					Deviation, million UAH				
	2019	2020	2021	2022	2023	20/19	21/20	22/21	23/22	23/19
1	2	3	4	5	6	7	8	9	10	11
Indicators of the financial statement										
Assets	278248	309923	382725	401496	540796	31875	72802	18971	139500	262748
Obligation	246784	255394	329900	334881	482807	8810	74706	4981	148326	236423
Own capital	31664	54729	52825	66815	57989	23265	-1904	13890	-8826	26525
Client funds	231255	240821	312908	325503	472170	9766	72287	12795	146867	241115
Credit resources and advances to customers	50340	59744	55221	68418	68284	9604	-4723	13397	-235	18144
Cash and cash equivalents	27560	45894	50111	52835	96580	18734	4217	2924	43745	69220
Indicators of the statement of profit or loss										
Interest income of the bank	16952	19867	18961	23417	20642	3115	-917	4656	-2975	3890
Interest expenses	14202	14374	12161	6737	3966	273	-2413	-5624	-2971	-10436
Net interest income	2950	5693	6800	16880	16876	2943	1507	9880	-6	14126
Income from commissions	19790	24775	27849	35257	33145	5185	3274	7608	-2312	13555
Commission expenses	4602	6586	8888	11840	12705	2184	2702	2952	766	8303
Net commission income	15388	18389	18961	23317	20640	3201	673	4656	-2977	5452
Annual profit of the bank	12998	32809	24761	35250	30398	19811	-8248	10689	-4852	17600

Source: compiled by the author based on company materials.

For the period 2019–2023 assets increased by UAH 262.748 million, which indicates stable expansion of the bank. The largest increase was observed in 2023 (139,500 million UAH compared to 2022), which may be the result of large-scale investments or income growth. The total increase in liabilities for the period amounted to UAH 236.423 million. A significant increase occurred in 2023 (148.326 million UAH), which may indicate an increase in the deposit base or the attraction of external financing. Equity increased by UAH 26.525 million over a five-year period. However, in 2023, it decreased by UAH 8.826 million, which may be the result of losses or significant use of reserves. Customer funds - the total increase was UAH 241.115 million. A particularly significant increase occurred in 2023 (UAH 146.867 million), which indicates an increase in customer trust in the bank even in conditions of economic instability. Credit resources and advances to customers - during the analyzed period, the growth amounted to UAH 18.144 million, however, in 2023, a slight reduction in the loan portfolio was observed (UAH 235 million), which may be a consequence of stricter risk control. Cash and cash equivalents - the indicator has significantly increased by UAH 69.220 million over five years, which indicates the improvement of the bank's liquidity. The largest increase occurred in 2023 (43.745 million UAH).

Interest income - the growth for the period amounted to UAH 3.890 million. In 2023, there was a decrease (2.975 million hryvnias compared to 2022), possibly due to a decrease in the volume of lending or changes in rates. Interest expenses were significantly reduced by UAH 10.436 million, which improved the bank's margin. Net interest income - an impressive growth of UAH 14.126 million indicates the effectiveness of asset and liability management. Commission income increased by UAH 13.555 million, but expenses also increased by UAH 8.303 million. Net income from commissions increased by UAH 5.452 million over five years. The annual profit of the bank increased by UAH 17,600 million, but in 2023 a decrease of UAH 4,852 million was recorded. This may be due to external economic or regulatory factors.

Analysis of key indicators of commercial activity of JSC CB "PrivatBank" for the period 2019–2023. demonstrated stable financial development, which was expressed in an increase in assets, customer funds and cash equivalents. This testifies to the growing trust of clients and the efficiency of the bank's operational activities. However, the decrease in equity and profit in 2023 indicates possible difficulties that the bank is overcoming due to economic challenges.

The growth of net income from interest and commissions confirms the effectiveness of the bank's income management policy. Lower interest costs also contributed to improved financial stability.

In general, PrivatBank maintains a leadership position in the banking sector of Ukraine thanks to innovative approaches, flexible response to market changes and a strong client-oriented strategy. However, going forward, it is important for the bank to focus on improving equity and risk management to ensure continued growth.

The dynamics of these incomes is presented in fig. 2.1.

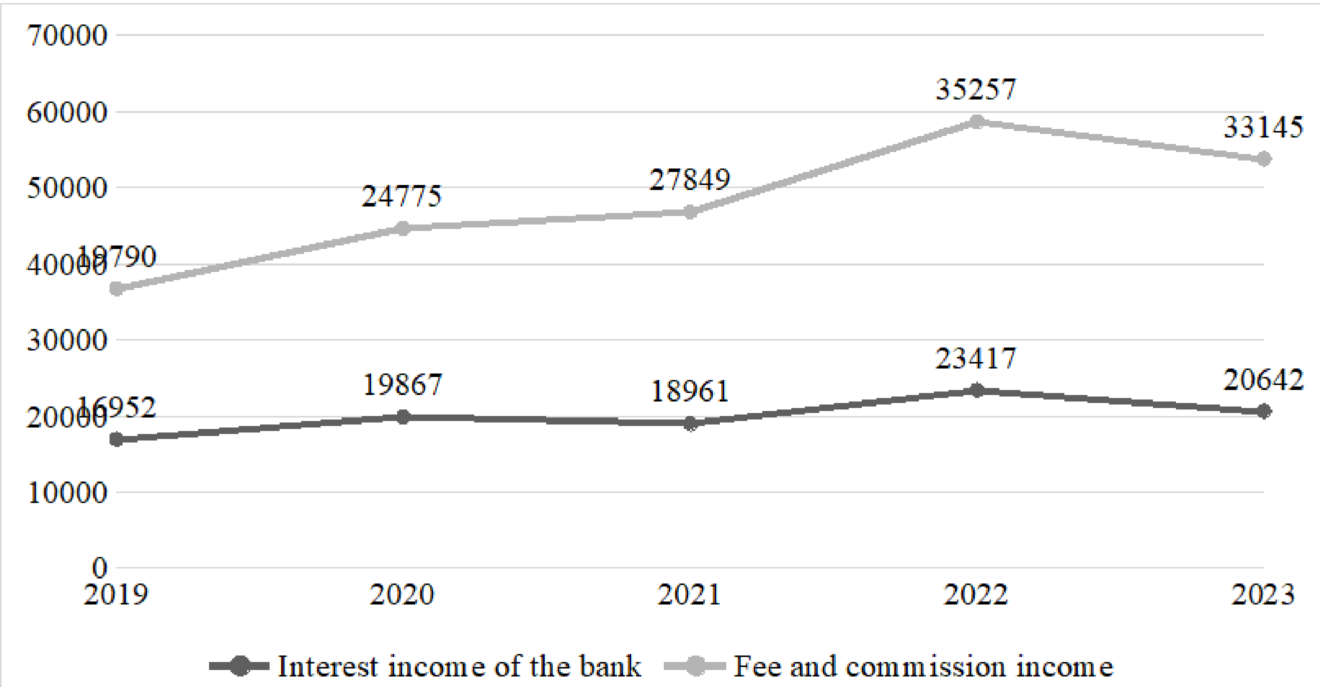

Fig. 2.1. The dynamics of interest and commission income of JSC CB "PrivatBank" for the period 2019-2023, UAH million.

Source: compiled by the author on the basis of the financial statements of JSC CB PrivatBank.

The increase in income from interest and commission transactions indicates the dynamic financial development of the bank, the expansion of the scope of its activities and the improvement of the range of services provided. An increase in interest income can be the result of effective management of financial resources, in particular assets and liabilities, as well as the bank's ability to consistently earn profits from lending and other financial operations. The increase in fee income indicates increased demand for banking services, including payment services, account management and other fee-based operations. It is also a sign of the successful introduction of new products and services that allow the bank to maintain a high level of competitiveness. Thus, the dynamic growth of these revenues confirms not only the effectiveness of the bank's work, but also the strengthening of its financial base and increase in overall stability.

Along with the positive dynamics of income, certain changes in the expenses of the banking institution should be noted. During the analyzed period, commission expenses increased by UAH 8,203 million, while interest expenses decreased by UAH 1,597 million. The increase in commission income in combination with the reduction of interest expenses may be the result of the bank's strategic emphasis on the development of the commission business, in particular, the expansion of the range of services, such as operations with payment cards, account maintenance, electronic payments and management of clients' financial portfolios.

Thus, changes in the structure of revenues and expenses of "PrivatBank" demonstrate its ability to adapt to market conditions, find new sources of income and optimize expenses. Success in the introduction of innovative products and services allows the bank to maintain its leading position in the banking sector and ensure stable growth.

2.2. Analysis of strategic management tools and technologies of JSC CB "PrivatBank"

JSC CB "PrivatBank" successfully applies modern tools and technologies of strategic management, which allows it to remain the leader of the banking market of Ukraine. Thanks to the introduction of a balanced system of indicators, the bank provides comprehensive monitoring of its activities, which contributes to the achievement of strategic goals and effective management of resources. Regular SWOT and PESTLE analysis helps the bank adapt to changes in the competitive environment and develop strategies aimed at strengthening its positions. Active use of big data analytics allows PrivatBank to better understand customer needs, personalize services and improve risk management.

The bank effectively uses CRM systems that help to optimize interaction with customers, increase their loyalty and improve the quality of service. The focus on customer-centricity is manifested in the introduction of innovative products, such as mobile applications and online banking, which ensure convenience and accessibility of services. Artificial intelligence technologies are used to automate the processes of processing requests, credit applications and risk management, which reduces costs and time of operations.

In addition, "PrivatBank" actively integrates cloud technologies, which allow to significantly increase the efficiency of data processing and ensure a high level of security. Cloud solutions allow the bank to quickly scale its IT resources in accordance with changing market requirements, which contributes to the effective management of large volumes of data and optimization of infrastructure costs. Thanks to this, the bank can respond more quickly to the needs of customers, improve the provision of services and reduce operating costs.

