

DEVELOPMENT OF INDICATORS OF THE LEVEL OF THE FINANCIAL COMPONENT OF BANK'S ECONOMIC SECURITY AND STRATEGIES FOR ITS IMPROVEMENT



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A In modern conditions, the development of economic and financial sphere is connected with the application of strategic planning. The strategic planning helps in the conditions of environmental instability to forecast risks and avoid the state of crisis. The competent decision of strategic direction of the development allows ensuring the economic security of the company. The level of economic security is focused on the calculation of special indicators, capable of assessing as per the criterion, through distinguishing weaknesses and strengths, threats and opportunities. In the article, the methods, applied to the activities of Stavropolpromstroybank PJSCCB, are analyzed, the indicators are calculated. As per the results of conducted evaluation, the directions of application of strategies of development of the financial institution, which allow strengthening its competitive advantages and stabilizing the economic security, were suggested. Therefore, the article proves the expediency of application of strategic planning in the activities of banking institutions and business entities in total.

B Economic security, strategic planning, risk, financial policy, banking system.

РОЗРОБКА ПОКАЗНИКІВ РІВНЯ ФІНАНСОВОЇ СКЛАДОВОЇ ЕКОНОМІЧНОЇ БЕЗПЕКИ БАНКУ І СТРАТЕГІЙ З ЇЇ ВДОСКОНАЛЕННЯ

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A У сучасних умовах розвиток економічної та фінансової сфери пов'язаний із застосуванням стратегічного планування. Стратегічне планування допомагає в умовах нестабільності середовища прогнозувати ризики й уникати стану кризи. Грамотне визначення стратегічної спрямованості розвитку дозволяє забезпечити економічну безпеку підприємства. Рівень економічної безпеки орієнтований на розрахунок спеціальних індикаторів (показників), здатних дати оцінку за критерієм, шляхом виділення слабких і сильних зон, загроз і можливостей. У статті аналізована методика застосована до діяльності комерційного банку ПАТ «Ставропольпромстройбанк», здійснений розрахунок показників. За підсумками проведеної оцінки запропоновано напрями застосування стратегій розвитку фінансової установи, що дозволяють зміцнити свої конкурентні переваги і стабілізувати економічну безпеку. Таким чином, у статті доводиться доцільність застосування стратегічного планування в діяльності банківських установ і суб'єктів господарювання в цілому.

B Економічна безпека, стратегічне планування, ризик, фінансова політика, банківська система.

РАЗРАБОТКА ПОКАЗАТЕЛЕЙ УРОВНЯ ФИНАНСОВОЙ СОСТАВЛЯЮЩЕЙ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ БАНКА И СТРАТЕГИЙ ПО ЕЕ СОВЕРШЕНСТВОВАНИЮ

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A В современных условиях развитие экономической и финансовой сферы сопряжено с применением стратегического планирования. Стратегическое планирование помогает в условиях нестабильности среды прогнозировать риски и избежать состояния кризиса. Грамотное определение стратегической направленности развития позволяет обеспечить экономическую безопасность предприятия. Уровень экономической безопасности ориентирован на расчет специальных индикаторов (показателей), способных дать оценку по критерию, путем выделения слабых и сильных зон, угроз и возможностей.

В статье анализируемая методика применена к деятельности коммерческого банка ПАО «Ставропольпромстройбанк», произведен расчет показателей. По итогам проведенной оценки предложены направления применения стратегий развития финансового учреждения, позволяющие укрепить свои конкурентные преимущества и стабилизировать экономическую безопасность. Таким образом, в статье доказывается целесообразность применения стратегического планирования в деятельности банковских учреждений и хозяйствующих субъектов в целом.

✎ *Экономическая безопасность, стратегическое планирование, риск, финансовая политика, банковская система.*

Currently, the role of strategic planning sharply increases in all spheres of activities. It is due to the globalization processes in the world, the expansion of scope and complexity of tasks, solved by the government bodies of different levels and structures.

