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METHODOLOGICAL APPROACHES TO DETERMINING THE COMPETITIVENESS OF COMMERCIAL BANKS

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One of the most competitive industries, which is crucial for the financial stability of the economy, is the banking system. The article examines modern methodological approaches to determining the competitiveness of commercial banks that face increasingly fierce competition in the financial services market. Today's financial industry requires banks not only to adapt quickly to market changes, but also to integrate new technologies, implement innovative solutions and meet high customer demands. Changes in legislation and macroeconomic challenges, such as hostilities and the pandemic, have a significant impact on the activities of banking institutions, forcing them to look for new ways to increase their competitiveness. The author characterizes the main factors that determine the competitiveness of banks, in particular, financial stability, technological level, innovation potential, customer satisfaction, and management efficiency. Particular attention is paid to digital transformation, which plays an important role in improving the efficiency of banking activities and creating new competitive advantages. Growing digitalization of the market, introduction of fintech technologies, mobile applications, blockchain innovations, and artificial intelligence have become a determining factor of competitiveness, as these technologies allow banks to adapt to market changes faster, reduce operating costs, automate customer service processes, and create new financial products for different categories of customers. The influence of internal and external factors on the competitive positions of banks is considered. Internal factors, such as the quality of management, the level of personnel qualifications, the innovativeness of products and services, affect the ability of banks to maintain and increase competitive advantages. External factors, such as the economic situation in the country, government regulation and the actions of competitors, also have a significant impact on the market positions of banking institutions.

The analysis of three systemically important banks of Ukraine allows you to reveal the dynamics of changes in their competitiveness, to assess their market positions and financial indicators, including profitability, return on equity and liquidity of assets. It is noted that in the context of macroeconomic instability, increased market competition and global economic changes, banks must implement the latest strategies to ensure that they maintain and strengthen their market positions. The article also offers a number of recommendations for improving the competitiveness of banking institutions. In particular, the development of innovative products and services, increasing the level of cybersecurity, and expanding the range of offers for customers that can become the basis for strengthening competitive positions. It is proved that effective risk management and adaptability to modern challenges are key factors for maintaining the stability and success of banks in today's changing environment. Combining financial and technological strategies will allow banks to stay afloat and ensure effective operations in a competitive market.

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МЕТОДИЧНІ ПІДХОДИ ДО ВИЗНАЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ КОМЕРЦІЙНИХ БАНКІВ

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Ключові слова:
конкурентоспроможність, комерційний банк, методичний підхід, фінансова послуга, діджиталізація, інновації, ринок, показники конкурентоспроможності.

Однією з найбільш конкурентоспроможних галузей, яка має вирішальне значення для фінансової стабільності економіки є банківська система. У статті досліджуються сучасні методичні підходи до визначення конкурентоспроможності комерційних банків, які стикаються з дедалі жорсткішою конкуренцією на ринку фінансових послуг. Сьогоднішня фінансова галузь вимагає від банків не лише швидкої адаптації до ринкових змін, а й інтеграції нових технологій, впровадження інноваційних рішень та задоволення високих вимог клієнтів. Зміни в законодавстві та макроекономічні виклики, такі як воєнні дії, пандемія, значно впливають на діяльність банківських установ, змушуючи їх шукати нові способи підвищення своєї конкурентоспроможності. Охарактеризовано основні чинники, що визначають конкурентоспроможність банків, зокрема такі, як фінансова стійкість, технологічний рівень, інноваційний потенціал, рівень задоволеності клієнтів та ефективність управління. Особливу увагу приділено цифровій трансформації, яка відіграє важливу роль у підвищенні ефективності банківської діяльності та створенні нових конкурентних переваг. Зростання цифровізації ринку, впровадження фінтех-технологій, мобільних додатків, блокчейн-інновацій та штучного інтелекту стало визначальним фактором конкурентоспроможності, оскільки ці технології дозволяють банкам швидше адаптуватися до змін на ринку, знижувати операційні витрати, автоматизувати процеси обслуговування клієнтів та створювати нові фінансові продукти для різних категорій клієнтів. Розглянуто вплив внутрішніх і зовнішніх факторів на конкурентні позиції банків. Внутрішні фактори, як якість управління, рівень кваліфікації персоналу, інноваційність продуктів і послуг, впливають на здатність банків зберігати та нарощувати конкурентні переваги. Зовнішні чинники, такі як економічна ситуація в країні, державне регулювання та дії конкурентів, також мають значний вплив на ринкові позиції банківських установ.

