

LESSON 14

Why do they come back?

顾客留存 · 三个指标与两份工作

Textbook §3.1.2 — §3.1.2.2, §3.3.4, §3.3.5, read against §3.1.1 · a 90-minute bilingual lesson

90 minutes
一课时

English first, Chinese support
英文在前 · 中文在后

Lessons 8, 13
前置知识

2026 – 2027 Semester 1
2026—2027 学年第一学期

Course · 跨境电商概论 Cross-border Ecommerce

Instructor 授课教师 宋友开

“Retention is a relationship measured over time, not a discount bought once.”

一句话先记住：留存是随时间衡量的关系，不是一次性买来的折扣。

12^{min}

Warm-up: why old buyers return

案例开场：老客为什么回来

Three ordinary reasons, one coupon myth.

34^{min}

Retention, lists, affiliates, recovery

留存、名单、联盟与补救

Four concepts, each with its own metric.

26^{min}

Case: two retention plans

案例：两个留存方案

Compare contribution, not repurchase alone.

18^{min}

Task and close

课堂任务与收束

Write a capped recovery sequence.

Every part of this lesson answers one question: does this action change the relationship, or only buy one more transaction?

本课每个环节都在回答一个问题：这个动作改变了关系，还是只买回一次交易？

01

Define retention and measure it with repurchase rate, cohort retention curves and service response time.

定义留存，并用复购率、同期群留存曲线与服务响应时间衡量它。

02

Use the textbook cost and response figures to explain why email and messaging lists keep relationships strongly but acquire customers weakly.

用教材的成本与响应率数据，解释邮件与消息名单为何维护关系强、拉新弱。

03

Name the four participants in affiliate marketing and compute what a given commission leaves of a given margin.

说出联盟营销的四类参与者，并计算给定佣金之后毛利还剩多少。

04

Design an apology — compensation — root-cause service recovery sequence with a cap, and explain why it is not a discount.

设计带上限的“道歉—补偿—根因修复”服务补救顺序，并解释它为何不等于打折。

Each objective maps to §3.1.2, §3.3.4, §3.3.5 or §3.1.1.

BEFORE THIS LESSON · 前置知识 (第 8、13 课)

- Order cost, delivery and after-sales service (Lesson 8).
订单成本、交付与售后 (第 8 课)。
- Funnel counts and how repurchase is counted (Lesson 13).
漏斗计数与复购如何计数 (第 13 课)。
- You can cost one order and count one funnel; this lesson asks what makes the last count move.
你已会算一单成本、会数一条漏斗；本课问最后一个计数由什么决定。

Acquisition and retention are two jobs with two toolboxes, not one job with two names.

WHAT THIS LESSON DOES · 本课作用

- Explain why the last count of the funnel is the hardest one to move.
解释漏斗最后一个计数为何最难推动。
- Show that retention is produced by fulfilment, product information and service recovery — not by coupons.
说明留存由履约、商品信息与服务补救产生，不由优惠券产生。
- Give the arithmetic that separates a retention project from a discount.
给出区分留存项目与折扣的算术。
A coupon can raise repurchase for a month and leave the relationship untouched.

Lesson 13 counted the leak at every handover. Lesson 14 asks who is responsible for the last handover of all: the second order.
第 13 课数了每次交接的流失；第 14 课追问最后一次交接——第二单——由谁负责。

Winning a new customer is said to cost far more than waking an old one. The multiple differs by shop; treat any single ratio as an illustration, not a statistic.
获取新客的成本远高于唤醒老客，这是常听到的说法，倍数因店而异，但同样，比率只能当示意，不能当统计。

THE USEFUL QUESTION IS WHY THEY RETURN · 真正有用的问题是老客为什么回来

01 The parcel arrived as promised

包裹按承诺到达

Fulfilment kept the promise made at acquisition

履约兑现了获客时做出的承诺

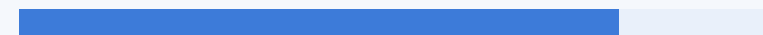


02 The size was right first time

尺码第一次就对了

Product information told the truth on the page

商品页说了真话



03 Someone answered when it broke

出问题时有有人回应

Service recovery repaired the mistake, not the mood

服务补救修的是错，不是情绪



None of the three is a coupon. A discount can lift one month and still leave all three untouched.

三条里没有一条是优惠券：折扣可以抬一个月，却对这三条毫无影响。

THE TEMPTING WRONG ANSWER · 最容易犯的错

- If repurchase is low, the cheapest-looking fix is a voucher. It raises the count and lowers the margin of orders that would have happened anyway.

