

## MARKETING APPROACHES TO THE FORMATION OF STRATEGIES OF COMMERCIAL BANKS IN RUSSIA

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*The article reveals modern marketing approaches used by commercial banks when selling banking products and services on the market. Special attention is given to the problems of banking market development, among which are low level of financial literacy of the population, weak regulatory framework in Russia, significant gap between urban and rural areas in terms of access to banking services. As a result, the most promising marketing strategies for domestic commercial banks that will allow to cope with the problems of realization of banking products and services on the market are defined.*

**Keywords:** commercial bank, marketing strategy, banking product, banking services, bank marketing.

## МАРКЕТИНГОВЫЕ ПОДХОДЫ К ФОРМИРОВАНИЮ СТРАТЕГИЙ КОММЕРЧЕСКИХ БАНКОВ В РОССИИ

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*В статье раскрываются современные маркетинговые подходы, используемые коммерческими банками при продаже банковских продуктов и услуг на рынке. Особое внимание уделяется проблемам развития банковского рынка, среди которых низкий уровень финансовой грамотности населения, слабая нормативно-правовая база в России, значительный разрыв между городскими и сельскими районами в плане доступа к банковским услугам. В результате определены наиболее перспективные маркетинговые стратегии для отечественных коммерческих банков, которые позволят справиться с проблемами реализации банковских продуктов и услуг на рынке.*

**Ключевые слова:** коммерческий банк, маркетинговая стратегия, банковский продукт, банковские услуги, банковский маркетинг.

Marketing approaches to the distribution of banking services in Russia have undergone significant changes in recent years. The Russian banking sector is experiencing tremendous growth and with it there has been a corresponding increase in competition for customers. Banks can no longer rely solely on traditional marketing approaches to attract customers, so they are using more sophisticated marketing tools to differentiate themselves from their competitors.

One of the most significant marketing approaches used by modern commercial banks in Russia is the use of digital marketing channels. With the advent of smartphones and other mobile devices, the Internet has become the primary way for people to access banking services. Banks in Russia have quickly adapted to this trend by developing mobile applications that allow customers to access their accounts, transfer money and make instant payments. Banks are also using social media platforms to promote their services and attract new customers.

Another marketing approach used by commercial banks in Russia is the use of targeted marketing campaigns. Banks use customer data and analytics to identify potential customers who are most likely to use their services. These customers are then targeted with personalized marketing campaigns tailored to their specific needs and interests.

Banks in Russia have also focused on building customer–centric banking business models by providing personalized and differentiated approaches. Banks have invested additional money in training their employees to provide personalized service, and have introduced chatbots, voice assistants to provide customers with quick and clear answers to their queries.

Finally, commercial banks in Russia have embraced the concept of multi–channel marketing. With this approach, customers interact with banks through multiple channels, including mobile apps, social media platforms and physical bank branches. Banks are working to create a seamless customer journey across many segments of the banking business. This integration allows customers to start a transaction through one channel and complete it in another, providing them with greater convenience and flexibility.

Given the continued growth of the Russian banking sector, it is likely that banks will continue to adopt new marketing approaches to stay ahead of the competition. However, despite the progress made in the development of bank marketing, there are still challenges facing the domestic banking market in marketing its products and services. One such problem is the low level of financial literacy of the population. Many Russians do not trust banks and therefore do not use banking services, which makes it impossible for banks to increase their customer base.

Another equally important issue is government regulation and control over the activities of credit institutions to ensure quality and safe provision of financial and non–financial services. Tightening of the regulatory framework may entail additional costs for some banks, which will complicate the process of providing certain banking products and services, especially to low–income individuals.

Finally, there continue to be limitations in the availability of banking services to urban and rural populations.

Despite these challenges, there is significant potential for commercial banks. Those banks that continue to innovate and customize their financial and non–financial products to meet the needs of potential customers, provide access to affordable and convenient banking services will be able to remain competitive in the market and retain and expand their customer base.

To overcome the challenges facing the proliferation of banking services in Russia, banks can adopt several strategies. One strategy is to invest in financial education programs to improve the financial literacy of the population. Banks can partner with schools and community organizations to conduct financial education classes and seminars, Open Days, promotional campaigns, free trainings, and webinars among different categories of citizens. By doing so, banks can build the confidence of potential customers.

Another strategy is to use technology to provide affordable services to low–income individuals. Banks can partner with fintech startups to provide mobile banking and other digital services to low–income populations. This can help reduce the cost of providing banking services and increase access to financial services for more people.

To improve the regulatory environment in Russia, banks can work closely with government regulators to develop policies that take into account both banks' needs to remain competitive in the market and customers' needs for quality and safe banking products and services. Such mutually beneficial cooperation will create a fully–fledged regulatory environment and ensure the support and growth of the banking sector.

To increase access to banking services in rural areas, banks can utilize digital banking technologies. In addition, bank branches in remote areas should be opened in a one–stop–shop mode, where products and services of several banks are available so that the customer can choose the most appropriate offerings. Banks should enhance cooperation with local governments and community organizations to provide financial education and promote the benefits of banking services.

Thus, the banking business is constantly transforming and adjusting to the modern realities of the domestic financial market development, the number of new banking products and services is constantly growing, and consumers – customers are increasingly solving their financial and non–financial needs, not in one, but in several credit institutions at once. All this indicates the positive

dynamics of increasing the level of trust in banks, and the considered innovative aspects of their interaction can become key directions for building effective marketing strategies of banks and thus will contribute to strengthening competitive positions in the market, attracting new customers, improving the quality of banking services, expanding markets for banking products, the development of fundamentally new types of banking services with the use of financial techniques and, ultimately, an increase in financial

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## WAYS TO IMPROVE THE EFFICIENCY OF SERVICE ENTERPRISES IN THE DIGITAL ECONOMY

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*This article describes the concept of digital economy, ways to improve the efficiency of service enterprises in the digital economy. In addition, ways to modernize service enterprises in the digital economy, attract new innovative developments to the sector, and increase the efficiency of service enterprises have been revealed.*

**Keywords:** digital economy, digital business, service, efficiency, material resources.

## ПУТИ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ ПРЕДПРИЯТИЙ СЕРВИСА В ЦИФРОВОЙ ЭКОНОМИКЕ

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*В данной статье рассмотрено понятие цифровой экономики, пути повышения эффективности предприятий сферы услуг в условиях цифровой экономики. Кроме того, выявлены пути модернизации предприятий сферы услуг в условиях цифровой экономики,*