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FINANCIAL TOOL OF LIQUIDITY MANAGEMENT OF COMMERCIAL BANKS IN THE NATIONAL ECONOMY OF UKRAINE

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ФІНАНСОВІ ВАЖЕЛІ УПРАВЛІННЯ ЛІКВІДНІСТЮ КОМЕРЦІЙНИХ БАНКІВ У НАЦІОНАЛЬНІЙ ЕКОНОМІЦІ УКРАЇНИ

Problems with liquidity in banks can lead to a reduction in the solvency of a commercial bank, which in turn results in the infiltration of other banks, resulting in a general loss of confidence in the banking system. Otherwise, solvent banks will suffer great losses as they struggle to mobilize less liquid assets to meet liquidity risk. These losses can quickly undermine the position of capital still weakly capitalized banks. The lack of the possibility of returning reserves and other illiquid banking requirements will force banks to write down these statements unreliable, which leads to significant losses and capitalization. Therefore, the study designed to determine the liquidity risk is an endogenous factor that determines the solvency of the bank and ascertains the attitude and the level of materiality of banking specific variables and variables of macroeconomics with the level of risk of liquidity and solvency of commercial banks. After analyzing, it came to the conclusion that liquidity and solvency management is one of the most important tasks of managing a bank. Thus, in case of a general crisis due to internal or external political changes, seasonal effects, economic cycles, management will most likely assess the impact of these trends and events on the financing of banks. Healthy financial management can counteract negative changes and emphasize positive. The risk of the interaction of liquidity and solvency, as a rule, leads to systemic crises.

Effective management of liquidity of commercial banks is crucial in the process of regulating financial payments, implementing international compliance and technological innovation practices that ensure the security of banking activities, capital security and strategic success of the financial industry as a whole. Large-scale modernization of national banking, growth of labor productivity, strengthening of competitive positions of domestic producers is possible on the basis of wide application of investment and innovation model of development. Among the measures to mitigate the negative effects, the main place should be state support.

Проблеми з ліквідністю в банків можуть призвести до зниження платоспроможності комерційного банку, а це в свою чергу до зараження інших банків, в результаті чого загальної втрати довіри до банківської системи. В іншому випадку платоспроможні банки зазнають великих втрат, так як вони борються, щоб мобілізувати менш ліквідні активи для задоволення ризику ліквідності. Ці втрати можуть швидко підірвати позиції капіталу як і раніше слабо капіталізованих банків. Відсутність можливості повернення резервів та інших неліквідних банківських вимог змусить банки записати ці твердження безнадійні, що призводить до значних втрат і капіталізації. Тому дослідження призначене для визначення ризику ліквідності є ендогенним фактором, що визначає платоспроможність банку та з'ясовує ставлення і рівень суттєвості банківських конкретних змінних та змінних макроекономіки з рівнем ризику ліквідності і платоспроможності комерційних банків. Після аналізу прийшли до висновку, що управління ліквідністю та платоспроможністю є однією з найбільш важливих завдань управління банком. Таким чином, у разі загальної кризи через внутрішні або зовнішні політичні зміни, сезонні ефекти, економічні цикли, управління буде швидше за все оцінити вплив цих тенденцій і подій на фінансування банків. Здорове фінансове управління може протидіяти негативним змінам і підкреслити позитивні. Ризик взаємодії ліквідності та платоспроможності, як правило, призводить до системних криз.

Ефективне управління ліквідністю комерційних банків є вирішальним у процесі регулювання фінансових платежів, реалізації міжнародної відповідності та технологічної інноваційної практики, що забезпечує безпеку банківської діяльності, безпеку капіталу та стратегічний успіх розвитку фінансової галузі в цілому. Масштабна модернізація національного банківництва, зростання продуктивності праці, зміцнен-

ня конкурентних позицій вітчизняних виробників можливо на основі широкого застосування інвестиційно-інноваційної моделі розвитку. Серед заходів щодо пом'якшення негативних наслідків, основне місце повинно належати державній підтримці.

Key words: commercial bank, financial condition, liquidity, solvency, borrowers.
Ключові слова: комерційний банк, фінансовий стан, ліквідність, платоспроможність, позичальники.

INTRODUCTION

In today's economic conditions it is undeniable that the basis of an expanded reproduction of productive forces and industrial relations is the accumulation of bank capital. It is bank capital, its sufficiency, maneuverability and liquidity — this is the main requirement and foundation of the activities of Ukrainian banks in a globalized environment. It is the capital that provides the basis for ensuring financial stability and maximally meeting the needs of economic entities of the national economy of Ukraine in financial resources.

