

Leroy Merlin France

Content Maturity Assessment · April 2026 · Confidential

Overall Maturity Score

3.08

Overall — Master

59 questions across 7 pillars

Pillar Summary

Pillar	Qs	Avg Score	Level	Min	Max
OMNICHANNEL	9	3.78	Expert	3	4
CLIENT CENTRICITY	7	3.00	Master	2	4
MEASUREMENT	7	3.29	Master	3	4
TECH CAPABILITIES	10	3.00	Master	2	4
AUTOMATION & INDUSTRIALIZATION	9	2.89	Master	2	4
INNOVATION	7	3.00	Master	2	4
ORGANISATION	10	2.70	Master	2	4

OMNICHANNEL

3.78 — Expert

Q#	Topic	Score	Level
1	Consistency of the on/offline brand promise	3	Master
2	Visual/tone consistency across all media	4	Expert
3	Level of adaptation of messages/assets to activated channels/formats	4	Expert
4	Level of compliance of assets with platform guidelines	4	Expert
5	Asset design principle (responsive, vertical, etc.)	4	Expert
6	Synchronization of assets between channels (continuous narration)	4	Expert
7	Cross-channel content consistency	3	Master
8	Multi-format production capabilities	4	Expert
9	Maturity of paid vs organic	4	Expert

Q1 3 Master

Consistency of the on/offline brand promise

Score: 3 (Master) Leroy Merlin France demonstrates strong consistency of brand identity across channels through a comprehensive Charte Graphique 2025, structured content pillars (Consideration, Notoriété, Conversion, Client/Local, Cibles spécifiques, Édito Social, Édito Journey), and consistent logo/signature usage. The brand promise is identifiable through visual identity (logo, bloc marque, typography Leroy Merlin Sans) and thematic alignment (home improvement, rénovation énergétique, social responsibility). However, an explicit, articulated brand promise statement (equivalent to LM Italy's "La casa ideale") was not found in the documents reviewed. The brand promise appears implicit in campaign themes and visual identity rather than explicitly stated across all content types. ---

Q2 4 Expert

Visual/tone consistency across all media

Score: 4 (Expert) Leroy Merlin France demonstrates exceptional visual and tone consistency through a comprehensive Charte Graphique 2025 (57 pages), official Leroy Merlin Sans typography with full style documentation, structured logo management (Logo only, Logo with Baseline), and a content pillar architecture that ensures campaign coherence. The organisation uses a channel matrix (Evol besoins canaux) and production modes (Evol Mode de production) that support consistent deployment. Typography guidelines are complete (LeroyMerlin-Sans-v2.4.pdf) with styles, usage digital/imprimé, and typos additionnelles. Logo rules (zone de protection, taille minimale, interdicts) are clearly documented. ---

Q3 4 Expert

Level of adaptation of messages/assets to activated channels/formats

Score: 4 (Expert) Leroy Merlin France demonstrates exceptional adaptation of messages and assets to channels and formats. The Evol besoins canaux matrix defines 10+ channels (Leroymerlin.fr, App, Magasin, Réseaux sociaux, Boîte aux lettres, Digital Media, LLM, Emails, Notifications, Media tradi) with specific leviers, emplacements, and format requirements. Social creatives are structured by platform (Meta, Pinterest, TikTok) with dedicated wordings. Display campaigns include Display and Demand Gen adaptations. Programmatic IAB formats (120x600, 300x250, 728x90, etc.) and DCO (Jellyfish) are implemented. Video covers CTV, VOL, TV. The Content Factory Business Case documents 5,495+ livrables across pillars with channel-specific breakdowns (Web, App, CRM, Mag, Social, Print, Digital, Grand media). ---

Q4 4 Expert

Level of compliance of assets with platform guidelines

Score: 4 (Expert) Leroy Merlin France demonstrates strong compliance with platform guidelines through IAB-standard programmatic formats (120x600, 300x250, 728x90, 970x250, etc.), platform-specific social structure (Meta, Pinterest, TikTok with dedicated folders and wordings), ARPP compliance for TV (AV-BETC documents), and a channel matrix (Evol besoins canaux) that defines platform-specific formats (PerfMax, Teads, Display, Demand Gen, etc.). DCO (Jellyfish) and programmatic IAB organisation show awareness of platform requirements. The Content Factory Synthèse documents performance by pillar. Documentation references (livrables doc, PLV doc) suggest technical specification awareness. ---

Q5 4 Expert

Asset design principle (responsive, vertical, etc.)

Score: 4 (Expert) Leroy Merlin France demonstrates exceptional asset design principles with comprehensive responsive and platform-specific implementation. IAB programmatic formats cover vertical (120x600, 160x600, 300x600), square (300x250), and horizontal (728x90, 970x250) orientations. Social creatives are structured for vertical (Reels, Stories, TikTok), square (Feed, Carousel), and horizontal formats. The Evol besoins canaux matrix defines format requirements per channel (Square, IAB, Slider, Carrousel, Vidéo courte for Digital Media). DCO (Jellyfish) supports dynamic format adaptation. Video covers CTV (16:9), VOL, and social vertical formats. The Charte Graphique specifies digital sizing (25px logo minimum). Content Factory roadmap targets IA scale for decli (50%→100% by T+3), supporting efficient format adaptation. ---

Q6 4 Expert

Synchronization of assets between channels (continuous narration)