The economic security of the company, its independence and prevention of falling into the critical risk zone can be ensured in case, if the key strategic directions for ensuring the business security are clearly defined. It is necessary to build a logical scheme of timely detection and elimination of possible dangers and threats, mitigation of the effects of economic risk. In order to create a reliable system of company's security, the set of preparatory events should be conducted. What decisions should be taken in this area, how the security bodies will be formed, what financial, material and human resources will be allocated, and as a result – the effectiveness of ensuring the business security mainly depends on this work. [2; p 9].

Many factors can lead a loan organization to the crisis. First of all, it is the absence of the system of control and prevention of development of similar manifestations and an approach to conducting economic activities as per the principle «If now, there is no problem, and it does not bother, then you do not need to think that it will appear tomorrow».

It is clear that it is much easier to prevent the problem than solve it upon arising. You need to clearly and objectively understand:

- what are the strengths and weaknesses of the company;
- how professional and conscientious are the people, on whom the adoption of serious managerial decisions depends;
- to have idea about the volume and reality of external and internal threats. [1; p. 62]

The indicators of evaluation of the level of economic security **Saf** (Safety) were developed for all existing threats, strengths, opportunities and weaknesses in regard to the financial component of the economic security:

$$\mathbf{Saf (Now) = S1+S2+Sn+W1+W2+Wn} \quad (1).$$

Where: **Saf (Now)** – current security of the bank.
Sn – strength of the bank. Each strength is given from 0 to 1 depending on how it compensates certain weakness.

Wn – weakness of the bank. Each weakness is given a value – 1.

$$\mathbf{Saf (Forecast) = S1+S2+Sn+Op1+Op2+Opn+Tr1+Tr2+Trn} \quad (2).$$

Where: **Saf (Forecast)** – forecast security of the bank.

Opn – certain opportunity of the bank in lifting threats. The value from 0 to 1 is given.

Tr – threat of the bank. Each indicator of the threat is given a value –1.

$$\mathbf{Saf (Full) = \sum Op + \sum S + \sum W + \sum Tr} \quad (3)$$

Where: **Saf (Full)** – full security of the bank.

In calculations, the indicators **W** and **Tr** will always be given a value (–1), and their number will always be the same as the number of existing threats and weaknesses.

The indicators of strengths and opportunities can be used several times, depending on how many threats and weaknesses they can compensate.

If **Saf = 0**, then the security is **full** (all threats and weaknesses are compensated).

If **Saf < 0**, then the security is **low** (there are unresolved threats).

If **Saf > 0**, then the security is **high** (the high level of security, but there may be excessive unnecessary costs on it).

Let us calculate the current, forecast and full security of Stavropolpromstroybank PJSCCB.

For that, we will correlate negative and positive factors, influencing the bank's security, and present data on the table 1 [4].

The formation of strategies of raising its efficiency happens during the process of correlation of positive and negative factors, which influence the bank security.

Parameter S1: Stavropolpromstroybank PJSCCB has a huge experience in massive client servicing.

CORRELATION OF COMPONENTS OF THE FINANCIAL SECURITY OF STAVROPOLPROMSTROYBANK PJSC

TABLE 1

			*	POSITIVE FACTORS												**
				STRENGTHS						OPPORTUNITIES						
				S1	S2	S3	S4	S5	S6	O1	O2	O3	O4	O5	O6	
Negative factors	Weaknesses	W1	-1	-	1	-	-0,5	-0,5	-	1	1	1	1	0,5	0,5	5
		W2	-1	-	0,5	-	-0,5	-1	-	1	1	1	0,5	-	0,5	3,5
		W3	-1	-	0,5	-	-0,5	0,5	-	0,5	-	0,5	1	1	0,5	4,5
		W4	-1	1	0,5	0,5	0,5	-0,5	-	1	0,5	1	0,5	-1	0,5	5
		W5	-1	0,5	0,5	0,5	0,5	0,5	-	-	-	-	-	-	0,5	3
	Threats	T1	-1	1	1	1	0,5	0,5	0,5	0,5	0,5	0,5	0,5	-	0,5	7
		T2	-1	1	1	-	1	1	0,5	-	-	-	-	-	1	5,5
		T3	-1	1	1	-	-	1	-	-	-	-	-	-	1	4
		T4	-1	-	1	-	-	1	1	-	-	-	-	-	1	4
		T5	-1	-	-	1	-	-	-	-	-	-	-	-	1	2
		T6	-1	-	-	-	-	-	1	-	-	-	-	-	1	2
	***			4,5	6,5	2	3	3	3	4	3	4	3,5	0,5	8	

* – point of the value of the negative factor

** – point of neutralization of the negative factor

*** – point of the value of the positive factor

In the future, in the face of increasing demand for banking services among population and organizations, this experience will have strong influence on the bank activities. However, in the future, the large competing banks will also be able to qualitatively and effectively service the clients that will slightly decrease the value of this parameter for Stavropolpromstroybank PJSCCB and will require the search and development of other competitive advantages.

