

From the authors of the international bestsellers  
*The One to One Future* and *Enterprise One to One*

# Return on Customer

Creating maximum value from  
your scarcest resource

Don Peppers & Martha Rogers, Ph.D.



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# Return On Customer Creating Maximum Value From Your Scarcest Resource

**Don Peppers, Martha Rogers**



## **Return On Customer Creating Maximum Value From Your Scarcest Resource:**

**Return on Customer** Don Peppers, Martha Rogers, 2005-06-21 Internationally acclaimed business gurus and best selling authors Don Peppers and Martha Rogers kicked off the CRM revolution and changed the landscape of business competition with their classic bestseller *The One to One Future Now* in *Return on Customer* they have written an even more revolutionary book redefining the very concept of what it means to be profitable as a business. Virtually every manager agrees that a company's most vital asset is its customer base: the lifetime values of all its current and future customers. Yet when companies track their financial results they rarely take into account any change in the value of this critical asset. As a result, managers remain blind to one of the most significant factors driving genuine, lasting business success and instead become preoccupied with achieving short-term financial goals. *Return on Customer* is the first book to focus on how firms create value not just by driving current profits but by preserving and increasing customer lifetime value. In a powerful blend of theory and practice, Peppers and Rogers demonstrate how to create shareholder value more efficiently by concentrating on *Return on Customer*™, a revolutionary business metric focused on a company's scarcest resource: customers. By paying close attention to *Return on Customer*, companies can improve their profits while still conserving and replenishing long-term enterprise value. Relying on their years of experience working with many of the world's leading companies, Peppers and Rogers take readers far beyond marketing, sales, and service. *Return on Customer* will revolutionize how companies think about their basic competitive strategy, product development efforts, and even the issue of business ethics and corporate governance. *Return on Customer*™ is a registered service mark of Peppers Rogers Group, a division of Carlson Marketing Group Inc. To remain competitive, you must figure out how to keep your customers longer, grow them into bigger customers, make them more profitable, and serve them more efficiently. And you want more of them. Unfortunately, the financial metrics you learned in business school are not easily adapted to account for the value companies generate from this scarce resource with the right balance between current period sales and customer lifetime value. But striking that balance is necessary if you want to know whether you're better off investing in customer acquisition or in product development or opening new stores or plant efficiency or better qualified personnel or more service or cost reduction. While you may believe in your heart that a particular decision creates shareholder value, there's no financial metric currently available to tell you how much shareholder value you actually created or even whether you created any at all. But *Return on Customer* can help you. *Return on Customer* is a breakthrough financial metric that can quantify the actual shareholder value you are creating or possibly destroying with your various business actions and initiatives from *Return on Customer*. *Return on Customer*, 2010 [Managing Customer Relationships](#) Don Peppers, Martha Rogers, 2010-12-30 **MANAGING CUSTOMER RELATIONSHIPS** A Strategic Framework Praise for the first edition: Peppers and Rogers do a beautiful job of integrating actionable frameworks, the thinking of other leaders in the field, and best practices from leading edge companies. Dr. Hugh J. Watson, C. Herman, and Mary

Virginia Terry Chair of Business Administration Terry College of Business University of Georgia Peppers and Rogers have been the vanguard for the developing field of customer relationship management and in this book they bring their wealth of experience and knowledge into academic focus This text successfully centers the development of the field and its theories and methodologies squarely within the broader context of enterprise competitive theory It is a must have for educators of customer relationship management and anyone who considers customer centric marketing the cornerstone of sound corporate strategy Dr Charlotte Mason Department Head Director and Professor Department of Marketing and Distribution Terry College of Business University of Georgia Don and Martha have done it again The useful concepts and rich case studies revealed in Managing Customer Relationships remove any excuse for those of us responsible for actually delivering one to one customer results This is the ultimate inside scoop Roy Barnes Formerly with Marriott now President Blue Space Consulting This is going to become the how to book on developing a customer driven enterprise The marketplace is so much in need of this road map Mike Henry Leader for Consumer Insights at Acxiom Praise for the second edition Every company has customers and that s why every company needs a reference guide like this Peppers and Rogers are uniquely qualified to provide us with the top textbook on the subject and the essential tool for the field they helped to create David Reibstein

