



Is There Any Loyalty in E-commerce?

Tijn van der Heijden
Head of Membership, bol

ELA The BIG Handshake

bol.



Market leading Ecommerce player in the Netherlands & Belgium



Wide Range of Assortment



Good and trustworthy prices



Fast and Flexible Delivery



Convenient platform and fast checkout



Great customer support



Easy-to-use mobile app



tijn.

My Role

Head of **Select.**
(paid membership)
at bol

My bol mission: Make bol the default choice for customers

The reality of online shopping



Compare



Click



Switch

Often within seconds

Loyalty has to survive thousand of micro-decisions

Redefining Loyalty

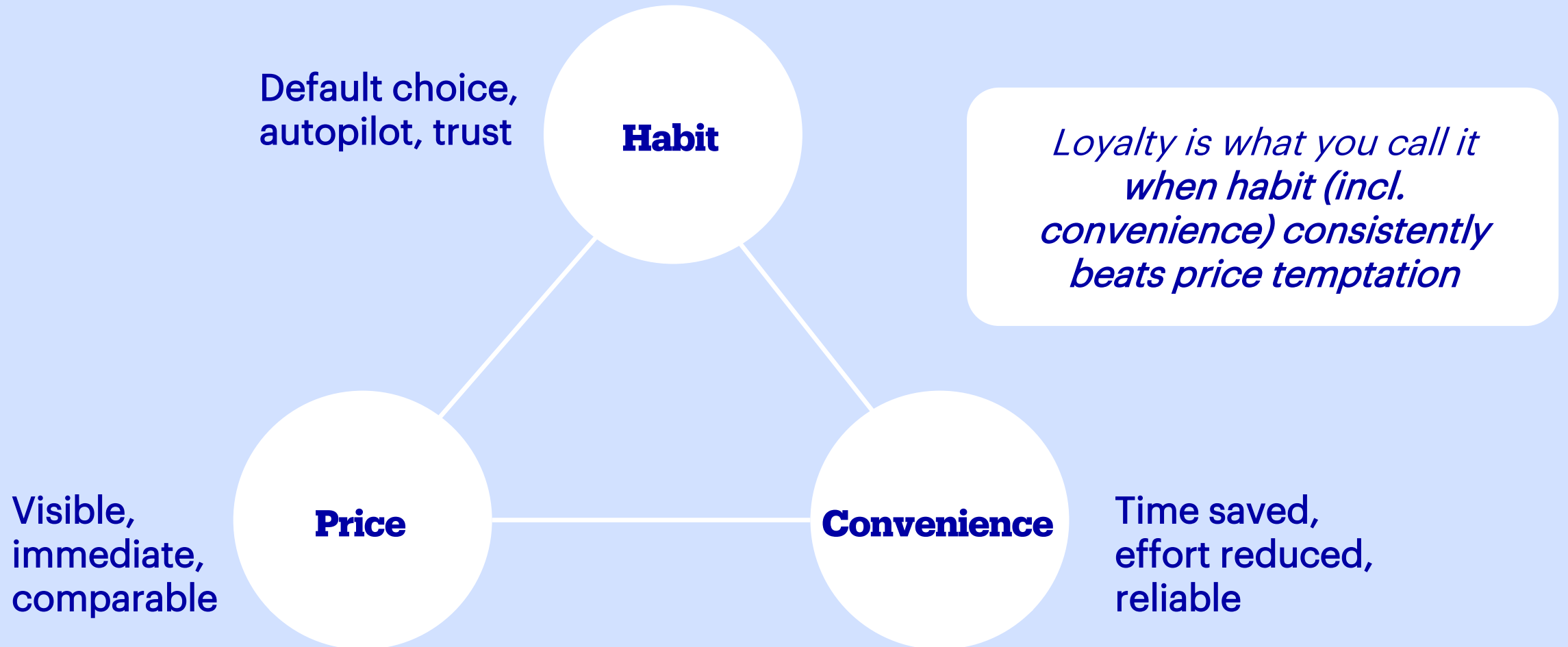
What we call it

- ❌ Commitment
- ❌ Preference
- ❌ Emotional bond

What it is

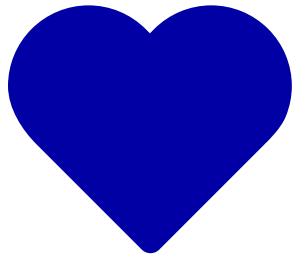
- ✅ Default choice
- ✅ Repeated behaviour
- ✅ Low-friction decision

What really drives choice?



