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«Communication policy of the bank and directions of increasing its efficiency»

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INTRODUCTION

In the conditions of modernity and taking into account the political situation in Ukraine, the population is primed for the accumulating funds according to the old method. Such situation is caused by withdrawal of funds from Bank accounts and led to a decrease in liquidity and bankruptcy of 30% of system banks.

Analysis recent research and publications. The theory of banking services was investigated in the works of T. Vasilyeva, S. Kozmenko [4]. The features of formation of a complex of marketing communications in the market of banking products are highlighted in the works of A. Pavlenko, A. Voychak [9]. The problems of services marketing are studied in the works of P. Eiglier [33], the complex of marketing services was researched by M. Sahaidak [10]. The issues of quality of service were considered by the scientists, K. Gronroos [37], A. Parasuraman, V. Zeithaml [51, 65].

The aim of the research is the development and implementation of communication policy in Ukrainian banks.

The subject of the research is the communication policy and their role in bank activity.

Object of research is the implementation of foreign experience in the development and implementation of communication policy in Ukrainian banks.

The tasks of the paper are:

- The analysis of the theoretical principles of communication policy of the bank;
- The analysis of elements of the communication policy of the bank;
- The research of the organizational, informational, methodical and technical support of the Bank's communication policy;

- The analysis of the ways to increase the effectiveness of the bank's communication policy;
- The characteristic of the implementation of foreign experience in the development and implementation of communication policy in Ukrainian banks;
- The analysis of the improvement of organizational and informational support of the Bank's communication policy.

Methodology. Methods of research represent a specific set of methods, research methods, and principles of knowledge, which are used in a particular science. In this thesis project both practical and theoretical methods are used. A practical method allows to capture and describe the phenomena (comparison, observation, description). Using a theoretical method, a detailed analysis of various facts is performed, significant patterns are revealed, factual material (analysis, classification, modelling, system approach, a statistical method, etc.) is systematized. The following methods and approaches of theoretical knowledge are used: analysis and synthesis of information. Practical methods of scientific research in this thesis are basic statistical methods, analysis, survey, comparison.

The novelty of the research is the given research will help to deepen the study of the implementation of foreign experience in the development and implementation of communication policy in Ukrainian banks.

The theoretical significance of the paper caused by the fact, that the implementation of communication policy in Ukrainian banks is learned.

The practical significance is the ability to use research materials in educational and lecture works for students.

The structure of the thesis consists of the introduction, three chapters, the conclusion and references.

PART 1. THEORETICAL PRINCIPLES OF COMMUNICATION POLICY OF THE BANK

The world of development and the world of communication are changing rapidly. There are new entrants to development, new ways of listening and encouraging participation, and new needs for communication. It is not only the technology of communication and its application that is changing rapidly, but also the way communication is viewed related to development. The traditional view that communication is a one-way process of information dissemination and is peripheral to the development process has been superseded by the view that communication is integral to the very design of development itself.

Communication can help in the understanding of the political, social, and cultural environments in which development is taking place. This contextual knowledge identifies these non-financial risks, ascertains how societies interact and reveals their perceptions, priorities, expectations, language codes, cultures and channels of communication. It reviews the development initiative from the perspective of those affected by the development and helps policymakers base their decisions on a clear understanding of beneficiaries' perspectives from the beginning of the development initiative. This facilitates improved project design and meaningful participation and consultation processes.

Communication policy issues are now being debated intensely in various international fora, particularly in the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Telecommunication Union (ITU). UNESCO's intergovernmental general conferences and the UN General Assembly sessions have made several attempts over past years at formulating international norms and standards for communication in promoting peace and understanding. In 1948 the United Nations adopted a resolution upholding the concept of free flow of information and the fundamental human right to freedom of expression. But with the growth of many newly independent nations and an

upsurge in nationalism, a growing concern about existing imbalances in the international flow of information has been expressed strongly. Uncertainty about the impact of new communication technology has further aggravated that concern [30, p. 5].

The Third World nations have initiated a call for “a new world communication and information order” that would remedy the unsatisfactory situation in world communication. The umbrella concept of “a new order” has become a controversial matter for debates and decisions on international communication. The concept encompasses a wide variety of issues and problems: a free and balanced flow of information; equitable access to communication resources; prior consent of states for direct satellite broadcasting and remote sensing by communication satellites; protection of privacy in transborder data flows; transfer of communications technology; the cultural impact of communications development: communication planning for efficient and equitable re-source allocation across nations; international cooperation for communication development in the developing countries: and institutional reform in the established order of communications systems dominated by a few developed countries [30, p. 6].

In 1978 the UNESCO general conference in Paris adopted by acclamation a declaration on the fundamental principles governing the use of mass media for international peace and understanding. This declaration and a follow-up UN resolution endorsed the need for a more just and effective world communication order based on the free and better-balanced flow of information, and urged nations to cooperate in developing communication systems in less developed countries. In 1979 the World Administrative Radio Conference (WARC) sponsored by the ITU took far-reaching decisions relating to the allocation and use of radio spectrum and geostationary satellite orbits. Here again the main principle adopted was that of an equitable and effective allocation of limited natural communication resources for all countries of the world. With that, the ITU abandoned its older tradition of the "first come, first served" principle of resource allocation. The 1979 WARC could

not settle all the issues concerning access to and equitable and effective allocation of resources, but decided to hold special conferences in the 1980s to formulate specific policies and plans for better utilization of the shortwave radio frequency for broadcasting, and the orbital space for communication satellites [30, p. 7].

The participants in the international debates over communication policy have lacked access to well-organized information on communication problems in a world context. To help alleviate the situation, UNESCO constituted an international commission to study the totality of communication problems and make recommendations for practical action. Under the chairmanship of Sean MacBride from Ireland, the commission, with members from Belgium, Canada, Chile, Colombia, Egypt, France, India, Indonesia, Japan, Netherlands, Nigeria, Soviet Union, Tunisia, United States, Yugoslavia, and Zaire, completed its study in late 1979 [45, p. 78]. The commission made a strong case for communication policy and planning. In its view, the role and function of communication in modern society has become a matter of central importance. Hence communication policymaking and planning should be incorporated into overall national policy and planning for development and progress, and a better mechanism should be developed for international coordination and cooperation. The commission identified a number of specific areas where the challenge for concerted action is very serious. Among these are the problems of imbalance in international communication flows, distortion of content in communication, undesirable effects of external communication on national cultures, barriers to the democratic flow of communication, rights and responsibilities of journalists, international cooperation for the development and better use of communication, and special problems of improving the communications infrastructure in developing countries [30, p. 7].

The question of the role of national communication policy took on a new character in the early 1990s with an aggressive stance on infrastructure development taken by the US government. The trope of "deregulation" that had characterized the 1980s gave way to a new frame, best expressed in the government's 1993 National Information Infrastructure: An Agenda for Action

(United States 1993), which heralded the alleged emancipatory' benefits of the information age

The international debates about communication policy analysis and long-range planning raise difficult questions and problems for the developed industrial countries as well as the developing countries. While the nature of the problems in the developed and the developing countries is different, finding solutions requires collaboration and concerted efforts by all countries. An understanding of the differences, the similarities, and the common issues is essential for collaboration and effective solution of the problems. The problems stemming from the communications revolution in developed countries relate more to employment issues, life-style changes, philosophical issues relating to freedom of information and privacy, and concerns about the way communication resources are being developed and distributed [30, p. 8].

Media and communication policy emerged as an identifiable field within the broader domain of Western media and communication studies in the 1950s. During this period, scholars were studying the relations between different types of media and communication and raising questions about economic and social development, mainly at the country level, and with an emphasis on tensions between autonomous and dependent development paradigms. In the 1960s and 1970s, challenged by young, critical scholars and the postcolonial context, the field began to be characterized by comparative studies and the policy implications of unequal North-South communication started to be examined, from the 1980s, there was increasing awareness that media and communication policy must be considered in reference to the transnational – as a level of policy debate and as a context – and to the role of nongovernmental actors. “Global” media and communication policy emerged as a field over an extended period and it did so in parallel with processes of technological and geopolitical change [62, p. 539].

Denis McQuail [47, p. 224] wrote presciently that the idea of the information society will provide “a central organizing pillar” for future media and communication policy. Clustered around this pillar are the keywords

“convergence” and “governance” a topic which did not exist ten years ago is now at the centre of global media and communication policy: Internet governance. If there is a public interest in media diversity and the communication infrastructure that underpins it, then the questions are how and by whom is that interest understood? What policies and practices are consistent with that understanding?