复购低时，看起来最省事的解法是发券：它抬高了计数，却压低了本来就会发生的订单的毛利。

Which of the three reasons is a marketing job, and which belongs to the warehouse or the product page?

KEY POINTS · 学习重点

- Retention is a relationship measured over time, not a one-off discount.
留存是随时间衡量的关系，不是一次性折扣。
- Email keeps relationships but does not acquire at scale; affiliate marketing acquires but does not retain.
邮件维护关系但不能大规模拉新；联盟能拉新但不负责留存。
- Service recovery runs on speed, apology, compensation and root-cause removal, and its cost is compared with the lifetime value it protects.
服务补救靠速度、道歉、补偿与移除根因；其成本要与它保护的终身价值比较。

COMMON DIFFICULTIES · 可能的难点

- Treating a voucher as retention, when it buys one transaction and trains buyers to wait for the next one.
把发券当成留存，而它只买回一次交易，还会训练顾客等下一次折扣。
- Concluding from a rising repurchase rate without checking the cohort, the window or the traffic mix.
看到复购率上升就下结论，不检查同期群、时间窗口或流量结构。
- Taking good reviews as proof of retention, when satisfaction, review bias and repurchase are different measures.
以为好评证明留存，而满意度、评价偏差与复购是不同指标。

THE ONE-LINE RULE

Ask what changed the relationship. If the answer is a price cut, count the margin you gave away on orders that would have happened anyway.

Customer retention: building a strong relationship, raising loyalty or brand stickiness, using personalised advertising and customisation.
顾客留存：建立牢固关系，提升忠诚度或品牌粘性，手段包括个性化广告与定制。

Measure 指标 指标	What it counts 它计什么 计什么	Reporting rule 报告规则 报告规则
Repurchase rate 复购率	Share of buyers who buy again inside a defined window 在定义窗口内再次购买的买家占比	State the window every time 每次都要写明窗口
Cohort retention curve 同期群留存曲线	One first-purchase month tracked across later periods 一组首购顾客在后续周期的表现	Fix the cohort; report period and cumulative separately 同期群固定；期间与累计分开报

Service response How fast and how completely a problem is handled Speed itself is part of the service

Retention is not satisfaction and not a coupon. Satisfaction is an attitude, a coupon is a price concession, retention is repeated behaviour observed in a defined window.
留存不是满意度，也不是优惠券：满意度是态度，优惠券是价格让步，留存是定义窗口内观察到的重复行为。

THREE CONTRASTS THAT PREVENT MISTAKES · 防止混淆的三组对照

• Attitude versus behaviour: a happy buyer may never return, and a returning buyer may never write a review.
态度与行为：满意的买家可能永不回头，回头的买家可能从不写评价。

• Price concession versus relationship: one buys a transaction, the other produces the next one without being paid for again.
价格让步与关系：前者买一次交易，后者在不再次付费的情况下产生下一单。

One thousand buyers acquired in January, tracked for three months.

一千名 1 月首购顾客，跟踪三个月。

Period 周期 周期	Who returned 复购人数 复购人数	Period rate 期间留存 期间留存	Cumulative 累计留存 累计留存
Month 1 第 1 个月	180 of 1,000 returned 1000 人中 180 人复购	18% 期间留存 18%	18% 累计 18%
Month 2 第 2 个月	90 more returned 再 90 人复购	9% 期间留存 9%	27% 累计 27%

HOW IT RUNS · 如何运作

- Group buyers by acquisition month, count who returns in each later period, plot the share against time.
按获客月份分组，统计各后续周期的复购人数，把比例对时间作图。
- The curve falls first, then flattens. The flat part is the loyal core.
曲线通常先降后趋平；趋平的部分是忠诚核心。

CONDITIONS AND LIMITS · 条件与限制

- The window must match the natural repurchase cycle: ninety days means nothing for a product bought once every three years.
窗口要匹配自然复购周期；三年才买一次的商品，90 天留存没有意义。
- The cohort must be fixed. Recomputing on a changing mix can make retention look better while every cohort gets worse.
同期群必须固定；用不断变化的新老客结构重算，可能让留存看起来变好，而每个同期群都在变差。

The period rate falls while cumulative retention rises. Both are true, and they answer two different questions.