In many respects, financial institutions, including commercial banks, are the center of financial crises. Generally, the reason for the crisis is usually due to three, possibly interwoven, problems in many banks: high leverage, backed by cheap loans, the use of complex derivative products, and low reserves against unforeseen losses. Commercial banks are inseparable in everyday life. It's unthinkable that anyone in a modern society can live without interacting with banks for a long period of time. Companies of different industries, structures and sizes are used for frequent and routine interactions with banks in many aspects of economic activity in general, the cycle of their existence, from creation to disappearance through mergers or acquisitions or bankruptcy.

Companies do not want to continue otherwise routine interaction with troubled banks. Therefore, it seems that banks are crucial for the well-being of our societies. In addition, agency problems related to banks are somewhat more complex, since not only direct investors in banking products, such as depositors or shareholders who have suffered, but the general public and the general economy may be in danger if banks are collectively faced with troubles The problems are compounded by the fact that banks are opaque enterprises, which means that it is very difficult for outsiders to accurately assess the true level of risk of a bank. As a result, the public seeks to extrapolate the problem of one bank with all other banks, assuming that the problem of a typical bank has proven, probably exists in other similar opaque institutions. Therefore, as during subprime crisis, depositors tend to simultaneously withdraw their bank deposits after observing the financial difficulties of one bank, although there is no direct sign of insolvency in other banks. For regulators and other stakeholders in banking lending and the use of their derivatives to reduce risks, it is relevant to study the real impact of bank capital on regulation and creation of bank liquidity. It is also necessary to consider the effect of competition on the creation of liquidity of the bank.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

The financial leverage of the management of liquidity of the commercial bank was considered in the writings of many scholars of researchers.

For example, Larysa Sloboda examines the main causes and important components of the banks' liquidity management approach based on the analytical results of cross-border transactions, analyzes various types of costs. Modern ways to improve the level of quality management of liquidity is the identification and assessment of operating costs in banks. Tools for improving the quality of liquidity management of commercial banks should include: definition of operating costs and compliance with cross-border financial transactions; development of cost management methods with the help of innovative technologies; improvement of cooperation with professional consulting companies; adaptation of banking operations in accordance with changes of any normative acts.

Suhartono Suhartono notes that the importance of the banking industry in the national economy has been recognized as the banking sector can contribute to the growth of the economy. Efficiency is an indicator of success in resources, and is also considered a prerequisite for survival in a competitive market. From this point of view, efficiency or optimal results are achieved through the use of scarce resources to achieve the desired level of production. Productive efficiency for the banking sector in the economy is defined as the ability of the bank to produce products at a lower price. In combination with industry organizations, the term efficiency is associated with the most productive way to use resources that are scarce. The better rewarding bank tends to be more efficient as a result of the economic capital effect. Efforts to scale up should be optimal. As a result, a commercial bank should maximize the benefits of scale for generation of production information. This is the only way to effectively manage the liquidity of a competitive banking business.

Nabil Bello, Aznan Hasan and Buerhan Saiti write that liquidity in finances is defined as an asset that is considered to be liquid if it has any of two main features: proximity to cash or easy cash-to-asset conversion. However, there is also a wide range of assets depending on its proximity to liquidity, which determines the liquidity of this item or asset. The technical plan defines liquidity as "the ability of a financial institution to easily meet cash and collateral obligations at a reasonable price". This liquidity definition is based on the objective of liquidity because the purpose of storing various assets is to fulfill the obligations of the bank. Moreover, the liquidity problem in relation to banks has two aspects. The bank needs access to liquidity on its part of the liability, known as liquidity of financing, and, secondly, access to liquidity through the monetization of assets known as market liquidity or assets. These two tasks are interconnected and banks need to take them into account at the same time. As a rule, liquidity risk is that there are terms for differences between cash flows from enterprises and cash outflow for business needs and repayment of debt obligations.

The liquidity risk relates to the risk that the financial position of the institution or overall security and reliability negatively affects the inability (or perceived as failure) to fulfill its obligations. Liquidity risk seriously affects the performance of banks in the national economy of Ukraine, their income and capitalization. Therefore, research of financial levers of liquidity management of commercial banks is a topical issue.

The purpose of the article is to find the best financial levers of liquidity management of commercial banks in the national economy of Ukraine.