Global media and communication policy (GMCT) as an emerging field of study needs to take into account technological innovation, institutional dynamics, democratization, and processes favouring inclusiveness and plurality, rather than exclusion and inequality. J. Turcotte [62, p. 540] argues for a new “enlightenment”, insisting that policy analysis must embrace formal mechanisms of the state – legislation, regulation, and prescriptive practices – and informal settings offering opportunities for non-state actors to express their opinions about the ideals (e.g., affordable and universal access to networks or diverse content) to which the media should aspire. These ideals are being contested by those favouring market-led solutions and commercial services, the libertarian ethos of the early Internet, conflicting notions about the idea of democracy, and indeed, visions in which the media's embrace of “imperial globality” is necessarily disempowering for most of the world's population [62, p. 540].

If policy-making is understood as a process involving “many sub-processes” [43, p. 33], as extending through time, and as consisting of a “web of decisions and actions that allocate ... values” [42, p. 11], then we need to ensure that the analysis of GMCP embraces all the individuals and groups whose values and actions intersect in consensual and conflicting ways. In this respect, policy-making can be regarded as a process of persuasion and argumentation that takes place within a complex system of actors and institutions.

Determining the precise beginning of communication policy-making and the attendant idea of researching it systematically is difficult. It is often said to have begun with the emergence of telegraphy, telephony and wireless communication and not with the traditional mass media. Van Cuilenburg and McQuail [63, p. 182], for example, identify three consecutive phases of communication policy-making

and argue that ‘it would be anachronistic to speak of communications policies before the series of electronic inventions beginning with the electric telegraph in the mid- 19th century’. This is also when the idea of a systematic study of policy-making started. Braman [26, p. 36] traces this idea back to the birth of the bureaucratic welfare state in the late nineteenth century, with the telegraph and postal service serving as prime examples. This first phase (from the mid-19th century until the start of World War II) was marked by ad hoc measures aimed at facilitating and regulating innovations with the intent of protecting the national interest and fostering the development of communication systems. However, during this phase the lines for the future regulation of other media were laid down as well. The development of the distinction between policy regimes on the basis of technologies and distribution networks during the later years of this phase of particular importance [63, p. 186]. This resulted in what Pool [53, p. 22] termed a “trifurcated communications system” with the three domains of communication (print, broadcasting and common carriage) subject to different regulatory regimes. This characteristic would later unsettle communication policy research, especially with regard to the definition and demarcation of its research object, because of its mostly narrow focus on mass media with a concurrent neglect of telecommunications.

Policy-related research in general flowered noticeably in the period following World War II [28, p. 80]. One reason for this, as Rowland [58, p. 484] states, is that the experience of the war contributed to an interest in applying science in the service of transforming society. Nonetheless, to the extent that the history of communication policy is characterized as ‘a story of inertia and incrementalism’ [23, p. 532], this similarly holds true for communication policy research.

As a consequence, the beginning of an institutionalized and more systematic communication policy research is often dated later than its idea, namely around the 1970s, at a time when both communication science and the policy sciences took off [38, 39] and national communication policy-making widely emerged [59].

Ten years ago, few communications practitioners thought in terms of any overall communication policy, and few communications researchers would have recognized policy research as an established category. All that has changed. Communication policy has emerged as a field of research [53, p. 31].

As Rowland [58, p. 426] states, an overwhelming amount of communication policy literature has been dominated by problems of technological change. As a result, ‘most of the discussions of public policy for the mass media during the past fifteen years have been driven by questions about the role and promises of the “new technologies” [58, p. 426]. ‘These statements are very similar to the bulk of more recent discussions of convergence of media, telecommunications and information technologies, which yet again have spurred increased communication policy research. The scholarly interest in communication policy issues has since become the domain of various academic disciplines from law to sociology, economics and communication science [43]. Technological change alone is not enough, however, for changes in policies and research. Instead, technology should be viewed as an enabler of such change. Latzer [43, p. 415] views these processes as co-evolutionary, which means that the direction and speed of change is ‘shaped by the reciprocal interplay of technological innovations, corporate strategies, reforms as well as changes of media reception patterns’ Such a view also transcends the dichotomy between technological and social determinism.

Lasswell [41, p. 3], who not only discussed key requirements but also brought forward a definition of policy sciences as knowledge of the policy process and knowledge in the process, emphasizes that communication policy research encompasses two tasks: on the one hand, it is research about communication policy; on the other hand it also informs communication policy-makers [39, p. 5]. The former concerns the subject(s) of communication policy research; the latter touches upon the role of communication policy research in communication policy-making and will be dealt with in the next section.

By and large, there is a lack of concrete definitions of communication policy research or its subjects. The definitions run from generic to more specific to

enumerations of research topics. For example, Rowland [58, p. 482] describes communication policy research as the ‘investigation of those issues centring around the way in which – and why – societies and governments make choices they do regarding the purposes, ownership, control, support and guidance of their media institutions and services’ In a similar way, Kunkel and Farinola [40, p. 418] state that research into communication policy traditionally means studying the policy-making process as well as examining the patterns and trends in communication policy over the years. Van Cuilenburg and McQuail [53, p. 18] identify precise elements of interest to communication policy research: [...] the goals or objectives to be pursued; the values and criteria by which goals are defined or recognized; the various content and communication services to which policy applies; the different distribution services (mainly print publishing, cable, satellite and broadcast dissemination and telecommunications); and finally the appropriate policy measures and means of implementation (mainly embodied in law, regulation, self-regulation or market practices).

Other approaches to circumscribing the field of communication policy research focus on the analytical distinctions commonly applied in political science, namely the distinctions between polity, politics and policy (e.g., Puppis et al. 2010: 276f). This allows for the analysis of the institutional setting, the process and actors of communication policy as well as of the content of actual decisions. Yet others categorize communication policy research by way of different disciplinary perspectives. Vowe [64, p. 215], for example, distinguishes between a historical school of thought that analyses communication policy chronologically with an emphasis on reconstructing developments; a law perspective with a focus on communication freedom; a social science approach centring on democratic and social functions, and an economic approach concerned with issues of state intervention in communication markets.

As already outlined Lasswell [41, p. 5] definition of policy sciences as knowledge of the policy process as well as knowledge in this process suggests that communication policy research also involves making information available to

decision-makers. It aims at providing 'policymakers with pragmatic, action-oriented recommendations' [46, p. 12].

Conclusion on part 1

Communication policy is an important component of a successful functioning of every bank. It helps to understand the political, social, and cultural needs of customer. This first phase of the research the concept of communicational policy falls at the period from the mid-19th century until the start of World War II. It was marked by ad hoc measures aimed at facilitating and regulating innovations with the intent of protecting the national interest and fostering the development of communication systems.

During the second period (the early 1990s), scientists were studying the relations between different types of media and communication and questions about economic and social development on the country level. At this period, the idea of a systematic study of policy-making started.

The substantive examination begins its remembrances at the beginning of XXI century. At this period, communication policy has emerged as a field of research, due to the fact that few communications practitioners thought in terms of any overall communication policy, and few communications researchers would have recognized policy research as an established category.

Nowadays there is no one unite definition of communication policy or its subjects. The definitions run from generic to more specific to enumerations of research topics. Communication policy research is understood as the investigation of those issues centring around the way in which – and why – societies and governments make choices they do regarding the purposes, ownership, control, support and guidance of their media institutions and services. Also, it considers as the research which involves making information available to decision-makers.

PART 2. DIAGNOSTICS OF COMMUNICATION POLICIES OF UKRAINIAN BANKS

2.1. Analysis of elements of the communication policy of the bank

The process of transition of Ukraine to a new form of economic relations, based on market principles of economic management, necessitated the introduction of fundamental changes in the financial and credit sector of the economy. It plays a key role in ensuring the movement of cash flows, thereby creating the basic prerequisites for social reproduction. The banking system is the main link in this area, which has a leading place in the mechanism of organization and regulation of economic life of society.

The development of the banking sector as the main component of the financial sector is created with the aim to accelerate the transformation of society in general and business development in particular, since the significant impact of banks on the Ukrainian financial environment is obvious. The developed banking system is a necessary condition for the normal functioning of the economy. A perfect banking system is able to restructure the economy as a whole. In addition, a reliable and developed banking sector plays an extremely important role in stabilizing the country's economy [2].

The banking sector occupies an important place in modern financial and economic systems, because the products of this sector are used by almost all sectors of the economy and economic entities. The factors as mass bank bankruptcies during the financial and economic crisis, mergers and acquisitions, recapitalization and nationalization of banks, crisis negatively affect the banking system. Therefore, the current state of development of the economy of Ukraine requires constant attention to the banking system in general and commercial banks

in particular, the policy aimed at creating favourable conditions for their stable and effective functioning.