期间率下降而累计留存上升：两者都真，回答的是两个不同的问题。

Typical click rate
教材给出的点击率

3—4 %
一般区间，不是承诺

Cost of a list name
名单成本

5—20 cents
每个名字约 5—20 美分

Direct-mail postcard
直邮明信片

75—80 cents
约 75—80 美分/名

Cost of sending
发送成本

≈ 0 per send
发送几乎免费

HOW IT RUNS · 如何运作

- Collect consent at checkout or registration, segment by behaviour, send one relevant message at a time, then measure delivery, clicks, unsubscribes and repurchase.
在结算或注册处收集同意，按行为分群，一次发一条相关信息，再衡量送达、点击、退订与复购。
- Use it after the sale: usage guides, replenishment reminders, service follow-up, member events.
用于购后环节：使用指南、补货提醒、服务跟进与会员活动。

CONDITIONS AND LIMITS · 条件与限制

- Deliverability and spam filters cut reach; over-sending raises unsubscribes; addresses decay and lists need cleaning.
送达率与垃圾过滤降低触达；过度发送提高退订；地址会失效，名单需要定期清理。
- A bought list is both ineffective and non-compliant. Consent is not a formality.
未经同意购买的名单既无效也不合规；同意不是形式。

The textbook conclusion should decide the placement: email maintains customer relationships and is weak at acquiring new ones. Do not ask it to fill the top of the funnel.

教材的结论应决定它的位置：邮件擅长维护客户关系、不擅长获取新客；不要指望它填满漏斗顶部。

CONTRAST · 与相近概念的区别

A permission list is a licensed asset you own; an audience on a social platform is borrowed and can be repriced at any time.

广告主

The merchant or brand that pays and carries return risk.

Affiliate network

联盟网络

Records the sale and handles payment between the two sides.
记录成交并处理付款的中间方。

Publisher

发布者

The affiliate member who places the tracked link or code.
放置追踪链接或代码的联盟成员。

Customer

顾客

The buyer whose tracked purchase triggers the commission.
其可追踪成交触发支付的买家。

Margin 毛利 毛利	Commission 佣金 佣金	What is left 剩余 剩余	Decision 判断 判断
30% gross margin 毛利 30%	20% commission 佣金 20%	10% left before logistics, returns and fees 扣物流、退货与费用前只剩 10%	Watch contribution 要看贡献
15% gross margin 毛利 15%	20% commission 佣金 20%	Negative before any other cost 未计其他成本即为负	Refuse the deal 应当拒绝
Amazon Associates 亚马逊联盟	Up to about 10% 最高约 10%	Platform-specific ceiling 平台特定的上限	Check the current terms 核对现行条款
eBay partner network	About 1% — 6%	Much thinner than the generic range	Do not average them

HOW IT RUNS · 如何运作

- Publisher places a tracked link; network records the sale; advertiser pays and keeps the return risk.
发布者放追踪链接，网络记录成交，广告主付佣并承担退货风险。

CONDITIONS AND LIMITS · 条件与限制

- Last-click attribution can steal credit; fraud or incentivised traffic inflates sales; high commission on thin goods can exceed the margin.
归因可能被最后一次点击抢走；欺诈或激励流量虚增成交；低毛利商品的高佣金可能超过毛利。

Affiliate marketing buys acquisition, not retention: the audience and the relationship stay with the publisher.

联盟营销买的是获客，不是留存：受众与关系留在发布者手中。

01 Acknowledge and apologise

确认并道歉

A generic apology reads as a script.

通用道歉读起来像话术。

Name what went wrong instead of saying sorry for the inconvenience.

点名哪里出错，而不是说“给您带来不便很抱歉”。

02 Compensate proportionately

适度补偿

Compensation without a range invites abuse.

没有区间的补偿会招致滥用。

Replacement, partial refund or a return label, inside a range the front line may authorise.

换货、部分退款或退货标签，并给一线员工可授权的区间。

03 Remove the root cause

移除根因

Without this, the same failure returns.

少了这一步，同样的失误会再来。

If the wrong size keeps shipping, change the size chart or the picking process, not only the complaint.

如果总是发错尺码，就改尺码表或拣货流程，而不只处理投诉。

Speed matters because uncertainty is worse than a known delay. A slow reply plus a generic voucher is a second failure: the buyer is disappointed twice.

速度重要，因为不确定比已知延误更糟。慢回复加一张通用优惠券是二次失误：顾客失望两次。

Compare the cost of recovery with the lifetime value it protects; a complaint is the second chance a discount cannot buy.

WHAT THE TEXTBOOK SAYS · 教材的说法

- Private traffic is owned by the firm and reused at no extra media cost.
私域由企业自己拥有，重复使用不增加媒体成本。
- It converts through campaigns, promotions and one-to-one conversation.
通过活动、促销与一对一沟通实现转化。

The media bill falls. The payroll does not.

