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# Building a Composable CDP at Schoenen Torfs

**DDMA**

Jasper Verhulst

# INTRODUCTION

*Get to know us*



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# Schoenen Torfs

- Omnichannel shoeretailer
  - 75 stores (2 Walloon)
  - Belgium-based & profitable webshop
  - 2023 & 2024: turnover 200 M +
- 100% family owned (4<sup>th</sup> gen – 75y in '23)
  - Care for employees, customers, environment
  - Doing well & doing good



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# Jasper Verhulst

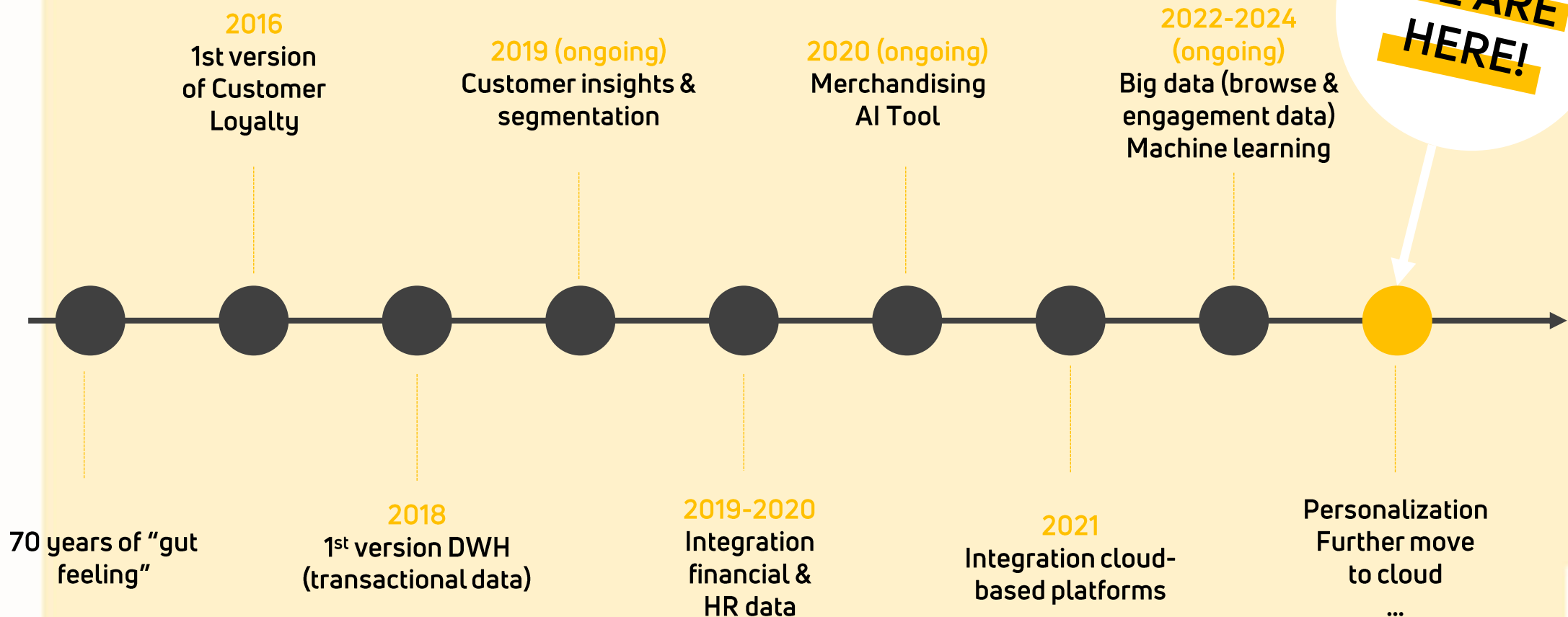
- At Torfs since Jan 2015
  - Technical & functional Analyst / DBA
  - From 2018 BI team lead / DBA
  - From 2025 DPO
- Almost 25 years of experience in Database management and reporting