Аналіз трьох системно важливих банків України дозволяє розкрити динаміку змін їх конкурентоспроможності, оцінити їх ринкові позиції та фінансові показники, включаючи прибутковість, рентабельність капіталу та ліквідність активів. Зазначено, що в умовах макроекономічної нестабільності, посилення ринкової конкуренції та глобальних економічних змін банки повинні впроваджувати новітні стратегії, щоб забезпечити утримання та зміцнення своїх позицій на ринку.

У статті також запропоновано низку рекомендацій щодо підвищення конкурентоспроможності банківських установ. Зокрема, розвиток інноваційних продуктів і послуг, підвищення рівня кібербезпеки, а також розширення спектра пропозицій для клієнтів, які можуть стати основою для зміцнення конкурентних позицій. Доведено, що ефективне управління ризиками та адаптивність до сучасних викликів є ключовими факторами для підтримки стабільності й успіху банків у сучасному мінливому середовищі. Об’єднання фінансових і технологічних стратегій дозволить банкам залишатися на плаву та забезпечувати ефективну діяльність на конкурентному ринку.

Statement of the problem

Today's financial market is characterized by a high level of competition, growing customer demands and rapid changes in the economic environment. In such conditions, commercial banks must actively adapt, implement the latest technologies and develop strategies aimed at strengthening their competitiveness. However, determining the competitiveness of banks remains a complex and multifaceted task, as it depends on many factors, such as financial stability, quality of banking services, technological level, innovation potential, customer satisfaction and management efficiency.

Currently, there are a number of approaches to assessing banks' competitiveness, but they do not always take into account all key aspects of banking institutions' activities, including the impact of globalization, digitalization, and the latest financial technologies. In addition, the current economic situation, in particular the growth of macroeconomic risks and wartime challenges, requires improved

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methodologies for assessing banks' competitiveness, which would allow for more effective forecasting of their resilience and adaptability to market changes.

Analysis of recent studies and publications

The issue of competitiveness of commercial banks is the object of research by many scholars who focus on various aspects of assessing this indicator. Vdovenko L.O. [1] focused on refinancing mechanisms that help maintain the financial stability of banks, especially in times of crisis. Her work demonstrates the importance of government support for maintaining the financial stability of the banking system. Vovchak O.D. and Gongalo N.M. [2] emphasize the importance of digital innovations for increasing the competitiveness of banks, as the introduction of financial technologies provides faster access to new markets and reduced operating costs.

Shvets V.Y. [3] studied the financial aspects of banks and their impact on competitive advantages. In his work, he points out the need to improve the methods of asset and liability management to ensure stable profitability and increase competitiveness in the market. Kakhovych O.O. and Lysenko V.R. [4] in their works emphasize the need to take into account global trends, such as digitalization, which affects the competitive position of banks not only in the national but also in the international markets.

Balduev M.V. and Baldueva O.V. [5] studied the impact of both external and internal factors on the competitiveness of banking institutions, in particular, factors such as the economic situation in the country, changes in consumer behavior, and the development of technology. They also emphasize that improving the internal structure of the bank and effective risk management are key to enhancing competitiveness. Despite considerable academic interest, the issue requires further research, especially in the context of military challenges, when the banking system is under pressure from both internal and external factors.

Objectives of the article

The purpose of the article is to determine the competitiveness of commercial banks, to study the competitiveness of Ukrainian banks and to develop recommendations for their improvement with due regard for current economic conditions.

The main material of the research

The competitiveness of commercial banks is an important aspect of their activity, as it directly affects their position in the market, the ability to attract customers and ensure a stable financial result. In the modern financial environment, which is characterized by high dynamism, changes in legislation and technological innovations, the issue of determining and assessing competitiveness is of particular importance.