RESEARCH RESULTS

For a number of reasons, Ukrainian banking is interesting for the empirical field of banking research. First, financial markets are seen as banking systems where banks are the largest providers of business liquidity. Is such a bank-oriented financial market making banks more powerful in creating liquidity is an interesting empirical issue. Secondly, the Ukrainian banking sector has been transformed in the last decades by regulatory developments. These rules have consequences both at the level of competition of the banking sector in general and the competitive position of individual banks in particular. This has great political significance for

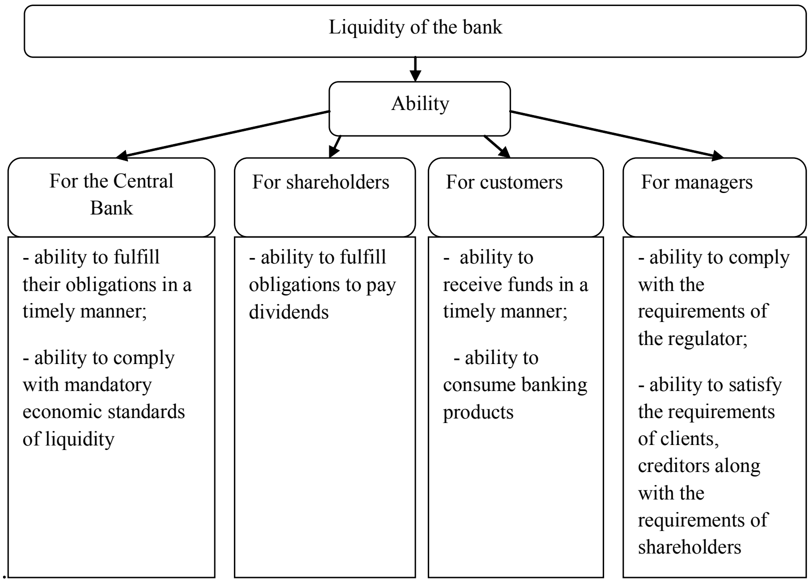

Fig. 1. The essence of the concept of "liquidity of the bank" [own development]

exploring ways to create banks' liquidity and related competition issues.

Next, we explore the relationship between equity and liquidity, thereby spilling light on the potential impact of recent changes in the regulatory focus of strengthening the bank's capital base. Our results show that an increase in the bank's equity will significantly reduce the establishment of bank liquidity by all banks. This conclusion can be understood in the context of consistent government interventions and protection during the banking crisis by European governments. Such a regulatory environment leads to an ideology that banks will never be able to fail, which in turn reduces the need to hold their own capital.

In addition, the market share of individual banks is growing significantly, which is a positive relationship with the creation of liquidity. We consider this to be evidence of the stronger capabilities of banks with a larger market share to keep customers and interest rates so that risky and illiquid loans can be funded. More investment in these loans, in turn, will increase the bank's liquidity creation.

Separately, financial institutions regularly conduct stress tests for risk management purposes. In these internal exercises, commercial banks develop and implement their own stress testing programs that measure their ability to meet capital and liquidity requirements in stressful situations.

The design of scenarios for determining the horizons of liquidity and solvency risk is proposed. For monitoring purposes, the choice of the risk horizon is important in design terms, which will provide valuable information for policy discussion. While the degree of uncertainty also increases, as the risk horizon is lengthened, surveillance stress testing is not predictive; rather, exercises should adequately capture any medium-term effects of shocks. Unlike the sensitivity test which is usually used to estimate instantaneous shocks. As with other aspects of stress testing, expert judgment is crucial — while five-year horizons are usually used in their macro scenarios, exceptions may be made where the staff minds that using a longer-term sample may be unconstructive.

Given the financial crisis, the most relevant correlation is between equity and liquidity creation. The need for banks to have more equity capital cannot be credible and effective in such an environment, as banks expect the government to succumb to them during the crisis.

Forcing banks to hold more capital can reduce their liquidity and slow down its economic growth and recovery. However, during a crisis of subprime risk, almost all major European governments again provided support of various kinds to prevent the bankruptcy of their banks, which could further strengthen banks in the future, depend on the government and reduce their incentive to hold capital. Forcing banks to hold back more capital can become even more counterproductive when recovering from the financial crisis.

