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**Development of strategic planning in the financial policy of the commercial banks of Kazakhstan**

**Abstract.** The effectiveness of the commercial bank , as the subject of the financial market , satisfying the needs of the economy , largely dependent on the quality of strategic planning. Under current conditions in the banking market competition is not only subjected to verification of banking products and services , but also the process - strategic planning , the ability of managers and employees of the bank to implement the strategy. Features of the Strategic Planning Kazakhstan banks are selected by banks in strategic areas on which they depend for their performance indicators in the future. In turn, the strategic direction of the goals and objectives depends on their distinctive characteristics in the area of ​​services, market coverage, and their size. If commercial banks are split into groups according to their specialization, in the context of the size of the main indicators, level of activity, it becomes clear from which strategic goals and objectives they expect the relevant performance indicators.

In the difficult conditions of different banks have to choose different development strategies that affect the profitability of banks.

***Keywords:*** commercial bank, quality of strategic planning, banking market, verification of banking products and services, employees of the bank, strategic planning, distinctive characteristics, level of activity, profitability of banks.

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**Развитие стратегического планирования в финансовой политике коммерческих банков РК**

**Аннотация.**Эффективность развития деятельности коммерческого банка, как субъекта финансового рынка, удовлетворяющего потребности экономики, во многом зависет от качества стратегического планирования. В современных условиях на банковском рынке конкурентной проверке подвергаются не только банковские продукты и услуги, но и сам процесс - стратегического планирования, умение руководителей и сотрудников банка реализовывать стратегию. Особенности стратегического планирования Казахстанских банков заключаются в выбираемых банками стратегических направлениях, от которых зависят их показатели эффективности деятельности в перспективе.

В свою очередь стратегические направления цели и задачи зависят от их отличительных характеристик в области предлагаемых услуг, степени охвата рынков, и их размеров. Если разбить коммерческие банки на группы в соответствии с их специализацией, размерами в разрезе основных показателей, масштабов деятельности, то становится понятным от каких стратегических целей и задач, они ожидают соответствующих показателей эффективности. В непростых условиях разные банки стали выбирать разные стратегии развития, которые отражаются на рентабельности банков.

***Ключевые слова:*** Эффективность развития, финансовый рынок, банковские продукты, стратегические планирования, показателей эффективности, рентабельности банков.

Strategic planning in the bank to be used sequentially, in accordance with both the external circumstances, and with the internal environment, with its features. But we must not forget that the banks do not exist outside of the economy and largely determine its condition. In turn, the economy places ever greater demands on banks. In our domestic economy deploy integration processes, a transition to an innovative type of economic development. The future of any commercial bank directly and indirectly dependent on the extent to adequately meet the needs of the economy of its activities.

In order to save time and get the desired result , balanced on the wishes of the shareholders and the bank's real capabilities , strategy development process is divided into several stages . This major development is used in commercial banks of Kazakhstan .

In the first phase formed the conceptual basis of the bank's activities in the strategic period , which carried out the analysis of external and internal environment of the bank, predicts the development of the macro ( economy , the banking sector , banks , competitors , customer clusters) to the strategic period, taking into account several alternative scenarios , conduct SWOT -Analysis of the bank , build a financial model of the bank , taking into account the different variations and for each of the forward-looking scenarios for the macro .

The concept of development is formed in a separate document , which includes the mission, vision , possible scenarios and strategic goals of the bank's activities on the strategic period , including key performance indicators . The concept formed performer - a division of strategic planning - together with the responsible business units and managers of different levels of management . All harmonization of the concept of pass through a working group , and then in the final stage of coordination through the Strategic Planning Committee at the Board of Directors .

Then discuss the concept of the board of directors , which is designed to translate the vision of the shareholders for the development of the bank's policymakers , and after its approval embarking on the second phase of the development strategy - detailing the conceptual foundations of the bank's development and the formation of the actual document of the bank 's development strategy. Each step is accompanied by a strategy session with managers and owners of the bank within the framework of the working group of the Board and the Board of Directors .

This level of strategic planning is sometimes called the highest level , ie, here is the Bank as a whole. At this level, decisions are taken by the Board of Directors , Chairman of the Board and senior operational management . The process of developing strategies at the first level can be represented by the following flowchart

In the third step of the strategic planning core strategy implemented for each unit of the bank . Decisions on harmonization , administration , monitoring of such strategies are made chairman of the board and (or ) his deputies.  
In the fourth stage strategy developed in certain areas or processes of the bank. All strategic decisions are heads of departments are taken at this level . In formulating the final aims and capabilities to achieve them it is important to determine the sequence of the strategic objectives.  
 Development of the bank's development strategy The algorithm of the strategic planning process can also be represented in the following diagram. The process of making strategic planning decisions moving both top-down and bottom-up . The organization of such a process - a difficult task , in which the decision requires the active participation of managers at all levels.

Feasibility of improving strategic planning in the practical activity of the bank is shown by the example of the bank JSC "Eurasian Bank" -One of the universal financial institutions in the country with a developed branch network. In justifying our choice for the study of such a stably developing the bank as JSC "Eurasian Bank", we believe that, despite the results of its development, there are facts which suggest that the need to increase the effectiveness of the strategic activities of the bank. Based on the study and evaluation of the use of strategic planning deficiencies were identified. In this regard, suggestions were made for improving the strategic plan based on the analysis of the bank's financial results for the last reporting period, analysis of the current development of the banking market, identifying the key factors to consider when building a strategy. Thus, our long-term plan takes into account the fact that the bank has the financial resources not only to strengthen-established position in the market, but their expansion, by offering new banking services sales schemes with a view to optimizing costs. Setting priorities in the strategic plan will allow to consistently achieve the dynamic development of the financial situation of the bank . Accounting for the most essential factors in building a strategy will allow the bank to focus efforts on their effective use . Disadvantages of the internal organization of the bank in terms of awareness of members of the strategic results of operations are achieved by the use of wood models of strategic planning , which will coordinate the activities of employees. Also measure the effectiveness of the strategic plan will be the monitoring of indicators , both quantitative and qualitative , which will ensure consistent implementation of the strategy objectives , measures and actions , regular monitoring .