Methodological approaches to assessing the competitiveness of commercial banks may vary depending on the methodology chosen and the criteria used. The main methods of assessing competitiveness include analysis of financial indicators, assessment of the level of customer service, study of market position and adaptability to changes. It is also important to take into account the impact of external factors, such as the economic situation in the country, changes in consumer behavior, and technological development. These factors determine not only the growth opportunities but also the challenges faced by commercial banks. It should be emphasized that banking competition is one of the types of market competition. Therefore, in order to determine the mechanism for ensuring the competitiveness of banking institutions, it is important to first consider the essence of the concept of «competitiveness» in the general context.

Competitiveness characterizes the ability in the conditions of a competitive market for a significant current period of time to withstand competition with similar goods or services and to maintain the effective functioning of the organization in general.

The competitiveness of a commercial bank is its competition in the market of similar services, in the process of which new innovations, banking products are created, and unique competitive advantages of the institution are formed in order to achieve profitability and financial stability in the future and attract the most attractive consumer segments.

The bank's competitiveness indicators include consumer and economic criteria (see Fig. 1).

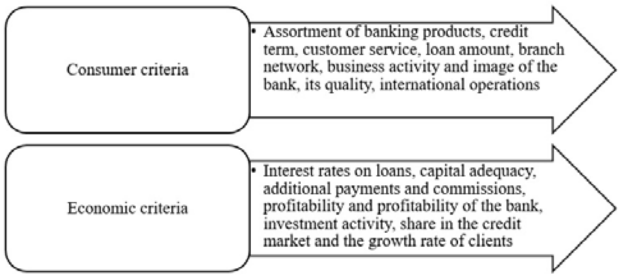

Fig. 1 – Basic indicators of consumer and economic criteria of competitiveness bank [4]

In the process of researching the bank's competitiveness, it is also mandatory to analyze the factors affecting the state of the financial institution on the market. Factors are divided into internal and external, which influence through quantitative and qualitative factors (see table 1).

The system of factors affecting the achievement of competitive advantages includes both external factors and internal factors that interact with each other to create a dynamic system in which banks can adapt their activities for maximum efficiency and stability in the market. Thanks to the bank's creation of competitive advantages, this provides it with the necessary basis for long-term activity and further development.

In addition, the competitiveness of banks is influenced by their internal structure, level of financial stability, strategic development plan, and risk management efficiency, as these allow banks to use resources for their intended purpose (efficiently), reduce losses, and promote stable growth. The ability of banks to provide customers with high quality, innovative products and services that meet their needs is one of the key factors determining their competitiveness [6].

Table 1 – Factors affecting the competitiveness of banks [5]

Source of influence	Factors	
	Qualitative factors	**Quantitative factors**
External environment	– intervention of state authorities in the work of banks; – availability of financial infrastructure services; – the level of trust in the banking system of citizens; – the state of the stock market; – the level of the regulator's loyalty to the bank's risky operations	– general economic situation in the country and the world; – the level and conditions of credit and financial services provided by competitors; -diversity of offers of banking services in the country and abroad; – profitability of assets and liquidity indicators of competing credit institutions
Internal environment	– trust and reliability of the credit organization; – quality and service provision of services; – reputation, image of the bank; – use of FinTech; – qualification of bank employees; – quality and degree of qualification with clients; – innovativeness of products and services	– financial condition of a commercial bank; – the quality of liabilities and assets of the credit organization; – cost and other conditions of service provision; – profitability of the bank's assets, which shows how effectively resources are used

Bank competition has certain differences from traditional competition between producers of goods, in particular, banks may not use external sales channels, providing their services through their own network of branches and electronic communication channels. Moreover, competition in the banking sector is not limited to banks, it also includes the activities of non-banking financial institutions. This creates a more complex competitive environment in which different types of financial institutions compete to attract customers and offer a wide range of financial services. In such an environment, success is challenged by banks' ability to quickly adapt to market changes, innovate and deliver high levels of service to reach and grow their customer base.

The main purpose of competition among banks is to attract the resources necessary to conduct active operations. Most banks are dependent on attracting deposits and other sources of funding, which are used for lending, investing and other financial transactions, and as a result, they actively compete to attract their main customers by offering favorable terms and conditions for lending, deposits [6].

In today's conditions, the competitiveness of banking institutions on the Ukrainian market is quite low, in comparison with other countries, through the banking system of Ukraine to go through the stages of transformation and modernization, on the one hand, this is connected with the beginning of a full-scale war, which led to a change in this market dynamics, and on the other hand, with the acceleration of digitization, however, the banking sector of the country has decently accepted the first blow to its sector and continues to work stably and, with the help of coordinated efforts of regulators and banks, ensure the smooth operation of financial institutions.