This need is due to the fact that the banking sector is one of the most important and integral structures of the market economy, as well as one of the main factors of economic growth policy. It is an instrument of accumulation of financial resources of society.

The objective basis of communication policy of Ukrainian banks is the formation and development of the financial market. The importance of modern bank communication policy is not only the activation of banking activities, but also the formation of a new banking system focused on the market. The communication policy in the banking sector should be aimed at analysing the needs of customers in a fast and accurate service.

Bank communication policy as an integral system has appeared later than industrial marketing. Changes in the banking systems of Western countries that occurred in 70-80 years, explain the need for commercial banks to master the techniques and methods of communication policy [18, c. 9].

The changes include the universalization of banking, the bounds violation of traditional operations, increasing the competition with foreign banks, the emergence of banks competitors embodied in non-bank institutions, the deposit outflow as a result of the development of the equity market.

The banking sector began to attract savings, insurance, trust, brokerage companies, pension funds, commercial and industrial corporations that provide similar services, substitute services in the same market. The result was a decrease in the profitability of commercial banks and an increase in the risk of their operations [18, c. 10].

The creation and development of a wide range of banking services provided to customers is based on a number of basic prerequisites: formation of the bank's strategy, determination of efficiency, sales strategy, market research, personnel policy, etc.

Thus, the need for banks to apply the communication policy was caused by:

- intense competition between individual commercial banks and other financial institutions;
- reducing profitability of operations and increasing their risk;
- maintaining the need to respond quickly to changing market conditions;
- developing the new types of banking services [70, c. 10].

Currently, there is a steady development in the field of banking communication policy. The application of marketing principles in the domestic banking practice become reasonable, since all the necessary prerequisites for the formation of the buyer's market have already developed. The communication policy infrastructure has begun to emerge, a large number of commercial banks have been created, and the list of services is constantly expanding, the non-bank financial institutions are being created, the consumer confidence is growing [18, c. 12].

The problem of Ukrainian banks` communication policy lies in the absence of a targeted approach which leads to a loss of profit, stability and solvency. Therefore, in order to strengthen competitive positions in the domestic market and access to the world capital market, the passivity of Ukrainian bankers should be replaced by an active targeted communication policy approach.

Communication policy lies in planning and implementing activities for the creation, distribution and promotion of bank services and bank products to consumers, when mutually beneficial interests of consumers and bank successfully reach the goals.

Communication policy turns out to be in external and internal economic activities of bank. It implies customer orientation and professional flexibility in finding opportunities for rapid response to customer needs in banking services [18, c. 13].

Thus, the communication policy approach is more adapted to the successful activity in the market. The weak communication orientation leads to loss of competitiveness, loss of quality control and reduction of profitability. In the real

situation it is necessary to strive for the balance of these orientations, maximizing them depending on the situation and long-term plans [18, c. 14].

Ukrainian banks still need to change the “philosophy” of their activities. They haven't used the individual elements of the communication policy approach, so bank specialists do not have experience to work in the modern market conditions. They have assimilated the traditions which corresponds to the operating (functional) orientation. This can be seen in all conditions of bank management. The interest to the communication policy is only begins to manifest in Ukrainian banking [3].

It is known that Ukrainian commercial banks began the activity only at the beginning of the 90th years of the last century, after acquisition of the state sovereignty. Therefore, the maximum age of the Ukrainian commercial bank does not exceed 30 years, unlike some Western European which exist hundreds of years [5].

The problem is compounded by the fact that the Ukrainian economy did not require the use of elements of the communication policy approach. The specificity of banking communication policy activity is reflected in all components of marketing, including the purpose, objectives, functions and principles. The purpose of banking communication policy is to create financial services and provide them in such a way as meets the requirements of customers and make a profit by the bank. To achieve this goal, the communication policy includes the follow elements:

- analysis of consumer behaviour in order to identify their needs;
- research the financial market and find the most economically attractive segments, monitor capital flows in the financial market, study the marketing activities of competitors;
- development the new communication policy strategies;
- creating the new banking products and offer new banking services to meet customer needs;

- achievement the long-term competitive advantages by offering high-quality customer-oriented services;
- establishment of transparent relations with customers, partners and employees of the Bank;
- introduction of more progressive technologies of preparation, processing and storage of information;
- improvement of the bank's internal culture.

The functions of the communication policy are focused on the implementation its goals and objectives. Traditionally, there are four main functions of the communication policy: analytical, sales, production and management. The analytical function contains such components as the research of market conditions, consumer research, product research, analysis of internal and external marketing environment of the company [5].

The production function involves the organization of production of new products, the organization of logistics, quality management and competitiveness of products.

Marketing function means the organization of the system of movement of goods, the introduction of appropriate marketing policies and the organization of service.

Management function includes the following: planning and organization of marketing activities, information support and control of marketing activities.

The main objectives or principles of bank communication policy are:

1. Thorough knowledge of the market and the marketing environment of the bank, which involves a quick and timely study of the state and dynamics of consumer demand for a banking product or service, a thorough analysis of the marketing activities of competitors, the state of the banking system, the regulatory requirements of the central Bank, the main trends in the development of monetary policy of the state.

2. Constant data acceptance, processing, analysis and use of marketing information, as well as the latest marketing technologies in the development and management decision-making.
3. Production and implementation of banking services with a maximum focus on customer needs, taking into account the market situation and the bank's capabilities.
4. Influence the banking market and consumer demand with all available means.
5. Ability to develop and maintain a creative approach in solving any problems identified during marketing research.
6. Regular updating of the range of banking services, introduction of banking innovations, continuous improvement and improvement of the quality of banking services.
7. Ability enter the market with a new offer for the most effective implementation of banking services.
8. Ability to segment the banking services market and focus on the segments of the bank`s best potential.
9. Focus on the long term, achieving a specific result of the bank's marketing activities. Bank communication policy tools are designed to ensure the implementation of the bank's marketing policy and contribute to the achievement of its main goals [5].

Analysis of banking communication policy tools is appropriate to start in the context of generally accepted marketing concepts, namely the classic “marketing mix” (or “4P”), which consists of price, product, place, promotion (fig. 2.1).

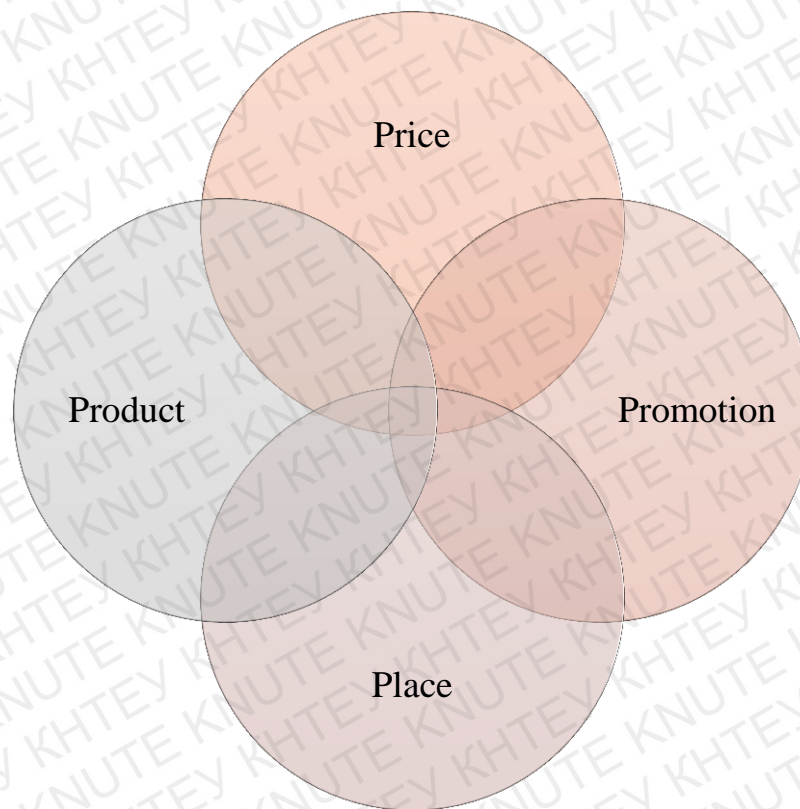


Fig. 2.1 – Banking communication policy tools

Thus, “Product” should fit the task consumers want it for, it should work and it should be what the consumers are expecting to get.

Place – the product should be available from where your target consumer finds it easiest to shop. This may be High Street, Mail Order or the more current option via e-commerce or an online shop.

Price – the product should always be seen as representing good value for money. This does not necessarily mean it should be the cheapest available; one of the main tenets of the marketing concept is that customers are usually happy to pay a little more for something that works really well for them.

