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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**

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QUALIFYING MASTER'S THESIS

on the topic:

**MANAGEMENT OF THE BANK'S DEPOSIT POLICY IN
MODERN CONDITIONS**

student of higher education **Zhang Zhenmin**

The work is accepted for defence in the EC

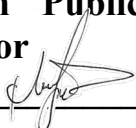
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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Zhang Zhenmin

1. Topic of work: "MANAGEMENT OF THE BANK'S DEPOSIT POLICY IN MODERN CONDITIONS".

Scientific adviser Timur Malafieiev, PhD in Public Administration, Associate Professor
(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 economic essence and legal basis of deposits of a banking institution; to determine the place of the deposit policy in the management of the bank's activities; to overview methods of management of the involved resources of banking institutions.
- In Chapter 2: to investigate the economic and organizational characteristics of JSC "UKRSIBBANK"; to analyze the deposit portfolio of JSC "UKRSIBBANK"; to conduct a ratio analysis of the bank's deposit base.

• In Chapter 3: to improve the mechanism of formation and implementation of the bank's deposit policy; to provide suggestions on the development of the deposit policy of JSC "UKRSIBBANK"; to propose recommendations for improving the efficiency of the deposit policy of Ukrainian banks in the conditions of martial law.

4. Plan of qualifying master's thesis

№	Names of work sections
1	THEORETICAL ASPECTS OF MANAGEMENT OF THE STRATEGIC DEVELOPMENT OF THE BANK IN MODERN CONDITIONS
2	CURRENT STATE AND DEVELOPMENT STRATEGIES OF BANKING INSTITUTIONS OF UKRAINE
3	WAYS OF IMPROVING MANAGEMENT OF STRATEGIC DEVELOPMENT OF BANKING INSTITUTIONS

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

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ABSTRACT

The qualifying master's thesis contains 79 pages, 8 figures, 11 tables, and a list of 40 references.

The object of research is the deposit activity of banking institutions.

The subject of research includes the theoretical, methodological, and practical foundations for improving the management of banks' deposit policies.

The purpose of the master's thesis is to generalize the theoretical and methodological foundations for the formation and implementation of deposit policies in banks and to develop practical recommendations for improving deposit policy management in modern conditions.

Tasks of a qualifying master's thesis include:

- To examine the economic essence and legal framework governing deposits in banking institutions;
- to determine the role and importance of deposit policy in the overall management of a bank's activities;
- to investigate methods for managing the resources acquired by banking institutions;
- to present the economic and organizational characteristics of JSC "UKRSIBBANK";
- to analyze the deposit portfolio of JSC "UKRSIBBANK";
- to perform a ratio analysis of the bank's deposit base;
- to enhance the mechanism for the formation and implementation of a bank's deposit policy;
- to provide suggestions for the development of the deposit policy at JSC "UKRSIBBANK";
- to recommend strategies for improving the efficiency of deposit policies in Ukrainian banks under martial law conditions.

Based on the results of the research, theoretical and practical provisions have been formulated. The author has developed specific proposals for enhancing the management of deposit policies in banks, focusing on adaptability to modern challenges, including economic instability and martial law.

The obtained results can be used to refine methodological approaches to deposit policy management in banking institutions. The findings are particularly valuable for JSC "UKRSIBBANK" and can be adapted by other banks seeking to enhance their competitiveness and financial stability in dynamic economic conditions.

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

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

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INTRODUCTION

Management of the bank's deposit policy is one of the key activities of a financial institution, which determines its ability to provide stable sources of funding and maintain liquidity. In modern conditions, when financial markets are characterized by increased volatility, and competition between banks is intensifying, an effective deposit policy becomes an important tool for attracting resources and strengthening market positions. It includes a set of measures aimed at optimizing the structure of funds raised, increasing the attractiveness of deposit products for various customer segments, as well as managing risks related to the cost and terms of funds raised.

The purpose of the qualifying master's thesis is a generalization of the theoretical and methodological principles of the formation and implementation of deposit policy by banks, as well as the development of practical recommendations for improving the management of the bank's deposit policy in modern conditions.

The following tasks were defined for the realization of the research goal:

- to consider the economic essence and legal basis of deposits of a banking institution;
- to determine the place of the deposit policy in the management of the bank's activities;
- to investigate methods of managing the involved resources of banking institutions;
- to lead economic and organizational characteristics of JSC "UKRSIBBANK";
- to analyze the deposit portfolio JSC "UKRSIBBANK";
- to conduct a ratio analysis of the bank's deposit base;
- to improve the mechanism of formation and implementation of the bank's deposit policy;
- to provide suggestions on the development of the deposit policy of JSC "UKRSIBBANK";
- to offer recommendations on improving the efficiency of the deposit policy of Ukrainian banks in the conditions of martial law.

The object of the study is the deposit activity of banking institutions.

The subject of the research is the theoretical–methodical and practical foundations of improving the management of the deposit policy of banks.

The work uses the methods of logical analysis in determining the basic categories of research, statistical analysis, graphic analysis in evaluating the general indicators of the activity of Ukrainian banking institutions in the field of deposit policy.

When writing the paper, the following normative acts were used: Law of Ukraine "On Banks and Banking Activities", Law of Ukraine "On the system of guaranteeing deposits of individuals" and other legislative and regulatory materials, financial statements of banks, etc.

The qualifying master's thesis consists of an introduction, three chapters, conclusions, and a list of used sources.

Keywords: deposit, deposit, deposit policy, bank, interest rate risk, deposit guarantee system, marketing communication tools.

CHAPTER 1

THEORETICAL BASICS OF DEPOSIT POLICY MANAGEMENT OF THE BANK

1.1. Economic essence and legal basis of bank deposits

Deposits play a key role in the functioning of banking institutions, as they are the main source of funding for banks and an important tool for managing liquidity and ensuring lending to the economy.

Banking resources are the basis of any bank's activity. This makes it possible to claim that the processes of resource formation and lending are interconnected. The scale of banks' activities and the amount of profits depend on the formation of resources. Therefore, understanding the economic content of banking resources, knowledge of the problems associated with their formation and use is extremely important.

The resources of a commercial bank, in addition to its own funds (equity), are also formed at the expense of borrowed and borrowed funds, which make up the main part of the bank's accumulated resources, which are used to carry out active operations. By mobilizing temporarily free funds, banks provide the country's economy with additional investment resources, since the funds of some are used by others on return terms. Practice shows that the main source of resources of commercial banks are funds raised, namely deposits and deposits, this is connected with the specifics of banking activity.

Raised resources are the largest part of the bank's liabilities: these are the funds of legal entities and individuals attracted by the bank for deposits. Such banking operations are called deposit operations, and specifically, attraction – deposit operations [1].

Deposits are the most important type of liabilities – the basis on which commercial banks develop. The very concept of "deposit" (from the Latin depositum – a thing given for safekeeping) arose in the late Middle Ages along with the development of a significant class at that time – the merchant class. From the history of the development of banking, it is known that the initial form of deposit operations was the storage of gold

coins at the mints in the money changers. For the storage of these coins, the owner paid a certain fee to the custodian, and the latter guaranteed, at the request of the client, the return of exactly those coins that were deposited. So, under such conditions, money changers could not carry out loan operations with the coins they received, could not receive profit from which they would pay the owners of the money – interest.

Historically, in the future, the owners of money stopped demanding the return of coins that were exclusively deposited. It was sufficient to return the amount of funds deposited. The change in approaches made it possible to add to the accumulated equity capital (provided for storage) and to provide loans at the expense of the formed amount. This is how the first full-fledged signs of banking activity and banking operations, including the first deposits, were initiated.

Based on the interpretation in the explanatory dictionary, a bank deposit is considered as money of individuals and legal entities, which are placed for temporary storage in a bank. And the concept of deposit operations of the bank highlights as operations to attract funds of legal entities and individuals for deposits and their placement [2].

A deposit is a transfer of the client's funds for the temporary use of the bank.

The economic essence of deposits is the ability of individuals and legal entities to temporarily place their funds in banks for the purpose of preserving and increasing capital, which provides them with additional income in the form of interest.

At the same time, the legal basis of deposits is regulated by legislation, which determines the conditions for attracting, saving and paying out funds, as well as establishes the rights and obligations of both banking institutions and their clients.

In particular, in Ukraine, the activity of attracting deposits is regulated by the Law of Ukraine "On Banks and Banking Activity", according to which a deposit (deposit) is money in cash or non-cash form, in the currency of Ukraine or in a foreign currency, placed by clients in their registered accounts in bank accounts on a contractual basis for a specified period of storage or without specifying such a period and are subject to payment to the depositor in accordance with the legislation of Ukraine and the terms of the contract [3].

According to the Law of Ukraine "On the system of guaranteeing deposits of natural persons" (Article 2, Clause 3) deposit – funds in cash or non–cash form in the currency of Ukraine or in foreign currency, which have been raised by the bank from the depositor (or received for the depositor) under the terms of a bank deposit (deposit) agreement, a bank account or by issuing a registered deposit certificate, including accrued interest on such funds, and according to (Article 2, Clause 4) the depositor is an individual (including an individual entrepreneur) who concluded or in whose favor a contract of bank deposit (deposit), bank account is concluded or who is the owner of a registered deposit certificate [4].

The bank formalizes the attraction of deposits of legal entities and individuals by issuing a savings certificate or opening a time deposit account with the conclusion of a bank deposit agreement

A deposit agreement is an agreement that defines the rights and obligations of subjects of deposit operations (legal entities and individuals) in the case of placement of funds. According to the bank deposit (contribution) contract, the bank that accepted the funds from the depositor undertakes to pay the depositor (contribution) amount and accrued interest on the terms and in the manner stipulated by the contract.

The specific content of the deposit agreement, i.e. the totality of the conditions stipulated in it, is always determined by the agreement of the parties, since the current legislation does not establish requirements for the terms of the deposit agreement, and therefore its conclusion must be guided by the general provisions of the Civil Code of Ukraine. Please note that the main details and conditions of the deposit agreement for bank deposits are formulated in the approved NBU Rules for carrying out deposit operations for bank deposits. They provide for the following basic details and terms of the deposit agreement: name and address of the bank accepting the deposit and the owner of the funds; two dates: one – the deposit, the second – the depositor's requirements for his funds; deposit amount; interest rate for using the deposit; the bank's obligation to return the deposited amount; signatures of the parties.

According to the current legislation of Ukraine, only business entities with the status of a legal entity and, accordingly, legal capacity for the established purposes of

their activity can acquire civil rights and have civil obligations on their own behalf. However, this does not mean that deposit agreements should be concluded directly by civil legal entities. These agreements are allowed to be concluded on their behalf and in their interests by other persons in the manner prescribed by the Civil Code of Ukraine. They can be both physical and legal entities or officials of their separate units.

Bank deposits are classified according to various characteristics and types, namely [1]:

- regarding the owner of the funds: legal entities; natural persons;
- by the price of resources: paid, free;
- according to the currency of the account: in the national currency; in foreign currency;
- according to the degree of predictability: stable and unstable;
- depending on the term and procedure for attracting funds, demand, time and special deposits are distinguished. Demand deposits are repayable at the depositor's first demand, which is why they are also called open-ended. Time deposits are returned to the depositor after a period agreed between him and the bank or after prior warning. Savings (special) deposits are intended for saving and accumulating funds without a time limit;
- depending on the availability and specifics of the use of deposit funds, registered and bearer deposits are distinguished. Named deposits provide for the possibility of withdrawal of funds by its owner or a third party on behalf of the owner. Bearer deposits provide such an opportunity to any person who presents to the bank a document stipulated by the contract between him and the owner;
- according to the method of registration, deposits issued by a contract, issued by a savings book, issued by securities (deposit and savings certificates, bonds) are distinguished.

So, raised resources are the largest component and the main source of bank capital formation, which consists of the funds of individuals and legal entities attracted by the bank on deposit and current accounts, and is used for the formation of credit resources and the implementation of banking operations and the provision of services for the purpose of obtaining profit. Analysis of the economic essence of deposits and their legal

basis allows us to understand the importance of this tool for the financial stability of banks and economic development in general.

1.2. The place of the deposit policy in the management of the bank's activities

The main part of bank resources is formed in the process of carrying out deposit operations of the bank, the stability of the functioning of the credit organization depends on their effective and correct organization. Effective management of liabilities requires the implementation of a scientifically based deposit policy.

Deposit policy is a complex economic phenomenon, its essence is considered both in a broad and a narrow sense. In the scientific works of both foreign and domestic scientists, there is no unambiguous interpretation of these concepts. In a broad sense, the bank's deposit policy is considered by some scientists as a bank's strategy and tactics in its activities to attract resources for the purpose of return, as well as in the organization and management of the deposit process. Most often, deposit policy in a narrow sense is understood as the bank's strategy and tactics in terms of organizing the deposit process in order to ensure its liquidity. The deposit policy forms the basis of all the bank's work on attracting resources in accordance with the general strategy of its activity. Strategy and tactics are closely related, because tactics are a means of implementing strategy. Therefore, the optimal combination of these two approaches allows banks to realize their main interest in the world of business, the goal of which is profitability and promotion of economic growth. However, deposit strategy and tactics are closely related in accordance with the same internal logic that unites such fundamental concepts for banking as resource product, resource operation and resource service. Therefore, based on the above, it can be concluded that the bank's deposit policy should be understood as a system of management decisions, an action program, or a document containing the directions of the bank's activities in the field of deposit operations [5].

In order to develop deposit operations and increase their efficiency, the deposit policy as a component of the bank's activity management system includes the following directions and tasks (Table 1.1) [1].

Table 1.1

Directions of deposit policy

Directions	Characteristics of the task
analysis of the deposit market	studying the needs of consumers, studying the deposit policies of competitors, assessing the impact of the NBU policy on the state of the deposit market and its development trends
identification of target markets to minimize deposit risk	increasing the level of macroeconomic research of each market segment with the aim of gaining competitive positions in certain market segments, as well as identification, control and monitoring of risks
minimizing costs in the process of attracting funds for deposits	constant search for ways and means of reducing interest costs on the resources involved, rationalization of banking business
optimization of the bank's deposit and loan portfolio management	maintenance of mutual communication and mutual agreement between deposit transactions and credit issuance transactions according to the amounts and terms of deposits and credit investments
maintaining the bank's liquidity and increasing its stability	maintenance of expensive and low-paying deposit resources at such a level as to ensure the appropriate profitability of the banking institution and the liquidity of the balance sheet

Deposit policy represents a system that includes elements of the process of managing the bank's activities, namely: strategy, tactics and control. Like the management of any process, the management of deposit operations is subject to general banking requirements, i.e. the combination of liquidity, profitability and risk. The main point in the development of the deposit policy is the correct formulation of the goal and tasks for its implementation (Table 1.2).