Parameter S2: With development of the banking market in RF, the significance of professionalism increases. It relates to all spheres of bank activities, including the economic security. The financial institution thoroughly selects employees, the qualification of whom does not call in question. The friendly working climate reigns among staff members. There is no staff turnover.

Parameter S3: Stavropolpromstroybank PJSCCB has the reputation of a reliable partner. Many individuals and organizations use its services. Currently, the loan resources of the bank help to modernize ESCOM OJSO SPC.

Parameter S4: During 2017, the Bank disbursed loan products to the clients, giving preference to a short-term lending of legal entities, entrepreneurs and lending of small business entities. Within the current conditions, the loan policy of the bank was aimed

at the moderately measured increase of volumes in case of improvement of the quality of its credit portfolio in the least risk-taking fields, including the improvement of the quality of loan security.

Parameter S5: Though the excessive financial stability slightly affects the activities, as it increases the expenses by redundant reserves, but the company has no risk of bankruptcy. Therefore, according to the authors, it is the strength of the financial institution.

Parameter S6: The bank uses the newest information security tools, carries out monitoring over the criminal factors and cooperates with the best security firms.

Parameter W1: The ineffective interest rate policy is observed as the result of the decrease of interest incomes and increase of interest costs. The interest incomes decreased through the significant reduction of loans, disbursed by clients (non-lending institutions), and the interest costs increased through the increase of attracted funds of non-lending institutions, and the interest costs increased through the increase of attracted funds of non-lending institutions.

Parameter W2: The insufficiently effective operation of assets of the bank is observed as the result of reduction of the amount of profit for each ruble of assets.

Parameter W3: The coefficient of forward liabilities is too high. The bank activities are less aimed at the minimization of costs, as forward liabilities are more expensive tools of attraction than liabilities before collection.

Parameter W4: During the last year, the significant decrease of volumes of loan portfolio had place. As the economy is still in post-crisis condition, the bank hinders development in favor of sustainability and disburses less loans.

Parameter W5: The insufficiency of reliable sources about clients, especially the lenders. This weakness is characteristic for the whole banking sector of Russia. Abroad, such information is publicly available, and the banks make free use of it; in our country, it has the restricted access. It is impossible to determine the veracity of the borrower; that is why the falsification of documents and data is not uncommon.

Parameter O1: the bank has the sufficient degree of stability for increasing the loan portfolio, attraction of new clients.

Parameter O2: The developing securities market will be of particular importance for bank activities in the future. Being the active securities market player on the leading trading platforms of the country, the company constantly increases the amount of investments in different tools of the Russian securities market.

Parameter O3: In its activities, the bank virtually does not use such income-bearing type of investing funds, as the interbank loan.

Parameter O4: The minimization of costs is the most important element for raising the functioning of activities of any company. The question of minimization of interest and operational expenses is of particular relevance to Stavropolpromstroybank, as they heavily influenced the negative dynamics of the profit.

Parameter O5: The coefficient of forward liabilities is too high.

The bank activities are less aimed at minimization of the expenses, as forward liabilities are more expensive of attraction than the liabilities before collection.

Parameter O6: The bank has the opportunity and is constantly improving the economic security system, carries out monitoring, analysis and implementation of new measures for preventing new threats.

Parameter T1: With development of the banking services market, the competition inexorably increases. The banking system of Stavropol Territory is represented by the Savings Bank, 11 independent banks (including Welcom Bank,

Eurocitybank, Russian Savings Bank etc.) and 26 branches of banks of other regions. While evaluating the banking system of the considered region, it was established that the specific type of competition was formed here – the oligopoly of domination. Despite the large number of players on Stavropol financial field, RF Sberbank is the unequalled «forward», who controls more than 70% of the private deposit market. However, the advantage gradually moves to the well capitalized banks, which are capable of rapidly applying the newest technologies, quickly developing a product line, creating the massive network of affiliates, additional offices.