In addition, PrivatBank is actively exploring the possibilities of using blockchain technologies, which makes it possible to significantly increase the transparency of financial transactions. Blockchain enables secure and transparent data exchange, reducing fraud risks and improving customer trust. The implementation of such technologies is part of the bank's strategy aimed at increasing the efficiency of operations and creating new opportunities for innovative financial products.

Table 2.2 reflects the main elements of tools and technologies of strategic management of JSC CB "PrivatBank".

Table 2.2

The main elements of tools and technologies of strategic management of JSC CB "PrivatBank"

Tool/Technology	Basic elements	Appointment
1	2	3
Balanced Scorecard (BSC)	- Financial indicators - Indicators of client orientation - Internal business processes - Training and development	Monitoring the effectiveness of the bank's activities in key directions and aligning operational activities with strategy.
SWOT analysis	- Strengths - Weaknesses - Opportunities - Threats	Assessment of internal and external factors for the development of development strategies.
PESTLE analysis	- Political factors - Economic factors - Social factors - Technological factors - Legal and environmental aspects	Analysis of the external environment to identify the impact of macroeconomic conditions on the bank's activities.
Analytics of big data (Big Data)	- Collection of customer data - Market segmentation - Analysis of customer behavior	Optimization of business processes, personalization of services, forecasting of customer needs.
CRM systems	- Management of client data - Automation of interaction with customers - Analysis of customer behavior	Improving the quality of service, increasing customer loyalty and improving communications.
Artificial Intelligence (AI)	- Processing of customer requests - Risk management - Assessment of creditworthiness	Automation of routine operations, cost reduction, risk reduction.
Cloud technologies	- Data storage - Shared access to information - Ensuring data security	Ensuring flexibility, scalability, speed of access to information.
Blockchain technology -	- Transparency of operations - Ensuring security - Cost reduction	Improving trust in transactions, increasing the efficiency of financial operations.
Innovative banking products	- Privat24 mobile application - Online banking services - Payment automation programs	Convenience for customers, increasing the bank's competitiveness.

Source: compiled by the author based on company data.

On the basis of these data, a ranking of tools and technologies was compiled according to the number of applications and productivity (Table 2.3).

Table 2.3

Rating of tools and technologies of JSC CB "PrivatBank" by frequency of use and productivity

Place	Tool/Technology	Frequency of use	Productivity	Overall assessment
1	2	3	4	5
1	CRM systems	Very high	High	⭐⭐⭐⭐⭐
2	Privat24 mobile application	Very high	Very high	⭐⭐⭐⭐⭐
3	Big data analytics	High	Very high	⭐⭐⭐⭐⭐
4	Artificial Intelligence (AI)	High	High	⭐⭐⭐⭐
5	Balanced Scorecard (BSC)	average	High	⭐⭐⭐⭐
6	SWOT analysis	average	High	⭐⭐⭐⭐
7	Cloud technologies	High	average	⭐⭐⭐
8	PESTLE analysis	low	average	⭐⭐⭐
9	Innovative banking products	average	average	⭐⭐⭐
10	Blockchain technology	low	High	⭐⭐⭐

Rating explanation:

1. CRM systems are highly rated for their key role in managing customer interactions. They allow the bank to store and analyze a large amount of customer data, which significantly improves the quality of service and personalization of services. These systems increase customer loyalty by enabling them to anticipate customer needs and provide them with products and services that meet their individual requirements. At the same time, CRM systems help the bank to automate many processes, which leads to a decrease in operating costs and an increase in revenues due to more efficient use of customer data.

2. The Privat24 mobile application is one of the most popular tools among customers due to its convenience and accessibility. The application allows users to carry out a wide range of banking transactions at any time and from anywhere in the world. The application's high performance, intuitive interface and security ensure a positive experience for users and, accordingly, a high level of customer satisfaction, which contributes to their long-term retention.

3. Big data analytics has become an important tool for the bank, as it allows accurate forecasting of client behavior and the identification of trends in financial services. With the help of analytics, banking institutions can make more informed

decisions, which help to respond effectively to changes in the market and reduce risks. This technology also allows for personalized offers for each client, which increases the bank's competitiveness.

4. Artificial intelligence (AI) is being actively implemented to automate many processes, which allows the bank to significantly reduce operating costs and increase work efficiency. AI also helps in identifying potential risks and fraud, automates lending processes, reduces the likelihood of human errors, making banking transactions more reliable and faster.

5. The balanced scorecard (BSC) helps to effectively align strategic goals with the bank's operational activities. This enables management to establish clear metrics to assess progress toward goals and provides objectivity in determining the success of strategies. With the use of BSC, the bank can clearly monitor its activities in various aspects, such as financial results, customer satisfaction and internal processes.

6. SWOT analysis is a classic strategic planning tool that helps identify the bank's strengths and weaknesses, as well as opportunities and threats arising in the environment. Although it is very useful for determining strategic directions, its use is less regular than other tools because SWOT does not always provide the depth of analysis necessary to respond quickly to changes in the market environment.

7. Cloud technologies are widely used to ensure flexibility and scalability of banking operations. They allow the bank to efficiently process large volumes of data and reduce the costs of maintaining traditional infrastructure. However, the performance of cloud solutions directly depends on data security settings. The bank must ensure a high level of information protection to avoid potential cyber security threats.

8. PESTLE analysis is used sporadically, mainly to assess macroeconomic conditions and external factors, such as the political situation, economic trends, social changes, technological innovations, legislative initiatives and environmental requirements. Although this tool is important for strategic planning, it is not always a priority for day-to-day operations, as it often provides an overview that cannot always be used quickly in a rapidly changing market.

9. Innovative banking products contribute to increasing the competitiveness of PrivatBank, as they allow attracting new customers and satisfying the needs of existing ones. However, the frequency of introducing new products depends on the current market situation and the bank's ability to adapt to new technological conditions. In the conditions of changes in the market of financial services, innovations often take place within a limited framework. In addition, the successful introduction of such products requires significant investment in research and development, which requires a clear strategy and resource support. Therefore, the key factor for PrivatBank remains the ability to quickly respond to changes in the environment and predict market needs. As a result, the bank strengthens its position on the market, supporting innovation and constant adaptation to new conditions.

10. Blockchain is used mainly to increase the transparency of financial transactions, which allows to reduce the risks of falsification and ensures trust in transactions. However, its mass implementation has not yet taken place, as the technology remains difficult to implement and requires significant costs for setting up the infrastructure.

We will analyze the indicators of the effectiveness of strategic management tools and technologies of JSC CB "PrivatBank" for the years 2021-2023, with the calculation of the growth rate (Table 2.4).

Table 2.4

Performance indicators of strategic management tools and technologies JSC CB "PrivatBank" for 2021-2023

Tool/ Technology	2021	2022	2023	Growth rate 2022/2021	Growth rate 2023/2022	Growth rate 2023/2021	Notes
1	2	3	4	5	6	7	8
CRM systems	75%	85%	90%	13.33%	5.88%	20%	Increasing the efficiency of interaction with customers, increasing loyalty.
Privat24 mobile application	85%	95%	98%	11.76%	3.16%	15.29%	High level of use due to convenience and ease of access.

Big data analytics	70%	80%	85%	14.29%	6.25%	21.43%	Accuracy of forecasting and personalization of services.
Artificial Intelligence (AI)	60%	70%	75%	16.67%	7.14%	25%	Applying AI to automate processes and reduce human error.
Balanced Scorecard (BSC)	55%	60%	65%	9.09%	8.33%	18.18%	Improving the alignment of strategic goals with operations. activity
SWOT analysis	50%	55%	58%	10%	5.45%	16%	It is used periodically to assess the internal and external environment.
Cloud technologies	80%	85%	90%	6.25%	5.88%	12.5%	Storage and availability of data in the cloud, ensuring information security.
PESTLE analysis	45%	50%	55%	11.11%	10%	22.22%	Increasing the frequency of application in conditions of change.
Innovative banking products	60%	65%	70%	8.33%	7.69%	16.67%	Expanding the portfolio of innovative products to attract new customers.
Blockchain	35%	40%	50%	14.29%	25%	42.86%	Increasing usage to ensure transparency and security of transactions.

Source: compiled by the author based on company data.

The analysis of the effectiveness of strategic management tools and technologies of JSC CB "PrivatBank" for 2021-2023 demonstrates a significant increase in the implementation and optimization of key strategic tools that contribute to strengthening the bank in the market and improving interaction with clients.

CRM systems and the Privat24 mobile application remain the most effective tools, with a high level of application and productivity, which confirms their importance in maintaining customer loyalty and providing convenient access to bank services. These instruments continue to show steady growth, which indicates their key role in PrivatBank's strategy.

Big data analytics and artificial intelligence (AI) are actively used to predict customer needs and automate internal processes, which allows the bank to increase competitiveness and optimize resources. Both instruments have shown significant growth in recent years.

The Balanced Scorecard (BSC) and SWOT analysis help integrate strategic goals with operational objectives, but their use is less regular than other tools, indicating their role in the strategic planning stages.

Cloud technologies continue to gain popularity due to the security and availability of data, but their effectiveness depends on the continuous improvement of security systems.

PESTLE analysis and innovative banking products are less frequently used, but their role in the changing macroeconomic environment and competition in the banking services market remains important.

Blockchain is gaining popularity, but its mass adoption is so far limited due to the complexity of the technology and the requirement to ensure the transparency of financial transactions.

In general, the positive dynamics of the increase in the efficiency of the use of technologies and strategic management tools indicates the successful implementation of innovations in the banking activities of PrivatBank. These tools help not only to adapt to changes in the market, but also to create significant competitive advantages, increasing the bank's stability and efficiency.