Based on the general goal of the bank – maximizing profit while ensuring its stability, priority areas of deposit operations management are determined from the standpoint of profitability, liquidity, risk minimization, optimization of the deposit portfolio, etc.

Table 1.2

Elements of deposit policy		
Elements	Goal	Task
the bank's strategy for developing the main areas of the deposit process	achieving the long-term goals of the bank regarding the growth of the client base and increasing competitiveness by providing clients with quality banking services in such a way and to such an extent that they meet high professional standards and ensure the appropriate profit of the bank	<ul style="list-style-type: none"> – provision in the process of conducting deposit operations, obtaining bank profit or creating conditions for obtaining profit in the future; – gaining competitive positions in certain market segments
the bank's tactics for organizing the formation of a resource base	attraction of as much money as possible at the lowest price under the condition of ensuring the bank's liquidity	<ul style="list-style-type: none"> – maintaining the required level of bank liquidity – ensuring diversification of subjects of deposit operations – expansion of the range of deposit operations, their diversification by amounts, currency, terms, etc – minimization of free funds on deposit accounts – implementing a flexible interest rate policy – improving the quality and culture of service – increasing the efficiency of personnel management – improvement of marketing
control over the implementation of the deposit policy	meeting the needs of customers by ensuring a high-quality level of service	<ul style="list-style-type: none"> – control over the quality of the provision of deposit services in terms of speed, convenience, mobility, the possibility of providing additional

		accompanying services, as well as service culture; – control over the economic efficiency of the deposit policy, assessment of the resource base: volume, structure and main trends in the development of the constituent parts
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The deposit policy should be formed taking into account external and internal factors aimed at improving its quality. In the scientific studies of both domestic and foreign scientists, a large number of internal factors are cited that must be taken into account by the bank when forming deposit resources: – staff qualifications; – financial stability; – image of the bank on the deposit market; – the quality of the bank's deposit policy; – organizational structure of the bank, – sales policy of deposit services.

Analysis of internal factors will allow identifying specific problems in the bank's deposit activities; to develop specific directions for increasing its effectiveness; identify specific ways, methods, techniques and tools for ensuring the stability and development of the client base in terms of attracting deposit resources, etc. That is, it will contribute to the improvement of the bank's deposit resources management system in conditions of variability and uncertainty of the market environment.

No less scientific and practical interest, in our opinion, is the polemic of scientists regarding the composition of external factors in the formation of the bank's deposit resources, the influence of which the bank is unable to manage. He can only predict their behavior and to some extent adapt to their actions in conditions of uncertainty of the market environment. The authors of most scientific works [5, 6] note that the formation of bank deposit resources is influenced by such factors as: state policy aimed at ensuring political stability and sustainable development of the national economy, prevention of crisis situations; inflation rate, interest rates on deposit services, unemployment, economic development and infrastructure of the regions; development of the banking system; the level of the public's trust in banks and the level of its awareness of banking activities; demographic situation in the country.

In the process of developing a deposit policy, it is necessary to take into account economic, social and political goals as components of banking system management, aimed at achieving a high level of economic development, as well as the level of development of a particular bank. It is important for a banking institution to improve the management of deposit operations, because it makes it possible to regulate, manage, and rationally organize relations between the bank and its customers regarding the direct and reverse movement of funds.

To implement the bank's deposit strategy, it is advisable to highlight the following methods:

- management and implementation of the deposit program by adjusting the terms of deposit accounts;
- management and implementation of the deposit program using the interest rate on deposit accounts;
- development and sale of new banking products based on deposit operations;
- competitive pricing policy of the bank in the market of deposit products[6].

In addition, deposit attraction depends mainly on the initiative of potential depositors, not on the bank. When adapting the deposit policy to the needs of clients, banks should not reject a comprehensive approach to its formation and implementation. This approach is reflected in the development of theoretical foundations, priority directions of the bank's development, as well as the determination of the most effective and optimal for this stage of the institution's development tactical techniques and methods of deposit policy implementation.

Tactical tools for managing deposit operations include measures to improve the internal organization of the bank's deposit operations:

- improvement of the order of execution of deposit agreements;
- improvement of the work of the bank staff engaged in passive operations;
- introduction of new forms of work with clients;
- reducing the probability of risk and irrational decisions, etc. [5].

Today, new trends in the development of the banking sector are determined by increased competition between banking institutions and, above all, in the traditional

spheres of activity, on the deposit and credit markets. Funds raised by banks vary in composition. This approach changes the deposit market and makes banking products that combine profitability and access to funds relevant, so the deposit policy ensures:

- attraction of long-term commitments for the purpose of providing long-term loans and making large-scale investments;
- attracting funds on demand in order to optimize the balance sheet structure, comply with liquidity indicators, and carry out current active operations;
- attraction of resources for the short and long term for the purpose of profitable bank activity.

Therefore, the place of deposit policy consists primarily in determining the priority areas of development and improvement of banking activity in the process of accumulating monetary resources, improving the process of forming the resource base and increasing its efficiency. Therefore, the main function of the bank's deposit policy is the optimization of the resource process.

1.3. Methods of management of the involved resources of banking institutions

Having considered the components of the bank's resources, the place of the deposit policy in the bank's management system, it is necessary to consider the methods of their management to ensure their sufficiency in relation to credit and investment activities.

The methods of managing the bank's involved resources can be characterized as methods of influence on the involved resources and relations regarding their formation for the implementation of strategic and tactical goals.

Having systematized the practice of using various methods of managing resources involved at the current stage of banking development, it is possible to build a classification by distinguishing 2 levels: the macro level, represented by the National Bank of Ukraine, and the micro level, the commercial banks themselves. In addition, at each level, using an approach widely used in management theory, the methods of

managing the involved resources can be divided into administrative and economic.

Management of the involved resources of a commercial bank at the macro level is mainly carried out by the National Bank, and the specified process takes place with the help of administrative methods (Fig. 1.1).

The methods used by it affect both the entire banking system of the country and individual banks, making it necessary to fulfill mandatory requirements. The legislative framework establishes the foundations of banking activity for attracting resources. In addition to laws, the bank's activities are regulated by detailed regulations of the NBU, which determine the main requirements for banks.

The monetary policy implemented by the National Bank of Ukraine [7] has a significant influence on the activity of attracting resources. Despite the fact that today preference is given to economic methods.

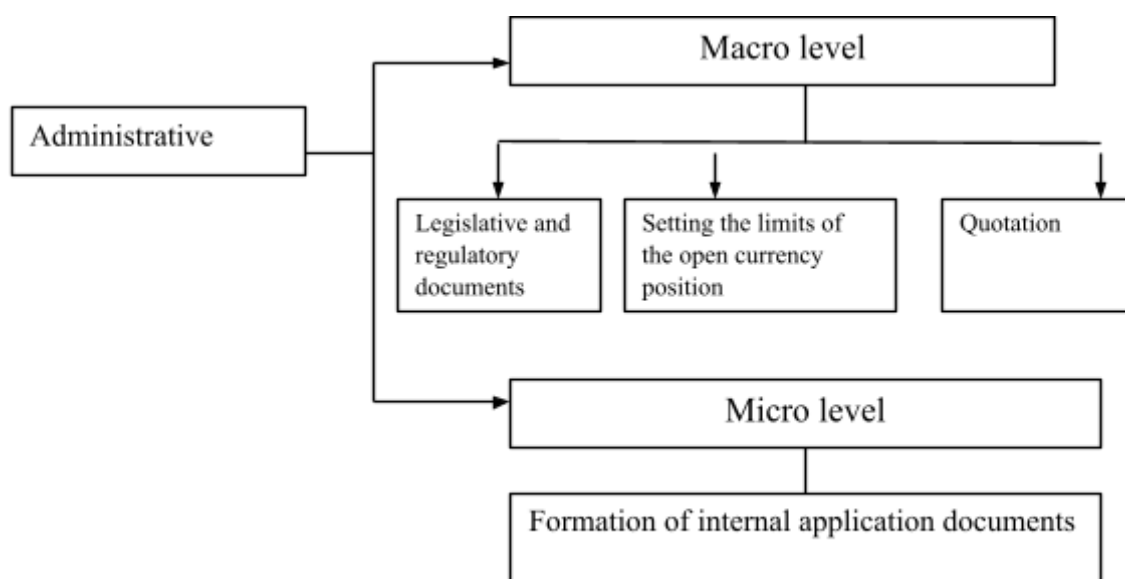


Fig. 1.1. Administrative methods of managing the bank's borrowed funds.

management, the NBU uses various types, mainly administrative restrictions. The most characteristic limitation of this kind is the limits of the open currency position, which are established in order to minimize the impact of currency risk on the activity. The most rigid administrative method of management is quotas – the introduction of quantitative restrictions for a certain time: the establishment of an "upper limit" for the

implementation of certain operations, for example, a limit on the attraction of public funds; determination of commission fees and tariffs for certain types of banking services; direct limitation of the interest margin.

Unlike administrative methods, economic methods do not assume a direct influence on the activity of commercial banks (Fig. 1.2).

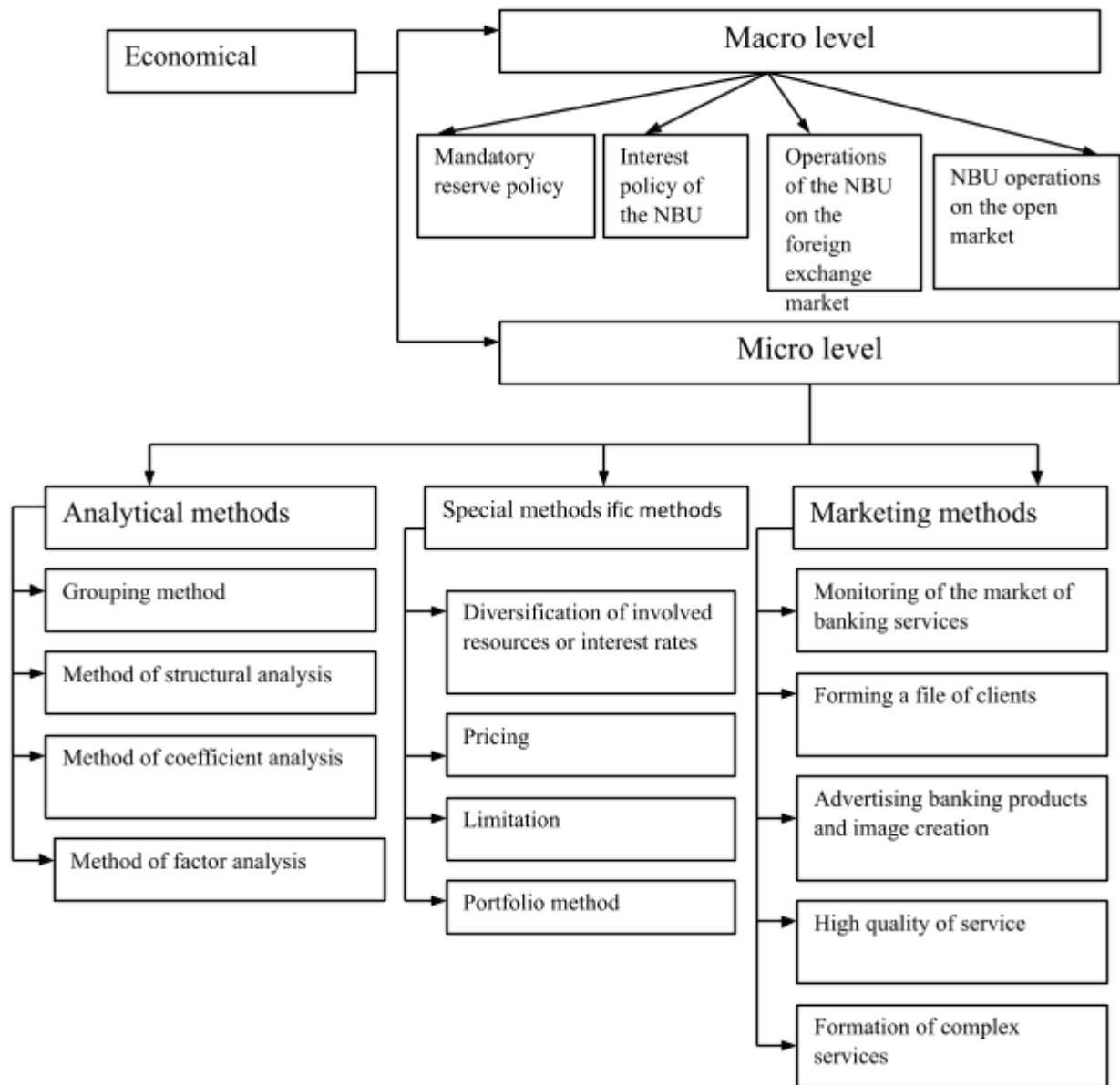


Fig. 1.2. Economic methods of managing the involved resources of the bank

They affect banking activity indirectly, creating a certain economic climate that stimulates or, on the contrary, makes it unprofitable to carry out certain operations. Economic methods include: the policy of mandatory reserves; interest rate policy;

operations on the open market; operations on the foreign exchange market [6].

Reserve requirements have historically performed the function of securing the obligations of banks to depositors and creditors, which is not so relevant in the conditions of the creation of a contribution insurance system. Today, this instrument of the state's monetary policy pursues a dual purpose: regulation of the overall liquidity of the banking system and control of the amount of money in circulation [7].

In modern conditions, the policy of reserve requirements has the greatest impact compared to previous methods on the volume and structure of the resources involved, and mainly on the value of the resources involved. Of course, the establishment of mandatory reserves is justified. But for the bank, as you know, reserve requirements mean the need to divert a part of the resources involved to reserve accounts, and therefore, reduce the amount of resources that can be used to conduct profitable active operations.

At this time, the National Bank slightly eased the reserve requirements. However, the reserve requirement policy requires further improvement. Since the contribution insurance system has already been formed, which requires deductions by all banks that have joined the system, it would be advisable, if not to cancel, then at least to reduce the value of the standard of mandatory reserves for the contributions of individuals. The need for reserve deductions and deductions to the mandatory contribution insurance fund determines the "price increase" of the resources involved. The reduction of mandatory reserves for population contributions would allow banks to offer higher and, accordingly, more attractive interest rates for customers.

A feature of modern interest policy is the indirect effect on market interest rates. By implementing interest policy, the bank aims to maintain real interest rates at a level that stimulates economic growth. In today's conditions, the refinancing rate of the National Bank is only a guideline for commercial banks. Commercial banks set their interest rates based on the real value of the resources involved, taking into account the projected risks and the planned rate of return.

Thus, under different macroeconomic conditions, the state, represented by the National Bank, can pursue (depending on the chosen goals) either a policy of credit

restriction or a policy of gradual reduction of the discount rate in order to revive the process of lending to production.