Parameter T2: The banking activities are accompanied by multiple financial risks, and the undercount of each of them is noxious and can lead to the bankruptcy.

The financial risks are divided into two types:

- the risks, associated with the purchasing capacity of money (inflation and deflation risks, currency risks, liquidity risk);
- the risks, associated with capital investment (investment risks, interest risks, credit risks, bankruptcy risk etc.)

The activities of Stavropolpromstroybank are quite extensive and have very many aspects, which need to be taken into account. If at least one of the important factors is missed in strategic planning, then it can lead to serious negative consequences and losses.

Parameter T3: The unforeseen circumstances should always be taken into account in banking activities. They should be envisaged and the backup facilities should be allotted for prevention.

Parameter T4: In the modern world, the criminal factor plays a significant role: the number of criminals increases, and they become smarter and more devious. The bank clients suffer from fraudsters' actions, and the bank should do everything possible for suppression of such phenomenon.

Parameter T5: The reputation always plays an important role in company's activities. In the banking sector, the loss of reputation means the loss of clients, leads to bankruptcy and crises.

Parameter T6: The leakage of confidential information. Its falling into hands of rivals can severely affect the financial side of banking activities.

As per previously developed SWOT matrix, the strategies are developed as follows. Based on the previously developed SWOT Matrix, the four types of strategies are developed:

- Strategies type SO – strengths – opportunities.
- Strategies type ST – strengths – threats.

- Strategies WO – weaknesses – opportunities.
- Strategies WT – weaknesses – threats.

The strategies type WO and ST were formed in the work. The strategies reflected the factors, which have the most significant influence over the indicator.

Strategy W1=O1+O2+O3+O4:

The ineffective interest rate policy of the bank emerged due to the increase of interest costs – the number of deposits increased – and the decrease of interest income – less number of loans are disbursed. Consequently, the interest income can be raised by increasing the amount of loan portfolio, attracting new clients and disbursing the interbank loan as well as increasing the number of operations on the securities market.

The decrease of costs, specifically interest ones, can make the interest rate policy effective. The reduction of the number of forward liabilities and permanent monitoring of the system of economic security will indirectly influence raising the effectiveness of the interest rate policy.

The high qualification of employees will allow the bank to timely correct the ineffective interest rate policy and prevent it from worsening.

The excessive financial sustainability and the moderate credit policy negatively influence the interest policy, having a deterrent effect that is manifested through accumulation of funds, which could be invested.

Strategy W2 = O1 + O2 + O3:

The insufficiently effective operation of assets, which consists in the large amount of non-performing assets, kept as the reserves due to the excessive financial sustainability and moderate credit policy, can be improved through investing extra reserve funds in securities or the loans to individuals and legal entities as well as the interbank loan, as it is not only the income-generating, but also reliable, tool of investing assets.

The reduction of costs and improvement of the economic security system will indirectly improve the operation of assets.

Strategy W3 = O4 + O5:

The bank has a very high coefficient of forward liabilities, the number of which should be decreased in favor of the liabilities before collection.

Strategy W4 = O1 + O3:

The decrease of the volumes of loan portfolio can be compensated, using wide opportunities on attracting new clients, the interbank loan.

The reduction of the number of forward liabilities can lead to the fact that the bank will not have the opportunity of attracting long-term loans, as the liabilities before collection are though expensive, but reliable and long-term, source of income.

Strategy W5 = O6:

Such negative factor, as the shortage of reliable sources, client information disclosure, cannot be fully compensated by the efforts and opportunities of the bank. This circumstance exists thanks to the imperfection of Russian legislation, and the bank cannot independently cope with the problem, which should be solved at the state level. The financial institution can only constantly improve the security system and more intensively study already available sources. The extensive experience, highly qualified personnel and moderate interest rate policy can also help the bank with this situation: in case of any doubts and shortage of precise reliable sources, it is better to turn down a client than pose unnecessary risk to the company.