Promotion – advertising, PR, Sales Promotion, Personal Selling and, in more recent times, Social Media are all key communication tools for an organisation. These tools should be used to put across the organisation’s message to the correct audiences in the manner they would most like to hear, whether it be informative or appealing to their emotions.

2.2. Organizational, informational, methodical and technical support of the Bank's communication policy

In view of the results of 2018 year, there are the 10 most popular and profitable banks in Ukraine (Fig. 2.2). So, according to the rating, the most popular among customers and the most profitable are such banks as PrivatBank, Raiffeisen Bank, UkrsibBank, PUMB Bank and OTP Bank. Let`s consider the systems of organizational, information, methodical and technical support of clients of these banks.

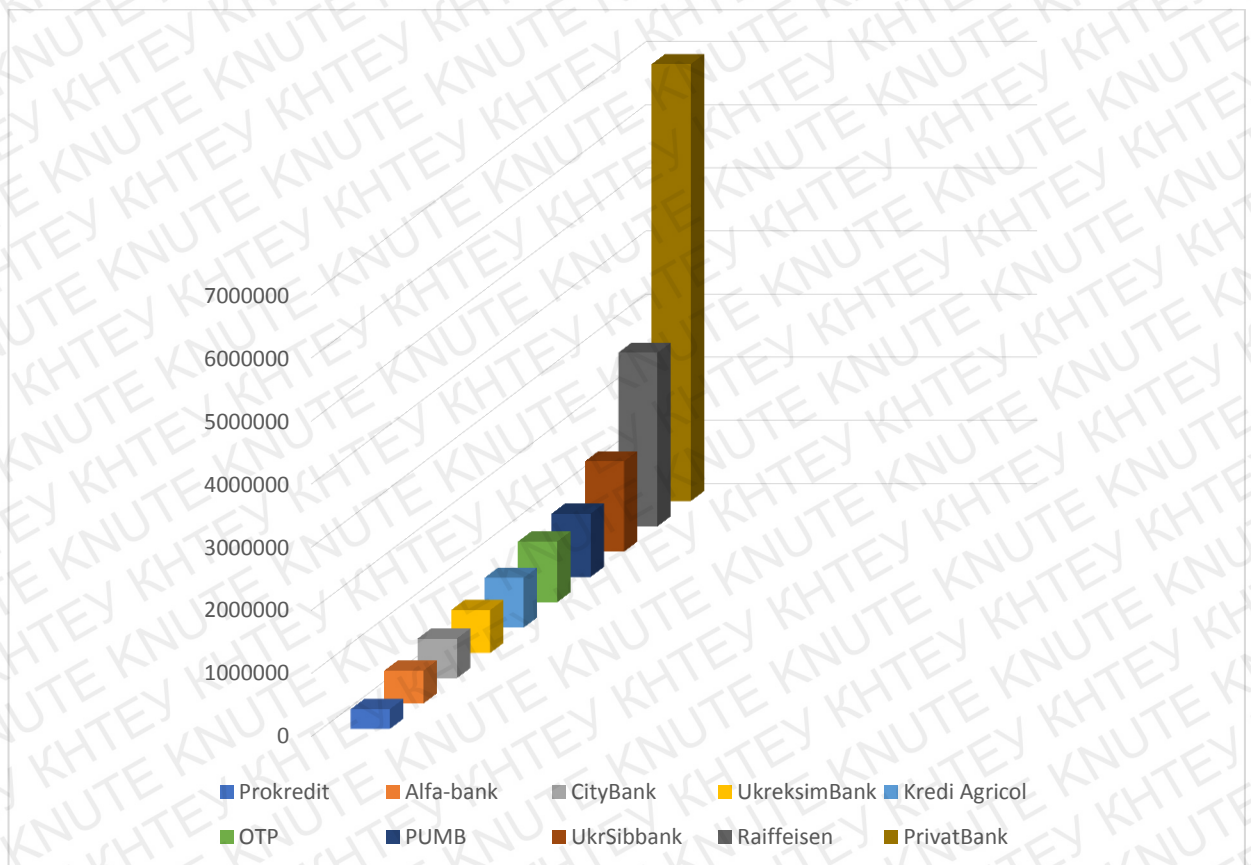


Fig. 2.2 – The rating of Ukrainian banks by the popularity and profitability

PrivatBank:

The system of the information, methodological, organizational support includes:

- Work of bank departments;
- The website of the Bank;
- There is a press centre on the website of the bank that allows all customers to learn the latest news of the bank;
- Viber messenger;
- Telegram channel;
- Facebook customer support;
- Hotline;
- Customer support in mobile app;
- Customer support by personal manager for the clients of Gold Club.

The system of the technical support includes:

- Technical support, which can be contacted via email or mobile phone [55].

Raiffeisen Bank:

Information support:

- Work of bank departments;
- The website of the Bank;
- Personal manager for the clients of Premium Banking;
- The press centre that allows all customers to learn the latest news of the Bank.

Organizational, methodical support is actualized by:

- Work of bank departments;
- The website of the Bank;
- Online-services;
- Hotline;
- Personal manager for the clients of Premium Banking;
- Mobile app.

The system of the technical support includes:

- Technical support department, which can be contacted via email or mobile phone [57].

UkrSibbank:

Information, organizational, informational, methodical support is performed by:

- Work of bank departments;
- The website of the Bank;
- Personal manager for the clients of Premium UkrSibbank.
- The press centre that allows all customers to learn the latest news of the Bank;
- Mobile app;
- Hotline;
- Internet-banking.

The system of the technical support includes:

- Technical support department, which can be contacted via email or mobile phone [14].

PUMB Bank:

Information, organizational, informational, methodical support is performed by:

- Work of bank departments;
- The website of the Bank;
- Personal manager for the clients of Persona Club;
- The press centre that allows all customers to learn the latest news of the Bank;
- On-line support;
- Mobile app;
- Hotline;
- Internet-banking.

The system of the technical support includes:

- Technical support department, which can be contacted via email or mobile phone [15].

OTP Bank:

The system of the information, methodological, organizational support includes:

- Work of bank departments;
- The website of the Bank;
- Round-the-clock operation of the call-centre;
- Possibility to contact the manager via Skype;
- Internet-banking.

The system of the technical support is performed by:

- Technical support department, which can be contacted via email or mobile phone [50].

The table 2.1 (*appendix 2.1*) represents the comparing characteristic of the organizational, informational, methodical and technical support of the Ukrainian bank`s communication policy.

The table 2.1 demonstrates that the organizational, informational, methodical support of all the most popular Ukrainian banks include the next services:

- Work of bank departments;
- The website of the Bank;
- Personal manager for the individual clients;
- The press centre that allows all customers to learn the latest news of the Bank;
- On-line support;
- Mobile app;
- Hotline;
- Call-centre;
- Internet-banking.

The most popular bank – PrivatBank has the innovative services, such as:

- Viber customer support;

- Telegram customer support;
- Facebook customer support.

The technical support is presented by the departments of the technical support, which can be contacted via email or mobile phone.

Thus, it is possible to make a conclusion that Ukrainian PrivatBank has the most innovative organizational, informational, methodical and technical support of the Bank's communication policy.

For the analysis of the effectivity of using the innovation technologies in the Bank's communication policy we will form the linear correlation-regression model. The linear regression model has the following form:

$$Y = a_0 + a_1x_1 + \dots + a_kx_k \quad (2.1)$$

Where a – the regression coefficient;

x – influence coefficient;

k – the number of factors.

At our example, y – is the number of active clients of the bank. The contributing factor is the using of the innovation technologies. The monitoring will be performed for 5 banks: PrivatBank; Raiffeisen; UkrsibBank; PUMB Bank; OTP Bank (table 2.2)

Table 2.2 – Analytical data

№	Number of active clients	Using of innovation technologies
	y	x
1	64%	8
2	10%	5
3	7%	5
4	13%	6
5	6%	4

The number of the clients of bank was adopted from the official web-cites of banks. The results of analysis are presented at the table 2.3, 2.4.

Table 2.3 – Regression statistics

Regression statistics	
Multiple R	0,92584406
R- squared	0,857187223
Standardised R-квадрат	0,809582964
Standard error	10,79955716
Monitoring	5

Table 2.4 – Coefficients

	Coefficients
Y- crossing	-64,60869565
Variate X 1	15,10869565

The analysis shows the high coefficient, so, it is possible to make a conclusion that the number of active clients of the bank directly depends on the using of innovation technologies of this bank.

Conclusion for the Chapter II

The banking sector occupies an important place in modern financial and economic systems of Ukraine. It is an instrument of accumulation of financial resources of society. The objective basis of communication policy of Ukrainian banks is the formation and development of the financial market. The importance of modern bank communication policy lies the formation of a new banking system focused on the market.