2.3. Analysis of the strategic management of JSC CB "PrivatBank" in the conditions of war

Strategic management of a bank in wartime has a number of features due to extreme conditions, high risks and the need for quick adaptation to a changing environment. One of the main features is the need for prompt response to security threats, as well as ensuring the continuity of banking operations in situations where traditional service channels (branches, branches) may be unavailable or limited. In wartime, banks have to actively use digital service channels, such as mobile banking and online platforms, which ensure the availability of financial services to customers at any time, even during active hostilities.

A second important feature is risk management, especially financial and operational, since war creates additional threats to the stability of the banking system, such as exchange rate fluctuations, inflation, reduced purchasing power, and possible loan losses that may default due to economic instability. To minimize these risks, banks are forced to adapt their credit policy, in particular, by providing credit holidays and debt restructuring for individuals and businesses affected by the war.

Also, an important component of strategic management is the maintenance of social stability through the financing of various initiatives aimed at supporting war victims, both through charitable programs and through the provision of humanitarian aid. The Bank can provide special conditions for social benefits, pensions, and to ensure access to financial resources for people who are evacuated or in areas that have experienced significant destruction.

A feature of strategic management is the need to maintain high flexibility in planning and decision-making. Banks must be able to quickly respond to new challenges related to the security situation, change their strategies depending on changes at the front and in the economic environment. Digitization and the introduction of innovative technologies are also important, which allow us to quickly adapt to new conditions and reduce service costs, which allows banks to maintain their stability even in crisis conditions.

In times of war, strategic bank management also includes ensuring effective internal controls and security, as war increases cyber security risks, requiring increased attention to protecting information systems, protecting customer data, and preventing fraud. Personnel management is also an important aspect - maintaining the morale of employees and their willingness to work under conditions of stress and uncertainty.

The instability of the economic situation in Ukraine requires commercial banks to constantly improve and adapt to changes in order to ensure their sustainable functioning in crisis conditions. Strategic management of the bank is an important tool that allows you to predict possible changes and use the internal resources of the bank in combination with external opportunities to achieve long-term goals. The development of the strategy is aimed at identifying effective ways of development, adaptation to the changing market environment and realization of the bank's potential through clear planning and organization of activities. Development strategies of banks should focus on qualitative improvement of performance indicators and ensuring sustainable competitive advantages in the long term.

The strategic plan of a commercial bank is the basis of its activity, defining priorities, tasks and methods of their implementation. This is the main document for making important decisions about the future development of the bank, choosing a strategy in the market, improving the product range, organizational structure, level of profitability and risk management. The development strategy is a critically important tool for the bank's management, helping to clearly focus on key tasks and goals at all stages of activity. It provides stability and predictability in the long term, forming the basis for effective bank management.

Having a clearly formulated strategy in a banking institution is an important element of a management system focused on risk management, according to the recommendations of the Basel Committee on Banking Supervision (Basel II). This approach is actively implemented by banks all over the world. The future of the organization depends on strategic decisions, which is a universally recognized and undoubted fact, especially in changing conditions.

In 2014, JSC CB "PrivatBank" faced serious difficulties, when due to the annexation of Crimea by Russia and hostilities in the east of Ukraine, part of the territory on which the bank carried out its activities was lost. This led to significant financial losses and the need to revise the management strategy to adapt to new conditions. However, the biggest challenge for the bank came in February 2022, when a full-scale war broke out in Ukraine. The war radically changed the economic situation in the country, but PrivatBank continued to work without interruption, maintaining the availability of its electronic services, branch network and ATMs, which became an important factor for ensuring the stability of the financial system.

The bank actively resumed its activities in the de-occupied territories, opening 41 new branches. PrivatBank has become a reliable support for entrepreneurs and citizens, in particular for forced migrants, which contributed to strengthening its position on the market. The number of international transfers through the bank increased by 16%, and the total amount exceeded last year's figures by 7%. Today, the bank's network is one of the largest and most progressive, including more than 1,100 branches, more than 6,400 ATMs and more than 220,000 customers. POS terminals.

During the year, PrivatBank received a net profit of UAH 30.2 billion, confirmed by an external auditor. The bank transferred dividends in the amount of UAH 24.2 billion to the state and made an advance payment of income tax. In addition, in 2022, the bank continued to provide credit support to the economy, financing small and medium-sized businesses for UAH 23.8 billion, which is 25% more than in the previous year. Special attention was paid to agribusiness, for which loans in the amount of UAH 13.3 billion were granted, which made it possible to significantly increase the portfolio of such loans. The bank did not stop supporting the population, maintaining available credit limits.

In the table 2.5 shows the indicators of the strategic management effectiveness of JSC CB "PrivatBank" for the years 2021-2023.

Table 2.5

Indicators of the strategic management effectiveness of JSC CB "PrivatBank" for the years 2021-2023

Indicator	2021	2022	2023	Growth rate (2021-2023), %	Comment
1	2	3	4	5	6
Net profit, billion UAH	25.2	30.2	35.5	+40.9	Growth due to effective credit policy and cost optimization.
Loan portfolio, billion UAH	180.0	192.0	205.5	+14.2	Expansion of lending to small and medium-sized businesses, in particular the agricultural sector.
Share of problem loans, %	8.5	6.3	5.0	-41.2	Risk reduction due to increased credit control and restructuring.
Number of departments	1 150	1 108	1 120	-2.6	Resumption of work in de-occupied territories after reduction in 2022.
Number of ATMs	6,800	6 405	6,450	-5.1	Network recovery after military losses.

International transfers, UAH billion	20.0	23.2	25.0	+25.0	Activation of international money transfers through mobile banking.
Investments in IT, billion UAH	3.0	3.8	4.5	+50.0	Increase in expenses for digitization and support of innovative technologies.
NPS indicator (customer satisfaction), %	78	80	83	+6.4	Increase due to the expansion of the range of services and improvement of the quality of service.
Market share (assets), %	22.5	23.0	23.7	+5.3	Consolidation of leadership positions in the banking market of Ukraine.

The analysis of indicators of the strategic management effectiveness of JSC CB "PrivatBank" for 2021-2023 shows a steady growth of key financial and operational indicators, despite difficult economic conditions. The bank's net profit shows stable growth, which indicates the success of the chosen strategy and the effectiveness of cost management. The increase in the loan portfolio, especially in the segment of small and medium-sized businesses, reflects the bank's focus on supporting the economy even in times of crisis.

An important achievement was the decrease in the share of problem loans, which indicates the strengthening of risk control and improvement of the credit policy. Also, a noticeable increase in investments in digital technologies contributes to strengthening the bank's competitiveness and increasing the level of customer satisfaction. The return to the restoration of the network of branches and ATMs demonstrates the flexibility of the bank and its ability to quickly adapt to changing conditions.

Thus, PrivatBank continues to strengthen its position as the leader of the banking market of Ukraine, supporting the country's economy, investing in digitalization and improving the quality of customer service.

Strategy development is always accompanied by certain uncertainty, since it is impossible to fully predict all opportunities that will arise during the implementation of specific strategic measures. In the process of implementing plans, new development options appear, which make it possible to clarify information that was initially generalized or incomplete. This process of finding and clarifying information can raise doubts about the validity of the initial strategic choices. Therefore, strategic planning needs constant feedback to adjust the direction of development. The strategy of JSC CB

"PrivatBank" is developed at different levels of management, starting from the corporate level to the functional and individual level of each employee. The strategy selection process includes evaluating several alternative development options and choosing the best one for further implementation. The bank has defined a development strategy until 2030, which focuses on the following key goals: strengthening the position in retail banking in Ukraine, developing a favorable environment for small and medium-sized businesses with an emphasis on maximizing dividends and increasing investment attractiveness, introducing the latest technologies and optimizing the organizational structure, and as well as the implementation of a modern operational management model.

Before developing the bank's development strategy for the period 2025-2030, two possible scenarios for the development of the Ukrainian banking sector were prepared, which are illustrated in the form of a diagram in fig. 2.3.