WHAT IT COSTS · 它要付出什么

- A community needs moderators, content, service replies and someone to handle complaints at weekends.
社群需要管理员、内容、客服回复，以及周末处理投诉的人。
- Communities decay: members mute it, the same ten people reply, and owned reach shrinks to a tired few.
社群也会衰败：成员静音，永远那十个人回复，自有的触达缩成一小群疲惫受众。

Item 项目 项目	Direction 方向 方向	Note 说明 说明
Media cost 媒体成本	Falls: no repeated payment to reach the same person 下降：触达同一人不再重复付费	Real, and easy to over-claim 真实，但容易被夸大
Operating cost 运营成本	Rises: staff, content, moderation, service 上升：人力、内容、管理、客服	Appears on a different line 记在另一行成本上
Decay 衰败	Owned reach shrinks if the community is not fed 不持续经营则自有触达萎缩	Needs a maintenance budget 需要维护预算

Private traffic is a management task and a cost transfer, not a free asset. It lowers the price of repeated contact, not the price of the work.

私域是成本转移与管理任务，不是免费资产：它降低重复触达的价格，不降低工作本身的价格。

01 Retention is not a coupon

留存不是优惠券

A discount buys one transaction and trains buyers to wait for the next one, while cutting margin on orders that would have happened anyway.
折扣买一次交易，还会训练顾客等下一次折扣，同时压低本来就会发生的订单的毛利。

02 Good reviews are not retention

好评不是留存

Reviews measure satisfaction at a moment, skew towards extreme experiences and can be incentivised. Repurchase is observed behaviour.
评价衡量某一刻的满意度，偏向极端体验，也可能受激励影响；复购是观察到的行为。

03 Recovery is not unlimited compensation

补救不是无限补偿

Compensation must be proportionate and capped, or it rewards the loudest complainers rather than the worst failures.

补偿要成比例、有上限，否则奖励的是最会投诉的人，而不是最严重的失败。

A shop can hold a high rating and still have only one-time buyers. The rating and the repurchase count are different instruments.

一家店可以评分很高，却只有一次性顾客；评分与复购计数是不同的仪表。

Step 步骤 步骤	What to do 做什么 做什么	Rule 规则 规则
Group by acquisition month 按获客月份分组	Track repurchase at 30, 60 and 90 days and compare curves before and after the change 跟踪 30、60、90 天复购，比较改动前后的曲线	One cohort, one curve 一个同期群，一条曲线
Split by first product, channel and discount 按首购商品、渠道与是否打折分群	Cohorts won with a discount often retain worse 折扣获得的同期群往往留存更差	Segment before concluding 先分群再下结论
Compare contribution with programme cost 把复购贡献与项目成本比较	Email tools, service staff, community operation and compensation all sit on the cost side 邮件工具、客服人力、社群运营与补偿都在成本侧	Two points up can still lose money 复购提升两点仍可能亏钱
Treat lifetime value as an assumption 把终身价值当作假设	A precise LTV from three months of data is false precision 用三个月数据算出的精确 LTV 是虚假精确	Write the assumptions down 把假设写下来

THE TEST THAT DECIDES · 决定性的检验

- If the extra contribution from repurchase is smaller than the cost of the programme, it is not a retention strategy.
如果复购带来的增量贡献小于项目成本，它就不是留存战略。

WHAT THE NEXT COHORT SHOULD TEST · 下一组同期群该测什么

- Run the next cohort without the discount and compare curves, so the gain can be told apart from seasonality.
下一组同期群不加折扣再跑一遍并比较曲线，才能把增量与季节性区分开。

Acquisition and retention are two jobs with two toolboxes. Affiliate and paid reach win the first order; email, personalised contact and service recovery protect the second.

获客与留存是两份工作、两套工具：联盟与付费触达带来第一单，邮件、个性化接触与服务补救保护第二单。

读同期群，不读月度平均

One thousand first-time buyers in January, three months of follow-up.