William Stewart Woodside Professor of Marketing The Wharton School University of Pennsylvania      **Marketing Perspectives** Andrew MacLaren, Thomas Farrington, Kevin O'Gorman, 2017-08-20 Marketing Perspectives develops beyond the core concepts of marketing to introduce important points of view on contemporary marketing This book also offers some interesting and useful perspectives on marketing that aren t so often covered for example managing a marketing budget and an historical perspective on marketing      *Extreme Trust* Don Peppers, Martha Rogers, 2016-06-21 Not so long ago being reasonably trustworthy was good enough But soon only the extremely trustworthy will thrive In the age of smartphones and social networks every action an organization takes can be exposed and critiqued in real time Nothing is local or secret anymore If you treat one customer unfairly produce one shoddy product or try to gouge one price the whole world may find out in hours if not minutes The users of Twitter Yelp and similar outlets show little mercy for bad behavior The bar for trustworthiness is higher than ever and continues to rise Bestselling authors Don Peppers and Martha Rogers Ph D argue that the only sane response to these rising levels of transparency is to protect the interests of customers proactively even if that requires spending extra money in the short run to preserve your brand reputation in the long run The payoff of generating extreme trust will be worth it With a wealth of fascinating research as well as practical applications this book will show you how to earn and keep the extreme trust of everyone your company interacts with      *Book of Business Quotations* Bill Ridgers, 2012-06-27 A collection of witty and entertaining business quotations brought together by the experts at The Economist An inspirational informative and insightful compendium of business wisdom Book of Business Quotations brings together a remarkable collection of business quotations Going well beyond just the most common widely known remarks from

major industry figures the book unearths little known comments from forgotten experts novelists and other non traditional sources placing them alongside the words of business luminaries to craft a truly comprehensive volume Compiled partly from talking to businessmen journalists writers and professors about quotations they have found particularly perceptive and partly by trawling the reference sources business publications and The Economist itself the book is structured alphabetically by subject with approximately 50 sections Brings together words of wit and wisdom about business from a diverse range of sources including CEOs novelists business gurus and politicians Includes remarks on all manner of current business topics from global markets to e commerce from business history to consultants Quotations grouped by subject for easy access A helpful tool for anyone working in the world of business Book of Business Quotations puts pearls of wisdom from a range of sources right at your fingertips

*Rules to Break and Laws to Follow* Don Peppers, Martha Rogers, 2012-03-01 Praise for Rules to Break Laws to Follow How Your Business Can Beat the Crisis of Short Termism A fascinating highly readable synthesis of business principles technology sociology and common sense Rules to Break and Laws to Follow persuasively shows the connection between customer trust and business profits and then explains how to make it happen As a bonus you ll learn how to make your company more innovative how to ensure your employees actually enjoy what they re doing and how to deal with the kinds of service and quality breakdowns that occasionally plague any company even a well managed one This book should be on your required reading list Stephen M R Covey bestselling author of The Speed of Trust The One Thing That Changes Everything Over the years Peppers and Rogers have given me valuable advice about navigating the changing business landscape This book is a must read for managers who want to empower their employees and customers to make change their ally Jim McCann founder and CEO of 1 800 FLOWERS COM Highly readable and entertaining Make sure everybody in your firm reads this book by last Friday Dror Pockard CEO of eglue In a time when most companies are built to flip Peppers and Rogers have planted a stake in the ground to help you survive past the next round of financing or consumer fad Knowing what rules to break is arguably even more important than what laws to follow and this book imparts knowledge for both Guy Kawasaki cofounder of TrueMors and author of The Art of the Start Peppers and Rogers have created the unthinkable an enjoyable wake up call Their book serves up one compelling and provocative idea after another and the authors enjoy debunking some of our most deeply ingrained business beliefs Read this book and your customers will thank you Dan Heath coauthor of Made to Stick Why Some Ideas Survive and Others Die