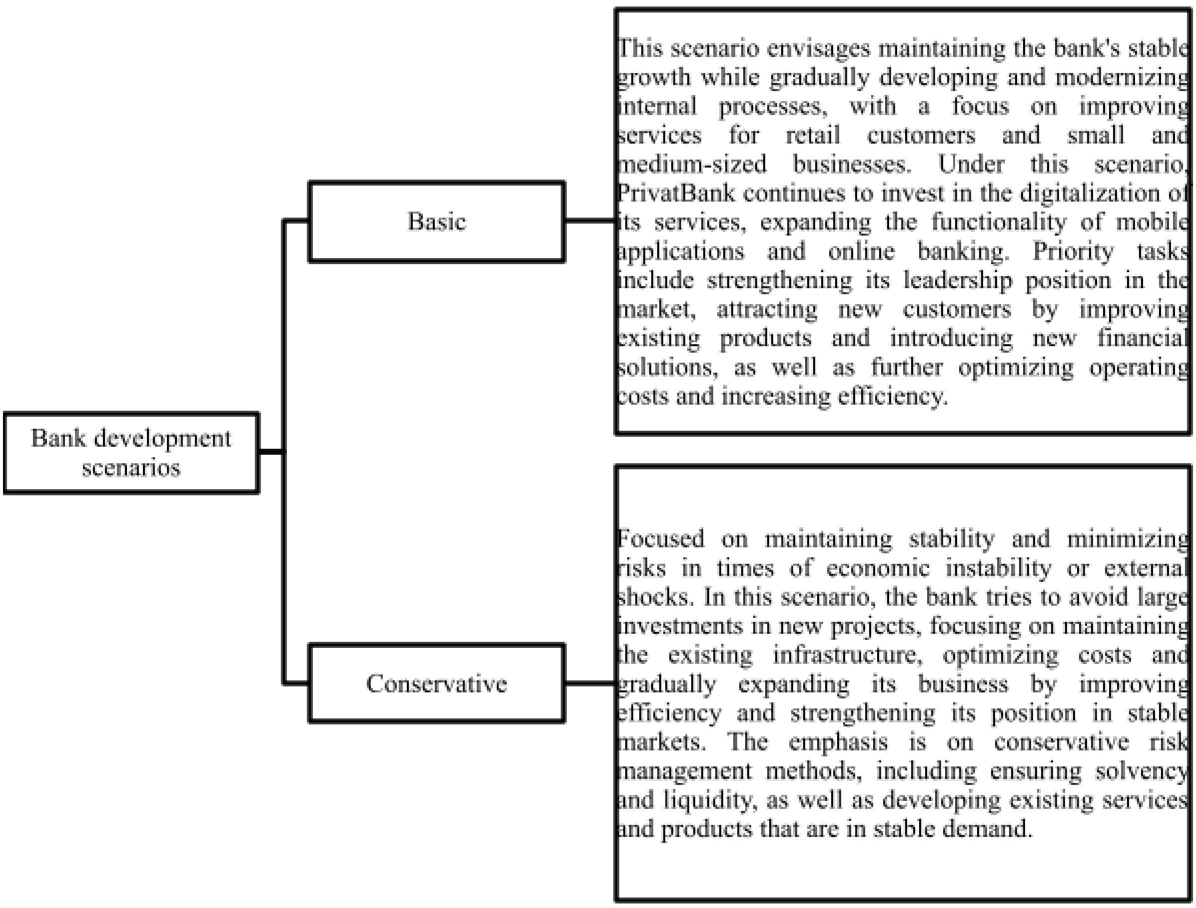

Fig. 2.3. Scenarios for the development of JSC CB "PrivatBank" until 2030

Source: compiled by the author based on company materials

The basic scenario looks the most likely, so it can be assumed that until 2030 the country's economy will continue to grow at a high level, which will positively affect the development of one of its key components - the banking sector. After a short analysis, you can move on to choosing a strategy for the bank's development. For this, all options were evaluated according to three criteria (Table 2.6).

Table 2.6

Criteria for choosing the development strategy of JSC CB "PrivatBank"

Criterion	Description	Importance (rating)	Application example
1	2	3	4
Efficiency	The degree of achievement of the set goals, taking into account the optimization of resources	High	Increasing profitability and increasing competitiveness
Stability	The strategy's ability to ensure stable development even in the face of crises	Very high	Asset protection in times of economic instability
Innovativeness	The level of use of modern technologies and innovations to increase efficiency	Average	Introducing new digital products such as mobile banking
Flexibility	Ability to quickly adapt to changes in the external and internal environment	High	Transition to new business models during changing market conditions
Customer-centricity	Orientation of the strategy to meet the needs of customers	High	Development of services focused on the needs of small and medium-sized businesses
Risk tolerance	The ability to minimize the impact of potential risks	Very high	Creation of reserves to cover possible losses
Investment attractiveness	The potential of the strategy to attract new investments	High	Improvement of the credit portfolio and transparency of financial activities
Compliance with regulatory requirements	Ensuring compliance of the strategy with current laws and regulations	Mandatory	Compliance with NBU requirements regarding capitalization and liquidity

The analysis of the strategic management of PrivatBank JSC during the war shows that the bank applies effective adaptation mechanisms to extreme situations and continues to ensure the stability and continuity of its operations. First of all, the bank is focused on operational support, ensuring the availability of financial services for customers through mobile banking and online platforms. This allows maintaining a high level of service even under conditions of a difficult security situation, which is important for maintaining customer trust.

In particular, "PrivatBank" actively uses cloud technologies, which ensures not only efficiency, but also a high level of data security. The bank invests in digital transformation and automation of processes, which allows not only to reduce costs, but also to increase management efficiency. This is important in conditions of limited access to physical branches and the need to quickly respond to changes in the economic environment.

Risk management is another important aspect of strategic management in war. The Bank actively uses transaction monitoring systems that help identify potential threats and fraudulent activities, especially in the context of an increased number of cyber threats. An important component is also the customer support strategy, including the provision of credit holidays, debt restructuring for businesses and individuals, as well as the implementation of various social initiatives aimed at helping war victims.

PrivatBank also continues to support small and medium-sized businesses, contributing to their survival in conditions of economic instability through financial instruments and support programs. The bank actively introduces innovative banking products that allow not only to attract new customers, but also to satisfy the needs of existing ones, providing them with convenience and security in the conditions of changes in the financial services market.

CHAPTER 3
WAYS OF IMPLEMENTATION OF MODERN TOOLS AND TECHNOLOGIES OF STRATEGIC COMPANY MANAGEMENT

3.1. Recommendations on the formation of strategic management of a commercial bank in modern conditions

The formation of strategic management of a commercial bank during the war is a complex and dynamic process that takes into account numerous aspects of both the internal and external environment. First of all, banks conduct a detailed analysis of the external environment, including macroeconomic trends, the competitive situation, regulatory requirements and changes in customer behavior, as well as internal factors such as resources, organizational structure, personnel competencies and the efficiency of business processes. Based on this analysis, the bank's mission is formed, which defines its role in the financial system, and the vision, which reflects long-term ambitions. The goals set by the bank are aimed at increasing profitability, strengthening market positions, introducing innovations and ensuring financial stability.

Implementation of the strategic plan requires effective allocation of resources, clear definition of tasks and constant monitoring of implementation using key performance indicators. Successful implementation also depends on the bank's ability to quickly adapt to changes in the external environment. Modern conditions, in particular digitization and rapid technological development, require banks not only to be innovative, but also to be flexible in management, which is ensured by the implementation of Agile or Lean models. Monitoring and adjustment of strategic initiatives is an integral part of the process, as they ensure compliance of the bank's activities with current challenges and market opportunities. This approach allows banks to remain competitive and efficient in the conditions of dynamic development of the financial sector.

One of the biggest challenges for the activity of Ukrainian banks, in particular the state JSC CB "PrivatBank", was the full-scale invasion of the territory of Ukraine, which began in February 2022. This event significantly changed the operating conditions of the banking sector, which continues to work in the extreme conditions of the war. Many financial institutions did not withstand the challenges, but "PrivatBank" not only preserved its operational activities, but was also able to adapt to new realities, restoring key areas, in particular, retail banking for small and medium-sized businesses. Thanks to changes in the management structure and credit policy, which were implemented several years before the start of the war, the bank demonstrated readiness for the crisis and was able to ensure the fulfillment of its obligations even in difficult times.

For PrivatBank, the war brought a number of challenges. One of them was the solvency of customers. A significant part of individuals and businesses lost the ability to service loans, pay debts and interest. This led to the need for the bank to use its own reserves to maintain financial stability. Another challenge was the loss of property, particularly branches and terminals, especially in the occupied territories, which caused significant damage.

An additional problem was the outflow of qualified personnel. A large number of specialists were forced to leave their jobs due to the war, which caused a shortage of professional workers in the banking sector. In addition, banks were hampered by restrictions on financial transactions, such as limits on cash withdrawals or restrictions on currency transactions.

Financial instability remained another significant challenge. Martial law conditions were accompanied by unpredictable fluctuations in exchange rates, interest rate risks, inflation and general uncertainty in the economic environment. Despite these difficulties, PrivatBank continues to perform its functions, providing customer support and maintaining stability in the financial system of Ukraine.

During the period of martial law, banking institutions face a number of risks that significantly affect their activities, namely:

- Operational risks associated with the impossibility of ensuring stable work due to active hostilities, airstrikes or occupation. Banks lose access to their branches, terminals and ATMs in conflict zones, which leads to material losses and limits access to financial services for customers.
- Liquidity risks. To minimize them, banks implement restrictions on financial transactions, but even under these conditions, the volume of cash withdrawals significantly exceeds pre-war indicators. This creates additional pressure on liquidity and increases credit risks.
- Credit risks arising from the provision of credit holidays and loan service concessions at the beginning of the war. Despite these measures, a significant number of clients remain insolvent, which makes it difficult to repay loans and creates an additional financial burden on banks.

These factors negatively affect the financial condition of banks, causing a decline in key economic indicators such as productivity, profitability and resource efficiency. In such a situation, it becomes obvious that solving tactical tasks on the ground without coordination with strategic decisions does not give the desired results.

The analysis of problems arising in the process of managing banking structures requires the division of the management system into two levels: strategic, which includes owners, financial directors, and top management, and operational, which includes department heads and specialists. This approach makes it possible to develop more effective proposals for each level of management, taking into account their specifics and scope of responsibility. This, in turn, helps to adapt to crisis conditions and ensure the stability of the banking system.

The strategic level of management is the area in which decisions are made that determine the future of the company and are critical to its success. Decisions at this level involve maximum responsibility and largely depend on the professionalism and competence of managers. At the same time, the influence of personal qualities, such as emotionality and temperament, can complicate the process of making balanced decisions. Exclusion of subjective factors from the process of making strategic decisions contributes to their stability, objectivity and quality improvement. Reducing the influence of emotional evaluations allows you to expand the range of possible options and focus on economically justified goals.

The example of JSC CB "PrivatBank" shows that when making key decisions, the bank was guided by clear standards of corporate governance, which made it possible to avoid the influence of emotions. In particular, at the beginning of the full-scale invasion, the bank's actions were measured, controlled and consistent with a strategy aimed at ensuring stability. The bank's strategic management system is based on the corporate governance code, developed in accordance with the Methodological recommendations of the National Bank of Ukraine, which contributes to a clear definition of the boundaries and directions of activity.

Thanks to effective decisions, in 2022 "PrivatBank" achieved a profit of UAH 30.2 billion, which became an important indicator of the success of its strategy even in the difficult conditions of wartime. The bank continues to actively support the country's economy, in particular in the field of lending. In 2022, it became the first bank to provide loans to agricultural businesses, demonstrating a willingness to take risks to support key industries.