一千名 1 月首购顾客，跟踪三个月。

Cohort size
同期群规模

1,000 buyers
1 月首次购买的顾客

Month 1
第 1 个月

180 buyers
期间 18%，累计 18%

Month 2
第 2 个月

90 more
期间 9%，累计 27%

Month 3
第 3 个月

40 more
期间 4%，累计 31%

READING THE MONTHLY AVERAGE · 读月度平均

- A monthly average mixes new and old buyers. If traffic grows fast, the average can fall while every cohort improves.
月度平均把新老客混在一起；流量快速增长时，平均值可能下降，而每个同期群都在变好。
- It cannot tell you whether this January group is better than last January group.
它无法告诉你今年 1 月这组是否比去年 1 月那组更好。

READING THE COHORT · 读同期群

- The period rate falls from 18% to 9% to 4%, while cumulative retention rises from 18% to 27% to 31%.
期间留存从 18% 降到 9%、4%，而累计留存从 18% 升到 27%、31%。
- Both statements are true; they answer different questions: who returned now, and who has ever returned.
两句都真，回答的是不同问题：这一期谁回来过，以及迄今谁回来过。

Concept used: the cohort retention curve. Report period and cumulative retention separately, and never let one replace the other.

用到的概念：同期群留存曲线。期间留存与累计留存分开报告，不要用一个替代另一个。

A falling period rate is not bad news by itself; it is the normal shape of a curve that is about to flatten.

EMAIL · 邮件

$$10,000 \times \$0.10$$

$$\approx \$1,000$$

List cost at ten cents a name; sending is almost free.

按 10 美分/名计算的名单成本，发送几乎免费。

DIRECT-MAIL POSTCARD · 直邮明信片

$$10,000 \times \$0.80$$

$$\approx \$8,000$$

Printing and postage differences are counted separately.

印刷与邮资差异另计。

THE GAP IS ABOUT EIGHT TIMES · 差距约八倍

Point 要点 要点	Detail 细节 细节	Why it matters 为什么重要 为什么重要
Cheaper reach 触达更便宜	Email reaches the same ten thousand names for roughly an eighth of the list cost 邮件以约八分之一的名单成本触达同样一万人	Cheap is not the same as effective 便宜不等于有效
Consent still required 仍需要同意	A cheap list bought without permission is ineffective and non-compliant 未经许可购买的便宜名单既无效也不合规	Consent is the asset, not the address 资产是同意，不是地址

Concept used: list cost, not the full campaign cost. The comparison is about reach price, not about what the message achieves.
使用的概念：名单成本，不是完整战役成本。比较的是触达价格，不是信息达成的效果。

BACKGROUND · 背景与时间

A fictional cross-border home goods shop: 1,000 first-time buyers a month, 40 dollar basket, 35% margin (14 dollars an order), 12% monthly repurchase baseline. All figures are teaching simulations.
虚构的跨境电商店，每月1,000名首购顾客，客单价40美元，毛利35%（每单14美元），90天复购基线12%。所有数字为教学模拟。

PLAN A · 方案 A

A 15% voucher for every buyer

给所有买家 15% 折扣券

- Margin per order falls from 14 to 8 dollars.
每单毛利从 14 美元降到 8 美元。
- Repurchase rises from 12% to 14%: 120 to 140 orders.
复购从 12% 升到 14%: 120 单到 140 单。

PLAN B · 方案 B

Post-purchase email, local size chart, 24-hour

service standard
购后邮件，本地尺码表与 24 小时服务标准

- Programme cost is 600 dollars a month.
项目成本每月 600 美元。
- Repurchase rises from 12% to 18%: 120 to 180 orders, margin unchanged.
复购从 12% 升到 18%: 120 单到 180 单，毛利不变。

THE QUESTION · 面临的问题

Both plans claim to raise repurchase. Which one adds contribution, and what must the shop measure to know?

Question 问题 问题	Method 方法 方法	Reason 理由 理由
Which adds contribution 哪个增加贡献	Compare contribution, not the repurchase rate alone 比较贡献，而不只是复购率	A higher rate can still lose money 更高的比率仍可能亏钱
What to measure 该测什么	Next cohort without the voucher, compared curve by curve 下一组同期群不加券，逐条曲线比较	Tells the gain apart from seasonality 把增量与季节性区分开

Plan 方案 方案	What moves 变化项 变化项	Why 为什么 为什么	Result 结果 结果
Plan A 方案 A 方案 A	Baseline 120 orders 基线 120 单	Margin falls from 14 to 8 dollars 毛利从 14 降到 8 美元	$120 \times (-6) = -720$ -720
Plan A 方案 A 方案 A	Extra 20 orders at 8 dollars 增量 20 单, 每单 8 美元	Only incremental orders carry the new margin 只有增量订单按新毛利计	$20 \times 8 = +160$ +160
Plan A 方案 A 方案 A	Net monthly contribution 月度净贡献	The discount on baseline orders is part of the cost 基线订单上的折扣也是成本	≈ -560 dollars 约 -560 美元
Plan B 方案 B 方案 B	Extra 60 orders at 14 dollars 增量 60 单, 每单 14 美元	Margin unchanged at 14 dollars 毛利不变, 仍为 14 美元	$60 \times 14 = +840$ +840