Score: 4 (Expert) Leroy Merlin France demonstrates strong synchronization of assets between channels through a structured content pillar architecture (Consideration, Notoriété, Conversion, Client, Locale, Cibles, Édito), OP campaign structure (Consideration → Conversion → Leads → Demand Gen) that deploys the same campaign across Display, Social, and Demand Gen, and a channel matrix (Evol besoins canaux) that defines coordinated formats per channel. Campaigns like Réno énergétique show synchronized assets across CONSIDERATION, CONVERSION, LEADS, and DEMAND GEN with platform-specific adaptations (Display, Meta, Pinterest, TikTok). The Content Factory Synthèse documents channel breakdown per pillar (Web, App, CRM, Mag, Social, Print, Digital, Grand media), and Evol Mode de production describes "Du shoot à X" and "Des agences à X" as transformation axes supporting asset reuse and synchronization. ---

Q7 3 Master

Cross-channel content consistency

Score: 3 (Master) Leroy Merlin France demonstrates strong cross-channel content consistency through the Charte Graphique 2025 (visual identity), Leroy Merlin Sans typography, structured content pillars, and OP campaign framework (Consideration/Conversion/Leads/Demand Gen) that maintains messaging coherence. The channel matrix (Evol besoins canaux) and Content Factory Synthèse provide a framework for consistency. However, tone varies intentionally by campaign type (Consideration vs. Conversion vs. Notoriété vs. Pros vs. Local) and channel (commercial vs. lifestyle vs. cause-related). UGC and influenceur content ("Charte non garantie" per Evol Mode de production) may introduce consistency gaps. The organisation has the structure to maintain consistency but allows intentional channel-specific adaptations. ---

Q8 4 Expert

Multi-format production capabilities

Score: 4 (Expert) Leroy Merlin France demonstrates exceptional multi-format production capabilities across print (tract, catalogue, PLV, presse), digital (IAB display, DCO, Display, Demand Gen, programmatic), video (CTV, VOL, TV, ARPP-compliant, social formats), and social (Meta, Pinterest, TikTok with Feed, Reels, Stories, Carousel). Evol Mode de production documents 11+ production modes (Shooting décor permanent, sur mesure, agence, Influenceurs, Créateurs, UGC, EGC, Patrimoine, Synergie Adeo, 3D, IA). The Content Factory Synthèse shows 5,495+ livrables across pillars with channel breakdown (Web, App, CRM, Mag, Social, Print, Digital, Grand media). Agencies (BETC, Brainsonic, EVO) and internal régies (Pool graphique, DPS Redacteur, Brainsonic Video maker) support production. Audio (radio) is referenced in Evol besoins canaux (Media tradi). ---

Q9 4 Expert

Maturity of paid vs organic

Score: 4 (Expert) Leroy Merlin France demonstrates strong maturity in paid vs organic content strategy through clear channel differentiation in Evol besoins canaux (Réseaux sociaux organiques vs. Digital Media paid), dedicated performance tracking (Bilan fil rouge 2025 Meta + Demand Gen, TRAFIC+MEDIA bilan plurimédias), OP campaign structure that separates Consideration (organic/awareness) from Conversion (paid), and Content Factory Synthèse documenting paid livrables (45% of livrables with createurs de contenu on paid). Traffic/QA/Distribution spend (€559,000) and Tech passthrough (€300,000) support paid deployment. The Economic Data Request and Content Factory document agency spend (€2.3M) and exploitation cost structure. MMM Power BI dashboard and Jellyfish Bilan provide performance visibility. Paid platforms (PerfMax, Teads, Display, Demand Gen, SEA, Retargeting) and organic (TikTok, Insta, Facebook, Pinterest, YouTube, LinkedIn, Snap) are explicitly separated in the channel matrix. ---

CLIENT CENTRICITY

3.00 — Master

Q#	Topic	Score	Level
10	Level of alignment between customer needs and brand promise	3	Master
11	Availability and level of precision of the audiences and persona addressed	4	Expert
12	Level of mastery of "shopper" needs by persona	3	Master
13	Level of mastery of media uses of persona	3	Master
14	Relevance of formats/Media by persona	3	Master
15	Level of content personalisation	3	Master
16	Level of adaptation of the representation of the target customer	2	Intermediate

Q10 3 Master

Level of alignment between customer needs and brand promise

Score: 3 (Master) Leroy Merlin France demonstrates good alignment between customer needs and brand positioning through Personas prioritaires 2021 (4 personas + 2 for local adaptation), content pillars that address different customer journeys (Consideration, Conversion, Client FID, Cibles spécifiques NEFE/PRO), and campaign themes (rénovation énergétique, home improvement, social responsibility) that reflect customer needs. The print ad (précarité énergétique, France Rénov) and Charte Graphique suggest a brand that addresses quality, inspiration, and social responsibility. However, an explicit, articulated brand promise statement was not found in the documents. Customer needs fulfillment metrics (e.g. Brand Health Tracker) were not in the shared folder. The persona document (2021) may be dated. Alignment appears strong at a structural level (personas, pillars, campaigns) but explicit brand promise–customer needs mapping and recent customer research are gaps.