Communication policy lies in planning and implementing activities for the creation, distribution and promotion of bank services and bank products to consumers, when mutually beneficial interests of consumers and bank successfully reach the goals.

The communication policy includes the follow elements:

- analysis of consumer behaviour in order to identify their needs;
- research the financial market and find the most economically attractive segments, monitor capital flows in the financial market, study the marketing activities of competitors;
- development the new communication policy strategies;
- creating the new banking products and offer new banking services to meet customer needs;
- achievement the long-term competitive advantages by offering high-quality customer-oriented services;
- establishment of transparent relations with customers, partners and employees of the Bank;
- introduction of more progressive technologies of preparation, processing and storage of information;
- improvement of the bank's internal culture.

There are four main functions of the communication policy: analytical, sales, production and management.

We have analysed the systems of organizational, information, methodical and technical support of clients of the banks: PrivatBank, Raiffeisen Bank, UkrsibBank, PUMB Bank and OTP Bank. Let`s consider the systems of organizational, information, methodical and technical support of clients of these banks. We have found that these banks include the next services:

- Work of bank departments;
- The website of the Bank;
- Personal manager for the individual clients;

- The press centre that allows all customers to learn the latest news of the Bank;
- On-line support;
- Mobile app;
- Hotline;
- Call-centre;
- Internet-banking.

The most popular bank – PrivatBank has the innovative services, such as:

- Viber customer support;
- Telegram customer support;
- Facebook customer support.

The technical support is presented by the departments of the technical support, which can be contacted via email or mobile phone.

PART 3. WAYS TO INCREASE THE EFFECTIVENESS OF THE BANK'S COMMUNICATION POLICY

3.1. Implementation of foreign experience in the development and implementation of communication policy in Ukrainian banks

In the current period of economic instability, it is very important for Ukrainian banks to find a way to retain the existing customers and attract new ones. It is quite difficult task due to the highly competitive environment. At such conditions, the role of innovation becomes critical. Innovation has turned on a characteristic feature and essence of modern development in all spheres of the economy, including banking.

Issues of innovation research are of particular relevance at the present stage of economic development. Testing and implementation of innovations, which have been approbated in other countries, or developed independently, will significantly increase the potential of domestic banks [10, p. 14].

Nowadays, the management of the NBU has begun the reforming of the banking system of Ukraine in close contact with the International monetary Fund. One of the main tasks of the reform is the removal of unreliable banks with a dubious reputation from the market, reducing the number of working banks and strengthening state control over their work. At the beginning of 2014, there were 180 banks in Ukraine.

According to statistics of the Ministry of Finance of Ukraine, on the 01.05.2018, the number of operating banks has been reduced to 82 [7]. For comparison, we provide information about the existing banks in the European Union. So, in Germany – 1 842 banks, in Austria – 731, in Italy – 694, in Poland – 691, in France – 623, in Ireland – 458, in Great Britain – 358, in Finland – 303, in

Spain – 290, in the Netherlands – 253, in Sweden – 168, in Portugal – 151, in Luxembourg-147, in Belgium-103 [1, p. 34] (figure 3.1)

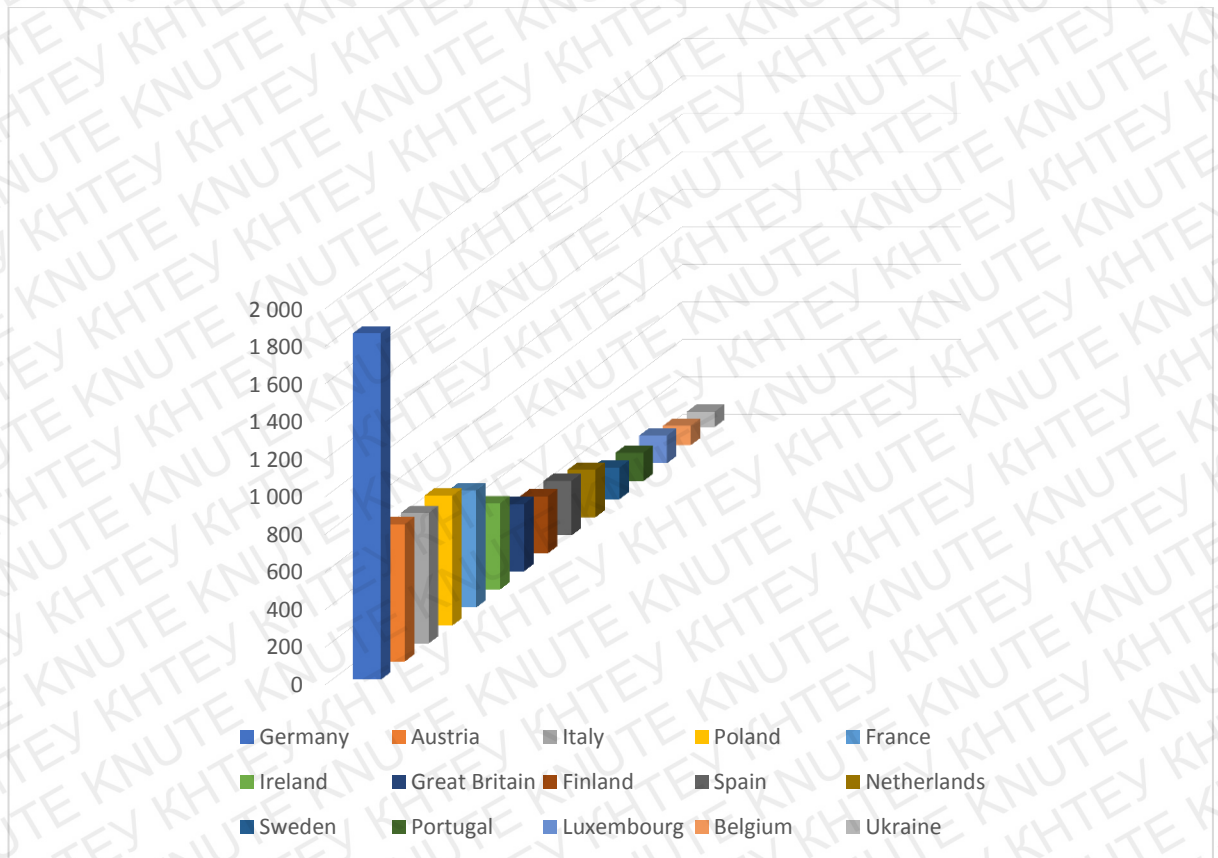


Figure 3.1 – The number of the existing banks in the European Union

* Note: compiled by the author

The practice of introducing the elements of marketing became part of the management of the banks in 1980th [36]. The first concept of bank communication policy was developed in the United States in the 1950th. Consider examples of conducting of the communication policy in European banks in view of the problematic aspects of Bank marketing in Ukraine.

First of all, it should be noted that European banks spend significant amounts on communication policy – on average, up to 1% of the total income. The competition in the banking market forces foreign banks to actively introduce innovations in the application of communication policy tools ("4P"), as well as to find new concepts and tools.

The primary objective of the marketing strategy of each European Bank is to create its own unique image. For example, Deutsche Bank designed the blue and grey logo in the form of a diagonal line, symbolizing constant growth. The slogan is “The thirst for action” (Germany);

Resdner Bank has a green logo in the form of a “ribbon of sympathy”; the slogan is: “the Council, on which You can rely” (Germany);

BNP Paribas has the green brand logo depicts the stars turning into birds, a symbol of flying; the slogan is “Bank for a changing world” (UK) [11].

Social networks are a new channel of communication with clients, which are actively using by financial institutions in Europe. Social media is defined as online platforms and technologies that allow users to interact and sharing of certain content. The European experience proves that the Bank should choose the right target audience, create a unique and interesting content of the page, constantly update information, be honest with users, allocate active users for successful promotion in social networks. The appeal of social networks has the opportunity to:

- announce new banking products, press releases, inform about existing and potential customers;
- take measures that may be useful to customers;
- monitor potential customers at the stage of preparation for the publication of the loan (to assess the activity, consistency, social circle, the nature of the business, etc);
- promptly exchange information between the Bank’s employees on-line;
- transfer instructions, conduct training;
- increase the frequency of visiting the official website of the Bank;
- provide assistance to customers;
- to popularize the Bank brand and increase the degree of identification of the Bank's corporate identity;
- conduct advertising campaigns;
- feedback support [11].

In recent years, European banks are actively used communication channels in the points of sale of banking products, in particular Digital Signage, or digital merchandising – a powerful modern information and advertising tool that goes beyond marketing communications and also includes merchandising, logistics at the point of sale and service. The main advantage of Digital Signage is the ability to continuously manage content. Content can consist of video images, animation blocks, text messages. Digital Signage is one of the most advanced marketing tools.