Plan B 方案 B

Net monthly contribution

Less the 600 dollar programme cost

 $\approx +240$ dollars

THE COMMON MISTAKE · 最常见的错误

- Counting only the twenty extra orders and forgetting the discount paid on the one hundred and twenty baseline orders.
只算 20 单增量, 忽略 120 单基线上付出的折扣。
- Keep the incremental effect and the price effect as two separate lines.
把增量效应与价格效应写成两行。

HOW FAR PLAN B STRETCHES · 方案 B 能撑到哪一步

- At 900 dollars of service cost the 240 dollar gain disappears.
服务成本升到 900 美元时, 240 美元的增量消失。
- The result depends on the service standard really being kept.
结果取决于服务标准真的被执行。

Plan A is not useless: it can clear stock or win a first order. It simply cannot be called retention. The twelve per cent baseline is a teaching figure, not an industry benchmark.

方案 A 并非无用: 它可以清库存或拉新, 只是不能叫留存。12% 基线是教学数字, 不是行业基准。



Fulfilment decides the first experience, service recovery repairs the mistake, and personalised contact creates the second chance.
履约决定第一次体验, 服务补救修复失误, 个性化触达创造第二次机会; 任何一环断开, 循环就停。

WHERE A COUPON ENTERS · 优惠券进入的位置

- A voucher sits outside this loop. It does not make the parcel arrive, does not correct the size chart, and does not answer a complaint.
优惠券在这个循环之外: 它不会让包裹按时到达, 不会修正尺码表, 也不会回应投诉。
- It can pull one more order through node five without strengthening nodes two and three.
它能把再一单拉过第五个节点, 却不加固第二、第三个节点。

WHERE THE LOOP RESTARTS · 循环从哪里重启

- A repaired complaint can re-enter through personalised contact, so the figure is a cycle rather than a one-way funnel.
被补救的投诉可以从个性化触达重新进入, 因此这张图是循环, 不是单向漏斗。
- Repurchase and referral feed the next cohort and are measured together with response time.
复购与转介绍喂给下一个同期群, 并要和响应时间一起衡量。

The first two nodes decide most of retention. No coupon repairs a wrong size or a late parcel.

前两个节点决定大部分留存; 优惠券修不好错误尺码或迟到包裹。

01

Read it as a cycle, not a one-way funnel

读成循环，不是单向漏斗

READ AS · 读法

A repaired complaint can re-enter at personalised contact; the arrow back is part of the model.

被补救的投诉可以从个性化触达重新进入；回流的箭头是模型的一部分。

02

The first two nodes decide most of retention

前两个节点决定大部分留存

READ AS · 读法

Fulfilment and product information are where the promise is kept or broken; coupons cannot repair them.

履约与商品信息是承诺被兑现或被打破的地方，优惠券修不好它们。

03

The last node feeds the next cohort

最后一个节点喂给下一个同期群

READ AS · 读法

Measure repurchase and referral together with response time, or you will read the loop as a single month.

复购与转介绍要和响应时间一起衡量，否则你会把循环读成单月数据。

The figure is a teaching illustration of the argument, not a measured flow of any real shop.

本图是论证的教学示意，不是任何真实店铺的实测流量。

01 COMMON SAYING 常见说法

Retention means sending vouchers.

留存就是发优惠券。

WHAT TO SAY INSTEAD 修正说法

A voucher buys one transaction and can train buyers to wait for the next one; retention is repeated behaviour produced by fulfilment and service.
优惠券只买一次交易，还可能训练顾客等折扣；留存是由履约与服务建立的重复行为。

03 COMMON SAYING 常见说法

Affiliate marketing is a distribution channel.

联盟营销是分销渠道。

WHAT TO SAY INSTEAD 修正说法

Affiliates do not take stock or pricing power; they are paid for results and the audience stays with the publisher.
联盟不转移库存与定价权，只按效果付费；受众与关系留在发布者手中。

05 COMMON SAYING 常见说法

Good reviews prove retention.

好评能证明留存。

WHAT TO SAY INSTEAD 修正说法

Reviews measure satisfaction at a moment and are biased; retention is repurchase observed inside a window.
评价衡量某一时刻的满意度且有偏差；留存是窗口内观察到的重复购买。

02 COMMON SAYING 常见说法

Email can acquire customers at scale.