In its strategy until 2026, "PrivatBank" identified several main priorities, among which are strengthening positions in the retail business, creating favorable conditions for the development of small and medium-sized businesses, attracting new customers and increasing the loyalty of existing ones. This approach shows the bank's long-term orientation towards sustainable development and support of the economy even in unstable conditions.

Table 3.1 reflects the tools that help companies adapt to the challenges of war while remaining flexible, efficient and technologically innovative.

Table 3.1

Implementation of modern tools and technologies of strategic management during the war

Tool/Technology	Ways of implementation	Implementation measures / Concrete actions
1	2	3
Big Data and analytics	- Use of data for risk forecasting; - Evaluation of customer behavior and market trends	- Integration of data processing systems; - Setting up big data analytics tools
Cloud technologies	- Transfer of data and operations to cloud storage; - Provision of remote access for employees	- Choosing a reliable provider of cloud services; - Data migration and system testing
Digitization of processes	- Implementation of CRM systems; - Automation of financial and operational processes	- Selection of appropriate software; - Staff training
Cyber security	- Implementation of data protection systems; - Constant monitoring of cyber threats	- Installation of antivirus software; - Conducting regular audits
Decision support systems	- Use of analytical platforms for scenario modeling; - AI integration for risk assessment	- Implementation of appropriate modeling software; - Setting up algorithms for analysis
Remote work platforms	- Integration of corporate messengers, video conferences and joint work on documents	- Setting up corporate platforms (Zoom, Microsoft Teams); - Connecting employees
Blockchain technologies	- Ensuring the transparency of financial transactions; - Use to protect contracts and documents	- Integration of blockchain platforms; - Transferring key operations to the blockchain network
Virtual and augmented reality (VR/AR)	- Use for staff training; - Conducting presentations and product demonstrations	- Development of educational programs in VR/AR; - Integration of demonstration tools
Electronic project management platforms	- Implementation of programs for monitoring projects (Trello, Asana, Jira)	- Program settings; - Creation of projects and instruction of teams
Chatbots and customer support automation	- Using artificial intelligence to automate answers; - Integration of chatbots into digital channels	- Development of scripts for chat bots; - Integration of bots into social networks and web platforms

Implementation of modern tools and technologies of strategic management of the company during the war is a necessary step to ensure stability, efficiency and competitiveness of the organization. The application of Big Data, cloud technologies, process automation, innovations in cyber security and other solutions allows companies to adapt to unstable conditions, minimize risks and improve the quality of management.

Specific actions aimed at integrating new technologies are critical to the survival and development of a company in a wartime environment. They not only optimize organizational processes, but also help create an effective management system that can quickly adapt to changing conditions. The introduction of digital tools, such as cloud technologies for remote work, Big Data decision support systems, as well as automated project management platforms, allows to reduce the dependence on physical resources and ensure the continuity of operations even in combat conditions.

Thanks to this, companies can effectively organize the work of their employees, maintain a client base due to a high level of service and the availability of digital communication channels, which becomes an important factor of loyalty. This allows not only to preserve the stability of financial operations, but also to minimize the risks associated with restrictions on access to traditional resources and communication channels.

Data governance and cyber security also play an important role. Using advanced technologies to protect data helps companies keep information confidential, protect against malicious attacks, and ensure operational stability in the event of cyber threats, which is especially relevant in war.

Thus, thanks to the introduction of modern technologies, companies can not only effectively overcome the challenges that arise during the war period, but also lay the foundation for sustainable development in the future. They form a strong technological infrastructure capable of withstanding economic and social upheavals, which allows the organization not only to survive the crisis period, but also to reach new levels of development in the post-crisis period. These actions provide strategic flexibility that will be an important competitive advantage in post-war recovery and growth.

In the table 3.2 provides a plan for the formation of strategic management, which makes it possible to adapt the management of the bank to the conditions of war, minimize risks and ensure the stability of its work.

Table 3.2

The plan for the formation of strategic management of a commercial bank during the war

Stage	goals	actions	Expected results
1	2	3	4
Analysis of the situation	Assessment of the impact of military actions on the bank and the economy	- Carrying out a SWOT analysis; - Assessment of risks (liquidity, credit, operational, etc.); - Study of the market and customer needs	Identifying weaknesses and potential opportunities
Determination of priorities	Formation of strategic goals adapted to the conditions of war	- Identification of key areas: liquidity stability, customer support, business lending; - Prioritization of financial resources	Clear formulation of goals and objectives
Strategy development	Determination of the action plan for the short- and medium-term perspective	- Development of measures to ensure business continuity; - Preparation of staff and customer support plans; - Determination of methods of response to risks	Readiness to implement specific actions in crisis conditions
Organization of work	Ensuring the continuity of operational activities	- Transfer of critical functions to safe regions; - Implementation of backup systems; - Creation of crisis teams	Continuity of bank activity
Financial stability	Ensuring liquidity and credit risk management	- Introduction of credit holidays; - Regulation of limits on financial transactions; - Formation of additional reserves	Minimization of financial losses and stability of work
Communication	Liaising with clients, staff and regulators	- Regular information about changes; - Implementation of customer support channels; - Development of anti-crisis communication plans	Maintaining the trust of customers and staff

Continuation of the table 3.2

1	2	3	4
Innovations	Using technology to support operations and attract customers	- Implementation of online services; - Optimization of digital service channels; - Development of new products and services	Increasing the bank's efficiency and accessibility for customers
Monitoring and adjustment	Control over the implementation of strategic plans	- Installation of the KPI system; - Regular analysis of indicators; - Correcting actions in case of changes	Flexibility in responding to changes and increasing the effectiveness of strategic management

Implementation and implementation of new strategic management tools and technologies is an important step for companies, especially in crisis situations such as war. Successful integration of technologies allows you to adapt to changes and increase the efficiency of the organization. To do this, it is necessary to start with the assessment of needs and the selection of appropriate technologies that can optimize business processes. This may include implementing project management platforms, analytical tools for decision making, and automating processes to improve the speed and accuracy of operations.

An extremely important part of the process is training employees so that they can effectively use new technologies. Staff training allows to reduce resistance to changes and ensure optimal use of new tools. In addition, at the implementation stage, pilot projects are conducted to test technologies in real conditions, which allows to evaluate their effectiveness and adjust decisions in time.

Continuous monitoring and analysis of implementation results help to adapt the management strategy to new challenges and improve processes. Taking into account external changes, such as economic or political factors, is key to ensuring stability and competitiveness. Technologies must be flexible so that the company can quickly respond to new realities. Particular attention should be paid to data security and cyber security, because in wartime it becomes one of the main tasks.

The introduction of modern technologies and strategic management tools allows companies not only to maintain stability in times of crisis, but also to lay the foundations for further development. Such innovations create the foundation for a sustainable future and allow companies to be ready for any economic and social challenges.

3.2. Proposals regarding the use of SPACE analysis to determine the bank's strategy

SPACE-analysis (Strategic Position and Action Evaluation) is a powerful strategic management tool that allows you to assess the company's strategic position and determine its development directions based on internal and external factors. The SPACE method analyzes four main components that determine the organization's position:

- attractiveness of the industry (Industry Strength, IS);
- environmental stability (Environmental Stability, ES);
- financial condition of the company (Financial Strength, FS);
- competitive advantage (Competitive Advantage, CA).

All of these factors are evaluated in terms of how they affect the organization's ability to succeed.

The main purpose of the SPACE analysis is to build a matrix in which each of these factors is evaluated using points, which allows you to determine the strategic position of the organization in a specific industry. Scores for each factor are distributed according to the coordinate system, which defines four main types of strategic position:

1. Aggressive strategy - the company has high competitive advantages and financial stability, and also operates in an attractive industry with a low level of volatility. This allows the company to actively invest and expand its activities.

2. Conservative strategy - the organization is in a less competitive environment, where there are more significant risks and fewer financial resources for expansion, but the industry is stable.

3. Defensive strategy – the company operates in an unstable environment and has low competitive advantages. This variant of strategic planning usually means that the organization should focus on protecting its position and maintaining stability, rather than on expansion.

4. Competitive strategy - the company has high competitive advantages, but operates in an industry with a large number of threats and competitors. For this type of organization, it must look for ways to maximize its efficiency and adapt strategies to the changing environment.

One of the main advantages of SPACE-analysis is its ability to give a clear picture of the company's position in the market and to determine in which area the company should improve its activities in order to achieve better results. The SPACE matrix is a visual tool that facilitates the decision-making process, allowing you to evaluate strategic options for further development.

Among the disadvantages of the method is a certain subjectivity in the assessment of factors, as it is often based on expert assessments. This can lead to inaccuracies in determining the company's strategic position. However, despite this, SPACE-analysis is extremely useful for developing strategic plans and making informed decisions regarding the further development of the company.

Despite the presence of some shortcomings in the SPACE-analysis method, its advantages remain significant, as it enables a comprehensive assessment of a wide range of internal and external factors affecting the company's position on the market. This tool allows not only to determine the current strategic position of the organization, but also to forecast its further development. Thanks to the use of such assessments as the attractiveness of the industry, financial stability and competitive advantages, SPACE-analysis makes it possible to create a holistic picture for the formation of the organization's development strategy.

One of the key advantages of the method is its multicriteria, which allows analyzing various aspects of the company's activity and determining their relationship. This allows not only to identify strategic positions, but also to develop strategies that are more flexible and adapted to market conditions. The process includes the identification of important characteristics, their grouping, as well as the assignment of appropriate ratings, which allows for more accurate prediction of possible outcomes.

Based on the analysis of modern scientific literature [52, 53, 55], a clear structure of the stages of the SPACE analysis was formulated, which allows a systematic approach to assessing the situation and making sound strategic decisions (Fig. 3.1). This approach makes the method a valuable tool for strategic planning in a changing and competitive environment.