Let's analyze the banking market using key performance indicators of banks. As of 2023, there are 63 banks operating in Ukraine (Fig. 2).

According to the figure, we observe that as of 2023, the number of operating banks has decreased by 16% compared to 2019, that is, 12 banks have ceased their activities, accordingly, in the conditions that have developed on the market, the most stable and competitive banks have remained.

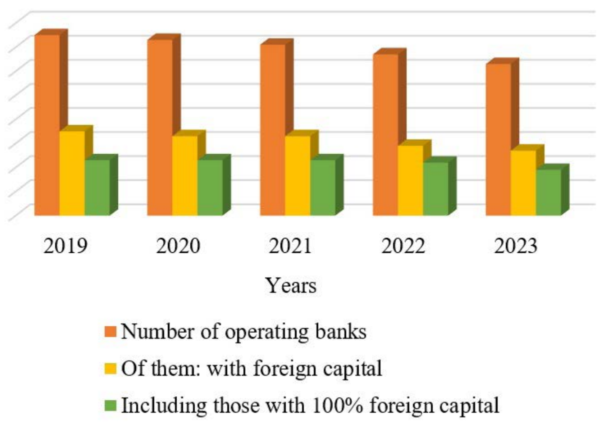

Fig. 2 – Dynamics of the number of operating banks in Ukraine in 2019-2023 [7]

The competitiveness of the bank is a characteristic of the efficiency of its work. The main indicators that characterize the effectiveness of banking activity are the financial result, profitability indicators, adequacy of regulatory capital, economic standards of bank activity. Consider the dynamics of income and expenses banks of Ukrainian (Tables 2 and 3).

According to the above information, we observe an increase in the income of the banking system of Ukraine for 5 years (where the total share of income exceeds interest income), in particular, in 2023, 25%, i.e. UAH 88813 million, there was an increase in income compared to 2022 (61% interest and 24% commission), and in comparison with 2019, an increase by as much as UAH 203260 million, i.e. 84%. Expenses for 2021 decreased by UAH 13957 million compared to 2020, but then began to grow, and for 2023 we have an increase of UAH 27889 million, 8% compared to 2022. Although there has been an increase in expenses, revenues exceed them, which indicates positive financial dynamics. Interest income only in 2020 decreased by 3% compared to 2019, and commission income in 2022 by UAH 7,540 million compared to 2021.

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Table 2 – Horizontal analysis of banks' income and expenses in 2019-2023, UAH million

Indicators of banks	Years					Absolute deviation				Growth rate, %			
	2019	2020	2021	2022	2023	2020-2019	2021-2020	2022-2021	2023-2022	2020/2019	2021/2020	2022/2021	2023/2022
Income	243 102	250 171	273 863	357 549	446 362	7 069	23 692	83 686	88 813	3	9	31	25
Interest income	152 954	147 743	168 746	217 053	304 437	-5 211	21 003	48 307	87 384	-3	14	29	40
Commission income	62 057	70 640	93 162	85 622	97 061	8 583	22 522	-7 540	11 439	14	32	-8	13
Costs	184 746	210 445	196 488	335 628	363 527	25 699	-13 957	139 140	27 899	14	-7	71	8
Interest expense	74 062	62 895	51 097	65 358	103 043	-11 167	-11 798	14 261	37 685	-15	-19	28	58
Commission costs	18 096	24 132	35 186	35 449	47 084	6 036	11 054	263	11 635	33	46	1	33
Net profit (loss)	58 356	39 727	77 376	21 921	82 835	-18 629	37 649	-55 455	60 914	-32	95	-72	278

Source: compiled on the basis of [7]

Table 3 – Vertical analysis of banks' income and expenses in 2019-2023, UAH million