One of the most relevant tools for influencing the activities of commercial banks is open market operations, which are carried out in two directions: actual securities purchase and sale operations and repo operations. Currently, the NBU conducts operations only with state securities. In foreign countries, high-class corporate securities are used for operations on the open market, in addition to state ones. Such a possibility should be considered by the NBU.

It is obvious that, having high liquidity and having a sufficient level of profitability, government securities are an attractive investment object for commercial banks, even despite the decrease in credit potential. However, as a result of the purchase of government securities by commercial banks at a low price and, as a consequence, the reduction of crediting opportunities, it seems quite logical to assert that even in this case, commercial banks, in order to restore and increase their credit potential, intensify their activities in search of additional resources.

Thus, affecting the credit potential of banks and changing the need for credit resources, operations on the open market indirectly affect the policy of attracting resources.

Repo operations are the most flexible and effective tool for achieving the tactical goals of managing the involved resources. They have a number of advantages: they provide the bank with the necessary liquid funds at the right time; securities, acting as the object of repo transactions, do not exit circulation, but continue to participate in it [7].

In a short period of time, repo operations have become an effective means of managing the liquidity of the banking system for the NBU, because due to their flexibility, they can be used both to increase liquidity and to sterilize excess liquidity by providing an alternative opportunity to invest free funds.

Operations on the foreign exchange market are carried out by the NBU based on the exchange rate policy. In order to influence the exchange rate of the national currency and the aggregate demand and supply of money, the NBU conducts operations related to the purchase and sale of foreign currency on currency exchanges and the interbank

currency market. Since the bank's clients can keep their money in both national and foreign currency, the nature of the NBU's operations in the foreign exchange market to some extent affects the preferences of clients in choosing the currency of investments. As the practice of previous years shows, except for the last year, the state policy to strengthen the hryvnia led to a significant increase in the contributions of the population.

Based on the analysis of the practice of management of the involved resources of modern commercial banks at the micro level, it is appropriate to distinguish administrative and economic methods of management.

The formation of regulatory documents for internal use can be attributed to administrative methods, since such documents reflect certain rules of banking operations that the bank follows, in particular, deposit and credit policies, regulations for managing the bank's assets and liabilities, budgeting procedures, the bank's accounting policy, document flow rules and technologies processing of accounting information, regulations on internal control, regulations on organizational structure, regulations on structural units, job instructions for bank employees and others. All these areas of banking policy are closely interdependent. Together, they reflect the purpose and procedure of attracting funds and directions of their placement.

To assess the situation, identify current problems and trends, determine the need to make adjustments to the bank's policy regarding various analytical methods are used to manage the involved resources. The grouping method is used to form calculated relative indicators based on the combination of absolute indicators for a certain characteristic, depending on the goals of the analysis.

The most common and widely used domestic banks is a method of structural analysis. This is fully justified, given the fact that structural analysis allows you to leave, compare and evaluate the absolute and relative values of certain types of resources involved for a certain period of time, and trace the trends of their change (during dynamic analysis) and, based on the obtained results, build forecasts for the future. For any bank, the structure of the resources involved is of great importance, as it is the basis for determining their sufficiency and trends in the development of banking activity.

It should be noted that the structural analysis can be carried out in the following directions: according to the criterion of regularity, according to types of customers, according to the nature of operations.

Analysis of attracted resources according to the maturity criterion will allow the bank to predict when to expect the outflow of resources in connection with the expiration of the term of their placement in the bank, based on which the bank will maintain readiness to respond to obligations when the maturity date comes. In addition, the analysis of the resources involved in terms of urgency will allow to assess the level of stability of the resource base.

Analysis of the resources involved by customer types gives an idea of the share of one or another type of bank customers, to determine the share of the bank's main customers, from whom the bank receives most of its resources.

Evaluation of the main operations of the bank in relation to the attraction of funds of individuals and legal entities. All operations of the bank in a generalized form can be combined into three main groups: operations with clients (individuals, enterprises and organizations), interbank transactions and transactions with securities. The first are used mainly to form a long-term resource base, the second – to maintain liquidity, and the third can serve as a source of long-term resources (for example, long-term bonds, certificates and promissory notes with a maturity of more than 1 year) and liquidity support funds (repo operations).

The essence of the coefficient method is to determine and calculate a group of financial coefficients that allow assessing the quality of the resources involved.

Summarizing the existing experience and supplementing it with our own achievements, it is possible to propose the following system of coefficients that determine the sufficiency and effectiveness of attracting resources (Table 1.3).

Table 1.3

System of coefficients of sufficiency and efficiency of attracting bank resources

Indicators	Characteristic	Calculation
1. Commitment to demand ratio	It characterizes the degree of risk minimization of the bank's financial stability	commitment to the question / total liabilities
2. Coefficient of term obligations	It characterizes the degree of risk minimization of the bank's financial stability	term obligations / total obligations
3. Coefficient of autonomy of the bank	Reflects the bank's degree of dependence on external sources of financing	liabilities to banks / total liabilities
4. The coefficient of independence of the bank from external sources of financing	It characterizes the degree of involvement inturn customers into income assets	attracted funds of customers – not banks / income assets
5. The average term of the funds involved	A generalized indicator of the structure of the funds involved	(i–th type of resources involved * weighted average term for the i–th type of resources involved) / total resources involved
6. Average term on demand funds accounts	Determines the dynamics of funds' resistance to demand and the possibility of their use as resources for lending	(average balance of demand funds for the settlement period / debit turnover on demand accounts for the period)*number of days in the period being analyzed
7. Coefficient of resistance of the balances to the question	Reflects the proportion of funds in demand accounts that are in the bank at a specified time and can be used as stable resources and can be placed in income working assets	(average balance of demand funds at the end of the year – average balance of demand funds at the beginning of the year / credit turnover on demand accounts for the settlement period
8. Coefficient of average cost of involved resources	Allows you to estimate the average costs for the resources involved	total costs for the resources involved / the average size of the resources involved for the period
9. Coefficient of turnover of involved resources	Reflects the degree of participation of involved resources in active operations	the amount of resources involved, which are used in conducting active operations / the average amount of resources involved for the period
10. Coefficient of efficiency of use of involved resources	Shows how much revenue per unit of costs	cost of raising resources/ interest margin plus commission and service charge
11. Coefficient of coverage of involved resources	Allows you to estimate how much of the bank's own funds are per unit of borrowed funds	the bank's own funds / the average amount of funds raised for the period

12. Risk coefficient of outflow of funds	Shows the degree of readiness of the bank for the outflow of borrowed funds	inflow of funds for all bank operations for the period / outflow of funds for the period
13. Coefficient of volatility of the funds involved	Reflects the level of early withdrawal of funds	the amount of prematurely withdrawn borrowed funds / the average amount of borrowed funds for the period
14. Coefficient of early withdrawal of deposits	It characterizes the level of instability of deposits	the number of prematurely withdrawn deposits/ the average amount of funds raised for the period
15. Coefficient of prolongation of deposits	It allows to assess the degree of probability of extending the period of involvement	the number of extended deposit contracts / the number of concluded deposit contracts

The influence of the above factors determines the composition and structure of commercial banks' resources, in connection with which banks must carefully analyze the degree of their influence in order to predict possible changes. The effectiveness of the analysis depends on the complete coverage of the factors.

It should be noted that in the conditions of increased banking competition and procedures for ensuring the functional sufficiency of the resource potential of banks in terms of attracting resources, the issue of choosing the most effective methods of managing them becomes especially relevant. Let's consider the specific methods of managing the bank's resources.

An important method of managing the bank's borrowed resources is the diversification of the borrowed resources. Deposits are the main direction for expanding the range of banking services for attracting resources. Diversification of deposits consists in expanding the modifications of deposit services, increasing the range of types of deposits offered by the bank [1, 7].

In general, banks are actively looking for ways to further diversify resources. In addition, another important modern trend is the development of the technology of flexible deposit accounts, when the advantages of demand accounts and term accounts are combined in one account. On such accounts, as a rule, a relatively small amount of the initial term deposit is established and the possibility of unlimited additional contributions and withdrawal of funds in excess of the principal amount of the

contribution is provided at any time.

Such methods of managing the bank's involved resources are widely used, such as: differentiation of interest rates; pricing; limitation

Special attention is paid to the analysis of bank interest, because interest is the main source of the bank's operating income (interest received) and the main source of the bank's operating expenses (interest paid). On the one hand, the bank is interested in paying a lower interest rate, on the other hand, it must set a "competitive" interest rate in order to attract customers for whom the main criterion is deposit profitability.

A feature of the modern practice of managing the resources involved is the desire of banks to maximally differentiate interest rates for various deposit services in order, firstly, to satisfy the needs of customers as much as possible, and secondly, to ensure optimal profitability. In addition, some banks offer their clients various ways to compensate for inflationary losses, for example, paying interest in advance (that is, when depositing funds into a term account, the depositor immediately receives the interest due to him). For individual deposits, banks offer interest rates that progressively increase depending on the length of time the funds are in the deposit [7].

Tariffing as a method of managing the involved resources is related to the establishment and change of tariffs for certain banking services. The tariff base includes bank commissions and service fees (account management, etc.). The Bank sets tariffs for opening, maintaining and maintaining accounts separately for individuals and legal entities. Tariffs are set, for example, in relation to the following services in terms of resources of individuals involved: opening an account (may be free of charge); monthly fee for maintaining a personal account (charged without acceptance); crediting available funds to the account (as a rule, free of charge); providing a statement of accounts for all transactions performed (the amount of the tariff can be set depending on the time period for which the statement is provided: for example, up to 1 month, from 1 to 3 months, from 3 to 6 months, over 6 months), etc.

It should be noted that the commissions and fees received by the bank for servicing are insignificant and are not the reason for the bank's desire to expand its client base. The main purpose of the application and development of the tariff method is to improve the

quality of service and organize new forms of services, which is ultimately aimed at increasing the total balance of funds on current and other customer accounts.

Limiting as a method of managing the resources involved is the establishment of various restrictions (limits) by the bank. The purpose of limiting is to ensure a certain balance of funds on the accounts. Restrictions that allow the bank to manage the resources involved include: restrictions on the initial contribution per deposit (minimum contribution amount); limit on the balance of funds on the account (minimum volume of funds on the account on which interest is accrued); restrictions on the total turnover on the account (restrictions on the amount of one-time withdrawal of funds, restrictions on the number of movements on the account); restrictions on the term of placement of the contribution, etc. [8].

If the client opens several accounts, the bank can set a single limit for the balance of funds on all accounts. The bank can differentiate the limits on the total turnover on the account depending on the method of withdrawal of funds from the account (in cash or non-cash order) and depending on the type of payment (to a client of this bank or to a client of another bank).

Of particular relevance today is the portfolio method of managing the resources involved, which is based on a modern approach to liquidity management, when the balance between liquidity and profitability is ensured by balancing and accounting for the interdependence of assets and liabilities [9].

The next group of methods of management of involved resources is directly related to clients, their study, diagnosis, stimulation.

This group should include: formation of a customer card file, monitoring of the banking services market, advertising of banking products, image formation, ensuring high quality of service, formation of comprehensive services.

It should be noted that the multi-criteria nature of bank management has determined a system of approaches based on the use of statistical methods of analysis and management of its resources. A large number of methods and programs for asset management have been developed. The following methods are used: theories of the optimal portfolio, equilibrium market, graphic analysis, neurotechnology and statistical

modeling.

The first attempts to formalize the problem were carried out in the form of linear and quadratic programming models, focused on choosing the optimal ratio between the size of debt obligations and the cost of the bank's resources, which are directed to various types of investments, comparing their relative level of profitability and risk factors.

It should be noted that one of the advantages of multivariable regression analysis lies in the possibility of distinguishing the influence of independent variables, with the possibility of their correction, and the regression coefficient for each variable provides an estimate of its influence on the performance indicator.

In accordance with the essence of the correlation relationship, its study is aimed at solving the following problems: studying the parameters of the equation, which reflects the relationship between the average values of the dependent variable and the values of the independent variable; measuring the closeness of the connection between two or more features; selection of the most important factors that influence the effective sign; prediction of possible values of the resulting characteristic at given values of factor characteristics; the inverse task of calculating the factor characteristics to ensure the planned or desired value of the resulting characteristic on average for the population, under the conditions of the given performance criterion.

It should be noted that correlational methods are quite controversial by their nature. So, on the one hand, it is difficult to provide a separate assessment of the impact of each of the factors, and in this case their ideal is to study the net impact of each factor, while such measurement is possible in the absence of a connection between the factors and random variation of features. In this case, the connection is functional and the use of correlation methods is unnecessary.

Further development of regression models in the conditions of multi-criteria evaluations of the analysis system, in our opinion, is the methodology of cluster analysis.

Cluster analysis combines various procedures used for classification. The essence of using clustering methods is based on the fact that real objects are multidimensional. Cluster analysis combines different classification procedures – agglomerate (accumulation) and interactive (division). In agglomerate methods, the closest objects are

successively combined into one cluster.

The modern methodology of the portfolio approach of the bank's capital management is based on the principles of maximizing the bank's profit under the condition of ensuring the established standards of the National Bank of Ukraine.

Involved resources play an important role in the operation of a commercial bank. Involved resources of the bank are the main source of formation of bank capital, at the expense of which banks carry out a wide range of active operations. Facilitating the wide growth of bank deposits allows commercial banks to lend and invest in various areas of economic activity.

Thus, the analysis of activities related to the management of the involved resources of commercial banks in modern conditions allows us to trace the main trends in the development of management methods: softening of reserve requirements; development of repo operations as a tool for influencing the liquidity of commercial banks; the desire of commercial banks to take into account all factors that can affect the resource base when forming a policy on attracting resources; deepening and wide use of various analytical methods; the desire to ensure the adequacy of the quality characteristics of the offered services (engagement conditions) to the investment goals of clients (for making calculations, saving, accumulating, receiving income, etc.); steady expansion of the range of offered banking services; development of complex services; the priority of forming the image of a high-tech and convenient bank that offers a wide range of services and high quality of service; development of the technology of offering clients flexible accounts and flexible interest rates; the tendency to increase the transparency of the banking services market, openness to customers of broad information about the bank's activities; personification of customers.

CHAPTER 2

RESEARCH OF DEPOSIT ACTIVITIES OF A BANKING INSTITUTION

2.1. Economic and organizational characteristics of JSC "UKRSIBBANK"

Today, despite the challenges caused by the Russian–Ukrainian war, JSC "UKRSIBBANK" continues to function on the basis of sustainable development. Its banking strategy is aimed at being a universal bank that offers a variety of products with a flexible and balanced risk–oriented approach. Thus, the bank combines the strengths and expertise of various business lines to provide products that best meet the needs of customers.