Q11 4 Expert

Availability and level of precision of the audiences and persona addressed

Score: 4 (Expert) Leroy Merlin France demonstrates good availability and precision of audiences and personas through Personas prioritaires 2021 (4 primary personas + 2 for local adaptation in urban zones), content pillars that map to distinct audience segments (Consideration, Notoriété, Conversion, Client FID, Cibles NEFE/PRO, Locale, Édito Social, Édito Journey), CRM segmentation (RFM, ProsHabitat, Valiuz scorings), and Relevant POC targeting (Prospects, Clients, cibles prioritaires: pro, edito, services). Evol besoins canaux defines channel-audience touchpoints (Triggers, One shot local/national, Service client for Emails). However, persona documentation depth is limited (PDF content not fully extractable), audience sizes are not visible (vs LM Italy's 3.9M, 746K, etc.), and the Personas 2021 document may be dated. CRM and Relevant evidence suggests operational audience availability. ---

Q12 3 Master

Level of mastery of "shopper" needs by persona

Score: 3 (Master) Leroy Merlin France demonstrates intermediate mastery of shopper needs by persona. Content pillars (Consideration, Notoriété, Conversion, Client FID, Cibles NEFE/PRO) and campaign themes (rénovation énergétique, précarité, France Rénov, OP Conversion, Pros) suggest understanding of different shopper needs. Relevant POC addresses needs (produits individualisés, bandeaux offres, relance devis) using données CRM, navigation, produit, clients 360. However, detailed persona-specific shopper needs documentation was not found. The Personas 2021 document exists but content is not extractable. No explicit mapping of "Doer/Solver/Delegator/Dreamer" or equivalent persona names to shopper needs. Consumer/Market Studies folder is empty. Needs are inferred from content structure rather than explicitly documented. ---

Q13 3 Master

Level of mastery of media uses of persona

Score: 3 (Master) Leroy Merlin France demonstrates good mastery of media uses by persona through a comprehensive channel matrix (Evol besoins canaux) that maps channels to audience touchpoints, content pillars with channel breakdown (Web, App, CRM, Mag, Social, Print, Digital, Grand media per pillar), and segment-specific channel deployment (Emails: Triggers/One shot local/national; Digital Media: PerfMax, Teads, Display, Demand Gen; Réseaux sociaux: TikTok, Insta, Facebook, Pinterest, YouTube, LinkedIn, Snap). Cibles NEFE/PRO show CRM (15), Social (55), Digital (63) – suggesting persona-channel matching. Relevant targets SMS, Email, On-site, Push across données CRM/navigation. However, explicit persona-specific media habits documentation was not found. Channel selection appears driven by content pillar and campaign type rather than documented persona media preferences. ---

Q14 3 Master

Relevance of formats/Media by persona

Score: 3 (Master) Leroy Merlin France demonstrates good relevance of formats/media by persona through a comprehensive format-channel matrix (Evol besoins canaux) that maps formats to channels and audiences. Formats vary by channel: Digital Media (Square, IAB, Slider, Carrousel, Vidéo courte perso/objectif funnel), Social (Vidéo, Statique, Carrousels), App (Vidéos perso/objectif, Bannières, Carrousels), Emails (Header, Encarts, Produits, Inspirationnel, GIF, Vidéo), Notifications (Bannière, Paragraphe). Content Factory documents format declination growth (Image > Video + format digital media) and pillar-specific channel mixes. Relevant POC addresses format relevance (produits individualisés, bandeaux offres) with fallback logic. However, explicit persona-format mapping documentation was not found. Format selection appears driven by channel and pillar rather than documented persona format preferences. ---

Q15 3 Master

Level of content personalisation

Score: 3 (Master) Leroy Merlin France demonstrates strong content personalisation capabilities through the Reelevant POC (hyper-personnalisation), which creates individual-level content from CRM, navigation, product, and clients 360 data. Use cases include Produits individualisés (derniers produits consultés, panier, likés), Bandeaux offres (offres individualisées par appétences, habitudes d'achats, cycle de vie), and Relance devis (dépriorisé). Content Factory documents Niveau de Personnalisation growth: Client FID (200–300%), Marketing/CRM (200–300%), Conversion (110%), with Consideration/Notoriété/Cibles NEFE "ISO - Pas de perso". CRM segmentation (RFM, ProsHabitat, Valiuz) and Evol besoins canaux (Triggers, One shot local/national) support segment-level personalisation. However, Reelevant is in POC (Jan–Jul 2025); individual-level personalisation is not yet scaled across all channels. Most pillars remain segment-level or non-personalised. ---

Q16 2 Intermediate

Level of adaptation of the representation of the target customer

Score: 2 (Intermediate) Leroy Merlin France demonstrates intermediate level of adaptation of target customer representation. Personas prioritaires 2021 (4 primary + 2 local) are defined and used across content pillars and CRM. CRM segmentation (RFM, ProsHabitat, Valiuz) is actively maintained and informs targeting. Reelevant POC uses clients 360, navigation, and product data for hyper-personalisation. However, the Personas document is dated 2021 with no visible version history or refresh. The 02_Consumer_Market_Studies folder is empty—no Brand Health Tracker or market studies to feed persona updates. No systematic persona review process is documented. CRM segmentation evolves (Valiuz scorings, ProsHabitat) but persona definition updates are not clearly linked. ---

MEASUREMENT

3.29 — Master

Q#	Topic	Score	Level
17	Frequency and depth of brand tracking	3	Master
18	Level of systematization of pre-tests / post-tests	3	Master
19	Capacity to analyse the performance of created assets (creative intelligence)	3	Master
20	Mastery of brand lift studies	3	Master
21	Monitoring creative engagement (VTR, scroll depth, etc.)	3	Master
22	Monitoring of production costs (time, volume costs)	4	Expert
23	Production efficiency metrics	4	Expert