An example of successful implementation of the digital Signage system is the practice of the Spanish Bank Caja Mediterraneo, whose advertising communication is based on the social role of the Bank. The Bank's retail network consists of 1,100 branches, each of which has three communication channels. At the screen there are the two channels, which show the weather, news, time, announcement. Therewith the Bank becomes a more attractive place than just a point of payment for services. Along with the introduction of this digital system, the Bank has gotten an increase in sales of banking products from 14 to 26%. The marketers have the opportunity to communicate with customers interactively in different languages, while only one specialist is involved in the management of the entire digital Signature system in Caja Mediterra [1].

Foreign banks actively use various modern communicating approaches in the struggle for the client, in particular, the image and corporate identity. In Bankinter Bank (Spain), as in the Bank CheBanca, transparent walls remove barriers in communication between Bank employees and customers, and emphasize the fact that the Bank has nothing to hide. This is the first Bank in Spain that has created an Internet Bank, a mobile Bank and the technology of Bank video consultants. The complex and intelligent design of Bankinter's offices shapes the individual character and image [5, p. 221].

Spanish Bank Caja Navarra (Spain) operates on the principles of transparency and social responsibility, giving the customers the basic rules that unite employees and customers of the Bank in one “community”. The Bank has

designed as a place for communication, where everyone can offer and organize a concert, a theatrical resolution, a children's party or a book presentation [5, p. 220].

Jyske Bank, one of the most popular banks in Denmark, and Deutsche Bank also present all their products exclusively in the form of boxes located on the shelves of offices. Bank branches have large seating areas with sofas, books, magazines and coffee. In addition, along with banking products, banks offer products that, from the point of view of banks, are suitable to the lifestyle of customers [5, p. 221].

In order to establish and manage customer relationships, it is important to ensure the effectiveness of functions such as planning and monitoring the implementation of the sales plan. For this purpose, foreign banks actively use the CRM-system (Customer Relationship Management), which is based on the use of advanced information technologies. The Bank collects information about its customers, which are available at the micro level in any banking institution [5, p. 222]. All meetings with clients should be scheduled and included in the CRM, which allows to prepare for the meeting as efficiently as possible and correctly distribute the load.

An important component of the communication strategy of modern EU banks is Internet banking, which is highly developed in Europe. The leaders of this type of service are the Netherlands, Germany and Denmark. In Sweden these Internet services are used by 73.7 % of the total number of clients [49].

Internet banking as a type of service is developing quite rapidly. In the conditions of the high competition between traditional banks, Internet banks are forced to offer a much higher percentage – up to 4 % per annum, while traditional banks rarely put more than 0.5–0.6 % [49].

In the West, the number of banking transactions carried out through the network has already exceeded 40 % of the total transactions of the customers of credit institutions. The number of Europe Internet banking customers has already exceeded 160 million people, while the turnover of Internet banking is 5 billion euros. According to Gomez Advisors, a company specializing in the study of

banks, financial institutions and brokerage firms, 62 % of banks provide the information about the real-time Internet transactions [31].

The total volume of the Internet transactions grows annually by 15 % in the USA and now it is about 75 %. 80 % of banks offer services of home banking – from electronic payment of accounts to management of investment portfolios.

Currently, in Western European countries such as Germany, Spain, France and the Netherlands, the number of electronic banks is twice as much as the United States. The following banks have the highest rating on the quality of online services provided by consumers: Security First Network Bank; Wells Fargo Bank; Citibank; Salem Five Cents Saving Bank, Bank of America.

The most widely, Internet banking services are presented in the Nordic countries – Finland, Norway, Sweden, where they are provided by approximately 95% of banks and are used by 80% of customers. According to the Swedish Association of banks, Internet banking services are used by almost 40% of the population in this country. A sufficiently high degree of internalization of the population in Europe has led to the fact that Swedish banks were among the first to offer their services via the Internet. Today, the undisputed leader of the Sweden Internet banking is Skandia Banken [32].

Over the past year, the most significant growth occurred in Italy, where the number of customers working with the bank via the Internet increased by 88% [36].

In Ukraine, Internet banking is developed by the bank and local companies. Most often, the main business of such companies is focused on the development of automated banking systems (ABS), and Internet banking is only an additional direction of their business. The developing a system of Internet banking is usually fall into the responsibility of it services, which are responsible for the operation of many banking systems.

To establish and manage customer relationships, it is important to ensure the effectiveness of functions such as planning and monitoring the implementation of

the sales plan. Today, foreign banks are actively using CRM-system (Customer Relationship Management), which is based on the use of advanced information technologies, through which the bank collects information about its customers, which are available at the micro level in any banking institution [12, c. 222].

To improve customer service, Western banks are increasingly joining forces with non-banking sales partners. For example, many European banks actively cooperate with travel companies, real estate agencies, using the points of sale of their products and developing joint services [12, c. 222].

Considering the communication strategies of Ukrainian banks, it is worth noting that in most cases, they are at the stage of formation. Thus, in Ukraine, the creation of its own image and recognition of the Bank is popular. Internet banking is also popular.

The mobile-banking has appeared in 1999 in Ukraine. PrivatBank has introduced a new service: payment for the phone and cash remittance via SMS. Later, the Bank decided to develop Privat24. Within a few years, other major institutions have joined this strategy. Now the largest services are considered to be mobile applications from:

- Private bank;
- Alfa bank;
- OTP Bank;
- Raiffeisen bank [7].

The Ukrainian Internet banking is popular among the citizens aged 25-40 years, it is the 65% of mobile services users. More than half are men – 56.7%, and women 43.3% of all consumers. According to USAID research, the target audience of mobile banking can be divided into three main types [7]:

- young client – 20-25 years old, with higher education and an average income of about 6000 hryvnia per month. He has quite an optimistic mood and outlook on the future;

- mature client – 40-45 years. The average income is about 7-8 thousand per month. They are not necessarily happy with their situation and believe that in old age they will mostly depend on the state;
- old client – over 60 years of age. His income is about 3 000 hryvnia, and he believes that he is completely dependent on the state [5].

Thanks to the Internet banking, the managers of Ukrainian banks have significant advantages:

- the increasing of the customer analytics, so marketers have a better understanding of how to run campaigns;
- round-the-clock consumer access to bank services – that is, customers are happy and banks make a profit even when managers are asleep;
- cheap sales channel, improved market segmentation, additional sales and advanced functionality.

The mobile services sector will increase in the future. Nowadays, there are only 40% of the Ukrainian population, which use the Internet banking. This percentage includes people 25-40 years. In the future, they will continue to use mobile banks [7].

In today's conditions, we can observe the development the communication policy of the Ukrainian banks. Thus, the National Bank of Ukraine (the NBU) presented its Communication Strategy to the expert community during a theme-specific event today. Communications are an integral part of the NBU's operation. They constitute an efficient policy instrument aimed at ensuring price and financial stability to promote economic growth and reach goals set in the medium-term Strategy of the National Bank of Ukraine.

The new Communication Strategy identifies specific goals and ways to achieve them. Introducing the Strategy will improve the NBU's transparency, make the regulator's communications more efficient and clearer for customers and partners, and enhance its institutional capacity. Once introduced, the Strategy will reinforce confidence in the regulator, maximize the NBU's influence on the target

audience, and reduce economic uncertainty through provision of information required to make informed decisions [48].

Being a modern-day institution, the NBU intends to build mutual understanding not only with a narrow audience of experts, but also with the general public. Accurate targeting is an important requirement for effective communications. With this purpose in mind, the NBU studies the needs of its target audience and builds its communications in a manner that enables it to speak to each target group in their own language.

Visual and audio content is the most accessible communication tool in a world overwhelmed with information. Communication tools such as this are what the NBU strives to develop. Thus, the NBU builds a direct, plain-language, intermediary-free dialogue with the general public.

Meanwhile, clarity is the two-way street whereby content should be adapted to various audiences and the content's users should be ready to understand the information sufficiently well. That is why the NBU is stepping up efforts to improve financial literacy as per the new Communication Strategy [48].

As the NBU faces new challenges, it has remodeled its Communications Department. Currently, it comprises the Office for Strategic Communications and Media Relations, the Office for Internet Communications, and the Office for Public Relations and Financial Literacy. In order to build up an extended communication with customers and partners, the NBU employs multiple communication channels, simultaneously maintaining its presence on various communication channels while communicating with different audiences [48].