Currently, commercial banks are more concerned about the operational aspects of the activities, rather than strategic planning. Especially it concerns the problem of commercial banks in the Republic of Kazakhstan, which has to compete in the banking market as a monopoly with the big banks, and banks with state or foreign participation in the transformation of the market economy. Therefore, in modern conditions the organization of commercial banks will require increased use of clear and coherent strategic planning. ncreasing requirements associated with a number of the following features of the market situation of the financial markets : strong competition in an uncertain financial market ; high dynamics of development of banking technologies ; change of priorities in the formation of the banking market ; trends in the legislation and the need to follow them.

Dynamics of Kazakhstan banking sector indicators, billion tenge.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Financial index | 2007 y. | 2008 y. | 2009 y. | 2010 y. | 2011 y. |
| Assets | 11 685 | 11 890 | 11 557 | 12 032 | 12 818 |
| Obligations | 10 260 | 10 437 | 12 537 | 10 715 | 11 515 |
| Owncapital | 1 425 | 1 453 | - 980 | 1 316 | 1 303 |
| Retained profit for the current year | 217 | 11 | -2 834 | 1 420 | 34 |
| Credits | 8 868 | 9 238 | 9 639 | 9 065 | 10 473 |
| Deposits | 6 424 | 6 873 | 7 799 | 6 851 | 7 797 |
| ROA, % | 1.90 | 0.09 | -24.52 | 11.80 | 0.27 |
| ROE, % | 15.23 | 0.76 | 289.18 | 107.90 | 2. 61 |

Despite to the presence of foreign banks, the banking sector of Kazakhstan is differs by a high degree of concentration. Five large banks with 65,3% of all market are dominate.

The loan portfolio of banks is increased by 5% since the beginning of 2008, but was reduced by 9% since July, 2009. Large banks of Kazakhstan are carry out the process of restructurisation of the loan portfolios – prolongation of terms, revision of rates. They accumulate liquidity by the process of it, but don't direct it on new crediting, and conduct conservative credit policy. By reduction of a loan portfolio the share of liquid assets on balance is increases and, respectively interest income and percentage of margin is decreases. Liquidity is collects for a possible covering for further losses and provision formation.

Modern trends in the banking system of Kazakhstan are accompanied on the one hand build-up of liquidity , safety of banks , on the other hand is characterized by a slowdown in the dynamics of growth and the low level of profitability , which limits not only the investment attractiveness of the banking market , but also the further capitalization of the banking system.

In 2014, there was deterioration in the external factors for the development of Kazakhstan's economy.

There has been a general slowdown in world economic growth and rising geopolitical instability in connection with the events around Ukraine. Introducing of mutual sanctions between Russia and the European Union (hereinafter - EU) with the United States led to a drop in growth in Russia and destabilization of the macroeconomic situation.

The main aims of the Government and the National Bank’s policy will be the preserving macroeconomic and financial stability and economic growth and competitiveness of Kazakhstan's economy.

The main directions of the economic policy in 2015:

1) Adopting the countercyclical economic policy through the implementation of the State program of infrastructure development "Nurly Zhol" for 2015 - 2019, competitive recovery of Kazakhstan's economy and supporting small and medium-sized business;

2) Preserving macroeconomic stability;

3) Ensuring financial stability by strengthening the financial system and the recovery of the banking sector.

The main priority directions of the policy of regulation of the financial system in 2015 will be the enhancement of the role of the national currency in the economy, stimulating the growth of tenge liquidity of banks for further increasing of lending of the economy, recovery of the banking sector.

The main proposals for the development of strategic planning in the activities of commercial banks in the Republic of Kazakhstan :

1.Effectiveness of strategic planning in the development of activities of this group of Kazakh banks on the choice of strategic approaches, priority in the formation of the model goals and objectives, adequate modern trends as the consumer market (the yield level of the population, lack of confidence in the banks, competition from large banks, geographical location , changes in legislation) and corporate (customer satisfaction, consolidation of banks, transition to international standards, the level of demand from the real economy), as well as the potential of the banks.

2. On the commercial banks, characterized by the scale of community, economic parameters and results of operations are affected by various groups of factors. There is a need to expand and detail the factors affecting the process of formation and implementation of strategic planning, primarily in the sphere of consumer services, which will ensure the most efficient use of the resource capacity of the Bank to implement strategic planning priorities and to reduce the degree of influence of risks, both external and Interior.

3. The need for a monitoring system that allows you to control not only the quantitative indicators (financial dynamics) the feasibility of the strategic objectives, but also qualitative indicators (the bank's image, customer confidence, professionalism of the staff) in order to improve the strategic management of the bank's activities. Using the balanced scorecard performance against the timely analysis and control allows monitoring vypolnyaemo mission and strategic goals and objectives.

The result of this approach will be to ensure management of the bank with the necessary information for decision-making further strategic development of commercial bank and material incentives of employees with a view to their active participation in the formation and implementation of the strategic planning.

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