JSC "UKRSIBBANK" was founded in Ukraine in 1990 as a commercial bank that provided various financial services. In 2005, the bank became part of the French financial group BNP Paribas, which strengthened its market position and gave access to international financial markets and new technologies. BNP Paribas is a leading EU bank, with a network in 63 countries and 183,000 employees, of which 145,000 work in Europe [11].

JSC "UKRSIBBANK" conducts its activities on the basis of licenses issued by the National Bank of Ukraine, the National Securities and Stock Market Commission and the Ministry of Finance of Ukraine. The Bank is a member of the Individual Deposit Guarantee Fund (registration certificate No. 086), which operates in accordance with the Law of Ukraine "On the Individual Deposit Guarantee System" No. 4452–VI of February 23, 2012 (as amended). The Deposit Guarantee Fund of Individuals ensures the return of deposits to depositors of up to 200,000 hryvnias per person in the event of a decision by the National Bank of Ukraine to classify the bank as insolvent and initiate the procedure for withdrawing the bank from the market. During the period of martial law in Ukraine and three months after the termination or cancellation of martial law in Ukraine, the Deposit Guarantee Fund of natural persons guarantees the return of the deposit of natural persons in the full amount of the deposit. The main type of activity of "UKRSIBBANK"

is the provision of banking services to legal entities and individuals on the territory of Ukraine.

The bank's mission is to be a stable partner that offers modern and reliable banking with the support of a leading European group, takes care of customers and employees, contributes to the strengthening of the Ukrainian economy, and positively affects the development of society [13].

UKRSIBBANK JSC Paribas Group seeks leadership in sustainable financing, supporting a green economy and long-term partnerships. The bank has a positive impact on the economy, society and environment of Ukraine.

The bank manages liquidity, risks, provides currency, brokerage and depository services. For corporate clients, the "Unified Bank" model applies, while small businesses receive solutions for payments, loans and deposits. In the retail segment, the focus is on Premium clients and innovative digital solutions. The purpose of the bank is the development of the country through an increase in the share of lending and innovation [13].

The main goal of the risk management process of JSC "UKRSIBBANK" is to avoid and minimize risks in accordance with the accepted risk appetite and business model of the bank. For this purpose, the following functions of the banking risk management system were approved:

- making decisions objectively and impartially, as a "second pair of eyes", with a deep understanding of the risks taken and the long-term consequences of these decisions, with the highest compliance standards and norms of conduct;
- reporting and notifying the bank's management about inherent and potential external and internal risks to which the bank is exposed;
- a perspective view on the evolution of risk and its impact on the bank's activity and solvency are key;
- advising the board, business and other support functions on determining the appropriate level of risk appetite, on potential deficiencies in the risk management system at any level of the organization and on the necessary actions to be taken to strengthen the system;

- promoting the spread and development of risk culture at all levels of the organization;
- adaptation of the risk management system and structure to internal (business) and external (regulatory) requirements.

For these purposes, risk management processes must simultaneously be alert, reliable, simple, efficient and adaptive to changes in the regulatory, macroeconomic and competitive environment, as well as to the specifics of the business.

The essential types of risk for the bank are the following: credit risk; market risk; the risk of interest rate changes; liquidity risk; operational risk (including legal, informational and business continuity risks); compliance risk; reputational risk; model risk.

As of December 31, 2023, UKRSIBBANK JSC has 231 off-balance sheet branches, compared to 243 branches on the same date in 2022 [13].

The key indicators of JSC "UKRSIBBANK" for 2021–2023 are given in Table 2.1 [13, 14].

Table 2.1

Key indicators of JSC "UKRSIBBANK" for 2021–2023, thousand UAH

Indicators	2023	2022	2021	Deviation 2023–2022
Total assets	141935360	108455073	78035173	33480287
– loans to clients	11237375	14746900	28459815	–3509525
– investments in securities	82999939	45696409	16694530	37303530
General obligations	124610949	9535090	68489753	115075859
Own capital	17324411	13104103	9545420	4220308
Authorized capital	5069269	5069269	5069269	–

The analysis of the main financial indicators of JSC "UKRSIBBANK" for 2021–2023 shows significant changes in the structure of assets and liabilities. In 2023, the bank's total assets increased by 30.8% to UAH 141.935 million, which indicates effective asset management. However, the credit portfolio of clients decreased by 23.8% to UAH 11.237 million. At the same time, investments in securities increased

significantly to UAH 82.999 million. The bank's total liabilities increased to UAH 124.611 million, and its equity increased by 32.2% to UAH 17.324 million. Consequently, the bank is showing growth in assets and capital while reducing its loan portfolio and focusing on investments in securities to preserve liquidity and reduce risks.

Next, we will conduct a detailed analysis of the bank's client base to identify its key segments. (Fig. 2.1) [13, 14].

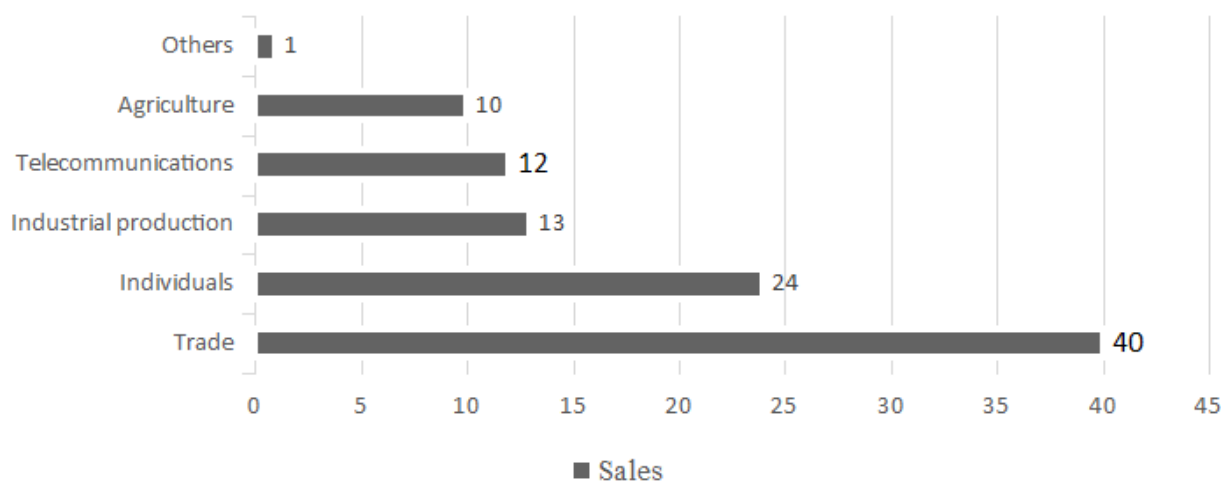


Fig. 2.1. Structure of the bank's loan portfolio by economic sector for 2023, %

The structure of the bank's loan portfolio indicates a high concentration in the trade sector (40%). Individuals make up 24%, industrial production – 13%, and telecommunications – 12%. Agriculture receives only 10% of loans, which indicates limited attention to this segment.

Next, we will analyze the interest and commission income and expenses of the bank, as well as the net profit (loss) as the main indicator of efficiency. We will also consider the ratio of net financial result to assets and authorized capital to assess their profitability (Table 2.2) [14–16].

Table 2.2

Profitability indicators JSC "UKRSIBBANK" for 2021–2023, bln. UAH., %

Indicators	2021	2022	2023	Deviation
Interest income	3968215	9024059	12994612	3970553
Interest expenses	311851	309154	1006632	697478
Commission income	2662220	2379620	2629431	249811
Commission costs	648960	779585	975118	195533
Profit	1454486	3558683	4220308	661625
Return on assets, ROA, %	1.86	3.28	2.97	–0.31
Return on capital, ROE, %	15,24	27,16	24,36	–2.80

For the years 2021–2023, JSC "UKRSIBBANK" showed the following results: in 2023, interest income amounted to UAH 12,994.61 million, significantly exceeding UAH 9,024.06 million in 2022 and UAH 3,968.21 million in 2021. Interest expenses increased from UAH 311.85 million in 2021 to UAH 1,006.63 million in 2023. Commission revenues in 2023 amounted to UAH 2,629.43 million, which is less than UAH 2,662.22 million in 2021. Net profit in 2023 reached UAH 4,220.31 million, increasing from UAH 3,558.68 million in 2022 and UAH 1,454.49 million in 2021, which indicates the successful operation of the bank.

Return on assets increased from 1.86% in 2021 to 3.28% in 2022, which indicates an improvement in the efficiency of the use of the bank's assets. Return on equity also increased — from 15.24% in 2021 to 24.36% in 2023. In general, JSC "UKRSIBBANK" demonstrates positive dynamics of profitability for the years 2021–2023, in particular thanks to the growth of interest income and the reduction of interest expenses.

We will analyze to what extent JSC "UKRSIBBANK" meets the economic standards established by the NBU as of May 1, 2023–2024. (Fig. 2.2) [17].

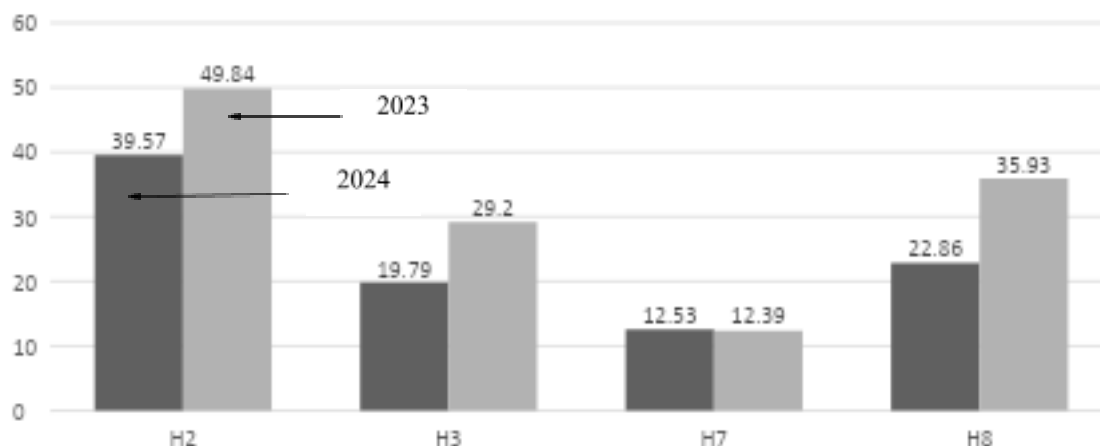


Fig. 2.2. Economic standards of JSC "UKRSIBBANK" as of May 1, 2023–2024, (%)

The regulatory capital adequacy ratio (H2) is 39.57%, which significantly exceeds the minimum level of 8.5% set by the NBU, and indicates sufficient capital to cover risks. Other indicators also comply with NBU regulations.

Thus, JSC "UKRSIBBANK" demonstrates growth in financial indicators, as well as an increase in the volume of loan portfolios. In addition, JSC "UKRSIBBANK" maintains an appropriate level of regulatory capital and fully fulfills the regulator's requirements regarding economic standards, which emphasizes its financial stability and reliability in the financial system of Ukraine. The bank also actively innovates and develops new products, which allows it to remain competitive in the market.

2.2. Analysis of the deposit portfolio of JSC "UKRSIBBANK"

The evaluation of the involved resources is a prerequisite for determining the main trends in determining the stable part of the resource potential and forecasting the main directions of the banking institution's activity in the future to establish competitive advantages. Today, there are a sufficient number of techniques for evaluating the bank's

borrowed funds, but there is no independent comprehensive method for evaluating the borrowed funds. In the existing developments, certain indicators of the resources involved are considered as indicators of liquidity.

In our opinion, the fact that the bank builds its own activity mainly on the resources involved, it is appropriate to talk about the heavy dependence of the bank on the external environment, which requires the development of an independent comprehensive and maximally detailed method of assessing the resources of the bank involved. Banks should use this assessment in their practical activities in order to optimize the resource base, which is necessary for the efficiency of banking activities and ensuring the adequacy of the bank's resource potential for investment activities.

It should be noted that it is necessary to evaluate each source of involved resources, their quantitative and qualitative characteristics, specific features and traits, which in turn affects the expediency and efficiency of their placement.

A comprehensive assessment of the involved resources will allow:

- get a reliable picture of the current state of the involved resources;
- evaluate the quantitative and qualitative characteristics of the involved and deployed resources;
- evaluate the dynamics of the main indicators of the resources involved and deployed;
- to assess the main trends in changes in the composition and structure of the involved and deployed resources;
- to predict the further development of the bank's attracted and deployed resources.

Based on the evaluation of the results of the analysis, the bank is able to more carefully plan the future policy in the field of management of the attracted and placed resources, as well as the resource potential of the bank as a whole.

The main elements of the proposed methodology are:

- sources of information;
- indicator system;
- recommendations for calculating indicators;
- the form of providing assessment results.

The information base for the assessment of engaged and placed resources consists of internal and external sources of information. The reliability, accuracy, completeness of information and its representativeness are a condition for the effectiveness of the assessment. Internal sources of information are primarily represented by the balance sheet and various forms of financial reporting related to the process of attracting and placing the bank's resources. External sources of information are necessary for the study of the legal framework, assessment of the situation in the market of banking services, assessment of clients.

The assessment of the bank's attracted and deployed resources is carried out according to the directions presented in the table. 2.3 [10].

Table 2.3

The main areas of assessment of the bank's attracted and deployed resources

No	Direction of assessment	Characteristic
1.	Evaluation in terms of the main engagement tools.	<ul style="list-style-type: none"> - general characteristics of the bank's resources; - involved deposits; - interbank loans received; - own debt obligations.
2.	Evaluation of the involved resources by the nature of the operations from the point of view of determining the dominant operations.	<ul style="list-style-type: none"> - operations with clients; - interbank transactions; - transactions with securities.
3.	Assessment of involved resources by the nature of operations from the point of view of urgency.	<ul style="list-style-type: none"> - according to the criterion of fixed term of engagement; - according to the criterion of the duration of the engagement period; - deposits according to the criterion of the duration of the engagement period; - loans received by the bank according to the criterion of the duration of the engagement period; - of the bank's own debt obligations on the basis of urgency.
4.	Evaluation by customers.	<ul style="list-style-type: none"> - by client category; - in the section of residents and non-residents.
5.	Assessment of the stability of the bank's resources.	<ul style="list-style-type: none"> - separate indicators of the stability of the bank's resources; - attraction of bank resources depending on sensitivity to interest rate fluctuations;

		<ul style="list-style-type: none"> - degree of dependence of the bank on large creditors and depositors; - degree of dependence of the bank on non-resident clients; - degree of dependence of the bank on the market of interbank loans; - the risk of the bank's own liabilities.
6.	Evaluation according to the cost criterion.	<ul style="list-style-type: none"> - the bank's expenses for attracting resources; - of the involved resources of the bank according to the cost criterion.
7.	Assessment by management complexity.	<ul style="list-style-type: none"> - the number and specific weight of resources for which certain difficulties arise in management; - inflow and outflow of funds, which are difficult to predict; - determination of the amount of easily managed resources: time deposits, own debt obligations, interbank loans; - determining the volume of difficult-to-manage resources: demand deposits, funds on current accounts, funds on correspondent accounts, funds in settlements.