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# Data @Schoenen Torfs

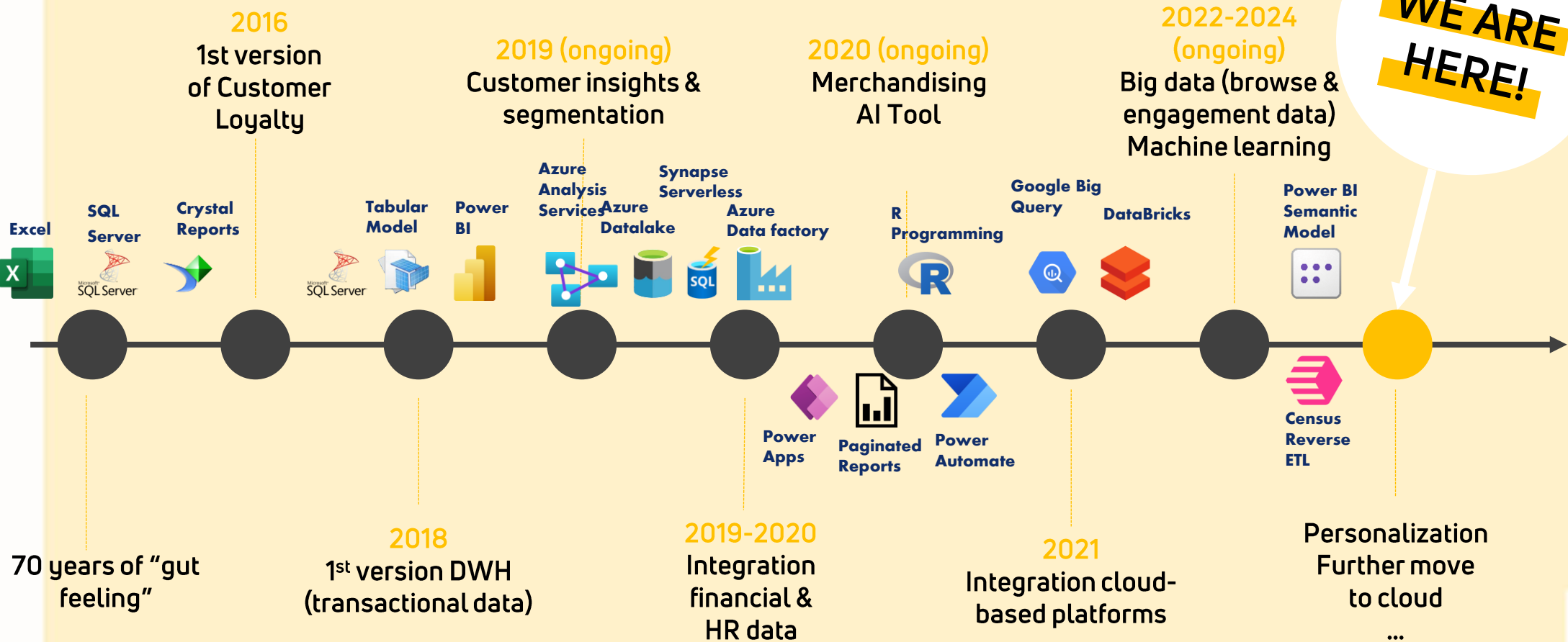


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# Data @Schoenen Torfs

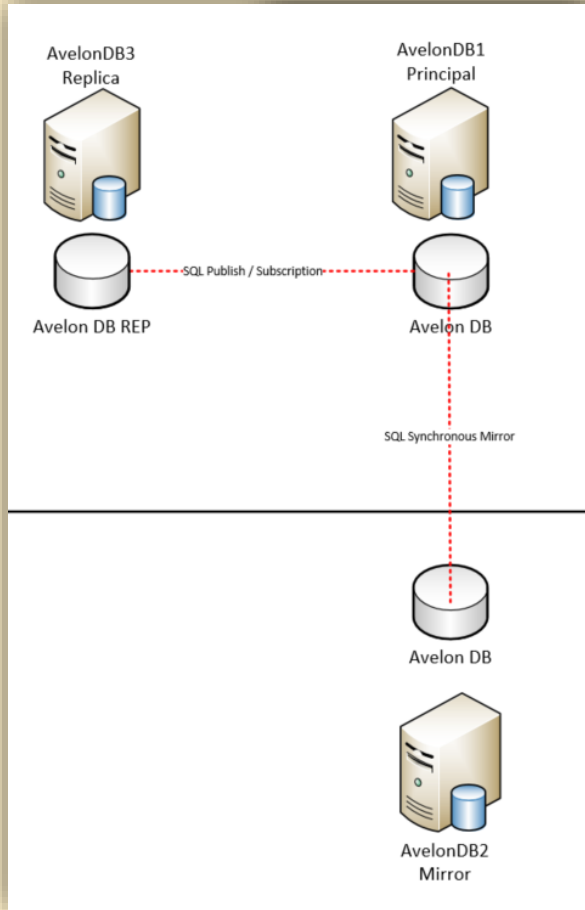


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# Data Roadmap

- 70 Years of 'Gut Feeling'



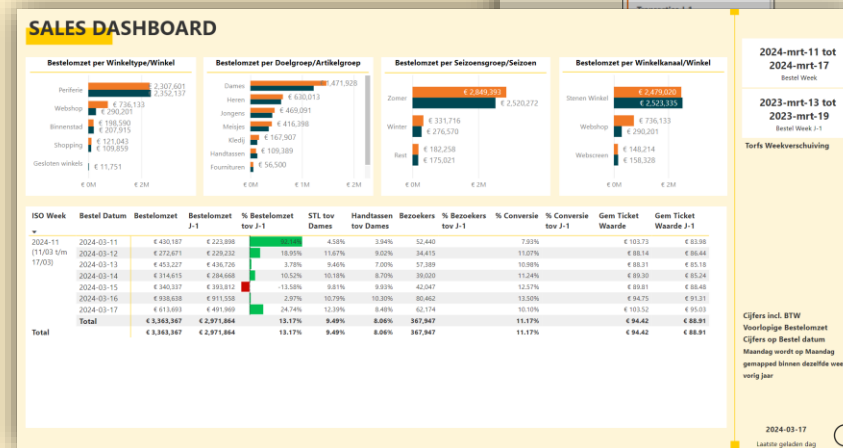
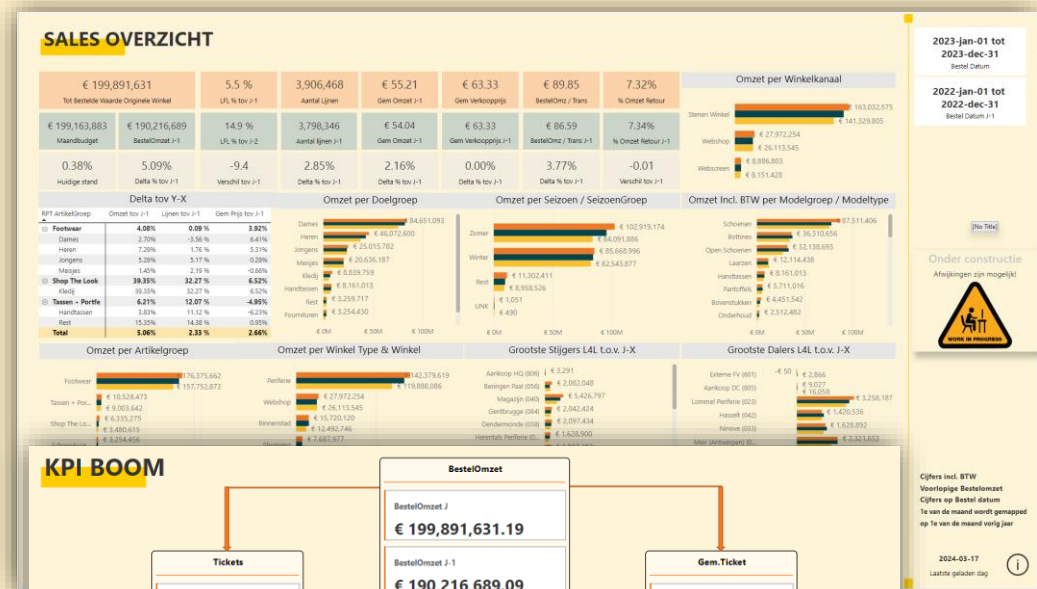
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# Data Roadmap

- 70 Years of 'Gut Feeling'
- End of '18 first version DWH (onPrem)
- Since then
  - Ad hoc insights in transact. data



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# Data Roadmap

- 70 Years of 'Gut Feeling'
- End of '18 first version DWH
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  - Ad hoc customer insights and customer segmentation
  - Ad hoc insights in transact. data
  - Integration financial & HR data