Strategy T1 = S1 + S2 + S3:

The bank holds the stable position in the field and has an extensive client base, high reputation and excellent employees that will not allow it to lose its competitive advantages.

Strategy T2 = S1 + S2 + S4 + S5:

The undercount of financial risks, ineffective financial planning can be noxious for the company, but the presence of highly qualified personnel, extensive experience and implementation of the moderate loan policy by the bank will ensure protection from mistakes. Though there is the sufficient stock of reserves for their prevention in case of emergency.

Strategy T3 = S1 + S2 + S5:

In case of the onset of the crisis, natural phenomena and any other unforeseen external factors, there are sufficient resources for the urgent compensation of their consequences. The wide experience in business and the presence of qualified personnel will help the bank to quickly get oriented even in case of emergency. The permanent monitoring

of the security system, raising its strategic level will allow guessing and predicting any problems.

Strategy T4 = S2 + S5 + S6:

The threat of the criminal factor is compensated through presence and constant updating of modern protection systems, prepared for criminal situations of the personnel as well as continuous improvement of the economic security system. The presence of reserves and participation in the insurance system will help coping with negative consequences.

Strategy T5 = S3:

The damaged reputation of the bank, any spreading of negative rumors will be neutralized by a high business reputation and trust of the company's clients.

Strategy T6 = S6:

The improvement of the security system, its monitoring and constant development and updating of protection systems will allow avoiding the leakage of important confidential information and keeping the bank secrecy.

Comparing the positive and negative factors, we assigned a value (-1) to all negative factors; the value 1- to all positive factors, directly influencing and compensating negative factors, and the value 0.5 – positive factors, directly influencing the negative factors.

Based on the data from Table 1, we will make calculations of the economic security indicators of Stavropolpromstroybank OJSC (or PJSC).

$$\begin{aligned} \text{Saf (Now)} &= S1 + S2 + S_n + W1 + W2 + W_n = \\ &= (-1+1-0,5-0,5) + (-1+0,5-1)+(-1+0,5-0,5+0,5) + \\ &+ (-1+1+0,5+0,5+0,5)+(-1+0,5+0,5+0,5+0,5+0,5)= \\ &= (-1)+(-1,5)+(-0,5)+1,5+1,5 = 0 \end{aligned}$$

The current security of the bank is full, because all the weaknesses are compensated by strengths

(Saf (Now) = 0). That is the weaknesses of the bank, of course, have negative influence, but the strengths neutralize it for now.

$$\begin{aligned} \text{Saf(Forecast)} &= S1 + S2 + S_n + Op1 + Op2 + \\ &+ Opn + Tr1 + Tr2 + Trn = 7 + 5,5 + 4 + 4 + 2 + \\ &+ 2 - 6 = 18,5 \end{aligned}$$

Therefore, the forecast security of the bank is high. In other words, each threat is compensated by the strength or the opportunity of the bank (Saf (Forecast) > 0). That is there exist several options of neutralization of possible threats.

Now, we will calculate the full security of the bank:

$$\begin{aligned} \text{Saf (Full)} &= \sum Op + \sum S + \sum W + \sum Tr = 5 + \\ &+ 3,5 + 4,5 + 5 + 3 + 7 + 5,5 + 4 + 4 + 2 + \\ &+ 2 - 11 = 34,5 \end{aligned}$$

The full security of the bank is high. (Saf (Full) > 0) It indicates that the company steadily develops and has many opportunities for preventing threats and neutralizing weaknesses.

Summing up, we will note that the financial security of Stavropolpromstroybank PJSC is at the sufficiently high level. If there are weaknesses, which negatively influence the dynamics of the development of the bank, there exist enough opportunities to neutralize them. The strengths allow preventing the threats, which are in sufficient number in the modern unstable market environment.

The strategic planning, in the most general terms, is, first of all, the science, contributing to achievement of set goals with higher effectiveness at minimum cost.

If the management does not find it necessary to pay due attention to the strategic planning, it sooner or later condemns its company for inevitable lagging behind rivals. And vice versa, the correctly selected strategy gives significant advantages in developing the organization and overcoming the crises.

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