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EVALUATION OF THE BANK'S ATTRACTIVENESS FOR CORPORATE CLIENTS

Introduction. In conditions of high volatility of the market environment, there is a constant competition between banks for customers, especially corporate ones, which generate a significant part of their income

Problem. Customers are faced with the question of choosing a bank with the best conditions for their service. And since there is no single list of criteria or methods that would make it possible to unambiguously compare the attractiveness of banks from the customers' side, the research proposed a method for choosing a bank.

The aim of the article – is to develop an integrated approach to assessing the bank's attractiveness for corporate clients

Methods. The methods of system-structural, comparative analysis, logical generalization, scoring, rating are applied.

Results. Banking service for corporate clients is an integral part of the activities of both sides. Due to the large number of banks and the wide variety of their services, clients constantly face the problem of choosing a bank for service. The key criteria that influence the choice of banks by clients and generate opportunities for their cooperation were determined. A model for calculating the integral coefficient of attractiveness of the bank for corporate clients was

ОЦІНЮВАННЯ ПРИВАБЛИВОСТІ БАНКУ ДЛЯ КОРПОРАТИВНИХ КЛІЄНТІВ

Вступ. В умовах високої волатильності ринкового середовища відбувається постійна конкурентна боротьба між банками за клієнтів, особливо корпоративних, які генерують значну частину їх доходів.

Проблема. Перед клієнтами постає питання вибору банку з найкращими умовами для свого обслуговування. А оскільки не існує єдиного переліку критеріїв чи методик, які б дозволяли однозначно порівняти привабливість банків з боку клієнтів, в дослідженні здійснена спроба обґрунтувати методiku вибору банку.

Мета статті – розробка інтегрованого підходу до оцінювання привабливості банку для корпоративних клієнтів.

Методи. Застосовано методи системно-структурного, порівняльного аналізу, логічного узагальнення, бальної оцінки, рейтингування.

Результати дослідження. Банківське обслуговування корпоративних клієнтів є невід'ємною складовою діяльності як одних, так і інших. Через значну кількість банків та велику різноманітність їхніх послуг перед клієнтами постійно постає проблема вибору банку для обслуговування. Визначено ключові критерії, які впливають на вибір клієнтами банківських установ та генерують можливості їх співпраці. Розроблено модель розрахунку інтегрального коефіцієнта привабливості банку для корпоративних клієнтів, проведено його розрахунок,

developed, its calculation was carried out. Based on the results of this calculation the rating of Ukrainian banks was compiled.

Conclusions. The availability of objective information while choosing a bank for service is a key point in the process of strategic planning of the activities of any legal entity. It is important to find simple tools for evaluating the bank. The proposed methodological recommendations regarding the application of the integral coefficient are intended for use by corporate clients when choosing a bank for service.

Keywords: corporate client, bank, attractiveness, criteria, factors, integral coefficient.

за результатами якого складено рейтинг банків України.

Висновки. Наявність об'єктивної інформації при виборі банку для обслуговування є ключовим моментом в процесі стратегічного планування діяльності будь-якої юридичної особи. Важливим є знаходження простих інструментів оцінювання банку. Запропоновані методичні рекомендації щодо застосування інтегрального коефіцієнта призначені для використання їх у роботі з корпоративними клієнтами при здійсненні вибору банку для обслуговування.

Ключові слова: корпоративний клієнт, банк, привабливість, критерії, фактори, інтегральний коефіцієнт.

JEL Classification: G21, G30, G39

Introduction. In the conditions of high volatility of the market environment, there is a constant competition between banks for clients, primarily corporate ones, which generate a significant part of their income. Banks are trying to analyze the current needs of corporate clients and choose methods and tools that allow them to be fully satisfied, and increase accordingly the efficiency of the corporate banking department. Therefore, they constantly review and supplement the product range of services, offer package services, try to increase their attractiveness through tariff policy, provision of additional services, improvement of service quality, etc.

Problem. The availability of a wide range of services, conditions and tariffs of banks for corporate services poses the question of choosing a bank with the best conditions for clients. And since there is no single list of criteria or methods that would make it possible to unambiguously compare the attractiveness of banks from the customers' side, the research substantiates the method of choosing a bank.

Analysis of recent research and publications. In the economic literature, the assessment of the attractiveness of a bank or its services for corporate clients is considered in quite different ways. Thus, in domestic scientific sources, attention is mostly focused on deposit and credit services for corporate clients, certain aspects are devoted to organizational provision of services to such clients and marketing research. The main trends of foreign research are the focus on the types of banking services and the quality of service to corporate clients. Thus, C. Majaski reveals the essence of corporate clients and corporate banking, taking into account the requirements of the law, lists the main services for corporate clients and compares them with services for retail clients [1]. M. Abbasi, G. Ahsani, H. Mohammad investigate the role of corporate banking in the bank's activity and profitability [2]. B. Singh-Jarrold defines the main principles of banks' work with corporate clients and focuses attention on the creation of ecosystems, innovations and maximum satisfaction of client needs [3]. G. Gotteberg, M. Strauß identified the main needs of corporate clients and emphasize the individualization

of services and the introduction of innovations [4]. C. Gupta [5] cites key trends in working with clients in general, which can be applied to corporate clients as well.