Indicators of banks	Years					Absolute deviation			
	2019	2020	2021	2022	2023	2020-2019	2021-2020	2022-2021	2023-2022
Income	100,0	100,0	100,0	100,0	100,0	0,0	0,0	0,0	0,0
Interest income	62,9	59,1	61,6	60,7	68,2	-3,8	2,5	-0,9	7,5
Commission income	25,5	28,2	34,0	23,9	21,7	2,7	5,8	-10,1	-2,2
Costs	100,0	100,0	100,0	100,0	100,0	0,0	0,0	0,0	0,0
Interest expense	40,1	29,9	26,0	19,5	28,3	-10,2	-3,9	-6,5	8,8
Commission costs	9,8	11,5	17,9	10,6	13,0	1,7	6,4	-7,3	2,4

Source: compiled on the basis of [7]

A schedule of the dynamics of income, expenses and net profit is shown in Figure 3

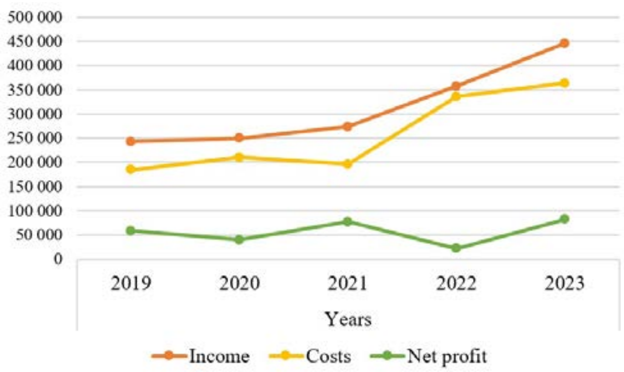

Fig. 3 – Dynamics of income, expenses and net profit of the banking system of Ukraine, 2019-2023 [7]

Net profit, according to the dynamics, decreased in 2020 by 32%, namely 18,629 million UAH, compared to 2019 and 2022 by 55,455 million UAH, 72% compared to 2021 - this is a period of economic instability and challenges caused by the pandemic and war, where the banking system faced numerous difficulties, including rising credit risks, reduced demand for financial services and instability of market, however, with the entire banking sector operating at a profit, for 2023 in comparison with 2022, there was a significant increase in profit by UAH 60,914 million, which works on the gradual recovery and adaptation of the banking system to new economic conditions, effective management of resources, the ability of banks to meet the needs of their customers and increase competitiveness in the market.

The competitiveness of the banking system can also be assessed by profitability indicators, since they reflect the efficiency of the functioning of banking institutions (Fig. 4).

Fig. 4 – Dynamics of profitability indicators banks of Ukrainian in 2019-2023

Return on capital during 2019-2023 fluctuates, its value in 2020 will decrease by 14% against 2019. due to the impact of the consequences of the COVID-19 pandemic and 2022 by 34% by 2021. due to the war in Ukraine, which led to a worsening of the market situation, but in 2023 this indicator increased to 30.26%, which is 20.58% more than in 2022. What refers to the indicator the rate of return on assets the banking system effectively uses available resources when the value of the indicator is at least 1%, if only in 2022 the rate of return on assets reaches its lowest value, approaching the indicative value, which indicates a decrease in the efficiency of the banks' use of their resources, However, in previous years, this indicator remained within the recommended value, in 2023 it increased by 2% compared to 2022, and if compared with 2019, there was a slight decrease of 1%, that is, the banking system is gradually restoring its efficiency, but has not yet reached the level of profitability of assets characteristic of pre-crisis periods. Thus, banking institutions continue to work on improving the productivity of their resources and adapting to new economic conditions to ensure an adequate level of return on assets.

The bank's competitiveness is assessed on the basis of a comparison of the essential indicators of its work with similar indicators of competing banks. This comparison gives the bank an opportunity to correct its strengths and correct existing shortcomings. Let's assess the competitiveness of 3 Ukrainian systemically important banks: JSC CB «PrivatBank», JSC «Oschadbank» and JSC «OTP Bank» (see Fig. 5).