Q17 3 Master

Frequency and depth of brand tracking

Score: 3 (Master) Leroy Merlin France demonstrates limited evidence of formal brand health tracking. The 02_Consumer_Market_Studies folder is empty—no Brand Health Tracker or brand perception studies in the supplied documentation. MMM (Marketing Mix Modeling) Power BI dashboard measures media contribution to CA, ROAS, CPA, new clients, and reactivated clients—performance and attribution metrics, not brand health (awareness, consideration, sentiment, competitive positioning). Jellyfish bilans and TRAFIC+MEDIA reports cover campaign performance (Meta, Demand Gen, plurimédias, SEA) rather than brand metrics. Arcane reporting and strategy documents exist but content not extractable. No Kantar or equivalent brand tracking study visible. Brand health tracking appears absent or not shared in the documentation set. ---

Q18 3 Master

Level of systematization of pre-tests / post-tests

Score: 3 (Master) Leroy Merlin France demonstrates good systematization of post-tests and partial A/B testing. Post-campaign analysis is comprehensive: Jellyfish bilans (Majeure, Mensuel, Annuel), TRAFIC+MEDIA monthly and quarterly plurimédias bilans, Bilan fil rouge (Meta + Demand Gen, SEA ecom), Arcane reporting, and CRM Perf_CRM. Content Factory documents Niveau ABtest with growth targets (110% for Conversion, Client FID, Marketing/CRM) and explicit comment "Pas d'AB sur toutes les ope" (A/B not on all operations). Consideration and Notoriété pillars show "ISO - Pas d'ABtest". Pre-launch creative concept testing is not clearly demonstrated. Post-test process is well established with regular cadence and multi-channel coverage. ---

Q19 3 Master

Capacity to analyse the performance of created assets (creative intelligence)

Score: 3 (Master) Leroy Merlin France demonstrates good capacity to analyze creative asset performance. Jellyfish bilans (Majeure, Mensuel, Annuel, plurimédia) provide campaign-level performance analysis. Content Factory documents format evolution (Image > Video + format digital media), personalisation impact (Niveau de Personnalisation), A/B test growth (Niveau ABtest), and creative element variables (Poid presence mannequin, Part contenus gratuit UGC/Reuse, Niveau d'IA creative). Perf_CRM and CRM performance references suggest segment-level creative analysis. MMM dashboard attributes contribution by levier (Media, Promotions, Animation CRM). Top-performing Variants folder exists (Arcane reporting). However, PPTX content is not extractable—detailed creative element analysis (subject lines, CTAs, visual layouts, copy) cannot be verified. Structure and documentation suggest creative intelligence; granular element-level insights would require interview validation. ---

Q20 3 Master

Mastery of brand lift studies

Score: 3 (Master) Leroy Merlin France demonstrates limited evidence of brand lift studies. The 02_Consumer_Market_Studies folder is empty—no Brand Health Tracker or brand lift study documentation. MMM Power BI dashboard measures media contribution to CA, ROAS, CPA, new clients, and reactivated clients—attribution and performance metrics, not brand lift (ad recall, brand awareness lift, purchase intent). Jellyfish bilans, TRAFIC+MEDIA, and Bilan fil rouge focus on campaign performance (VTR, CTR, ROAS, etc.) rather than brand lift metrics. No campaign-specific brand lift studies (e.g., Meta Brand Lift, Kantar Brand Lift) are visible in the supplied documentation. Brand lift study mastery appears limited or not shared. ---

Q21 3 Master

Monitoring creative engagement (VTR, scroll depth, etc.)

Score: 3 (Master) Leroy Merlin France demonstrates good monitoring of creative engagement through a comprehensive performance reporting structure. Jellyfish bilans (Majeure, Mensuel, Annuel, plurimédia) and TRAFIC+MEDIA monthly/quarterly reports cover Meta, Demand Gen, SEA, and plurimédias—platforms where VTR, engagement rate, and similar depth metrics are standard. MMM Power BI dashboard tracks contribution to CA, ROAS, and CPA—attribution metrics that imply engagement quality. Bilan fil rouge (Meta + Demand Gen) and Arcane reporting suggest campaign-level performance analysis. Content Factory documents format optimization (Image > Video, Thruplay inferred from digital media formats). However, PPTX content is not extractable—explicit VTR%, ER%, scroll depth, time-on-page, or Thruplay figures cannot be verified. Structure and reporting cadence indicate engagement monitoring; granular metric documentation would require interview validation. ---

Q22 4 Expert

Monitoring of production costs (time, volume costs)

Score: 4 (Expert) Leroy Merlin France demonstrates exceptional production cost monitoring. Content Factory provides detailed cost breakdowns by pillar: Agence crea, Shooting, Mannequin, IA tool, with projections T0–T+3. Evol Mode de production tracks cost by production mode (Shooting décor permanent, sur mesure, agence; UGC; IA; etc.) with volume, poids (%), and coût prod annuel. TOTAL with cost documents Coût exploitation, Coût unitaire par contenus livrés (€622 T0 → €11 T+3), and cost savings. Economic Analysis synthesizes agency spend, shooting, mannequin, IA, licence/outils. Time tracking exists via Charge opérationnelle (ETP) and Coût Humain by role (Chargé de com, CP com, Graphiste, Redacteur, Logistique). Cost efficiency is evaluated through Content Factory roadmap (89% exploitation reduction) and cost-per-asset trajectory. Traffic/QA/Distribution (€559,000) and Tech passthrough (€300,000) are tracked. Gap: man-hours per asset not explicitly calculated; workflow timings (questionnaire) show placeholder 1-day values. ---