## Rentabiliteit per Winkel

Level	Turnhout (001)				Mol (002)				Sint-Denijs-Westrem (004)				Aartselaar (005)				
	Bedrag (1)	% Omzet	Vorig Jaar (3)	% Omzet	(1) - (3) %	Bedrag (1)	% Omzet	Vorig Jaar (3)	% Omzet	(1) - (3) %	Bedrag (1)	% Omzet	Vorig Jaar (3)	% Omzet	(1) - (3) %	Bedrag (1)	% O
Netto Omzet + Retouren	€ 930.246		€ 971.322		-3,4 %	€ 1.408.120		€ 1.333.661		5,6 %	€ 1.356.913		€ 1.294.343		4,8 %	€ 1.724.357	
Verrekeningen Retouren	-€ 42.126	4,5 %	-€ 47.462	4,9 %	-11,2 %	-€ 55.830	4,0 %	-€ 55.684	4,2 %	0,3 %	-€ 43.000	3,2 %	-€ 42.865	3,3 %	0,3 %	-€ 66.877	
Netto Omzet + Kortingen	€ 995.784		€ 1.023.886		-2,7 %	€ 1.498.889		€ 1.411.413		9,4 %	€ 1.445.343		€ 1.370.222		5,5 %	€ 1.821.894	
Verrekeningen Kortingen	-€ 99.665	10,0 %	-€ 100.026	9,8 %	-0,4 %	-€ 138.599	9,3 %	-€ 133.237	9,4 %	4,0 %	-€ 131.430	9,1 %	-€ 118.745	8,7 %	10,7 %	-€ 164.414	
Korting Webscherm	-€ 9.191	9,9 %	-€ 11.860	9,9 %	-22,5 %	-€ 10.745	10,8 %	-€ 8.877	10,4 %	21,0 %	-€ 6.579	11,5 %	-€ 5.567	9,8 %	18,2 %	-€ 9.009	
Korting Winkel	-€ 90.474	10,0 %	-€ 88.166	9,8 %	2,6 %	-€ 127.855	9,2 %	-€ 124.360	9,4 %	2,8 %	-€ 124.851	9,0 %	-€ 113.178	8,6 %	10,3 %	-€ 155.404	
Netto Omzet Avelon	€ 896.119	100,0 %	€ 923.859	100,0 %	-3,0 %	€ 1.352.290	100,0 %	€ 1.278.176	100,0 %	5,8 %	€ 1.313.913	100,0 %	€ 1.251.477	100,0 %	5,0 %	€ 1.657.480	
Winkel Omzet	€ 812.567	90,7 %	€ 815.618	88,3 %	-0,4 %	€ 1.263.449	93,4 %	€ 1.201.630	94,0 %	5,1 %	€ 1.263.395	96,2 %	€ 1.200.360	95,9 %	5,3 %	€ 1.580.298	
Webscherm Omzet	€ 83.552	9,3 %	€ 108.241	11,7 %	-22,8 %	€ 88.841	6,6 %	€ 76.546	6,0 %	16,1 %	€ 50.518	3,8 %	€ 51.117	4,1 %	-1,2 %	€ 77.182	
COGS Avelon	-€ 408.089	-45,5 %	-€ 417.052	-45,1 %	-2,1 %	-€ 617.516	-45,7 %	-€ 579.337	-45,3 %	6,6 %	-€ 598.791	-45,6 %	-€ 560.076	-44,8 %	6,9 %	-€ 754.716	
Bruto Winst Avelon (n. Afgew.)	€ 488.030	54,5 %	€ 506.808	54,9 %	-3,7 %	€ 734.774	54,3 %	€ 698.840	54,7 %	5,1 %	€ 715.122	54,4 %	€ 691.401	55,2 %	3,4 %	€ 902.764	
Afwaardering COGS	€ 15.885	1,8 %	€ 21.866	2,4 %	-27,4 %	€ 27.575	2,0 %	€ 33.590	2,6 %	-17,9 %	€ 28.948	2,2 %	€ 31.806	2,5 %	-9,0 %	€ 36.302	
Afw. Niet-Verkoort + Stockmutaties	-€ 33.667	-3,8 %	-€ 32.901	-3,6 %	2,3 %	-€ 50.527	-3,7 %	-€ 45.181	-3,5 %	11,0 %	-€ 48.689	-3,7 %	-€ 43.843	-3,5 %	11,1 %	-€ 61.874	
Bruto Winst 2	€ 470.249	52,5 %	€ 495.773	53,7 %	-5,1 %	€ 711.822	52,6 %	€ 687.248	53,8 %	3,6 %	€ 695.381	52,9 %	€ 679.364	54,3 %	2,4 %	€ 877.182	
Directe Winkel Kosten	-€ 332.276	-37,1 %	-€ 326.536	-35,4 %	1,7 %	-€ 411.555	-30,4 %	-€ 380.554	-29,8 %	8,1 %	-€ 417.000	-31,7 %	-€ 399.980	-32,0 %	4,3 %	-€ 539.981	
Digital			€ 0	0,0 %	-100,0 %			€ 0	0,0 %	-100,0 %			€ 0	0,0 %	-100,0 %		
Facility													-0,9 %	-€ 7.973	-0,6 %	44,5 %	-€ 14.827
Facility A-NW													-0,9 %	-€ 7.973	-0,6 %	44,5 %	-€ 14.827
Facility Niet A-NW													-10,0 %	-€ 20.948	-1,7 %	-38,2 %	-€ 17.154
Nutvoorzieningen													-0,6 %	-€ 7.770	-0,6 %	8,4 %	-€ 8.809
Verkoopkosten													-0,5 %	-€ 129.349	-10,3 %	6,9 %	-€ 141.856
Huur													77,7 %	€ 219.055	-17,5 %	6,4 %	-€ 268.475
Loonkost													-0,2 %	-€ 129.349	-10,3 %	6,9 %	-€ 141.856
Correctiekeningen loon													-0,2 %	-€ 129.349	-10,3 %	6,9 %	-€ 141.856
HRM													0,0 %	-€ 7	0,0 %	-100,0 %	-€ 208
Loonkost externe medewerkers													-0,2 %	-€ 1.360	-0,1 %	67,0 %	-€ 27.720
Loonkost interne medewerkers													72,2 %	-€ 216.128	-17,3 %	4,7 %	-€ 237.172
Wagenpark													-0,1 %	-€ 1.494	-0,1 %	2,1 %	-€ 4
Andere kosten													-0,1 %	-€ 3.301	-0,3 %	-64,3 %	-€ 2.456
Andere Financiële Kosten													0,0 %	€ 7	0,0 %	288,1 %	€ 19
IT													-0,1 %	-€ 2.463	-0,2 %	-59,2 %	-€ 1.312
Winst voor belastingen																	

