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Theoretical foundations of the essence of bank anti-crisis strategies

Abstract. The relevance of the article is that a modern bank needs to be better in order to withstand the challenges of reality. Taking a leading position and achieving the goal in the form of profit are the main goals of any commercial bank. Therefore, the basis of the work is the formation and implementation of a high-quality anti-crisis policy, which will help support the institution, instantly react and solve possible problems. For more than a dozen years, our country and its financial and economic components have been subject to a number of crisis phenomena, it is difficult to predict the development of both the external and internal environment, risks and threats are growing, which require an immediate response and make it necessary to implement modern solutions and approaches to the formation of a system of anti-crisis strategies in banks. In this topic, it is important to understand that such referral in the management is effective only when the work is carried out comprehensively taking into account the specifics of the bank to which the anti-crisis program is conducted. Of course, as in solving any issue, a general basis is needed, and it is an individual approach that helps to achieve a good result.

The main task of implementing the anti-crisis strategy is to ensure the stable operation of the bank and the economy as a whole. Management is designed to identify and monitor threats both at internal and external levels. For this, it is necessary to have qualitatively collected material: information bases, input and output data, analysis of indicators. The bank's ability to overcome the difficulties of all types of its activities in a timely manner helps to prevent major problems. Constant monitoring of the bank's anti-crisis financial decision system will prevent threats or help stabilize the bank's pre-crisis condition.

The study is aimed at analyzing the essence of anti-crisis strategies, in addition, the S.O.F.I.A. model was applied. Carrying out such work, the main thing was to study and analyze the peculiarities of this management in banks, to determine the component of a successful program, which can be a generally useful basis for almost all situations and cases.

Keywords: crisis, crisis management, anti-crisis strategies, bank, anti-crisis financial solutions, S.O.F.I.A. model.

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Introduction. In today's globalized world, the likelihood of crises emerging and spreading is increasing, bringing risks and challenges that require immediate responses at all levels—from the financial and banking sector to the broader economic framework. Therefore, developing a robust anti-crisis financial program that addresses current issues and anticipates future challenges is essential. Starting with a foundational analysis of the theoretical basis of anti-crisis strategies will provide the necessary structure to counteract and prevent negative factors. However, it is evident that a single classical approach to this topic does not exist; rather, it requires a multifaceted application based on external and internal situational analyses.

Literature Review. Theoretical aspects of strategic anti-crisis financial decisions in banking are examined in the works of Ukrainian and international researchers and banking specialists, such as Krasnova I.V., Azarenkova G.M., Gromnytska I.Y., Ivashchuk O.V., Nikitin A., and others, examine the theoretical aspects of strategic anti-crisis financial decisions in banking.

For example, in the work of Krasnova I.V. and Gromnytska I.Y. [1], the essence of anti-crisis strategies is emphasized as the analysis of monetary indicators' dynamics, which serve as the foundation for ensuring the stability of a country's economic sector. Ivashchuk O.V. [1], in turn, reduces the success of anti-crisis strategies to two key measures: increasing the level of customer deposit protection and controlling the targeted use of loans, and recapitalizing banks. These measures, ultimately, aim to strengthen the banking system and enhance customer stability and trust, even during the most challenging times.

Nikitin A. [1] highlights the importance of involving the National Bank of Ukraine (NBU) in bank anti-crisis programs, asserting that the NBU's resources play a vital role in responding to emergencies and maintaining financial stability through various tools.

Consequently, each study is unique, and the researchers' decisions, analyses and arguments provide an opportunity to observe the same term from different sides.

Therefore, the literature review reveals that both theoretical approaches to anti-crisis strategies and practical solutions contribute to almost any negative factor.

Purpose, Objectives, and Research Methods. The purpose of this article is to define the theoretical basis of the essence of anti-crisis financial decisions of a bank. The objectives of the study are to determine the economic essence of the concept of 'anti-crisis strategies' and the main instruments, to analyze the peculiarities of formation of the system of anti-crisis financial decisions of a bank and approaches.

Research Results. The concept of crisis is widely debated among scholars, with some viewing it as an opportunity for transformation and others as a broadly negative phenomenon.

For example, American economist and maths scientist I. Ansoff describes a crisis as a state that threatens a bank's existence, requiring prompt action within limited timeframes. Conversely, his colleague E. Detragia regards crisis as a chance to overcome negative pressures and transition toward a more stable, positive state. [2]

In March 2023, two U.S. banks collapsed within days, and this 'trend' was followed exactly 2 weeks later by Europe when the second largest bank in Switzerland, Credit Suisse, was on the verge of bankruptcy. This raises a critical question: Is this the start of a global crisis, or has the primary phase of bank collapses passed and there is no need to worry? Regardless, the importance of developing robust anti-crisis programs is continually emphasized.

The modern principles of the essence of anti-crisis financial decisions of the bank unite domestic authors from different regions, the ambiguity of this topic helps in its comprehensive disclosure, and the number of available opinions helps in determining the commitment.