Q23 4 Expert

Production efficiency metrics

Score: 4 (Expert) Leroy Merlin France demonstrates exceptional production efficiency metrics tracking. Cost per asset is explicitly tracked and projected: €622 (T0) → €142 (T+1) → €28 (T+2) → €11 (T+3)—a 98% reduction. Livrables volume is tracked: 5,495 → 35,939 (5.5x growth). Resource utilisation is documented via ETP by pillar and role, production mode mix (poids % by shooting type, UGC, IA), and external ETP (30.12 → 0). Content Factory transformation phases (FRAME, BUILT, SCALE) and axes (BRIEF > PROD > DAM > EXPO > PERF; MODE DE PROD RATIONALISE; IA POUR TOUS) demonstrate efficiency optimization. Evol Mode de production tracks volume and cost by production mode. Time-to-market is partially tracked (questionnaire: 1 day for Social Media; most campaign types N/A). Efficiency gains are quantified: Coût Économisé -€3M cumulé, 89% exploitation reduction. ---

TECH CAPABILITIES

3.00 — Master

Q#	Topic	Score	Level
24	Adoption of compliance analysis solutions (Creative X, etc.)	2	Intermediate
25	Availability and functional depth of the DAM	3	Master
26	Availability and functional depth of "Product Feed" solutions	3	Master
27	DCO availability and functional depth	3	Master
28	Availability and functional depth Creative intelligence	3	Master
29	Availability and functional depth of collaborative tools	3	Master
30	Art purchasing platform	2	Intermediate
31	Production technology stack	4	Expert
32	Creative software and tools	4	Expert
33	Workflow automation tools	3	Master

Q24 2 Intermediate

Adoption of compliance analysis solutions (Creative X, etc.)

Score: 2 (Intermediate) Leroy Merlin France demonstrates some compliance infrastructure but automated compliance tools (Creative X, etc.) are not clearly demonstrated. Dameo is used for balisage/data automation. Logisphère DAM is referenced for shooting workflow and production. Traffic/QA/Distribution (€559,000) indicates QA checks in the workflow. GenAI Policy ("Utilisation de l'IA pour générer nos images - nos règles et engagements") provides rules for AI-generated content. Brand guidelines exist (GUIDE-GRAPHIQUE-2025-LMv4). ARPP documents (CTV/VOL) suggest regulatory compliance awareness. However, automated compliance checking for brand guidelines, legal disclaimers, and platform ad policies is not explicitly documented. Compliance appears to be manual or partially automated (QA) rather than fully integrated automated tools like Creative X. ---

Q25 3 Master

Availability and functional depth of the DAM

Score: 3 (Master) Leroy Merlin France demonstrates good DAM availability and functional depth through multiple systems. Dameo is used for balisage and data automation. Logisphère DAM is integrated into the shooting workflow (Evol Mode de production) for EVO productions. Wedia provides workflow. Contentful serves as CMS. Tech passthrough (€300,000) includes "platform licenses, DCO, DAM" billed via agency. Patrimoine (Banque) references "DAM, Banques images, Contentful" for reuse. However, DAM documentation is scattered across tools and production docs; no dedicated DAM user guide or taxonomy is visible. Stakeholder access (Front Office, Back Office, Suppliers) is not explicitly documented for LM France. Advanced search (AI-powered) and seamless integrations are not clearly demonstrated. Structure suggests DAM is in use; depth of features would require interview validation. ---

Q26 3 Master

Availability and functional depth of "Product Feed" solutions

Score: 3 (Master) Leroy Merlin France demonstrates good product feed usage and structure. Product feeds are in active use: TikTok Catalogue CSV (sku_id, title, price, image_link, link, description, custom_label_0, product_type) for OP campaigns; Demand Gen and PerfMax in Digital Media (Evol besoins canaux) require product data; PPL-feeds folder for LEADS campaigns. Outils references Site Web / CDN (visuels produits) and Store System. Emails use "Produits" in assets. However, a centralised product feed management platform (e.g. Feedonomics, DataFeedWatch) is not explicitly documented. Feed structure exists (TikTok CSV); customisation, optimisation, and performance analysis capabilities are not clearly documented. Tech passthrough (€300,000) may include feed-related tools. E-commerce (leroymerlin.fr) and multi-channel paid (PerfMax, Demand Gen, Display) imply feed infrastructure. ---

Q27 3 Master

DCO availability and functional depth

Score: 3 (Master) Leroy Merlin France demonstrates good DCO availability and usage. DCO-JELLYFISH folders exist across Display Banners (Majeure, OP Conversion, Programmatic Banners) for DV360, HTML, Native-Ad formats. Tech passthrough (€300,000) explicitly includes "DCO, DAM" billed via agency. Jellyfish is the DCO/activation agency (Bilan fil rouge). Demand Gen campaigns use versioned creatives (VERSION A/B, VERSION LP) for testing. Evol besoins canaux documents "Vidéo courte perso/objectif funnel" for Digital Media. Relevant POC provides hyper-personalisation (produits individualisés, bandeaux offres) with real-time data. However, DCO platform access (who, how many users) and advanced personalisation features (beyond segment-level) are not explicitly documented. Celtra is listed €0 in questionnaire; DCO may be delivered via Jellyfish/agency. Structure and investment indicate DCO in use; functional depth would require interview validation. ---