Among the domestic scientists who thoroughly research the issue of banking services for corporate clients, it should be noted D. Balanchuk [6–8], whose writings formulated the essence of banking services and banking products, the features of banking services in general and for corporate clients in particular, defined the term "segment of corporate clients", distinguished the types of services for corporate clients by banks, revealed the role of corporate business in the activities of banks. N. Maslova, A. Didyk characterize the problems of servicing corporate clients in domestic banks, give approaches to defining corporate clients, principles of corporate service, principles of segmentation of corporate clients [9].

D. Kretov [10] focuses attention only on a separate segment of servicing corporate clients – credit, analyzes the development of lending to corporate clients by domestic banks and cites the main factors affecting it, the stages of the development of lending processes to corporate clients in Ukraine. This segment is also emphasized by Ya. Tchaikovsky, analyzing the development and current state of bank lending to corporate clients in Ukraine and the problems in this area. The scientist provided practical and methodological recommendations for improving the work of banking institutions in the field of lending to corporate clients in conditions of cyclical economy [11].

Part of the work is devoted to general approaches to the study of the bank's client base and the quality of their services. Thus, O. Rats [12] focuses his attention on ensuring customer loyalty and the mechanism of managing the bank's customer base. O. Martsenyuk-Rozaryonova, V. Shmigelska [13], O. Bodnar [14] analyze the market of banking services in Ukraine under different conditions. The question of determining the quality of services is disclosed in the works of V. Volokhatoi [15] and Y. Vergelyuk [16], the latter focused on quality due to innovations.

Despite the presence of separate fragmentary studies, the assessment of the bank's attractiveness for corporate clients is practically not disclosed in domestic sources.

The aim of the study is to develop an integrated approach to assessing the bank's attractiveness for corporate clients.

To achieve the goal, the following tasks were set: to investigate the range of services offered by banks to corporate clients; determine the criteria that should be taken into account by corporate clients to determine the attractiveness of the bank for the purpose of further selection as a service provider; to develop a method of integrated assessment of the bank's attractiveness for corporate clients.

To achieve the goal, the following tasks have been set: research the range of services offered by banks to corporate clients; determine the criteria that should be taken into account by corporate clients to determine the

attractiveness of the bank for the purpose of further selection as a service provider; to develop a method of integrated assessment of the bank's attractiveness for corporate clients.

Methods. To realize the set goal, a set of methods was used for researching economic processes. When studying the range of services offered to corporate clients and determining the criteria that corporate clients should take into account to determine the attractiveness of the bank for the purpose of further selection as a service provider, the methods of system-structural, comparative analysis and logical generalization were applied. When developing the method of integrated assessment of the bank's attractiveness for corporate clients, the point assessment and rating method was used. The research information base is analytical materials of the National Bank of Ukraine, published works of domestic and foreign scientists, results of own research and observations. The study is based on a wide factual base. Public data of all banks operating in Ukraine as of 01.11.2021 and 01.06.2022 were used for calculations, which indicates the representativeness of the research results.

Results. Banking service for corporate clients is an integral part of banks' activities. When servicing corporate clients, banks focus on providing both traditional and specific services focused on a specific business segment. And taking into account the significant scale and various directions of activity of corporate clients, they have a need to use, as a rule, not one, but a whole range of services. At the same time, needs for new banking services arise constantly, taking into account the expansion of activities or changes in legislation. Therefore, in order to meet the needs of corporate clients as much as possible, banks pay particular attention to the expansion and renewal of the range of corporate services.

According to the results of the research of open sources (sites of domestic banks) on the subject of diversification of banking services for corporate clients, a number of features have been identified.

Focus on traditional banking services. Banks demonstrate a focus on prompt and high-quality performance of standardized operations, primarily in relation to settlement, cash, and credit services. According to the study of the Independent Association of Banks of Ukraine (IABU) regarding the needs of Ukrainian businesses in banking services, it was determined that corporate clients are primarily interested in a standard package of services: opening and maintaining a current account in national and foreign currency, salary project, corporate cards, acquiring, loans, deposits, documentary transactions (guarantees, letters of credit, collection), collection [17]. This is confirmed by our research of information from the official websites of banks.

Customer segmentation. In order to increase the efficiency of service, most banks of Ukraine, when forming a package of services, necessarily take into account the specifics of the activities of corporate clients. Therefore, in the information of many banks, there is a segmentation of customers by

the scope of activity for SMEs and corporate customers. Some banks, within the framework of their specialization, also divide corporate clients by industry affiliation (for example, agribusiness, "green" energy, etc.).

Customer-centricity of banks. Service to corporate clients, unlike individuals, is often associated with taking into account the specifics of their activities and therefore has an individual character. Banks take into account the specifics of the client's industry, the seasonality of its operation, sales volumes, characteristics of the production cycle and much more and offer each client service conditions that will satisfy his needs as much as possible. Taking into account the individual characteristics of the client is mutually beneficial for both the bank and the client, as it allows the former to avoid overdue payments for credit transactions as much as possible, to attract the client's free resources for deposits, etc., and for the latter to optimize cash flows with the best benefits.