Performance Management Gary Cokins, 2009-03-17 Praise for Praise for Performance Management Integrating Strategy Execution Methodologies Risk and Analytics A highly accessible collection of essays on contemporary thinking in performance management Readers will get excellent overviews on the Balanced Scorecard strategy maps incentives management accounting activity based costing customer lifetime value and sustainable shareholder value creation Robert S Kaplan Harvard Business School coauthor of The Balanced Scorecard Translating Strategy into Action The Execution Premium and many other books Gary Cokins

demonstrates in this book that performance management is not a mysterious black art but a structured process oriented discipline If you want your performance management system to be a smoothly running analytical machine read and apply the ideas in this book it s all you need Thomas H Davenport President s Distinguished Professor of Information Technology and Management Babson College coauthor of *Competing on Analytics The New Science of Winning* Drawing on a deep reservoir of knowledge and experience gained from hundreds of customer engagements around the world Gary Cokins offers an authoritative examination of the major dimensions of performance management Cokins not only paints a rich and textured view of the major principles and concepts driving performance management implementations he offers a nuanced look at the important subtleties that can spell the difference between success and failure This is an informative and enjoyable text to read Wayne Eckerson Director of Research The Data Warehouse Institute TDWI author of *Performance Dashboards Measuring Monitoring and Managing Your Business* In this very insightful book the view of an integrated performance management framework with a goal to link various operational activities with business strategy is an excellent approach to manage and improve business Gary s explanation of risk based performance management for providing the capability to achieve long term objectives with reliably calculated risks is definitely thought provoking Srini Pallia Global Head and Vice President of Business Technology Services Wipro Technologies Bangalore India Gary Cokins is clearly one of the world s thought leaders in the area of performance management and the need for integrated performance management improvement and execution is clearly at a premium in these challenging economic times This book is a must read for CEOs CFOs and management accountants around the globe seeking higher levels of sustainable business performance for their stakeholders Jeffrey C Thomson President and CEO Institute of Management Accountants      *Marketing the E-Business* Lisa Harris, Charles Dennis, 2007-12-20 E marketing is rapidly growing in significance and is having a direct impact upon traditional marketing strategy and operations It requires planning and innovation to make it work implying organisational commitment and effective management supported by appropriate technology process and structure Fully updated to reflect the latest developments in e marketing *Marketing the eBusiness* Second Edition unpicks the challenges of e marketing for many types of business It uses topical case studies and accompanying web material to provide an up to date study of effective marketing strategies This updated edition features coverage of such emerging topics as Mobile marketing Social networking and blogging E segmentation Customer relationship marketing online Providing a new approach to the subject matter this book analyses the benefits of e marketing as a tool for improving efficiency and effectiveness rather than promising business revolution Written in a student friendly style and fully enhanced with such pedagogical features as topic maps boxed examples and discussion questions the book is ideal for use by students      *The Marketing / Accounting Interface* Robin Roslender, Richard M.S. Wilson, 2013-09-13 When marketing managers and financial managers join forces within any business the result can often be poor communication on financial criteria and goals The risk of this situation occurring is

inevitably present when those with different professional backgrounds and roles are working in accordance with their own norms In his seminal 1956 paper on general systems theory the economist Kenneth Boulding referred to the phenomenon of specialised ears and generalised deafness which can be seen to exist when marketing managers are financially illiterate or when financial managers lack the necessary insights to design implement and operate accounting systems which are useful to marketing managers in carrying out their roles It is increasingly difficult to attach credence to the idea of marketing managers who lack financial skills or financial managers who fail to relate to the context in which marketing managers operate Understanding the marketing accounting interface is therefore important in generating emergent properties from the interaction of marketers and accountants whereby the whole is greater than the sum of the parts The chapters in this volume seek to address this challenge This book was originally published as a special issue of the Journal of Marketing Management