Q28 3 Master

Availability and functional depth Creative intelligence

Score: 3 (Master) Leroy Merlin France demonstrates good creative intelligence capabilities through a distributed analytics ecosystem rather than a single dedicated platform. Jellyfish bilans (Majeure, Mensuel, Annuel, plurimédia) provide campaign-level creative performance analysis. TRAFIC+MEDIA monthly and quarterly reports, Bilan fil rouge (Meta + Demand Gen, SEA), Arcane reporting, and Perf_CRM deliver multi-channel creative insights. MMM Power BI dashboard attributes contribution by levier and rayon. Content Factory documents strategic creative variables (format, mannequin, UGC, Reuse, IA) and derives actionable insights (Image > Video, personalisation growth). Top-performing Variants folder exists. However, a dedicated Creative Intelligence platform (e.g. Creative X, Lucid, Vidmob) is not explicitly documented. Predictive analytics and automated recommendations are not clearly demonstrated. Insights are derived from reporting and applied strategically; predictive and AI-powered features would require interview validation. ---

Q29 3 Master

Availability and functional depth of collaborative tools

Score: 3 (Master) Leroy Merlin France demonstrates good availability of collaborative tools through a documented tools stack (Outils.csv). Collaboration/communication tools include Gmail/Chat (usage intensif), Asana, Dimelo, CallSquare, Evo Note, Logisphère, WayQoop. Production tools (Figma, Wedia workflow) support design collaboration. Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) implies integrated workflow. Traffic/QA/Distribution (€559,000) indicates QA and approval in the workflow. However, integrated proofing, approval cycles, and creative review workflow are not explicitly documented. Tool standardisation across internal teams and agencies is inferred from Outils list. Wedia (workflow) and Asana suggest project/workflow management. Functional depth of approval and proofing features would require interview validation. ---

Q30 2 Intermediate

Art purchasing platform

Score: 2 (Intermediate) Leroy Merlin France demonstrates limited evidence of a centralised art purchasing platform. GettyImages is the only explicitly costed stock imagery tool (€1,764). Questionnaire lists Shutterstock €0, Celtra €0. Outils.csv does not list stock imagery platforms. Patrimoine (Banque) references "DAM, Banques images, Contentful" for reuse of existing assets. UGC platforms (Bazaarvoice/Curalate, Skeepers) provide creator content but are not art purchasing. Evol Mode de production documents production modes (shooting, UGC, IA, patrimoine) but not stock purchasing process. Cost control for stock is minimal (€1,764 total). Licensing rights management is implied via DAM (Dameo, Logisphère) and Patrimoine (continuité des droits) but not explicitly for purchased stock. A standardised art purchasing platform or process is not clearly documented. Budget management and licensing tracking for purchased assets would require interview validation. ---

Q31 4 Expert

Production technology stack

Score: 4 (Expert) Leroy Merlin France demonstrates an exceptional production technology stack with comprehensive coverage across formats and channels. Outils.csv documents a full tools inventory: Production (Figma, InDesign, Canva, Wibbitz, The Full Room 3D, Resize en ligne, Contentful, Wedia, IMS, Piivo), Balisage/Data (Dameo, GDrive, Brightcove, LumApps, Store System), Collaboration (Gmail/Chat, Asana, Dimelo, CallSquare, Evo Note, Logisphère, WayQoop), UGC (Bazaarvoice/Curalate, Skeepers), and IA (Midjourney, IACS, Pencil, ChatGPT, Gemini, Magnifik, Firefly). Evol Mode de production links tools to production modes (FIGMA/MAGNIFIK for Regie Pool, LOGISPHERE DAM for shooting). Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) demonstrates integration. Adobe and Figma are shared/corporate (Adeo). Tech passthrough (€300,000) includes DCO, DAM. Licence/Outils créa compagne €50,000. Integration is evidenced by pipeline, Wedia workflow, and tool-to-mode mapping. Comprehensive stack with format coverage (print, digital, video, social, email, PLV, OOH). ---

Q32 4 Expert

Creative software and tools

Score: 4 (Expert) Leroy Merlin France demonstrates excellent availability and proficiency with creative software and tools. Outils.csv and Evol Mode de production document a comprehensive creative stack: Figma, InDesign, Canva, Wibbitz (video), The Full Room (3D), Resize en ligne, Magnifik. Adobe Creative Suite and Figma are shared/corporate (Adeo). Regie Pool graphique uses FIGMA and MAGNIFIK for 800 briefs/year with 3 ETP. Regie Brainsonic provides 1.5 ETP video production. IA tools (Midjourney, IACS, Pencil, Firefly) extend creative capability. Content Factory documents IA creative (master) and IA scale (decli) adoption ramping to 80–100%. Production output (5,495+ livrables, multi-format) demonstrates proficiency. Brand guidelines (GUIDE-GRAPHIQUE-2025-LMv4) and typography guides exist. However, creative software license inventory, capability matrix by role, and training records are not documented. Proficiency is inferred from output volume and tool-to-role mapping. ---

Q33 3 Master

Workflow automation tools

Score: 3 (Master) Leroy Merlin France demonstrates good workflow automation through Wedia (workflow), Dameo (balisage/data automation), Piivo (proofing), and Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF). Reelevant provides hyper-personalisation automation (produits individualisés, bandeaux offres) with real-time content generation. IA scale (Content Factory) automates format declination (3% → 100%). Regie Pool processes 800 briefs/year with FIGMA/MAGNIFIK. Evol Mode de production notes "Manuel mais demain collecte auto" for Créateur de Contenu. DCO (DCO-JELLYFISH) automates dynamic creative assembly. Emails use HTML (Dartagnan) templates. However, comprehensive workflow automation inventory, workflow configurations, and before/after efficiency metrics are not documented. Manual processes remain (e.g. shooting, agency production). Automation is present but coverage and systematic streamlining would require interview validation. ---