An important factor in a personal approach to each client is the bank's CRM system, which includes data collection and the formation of a single client profile with complete contact information and all types of its operations. This makes it possible to form a targeted marketing campaign, improve sales of banking products and increase customer loyalty to the bank.

It is the individual approach and insufficient transparency of bank websites do not allow to fully assess the degree of diversification of banking services of domestic banks.

Complexity of services. The volume and diversity of activities of corporate clients lead to the need for them to use not just one bank service, but a set of services. Therefore, banks offer them so-called cross-selling, i.e. sales of additional banking services, adjacent / auxiliary to the main service. According to D. Balanchuk (with which we agree), it is additional cross-sellings enables banks not only to increase profits, but also to keep corporate clients from switching to another bank [6, p. 23].

Interest in the development of the corporate client. A financially capable corporate client, who constantly expands the range of banking services used, is a source of increased income for the bank itself, therefore most banks help corporate clients manage their own finances and use their resources profitably. For this purpose, each segment group of clients is accompanied by professional managers who know well the relevant market, the primary needs of their clients or the specifics of their functioning. The business management service became especially relevant during the global pandemic of COVID-19, when a significant number of corporate clients found themselves in a difficult financial situation.

Online service. The global coronavirus pandemic has made adjustments to the everyday financial habits of bank customers, and more precisely to the way they pay for goods and services. Quarantine restrictions forced business entities to more actively use non-cash payments and e-commerce. The war further strengthened the need for remote service.

Currently, Internet banking is one of the most progressive services in the banking sector. Therefore, in Ukraine there is a transition from the classic branch model to the model of innovative remote banking services, and more and more operations are carried out without the client visiting a bank branch.

Banks provide a wide variety of services to corporate clients, which requires them to develop a certain algorithm for choosing a bank. Several important criteria have been identified that corporate clients should pay attention to.

Image/reputation of the bank. It is compiled on the basis of reviews of existing customers, which are published on relevant sites, blogs, etc. In addition, the bank's image can be formed as a reaction to previous cooperation with a client who is considering the possibility of cooperation in the future regarding another service. The bank's image is also formed under the influence of personal impressions after communication with its representative. Therefore, banks make significant efforts to maintain their image at a high level by forming customer service standards, regulations, codes of ethics and corporate culture

Client values. Recently, there has been a tendency in the world to conduct business consciously, when profitability is not a fundamental factor, but the following come first: compliance with environmental protection standards, emission reduction, introduction of the "carbon footprint", social guarantees. If the specified values are important for corporate clients, they choose a bank that implements the appropriate standards for service. In addition, it should be remembered that, unlike Ukraine, in European countries there are many restrictions on the service of certain types of business. In particular, if a corporate client chooses a servicing bank with foreign capital, he should be prepared to refuse to carry out some operations that go beyond local limits and require a decision by the parent bank.

The recognition/fame of a bank is often the primary factor in choosing it. The more often the name of the bank appears among advertising campaigns in the mass media, the Internet, polls, articles in magazines or on billboards, the sooner a corporate client will "remember" this bank when the need for services arises. Therefore, banks spend significant resources on promotion in the media and ensuring the transparency of their activities. For this purpose, banks also conduct their own research on the perceptions of potential customers about the bank and their level of awareness. However, the corporate client should remember that publications in magazines, interviews with bank representatives are often ordered for the purpose of advertising its services and promotion in the market and usually do not testify to the reliability of the bank as a business partner.

Sometimes the recognition of a bank is directly dependent on the term of its operation, that is, the longer it operates on the market, the more famous it is. However, this criterion is not always worth taking into account, since in history there are numerous cases of bankruptcy of banks with a long period of operation.

In practice, the period of operation of a bank does not always affect its reputation. Any survey among potential customers about the banks they know will result in an approximately identical list. There are also cases when newly created banks, with an aggressive policy of promoting their brand on the market, can become well-known, but dangerous for cooperation. Usually, it will be extremely difficult for a corporate client to withdraw funds from such banks.

The range of bank services. The corporate client should study the opportunities that he will get from cooperation with the bank, and should pay attention to the usefulness of services, and not to the breadth of their range. Within the framework of the functioning of a corporate client on the domestic market, services related to currency exchange operations, international bank guarantees or cross-border funds transfer systems which are not important for him. At the same time, when intending to carry out activities outside of Ukraine, a corporate client should pay attention to this segment of services, which will help him save time and money thanks to the availability of comprehensive banking services. In addition, a wide range of bank services can reduce their cost for a corporate client, as the cross-selling effect works. In addition, it should be remembered that there are banks specialize in one client segment or type of firm, and therefore they do not serve domestic corporate clients. This applies, first of all, to foreign subsidiaries of foreign banks operating in Ukraine.

The cost of bank services. It is appropriate for the client to study in detail the list of bank services and the rates for them in dynamics over the last one or two years. Almost all of the bank's services are paid (except for the advertising period), so a corporate client needs to determine which operations he performs most often for conducting his business and based on this, choose the terms of service. For example, if a small business needs cash payment from its own customers and non-cash settlement with a counterparty, it needs to carefully consider a tariff plan that provides for loyal conditions for regular replenishment of the account with cash.