**Conversations with Marketing Masters** Laura Mazur, Louella Miles, 2009-08-11 Conversations with Marketing Masters offers new insights by gathering the collected wisdom of the most influential marketing thinkers of our age each of whom has given a structured interview Covering a wide range of issues and illustrating concepts with cases of success and failure these seminal dialogues offer a rare look at what made each master great and a glimpse of the marketing future The Marketing Masters featured are Philip Kotler David Aaker Jean Claude Larreche Regis McKenna Don Peppers John Quelch Al Ries Martha Rogers Don Schultz Patricia Seybold Jack Trout and Lester Wunderman The conversations are free flowing dialogues in which each personality is allowed to shine through

*Measuring Marketing* John A. Davis, 2012-11-19 Evaluating marketing performance and decision making more fairly Marketing has long been considered an art and not a science but that perception is beginning to change as increasingly sophisticated methods of quantifying marketing success are developed In *Measuring Marketing 103 Key Metrics Every Marketer Needs* Second Edition one of the world's leading experts in the field presents the key marketing ratios and metrics Applying these metrics will enable marketers to make better decisions and increase their accountability for their strategies and activities This fully revised and updated new edition discusses the key marketing metrics needed for successfully measuring the performance of an organization's marketing investments CEOs and CFOs regularly ask for one simple way to assess the efficacy of marketing campaigns but the fact is that there isn't one single measure of performance *Measuring Marketing* helps marketers figure out what they can and should be measuring and when Marketers are increasingly being held accountable for the corporate bottom line and this book helps both marketers as well as the business leaders who employ them to measure performance fairly and accurately Measuring marketing success is difficult but this book shows what and when to assess Designed to increase accountability and improve everyday decisions the book includes ratios illustrated with actual marketing cases from leading companies The first book to address growing demands that marketers be accountable for their strategies and decisions *Measuring Marketing* explains how to assess marketing success in more meaningful ways

Sports Marketing

John A. Davis, Jessica Zutz Hilbert, 2013-09-30 This textbook provides a truly international approach to the emerging field of sports marketing and provides the reader with the best practices of over 200 companies and sports clubs around the world Sports Marketing explores the latest sports

**Giving Notice** Freada Kapor Klein, 2007-10-19 A groundbreaking book that offers approaches for changing the hidden biases in the workplace This is an eye opening examination of the causes and dynamics of bias in the workplace offering a psychological political and societal analysis of the actual cost of bias to the bottom line The authors make the hurdles that women and minorities face in the workplace as personal to the reader as they are to those who face them Giving Notice is filled with sensible approaches for solving the current imbalance and challenges us to rethink unconscious ideas about stereotypes and commonly accepted business practices Freada Kapor Klein San Francisco CA is an internationally noted consultant and diversity expert She has been quoted in the New York Times Chicago Tribune Los Angeles Times Washington Post and on the Today show Nightline and NBC Nightly News Kimberly Allers Bayshore NY was a writer at Fortune magazine and is a frequent guest speaker at professional development and women oriented seminars Martha Mendoza Santa Cruz CA is a national writer for the Associated Press She won a Pulitzer Prize for investigative reporting

The Hidden Power of Your Customers Becky Carroll, 2011-06-28 Winning strategies to keep your existing customers coming back A business's current customer base needs to be considered among the company's most valuable assets Discover the practical tools to preserve and grow this asset and boost your business by tapping into The Hidden Power of Your Customers Existing customers are the key to ongoing business growth They are the people who already know you and buy from you Yet too many businesses allow their existing customers their least expensive most easily acquired sales to slip away Don't let this happen to you Learn how to strengthen your business using social entrepreneur Becky Carroll's four keys to unleash The Hidden Power of Your Customers This easy to read and practical guide features useful steps inspirational stories and real world examples so you can create a customer strategy that keeps customers coming back and telling their friends and colleagues Reveals four keys to success relevant marketing orchestrated customer experience customer focused culture and killer customer service Details a fundamental shift that needs to take place in how businesses treat their existing customers The author writes the blog Customers Rock and is the Social Media Correspondent for NBC 7 San Diego

