

PROBLEMS IN THE DEVELOPMENT OF THE BUSINESS PLANNING OF THE BANKS IN UKRAINE

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The process of business planning of banking is one of the stages of bank's financial planning, which involves determining of the best ways to implement promising directions of bank's business development in the medium term, including analysis of the feasibility of a new direction, determination of additional resources, feasibility evaluation of this direction and the development of specific types of banking services. Business planning of a bank is implemented in the form of a specific action plan, containing the main measures, the date of completion of certain phases; specific executants and their levels of responsibility, and planned financial results.

As soon as a business plan of a bank is a document, stating the detailed procedure of the implementation of a project, it is an important element of the tactical planning and its phased instruction. Business plan development facilitates to the effective evaluation and control of banking. Building of a business plan is aimed at the rationale for creating a new direction of business in banking, and at the evaluation of the results and efficiency of bank investment in new business areas.

In terms of the political and economic instability, a stable and dynamic development and reliability of the bank is largely dependent on the effective planning process. But the influence of negative effects of the

global and domestic economic processes in terms of resources and income reduction, and increasing costs are forcing domestic banks to increase the efficiency of the planning process, namely business planning.

In addition to general economic problems in banking and negative external factors, there are also internal obstacles. Today the state of business planning in domestic banks does not allow achieving planned strategic goals, and business plan, even if it exists, is often purely formal document.

The most internal common problems, which prevent the effective development of business planning in Ukrainian banks, are weak analytical services of banks, poor quality of information, which is contained in information systems and insufficiently developed system of bank's data quality management, inability to build powerful systems of management accounting, reporting and analysis. Also, the development of business planning in banking is hindering by considerable resistance of bank's employees, regarding to the new methods of business management, lack of a literacy built complex of principles of the staff encouraging, lack of qualified specialists, who are able to carry out reengineering of the bank's business plan system, and focus of senior management on operational efficiency, not on the achieving of long-term and sustainable competitive advantages.