During the evaluation of the bank's funds, preference is given to the structure of the bank's resource base as a whole and its dynamics. A qualitative comparative analysis of the structure of funds raised must be conducted by customer groups and terms, which allows to identify from which sectors of the economy and for what term the bulk of funds are raised in the bank. At the same time, materials from both synthetic balance sheet accounting (the bank's website) and analytical accounting are used.

Quantitative analysis of the structure of funds raised by the bank, as well as its own, consists in determining the specific weight of each subgroup or several subgroups in the total amount of funds raised. This type of analysis allows us to identify the role of each economic counterparty in the formation of the liabilities of this bank. The initial data for the analysis are presented in the table. 2.4 [14].

Assessment of dynamics and structure of liabilities JSC "Ukrsibbank" for
2022–2023

Indicators	Volume, thousand UAH		+–	Specific gravity, %	
	2022	2023		2022	2023
1. Own funds	13104103	17324411	+4220308	12.08	12,21
2. Obligations	95350970	124610949	+29259979	87.92	87.79
2.1. Bank funds	1784	1448	–336	0	0
2.2. Client funds	93699822	119689222	+25989400	86.40	84.33
2.3. Derivative financial obligations	1603	89856	+88253	0	0.06
2.4. Lease obligations	145078	116387	–28691	0.13	0.08
2.5. Current tax liabilities	287981	3207329	+2919348	0.27	2.26
2.6. Other financial obligations	951251	1216163	+264912	0.88	0.86
2.7. Other non–financial obligations	263451	290544	+27093	0.24	0.2
General liabilities	108455073	141935360	+33480287	100	100

The assessment of the dynamics and structure of liabilities of JSC "UKRSIBBANK" for 2022–2023 indicates significant changes in financial indicators. In 2023, the bank's own funds increased to 17,324,411 thousand. UAH, which is 32.2% more than in 2022 (13,104,103 thousand UAH). This indicates a strengthening of the capital base. Total liabilities also showed significant growth, reaching 124,610,949 thousand. UAH in 2023, which is 30.8% more than in the previous year (95,350,970 thousand UAH). The largest share in liabilities is occupied by clients' funds, which

increased to 119,689,222 thousand. UAH, or 84.33%, which confirms the trust of clients in the bank.

Among other liabilities, there is a significant increase in derivative financial liabilities, which reached 89,856 thousand. hryvnias in 2023, compared to 1,603 thousand UAH in 2022. There is also an increase in current tax liabilities to 3,207,329 thousand. UAH, which indicates an increase in the bank's financial obligations.

Thus, the structure of the liabilities of JSC "UKRSIBBANK" for 2022–2023 shows a steady growth of both own funds and liabilities, which indicates the positive dynamics of the bank's development in the conditions of economic instability and war in the country.

Next, we will analyze client funds by terms (Table 2.5)[14].

Table 2.5

Assessment of liabilities by terms of funds raised for 2022–2023.

Type of obligations by terms	Amount, thousand UAH		+–	Specific gravity, %	
	2022	2023		2022	2023
Current Accounts/Accounts to the question	90324772	90522625	+197853	96.4	75.6
– Funds of legal entities and individual entrepreneurs	55295712	57355047	+2059335	59.01	47.92
– Funds of individuals	35029060	33167578	–1861482	37,38	27.71
Term deposits	3375050	29166597	+25791547	3.6	24.4
– Funds of legal entities and individual entrepreneurs	2632471	20933626	+18301155	2.81	17.49

– Funds of individuals	742579	8232971	+7490392	0.79	6.88
Total customer funds	93699822	119689222	+25989400	100	100

The analysis of JSC "UKRSIBBANK" obligations by terms shows significant changes in the composition and structure of clients' funds. The total volume of clients' funds increased by 25,989,400 thousand. hryvnias, which indicates the growth of trust in the bank and the attraction of new funds. The specific weight of funds in current accounts decreased from 96.4% to 75.6%. This indicates that the share of short-term liabilities is decreasing, which may indicate a strategic transition to long-term financing. Time deposits increased by 25,791,547 thousand. hryvnias, increasing its share from 3.6% to 24.4%. This indicates the growing interest of clients in long-term investments and more stable financial obligations. Funds of legal entities and individual entrepreneurs increased by 2,059,335 thousand. UAH., which confirms the growth of business activity and interest in deposits. Amounts of funds of individuals decreased by 1,861,482 thousand. hryvnias, which may be a signal for the bank regarding the need to intensify marketing campaigns or introduce new products to attract individuals.

JSC "UKRSIBBANK" demonstrates positive dynamics in the formation of the deposit base with an emphasis on time deposits, which may indicate a strategy of long-term attraction of resources. However, the decrease in funds of individuals requires additional attention from the management team to maintain and increase the client base.

The structure of the bank's deposit portfolio by economic sector for 2023. shown in Figure 2.3 [14].

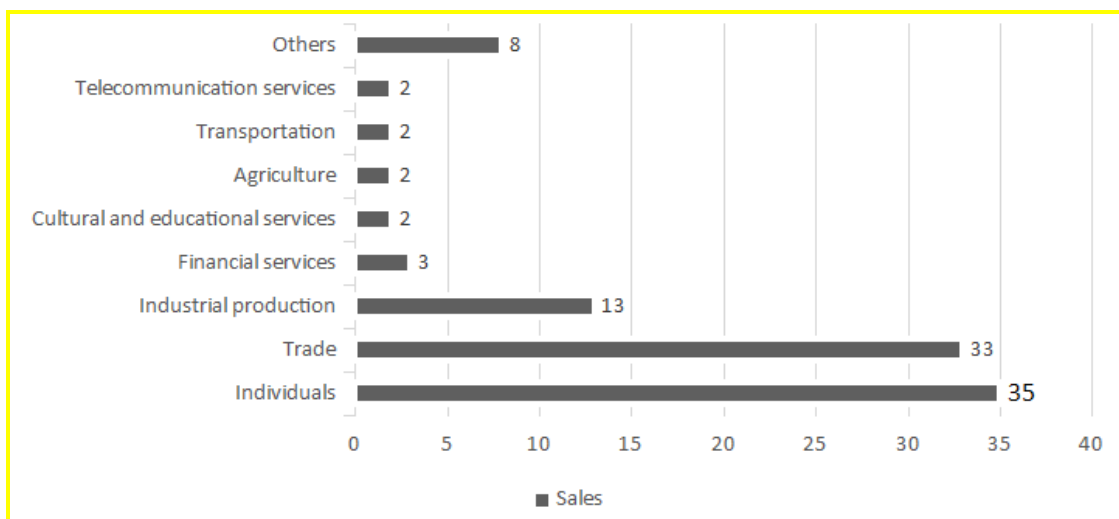


Fig. 2.3. The structure of the bank's deposit portfolio by economic sector in 2023, %

The bank's deposit portfolio is characterized by a significant share of individual deposits, which is 35%, which indicates the high trust of private clients in the bank and its popularity among the population. Deposits from the trade sector make up 33%, which emphasizes the active participation of commercial enterprises in the formation of the deposit base. Industrial production accounts for 13%, while other sectors such as financial services (3%), culture and education (2%), agriculture (2%), transport (2%) and telecommunications services (2%) have lower indicators.

The structure of the deposit portfolio of JSC "Ukrsibbank" by sectors of the economy for 2022. shown in Figure 2.4 [15].

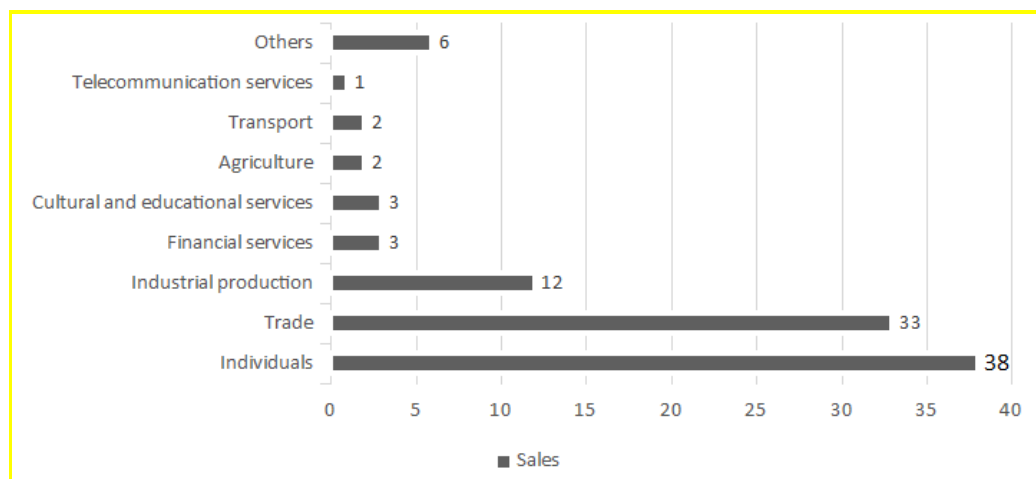


Fig. 2.4. Structure of the bank's deposit portfolio by economic sector for 2022, %

Therefore, in 2023, the specific weight of funds of individuals decreased by 3%, which may indicate certain changes in the behavior of customers or their financial needs. The impact of the ongoing war in Ukraine could significantly affect the financial behavior of the population, leading to lower savings and less confidence in the banking system. Economic instability and uncertainty may prompt individuals to seek more liquid or safer assets, particularly investments in currency or real estate, which may explain the decline in the specific weight of deposits. The bank should take measures to improve confidence and attract new depositors, given the current conditions.

Figure 2.5 shows customer funds depending on the currency [14].

The analysis of funds of clients of JSC "UKRSIBBANK" depending on the currency, expressed in thousands of hryvnias, shows that the largest share is hryvnias with a volume of 60,822,354 thousand. UAH This shows the high confidence of customers in the national currency, despite the economic challenges. Funds in US dollars amount to 43,414,428 thousand. hryvnias, which demonstrates the significant interest of clients in keeping their assets in foreign currency to protect against currency fluctuations. Deposits in euros, which amount to 15,295,360 thousand hryvnia, have a smaller specific weight, but indicate the presence of interest in the European currency among depositors. In general, such a currency structure of clients' funds indicates an active approach to risk management and protection of their financial resources in conditions of economic instability.

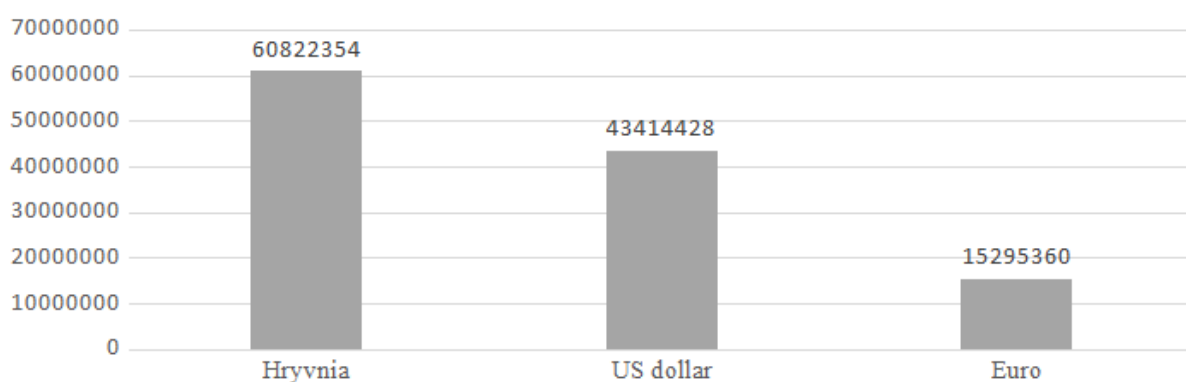


Fig. 2.5. Funds of bank clients depending on the currency, thousand UAH

Assessment of obligations by terms of the funds of clients of JSC "Ukrsibbank" for 2022–2023. presented in Table 2.6 [14].

Table 2.6

Assessment of liabilities by terms of the funds of clients of JSC "Ukrsibbank" for 2022–2023.

Client funds	Amount, thousand UAH		Deviation
	2022	2023	
Funds on demand and up to 1 month	93216324	108310859	15094535
– for a period of 1 to 3 months	294538	9027293	8732755
– for a period of 3 to 12 months	175784	2407845	2232061
– for a period of more than 12 months	27654	33155	5501
Total customer funds	93714300	119779152	26064854

Analysis of the funds of JSC UKRSIBBANK customers indicates a significant increase in deposits in 2023 compared to 2022. The total amount of funds on clients' accounts increased from 93,714,300 thousand UAH up to 119,779,152 thousand UAH, which is an increase of 26.2%. Funds on demand and up to 1 month accounts grew by 16.6%, from 93,216,324 thousand. UAH up to 108,310,859 thousand UAH This may indicate a growing trust of clients in the bank and a desire to keep assets in the most liquid form.

Time deposits (up to 1 to 3 months) experienced the greatest growth, increasing from 294,538 thousand UAH up to 9,027,293 thousand UAH, which indicates the activation of clients in planning short-term investments.

Funds with a term of 3 to 12 months also showed a significant growth, increasing from 175,784 thousand UAH up to 2,407,845 thousand UAH, which shows the growing interest in medium-term deposits. Funds with a term of more than 12 months increased slightly, from 27,654 thousand UAH up to 33,155,000 UAH

In general, the growth of deposits in various segments reflects positive trends in the bank's financial stability and customer confidence.

2.3. Coefficient analysis of the bank's deposit base

Ensuring banking activity with the required amount of deposit funds is one of the priority directions that determine the strategic vectors of development of both their activity and the economy of Ukraine as a whole. In the banking system, the problem of formation of optimal deposit resources in terms of volume and terms is usually in the first place, which makes it possible to assert the importance of the bank's deposit policy. In this context, the improvement of the bank's deposit policy has theoretical and practical significance. An important aspect is the conceptual definition of the deposit policy mechanism of the bank as a complex of forms, tools, organizational and economic methods of managing the process of forming the deposit base of banks, with the help of which the deposit policy is implemented, which comes from the general directions of bank activity [10]. It is appropriate to highlight the following links of this mechanism: 1) mutual relations between banks and depositors; 2) organization of the bank's deposit activities; 3) formation of deposit resources of the bank; 4) methods of managing the deposit attraction process; 5) monitoring and control. Determining the main components of the deposit policy can be the basis for the formation of methodological principles for its development in each bank, since these components reflect all the main aspects of the organization of deposit activities, which must be taken into account when carrying out relevant operations. In practice, in every bank, such a policy should cover two directions: first, it is the formation of the content of the deposit policy itself; friend, it should contain specific organizational and management measures aimed at its implementation. The

starting points for the implementation of both directions are the goals and objectives of the deposit policy, as well as its elements, determined in accordance with the general goal of the bank's activity, which is reflected in the appropriate level of profitability and liquidity as the main criteria for the functioning of a banking institution [9].

