

POSSIBILITIES OF USING DIGITAL TECHNOLOGIES FOR CORPORATE GOVERNANCE IN BANKING INSTITUTIONS

Andriy Push¹

¹Ph.D. student of the Department of Management Technologies, "KROK" University, Kyiv, Ukraine, ORCID: <https://orcid.org/0009-0005-5878-5044>

Abstract. Digital transformation reshapes the corporate governance architecture of banking institutions. The banking sector operates in conditions of high regulatory requirements, financial risks, competition, and increasing customer expectations regarding transparency and service quality. Digital technologies open new possibilities for enhancing corporate governance through automation of decision-making processes, improved internal control, data-driven risk assessment, and more efficient communication between supervisory boards, management, and stakeholders. Technologies such as data analytics, artificial intelligence, distributed ledger systems, cloud computing, and digital reporting platforms support real-time monitoring of financial stability and compliance, reduce human errors, and increase accountability. At the same time, digitalization requires revisiting governance models, redefining roles and responsibilities, and balancing innovation with cybersecurity and ethical standards.

The aim of this study is to analyze the possibilities of using digital technologies to improve corporate governance in banking institutions and to identify the conditions for their effective integration into management practices.

The research is based on system and comparative analysis. Scientific publications, regulatory documents of financial market authorities, and analytical reports of international financial organizations are reviewed. The study applies the structural-functional approach to examine how digital technologies influence corporate governance mechanisms, including strategic decision making, internal control, risk management,

and stakeholder communication. The competence-based approach is used to evaluate the role of digital skills among bank employees and management.

The study identifies several key areas where digital technologies significantly enhance corporate governance in banking institutions. First, digital reporting platforms improve the accuracy and timeliness of information provided to supervisory boards and regulators. Automated analytics systems support the identification of deviations from financial plans and early detection of potentially risky activities. Second, artificial intelligence strengthens internal control by analyzing large data sets for irregular patterns related to fraud, money laundering, credit risks, and operational inefficiencies. Third, digital risk management systems enable continuous assessment of market, operational, and cybersecurity risks, providing banks with the capability to act proactively rather than reactively. Fourth, digital communication tools enhance transparency and accountability, facilitating structured interaction among governance bodies and strengthening trust among stakeholders. Fifth, customer data platforms contribute to more informed strategic decisions related to service development, personalization, and long-term competitiveness.

However, the implementation of these technologies faces several challenges. Banks must consider data protection requirements, regulatory constraints, cybersecurity threats, and ethical concerns associated with automated decision-making. The effectiveness of digital governance tools depends on the digital maturity of the institution, the competence of staff, and the presence of a culture that

supports innovation and responsible data use.

Digital technologies offer significant potential to strengthen corporate governance in banking institutions by enhancing transparency, improving risk management, and increasing decision-making efficiency. Successful implementation requires an integrated approach that includes investment in technological infrastructure, employee

training, policy development for data governance, and alignment with regulatory standards.

Future research should focus on the development of unified indicators for evaluating the maturity of digital corporate governance, assessment of the economic effectiveness of implementing digital tools, and study of cross-cultural differences in digital governance models within banking sectors.

Keywords: corporate governance; banking institutions; digital technologies; data analytics; internal control; risk management; artificial intelligence; digital transformation; transparency; compliance; cybersecurity; decision support systems.

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