The main traditional communication channels remain publications on the official web-site, public events for the media and other customers and partners, as well as communications with the media. In particular, the test version of the new web-site of the central bank that will be launched in full capacity in summer this year. However, to cover different audiences the NBU also develops alternative communication channels. Today, the NBU enjoys active presence on five social

networks: Facebook, Twitter (Ukrainian and English), Instagram, YouTube, and Flickr [48].

The most effective communicational strategy has the Ukrainian Privat Bank. PrivatBank is approached to the European banks and provides a wide range of services, applying innovative marketing means, provides comfortable service of clients. With the help of Internet banking – the Privat24, customers can get advice and conduct any financial transactions at anytime and anywhere.

Let's consider what recent innovations were introduced by the management of PrivatBank in 2018-2019.

Segmentation via Facebook

A Facebook Messenger bot is a chatbot that lives in Facebook Messenger, meaning it converses with some of the 1.3 billion people who use Facebook Messenger every month. There are two major advantages to using a Facebook Messenger bot.

First, there's a low barrier to entry for both the manager and the target audience. Facebook Messenger is the third most-used app in the world, used by 68 percent of app users. And it's not just for group chats among friends and family. A recent Nielsen survey found that people think messaging is the second-best way to talk to a business. People exchange 2 billion messages with businesses over Facebook Messenger every month.

The second advantage is that the field is still wide open. While Facebook has 6 million advertisers, there are only 300,000 chatbots. That's a lot less competition.

Meanwhile, marketing email click-through rates (3.1 percent, on average) haven't improved in years, and only 30 percent of marketing emails are even opened. Chatbots can help the bypass inbox competition too.

Messenger chatbot help the Privat Bank:

- To reach the audience directly;
- To save time and money on customer care;
- To identify leads;

- To handle e-commerce transactions;
- To re-engage customers.

Bots are programmed to understand questions, provide answers, and execute tasks. From a customer's perspective, they're a friendly and accessible time-saver. Rather than opening an app (let alone downloading one), making a phone call (ew), running a search, or loading a webpage, your customer can just type a message, like they would to a friend.

Therefore, PrivatBank created bots in Telegram (more than 273 000 subscribers), Viber (almost 500 000), Facebook Messenger (more than 100 000). By the end of the year, the bank plans to cover the top 10 financial functions with the bots [21].

@privatbankjedi is a telegram channel of PrivatBank. There is no advertising in this channel – only life hacks, tips, interesting facts and chips that everybody might not know about. The channel has already entered the top 20 Ukrainian Telegram channels and ranks second in the category “Business” (more than 10 000 subscribers) [21].

Longreads for fun. “PrivatBank” has investigated the interests of users and decided to make the experimental articles that will have answers to their current questions. So, there was a longrid “how to buy bitcoin and calm down”, followed by “what to give, so as not to Teddy bear” until February 14. Such publications cover an impressive number of readers, compared to standard publications of “PrivatBank” in Facebook [21].

In 2019, PrivatBank has suggested to the users of Privat24 web version to join the testing of the new generation of the most popular Internet bank in the country. As the head of the electronic business branch of PrivatBank Serhii Kharitich has informed, that beta-Privat24 has received an entirely new design, become much more convenient and accessible to users of the cards of any bank of the world, and not just PrivatBank. “New Privat24 is built on the principle of the usual supermarket, but not the bank, when entering the site, you can pick up all the necessary services and payments in the basket, and complete the purchase with the

authorization at the “cash desk”, and with the cards of any bank”, noted Serhii Kharitich. “We invite all the users to enter the testers team of the first open Internet bank in Ukraine and to inform us about their impressions and wishes”. New Privat24 works at address next.privat24.ua and is accessible to the users of the cards of any bank of the world. Already now, without authorization, the new Privat24 offers transfers from card to card, recharge of a mobile phone and utility payments. We are adding other services gradually throughout the year [55].

As the preliminary analysis shows, the PrivatBank implements an innovative strategy of communication with customers, listening to the wishes of the customers, constantly introducing new technologies to improve the quality of service.

Other Ukrainian banks are just beginning to implement the communicational services, realizing how important this aspect is in providing banking services and attracting new customers.

3.2. Improvement of organizational and informational support of the Bank's communication policy

At this chapter we will represent our suggestions for development of Ukrainian communication policy of the banking sector. Customer communications are the foundation of Customer Experience, Governance and Operational Efficiency.

Nowadays, the Ukrainian banking sector has a product-centric approach. But the current Ukrainian banking environment demands a switch in marketing and public relations focus to a customer-centric approach. This approach submits banks to estimate the needs of customers and concerns and then make arrangements for satisfying these requirements.

The possibility of estimating the customer requirements achieves by providing excellent customer service. It is not a new strategy, but furthermore, it is too important to let it pass. It is necessary for modern banking environment to know how current events affect customer sentiment, how customers prioritize their needs, and how they expect banks to meet them.

According to the Financial Brand, a reported 80% of bank operations leaders say their organization's existence could be threatened if they don't update technology to be more flexible and capable of supporting rapid innovation [61]. So, in our opinion, it is actual for the Ukrainian banks – to implement innovation technologies of developing the communication policy. Our innovation suggestions we will represent below.

1. A renewed focus on the customer, which will be useful for:
 - Improving the customer service;
 - Streamlining a communication process;
 - Improving the reputation;
 - Developing the auditable communications history;
 - Developing the dynamic reporting tools;
 - Developing the greater efficiency and flexibility;

- Increasing the costs savings;
- Increasing the customer loyalty.

2. Communication with customers has to be both personalised and targeted, not only to meet their changing needs, but also to keep them engaged and, ultimately, increase their brand loyalty. For this, it is necessary to form the balanced system of Customer Communication Management (CCM). It is an integrated range of solutions and supporting services that enables banks, insurance companies, pension providers and a host of other financial institutions to effectively streamline the customer communications process.

CCM workflow drives business efficiencies through multiple stages. These include the integration of existing systems, enhanced document composition and management, transition to full colour printing along with multichannel delivery, and postal optimisation – guaranteeing consistent, engaging and effective customer communications.

3. The organisation of internal communication. The essence of Internal Communication is to provide a platform for the exchange of ideas and information within the institution. For the business, it provides a framework for building and sustaining commitment to the Bank's vision, business goals and objectives through the development of a structure for open and transparent communication.

4. The using of Artificial Intelligence (AI) and Machine Learning (ML), which are quickly becoming market differentiators to empower proactive customer communications. To shift from being reactive to proactive, banks can harness the power of modern technology to more effectively communicate with customers, attaining algorithmically-derived results.

5. Provide channels for feedback and ideas: feedback is vital to any company's survival and success. There is nothing better to identify the customer requirements than feedbacks. So, it is necessary to take them in account when building the successful communication policy.

6. The use of social media:

- the implementation of SMM management into the system of customer support;
- the using of the options of media outreach of Instagram, Facebook.

The using of social media will help:

- To provide the customer satisfaction;
- To develop the cost savings through automation;
- To provide the vast reach of the potential customers;
- To develop the loyalty of customers.

7. Use messaging apps in compliance with the GDPR. The organization of customer support in WhatsApp, Apple Business Chat, Facebook Messenger, Viber or Telegram may include:

- Appointment reminder – inform the customers about important appointments, for example about investments, account costs, and much more.
- Payment reminder – remind the customers that if they do not have a direct debit mandate, they need to pay bills by a certain date to avoid fees.
- Alert-Update – alert the customers when there is urgent information that needs to be shared with them immediately.
- Invoice or Financial Update – inform the customers that they have not yet paid their contribution to repay their loan or that it has been adjusted
- Investor and stock exchange news.

The advantages of messaging apps are the follow:

- It can be used immediately without downloading any software or installing IT infrastructure, and is browser-based.
- It is possible to use it both on desktop and smartphone, which is useful for bank consultants who need to be able to advise customers personally and efficiently at any time;
- The bank can be reached at any time via WhatsApp, Apple Business Chat, Facebook Messenger, Viber or Telegram;

- All of these messages will be gathered in one central interface with easy user handling;
- Long-standing customers can always be supported by the same consultant;
- The bank can get to the customers even faster and can quickly provide them with the latest analyses in different market phases.

8. The using of partially automated customer services, which includes the following functions:

- The quick possibility to get the consultant;
- The user-friendliness – it provides the possibility to make 24/7 payments without any difficulties and to gather all financial information and documents at a single location;
- The possibility to get automated financial advices;
- The possibility to use a chatbot that takes over 24/7 customer service. Chatbot helps make customer service more efficient through targeted automation.

9. For the customers, which have to visit the bank department, it is necessary to develop the “Bank Flow” – on-line monitoring of workload of departments. Thus, the customer will have a possibility to visit the bank department in the time of the minimum workload.