Table 1. Comparative table of the essence of the concept of "anti-crisis solutions"

Author(s)	Viewpoint
Definition by O. I. Baranovsky [3]	A comprehensive management system aimed at preventing and overcoming negative phenomena, using the available resources and potential of the bank or special procedures.
Perekhrest L.M., Brishtina V.V. [3]	Financial relations are a comprehensive system of management measures aimed at further development of the bank through the use of a modern management system.
Azarenkova G. M. [4]	A complex that contains a well-grounded system that includes a wide range of goals, objectives, functions, principles, stages, etc. rather than a set of isolated anti-crisis measures.
V. Y. Vovk [5]	A set of measures to identify crisis factors where timely diagnosis and prevention are needed, aimed at achieving goals and development.

Source: compiled by the author based on [3, 4, 5]

Anti-crisis strategies as a field of activity appeared about two hundred years ago in the United States and Europe and were characterized as a set of measures aimed at the competitiveness, and most importantly, these actions do not violate the current law. Today, the diverse opinions of researchers demonstrate the width, depth and evolution of this topic.

Unfortunately, the situation in the country and the world, in particular, shows a deterioration in the economic component, which is already leading to the downturn in the financial condition and loss-making operations of many banks, as well as the deterioration in the quality of their assets, so there is currently a real need to develop a high-quality anti-crisis programme. The implementation of anti-crisis financial solutions is further presented as a complex of five components of the S.O.F.I.A. model [6]: strategic, operational, financial, investment and analytical.

Discussion. The crisis of 2023, which broke out all over the world, when three large US and one European bank failed, where American institutions could not cope with the pressure and went bankrupt - Silvergate Bank (one of the leaders in US banking), Silicon Valley Bank and Signature Bank. This phenomenon once again proved the importance of a high-quality anti-crisis program.

The S.O.F.I.A. model will be used to analyse the bank's crisis strategy at the theoretical level.

S - Strategic Component of the program

The first goal of the bank's anti-crisis financial solutions is the strategic component - the development of general goals, long-term management tasks, analysis and assessment of the financial institution, a step towards innovative improvement, bank development programs and ensuring competitiveness. [7]

Actions that can be attributed to the strategic component are shown in Figure 1

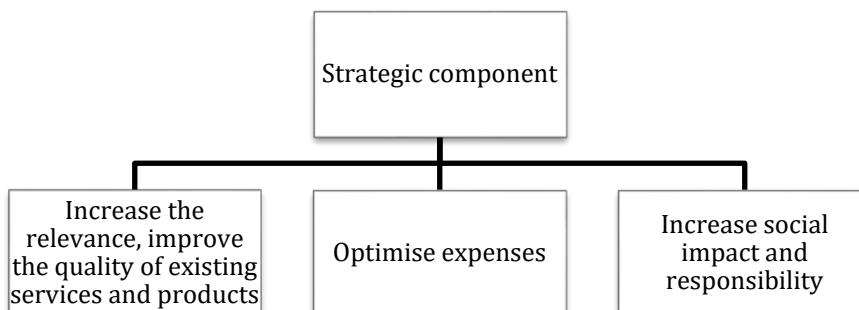


Figure 1. A strategic component of the bank's anti-crisis strategies based on the S.O.F.I.A. mode
Source: prepared by the author based on [8]

O - Operational Component anti-crisis financial solutions.

As a general rule, it should be developed on the basis of specific bank divisions. Key aspects of the operational component that should be analyzed when developing and implementing a crisis management program:

- 1) Risk assessment - identify and study risks that may pose a threat to the financial stability of the bank, which may also include credit and market risks.
2. Increase liquidity - ensure a sufficient level of liquidity, for example, by attracting additional resources (issuing bonds or deposits)
- 3) Optimize expenses - reduce operating costs.
- 4) Revise the credit policy. This is also advisable when developing an anti-crisis program, as the reference and control of lending criteria will help to reduce all risks in loans.
5. Communication with clients. Openness and transparency in dealing with clients will maintain trust and reduce possible outflows.

F - Financial Component in the S.O.F.I.A. model when developing a program

The meaning of anti-crisis management of banks' financial management activities demonstrates the need to outline the principles as limiting factors of its implementation. The mechanism, in turn, is limited to the following principles [6]:

- Comprehensiveness (holistic approach to financial challenges),
- Functionality (ensuring that crisis management units perform tasks in accordance with goals);
 - Transparency (ensuring transparency of anti-crisis measures and information flows on the situation in the banking institution);
 - Manageability;
 - Optimality (justification of costs and logical use of resources for the program implementation);
 - Efficiency (implementation of anti-crisis measures as the main goal - achievement of targets and criteria);
 - Preventive nature (application of methods of early diagnostics and forecasting of crisis processes in the bank's financial activities to prevent possible threats).

I - Investment Component

This part focuses on capital investments and asset management, including portfolio and risk management. Marketing and innovation goals are critical for growth, and partnerships with other financial institutions or government programs can bolster financial stability.