Summary: Return on Customer Businessnews Publishing, 2016-09-16 The must read summary of Don Peppers and Martha Rogers book Return on Customer Creating Maximum Value from Your Scarcest Resource This complete summary of the ideas from Don Peppers and Martha Rogers book Return on Customer presents their concept of the same name which is a new business metric designed to measure the amount of value that a business creates by acquiring retaining and then growing its customer base In their book the authors explain what causes your ROC Return on Customer to be negative and how you can make changes to ensure that it is positive and value is being created This summary provides readers with seven reasons why they should use Return on Customer as a management metric and the benefits this could



bring for your business Added value of this summary Save time Understand key concepts Expand your business knowledge To learn more read Return on Customer and discover the new way to measure your business success and add value

*Managing Customer Experience and Relationships* Don Peppers, Martha Rogers, 2022-04-19 Every business on the planet is trying to maximize the value created by its customers Learn how to do it step by step in this newly revised Fourth Edition of *Managing Customer Experience and Relationships A Strategic Framework* Written by Don Peppers and Martha Rogers Ph D recognized for decades as two of the world's leading experts on customer experience issues the book combines theory case studies and strategic analyses to guide a company on its own quest to position its customers at the very center of its business model and to treat different customers differently This latest edition adds new material including How to manage the mass customization principles that drive digital interactions How to understand and manage data driven marketing analytics issues without having to do the math How to implement and monitor customer success management the new discipline that has arisen alongside software as a service businesses How to deal with the increasing threat to privacy autonomy and competition posed by the big tech companies like Facebook Amazon and Google Teaching slide decks to accompany the book author written test banks for all chapters a complete glossary for the field and full indexing Ideal not just for students but for managers executives and other business leaders *Managing Customer Experience and Relationships* should prove an indispensable resource for marketing sales or customer service professionals in both the B2C and B2B world **Covert**

**Persuasion** Kevin Hogan, James Speakman, 2010-06-10 Discover effective techniques to convince people of virtually anything with the help of psychology linguistics sales tactics when you master these techniques you can use every day to dramatically increase your commissions And if you don't work in sales you can still use these tactics to convince colleagues subordinates and supervisors to help you meet your goals and get things done daily Even outside the office persuasion is a vital skill everyone should have This reliable resource will help you with all your persuasion efforts in every situation Dip into it for fresh ideas and new techniques or use it to sharpen the skills you already have For salespeople *Covert Persuasion* will help you increase your sales almost immediately No matter what you do for a living this book will help you do it better Not convinced yet Look inside and you will be Hogan is the master of persuasion I urge you to persuade yourself to buy this book and everything he's ever written and recorded It will help you understand yourself understand others and succeed This information is bankable Jeffrey Gitomer author of *The Sales Bible Little Red Book of Selling* and *Little Red Book of Sales Answers* *Human-Computer Interaction -- INTERACT 2011* Pedro Campos, Nicholas Graham, Joaquim Jorge, Nuno

Nunes, Philippe Palanque, Marco Winckler, 2011-08-30 The four volume set LNCS 6946 6949 constitutes the refereed proceedings of the 13th IFIP TC13 International Conference on Human Computer Interaction INTERACT 2011 held in Lisbon Portugal in September 2011 The fourth volume includes 27 regular papers organized in topical sections on usable privacy and security user experience user modelling visualization and Web interaction 5 demo papers 17 doctoral consortium papers

4 industrial papers 54 interactive posters 5 organization overviews 2 panels 3 contributions on special interest groups 11 tutorials and 16 workshop papers      **The Customer Experience Manual** Alan Pennington, 2016-09-12 The Customer Experience Book helps you understand where you are now what to do and how to improve for your business From Customer Journey Mapping to using Big Data this is the ultimate Customer Experience manual for businesses whatever the size of your company

## **Return On Customer Creating Maximum Value From Your Scarcest Resource** Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the energy of words has are more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such is the essence of the book **Return On Customer Creating Maximum Value From Your Scarcest Resource**, a literary masterpiece that delves deep into the significance of words and their affect our lives. Compiled by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we shall explore the book is key themes, examine its writing style, and analyze its overall affect readers.

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### **Return On Customer Creating Maximum Value From Your Scarcest Resource Introduction**

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