Table 2.7

Coefficient analysis of the deposit policy of JSC "UKRSIBBANK" for the period 2021–2023.

Indicators	2021	2022	2023	Deviation	
				22–21	23–22
Coefficient of activity of attraction and borrowing of funds	0.82	0.86	0.83	0.04	–0.03
Deposit attraction activity coefficient	0.94	0.95	0.97	0.01	0.02
The coefficient of activity of attraction of term deposits	0.75	0.79	0.81	0.04	0.02
The coefficient of activity of attracting funds to the question	0.20	0.16	0.16	–0.04	0
The coefficient of activity of investing resources in the loan portfolio	0.28	0.21	0.24	–0.07	0.03
The coefficient of activity of making time deposits in the credit portfolio	0.49	0.58	0.55	0.09	–0.03

Therefore, the business activity of JSC "UKRSIBBANK" is characterized by its ability to attract funds, efficiency and rationality of their placement. Business activity determines the level of attracting liabilities and the level of their use in assets, therefore it is advisable to use the results of the analysis of the bank's balance sheet and compare the interrelated items of assets and liabilities, paying attention to the trends of their changes in the studied period. The coefficient of activity of attracting and borrowing funds from 2021. until 2023 increased by only 0.01, while the activity ratio of deposits 57 increased by 0.03, and the activity ratio of time deposits increased by 0.06, as did the activity ratio of time deposits in the loan portfolio. Other coefficients were unchanged or decreased.

In general, the business activity of JSC "UKRSIBBANK" is normal with a few exceptions, taking into account the difficult conditions associated with the pandemic and other modern challenges. Based on the conducted research, it can be stated that the deposit policy mechanism of JSC "UKRSIBBANK" is not perfect at the current stage.

One of the primary tasks is its improvement, development of a general concept and appropriate levers that would meet modern needs. In order to attract potential sources of deposit resources, it is necessary to create conditions for their transformation into real deposits. JSC "UKRSIBBANK" should develop and introduce new forms and types of deposit accounts (savings certificates, joint, savings, pension and investment accounts), for which the legal regime of these deposits and the form of guarantee in case of bank bankruptcy must be clearly established by law. The resolution of these issues should be ensured as new types of deposits appear on the Ukrainian market of financial services, so that the activities of the Individual Deposit Guarantee Fund would be as effective as possible [14].

The main sources of financing active operations, which represent the largest specific weight in the structure of bank liabilities, are time deposits and funds on current accounts. The last source of resources, in contrast to time deposits, is cheaper, but at the same time it constitutes a group of liabilities characterized by a higher level of risk.

As the analysis shows, a significant part of the funds raised by JSC "UKRSIBBANK" is open-ended or short-term in nature, and this fact is the basis of the negative assessment of the resource potential. The predominantly short-term structure of deposits dictates the need for banks to focus on short-term active operations. This is caused to a large extent by the fact that a significant part of the banks' liabilities are the funds of legal entities, which is negative, since the funds on the accounts of enterprises are formed mainly from demand funds. The main part of bank resources should be deposits of the population, which are a more stable source of formation of the bank's resource potential.

During the research, it was determined that the main factors influencing the process of formation and implementation of the deposit policy of JSC "UKRSIBBANK" are: external factors (state policy regarding the development of the banking sector, the

level of inflation and interest rates on deposits, the level of development of the banking system and the system of credit and financial institutions , degree of trust of depositors in the bank, demographic factors); internal factors (the range of deposit products, the presence of a branch network, the bank's specialization and composition of its customers, staff qualifications).

CHAPTER 3

DEVELOPMENT DIRECTIONS OF THE DEPOSIT POLICY OF UKRSIBBANK JSC

3.1. Improvement of the mechanism of formation and implementation of the bank's deposit policy

In the modern conditions of the formation and development of the banking system of Ukraine, one of the most important methods of bank management is the development of a deposit policy, which enables the bank to grow steadily, realize all available opportunities and is one of the main factors of the success of banking credit and investment activities. Mainly, the bank's deposit policy is understood as the bank's strategy and tactics for attracting money from depositors and other creditors and determining the most effective combination of their sources. Optimizing the deposit policy is a rather complex task, when solving which the interests of the economy, the country as a whole, the bank as a subject of economic relations, customers and bank staff should be taken into account. It is quite clear that their interests do not always coincide, so the optimal policy aims first of all to harmonize them.

Based on this, the most important interrelated elements of the deposit policy are the strategic and tactical processes of managing the bank's deposit activities. A deposit strategy should be understood as defining the long-term goals of deposit activity and ways of achieving them. Its further detailing is carried out during the tactical management of the bank's deposit activities, which involves the development of short-term operational goals and methods of their implementation. The development of the deposit strategy is the starting point of the process of managing the bank's deposit activities.

The formation of deposit tactics takes place within the given areas of the deposit strategy and is focused on their implementation in the current period. This process

involves determining the volume and structure of bank deposits, developing measures to attract them, and in necessary situations, creating a model for making management decisions in the event of adverse circumstances.

The development of the bank's deposit policy is a rather complex process caused by a number of circumstances. First of all, due to the fact that deposits are attracted for short- and long-term terms, this policy should be based on a thorough prospective analysis, forecasting of the external environment (macroeconomic conditions of activity, financial market conditions, peculiarities of taxation of income from financial activities, state regulation of banking activities, etc.) and internal conditions (mission and goals of the bank, relative profitability of various assets taking into account the risk factor and liquidity, etc.), the probabilistic nature of which complicates the formation deposit policy of the bank.

In addition, the determination of the main areas of deposit activity is connected with the problems of research and evaluation of alternative methods of formation of financial resources by the bank, development of the optimal model of bank development from the standpoint of liquidity, risk and profitability. The process of developing a deposit policy is significantly complicated by the variability of the external environment of banks' activities, which in turn requires periodic adjustment of the deposit policy, taking into account forecasted changes and developing a system of operational response. Therefore, the formation of the deposit policy of banks is associated with significant difficulties even in conditions of sustainable economic development.

The prerequisite for the formation of an effective deposit policy is the general business policy of the bank's development, the main goals of which are prioritized in the development of strategic goals of deposit activities. The process of forming the bank's deposit policy is generally presented in fig. 3.1., which provides for the selection of 9 main stages [23, 55].

The first stage of development is to establish the parameters of the bank's deposit policy in accordance with its areas of activity. At this stage, it is proposed to implement the following positions:

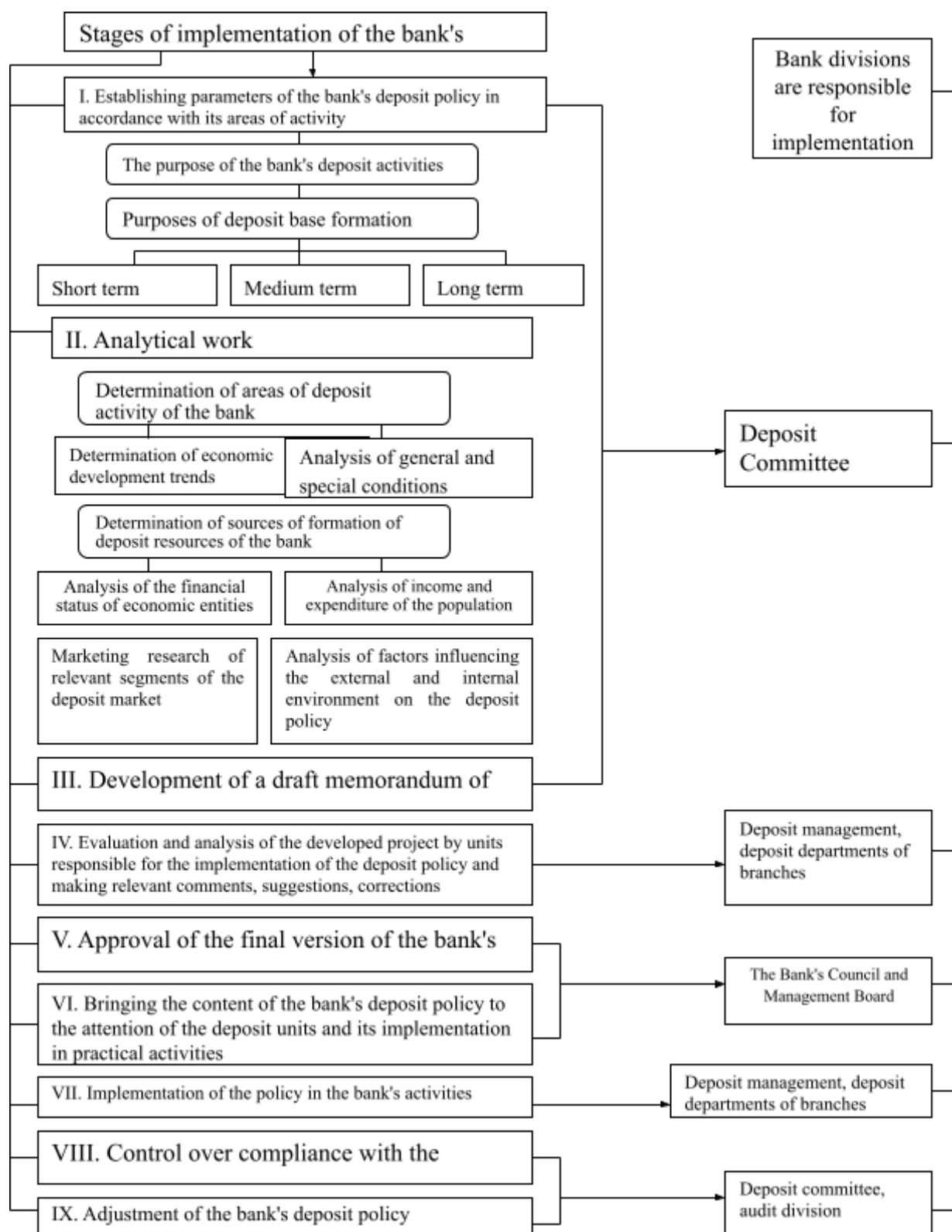


Fig. 3.1. The sequence of formation and implementation of the bank's deposit policy.

1. Determination of the purpose of the bank's deposit activity, which should be aimed at the future and formulate the bank's relationship with its depositors, staff working with deposits, customers, etc. The goal of deposit activity should be formulated as providing clients with all possible types of deposit banking services under the condition of the lowest risk.

2. Formulation of specific goals of deposit activity, the realization of which depends on the implementation of specific operations, certain internal norms and relevant practical recommendations are established. They must meet the following requirements: specificity, measurability, orientation in time, achievement, compatibility of the goals of the bank, both of its structural divisions, and as a whole. Such goals are:

- expansion of the resource base of banks;
- maintaining the required level of bank liquidity;
- expanding the client base and establishing business relations with them in order to expand the scope of their services;
- formation of the bank's resource base to ensure the implementation of credit and investment operations in the necessary volumes;
- formation of the optimal structure of bank liabilities;
- expanding the scope of the bank's activities by penetrating new markets through the activation of deposit activities;
- achieving the optimal ratio between the volume and structure of investments and their resource provision from the positions of maximum profitability and minimum risk.

The second stage of formation and implementation of the bank's deposit policy is to carry out appropriate analytical work, which involves, first of all, determining the main directions of the deposit policy and establishing the principles of formation of the sources of the bank's deposit base.

At the same time, the directions of the bank's investment in active operations should be taken into account. In accordance with these criteria, the following areas of the bank's deposit policy can be distinguished:

- attraction of long-term deposits for the purpose of providing long-term loans and making large-scale investments;
- attraction of demand deposits in order to optimize the structure of the balance sheet, comply with liquidity indicators, carry out current active operations;
- attraction of short- and long-term deposits in order to implement the above-mentioned areas of the bank's deposit policy [18].

Orientation to the specified areas is a key link in the formation of bank deposit policy, which determines the composition and structure of banks' deposit resources, the projected amount of interest expenses that the bank will have as a result of paying interest on deposits, as well as the level of acceptable risks and approaches to the analysis of the deposit base. In this case, we are talking about the so-called "passive" areas of the bank's deposit policy.

When choosing the first direction of the deposit policy, the main focus should be on the stability of interest payments and duration of use of deposit resources. It provides for the attraction of funds for a long term, which can be invested in credit and investment activities during this term. The main goal of the analysis when attracting and placing these funds is to identify the degree of reliability of attracting and investing funds, guaranteeing income, the level of risks and opportunities for managing them. The specifics of this type of deposit policy of the bank should be determined by strengthening the role of perspective aspects of analysis in comparison with retrospective and current analysis when making credit and investment decisions, ratings of borrowers and issuers of securities.

Reflecting traditional approaches to the organization of deposit activities, this direction is the basis of an aggressive policy, the goal of which is to achieve high efficiency of each operation conducted by the bank, maximizing income in the form of the difference between the price of attraction and the price of placement of funds.

In the practice of banking, both directions of the bank's deposit policy can be combined in various forms, which allow, as a rule, to strengthen the advantages or eliminate the disadvantages. A variant of such a combination is a moderate banking

policy, in which preference is given to a sufficient amount of income at the current level of expenses.

When focusing the deposit policy on attracting demand deposits in order to optimize the balance sheet structure, comply with liquidity indicators, and carry out current active operations, this direction is based on conservative principles. In this case, investment of the raised capital in sufficiently reliable and liquid assets comes to the fore. The policy aimed at maintaining liquidity is implemented through investments in such financial instruments that have stable guarantees of repayment of invested funds, in particular, interbank loans and deposits, investments in NBU certificates of deposit. Special attention should be paid to the retrospective and current aspects of the analysis, collection and processing of information that characterizes the dynamics of interest rates and the profitability of assets.

The next component of the second stage of the process of formation and implementation of the bank's deposit policy is the determination of the sources of formation of the bank's deposit resources, since the further implementation of active operations of banks is carried out at the expense of the resources formed by them. Therefore, a thoroughly developed deposit policy is a prerequisite for ensuring the bank's active operations in the specified volumes and directions, effective use of deposit resources.

The development of the main directions of the bank's active operations is connected with simultaneous work on the identification of sources of financing, the most basic of which are deposit resources of banks. It is advisable to forecast the need for the total amount of deposit resources based on a comparison of the amounts provided for the formation of the main areas of deposit activity and the shares that fall on investment assets in the distribution of the effective potential of the bank between different groups of assets, taking into account future cash flows, assessing the possibilities of attracting funds on the deposit market within the general banking strategy.