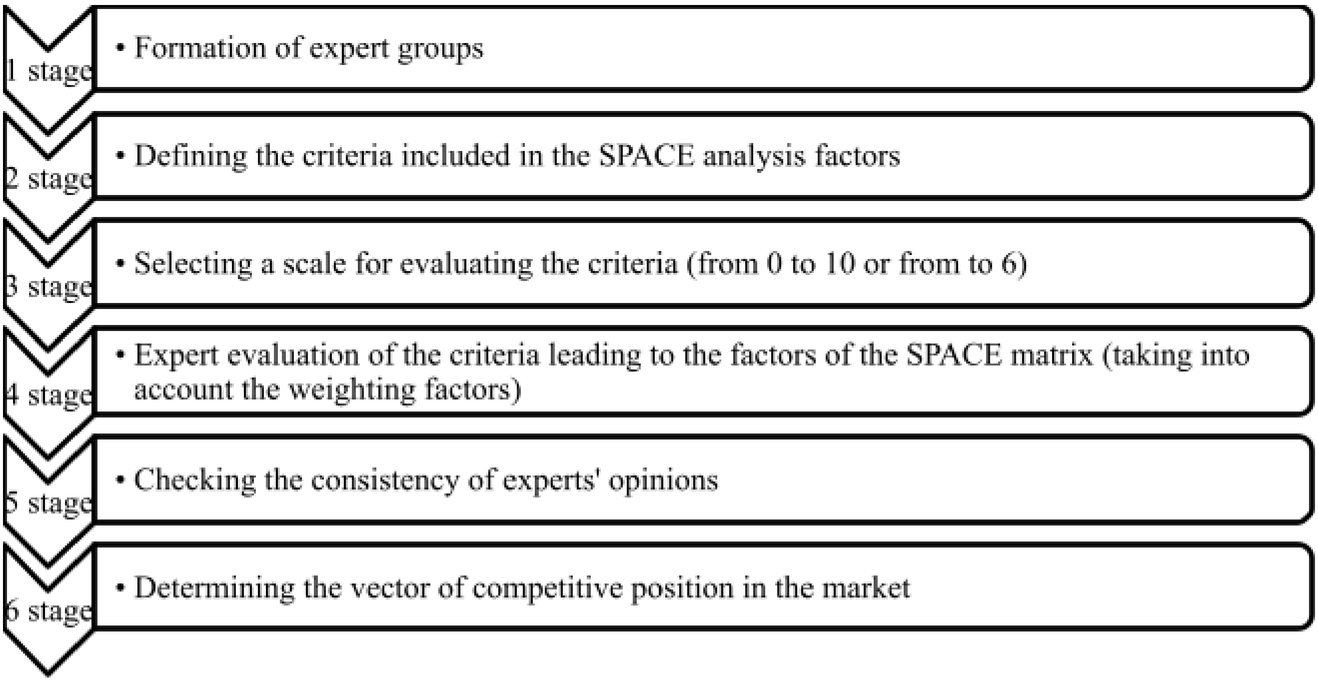

Fig. 3.2. Stages of SRACE analysis of a banking organization

The factors that determine the bank's competitive position and form the SPACE-analysis matrix are given in the table. 3.3. The selection of criteria for assessing competitiveness and their further assessment require deep knowledge both in the methodology of strategic analysis and in the specifics of the industry in which the company operates. Therefore, for a high-quality SPACE analysis, it is important to involve experienced experts who have specialized knowledge and understanding of the market and its features.

Table 3.3

No	Category of factors	Factors
1	2	3
1.	Factors of environmental stability (ES)	- Political stability and the level of banking regulation - Economic stability (inflation, exchange rate, unemployment rate) - Social conditions (standard of living of the population) - Geopolitical risks (war, international sanctions)
2.	Factors of the financial market (market potential) (IS)	- The size and development of the financial market - Competition in the financial services market (quantity and quality of competitors) - Availability of capital and financing - Interest rates on loans and deposits - Innovation of financial products
3.	Factors of competitive advantage (CA)	- The size and reputation of the bank in the market - The level of technological innovation and process automation - Personnel qualifications - Customer loyalty and satisfaction - Brand strength and marketing strategies
4.	Factors of financial potential (FS)	- The level of capitalization and liquidity of the bank - Profitability and efficiency of operations - Equity and its structure - Diversification of income sources - Risk management strategy

The validity of using the method of expert evaluations within the framework of this study is confirmed by a number of arguments. First, in conditions of high uncertainty of the external environment, strategic analysis often includes intuitive elements that cannot always be confirmed analytically, but which are important for solving complex problems. Secondly, the involvement of the most qualified specialists in the evaluation process increases the accuracy of the analysis. Such assessments, although they have a certain level of subjectivity, are reliable and can provide a high level of confidence when making strategic decisions in conditions of instability.

In today's competitive environment, collective opinions and agreed decisions, made on the basis of various expert assessments, play a special role. However, in spite of this, the importance of individual qualified opinions is not lost, because they make it possible to make balanced and informed decisions in conditions of high economic and strategic uncertainty.

To achieve the goal of the research and determine the priority criteria for the SPACE matrix, the method of analysis of hierarchies (HAI) was applied, which was implemented with the help of Expert Choice software. An important point in the analysis was the use of pairwise comparisons of criteria, which allows for a more accurate determination of the bank's competitive position. The assessment of the consistency of the results showed that the deviation does not exceed the permissible limits (10%), which confirms the objectivity and reliability of the obtained estimates.

The experts determined weighting coefficients for each of the criteria, totaling 1. The evaluation of each criterion was carried out on a 10-point scale, which made it possible to gather a comprehensive picture of the factors affecting the strategic position of the bank. To check the consistency of experts' opinions, Kendall's concordance coefficients were calculated using the Statistica 6.0 software product. The concordance coefficients for each expert exceed 0.7, which indicates a high level of agreement and reliability of the conclusions that were made during the evaluation process.

To determine the vector of the recommended strategy, it is necessary to calculate the coordinates of point P (X; Y) using the following formulas:

$$x = IS - CA, \quad (1)$$

where IS are financial market factors (market potential),

CA — factors of competitive advantage.

$$y = FS - ES, \quad (2)$$

where FS are factors of financial potential,

ES — factors of stability of the situation.

The calculated coordinates of the vector of the competitive position of JSC CB "PrivatBank" according to the SPACE-analysis method are given in the table. 3.4. The vector of the recommended strategy is determined through two points: O (0; 0) and P (-2.093; 2.61). This allows for a clear assessment of the bank's competitive position on the market, taking into account both external factors and internal strengths, which is the basis for forming an effective bank development strategy.

Table 3.4

Determination of the competitive position of JSC CB "PrivatBank" by the SPACE-analysis method

Parameters	Rating on a scale (from -10 to +10)	Explanation
1	2	3
Financial market factors (IS)	4,679	Assessment of the impact of market conditions on the bank's position
Factors of competitive advantage (CA)	5,895	Assessment of the bank's ability to achieve competitive advantages
Factors of financial potential (FS)	7,988	Assessment of the bank's financial capabilities for further development
Factors of environmental stability (ES)	7,289	Assessment of the stability of the external environment and the economic situation

Calculated coordinates of the vector:

X = IS −CA= 4.679 – 5.895= -2.093

y = FS − ES = 7.988 – 7.289 = 2.61

Point O(0;0) represents a neutral starting position, where all factors affecting the bank's competitive position are balanced, that is, there are no significant advantages or weaknesses. The vector connecting point O with point P(−2.093;2.61) reflects the real state of affairs on the market and allows you to see how the change in external and internal factors affects the bank's strategic orientation.

A negative coordinate on the x-axis (-2.093) indicates the presence of certain competitive disadvantages in the bank, for example, weakness compared to other market participants, either due to a decrease in competitive advantages or due to difficulties associated with market conditions. This requires the bank to adapt its strategies aimed at strengthening its position in the competitive environment.

A positive coordinate on the y axis (2.61) indicates a strong financial potential of the bank, which can become the basis for further development. This means that although the bank has some problems with competitive advantages, its financial stability allows it to use resources to ensure future growth and strengthen its position in the market.

Therefore, the vector of the recommended strategy determines the need to take measures to strengthen the bank's competitive position by developing new products and services, improving customer service and attracting additional resources to support financial stability. This allows you to clearly assess the bank's competitive position and develop appropriate strategies to overcome weaknesses, which will ensure effective development in the future.

Definition positionsthe bank in the matrix coordinate systemSRAS is shown in fig. 3.2.