A - Analytical Component

The analytical component entails monitoring key financial indicators (liquidity, capitalization, profitability) and analyzing risks. Developing risk management and mitigation strategies, along with competitive analysis, enables early detection of threats and adaptability to economic changes.

The final step involves data analysis and feedback collection. Statistical methods for customer and market data analysis, combined with client feedback, can identify areas for improvement, reinforcing the bank's stability.

How to make capital investments and in what types of assets, how to manage a portfolio of securities or projects, and how to manage project and financial risks - all these issues are addressed in the I-investment component of the anti-crisis policy. This part should include planning for marketing goals that will help the bank grow, innovation goals, development and realisation of new technologies. For example, Rostyslav Slaviuk and Natalia Slaviuk [7] claim that it is important to involve the government at this stage of planning, as such borrowings can be an important source of investment. Taking advantage of government programmes or subsidies will help strengthen the bank's financial situation. No less important for the bank's stability in a crisis will be the expediency of partnering with other financial institutions, collaboration with banks or investment funds to collectively resolve crisis situations.

Last but not least, we present the analytical component A. When working with this part, it is advisable to monitor the main financial indicators - liquidity, capitalization, profitability and loan portfolio. At this phase, it will also be appropriate to analyze risks, develop a risk management and

mitigation strategy, as well as an alternative scenario to assess the possible consequences of various economic situations. In addition, the analytical part of the anti-crisis program is particularly fond of studying the competitive environment, market and economic trends, as this will help to observe even minimal changes and identify potential threats to the bank's development.

The final step is data analysis and feedback. The use of statistical methods to collect and analyze data on customers, the market and the bank's internal processes, as well as the analysis of opinions and feedback from users, will help identify problems and needs that, if processed, will affect the bank's stability.

Conclusions. Banks must be ready to adapt swiftly in times of crisis. Even the seemingly powerful titans of the banking market may face negative pressure, become bankrupt and close down without the possibility of continuing their activities.

The main task of implementing an anti-crisis strategy is to ensure the sustainable operation of the bank and the overall economy. Properly selected measures help to avoid many problems, such as preventing the depreciation of the national currency, avoiding significant exchange rate fluctuations, preventing capital outflows, and the bank's general bankruptcy and liquidation.

The bank's anti-crisis strategies are focused on preventing and mitigating the negative consequences of the impact of the events and are meant to restore the pre-crisis state of banks in the event of threats to their insolvency and viability. Such bank management should be based on a concept that emphasizes the importance of setting the right priorities that will help not only prevent but also neutralize crises.

The future of this research lies in developing anti-crisis tools that can serve as a foundational framework for banks crafting individual crisis strategies. A theoretical basis incorporating risk management, resource allocation, strategic planning, and a systematic approach will enable banks to adapt to changing environments and maintain economic stability in the face of economic instability.

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Теоретичні основи сутності антикризові стратегії банку

Анотація. Стаття підкреслює, що сучасний банк має бути ефективнішим, щоб протистояти викликам реальності. Зайніття провідної позиції та досягнення мети у вигляді прибутку є основними цілями будь-якого комерційного банку. Тому основою роботи є формування та впровадження якісної антикризової політики, яка допоможе підтримати установу, миттєво реагувати та вирішувати можливі проблеми. Понад десяток років наша країна та її фінансово-економічні компоненти зазнають низки кризових явищ, що ускладнює прогнозування розвитку як зовнішнього, так і внутрішнього середовища. Ризики та загрози зростають, що вимагає негайної реакції та робить необхідним впровадження сучасних рішень і підходів до формування системи антикризових стратегій у банках. У цій темі важливо розуміти, що такий підхід до управління є ефективним лише за умови комплексної роботи з урахуванням специфіки банку, для якого розробляється антикризова програма. Звичайно, як і при вирішенні будь-якого питання, потрібна загальна основа, але саме індивідуальний підхід сприяє досягненню хорошого результату.

Основне завдання впровадження антикризової стратегії — забезпечення стабільної роботи банку та економіки загалом. Управління покликане виявляти та контролювати загрози як на внутрішньому, так і на зовнішньому рівнях. Для цього необхідно мати якісно зібраний матеріал: інформаційні бази, вхідні та вихідні дані, аналіз показників. Здатність банку своєчасно долати труднощі у всіх видах його діяльності допомагає запобігти серйозним проблемам. Постійний моніторинг системи антикризових фінансових рішень банку дозволить попередити загрози або стабілізувати передкризовий стан банку.

Дослідження спрямоване на аналіз сутності антикризових стратегій, зокрема, було застосовано модель S.O.F.I.A. Під час виконання такої роботи головним було вивчення та аналіз особливостей цього управління в банках, визначення компонентів успішної програми, яка може стати загальнокорисною основою для більшості ситуацій і випадків.

Ключові слова: криза, управління кризами, антикризові стратегії, банк, антикризові фінансові рішення, модель S.O.F.I.A.

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