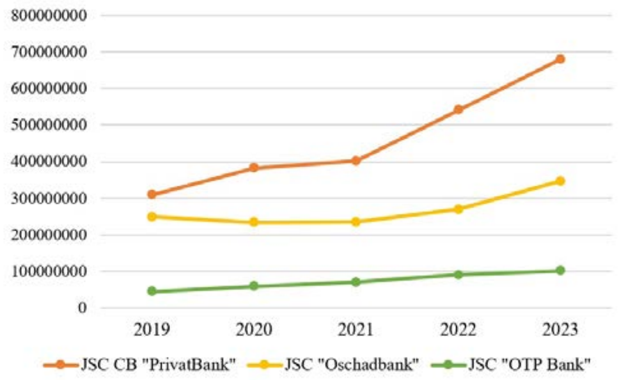

Fig. 5 – Dynamics of banks' competitiveness by asset volumes 2019-2023, UAH thousand

Source: compiled on the basis of [8], [9], [10]

From Figure 5, we can see that JSC KB «Privatbank» occupies a leading position in terms of the size of bank assets. The assets of Privatbank amount to 680008000 UAH for 2023, which is 333472277 thousand UAH, 96% more than in Oschadbank, and 577964518 thousand UAH. UAH more compared to OTP Bank. However, it should be noted that starting from 2020, the positive dynamics of the assets of these banks have a tendency to increase, namely, in 2023, compared to 2020, the assets of Oschadbank increased by 48%, OTP Bank by 73%, and Privatbank by 78%.

The next one of the most important indicators of the bank, which ensures the stabilizing effect of the bank's development and the general economic development of the country, is the profitability indicator (Table 4).

If the rate of return on capital has a value of at least 15%, then the bank is working efficiently, according to Table 4, JSC CB «PrivatBank» has had a satisfactory value of the indicator for 5 years, but as of 2023 it has decreased by 15% compared to 2019, JSC «Oschadbank» did not achieve the optimal indicator for 3 years (2019, 2021-2022), but on 2023, there was an increase in the efficiency of the use of the bank's capital, the ratio was 20.81%, OTP Bank in 2022 also had a negative value of 10% from the optimal indicator, but in 2023 the situation improved, and the bank reached a positive level of profitability. The profitability of bank assets fluctuates over the years, then increases, then vice versa. At Oschadbank, the situation is similar to the profitability of capital, i.e., for 3 years, the bank's assets were used inefficiently, in 2023, growth occurred by 1.48%, compared to 2022. Also, OTP Bank in 2022 the value of the indicator does not reach the required value (it can be at least 1%), but the previous 3 years show good performance and in 2023 it grows by 2.98%. At Privatbank, unlike previous banks, in 2023 there is a decrease in the indicator, but only by 0.4% and compared to other banks in similar years, it has the highest value of the indicator. The net interest margin, an an indicator that is important in the assessment of the efficiency of banks' activity over the past 5 years, has increased in Privat by 2.42%, OTP Bank by 0.79%, and in Oschadbank by the largest percentage by 3.20%.

Table 4 – Profitability indicators of Ukrainian banks during 2019-2023, %

Indicator	**JSC CB «PrivatBank»**				
	2019	**2020**	**2021**	**2022**	**2023**
Net interest margin	6,35%	5,65%	7,31%	7,38%	8,77%
Return on assets	10,53%	6,35%	8,73%	5,59%	5,55%
Return on capital	59,80%	46,00%	52,62%	52,26%	44,51%
	JSC «Oschadbank				
Net interest margin	2,21%	3,42%	5,69%	5,56%	5,40%
Return on assets	0,10%	1,19%	0,45%	0,24%	1,72%
Return on capital	1,30%	12,65%	4,82%	2,88%	20,81%
	JSC «OTP Bank»				
Net interest margin	7,68%	6,07%	6,65%	7,48%	8,47%
Return on assets	5,66%	2,94%	3,93%	0,66%	3,64%
Return on capital	32,63%	18,11%	24,82%	5,13%	23,47%

Source: compiled on the basis of [8], [9], [10]

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It is appropriate to evaluate the regulatory indicators of banks, because these indicators indicate the ability of banks to fulfill their obligations, maintain an adequate level of liquidity and capital, as well as manage risks, which, in turn, determines their position on the market and trust from customers and partners (table 5).