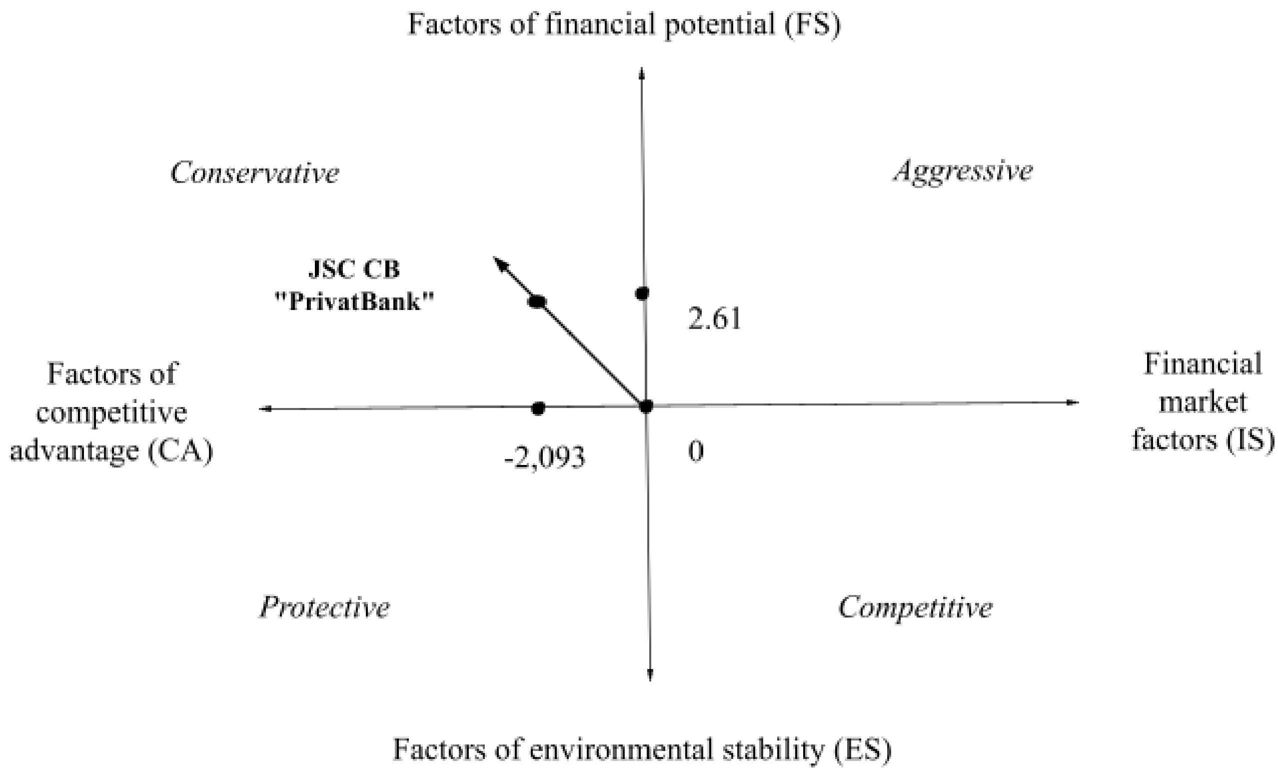

Fig. 3.3. Vector of the competitive position of JSC CB "PrivatBank" based on SPACE analysis

According to the results of the SPACE analysis, a conservative strategic position was determined for PrivatBank JSC, which indicates an orientation towards stability and preservation of existing market positions in conditions of high competition and external instabilities. This means that the bank focuses its activities on long-term sustainability, while remaining cautious about significant changes in the market. The analysis revealed that competitive advantages are at a relatively low level, which is due to increased competition in the banking sector and a decrease in the number of banks. In such a competitive environment, the bank's market potential is not a decisive advantage.

The bank's financial potential continues to remain at a stable level, which ensures its stability even in difficult conditions. This allows the bank to maintain its competitiveness despite the current challenges. In general, the bank's strategy is based on caution, with the minimization of risks and maximum concentration on financial stability.

Such conditions are typical of markets with low growth rates, where the emphasis is on maintaining what has been achieved, rather than on active expansion. The main mechanisms for ensuring stability include reducing costs and improving the quality of services provided, as well as diversification of activities and expansion into new promising markets.

The conducted strategic analysis based on the SPACE method allows the bank to get a clear idea of its current competitive position, as well as to determine strategies for overcoming existing threats and using existing opportunities. Taking into account both external and internal factors, as well as a comprehensive approach to assessment, help to form a strategy for the bank's further development, which is an important element for effective planning and strategic decision-making.

The SPACE method is an extension of classic tools of strategic analysis and allows to overcome some limitations of traditional approaches, which makes it extremely useful for making informed decisions in strategic planning. However, as with any analytical tool, it should be used with care, as estimates and forecasts can be influenced by the high level of uncertainty in the external environment, which increases the likelihood of error.

3.3. Improving the process of forming the bank's strategic management using the construction of a "decision tree"

There are many different approaches to the formation of a bank's development strategy, and for the effective improvement of this process, it is important to take into account all aspects of the organization's activities, which were analyzed in detail during the study of JSC CB "PrivatBank". One such approach, which finds application in banking management, is the decision tree method.

The decision tree method is a powerful tool for analyzing large amounts of data and is widely used for strategic decision making. The main areas of its use can be divided into three main categories:

1. Data description: the "decision tree" method allows you to store information about the data sample in a compact and easy-to-use form containing accurate descriptions of objects. This allows you to create a detailed picture based on the available data, which can be used to make strategic decisions.

2. Classification: the use of a decision tree allows you to solve the task of classification, that is, to determine the assignment of objects to certain categories or classes, which can be useful for segmentation of customers or product groups.

3. Regression: when the variable has unreliable values, the decision tree allows you to determine the dependence of the target variable on independent variables, which is important for forecasting financial results or other changes in the bank's work process.

To build a decision tree, the analyst determines the composition and duration of the phases of the project's life cycle, identifies key events that may affect further development, and assesses the probability of their occurrence. Determining the cost of each stage of the project is also an important stage. All these data form a decision tree, where the nodes represent important events, and the arrows indicate the list of actions necessary to achieve the desired result.

The main advantage of the decision tree method is its ability to link strategic goals with specific actions that need to be performed at the moment to achieve these goals. Creating a multi-level decision tree helps to clearly define how each level of the decision ensures the achievement of the goals of the previous level, which creates a clear hierarchical sequence of activities based on cause and effect relationships. This method helps to form a comprehensive approach to decision-making and forecasting their results in the process of strategic management.

Usually, the "decision tree" has five main levels:

1. The main goals of the work are the final results that must be achieved within the framework of a specific work or a set of works. This level allows you to clearly define what the goal of the project is and to assess how it can affect the overall development of the industry. In order to formulate goals, it is necessary to have a deep understanding of the chosen direction and the available resources that will be spent on their achievement.

2. The tasks that must be solved to achieve the goals are specific tasks that must be completed in order to achieve the main goals. These tasks are a necessary condition for the realization of the goals and must be clearly defined and completed within the specified time limits.

3. Problems that need to be solved at the previous stages - this level involves the identification of the main problems that may arise on the way to achieving the set goals. Identifying such problems is important for predicting possible difficulties and risks.

4. Directions for solving problems - at this level, possible ways to solve problems arising at the previous stage are explored. An important part of this level is the search for alternative ways that can lead to effective solutions to the problems facing the bank.

5. Conditions for the implementation of directions for solving problems - this level defines the conditions under which certain strategies and directions for solving identified problems can be implemented. It includes the need to create a reliable information system that allows timely response to changes in the situation and ensures correct decision-making.

The classic process of using a "decision tree" consists of the following stages:

1. Determination of the composition of the bank's development strategy.
2. Identification of key events that may affect the implementation of the strategy.
3. Estimation of the time of occurrence of these events.
4. Formulation of possible decisions that can be made after the occurrence of each of the key events.
5. Assessment of the probability of making each of the decisions.
6. Determining the cost of each stage of strategy implementation.

The main idea when building a "tree of goals" is decomposition, that is, the division of the general goal into smaller tasks. This allows you to link the general strategy with specific actions that must be performed to achieve it. Thus, the "decision tree" allows for a clear distribution of tasks between responsible executors, which ensures effective implementation of the strategy, taking into account changes in the external environment.

The proposed process of strategic bank management with the help of a "decision tree" helps to effectively plan and implement long-term goals, taking into account possible risks and external changes, which ensures the stability and development of the organization (Fig. 3.3).

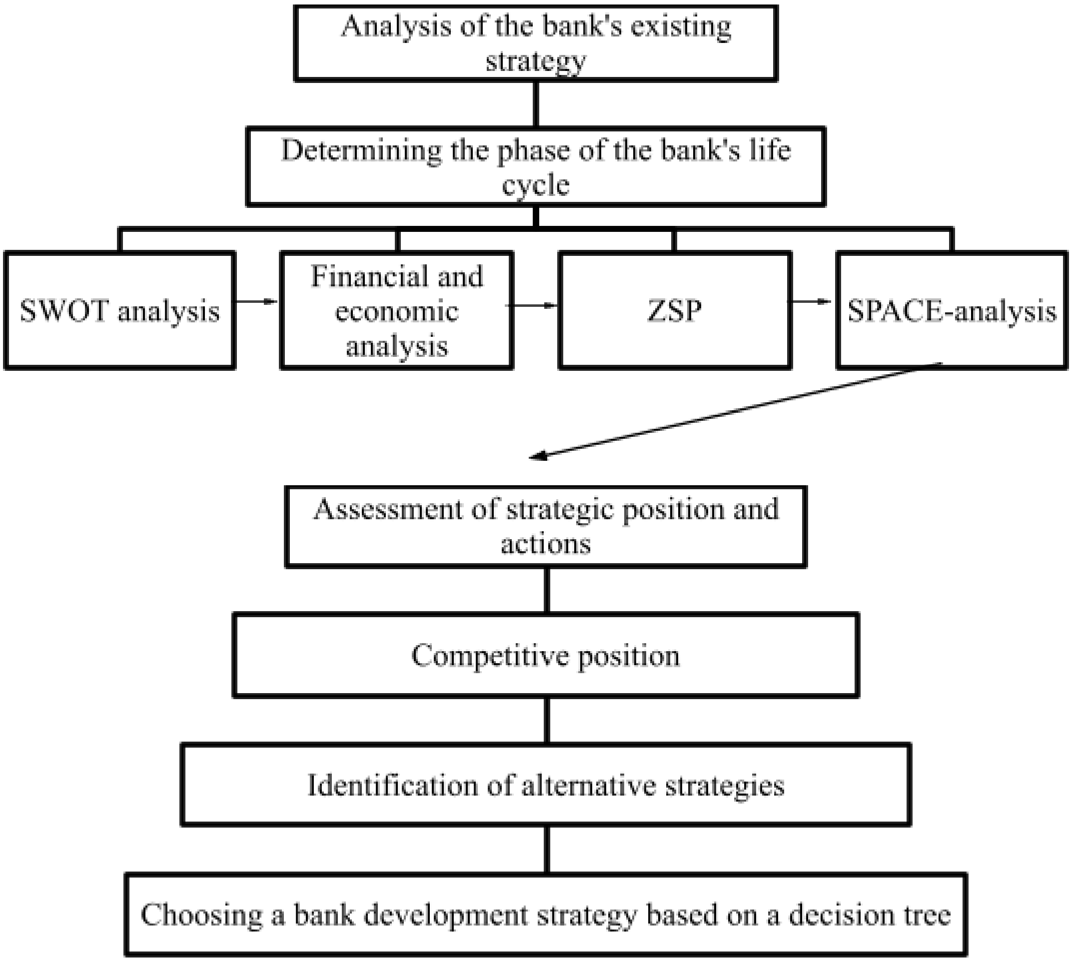

Fig. 3.4. The process of strategic bank management using the "decision tree"

The process of making management decisions using the "decision tree" includes five main stages that allow you to effectively assess the situation and make an informed decision:

Stage 1. Formulation of the task.