Special attention should be paid to service packages offered by different banks. This information can be requested directly from the bank manager or obtained from his website. In addition, it is advisable to compare the bank's tariffs for several years, which is important for determining its pricing policy. After all, the bank can offer a temporary minimization of costs only at the beginning of cooperation, and in the future will increase tariffs and rates, which will lead to significant losses for the company.

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When choosing a package of services, corporate clients should consider the following factors:

- cost of registration and maintenance per month;
- service package opening time (ideally – 1 day);
- the cost of issuing one payment document (order);
- transaction speed and the amount of extra payment for urgency;
- interest for transferring funds into cash;
- restrictions on the number of transactions and amounts;
- cost of internet banking connection and maintenance;
- the possibility of mobile money management from a smartphone, tablet, etc.;
- a list of payment security systems used by the bank.

If the corporate client uses a package of banking services, it is necessary to compare their total cost for different banks during a certain time period (month, year, etc.). However, to get a real amount of potential costs, the data from the site is not enough, since it is of an advertising nature and does not provide information about discounts or surcharges that banks apply to different types of corporate customers. You should use the tariff plans in pdf or xls format and study the tariffs in detail.

Business support. Banks develop both their own programs and join state-wide ones to stimulate the development of small and medium-sized businesses or support certain industries (for example, the "5-7-9" program existing in Ukraine, preferential lending to farms, etc.). The availability of such forms of business support for a corporate client can help him in business development. Even despite the sometimes uncomfortable conditions of banking services, this bank may turn out to be more profitable for the company than others. The prevailing opinion among experts is that corporate clients tend to pay attention not so much to the size of credit rates as to the possibility of long-term cooperation. Also important are the bank's methods in collateral evaluation (first of all, their adequacy and the level of discount in the liquidation value), an individual approach to the client and the adaptability of credit programs to the needs of the corporate client, taking into account the operating cycles and seasonality of its activity.

In addition, the bank's line of credit products for business can be an important criterion for a corporate client in choosing a bank. Since companies often need credit/financing for their business, it is easier for a bank to finance a company whose financial status it can easily check in its own accounting database. So, if the company is already a client of the bank at the time of the request, it is easier for it to get this financing.

Reliability and rating of the bank. It is determined by key financial indicators – the size of the bank's capital, profitability, liquidity and solvency, etc. At the same time, there are no established criteria for bank reliability,

there are only recommended indicators and each corporate client can choose his own set of them. You can also use the existing methods of assessing the bank's reliability. It is worth paying attention to the rating evaluation methods of banks developed in Ukraine, for example, the Mind method, etc.

Bank ratings are determined by the bank's place in various domestic and international ratings. This information is available on the websites of both rating agencies and banks. Before determining the expediency of cooperation with the bank, the client should analyze the ratings received by the bank. It should be emphasized that each rating system has its own scale, which can be used to assess the probability of bank default. However, quite often there is a certain dependence: in the range of banks with high ratings, as a rule, large banks with rather expensive service fall. Therefore, it is appropriate to find an optimal solution when the bank has a good rating, but the cost of servicing key services is not too high.

The reliability of the bank is also indirectly indicated by the presence among its clients of well-known companies with an impeccable reputation. As a rule, such information (with the client's permission) is placed in the annual financial report, the issuer's report or on the official website

Bank rankings. If the bank is in the first places in the ranking, this indicates that these services are quite popular among the clients of this bank, therefore, the terms of their provision are favorable. However, this approach does not always work, especially in relation to state-owned banks, when, as a result of the application of administrative influence, they artificially increase the volume of individual transactions. During the analysis, it is worth reviewing the TOP-30 (or 20; 10) from various sources for the last 3–5 years, compare them and only then make a decision on choosing a bank.

Availability of bank services and level of service. For a corporate client, an extremely important factor is the ability to receive a service when the need for it arises. In addition, the speed of bank transactions and the duration of the relevant negotiations are also important. However, it should be remembered that there are also objective reasons for the delay in service, related, for example, to the need to conduct financial monitoring procedures, anti-fraud checks, etc.

The availability of services is also characterized by the bank's availability of internet and mobile banking software services. Moreover, in some banks, these applications are general and have a standard set of services, while in others, separate remote banking programs have been developed, adjusted to the needs of a specific segment of customers. They are more understandable and comfortable to use. For example, a small business entity should not choose a fully functional bank software module, but its version adapted to its activity. Recently, banks have been transferring those services, which until recently were considered to require the presence of an employee, to a remote format. An example is the online checkout from Raiffeisen Bank.

The level of a bank's service is one of the key parameters for choosing it for servicing a corporate client. However, the concept of "service level" is quite vague and is based on the company representative's own preferences. For example, some clients consider the bank's reminders of payment deadlines or introductions to new services as a client-oriented approach, while others, on the contrary, have a negative attitude to such calls from the bank.

Corporate clients should not focus on the reviews of individuals, because, firstly, they are served by different departments, and the level of service may differ significantly; secondly, the needs of individuals and legal entities are quite different. Therefore, it is necessary to pay attention to the complaints of legal entities, and first of all, to the speed of the bank's response to failures in the system and "freezing" of payments, the deadline for resolving the conflict situation.