OMZET VERGELIJKING ALL-IN & LFL SUBTOTALEN PER CONCEPT

Van 11/03/2024 t.e.m. 17/03/2024 - Vergelijkingsperiode: 13/03/2023 - 19/03/2023

Winkel Type	Winkel Naam	ALL-IN			L4L			
		Omzet vorige periode	Omzet huidige periode	% t.o.v. vorige periode	% t.o.v. Maand budget	Omzet vorige periode	Omzet huidige periode	% t.o.v. vorige periode
Periferie		2.383.944	2.268.013	-5,3 %	-79,5 %	2.329.884	2.188.528	-6,2 %
Binnenstad		212.156	192.954	-9,1 %	-81,7 %	212.156	192.954	-9,1 %
Shopping		112.301	118.090	5,7 %	-78,7 %	112.301	118.090	5,7 %
Gesloten winkels		11.789		-100,0 %	-100,0 %			

## OMZET VERGELIJKING ALL-IN & LFL SUBTOTALEN PER CONCEPT

Van 11/03/2024 t.e.m. 17/03/2024 - Vergelijkingsperiode: 13/03/2023 - 19/03/2023

Winkel Type	Winkel Naam	ALL-IN				L4L		
		Omzet vorige periode	Omzet huidige periode	% t.o.v. vorige periode	% t.o.v. Maand budget	Omzet vorige periode	Omzet huidige periode	% t.o.v. vorige periode
Periferie		2.383.944	2.258.013	-5,3 %	-79,8 %	2.329.884	2.188.528	-6,2 %
Binnenstad		212.158	192.954	-9,1 %	-81,7 %	212.158	192.954	-9,1 %
Shopping		112.301	118.898	5,7 %	-78,7 %	112.301	118.898	5,7 %
Gesloten winkels		11.789		-100,0 %	-100,0 %			
ALL-IN WINKELS SOM		2.720.190	2.569.663	-5,5 %	20,4 %	2.654.341	2.498.176	-5,9 %
Webshop	Webshop (835)	327.836	528.258	61,1 %	-70,7 %	327.836	528.258	61,1 %
	Webshop BE/FR (839)	25.882	39.382	52,3 %	-70,8 %	25.882	39.382	52,3 %
ALL-IN WEBSHOP SOM		353.698	567.640	60,5 %	29,3 %	353.698	567.640	60,5 %
Magazijn (040)		-49	-187	281,6 %	-100,0 %	-49	-187	281,6 %
ALL-IN FABRIEKVERKOOP SOM		-49	-187	281,6 %	-7,2 %	-49	-187	281,6 %
B2B		1.292	811	-52,7 %	-80,9 %	1.292	811	-52,7 %
DC		958	239	-75,1 %	-100,0 %	958	239	-75,1 %
ALL-IN REST SOM		2.250	850	-62,2 %	26,6 %	2.250	850	-62,2 %
TOTAAL		3.076.089	3.137.966	2,0 %	21,6 %	3.010.240	3.066.479	1,9 %

BRUTOWINST 1 (Excl BTW)	1.394.624	1.444.702	3,6 %	1.366.145	1.411.112	3,3 %
BW1 % Omzet Excl	54,9 %	55,7 %		54,9 %	55,7 %	
BTW:						

VOORRAAD (Excl BTW)	48.736.102	49.815.841	2,2 %
... waarvan Huidig & Toekomstig:	27.789.777	27.620.924	-0,6 %

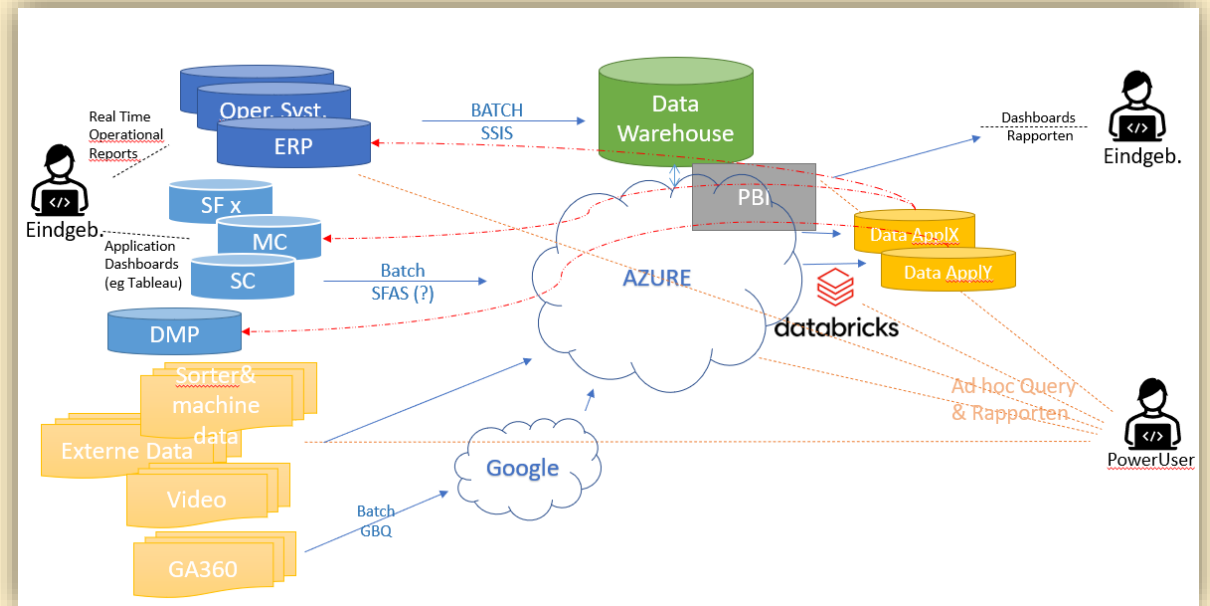
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# Data Roadmap

- 70 Years of 'Gut Feeling'
- End of '18 first version DWH
- Since then
  - Ad hoc customer insights and customer segmentation
  - Ad hoc insights in transact. data
  - Integration financial & HR data
  - High Performance, scalable architecture (Synapse)