The success of bank liquidity creation is determined not only by the investments of banks, but also their source of financing. Banks only create liquidity when they are able to finance illiquid assets under liquidity obligations. Consider the role of equity in creating liquidity of banks in the light of two opposite directions. On the one hand, an unstable bank capital structure, mainly made up of liquidity deposits, is necessary to create a bank's liquidity, forcing the bank to monitor and collect loans and transfer income to depositors. Equity that reduces fragility will reduce the commitment of banks to depositors and, consequently, their ability to generate liquidity. The illiquid equity may squeeze out liquid deposits and thus make the liability side of the banking

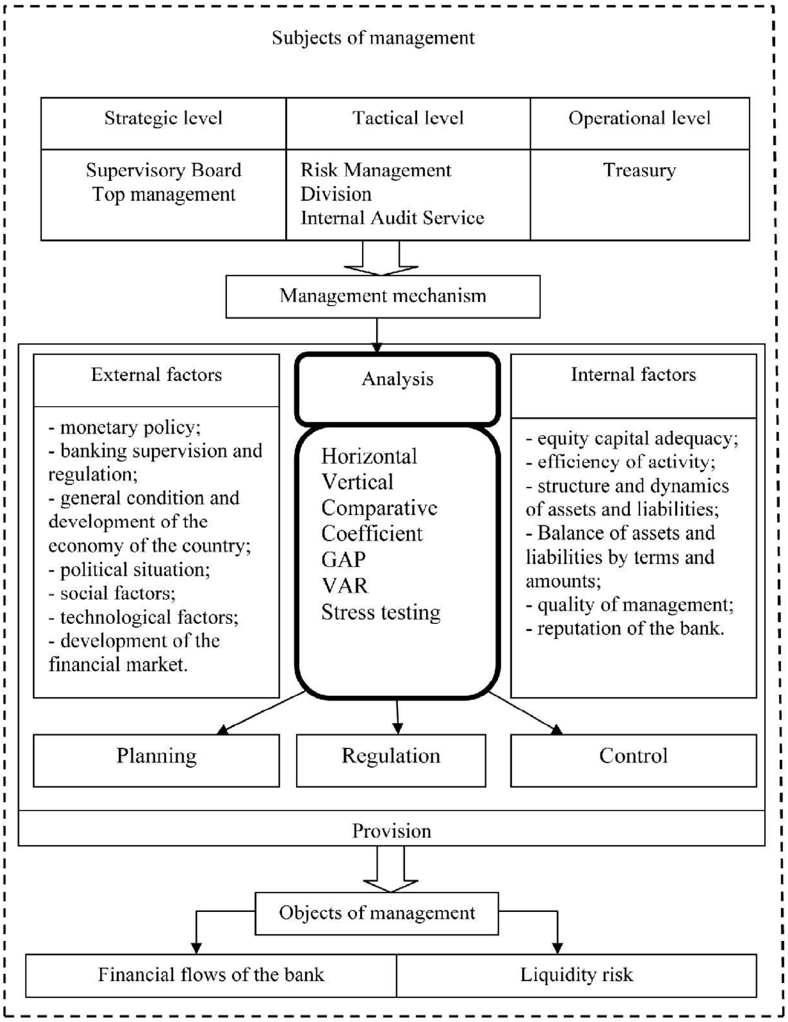

Fig. 2. Bank liquidity management system and place of analysis in it [own development]

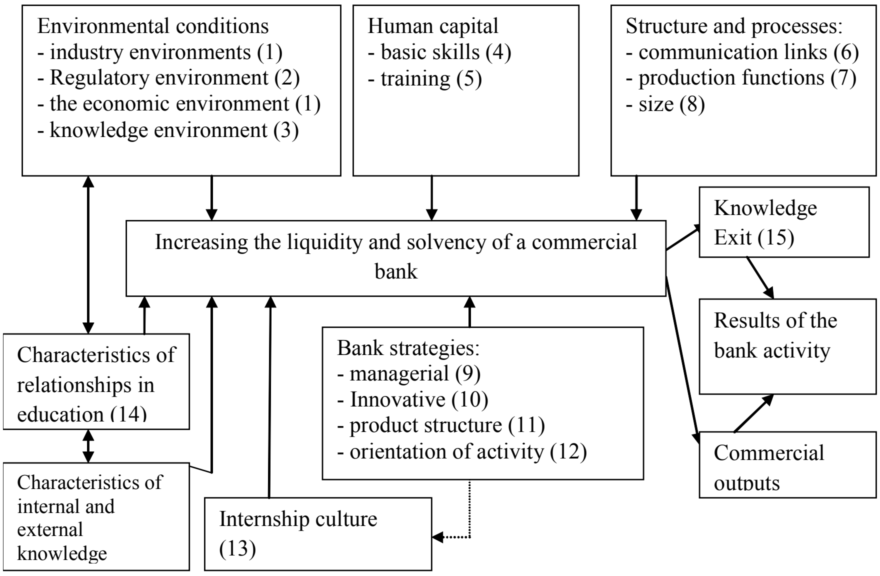

Fig. 3. Block diagram of research of liquidity and solvency increase elements of commercial bank

Source: own research.

sector less liquid. In other words, the smaller part of the bank's liability impedes the creation of liquidity of the bank. On the other hand, equity can be useful for creating bank liquidity because of its ability to absorb risks.