Reasonableness of expenses. This criterion is determined by the cost of operations, tariffs for opening and maintaining accounts, transferring funds, currency exchange, etc. Therefore, a corporate client should analyze the number and volume of operations in his own business and compare the costs of conducting them in banks, taking into account various offers.

Location of the bank. It should immediately be taken into account which method of organization of interaction the corporate client chooses. Location is not important when using internet banking. However, for now, some operations for individual corporate clients involve periodic visits to the bank, so the corresponding financial and time costs should be taken into account. This may be most relevant for companies that attract significant amounts of loans or often carry out cash transactions. It is also relevant for companies that have a "salary" card project (primarily, if there is a need to place ATMs on the territory of the enterprise). And, although in the future these criteria will not be important, for now the presence of banking institutions in a certain location can minimize the likelihood of technical problems (for example, when a single representative office closes).

Bank size. According to experts, there is a certain dependence between the scope and size of the activities of the corporate client and the bank, primarily in relation to the ratio of its balance currency and the balance currency of the servicing bank. For example, for retail trade enterprises, the ratio is 1:80, for all other enterprises – 1:70. After determining the required bank size, the client receives a list of 15–20 potential options. At the same time, a deviation of $\pm 15\text{--}20\%$ is allowed. Such information is easy to obtain on the website of the National Bank of Ukraine in the "Supervisory Statistics" section which presents data on all functioning banks, as well as from the public reporting of the corresponding bank. It is quite difficult to say whether this principle always works, but it can be unequivocally stated that the bank's capabilities, for example, in financing a corporate client's project will be

quite dependent on the size of its assets, capital, and resources. And the needs of customers also globally depend on the scope of their activities.

Sources of bank financing. This criterion is most important for corporate clients who want to keep a significant amount of funds in their accounts or open a term deposit. For example, if a bank's balance sheet shows that a significant part of the funds are in current accounts, there is a significant concentration of client funds belonging to certain industries, or in its assets a significant amount of funds issued in unsecured loans, then such a bank is in potential danger, as it may lose liquidity at an unfavorable moment.

Organizational structure and owners of the bank. This criterion is important for understanding exactly how decisions are made in the bank, who is responsible for resolving conflict situations, etc. Therefore, for a clear understanding of the bank's decision-making system and the development of an algorithm for building communication with it, corporate clients should pay attention to its organizational structure. Information about who is a part of the bank's top management can be obtained on its website. One of the signs that everything is going well with the bank's decision-making system is the membership of the head of the business department in the bank's board, and the credit risk manager – in the risk management division. The bank is also trustworthy if it implements the "principle of a single window", when the client is assigned a personal manager who solves various issues.

Regarding the owners of the bank – the corporate client should also check the information from the website of the bank itself or the National Bank of Ukraine. At the same time, it is worth paying attention to the share of the owners, since the majority owners (those with a significant share – 10% of the authorized capital) have an influence on decision-making in the bank, appointment of officials. In addition, bank owners influence the choice of the bank's business model, market segments, etc. Even market behavior often depends on the leadership style of its key owners. Sometimes the choice of a servicing bank is influenced by political motives related to the bank's owners.

Illegal banking operations. Choosing a bank, you need to understand whether it is engaged in servicing fictitious enterprises, transferring funds to cash, illegal withdrawal of currency, etc. Such services increase the bank's risks, and as a result, the risk of loss of funds increases for the company served by it. In Ukraine, the work on financial monitoring is quite serious, but there are still banks that do not comply with the legislation. A fairly simple way to check the bank's willingness to participate in such operations is to offer a "gray scheme" to a bank employee, and if he agrees, it will be a signal that it is not appropriate to associate his cooperation with this bank. In addition, fines and lawsuits against the bank by the supervisory authorities may also indicate non-compliance with the legislation by the bank. Such information can be easily found upon request on the website of the National Bank of Ukraine or in the Register of Court Decisions.

Duration of the bank's operating day. This criterion is important for companies working with foreign partners. And although the operating day depends primarily on the work of the SEP (and Ukraine is moving to a 24/7 work standard), the length of the operating day is still important when working with counterparties working in other time zones, as it affects the timing of transactions.

Compatibility of operating systems. Taking into account the needs for the development of information technologies in business and banks, it is currently not enough to perform simple functions of online interaction and payments through Internet banking. Due to the presence of ERP company management systems among bank clients, there was a need to work in several remote environments at once and considering that corporate clients work with several banks at the same time, there is a need to integrate banking platforms with non-banking company management systems. That is, corporate clients seek the so-called seamless integration, when there is a full banking functionality integrated into the enterprise management system. However, the issues of compatibility of these systems are important here.

We have provided a fairly large list of criteria for choosing a bank, which cannot always be "digitized", so we will try to apply *the rating of the main criteria of banks' work* using the integral rating method.