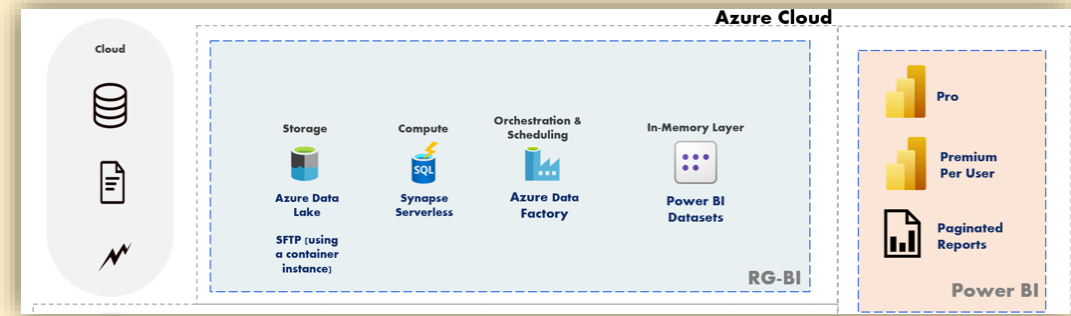


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  - High Performance, scalable architecture
  - Integration Cloud based platforms
  - Discovery of Torfs' 'Big Data'
    - Browse- and engagement data
    - 1<sup>st</sup> projects based on machine learning
  - Powerbi Semantic Model



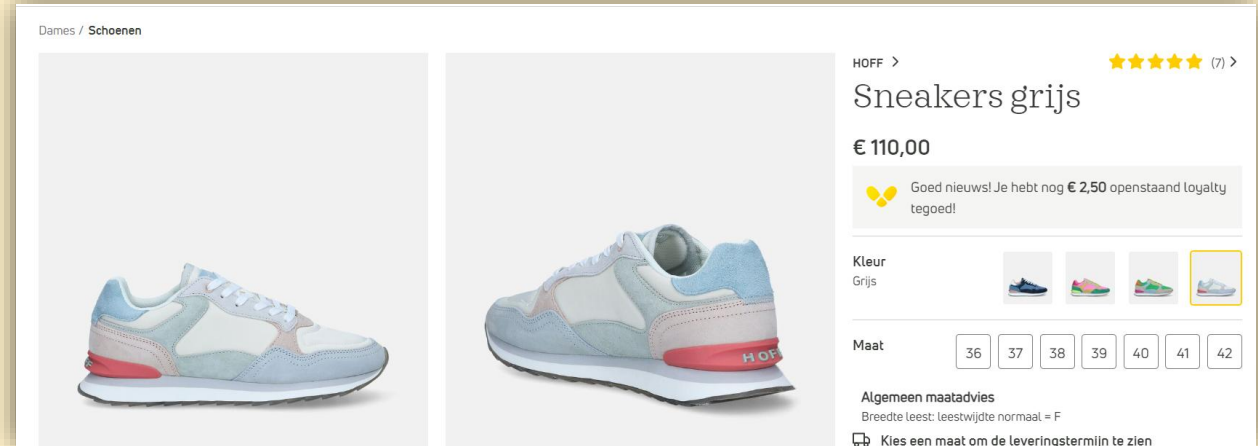
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  - Discovery of Torfs' 'Big Data'
    - Browse- and engagement data
    - 1<sup>st</sup> projects based on machine learning
  - Move to Powerbi Semantic Model
  - Personalisation



We missen je bij Torfs! Profiteer nu van €5 korting  
(automatisch verrekend).

€ 5 korting

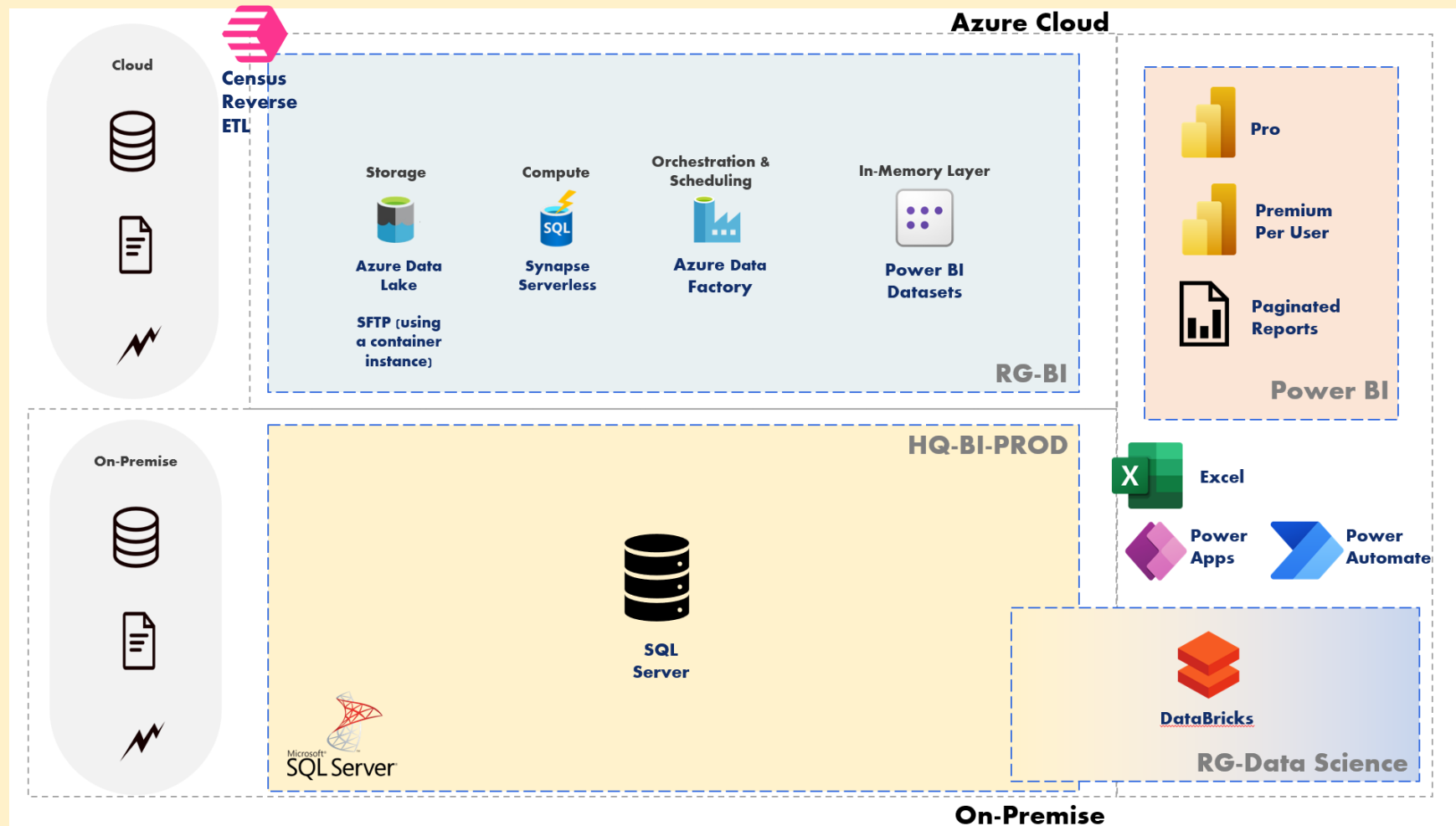
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# Set-up: lakehouse & cube