Banks need to have a certain equity capital to cope with unforeseen losses caused by risk features, such as credit risks. Since banks create liquidity in the financing of risky and illiquid loans, that is, loans with a high level of individual risks, keeping a higher level of equity capital becomes essential for banks to create liquidity. More capital could strengthen liquidity creation.

Government protection, implicit or explicit, can be a substitute for justice for risk taking. In other words, it is better for banks to hold less equity capital, subject to a stronger state guarantee. As a consequence, the role of equity in risk perception and facilitating liquidity creation can be reduced. In general, the theoretical prediction of the role of equity in creating the liquidity of Ukrainian banks offers a negative relationship.

The equity role is also highly negative for the creation of liquidity by small banks that are less likely to reduce risks through diversification or hedging and, therefore, should receive return on equity in the process of risk absorption. Taking into account such an institutional context, the imposition of capital regulation, at least the need for capital (revised) at Basel II, may have a negative effect on the banks' liquidity creation in Ukraine.

Consider how the market share of individual banks and the competitive landscape of the banking sector affect the creation of liquidity. On the one hand, a high level of market concentration makes it more likely that it is small and risky borrowers can get bank loans, because banks in a more concentrated market can simpler intermittently smooth interest payments on loans. On the other hand, the performance structure in banking practice suggests that market power is likely to negatively affect the creation of bank liquidity, since banks in a less competitive environment are less likely to adapt their range of services and pricing structures to suit their customers' needs, and thus, demand for banking services will decrease.

Next, we'll look at whether our results are managed by the bank's property. Banks with foreign operations may have more opportunities to diversify their portfolios to a broader base of customers, which in turn can reduce risks and improve liquidity creation. However, foreign banks may not have sufficient knowledge of the local market and consumers, of competitors that may force them to rely on standardized and liquid loans instead of lending relationships and, in turn, reducing liquidity.

The SWOT analysis examines the characteristics of a commercial bank activity both within the investigated bank and in a commercial environment. Internally, the analysis reveals strengths, such as the fact that the commercial bank does well, the quality of its employees, the degree of product differentiation and customer loyalty. He then focuses on weaknesses such as responsibility for product quality, poor funding, and lack of innovation. An external analysis determines the opportunities for growth and trends that can benefit a commercial bank and seeks solutions to problems such as increased competition, potential costs and potential of legislation or regulations that could damage the bank.

The commercial bank must develop a strategic approach to address possible threats and address its shortcomings. In order to increase the liquidity and solvency of a commercial bank, taking advantage of the opportunities available, building on the strengths of the company requires a comprehensive approach. An integrated approach builds on the strengths to eliminate weaknesses and exploits the benefits to take advantage of and eliminate threats. For example, the bank has a strong technical team, but its products are of poor quality. It threatens low price competition in one industry, but it is possible to get a lot of investment support in the new market. An integrated strategy utilizes innovations and technical group experience to solve liquidity and solvency problems of the bank. It uses advanced technology to produce high-quality products to gain new customers and expand on this market.

When developing a strategic approach to increasing the liquidity and solvency of a commercial bank using SWOT analysis, it shows how it is possible to invest and what improvements can result from investments. You can use the strengths to eliminate disadvantages, reduce the threat, and use the opportunities in several ways. The development of such comprehensive strategies for increasing the liquidity and solvency of a commercial bank allows us to assess what investments are needed to implement each initiative. A results-oriented approach to a number of investment opportunities improves the position of a commercial bank.

It is necessary to assess the benefits to decide what investment value is necessary. While it is possible to calculate the return on investment, the SWOT analysis can reveal other improvements in the bank. For example, it is possible to compete with other manufacturers at a low price. If this strategy works, it's possible to get market share, but with low profitability. Investing in innovative production, which allows producing high-quality products, will contribute to the emergence of new customers, a strong technical team.

In considering opportunities for increasing liquidity and solvency of the bank, it is interesting to study the basic skills and training of staff (Figure 3, item 4).