邮件可以大规模拉新。

WHAT TO SAY INSTEAD 修正说法

The textbook says email keeps relationships strongly and acquires weakly; filters and poor lists weaken it further.
教材说邮件维护关系强、获取新客弱，过滤与劣质名单会进一步削弱。

04 COMMON SAYING 常见说法

Private traffic is free.

私域是免费的。

WHAT TO SAY INSTEAD 修正说法

Media cost falls, but operation, content, service and promotion remain; the cost moves from media to people.
媒体成本下降，但运营、内容、客服与促销仍在；成本从媒体转移到人力。

06 COMMON SAYING 常见说法

Service recovery means compensating until the buyer stops complaining.

服务补救就是补偿到顾客不再投诉。

WHAT TO SAY INSTEAD 修正说法

Recovery is a specific apology, proportionate compensation and root-cause removal, with an authorised cap against abuse.
补救是具体道歉、适度补偿与根因修复，并有授权上限以防滥用。

Customer retention

顾客留存

Keeping customers buying and staying in a relationship.
让顾客持续购买、保持关系的营销目标。

Stickiness

粘性

How strongly users keep returning and using.
用户持续回访与使用的程度。

Cohort

同期群

A group acquired in one period and tracked together.
在同一时期获得、被一起跟踪的一组顾客。

Retention curve

留存曲线

The share of a cohort still active or repurchasing per period.
同期群在各后续周期仍活跃或复购的比例曲线。

Repurchase rate

复购率

Share of customers who buy again inside a window.
在给定窗口内再次购买的顾客占比。

Opt-in list

主动订阅名单

A list of people who agreed to receive messages.
用户自愿同意接收消息的名单。

Affiliate marketing

联盟营销

Paying promoters by results rather than by exposure.
按效果向推广方付佣的营销方式。

Commission

佣金

The share of order value paid to the promoter.
按成交额比例支付的推广费用。

Service recovery

服务补救

Apology, compensation and root-cause removal after a failure.
失败后道歉、补偿并移除根因的处理过程。

First-contact resolution

一次解决率

Share of problems solved at the first contact.
顾客第一次联系就解决问题的比例。

Cohort and retention curve are only meaningful together: a curve without a fixed cohort is a monthly average wearing a different name.

同期群与留存曲线必须成对使用：没有固定同期群的曲线，只是换了名字的月度平均。

01 Name a brand you buy from again. How much of the reason is price, and how much is service or product detail?

说一个你会复购的品牌。原因里多少是价格，多少是服务或商品细节？

Answer with a window, a cohort and a cost, not with an impression.

02 If you could keep only one retention tool — post-purchase email, community, or local returns — which would you keep, and why?

如果只能保留一个留存工具——购后邮件、社群或本地退货——你保留哪个？为什么？

Answer with a window, a cohort and a cost, not with an impression.

03 On a 30% margin with a 20% affiliate commission, what is left? When should the seller refuse the deal?

30% 毛利上给 20% 联盟佣金：还剩多少？什么情况下卖家该拒绝？

Answer with a window, a cohort and a cost, not with an impression.

04 How do you tell service recovery that saved a customer apart from compensation that only bought silence?

你如何区分“救回顾客的服务补救”与“只买到沉默的补偿”？

Answer with a window, a cohort and a cost, not with an impression.

Refuse answers that say only the discount worked. Ask what happened to margin on orders that would have happened anyway.

拒绝只说“折扣有效”的答案：要问本来就会发生的订单的毛利去了哪里。

3

min

Choose a product and write its natural repurchase cycle and a 90-day baseline.

选一个商品，写出自然复购周期与 90 天基线。

OUTPUT · 产出

One product, one baseline.

3

min

Pick one lever among voucher, email and service recovery; estimate its cost and its effect on repurchase.

在优惠券、邮件、服务补救中选一个，估成本与对复购的影响。

OUTPUT · 产出

One lever with two numbers.

4

min

Compute monthly contribution, including the discount on orders that would have happened anyway.

计算月贡献，包含本来就会发生的订单上的折扣。

OUTPUT · 产出

A signed monthly figure.

2

min

Write an apology, a compensation cap and a root-cause fix for one failure.

为一次失败写出道歉、补偿上限与根因修复。

OUTPUT · 产出

A usable recovery script.

STUDENT OUTPUT · 学生产出

One page: the contribution arithmetic with its assumptions, plus the recovery wording with an explicit cap.

Q1 For the January cohort of 1,000, give the period rates and the cumulative retention at months one, two and three, and say why both series are true.

1月1000人同期群：写出第1、2、3个月的期间留存与累计留存，并说明两组数字为何都对。

Q2 Plan A raises repurchase from 12% to 14% and still loses money. Write the two effects separately and the net monthly figure.