Three forces that often determine repeat choice in high-choice e-commerce

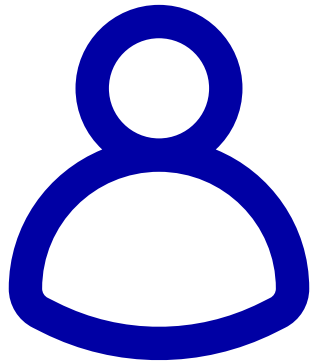
So, what do we try to build



Default choice

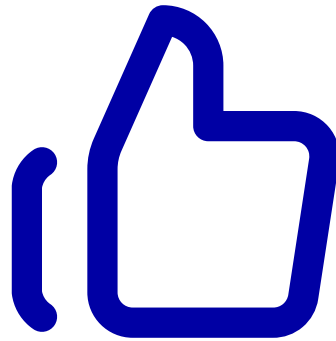
A system where returning
feels easier than leaving

Select. = Default Choice Engine



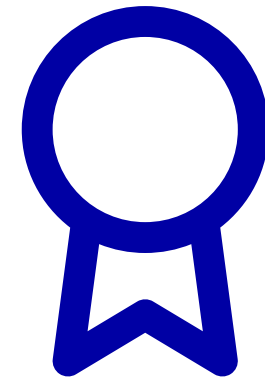
Create Commitment

Ask for
commitment to
create ownership



Remove friction

Make the
experience
effortless



Build habit

Reinforce
behaviours that
drive return

How **Select.** works

€14,99 per year

Steer habit



Automatically earn points on orders



Nudges for desired customer behaviour (reviews, app, delivery, new categories)

Reinforce value



Always min. 10% discount on popular items



Select exclusive campaigns with lowest prices in the market

Remove friction



No delivery fees (not for cheap items, not for fast and flexible deliveries)



Pick-up returns from home



Select.

~xx%
more spend

First 12 membership months

>xx%
retention

Share of yearly membership renewals

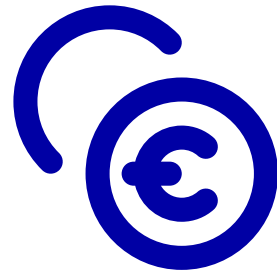
However, loyalty is fragile



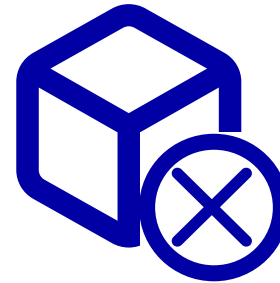
**Missed
delivery**



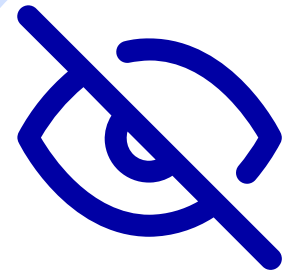
**Extra
Friction**



**Better price
elsewhere**



**Out of
stock**



**Disappointing
experience**

Preference can disappear in a single moment

What didn't work: the reset moment

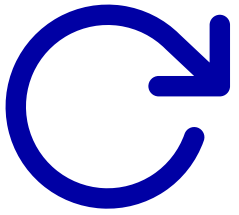
“
We designed for
motivation.
Customers
experienced
loss.”

”



**Progress
back to zero**

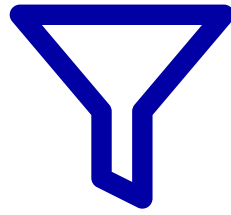
What this means for loyalty leaders



**Measure
repeated
choice**



**Win the
moment of
choice**



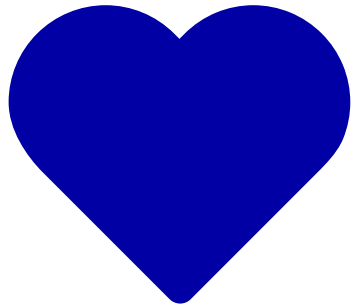
**Turn
convenience
into loyalty**



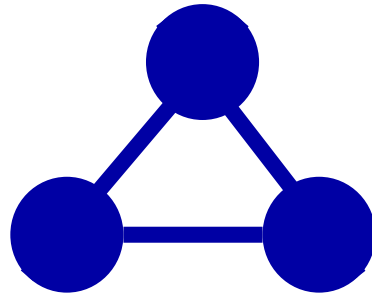
**Build habits,
not discount
dependency**



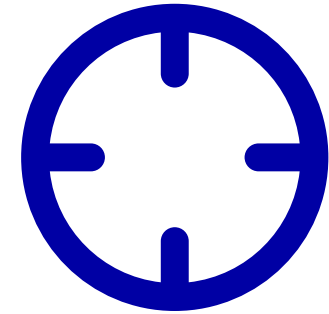
**Design for
failure**



Loyalty isn't a
badge
It's a default



Price,
Convenience
and **Habit**
work together



Make the best
choice the
easiest choice