Based on the above data, we can draw the following conclusions that most of the banks' indicators correspond to the normative values. Core regulatory capital, designed to absorb losses caused by risks, is the most in PrivatBank compared to other banks, which indicates its high ability to withstand potential financial losses. The standard of regulatory capital adequacy of OTP Bank exceeds that of Oschadbank by 20.04% and Privatbank by 14.86%, that is, OTP has a more stable situation in terms of settling its obligations compared to its competitors. The standard of capital adequacy also has the highest value in OTP Bank compared to other banks. Liquidity ratios: the LCR of Privatbank exceeds the corresponding figure of Oschadbank by 182.55%, and OTP Bank by 204.96%, and LCRs-the ratio of liquidity coverage in foreign currency is the highest at Oschadbank, by 48.52% more than Privat and 12, 42% OTP. A reliable funding base has OTP Bank (shown by the NSFR ratio), as its indicator exceeds the similar ratio of PrivatBank by 52% and Oschadbank by 37.78%. In general, analyzing banks, according to the norm , we can say that they comply with regulatory requirements and have a stock of resources for stable financial activity. Such compliance with the regulations of most rated banks indicates that they are able to function stably and ensure competitiveness in the market.

The question of increasing the competitiveness of banks has become quite relevant at the current stage of the aggravation of tough competition on the market. This process must be consistent, carried out methodically and correspond to the chosen long-term development strategy. Let's consider several proposals for increasing the competitiveness of banks: 1) Development of innovations - currently new technologies occupy an increasingly important place in the market. The introduction of such technologies as digital banking, blockchain, and artificial intelligence contributes to increasing the efficiency of banking activities and increasing the number of customers, because the simpler and more convenient banking services become, the more people prefer them. Innovations allow banks to adapt more quickly to changes in the market, reduce operating costs and create new products, which increases their competitiveness and attractiveness to customers;

2) Improving cyber security - will ensure an increase in the reliability of customers towards the bank, because if they are sure that their financial and personal data are under reliable protection, they will be more willing to cooperate with the bank, and in general, reliable data protection will allow banks to protect themselves from fraud, hacker attacks;

3) Expansion of the range of services - to introduce new products that will simplify the lives of customers;

4) Implement effective risk management, i.e., to quickly respond to danger and eliminate it, constantly assess risks, in case of crisis events have a reserve fund for uninterrupted settlements with customers and partners, regularly conduct audits and checks of internal control to identify possible threats and improve processes risk management;

5) Implementation of motivational programs - that is, to do promotions among customers, for example, the «Bring a friend» program and receive bonuses or discounts on banking services, special offers for loans and deposits. Such programs encourage customers to attract new users and increase the loyalty of existing customers [6].

The use of these methods can help banks to increase the level of competitiveness in the market of banking services.

Conclusion

Therefore, at the current stage of the development of the banking system, there is fierce competition between banks for users of banking services, and where there is competition, there is a need to introduce special methods to maintain

Table 5 – Economic norms of banks in 2023, thousand UAH

Norm	Optimal value	Name of the bank		
		JSC CB «PrivatBank»	JSC «Oschadban»	JSC «OTP Bank»
H1 – regulatory capital	at least 200 million UAH	64 843 346	27 646 436	14 189 431
H2 – standard of sufficiency (adequacy) of regulatory capital	not less than 20%	21,75	16,57	36,61
H3 – standard of capital adequacy	not less than 7%	10,88	8,30	18,49
H8 – the norm of large credit risks	no more than 8 times the amount of regulatory capital	0,00	54,91	0,00
H9-the norm of the maximum amount of credit risk for transactions with persons related to the bank	not more than 25%	0,00	0,08	0,16
LCRвв – the norm of liquidity coverage ratio for all currencies	not less than 100%	462,8319	280,2822	257,8735
LCRiв – the norm of liquidity coverage ratio in foreign currency	not less than 100%	266,0898	314,6141	302,1892
NSFR – the norm of the ratio of net stable financing	not less than 100%	185,2109	199,4815	237,2654

Source: compiled on the basis of [7]

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one's place. Determining the competitiveness of commercial banks is a complex and multifaceted process that requires the use of various methodological approaches. The competitiveness of the bank is manifested in its ability to provide products and services on the market that will be distinguished by the consumer from similar offers offered on the market by banks-competitors. The main evaluation methods include the analysis of financial indicators, monitoring of the quality of customer service, the study of innovative technologies and comparison with competitors in the market. Given the constant changes in the economic environment and technological progress, banks must be ready for innovation and quick response to new challenges. Implementation of a systematic approach to determining competitiveness will allow commercial banks to ensure sustainable growth and successful activity in the financial services market.

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