In order to establish the level of basic skills in the bank, respondents should indicate the highest level of qualification of management personnel, as the research is interested in the effect of the educational-qualification level of the bank's management on the liquidity and solvency. Training (Fig. 3, item 5) In order to set the level of investment in training the personnel of a commercial bank, respondents should ask the question: "How much, on average, spent the last three years directly on the training of bank staff?"

For the size of a commercial bank (Figure 3, item 8), it is possible to classify using the size of assets and the number of employees. In order to examine the level of participation of managers in developing an investment strategy (Figure 3, item 9), it is necessary to indicate the level for which they

Table 1. SWOT matrix for commercial bank

Strengths: 1. reliability of the bank 2. Flexible approach to each client; 3. branched branch network; 4. high liquidity indicators; 5. Leading positions in the banking services market for more than 20 years; 6. Sufficient financial resources	Opportunities: 1. attraction of new borrowers; 2. loan portfolio expansion; 3. expansion of the branch network; 4. realization of investment projects; 5. introduction of new banking products. 6. entering into new segments of the market
Weak sides: 1. ineffective use of assets; 2. relatively low salaries of employees; 3. lack of effective recruitment mechanism; 4. imperfect system of incentives and motivation of the personnel; 6. imperfect management system; 7. lack of innovative development of banking products and services; 8. insufficient flexibility to respond to changes in interest rates	Threats: 1. unstable economic and political situation in the region; 2. Banking legislation is constantly changing; 3. presence of strong competitors; 4. high level of salary and stimulation of personnel from competitors; 5. Favorable offers for customers by competitors; 6.flexibility of response to changes; 7. Availability of marketing strategies from competitors

Source: compiled by the authors on the basis of [5—7].

agreed with the following statement: "Top and middle managers are always directly involved in the development of new investment alternatives" (possible range of answers: from 1 to 5, where 1 — disagree, 5 — totally agree).

In order to establish the existence of innovative strategies (Figure 3, paragraph 10) of a commercial bank, respondents should be asked to give details of the formal innovation strategy and its place of increase in the value of investment support. Respondents who answered positively about the availability of the official strategy will receive 2 points, while negative answers will receive 1 point and no answer 0 points. It is important to take into account when analyzing the answers to the question about the availability of formal commercial bank strategies in an open format, in contrast to the closed format of the rest of the issues discussed.

The structure of services (Fig. 3, item 11) plays an important role in an attempt to identify banks that value the range. The orientation of a commercial bank (Figure 3, item 12) is assessed by identifying the types of activities that the bank conducts. There are three variants of orientation for banks: products (services), process and market. In-house culture (Figure 3, Paragraph 13), in order to develop measures to assess the impact of the culture of a commercial bank, respondents should be asked to answer the question "I work in a bank because ...", it is possible to obtain two types of estimates: a positive culture and negative culture.

Based on the study of increasing the liquidity and solvency of the commercial bank, a refined matrix with the inclusion of the necessary information was proposed and the following hypotheses that require empirical verification have been developed.

1) increasing awareness of the influence of the business environment and participation in innovation activity is influenced by the liquidity and solvency of the commercial bank;

2) increasing awareness of competitiveness and terms of business affects the liquidity and solvency of a commercial bank;

3) increasing the level of awareness of management personnel on economic conditions affects the liquidity and solvency of a commercial bank;

3) increasing awareness of the regulatory environment affects the liquidity and solvency of the commercial bank;

4) awareness raising about the environment affects the liquidity and solvency of the commercial bank;

5) the probability that a commercial bank is engaged in different types of innovations, increases with certain favorable internal factors, certain potential, scale of the bank, ability to absorb external information will positively influence the liquidity and solvency of the commercial bank;

6) raising the level of certain favorable internal factors affects the liquidity and solvency of a commercial bank

7) the degree to which the bank assumes the influence of the business environment on innovation activity affects the liquidity and solvency of the commercial bank;

8) The level of priority of commercial challenges and outcomes of knowledge and participation in technological innovations affects the liquidity and solvency of a commercial bank.

Let's consider in more detail the threat of liquidity and solvency of a commercial bank. This part of the external analysis during a strategic analysis gives a certain idea of the various factors of the macroeconomic environment that every commercial bank has to take into account.