At the same time, it is necessary to ensure the compliance of not only the total volumes of active operations of banks and their sources of financing, but also a number of indicators that characterize profitability and risk, which largely depend on the type of

deposit resources used, which differ among themselves in the cost of attraction, the degree of risk of their withdrawal etc.

An important element of the bank's deposit policy is the analysis of the deposit structure, the selection of the optimal ratio between equity and its debt obligations, the determination of the structure of deposits by maturity, the risk of interest rate changes, forecasting of alternative forms of mobilization of financial resources, etc.

The bank's decision-making regarding the implementation of active operations should be aimed at achieving the optimal ratio between the volume and structure of investments and their resource provision from the standpoint of maximum profitability and minimum risk. This requires forecasting directions for the allocation of funds in the future period on the basis of projected changes in the volume and structure of active operations and their resource support at the expense of deposits.

Thus, the process of developing the deposit policy and its practical implementation should cover both the formation of the main areas of deposit activity of banks and the determination of the necessary resource provision. A comprehensive approach to the development and implementation of the deposit policy will allow banks not only to ensure the stability of their financial resources, but also to strengthen the trust of clients, which in turn will contribute to their successful development in the market.

3.2. Proposals regarding the development of the deposit policy of JSC "UKRSIBBANK"

One of the main functions of the banking system is the rational distribution of financial resources by accumulating temporarily free funds of business entities and the population and channeling them into the credit and investment process. Without a sufficient resource base, banks cannot provide credit for the current needs of legal entities and individuals, implement powerful investment projects in the appropriate volumes.

A necessary condition for achieving these goals is the attraction of deposit resources. Ensuring banking activity with the required amount of deposit funds is one of

the priority directions that determine the strategic directions of development of both their activity and the economy of Ukraine in general. In the banking sector, the problem of forming deposit resources that are optimal in terms of volume and terms is usually in the first place, which makes it possible to assert the importance of deposit policy.

In this context, improving the deposit policy of JSC "UKRSIBBANK" has theoretical and practical significance. An important aspect is the conceptual definition of the mechanism of the bank's deposit policy as a set of forms, tools, organizational and economic methods of managing the process of forming the deposit base of banks, with the help of which the deposit policy is implemented, which comes from the general directions of the banks' activities.

It is appropriate to highlight the following links of this mechanism:

- 1) mutual relations between banks and depositors;
- 2) organization of the bank's deposit activities;
- 3) formation of deposit resources of the bank;
- 4) methods of managing the deposit attraction process;
- 5) monitoring and control.

Determining the main components of the deposit policy can serve as a basis for the formation of methodological principles for its development in each bank, since these components reflect all the main aspects of the organization of deposit activities, which must be taken into account when carrying out relevant operations.

In practice, in every bank, such a policy should cover two areas:

firstly, it is the formation of the content of the deposit policy itself;
secondly, it should contain specific organizational and management measures aimed at its implementation.

The starting points for the implementation of both directions are the goals and objectives of the deposit policy, as well as its elements, determined in accordance with the general goal of the bank's activity, which is reflected in the appropriate level of profitability and liquidity as the main criteria for the functioning of the banking institution.

Based on the conducted research, it can be stated that the deposit policy mechanism of JSC "UKRSIBBANK" is not perfect at the current stage. One of the primary tasks is its improvement, the development of a general concept and appropriate levers that would meet modern needs.

In order to attract potential sources of deposit resources, it is necessary to create conditions for their transformation into real deposits. JSC "UKRSIBBANK" should develop and introduce new forms and types of deposit accounts (savings certificates, joint, savings, pension and investment accounts), for which the legal regime of these deposits and the form of guarantee in case of bank bankruptcy must be clearly established by law.

The resolution of these issues should be ensured as new types of deposits appear on the Ukrainian market of financial services, so that the activities of the Individual Deposit Guarantee Fund would be as effective as possible.

The main sources of financing active operations, which represent the largest specific weight in the structure of bank liabilities, are time deposits and funds on current accounts. The last source of resources, in contrast to time deposits, is cheaper, but at the same time it constitutes a group of liabilities characterized by a higher level of risk.

As the analysis shows, a significant part of the funds raised by JSC "UKRSIBBANK" is of an open-ended or short-term nature, and this fact is the basis of a negative assessment of the resource potential.

The predominantly short-term structure of deposits dictates the need for banks to focus on short-term active operations. This is caused to a large extent by the fact that the funds of legal entities make up a significant part of the liabilities of banks, which is negative, since the funds on the accounts of enterprises are formed mainly from demand funds.

The main part of bank resources should be deposits of the population, which are a more stable source of forming the bank's resource potential. During the research, it was determined that the main factors influencing the process of formation and implementation of the deposit policy of JSC "UKRSIBBANK" are:

– external factors (state policy regarding the development of the banking sector, the level of inflation and interest rates on deposits, the level of development of the banking system and the system of credit and financial institutions, the degree of trust of depositors in the bank, demographic factors);

– internal factors (the range of deposit products, the presence of a branch network, the bank's specialization and composition of its customers, staff qualifications).

JSC "UKRSIBBANK" should apply the method of assessing the competitive position based on SWOT analysis methods, which involves the study of the bank's strengths and weaknesses, opportunities and dangers specific to specific conditions of activity in the relevant period, which makes it possible to identify both tactical and strategic problems, the further analysis of which will form the basis of the development of the deposit policy. It is recommended to determine the qualitative and quantitative assessment of indicators that most significantly affect the competitive position of the bank's deposit policy and their rank by the method of expert assessments (Table 3.1).

Table 3.1

Methodology for evaluating the competitive position of the deposit policy of JSC
"UKRSIBBANK"

The name of the indicator	1 point	2 points	3 points
Reliability and image of the bank	The bank is reliable and has an impeccable reputation	The bank has a good reputation	There are doubts about the reliability of the bank
The bank's market share	From 20% and above	10–20%	Less than 10%
Presence of a network of branches	The bank has an extensive network of branches	The bank has a branch in each regional center	The bank has a small number of branches and offices
Volume growth deposits	An increase of more than 20%	Increase from 5 to 20%	Growth of less than 5%

The structure of the deposit portfolio	Specific weight of time deposits over 80%	Specific weight of term deposits 60–80%	The specific weight of term deposits is less than 60%
Average deposit size	Over UAH 10,000	From 5 to 10 thousand UAH	Less than 5 thousand UAH
Range of deposit services	A wide range of deposit products, which is updated	The bank offers clients a full range of "classic" deposits	The portfolio of deposit products offered by the bank is incomplete
Unique characteristics of deposits	The bank's clients have significant advantages compared to clients of competitor banks	Bank clients have minor advantages compared to clients of competitor banks	Bank clients do not have any advantages compared to clients of competitor banks
Availability of innovations, information component, new technologies	The bank quickly introduces new products (including its own developments), availability of technological innovations	The bank introduces new products offered by competitors, insufficient technological support	The bank is slow to introduce innovations or not at all, lack of appropriate technical support
The speed of the bank's response to changes in deposit interest rates (interest rate policy)	The Bank regularly reviews interest rates and promptly responds to changes in market conditions	The bank adheres to the average level of interest rates on deposits	The bank does not adjust its interest rates to market conditions
Technological support	High level of technological support of deposit operations	Average level of support for deposit operations	Low level of technological support of deposit operations
Quality of service	High level of service (individual approach to customers)	Satisfactory level of customer service	Unsatisfactory level of customer service

Advertising campaign	The bank actively advertises deposit products on the market	Advertising of deposit products is carried out within the general advertising of the bank	The bank does not advertise deposit products
Level of staff qualification	Positive image of the bank's management, high level of professionalism of employees	Employees raise their professional level	Insufficient level of professionalism of employees

Each of these indicators is evaluated by an expert method by determining its importance for the bank's deposit policy. At the same time, the following scale is used for evaluating the value of any indicator: "good" – 3 points; "mediocre" – 2 points; "bad" – 1 point.

After that, the indicators and their point estimates are ranked according to the degree of their importance and the corresponding ranks are assigned to them. The process of forming the deposit policy of JSC "UKRSIBBANK" should include the following stages:

- 1) setting the parameters of the bank's deposit policy in accordance with its areas of activity;
- 2) determination of areas of deposit activity and sources of formation of deposit resources of the bank;
- 3) development of a draft memorandum of the bank's deposit policy;
- 4) evaluation and analysis of the developed project by units responsible for the implementation of the deposit policy, and making relevant comments, suggestions, corrections;
- 5) approval of the final version of the bank's deposit policy;
- 6) implementation of the policy in the bank's activities;
- 7) control over compliance with the parameters of the bank's deposit policy;
- 8) adjustment of the bank's deposit policy.

The formation of a clear and flexible deposit policy of the bank is a necessary condition for the rational organization of the bank's activities in the field of attracting deposits and the corresponding relations between the bank and its depositors, which is determined first of all by correctly setting the purpose and strategic goals of the bank's deposit policy, priorities in serving promising groups of depositors and using adequate types of deposit services as a final banking product, as well as the development of all necessary technological procedures in the form of a special algorithm of actions and measures of bank personnel and their professional duties and powers in making decisions regarding deposit operations.

In the final version, the bank's deposit policy as a holistic concept of its activity in the field of attracting deposits is one of the internal factors of the bank's effective activity, maintaining its liquidity.

As a detailed action plan (program), the bank's deposit policy serves as the starting point for the organization of the bank's practical deposit activities.

It is advisable for banks to create a collegial body – a deposit committee, which, in addition to the top management of the bank, would include employees of the deposit operations management, credit management, currency management, legal management, marketing management, analysis and statistics management, as well as specialists from other divisions of the bank, who are the most relevant and competent in matters of organizing the bank's deposit activities. It is this structure that should deal with measures for the development and implementation of the bank's deposit policy and monitor the progress of their implementation: inform the owners and management of the bank about new opportunities and advantages of certain deposit products; provide assistance in organizing deposit activities of banks; to develop fundamentally new mechanisms of deposit activity of banks, which would be based on the regulatory and legislative framework, aimed at increasing the volume of attraction of deposit resources, reducing the level of impact of risks on the deposit activity of banks and improving the financial condition of the bank as a whole. The general distribution of functional responsibilities during the work of this committee, which will deal with the development of the project of the bank's deposit policy, can be presented in such a way that they work on determining

the strategic directions of the bank's deposit policy based on expert assessments presented by specialists. Development of the content of the deposit policy detailing all specific operations and procedures should be entrusted to the heads of departments and practical employees of the bank, who will perform the functions of experts in the deposit committee.

In order to activate the processes of attracting funds of the public and legal entities to the active banking turnover, JSC "UKRSIBBANK" should introduce new types of bank deposits that are convenient for customers: now accounts, super now – accounts, deposits, income on which accrues at compound interest, money market deposit accounts and various (holiday, vacation, investment) deposits; to more actively attract funds of Ukrainian citizens in foreign currency, at the same time more actively involving foreign citizens in the service; accelerate the implementation of the state program of the automated system of non–cash payments.

The presence of an extensive network of branches is a factor that determines the bank's ability to attract deposit resources in different regions of the country and promote these services to the depositor (end consumer).

However, with the development of modern technologies, now JSC "UKRSIBBANK" is expedient to make wider use of remote (remote) banking services for individuals and legal entities through ATMs, account management (banking) over the phone, the Internet, etc. The technology of remote management involves the client giving instructions to the bank regarding his own account. With the help of this type of service, the client will be able to carry out almost all transactions related to banking services.

The main direction of development of banking remote customer service should be such channels of promotion of banking services as Internet marketing, interactive branches, etc.

3.3. Recommendations on increasing the efficiency of the deposit policy of Ukrainian banks in the conditions of martial law

Today, the main problems associated with attracting deposits in Ukraine are: – low level of trust both in individual banks and in the banking system in general, in a significant part of the population; – lack of a general agreed policy of the monetary, financial and fiscal sectors of the economy; – low level of GDP growth; – high rates of inflation, high inflationary expectations of business entities; – high level of taxation of interest income; – insufficient level of financial literacy of the population; – significant devaluation of the hryvnia and its instability; – a significant drop in the incomes of the population and a reduction in revenue from the realization of enterprises in the real sector of the economy; – the unpredictability (instability) of the economic and political situation in the country (a general systemic risk factor for the issuer and investors).

In our opinion, the main directions for improving the efficiency of the deposit policy of banks, which involve the introduction and expansion of innovative banking services, are thoroughly characterized by K. L. Larionova, T. V. Donchenko:

a) restoration of depositors' trust in banks: strengthening of protection of deposit funds of individuals and legal entities, through improvement and strengthening of rigidity in matters of legislative and regulatory regulation; improvement of the legal regulation of protection of deposit funds of individuals, as well as legal entities; formation of an impeccable business reputation of the bank; ensuring the financial stability and reliability of the bank; systematic monitoring of the needs, interests and requests of depositors – legal entities and individuals; increasing the level of customer service, providing the most convenient forms of deposit service;

b) modernization of the deposit policy on the basis of modern requests: constant analysis of the market of deposit resources and adaptation to the conditions of its operation; formation by banks of interest rates for deposit withdrawals adequate to modern trends in the development of the banking sector, retention of clients' funds in deposit accounts with commensurate costs for attracting monetary resources and their subsequent investment in the real economy; improving the communication skills and

qualifications of bank employees; optimization of the range of deposit services through the wide use of innovative instruments for attracting deposits (multi-currency, indexed, hybrid, conditional, special accumulative and structured); combination of traditional customer service with modern innovative systems and products; taking into account the interests of a certain segment of consumers, which is targeted by the banking institution;

c) increasing interest in placing funds in deposit accounts: comprehensive customer service by providing additional types of deposit services; implementation of the principles of simplicity, reliability, accessibility and loyalty in the system of opening and maintaining deposit accounts; application by banks of financial and non-financial methods of marketing policy to increase the motivation of clients – individuals and legal entities in placing their savings in bank deposit accounts; changing the approach to the quality of customer service through the introduction and updating of modern new information technologies in the banking sector, as well as improving the qualifications of bank employees [19].

The effectiveness of the bank's work in attracting additional funds and ensuring its competitiveness in the market of banking services largely depends on the introduction of new deposit products. Strengthening the capital base and ensuring the effective deposit policy of domestic banks, integration of the banking system of Ukraine into the global financial space largely depends on the growth of capital. Its sufficient level enables the bank to maintain its solvency and influence the level of reliability of the banking institution [19].

