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The most salient point of Andrew Cornell's expose on bank pricing is that when it comes to extracting value from their customers, the Big Four have a long way to go ("Don't bank on us", *Weekend AFR*, September 20-21).

One or two of the Big Four have shown scant regard for the concept of "dual entitlement", whereby companies are entitled to a fair

profit and customers are entitled to a fair price.

The last time one of the banks announced an increase in its prices was the day it announced a \$2.36 billion profit.

In the eight months to August, there have been nearly 100 articles in the *AFR* on the pricing of banking and financial services. Few of them were positive, from a customer's

perspective. Combine this publicity with the banks' disregard for the concept of dual entitlement, and soon they won't need to pick and choose their customers: customers will pick and choose their banks.

Prices are the language of business, yet many corporations badly neglect their pricing functions.

The era of fixed prices is coming

to an end. Differential and dynamic pricing strategies are the future and they are here to stay.

Companies that take a more holistic view of their pricing and the value they offer their customers will be the ones that survive in this new era.

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