In order to form an integral rating of banks of Ukraine regarding the service of corporate clients, an author's model for calculating the integral factor of attractiveness of the bank was built. Five factors have been identified for this model, which, according to the authors, are evidence of the bank's attractiveness to corporate clients (*Table*). We understand that there are many more factors that influence a customer's choice of bank, but not all of them are quantifiable or widely publicized. Therefore, the factors that any corporate client can obtain from public reporting have been chosen.

To construct the *rating*, a scoring method was used, where the values of the evaluated factor are first ranked (that is, they are placed in order of decreasing importance), and then a specific weight coefficient is determined for each factor, which reflects the relative importance of this factor. In the future, points are summed up for all factors, taking into account their significance.

Within each factor, four ranges of values are selected. Each of these ranges is assigned points from 1 to 4. At the same time, it is assumed that each factor equally affects the attractiveness of bank services for corporate clients. With this in mind, each factor is assigned a weight of 0.2, which in the end gives 1. Factors and their calculation formulas for determining the integral coefficient of attractiveness of bank services for corporate clients are given in the *Table*.

**A Methodical approach to determining
the bank's integral attractiveness factor for corporate clients**

Factor	Indicator	Formula	Scoring ranges	Factor weight
The assortment of the bank's range of services for corporate clients (As)	A variety of types of bank services for corporate clients	Net Profit / Risk-weighted assets	17 and over – 4 from 13 to 16 – 3 from 9 to 12 – 2 8 and less – 1	0.2
Profitability of bank activity taking into account the risks of assets (Pa)	The bank's place among the banks of Ukraine in terms of the volume of corporate clients' deposits	NP/Ra	>10 % – 4 5–10 % – 3 1–5 % – 2 <1 % – 1	0.2
The size of the deposit portfolio of corporate clients (Dp)	The bank's place among the banks of Ukraine in terms of the volume of loans for corporate clients		10–1 place – 4 20–11 place – 3 30–21 place – 2 31 place and below – 1	0.2
The size of the loan portfolio of corporate clients (Lp)	The bank's place among the banks of Ukraine in terms of the volume of loans for corporate clients	–	10–1 place – 4 20–11 place – 3 30–21 place – 2 31 place and below – 1	0.2
Costs at the request of corporate clients (Cr)	The bank's place among the banks of Ukraine in terms of the volume of loans for corporate clients	–	10–1 place – 4 20–11 place – 3 30–21 place – 2 31 place and below – 1	0.2

Source: developed by the authors.

Thus, it is appropriate to calculate the integral coefficient of attractiveness of the bank for corporate clients (CA) according to the formula:

$$CA = 0.2 \cdot As + 0.2 \cdot Pa + 0.2 \cdot Dp + 0.2 \cdot Lp + 0.2 \cdot Cr.$$

According to the developed methodology, the integral coefficient of attractiveness of Ukrainian banks for corporate clients was calculated. Data from the supervisory statistics of all operating banks of Ukraine as of November 1, 2021, published on the official website of the National Bank of Ukraine, as well as information on services for corporate clients published on the official websites of Ukrainian banks, were used for the calculation. According to the results of the calculation, a rating of banks was constructed (Figure 1), in which banks with the largest value of the integral coefficient have the highest degree of attractiveness of services and banks with the lowest value of the coefficient have the lowest value.