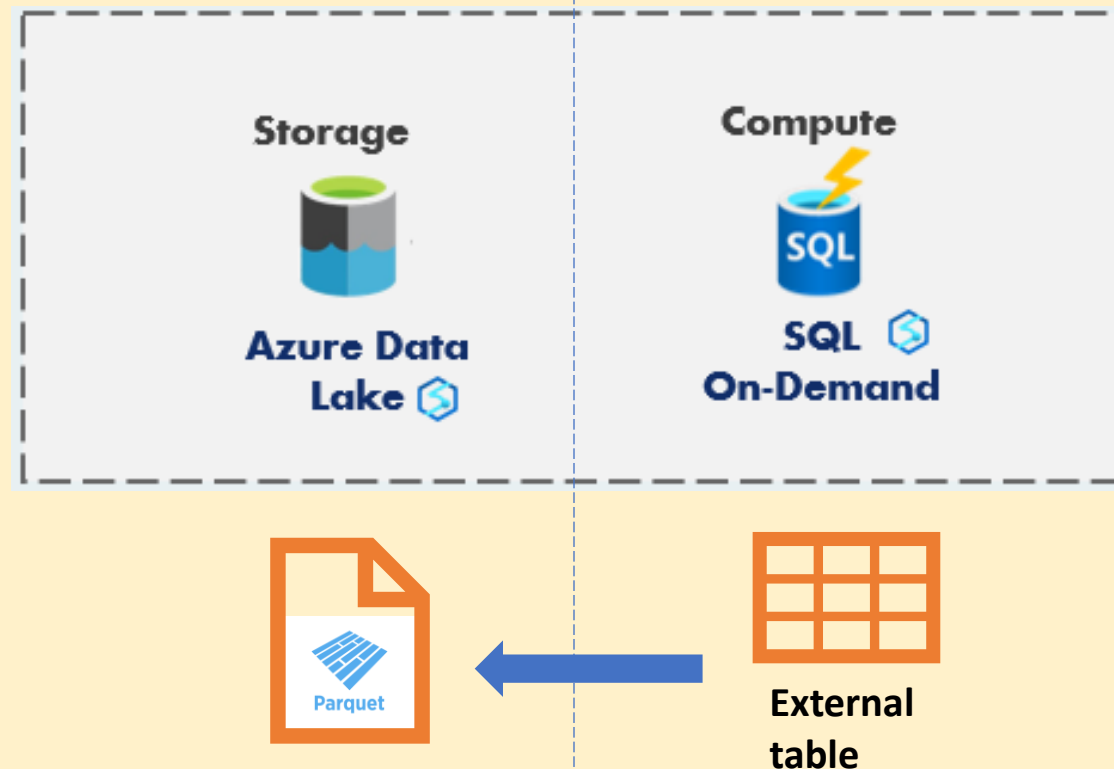
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# SQL Serverless

How Storage is linked to the Compute Database



# Decision to Build a Custom CDP

*Choosing a composable, cloud-native approach*

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# Commercial CDP and their limitations

- High Pricing Challenges
  - Commercial CDP solutions often charge separately for data storage, syncing, and usage, leading to expensive total costs.
- Fragmented Architecture
  - Multiple product databases cause constant syncing and duplication, resulting in a messy and fragile system architecture.
- Lack of Unified Customer Model
  - No single customer model exists; stitching data together increases complexity and reduces clarity in customer insights.



# Composable, cloud-native approach

- Composable CDP Strategy
  - The chosen CDP approach is composable, avoiding black box commercial solutions.
- Cloud-Native Tools
  - Cloud-native tools like Census, ensuring seamless integration and flexibility.
- Azure Data Lake Foundation
  - Our existing strong Azure data lake serves as the foundational platform supporting the composable CDP development.



# Integration of CRM, transactions, and campaign data

- Data Integration creates a comprehensive customer view.
  - Combining CRM
  - Transactions
  - Campaign data
  - Browse data
- Benefits of Integration
  - Integrated data improves customer insights, and operational efficiency.
  - We calculate up to 150 metrics per customer each day



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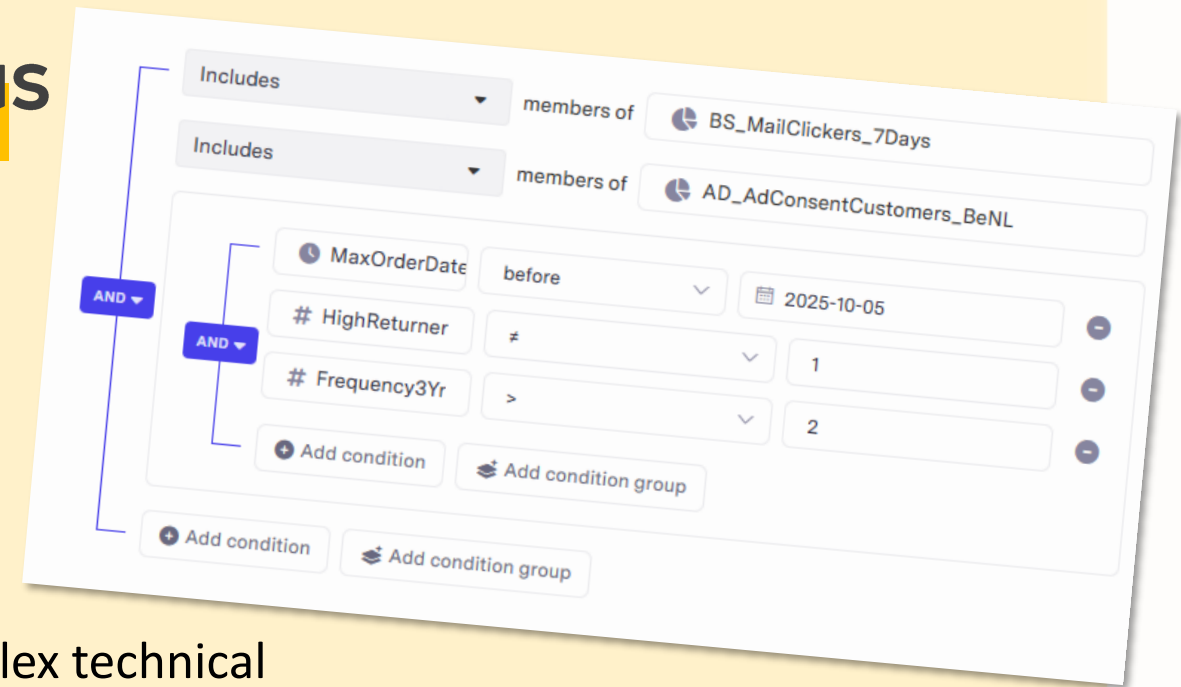
# Tracking website behaviour and segment creation

- Website Behaviour Tracking
  - Website behaviour is tracked using a generic digital data layer ensuring consistent data collection.
- Data Storage and Processing
  - Collected data is stored in BigQuery and transferred nightly to a data lake for further analysis.
- Customer Segment Creation
  - Customer segments such as high-value buyers and other customer metrics are daily calculated in the lake.