AUTOMATION & INDUSTRIALIZATION

2.89 — Master

Q#	Topic	Score	Level
34	Off-Line Asset Templatisation Level	3	Master
35	Level of templatisation of online assets	4	Expert
36	Ability to automate the personalisation of creative assets	3	Master
37	Ability to automate the distribution of creative assets	2	Intermediate
38	Level of automation of the validation, production, distribution workflow	2	Intermediate
39	Automated production workflows	3	Master
40	Template and standardisation systems	4	Expert
41	Batch processing capabilities	3	Master
42	Quality control automation	2	Intermediate

Q34 3 Master

Off-Line Asset Templatisation Level

Score: 3 (Master) Leroy Merlin France demonstrates good off-line asset templatisation. Evol besoins canaux documents standardised formats: Tract, Catalogue, PLV (Xbanner, Kakemono, PLV intérieur/extérieur, PLV vidéo montée), Media tradi (4x3, Affichage connectés, OOH, Métro, Tramway, Taxi, MP4). Outils references "Commande tract, PLV, ILV" with PLV doc (Google Presentation). Print assets include master templates (LMDI_2510143_Ado_210x297_Master.pdf, LMDI_2510143_Femme_210x297_Master.pdf) and DOOH folder. Brand guidelines (GUIDE-GRAPHIQUE-2025-LMv4) support consistency. Content Factory documents Mag (PLV) livrables by pillar (Notoriété 80, Conversion 135, Client FID 38, Locale 40). Locale pillar has 80% reuse (Part contenus gratuit Reuse) – template-based efficiency. However, comprehensive offline template library, template usage analytics, and local team accessibility are not explicitly documented. Template system is evidenced by format standardisation and master files. ---

Q35 4 Expert

Level of templatisation of online assets

Score: 4 (Expert) Leroy Merlin France demonstrates excellent online asset templatisation. Evol besoins canaux documents standardised formats: Digital Media (Square, IAB, Slider, Carrousel, Vidéo courte perso/objectif funnel), Social (Vidéo, Statique, Carrousels), Emails (Template 1, Template 2, HTML Dartagnan, Header, Encart 1/2/3), Notifications (Bannière, Paragraphe). Content Factory documents IA - Asset creatif (template/livrables) with €70,000 licence and Declinaison de type formats (Image > Video + format digital media). DCO provides dynamic templates. Livrables table referenced (Google Spreadsheet). Regie Pool processes 800 briefs/year with FIGMA/MAGNIFIK. IA scale automates format declination (3% → 100%). High volume (5,495 → 35,939 livrables) demonstrates scalable production. Brand guidelines (GUIDE-GRAPHIQUE) support consistency. However, comprehensive digital template library documentation and template usage analytics are not explicitly visible. Template system is evidenced by format standardisation, email templates, IA template/livrables, and DCO. ---

Q36 3 Master

Ability to automate the personalisation of creative assets

Score: 3 (Master) Leroy Merlin France demonstrates strong automation of creative asset personalisation. Reelevant POC (Jan–Jul 2025) provides hyper-personnalisation with automatic content generation from user data: produits individualisés (navigation, panier, likés), bandeaux offres (appétences, cycle de vie), and fidélité pricing. DCO-JELLYFISH enables dynamic creative with product repiquage (product feed). Content Factory documents IA scale for format declination (3% → 100%) and Niveau de Personnalisation as a growth hypothesis. Tech passthrough €300,000 includes DCO and DAM. Evol besoins canaux documents "Vidéo courte perso/objectif funnel" for Digital Media. However, Reelevant is POC (not yet scaled); DCO automation rules and feed mapping are not explicitly documented. Personalisation automation is evidenced across Reelevant, DCO, and IA scale; full production deployment would require interview validation. ---

Q37 2 Intermediate

Ability to automate the distribution of creative assets

Score: 2 (Intermediate) Leroy Merlin France demonstrates some distribution infrastructure but automated push from central library to channels is not clearly documented. Content Factory pipeline includes EXPO (exposition/distribution) as stage: BRIEF > PROD > DAM > EXPO > PERF. Traffic/QA/Distribution budget €559,000 indicates significant investment in trafficking, QA, and delivery. Dameo (DAM) and Wedia are referenced. However, API connectors for automated push to ad platforms (DV360, Meta, etc.), social schedulers, or CMS are not documented. Distribution may be agency-led (Jellyfish) or manual. The EXPO stage and €559k investment suggest distribution capability; automation level and manual vs automated share require interview validation. ---

Q38 2 Intermediate

Level of automation of the validation, production, distribution workflow

Score: 2 (Intermediate) Leroy Merlin France has a defined Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) and workflow tools (Wedia, Dameo, Piivo). Validation exists via Piivo (proofing) and Dameo (rights/balisage). Production automation includes Reelevant, DCO, IA scale. Distribution stage (EXPO) is defined but automation not documented. However, end-to-end integration between validation, production, and distribution is not clearly demonstrated. Workflow stages appear partially connected; handoffs between DAM, EXPO, and PERF are not documented. BPMN/workflow diagrams and SLA metrics are not visible. Manual intervention likely remains at stage boundaries. The pipeline structure is strong; integration depth requires interview validation. ---