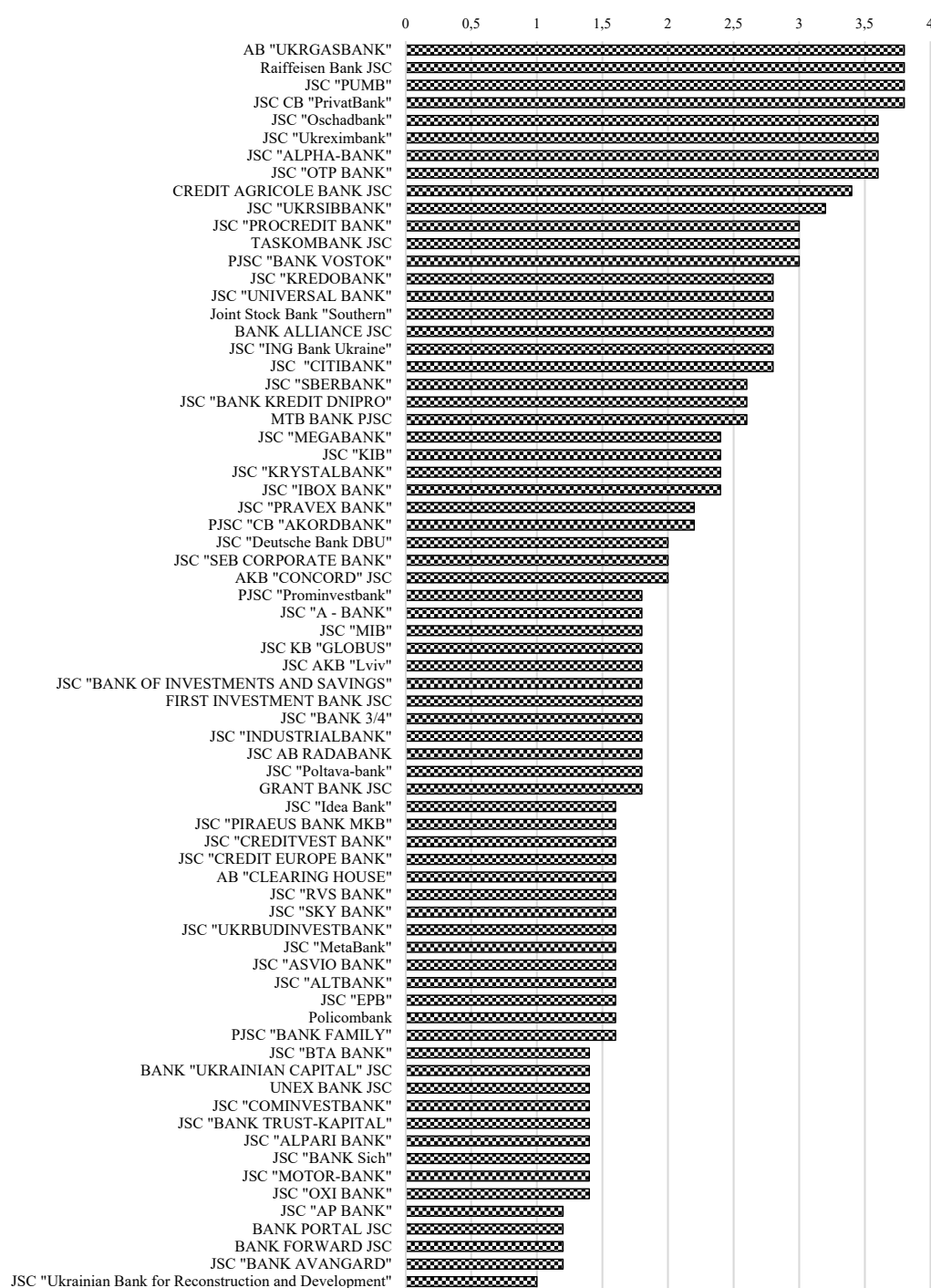


Figure 1. Rating of Ukrainian banks by the value of the integral coefficient of attractiveness of bank services for corporate clients as of November 1, 2021

Source: compiled by the authors.

The conducted calculations showed that as of November 1, 2021, the following banks had the highest level of attractiveness for corporate clients: JSC "Ukrgasbank", JSC "Raiffeisen Bank", JSC "PUMB", JSC CB "PrivatBank", the value of the integral coefficient for which was the largest and was 3.8 (Figure 2). A rather high level of attractiveness had: JSC "Oschadbank",

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JSC "Ukreximbank", JSC "Alfa-Bank", JSC "OTP Bank", JSC "Credit Agricol Bank", JSC "Ukrsibbank", JSC "Procredit Bank", JSC "Taskombank", PJSC "Bank Vostok", for which the value of the integral coefficient was in the range from 3.0 to 3.6.