In our opinion, using the opportunity to attract customer deposits in foreign currency by opening a deposit in the bank's application with placement for a 3-month deposit can significantly help banks organize their own deposit policy more successfully and increase the deposit portfolio. This will make it possible to significantly improve the bank liquidity of the main large banks of Ukraine, since a large amount of hryvnia resources will be released, which can be directed to lending to the real economy of the country, 79 or to the purchase of bonds against state securities, which in 2023 will gradually show an increase in the rate of return. Today, many Ukrainian banks have taken advantage of the NBU's permission to organize for clients the opportunity to buy foreign

currency while simultaneously placing it on deposit for 3 months or more. The new service quickly gained popularity among bank customers. According to official data, daily Ukrainians buy approximately 6–10 million dollars with subsequent placement on deposit for a period of 3 months or more. The reason is clear – banks sell currency at a more favorable rate than exchangers. At the same time, foreign currency can be purchased almost without restrictions. Officially, the following restrictions exist: the bank will sell dollars or euros only for an amount equivalent to up to 100,000. UAH But this rule applies not to one person, but to one bank. That is, a buyer who wants to purchase currency above the established limit can open several deposits in banks that sell dollars or euros against them.

In addition, the bank's deposit strategy must include such marketing tools as advertising, public relations (PR) and information support. The first step on the way to maintaining the bank's reputation is such a well-known marketing tool as advertising. It should be noted that if before the crisis phenomena in the economy, the most widespread in the banking sector was the advertising of various credit programs, then in today's conditions, banks need to focus on the advertising of the bank brand in general, or image advertising.

Image advertising is the creation of a favorable image of the bank and its services. It is aimed not only at potential customers, but also at a wider audience. Its main tasks in crisis conditions are the formation of a positive image of the bank among consumers. The most effective for this type of advertising are such advertising means as advertising bigboards, light boxes, advertising in newspapers and magazines, participation in charity events (with coverage in the press, on radio, television), commercials, advertising on transport.

When developing advertising, it is necessary to focus the attention of the population precisely on the affiliation of the institution to an international banking group. For clients, this is evidence, firstly, of the support of the parent company, as well as foreign experience in providing financial services. No less effective is the use in advertising of references to the bank's experience in the Ukrainian market, ratings of international organizations, and awards given to the bank.

If the bank has enough funds for advertising, then after supporting its brand, it can start an advertising campaign for a specific deposit product or deposit programs in general. During such advertising, it is necessary to emphasize the stability and reliability of the bank, and it is also necessary to mention that the bank is a member of the Deposit Guarantee Fund, which is an additional guarantee of the return of deposit funds to the client.

The bank can use advertising in newspapers and magazines, on radio and television, various types of urban advertising (billboards with the help of pictures and light, advertising by mail – addressed and unaddressed – in the form of press releases, annual reports, traditional bulletins, catalogs, leaflets and booklets; participation in exhibitions, various advertising souvenirs; selection of advertising slogans or the motto of the bank, as well as other types of advertising).

Advertising in newspapers and magazines is flexible, operative, has a wide coverage of the local market, recognition and easy perception. Its negative features are its short existence, still low quality of reproduction, insignificant contact audience. It should be noted that, in our opinion, advertising of both the brand and deposit products should not contain words about the crisis.

After all, a constant reminder to the consumer about this can push him away, since the crisis phenomena in the country's economy first of all affected the banking sector, which led to distrust of the population in banking institutions.

In addition to advertising, banks need to constantly demonstrate their work. This task can be implemented through the active activity of the bank's PR services in order to achieve a loyal attitude towards the bank's activities. The basis of PR is the ability and desire to establish contact and beneficial two-way communication with the public. Unlike advertising and promoting the sale of bank products, PR measures have a long-term effect and are primarily aimed not at potential bank clients, but at the external environment and public opinion.

PR activities consist in the organization of events for charitable assistance, sponsorship, press conferences, presentations, "round tables", as well as constant updating of websites and close cooperation with the mass media (informing the public

about satisfactory financial results of activities, received awards, charitable shares, etc.). PR involves fully informing the public about the bank's products and services, analyzing the situation and predicting the possible reaction of the environment to certain actions of the bank. An important function of PR is also clarification of the social role of the banking business.

Relations with the public, depending on the subjects of influence, can be built in the following directions: – organization of relations with mass media; – relations with target audiences; – relations with state authorities and management. Establishing direct contacts with mass media provides an opportunity to constantly distribute information useful for the bank in order to draw attention to its activities.

Press conferences, press releases, interviews with bank managers, publication of analytical articles and speeches of bank management are most often used for this purpose. Direct contacts with target audiences contribute to strengthening mutual understanding between the bank and certain groups of consumers. They can be carried out in the form of seminars, conferences, meetings, explanations of certain target programs of the bank, etc.

The purpose of relations with state bodies is to influence the process of making legislative and regulatory decisions. Such activity of the bank acquires the character of interest lobbying, which can be carried out both directly (personally) and indirectly.

Charity, patronage, and sponsorship can be an effective tool on the way to regaining public trust, because holding charity events in hospitals, orphanages, and educational institutions, firstly, will be evidence of the bank's stable financial condition, and, secondly, the institution's desire to help the population in period of economic crisis. However, in the conditions of fierce competition for each depositor, in addition to the above-mentioned measures, measures aimed at retaining the client who has already come to the bank are no less important. For this bank, it is necessary to expand the range of deposit products, develop loyalty programs for both new and existing depositors, and provide comprehensive customer service. In addition, each consumer of financial services must be provided with a high-quality level of service by highly qualified personnel, offer the client alternative deposit or other products.

In today's complex conditions of the development of the banking system, the main components of the deposit strategy of JSC "UKRSIBBANK" should be the development and diversification strategy, the penetration strategy and the innovation strategy. At the same time, the main task of the deposit strategy is to restore the trust of depositors, which will contribute to the preservation and increase of the bank's deposit resources. Achieving this goal can be ensured by using non-price methods of managing deposit resources with the use of marketing tools.

In addition, JSC "UKRSIBBANK" should develop a quality management system for deposit services. The quality of a bank deposit service should be understood as a set of its properties and characteristics capable of meeting the existing needs of customers. The results of customers' consumption of intangible deposit services represent the perception of such quality parameters of services as reliability, confidentiality, friendliness of staff. The determined results of consumption of deposit services by the bank's clients form its reputation, which is the basis of its image.

Taking into account the specific features of all banking services, especially their immaterial (abstract) nature, the following levels of bank deposit service quality can be distinguished: – the essence of the service; – the quality of its provision to clients; – the possibility of providing additional services that go beyond the expectations of customers; – the potential of the service, which provides the client with the highest possible efficiency of its use, and the bank with cost reduction. The highest level of quality of the deposit service, which ensures the most complete realization of its market potential, can be maintained only by performing three stages of service: before concluding the contract and opening the account, during the operation of the account and after the contract expires.

In our opinion, the presence of these stages in the deposit service can significantly raise the level of customer satisfaction, create a sense of uniqueness of the services received by customers and provide the bank with competitive advantages. It is the specified levels of quality of the deposit service, the constant change in customer expectations under the influence of competition in the banking market, that prompt the bank to systematically improve the quality of deposit services. Such work should be

permanent and should be sensitive to changes in client needs. This makes it necessary to manage the quality of deposit services. The results of the implementation of the system for measuring the quality of deposit products can be the development of quality standards for deposit services, the repurposing of bank branches, and the determination of the quality of their work. Quality standards determine the quantitative and qualitative characteristics of deposit services and allow to ensure their typicality in all bank institutions. Therefore, measures to develop quality standards and the entire system of quality management of deposit services are particularly relevant for banks that have an extensive sales network, which in particular concerns JSC "UKRSIBBANK". Implementation of deposit service quality standards not only contributes to its improvement, but also forms the bank's corporate culture, which undoubtedly reduces the abstractness (uncertainty) of banking services. The quality of deposit services, which is fixed in the standards, must be periodically adjusted, since the competitive environment in the banking market constantly affects the change in customer requirements for their provision.

The influence of the competitive environment on changes in the quality standards of deposit services occurs in the following directions: – improvement of the quality parameters of competitors' products; – strengthening of requirements for the quality of deposit services of the bank on the part of existing and potential customers, as their awareness of financial services gradually increases and alternative options for deposit services appear.

The standards of deposit services are changed as a result of their quality audit. Such an inspection can be carried out within the framework of an internal audit, when the bank's employees act as the inspecting authority or external experts–consultants are invited. Sources of information when conducting an audit of the quality of deposit services can be both the clients themselves, their complaints and proposals, and a total inspection of the quality of services by experts. Information on the results of the audit of the quality of deposit services can come from primary and secondary sources. Surveys, observations, and quality control by external and internal experts should be classified as primary.

High efficiency is determined by such a source of secondary information as the analysis of customer complaints. We propose to conduct an audit of the quality of deposit services of JSC "UKRSIBBANK" according to the following scheme:

- 1) informing the bank staff about the purpose, methods and time intervals of the audit;
- 2) checking the range of deposit services for optimality, compliance with customer requirements and the competitive environment;
- 3) presentation of the results of checking the quality of deposit services depending on the level of information consumers and making appropriate changes to the range of deposit services.

In order to implement and maintain the defined quality standards of deposit services in the bank, an internal marketing system should be established, which involves special training of personnel engaged in direct customer service and their encouragement. Internal marketing should become a necessary component of banking activity, since a significant part of the problems arises as a result of the unsettled relationship between staff and clients and the inconsistency of their interests. The development of the deposit policy consists in determining the priority areas of development and improvement of banking activity in the process of attracting and accumulating resources, developing deposit operations and improving their efficiency. That is why the mechanisms of diversification of the deposit portfolio, the flexibility of forming the bank's deposit policy, in their complex with the credit policy, which in turn depends on the quality of the bank's formation of optimal strategic directions of development in the market of deposit services, need clarification. The deposit policy of JSC "UKRSIBBANK" should be based on a study of the achieved level of development of deposit relations with clients and be aimed at their improvement and development.

CONCLUSIONS

The research carried out in the work allows us to draw the following conclusions.

1. On the basis of the study of the economic nature and essence of deposit operations of commercial banks, the features characterizing the development trends of the deposit market in Ukraine are determined, namely: a decrease in the trust of the population and business entities in banking institutions in the conditions of destabilization of the national monetary unit and the money market, which led to a significant drop in deposit resources; the growth of competition in the deposit market determines the need for commercial banks to develop an appropriate policy for attracting clients' funds through the development of new deposit instruments and the use of modern marketing technologies.

2. A large potential internal source of investment resources is the funds of individuals and legal entities that can be invested in active operations. Based on this, a thoroughly developed deposit policy of the bank provides the necessary information for making decisions regarding the implementation of active operations and serves as the basis for the success of the formation and implementation of a credit and investment strategy. When developing the optimal bank deposit policy, the following principles must be taken into account: profit maximization; ensuring the stability of the resource base, the level of liquidity and diversification of banking resources in order to minimize risk; flexibility of assortment and price policy and adaptation of individual sales parameters of deposit products to customer requirements.

The analysis of activities related to the management of the involved resources of commercial banks in modern conditions allows us to trace the main trends in the development of management methods: softening of reserve requirements; development of repo operations as a tool for influencing the liquidity of commercial banks; the desire of commercial banks to take into account all factors that can affect the resource base when forming a policy on attracting resources; deepening and wide use of various analytical methods; the desire to ensure the adequacy of the quality characteristics of the offered services (engagement conditions) to the investment goals of clients (for making

calculations, saving, accumulating, receiving income, etc.); steady expansion of the range of offered banking services; development of comprehensive services; the priority of forming the image of a high-tech and convenient bank that offers a wide range of services and high quality of service; development of the technology of offering customers flexible accounts and flexible interest rates; the tendency to increase the transparency of the banking services market, openness to customers of broad information about the bank's activities; personification of customers.

JSC "UKRSIBBANK" demonstrates the growth of financial indicators, as well as an increase in the volume of loan portfolios. In addition, JSC "UKRSIBBANK" maintains an appropriate level of regulatory capital and fully complies with the regulator's requirements regarding economic standards, which emphasizes its financial stability and reliability in the financial system of Ukraine. The bank also actively innovates and develops new products, which allows it to remain competitive in the market.

The coefficient of activity of attracting and borrowing funds from 2021. until 2023 increased by only 0.01, while the deposit-taking activity ratio increased by 0.03, and the term deposit-taking activity ratio increased by 0.06, as did the term deposit-taking activity ratio in the loan portfolio. Other coefficients were unchanged or decreased. In general, the deposit policy of JSC "UKRSIBBANK" is effective with some exceptions, taking into account the difficult conditions associated with the pandemic and other modern challenges.

Based on the conducted research, it can be stated that the deposit policy mechanism of JSC "UKRSIBBANK" is not perfect at the current stage. One of the primary tasks is its improvement, the development of a general concept and appropriate levers that would meet modern needs. In order to attract potential sources of deposit resources, it is necessary to create conditions for their transformation into real deposits. JSC "UKRSIBBANK" should develop and introduce new forms and types of deposit accounts (savings certificates, joint, savings, pension and investment accounts), for which the legal regime of these deposits and the form of guarantee in case of bank bankruptcy must be clearly established by law. The main sources of financing active operations,

which constitute the largest specific weight in the structure of bank liabilities, are time deposits and funds on current accounts. The last source of resources, in contrast to time deposits, is cheaper, but at the same time it constitutes a group of liabilities characterized by a higher level of risk. As the analysis shows, a significant part of the funds raised by JSC "UKRSIBBANK" is open-ended or short-term in nature, and this fact is the basis of the negative assessment of the resource potential. The predominantly short-term structure of deposits dictates the need for banks to focus on short-term active operations. This is caused to a large extent by the fact that a significant part of the banks' liabilities are the funds of legal entities, which is negative, since the funds on the accounts of enterprises are formed mainly from demand funds. The main part of bank resources should be deposits of the population, which are a more stable source of formation of the bank's resource potential. Taking into account the above, it is possible to determine the main recommendations related to increasing the role of the deposit policy of JSC "UKRSIBBANK": the development of deposit operations with the population based on the introduction of new technology and banking services for individuals; ensuring high stability of funds raised by the bank; active use of interest policy as a method of stimulating the allocation of funds to various types of deposits; expanding the volume of time deposits by using special purpose funds that are in the accounts of enterprises; expanding the practice of attracting clients' funds for savings deposits, as they are the most stable part of the bank's mobilized resources.

The development of the deposit strategy for the development of JSC "UKRSIBBANK" is a set of actions aimed at achieving the desired position of the bank in the deposit market and the established share of deposits in the resources involved. In the conditions of crisis phenomena in the economy, the deposit strategy of JSC "UKRSIBBANK" in order to increase the deposit portfolio should be aimed at: attracting new customers (development strategy and diversification strategy); retention of existing customers (penetration strategy); introduction of new areas of development of banking products and services (innovation strategy). When developing measures for each of the above strategies of the bank, it is necessary to take into account the changes that have occurred in the behavior of consumers of deposit services

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