# Segment activation with Census

- Segment Activation Importance
  - Building data segments is only the first step; activating them drives business impact.
- Introduction to Census
  - Census enables activation of segments by syncing data across systems without complex technical setups.
- User-Friendly Benefits
  - Census simplifies activation with an easy-to-use platform, making powerful data activation accessible to all teams.

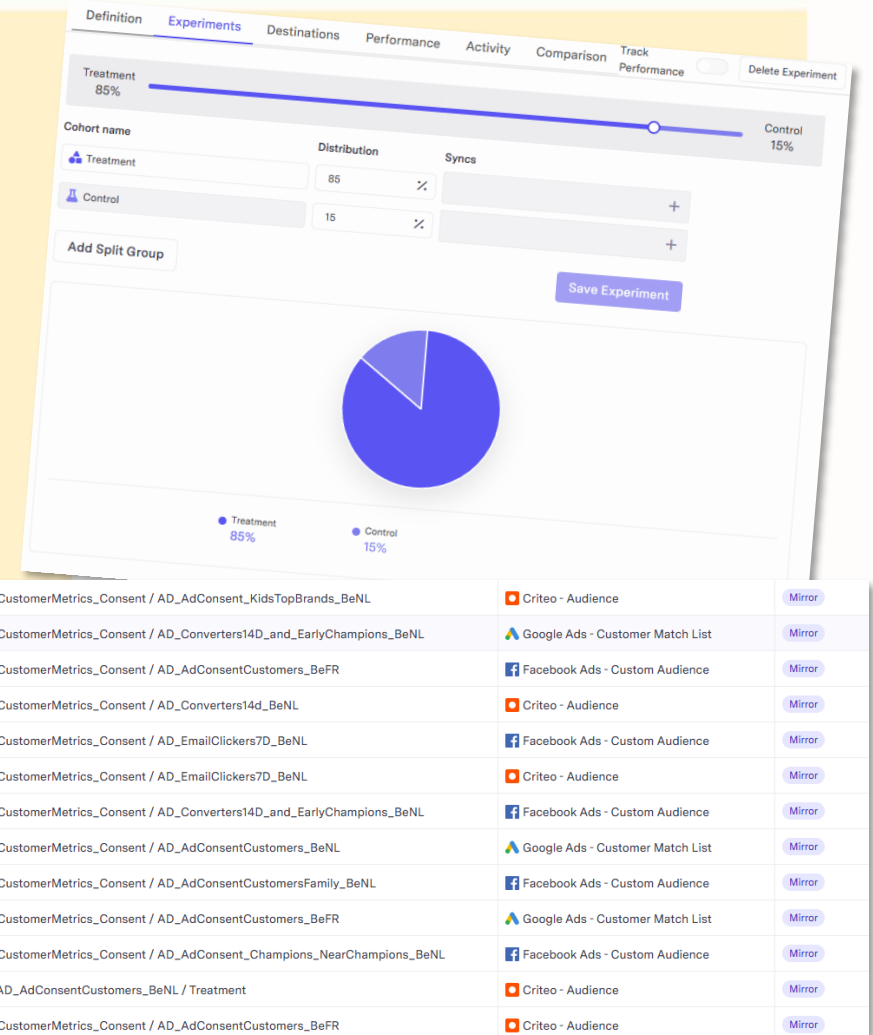


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# Data mirroring and activation across marketing platforms

- Centralized Data Mirroring
  - Data is pulled directly from our data lake and mirrored into marketing platforms, maintaining a single customer model.
- Platform Integration
  - Mirroring integrates with popular platforms like Salesforce, Marketing Cloud, Google, Meta, and Criteo for seamless activation.
- Simplified A/B Testing
  - A/B tests run from the data lake are mirrored without duplication, simplifying experiment management across tools.



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# Challenges

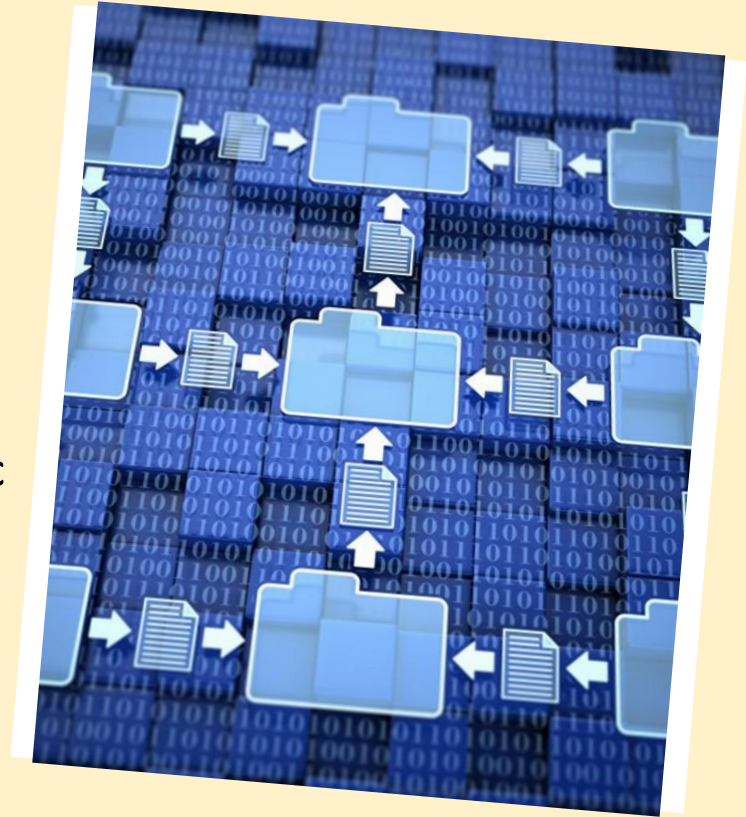
*Faced During Implementation*

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# Technical challenges

- Connector Limitations
  - Some connectors do not support data mirroring, limiting sync options to only upserts or overwrites.
- Sync Budget Management
  - Inefficient syncing can quickly waste sync budgets, requiring careful management of sync frequency and data fields.
- Optimising Data Syncs
  - Prioritize syncing only necessary fields to avoid flooding systems with unnecessary updates and slowdowns.