Political factors or how and to what extent the state interferes with the economy. In particular, political factors include areas such as tax policy, labor law, environmental law, trade restrictions, tariffs and political stability. Political factors may also include goods and services the production of which the government wants to provide or support and vice versa. Economic factors include economic growth, interest rates, exchange rates and inflation rates. These factors have a significant impact on the way in which agricultural enterprises and decision-making work. For example, interest rates affect the value of bank capital and, consequently, to a certain extent, investment support is growing and expanding. Foreign exchange rates affect the value of exports of goods and offers and prices of imported goods in the economy. Social factors include cultural aspects, consciousness, health, population growth, age distribution, career relationships, and emphasis on safety. Trends in the influence of social factors affect the demand for agricultural products and opportunities for its development. For example, aging of the population can mean less workforce (which leads to an increase in labor costs). In addition, commercial banks can change management strategies to adapt to these social trends (for example, the recruitment of older workers).

Technological factors include environmental and environmental aspects, such as automation, technology, incentives and pace of technological change. They can identify barriers to entry, the minimum effective level of production, and influence decision-making on outsourcing. In addition, technological changes can affect costs, quality and lead to innovation, which requires investment support for production. Environmental factors include weather conditions, climate, climate change, which can affect areas such as tourism, agriculture and insurance. In addition, growing attention to climate change affects the work of a single bank and the products they offer — both the creation of new markets and the reduction or elimination of existing ones. Legal factors include legislative acts, consumer protection law, antitrust law, and labor law and labor protection. These factors can affect how the bank works, its costs, and the demand for its products.

The liquidity risk financing strategy is a key aspect of liquidity management, especially in terms of deposits and loans in the market. Debts and sources of diversified financing typically indicate that the bank has well-developed liquidity management. A portfolio of bank holding deposits in a stable and high diverse value may face liquidity problems less than banks without such portfolios.

One of the main principles of liquidity risk management is diversification of deposits in the number of private clients and corporate, geographical distribution, types of accounts and instruments, repayment. Diversity provides stability and prevents money from reaching a certain day or for a certain period. Evaluating the structure, type and condition (stability and quality) of deposits is a starting point for assessing risk and liquidity. Thus information about:

— the range of existing portfolios, with the number of accounts, the balance of all depositors, and after certain classifications such as currency, maturity and interest rates;

— the concentration of deposits, deposits of individuals-clients that exceed a certain total value of assets should be classified at the end of the term and interest rate;

— administration of deposits, information on the adequacy of accounting and control of operations and depositors access to internal clients and the accrual of interest and the form of payment.

Due to competition for funds, the management of the bank is not interested in adopting a development program to attract all types of deposits, both in terms of increasing the volume and quality of the deposit structure to determine the proportion of deposits that are stable or basic, volatile and volatile, and, to have adequate information about alleged and potential withdrawals.

Another key ingredient of liquidity is the ability to attract other debt instruments (also known as liquidity potential). This is important in assessing liquidity sources, taking into account additional costs of borrowed funds (marginal cost of liquidity) and other factors such as: the frequency with which a bank will be through refinancing obligations and its ability to raise funds from other sources. For a bank that often operates on the money markets in the short term, the key determinants of the ability to borrow a new fund are its location on the relevant market.

To manage liquidity risk, a bank requires certain limits of exposure to liquidity risk, with the help of an internal order correlates with explicit liquidity calculations, these limits are established in accordance with the annual liquidity management strategy developed by the management committee.

Sources of liquidity for the bank — primary, reserve:

— cash deposits, deposits with partner banks, corresponding to the minimum or maximum aggregate bank assets;

— secondary reserves held in the portfolio of securities in the total amount of bank assets;

— diversification of the portfolio, the maximum amount for the type of investment is the total assets, there must be several types of investment;

— the resource deficit — in the currency, the limit will be maximum, shares — in the national currency with a maximum limit (equity — fixed values);

— resources borrowed from partner banks — from total liabilities;

— conditions of correlation / repayment of assets and liabilities: repayment banks must be adjusted constant because of its commitment gap (equivalent) in the maturity, will have its limits of variation contained in certain values of the total assets, determined on the basis of their the goals of each bank and the propensity to risk their shareholder;

— the maximum admission to the establishment of the minimum mandatory reserve for the national currency and in foreign currency;

— Solvency assessment is required;

— restrictions on loans / deposits;

— restrictions on credit / capital;

— indications of funding sources and directions;

— liquidity parameters, for example, the fact that liquid assets will not be lower than interest rates or rise above the percentages of total assets;

— Speed limitations on the relationship between planned financial needs and available resources to meet these needs, for example, that primary sources with more expected parameters will not be lowered as a percentage;

— the marginal interest rate based on a certain category of debts, for example, the fact that negotiable deposit certificates will not be the maximum of the total amount of debt;

— the average maturity term of minimum / maximum of different categories of debt, for example, the average term of negotiable deposit certificates will not be less than a month.