方案A把复购从12%抬到14%却仍亏钱：把两个效应分开写，并给出月度净值。

Q3 On a 30% margin, a 20% commission leaves what share before logistics and returns? When is the deal refused?

30%毛利上给20%佣金，扣物流与退货前还剩多少？什么情况下这笔交易该被拒绝？

Q4 Ten thousand names cost about 1,000 dollars by email and about 8,000 by postcard. Why is this not the full campaign cost?

一万名名单：邮件约1000美元，明信片约8000美元。为什么这不是完整战役成本？

Q5 What is the difference between service recovery and compensating until the buyer stops complaining, and why must the cap exist?

服务补救与“补偿到顾客不再投诉”的差别是什么？为什么必须有上限？

A correct answer names the window, the cohort and the margin. Without those three, the same number can support opposite decisions.

正确的答案要说出窗口、同期群与毛利；缺了这三项，同一个数字可以支持相反的决定。

THE ARGUMENT · 本课的结论

- Retention is a relationship measured over time, and it is produced by fulfilment, product information and service recovery.
留存是随时间衡量的关系，由履约、商品信息与服务补救产生。
- Email keeps relationships and does not acquire at scale; affiliate marketing acquires and does not retain.
邮件维护关系、不能大规模拉新；联盟能拉新、不负责留存。
- A voucher can raise the count and lower the margin of orders that would have happened anyway.
折扣券可以抬高计数，却压低本来就会发生的订单的毛利。

WHAT TO DO WITH IT · 怎么用

- Report period and cumulative retention separately, on a fixed cohort.
在固定同期群上分开报告期间留存与累计留存。
- Compare the incremental contribution with the full programme cost before calling it retention.
先比较增量贡献与项目总成本，再叫它留存。
- Write recovery as apology, compensation and root-cause removal, with an authorised cap.
把补救写成道歉、补偿与根因修复，并给出授权上限。

Tool 工具 工具	What it does 它做什么 做什么	What to check 要检查什么 检查什么
Voucher 折扣券	Raises one month of repurchase 抬高一个月的复购	Price effect on baseline orders 对基线订单的价格效应
Email 邮件	Keeps the relationship 维护关系	Weak at filling the top 不擅长填满顶部

The last count of the funnel — repurchase — is not the closing move of marketing. It is the score kept by fulfilment, product information and service on the promises acquisition made.

漏斗的最后一个计数——复购——不是营销的收尾，而是履约、商品信息与服务对获客承诺是否兑现的记分。

Source 来源 来源	Section 位置 位置	What it states 原文内容 内容	Used for 用途 用途
SRC-003 §3.1.2 — §3.1.2.2	Retention as a strong relationship, loyalty or stickiness, through personalised advertising and customisation 留存：建立牢固关系、提升忠诚或粘性，手段包括个性化广告与定制	Definition and the three measures 定义与三个指标	
SRC-003 §3.3.4	Email to an opted-in audience; clicks about 3—4%; list about 5—20 cents a name; postcard about 75—80 cents 邮件发给主动订阅受众；点击率约 3—4%；名单约 5—20 美分/名；明信片约 75—80 美分	Channel role and cost comparison 渠道分工与成本比较	
Number 数字 数字	Status 性质 性质	Warning 提醒 提醒	
12% baseline 基线 12%	Internal figure set in the teaching case 本案设定的教学数字	Not an industry benchmark 不是行业基准	
Plan B +240 dollars 方案 B +240 美元	840 – 600, staff and software excluded 840 – 600，未计人员与软件	Write the exclusion when quoting 引用时写明未计什么	
3—4% click rate 点击率 3—4%	General range given by the textbook 教材给出的一般区间	Not a promise for any list 不是任何名单的承诺	

Teaching simulations and internal baselines must be labelled as such every time they are quoted.

教学模拟与内部基线每次被引用时必须写明性质。

LESSON 14 · CUSTOMER RETENTION

Keep the promise, not the discount.

守住承诺，而不是守住折扣。

NEXT: LESSON 15 · 下一课

The long tail: why the catalogue can hold what the shelf refused.

长尾：为什么线上目录能容纳实体货架拒绝的商品。

跨境电商概论 · Cross-border Ecommerce · Guilin Tourism University

授课教师 宋友开 · 2026—2027 学年第一学期

“Repurchase is not the closing move of marketing. It is the score kept on the promises acquisition made.”

收束一句话：复购不是营销的收尾，而是对获客承诺兑现与否的记分。