# Building data literacy within the organisation



## Challenges with Data Understanding

Initially, people struggled to ask the right questions despite trusting the data and using clean segments.



## Coaching and Explanation

Slowing down to coach and explain helped improve data literacy and understanding within the team.



## Cultural Shift in Approach

Marketing shifted from technical requests to strategic questioning about customer targeting, reflecting cultural progress.

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# Current State

and Benefits of the Custom CDP

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# Personalisation, independence, and ownership



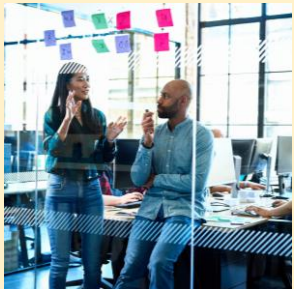
## Cross-Channel Personalisation

Personalisation is achieved across multiple channels using one trusted, unified customer model.



## Vendor Independence

No reliance on any vendor's roadmap or pricing.



## Team Ownership and Collaboration

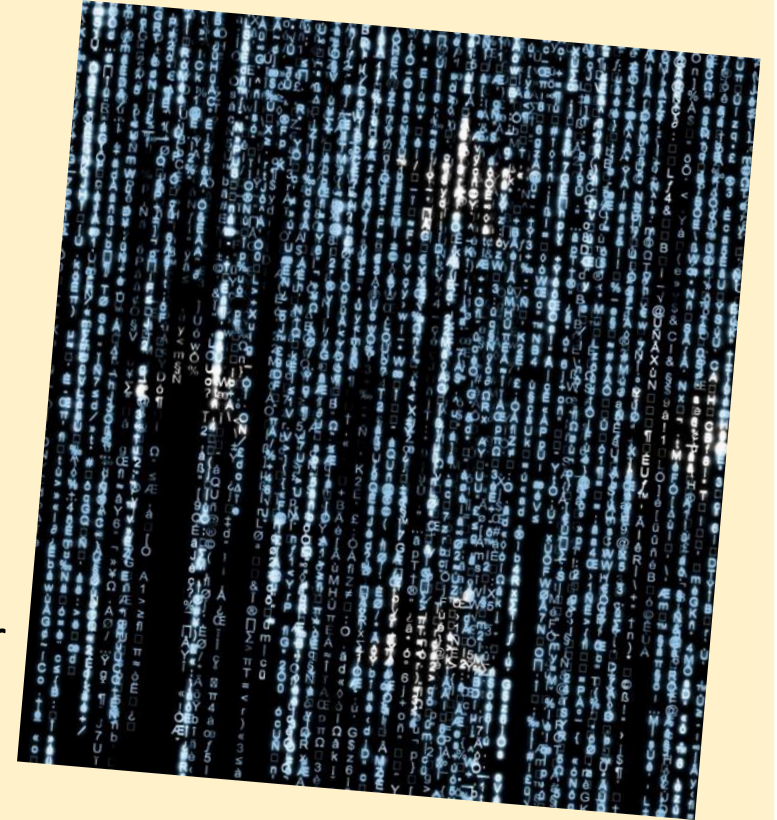
The data team fully owns the system, with marketing actively shaping its operation and outcomes.

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# Reasons for building the CDP

- Purpose of Building CDP
  - The CDP was created to gain freedom and control.
- Freedom and Clarity
  - Freedom and clarity empowers our business to use customer data on our own terms.



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# Takeaways

and Closing Thoughts

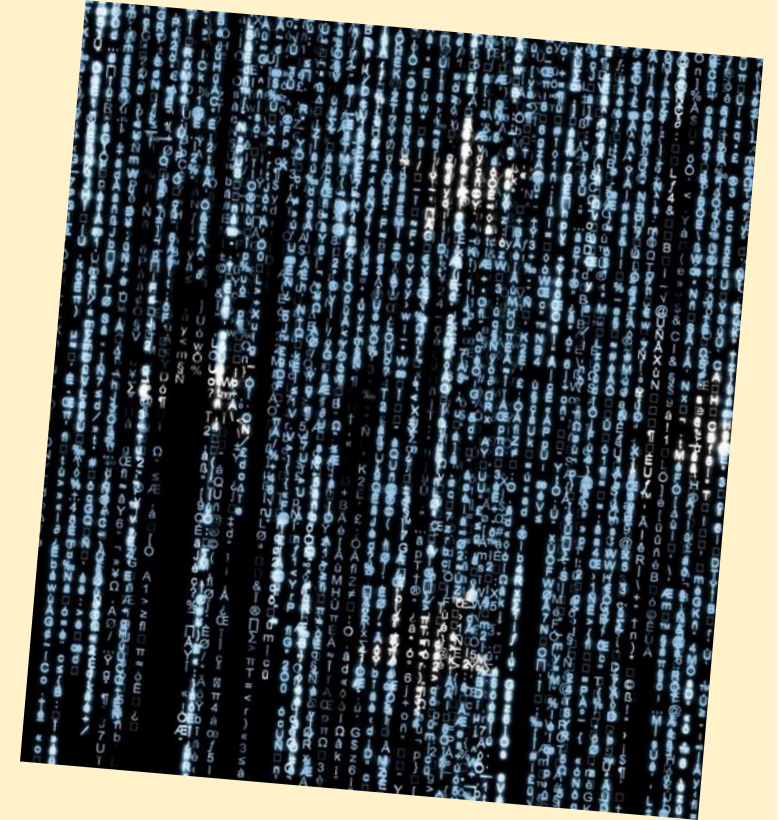
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# Key Takeaways

- Essence of Personalisation
  - Great personalization requires a strategic approach with suitable tools.
- Right People and Questions
  - Success in personalization depends on the right people and asking critical, insightful questions.
- Control Without Complexity
  - Tools offering control without complexity are key.
- Enhanced Customer Connection
  - Personalisation has changed how we work and most importantly, how we connect meaningfully with customers.



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TORFS,  
ELKE DAG EEN KANS OM  
**STERK IN JE SCHOENEN**  
TE STAAN.

**OOK DE KOMENDE 75 JAAR.**