10. The using of internal communications to recognize and praise success.

11. Organization of trainings, intensive courses on aspects of banking, profitable investment, business banking, etc. for regular customers of the bank.

12. To develop the system “Bank – Society”, which would be built on the principles of confidence, hospitality and mutual help. Such system can include the great number of projects aimed on the improvement of the quality of life of customers. The main measures could be:

- The investments into education and culture;
- The investment into social funds;
- The supporting people in challenging situations;
- The investments into child welfare institutions.

In this manner, the bank will help its customers more intelligently and effectively – not only enabling them to progressively conduct their daily business, but ultimately to also achieve life goals. Also, the bank institution will enlarge the circle of customers, improve their loyalty and as a result, will get more investment, which will be the step to the increments of assets.

Conclusion for the Chapter III

Nowadays, the management of the NBU has begun the reforming of the banking system of Ukraine in close contact with the International monetary Fund. Considering the communication strategies of Ukrainian banks, we have found that they are at the stage of formation. Thus, in Ukraine, the creation of its own image and recognition of the Bank is popular. Internet banking is also popular.

Now the largest services of mobile banking are: Private bank; Alfa bank; OTP Bank; Raiffeisen bank.

The Ukrainian Internet banking is popular among the citizens aged 25-40 years, it is the 65% of mobile services users. More than half are men – 56.7%, and women 43.3% of all consumers.

Ukrainian banks try to implement the international communication policy experience. In order to build up an extended communication with customers and partners, the NBU employs multiple communication channels, simultaneously maintaining its presence on various communication channels while communicating with different audiences.

The main traditional communication channels remain publications on the official web-site, public events for the media and other customers and partners, as well as communications with the media.

The most effective communicational policy has the Ukrainian Privat Bank. The innovations of the Privat Bank are:

- Segmentation via Facebook;
- Creating bots in Telegram;

- Creating bots in Viber;
- a telegram channel;
- Longreads for fun;
- New Privat24 web version.

Also, we have presented the follow ideas to improve the communication policy of the Ukrainian banks: to form a renewed focus on the customer; formation of the balanced system of Customer Communication Management (CCM); the organisation of internal communication; the using of Artificial Intelligence (AI) and Machine Learning (ML); providing channels for feedback and ideas; the use of social media; the use of messaging apps in compliance with the GDPR; the using of partially automated customer services; to develop the “Bank Flow” – on-line monitoring of workload of departments; the using of internal communications to recognize and praise success; organization of trainings, intensive courses on aspects of banking, profitable investment, business banking, etc. for regular customers of the bank; to develop the system “Bank – Society”.

CONCLUSIONS

This paper is devoted to the analysis of the implementation of foreign experience in the development and implementation of communication policy in Ukrainian banks.

Modern information society is characterized by the fact that information becomes the one of the main resources of society. It plays a crucial role in the development of the modern world. In the context of the growing importance of information, the communication policy becomes increasingly important. The main task of the communication policy is to establish cooperation between the consumer and the supplier of certain services.

In the communication aspect, the communication policy can be defined as a strategy that aims to establish communication and sustainable relationships between the consumer and the service provider.

The development of the communication policy in Ukraine takes place in the context of socio-economic changes, which are characterized by dynamism, a high degree of significant technological changes, which influence over communicational marketing. These processes determine the nature and pattern of development of the communication policy in all sectors of the economy and economic structures of the country.

Currently, the market of information services has the most dynamic and intensively developing. Information services today play an increasingly important role in the economy. They make it possible to increase the level of socio-economic development, activate investment, innovation, resource and other reserves and improve the management of economic systems.

The process of conversion of Ukraine to a new form of economic relations, based on market principles of economic management, caused the implementing of fundamental changes in the financial and credit sector of the economy. The main link in this area is the banking system, which has a leading place in the mechanism

of organization and regulation of economic life of society. The success of socio-economic reforms depends from the effectiveness of the banking system's functioning.

The development of the banking sector as the main component of the financial sector is aimed at accelerating the transformation of society and business development, whereas the significant impact of banks on the Ukrainian environment is obvious. The developed banking system is a necessary condition for the normal functioning of the economy, the functioning of economic entities and the state budget. A perfect banking system is able to restructure the economy.

Banking service is a kind of information service. In this aspect, banking services include consulting and information services. The main types of information activities of banks include: the provision of information and consulting services; obtaining information, the accumulation in accordance with the current legislation of information; use of information; storage of information.

The banking sector is one of the most important and integral structures of the market economy, as well as one of the main factors of economic growth policy, because the process of accumulation of financial resources of society is carried out through it.

We have analysed the systems of organizational, information, methodical and technical support of clients of the banks: PrivatBank, Raiffeisen Bank, UkrsibBank, PUMB Bank and OTP Bank. Let's consider the systems of organizational, information, methodical and technical support of clients of these banks. We have found that these banks include the next services:

- Work of bank departments;
- The website of the Bank;
- Personal manager for the individual clients;
- The press centre that allows all customers to learn the latest news of the Bank;
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- Mobile app;

- Hotline;
- Call-center;
- Internet-banking.

The most popular bank – PrivatBank has the innovative services, such as:

- Viber customer support;
- Telegram customer support;
- Facebook customer support.

The technical support is presented by the departments of the technical support, which can be contacted via email or mobile phone.

We have found that the Ukrainian banks try to implement the international communication policy experience. In order to build up an extended communication with customers and partners, the NBU employs multiple communication channels, simultaneously maintaining its presence on various communication channels while communicating with different audiences.

The main traditional communication channels remain publications on the official web-site, public events for the media and other customers and partners, as well as communications with the media.

The most effective communicational policy has the Ukrainian Privat Bank.

The innovations of the Privat Bank are:

- Segmentation via Facebook;
- Creating bots in Telegram;
- Creating bots in Viber;
- a telegram channel;
- Longreads for fun;
- New Privat24 web version.

Thus, it is possible to make a conclusion that Ukrainian banks are just beginning to implement the effective communicational policies, realizing how important this aspect is in providing banking services and attracting new customers.

At the last subchapter we have represented the innovation ideas to improve the communication policy of the Ukrainian banks: to form a renewed focus on the customer; formation of the balanced system of Customer Communication Management (CCM); the organisation of internal communication; the using of Artificial Intelligence (AI) and Machine Learning (ML); providing channels for feedback and ideas; the use of social media; the use of messaging apps in compliance with the GDPR; the using of partially automated customer services; to develop the “Bank Flow” – on-line monitoring of workload of departments; the using of internal communications to recognize and praise success; organization of trainings, intensive courses on aspects of banking, profitable investment, business banking, etc. for regular customers of the bank; to develop the system “Bank – Society”.

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The table 2.1

Bank	Organizational, informational, methodical support	Technical support
PrivatBank	<p>Work of bank departments;</p> <p>The website of the Bank;</p> <p>There is a press centre on the website of the bank that allows all customers to learn the latest news of the bank;</p> <p>Viber messenger;</p> <p>Telegram channel;</p> <p>Facebook messenger;</p> <p>Hotline;</p> <p>Customer support in mobile app;</p> <p>Customer support by personal manager for the clients of Gold Club.</p>	<p>Technical support, which can be contacted via email or mobile phone.</p>
Raiffeisen	<p>Work of bank departments;</p> <p>The website of the Bank;</p> <p>Personal manager for the clients of Premium Banking;</p> <p>The press centre that allows all customers to learn the latest news of the Bank.</p> <p>Online-services;</p>	<p>Technical support, which can be contacted via email or mobile phone.</p>

	<p>Hotline;</p> <p>Mobile app.</p>	
UkrsibBank	<p>Work of bank departments;</p> <p>The website of the Bank;</p> <p>Personal manager for the clients of Premium Ukrsibbank.</p> <p>The press centre that allows all customers to learn the latest news of the Bank;</p> <p>Mobile app;</p> <p>Hotline;</p> <p>Internet-banking.</p>	<p>Technical support, which can be contacted via email or mobile phone.</p>
PUMB Bank	<p>Work of bank departments;</p> <p>The website of the Bank;</p> <p>Personal manager for the clients of Persona Club;</p> <p>The press centre that allows all customers to learn the latest news of the Bank;</p> <p>On-line support;</p> <p>Mobile app;</p> <p>Hotline;</p> <p>Internet-banking.</p>	<p>Technical support, which can be contacted via email or mobile phone.</p>
OTP Bank	<p>Work of bank departments;</p> <p>The website of the Bank;</p>	<p>Technical support, which can be contacted via email or</p>

	<p>Round-the-clock operation of the call-centre;</p> <p>Possibility to contact the manager via Skype;</p> <p>Internet-banking.</p>	<p>mobile phone.</p>
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