These risk limits are confidential and are used only for internal use of the bank. Financing planning and liquidity after alternative scenarios. Although liquidity is usually carried out under normal conditions, the bank must be prepared to implement its management in special circumstances (abnormal). Liquidity management in special conditions (abnormal) includes asset management and liabilities under special conditions.

Thus, under normal conditions, liquid assets can be quickly converted into liquidity and at an acceptable cost, many banks also include assets in an analysis aimed at identifying sources of funds. However, the emergence of crisis markets has shown that asset sales will no longer serve as a source of effective liquidity facilities and the bank will have to decide how the liquidity of an asset will be considered in different scenarios. Some assets in the current environment can significantly reduce liquidity in unfavorable market conditions. This asymmetry of liquidity is an important element of growth due to the developed toolkit on the market. Thus, the bank's assets will fall in different groups of liquidity, depending on the forecasted scenario.

As for the obligations of banks, firstly, the bank should consider the evolution of its obligations for normal business, including the creation of such elements:

— the normal level of the deposit, that is, extend the maturity and other obligations with similar characteristics;

— Deposits with maturity, which do not constitute contractual terms, as current account and other savings accounts;

— normal growth of new assets.

The analysis of cash flows is determined by the banks' obligations under abnormal conditions (specific to the bank or in connection with the general problems faced by the market) requires consideration of the following issues:

— which sources of funding have registered a high probability of staying in the bank, regardless of the existing conditions and how these sources can be increased;

— what sources of financing can gradually leave the bank, if there are certain problems and to what extent;

— whether interest rate subsidies can control the amount of resources;

— Does the bank have to hold objects as a backup, which can be carried out and under what conditions;

Obligations that make up the first category can be considered to remain in the banking system even in a pessimistic scenario. Some basic payments, as a rule, remain in the bank, as the deposits of individuals and small businesses are guaranteed or due to the bank transfer cost, which are prohibited for a very short period of time, these deposits can not be transferred.

The second category includes obligations with a high probability to remain inside the bank in the event of certain problems of medium intensity. These resources will flow gradually in the event of a crisis, may include some deposits that can be equated to the base one and were not included in the first category. In addition to these basic deposits, a certain level of interbank deposits may remain within the bank during such periods.

The third category of resources is resources without contractual repayment terms. One of the important elements of liquidity planning and risk management is the forecasting of possible future events. Banks should regularly assess the expected cash flows, rather than focusing on contracts during periods in which cash or cash outflows may occur. Liquidity risk management will take into account different options to determine if a bank or sufficient liquid assets depending on cash flows under different conditions. Thus, understanding in the context of liquidity risk management involves studying the approach to the source of financing and after alternative liquidity planning scenarios.

Analysis of bank liquidity using different types of scenarios "if". Each scenario, the bank should assess liquidity fluctuations — estimates (positive and negative). These scenarios will take into account internal factors (for a particular bank) and external (depending on the market). Continuous activity scenario is usually applied to managing a bank deposit point by setting a benchmark for cash flows associated with a balance sheet in the normal course of business.

The second scenario relates to banks' liquidity in a crisis situation that is typical of a bank when a significant part of its debt can not be replaced or refinanced, requiring liquidity monitoring measures.

The third scenario relates to general market crises, which affects the liquidity of a large part or even of the entire banking system. Liquidity management in this scenario reflects on the quality of loans; there are significant differences in access to finance between banks. From the point of view of liquidity management, an implicit assumption can be made that the Central Bank will allow access to funding in a certain form, because the Central Bank is particularly interested in studying this scenario, due to the need to create a general liquidity buffer for the banking sector, the operational allocation of the load between the most important issues liquidity of banks.

Conclusions and perspectives of further research. Effective management of liquidity of commercial banks is crucial in the process of regulating financial payments, implementing international compliance and technological innovation practices that ensure the security of banking activities, capital security and strategic success of the financial industry as a whole. Thus, increasing the liquidity and solvency of a commercial bank should be systemic, promote dynamic socio-economic development and increase the competitiveness of products, which requires careful SWOT analysis. Large-scale modernization of national banking, growth of labor productivity, strengthening of competitive positions of domestic producers is possible on the basis of wide application of investment and innovation model of development. Among the measures to mitigate the negative effects, the main place should be state support.

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