This stage involves a clear definition of the problem and its context. First, it is necessary to eliminate all factors that are not relevant to the problem and focus only on those that are important for making a decision. After that, it is important to highlight essential factors and non-essential aspects, which allows you to prepare a description of the task for further analysis. At this stage you also need:

- Identify sources of information for investigating the problem.

- Make a list of possible events that can affect decision-making and their temporal sequence.

Stage 2. Building a decision tree.

At this stage, the construction of a decision tree is carried out, which is a graphic display of all possible options for the development of events and decisions that can be taken at each stage.

Stage 3. Assessment of probabilities.

This step involves determining the probabilities for each possibility or event. Probabilities can be derived from analysis of available data or through expert judgments, allowing more information to be gathered to more accurately predict possible outcomes.

Stage 4. Evaluation of gains and losses.

The next step is to determine the gains or losses for each alternative resulting from the possible events. At this stage, all possible results, which can be both positive and negative, are taken into account, and their impact on the final goal is evaluated.

Stage 5. Making a decision.

On the basis of the built decision tree and the received estimates of probabilities and winnings, the final decision is made. This decision must be justified and correspond to the organization's development strategy.

In the case of JSC CB "PrivatBank", after the analysis and implementation of all stages of the decision tree method, it was found that the bank's strategy aims at a gradual and moderate expansion of the scope of service to both individuals and corporate clients. Based on this, the bank determined a strategy of reorientation, which is most suitable for the period of decline in the market. Taking into account the previous analysis, it was determined that in response to external challenges and under the condition of using available resources, the bank has the opportunity to reduce costs and strengthen its position in the market of banking services.

CONCLUSIONS

On the basis of the conducted research on the topic "Implementation of modern tools and technologies of strategic management of the company", the following conclusions can be drawn.

In the conditions of a full-scale invasion, when large-scale destruction of infrastructure, a decrease in economic activity and active migration processes are observed, the efficient operation of the banking system becomes strategically important. For Ukrainian companies operating in conditions of war and economic instability, the introduction of modern management technologies not only contributes to the optimization of business processes, but also creates a basis for ensuring competitiveness and stability in the domestic and foreign markets.

Strategic management is a comprehensive approach that combines clear goal setting with flexibility that allows the organization to adapt to changes, analyze available resources, and ensure the achievement of set goals through the implementation of strategic plans. Despite the variety of approaches to the structure of strategic management, a common feature of all models is attention to such stages as defining the mission and goals of the organization, analyzing the external and internal environment, forming strategies and developing action plans. At the same time, the stages of the strategic process are often interconnected, and their sequence may change in response to new challenges and conditions.

Today, several basic tools and methods of strategic management come to the fore. This is a balanced system of indicators, controlling, management tools based on the principles of total quality control. The main criteria for their selection were multidimensionality, multifunctionality, and complexity. To achieve the maximum result, companies should combine several tools, taking into account their strengths, as well as adapt the selected approaches to the specifics of the organization and the market.

Modern technologies of strategic management of the company are focused on the use of digital tools, process automation, big data analytics and implementation of innovative approaches for making effective decisions. Maximum efficiency can be achieved only with a comprehensive approach - strategy design, organization and implementation of various methods, strategic control and analysis of all results. All this is included in the Schuhart-Deming cycle (PDSA - Plan-Do-Study-Act). Only complex and constant actions will be the key to success in today's world.

In the second part of the study, the activities of JSC CB "Privatbank" were considered. During the studied period, there is a significant increase in the assets, liabilities and equity of the commercial bank. At the same time, there is a significant increase in attracting funds from clients, which became possible thanks to the introduction of effective deposit programs. This positive trend indicates the growing trust of clients in the bank and the success of its strategy of attracting financial resources through deposits and other instruments.

In addition, growth may be the result of the introduction of the latest banking products and services, as well as highly effective risk management. The bank offers competitive conditions for its clients, which allows them not only to save, but also to multiply their financial savings. Attracting additional funds from customers opens up new horizons for expanding the range of financial services, strengthening the bank's financial stability and increasing its competitiveness.

The growth of interest and commission income confirms the positive trends in the bank's financial development, the increase in the volume of operations and the expansion of the offered services. An increase in interest income can be a consequence of effective management of assets and liabilities, as well as the ability of the bank to generate income through lending and other financial operations. The increase in commission income indicates an increased demand for banking services such as payments, account maintenance and other commission operations. It can also be the result of the introduction of new products and services, which allows the bank to maintain a high level of competitiveness in the market. In general, the growth of these revenues demonstrates the efficiency of the bank's work, the strengthening of its financial base and the improvement of stability.

Strategic management tools and technologies of PrivatBank JSC CB were also conducted. JSC CB "PrivatBank" successfully applies modern tools and technologies of strategic management, which allows it to remain the leader of the banking market of Ukraine. Thanks to the introduction of a balanced system of indicators, the bank provides comprehensive monitoring of its activities, which contributes to the achievement of strategic goals and effective management of resources. Regular SWOT and PESTLE analysis helps the bank adapt to changes in the competitive environment and develop strategies aimed at strengthening its positions. Active use of big data analytics allows PrivatBank to better understand customer needs, personalize services and improve risk management.

The bank effectively uses CRM systems that help to optimize interaction with customers, increase their loyalty and improve the quality of service. In addition, "PrivatBank" actively integrates cloud technologies, which allow to significantly increase the efficiency of data processing and ensure a high level of security. Cloud solutions allow the bank to quickly scale its IT resources in accordance with changing market requirements, which contributes to the effective management of large volumes of data and optimization of infrastructure costs. In addition, PrivatBank is actively exploring the possibilities of using blockchain technologies, which makes it possible to significantly increase the transparency of financial transactions. In general, the positive dynamics of the increase in the efficiency of the use of technologies and strategic management tools indicates the successful implementation of innovations in the banking activities of PrivatBank.

Strategic management of a bank in wartime has a number of features due to extreme conditions, high risks and the need for quick adaptation to a changing environment. One of the main features is the need for prompt response to security threats, as well as ensuring the continuity of banking operations. The analysis of indicators of the strategic management of JSC CB "PrivatBank" for the years 2021-2023 indicates a steady growth of key financial and operational indicators, despite difficult economic conditions. The bank's net profit shows stable growth, which indicates the success of the chosen strategy and the effectiveness of cost management. The increase in the loan portfolio, especially in the segment of small and medium-sized businesses, reflects the bank's focus on supporting the economy even in times of crisis.

An important achievement was the decrease in the share of problem loans, which indicates the strengthening of risk control and improvement of the credit policy. Also, a noticeable increase in investments in digital technologies contributes to strengthening the bank's competitiveness and increasing the level of customer satisfaction. Returning to the restoration of the network of branches and ATMs demonstrates the flexibility of the bank and its ability to quickly adapt to changing conditions. Thus, PrivatBank continues to strengthen its position as a leader in the banking market of Ukraine, supporting the country's economy, investing in digitalization and improving the quality of customer service.

In the third section, recommendations were given on the formation of strategic management of a commercial bank in modern conditions. For this purpose, the implementation of modern tools and technologies of strategic management of the company was proposed, which is a necessary step to ensure the stability, efficiency and competitiveness of the organization. The application of Big Data, cloud technologies, process automation, innovations in cyber security and other solutions allows companies to adapt to unstable conditions, minimize risks and improve the quality of management. An extremely important part of the process is training employees so that they can effectively use new technologies.

Proposals were also provided for the use of SPACE analysis to determine the bank's strategy. The main purpose of the SPACE analysis is to build a matrix in which each of these factors is evaluated using points, which allows you to determine the strategic position of the organization in a specific industry. One of the main advantages of SPACE-analysis is its ability to give a clear picture of the company's position in the market and determine in which area the company should improve its activities to achieve better results. The SPACE matrix is a visual tool that facilitates the decision-making process, allowing you to evaluate strategic options for further development. According to the results of the SPACE analysis, a conservative strategic position was determined for PrivatBank JSC, which indicates an orientation towards stability and preservation of existing market positions in conditions of high competition and external instabilities. This means that the bank focuses its activities on long-term sustainability, while remaining cautious about significant changes in the market. The analysis revealed that competitive advantages are at a relatively low level, which is due to increased competition in the banking sector and a decrease in the number of banks. In such a competitive environment, the bank's market potential is not a decisive advantage.

Also, in the third chapter, it was proposed to improve the process of forming the bank's strategic management by building a "decision tree". To build a decision tree, the analyst determines the composition and duration of phases of the project's life cycle, identifies key events that may affect further development, and assesses the probability of their occurrence. Determining the cost of each stage of the project is also an important stage. All this data forms a decision tree, where the nodes represent important events, and the arrows indicate the list of actions necessary to achieve the desired result. The main advantage of the decision tree method is its ability to link strategic goals with specific actions that need to be performed at the moment to achieve these goals.

In conclusion, we can conclude that the proposed measures for the implementation of modern tools and technologies of strategic management of the company are economically and socially effective. In particular, the research contributes to the optimization of business processes, the improvement of personnel and resource management, as well as the creation of more effective development strategies. Thus, the set tasks have been solved, and the goal of the research has been achieved.

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