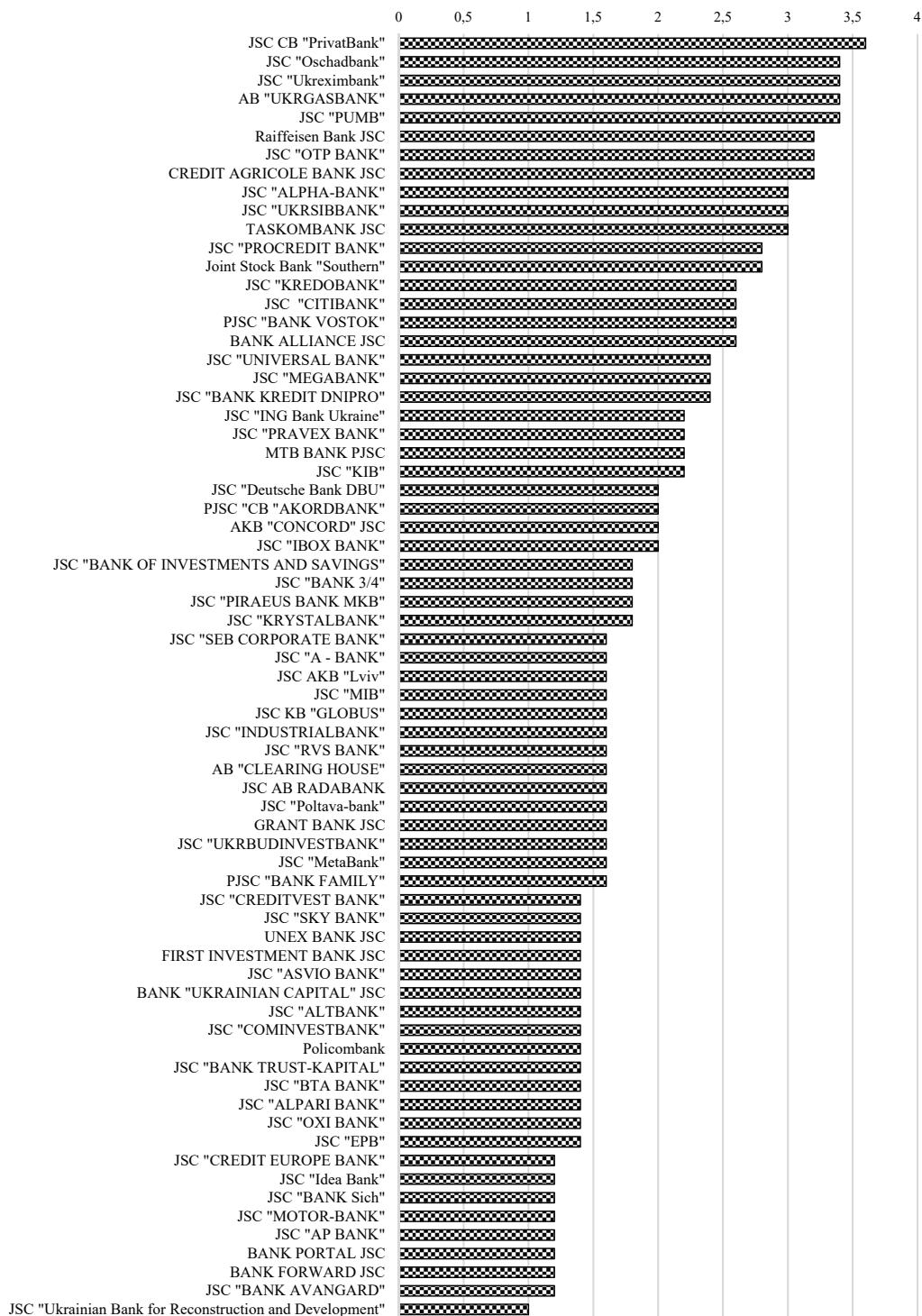


Figure 2. Rating of Ukrainian banks by the value of the integral coefficient of attractiveness for corporate clients as of June 1, 2022

Source: compiled by the authors.

As of June 1, 2022, there have been significant changes in the activities of all Ukrainian banks, which were caused by stressful events caused by full-scale military operations and a long state of war. Despite this, all banks, with the exception of JSC "Megabank", which was declared insolvent as of June 2, 2022, continued their activities, but their results significantly worsened. Thus, due to the realization of credit and other risks, losses of banks in the occupied territories, the activities of many banks became unprofitable. If on November 1, 2021 there were five unprofitable banks in Ukraine, then on June 1, 2022 there were 23 out of 69. But this did not significantly affect the attractiveness of banks for corporate clients, for whom the stability of the bank's activities, the availability of its services, timeliness of payments, etc. In unfavorable conditions of development during the analyzed period, general growth is observed general growth of the loan portfolio and funds of clients of Ukrainian banks.

Although among the latter there was an increase in the amount of funds on demand and a reduction in term funds. An important role in this was played by the uninterrupted operation of banks during the war, their sufficient liquidity and the continuation of the provision of most services, including credit and deposit.

The calculation of the proposed integral coefficient as of June 1, 2022 confirmed the preservation of the attractiveness of the services of Ukrainian banks for corporate clients. The results of the analysis show that there was an overall slight decrease in the value of the integral coefficient: if on 11/01/2021 its value varied from 1.0 to 3.8, then on 06/01/2022 – from 1.0 to 3.6. There were also insignificant changes in the location of banks in the rating. In particular, the top twenty banks in the rating remained unchanged with insignificant movement among themselves. Thus, Privatbank, which was on the second rung as of November 1, 2021, moved to the first as of June 1, 2022, losing 0.2 points compared to the previous rating. Among the other banks in the top twenty, the value of the integral coefficient of JSC "Raiffeisen Bank" and JSC "Alfa Bank" underwent the most significant changes, which lost 0.6 points each and moved down two steps in the rating compared to the previous result. Such a deterioration in results is due to the fact that the parent companies of these banks did not stop their activities in the aggressor country, and as a result, both banks experienced a significant reduction in their market share in terms of customer funds, in particular, time deposits. As for other banks, with an overall slight reduction (0.2–0.4) in the value of the integral coefficient of attractiveness of Ukrainian banks for corporate clients, their position in the rating practically did not change. The value of the integral coefficient and the place in the rating of the last ten banks remained absolutely unchanged.

Such results show that the significant deterioration of the macroeconomic situation caused by the war in the country did not significantly affect the attractiveness of banks for corporate clients, and due to the smooth operation of the banking system, clients did not lose trust in it.

Conclusions. The availability of objective information when choosing a bank for service is a key point in the process of strategic planning of the activities of any legal entity. With significant amounts of such information, it is important to find simple bank evaluation tools. The proposed methodological recommendations on the application of the integral coefficient are intended for use in working with corporate clients when choosing a bank (banks) for service. Their presentation was based on a scientific study of the work of domestic banks. A specific list of criteria characterizing bank offers, as well as the relative importance of these criteria and the bank selection algorithm, can be selected by the corporate client according to their own needs. The proposed method has a recommendatory character.

Conflict of interest. The authors declare that they have no financial or non-financial conflicts of interest with respect to this publication; have no relationship with any government agency, commercial or non-commercial organization that might have an interest in presenting this point of view. Given that the authors are employed by an institution that is the publisher of the journal, which may lead to a potential conflict or suspicion of bias, the final decision to publish this article (including the selection of reviewers and editors) was made by those members of the editorial board who are not affiliated with this institution.

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