Q39 3 Master

Automated production workflows

Score: 3 (Master) Leroy Merlin France demonstrates substantial automation in production workflows. Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) structures the workflow. Production automation includes: Reelevant (hyper-personnalisation, produits individualisés, bandeaux offres), DCO (product repiquage), IA scale (format declination 3%→100%, IA creative 2%→80%), Regie Pool (800 briefs/year, FIGMA/MAGNIFIK), and templated emails (Dartagnan). Evol Mode de production documents modes and "Manuel mais demain collecte auto" for Créateur de Contenu. Cost reduction (€622→€11/asset) and livrables growth (5,495→35,939) indicate automation impact. However, concept-stage automation and delivery-stage automation are partially documented. Automation runbooks and coverage metrics are not visible. Manual processes remain (shooting, agency production). Production automation is strong; full concept-to-delivery coverage would require interview validation. ---

Q40 4 Expert

Template and standardisation systems

Score: 4 (Expert) Leroy Merlin France demonstrates excellent template and standardisation systems. Evol besoins canaux provides comprehensive format standardisation across Digital Media (Square, IAB, Slider, Carrousel, Vidéo courte perso), Social (Vidéo, Statique, Carrousels by platform), Emails (Template 1, Template 2, HTML Dartagnan, Header, Encart 1/2/3), Notifications (Bannière, Paragraphe), Print (Tract, Catalogue, PLV, Media tradi), and Web/App. Content Factory documents IA Asset creatif (template/livrables), Declinaison de type formats, and Part contenus gratuit (Reuse) with Locale at 80% reuse. Livrables table (Google Spreadsheet) and PLV doc (Google Presentation) provide specification. Brand guidelines (GUIDE-GRAPHIQUE-2025-LMv4) support consistency. DCO provides dynamic templates. Master PDFs (presse, PLV) exist. Cost reduction (€622→€11/asset) and volume growth (5,495→35,939) demonstrate production efficiency. Template and standardisation systems are comprehensive and well-implemented. ---

Q41 3 Master

Batch processing capabilities

Score: 3 (Master) Leroy Merlin France demonstrates strong batch processing capabilities. IA scale automates format declination (3% → 100% across pillars), enabling simultaneous generation of multiple format variations from a single master. Regie Pool processes 800 briefs/year with FIGMA/MAGNIFIK for batch production. DCO (DCO-JELLYFISH) generates multiple creative variants from product feed (repiquage). Content Factory projects livrables growth from 5,495 to 35,939 driven by Declinaison de type formats, Niveau ABtest, and Niveau de Personnalisation. Evol besoins canaux documents multi-format output (31+ display sizes, social formats, email encarts). Coût IA prod (4€/asset) and volume projections indicate batch efficiency. However, explicit batch processing tool configurations, job runbooks, and throughput metrics are not documented. Batch capability is evidenced by IA scale, Regie Pool, DCO, and format declination; systematic documentation would require interview validation. ---

Q42 2 Intermediate

Quality control automation

Score: 2 (Intermediate) Leroy Merlin France demonstrates some quality control infrastructure but comprehensive automation is not clearly documented. Piivo provides proofing (approval workflow). Traffic/QA/Distribution budget €559,000 indicates significant investment in QA checks and delivery. Dameo handles balisage and data automation (metadata, tagging). GenAI policy ("Utilisation de l'IA pour générer nos images - nos règles et engagements") provides rules for AI-generated content. Brand guidelines (GUIDE-GRAPHIQUE-2025-LMv4) and ARPP (CTV/VOL) suggest compliance awareness. However, automated quality control checklists, exceptions logging, quality metrics dashboards, and brand/platform compliance automation are not clearly demonstrated. QC appears to combine manual review (QA) with tool-supported proofing (Piivo) and metadata (Dameo). Automated QC systems beyond proofing are not documented. ---

INNOVATION

3.00 — Master

Q#	Topic	Score	Level
43	Adoption of Generative AI	3	Master
44	Volume and depth of testing on emerging formats	2	Intermediate
45	Recurrence of creative Test & Learn	3	Master
46	Emerging technology adoption	3	Master
47	Creative experimentation processes	3	Master
48	Innovation pipeline management	3	Master
49	Future capability planning	4	Expert

Q43 3 Master

Adoption of Generative AI

Score: 3 (Master) Leroy Merlin France demonstrates substantial Generative AI adoption with integrated tools and formal governance. Outils lists Midjourney, IACS, Pencil, ChatGPT, Gemini, Magnifik, Firefly. Evol Mode de production documents IA Asset brut (2% of production) using Pencil, IACS, Midjourney, Firefly. Content Factory strategy "IA POUR TOUS, COMPAGNON DE NOS PROD : GEN + ASSISTANT" with IA creative (master) 2%→80% and IA scale (decli) 3%→100%. Licence/Outils créa compagne €50,000; Coût IA prod €255→€105,382 (T+3); Pencil €45,000. GenAI policy ("Utilisation de l'IA pour générer nos images - nos règles et engagements") provides formal guidelines. LLM (GEO) channel uses ChatGPT, Perplexity, Google, TikTok, Amazon for text. Regie Pool uses FIGMA/MAGNIFIK. However, formal GenAI strategy document, use case documentation, and risk/compliance review are not fully visible. GenAI adoption is strong; formal strategy documentation would enhance score. ---

Q44 2 Intermediate

Volume and depth of testing on emerging formats

Score: 2 (Intermediate) Leroy Merlin France demonstrates some emerging format experimentation but a structured program is not clearly documented. LLM (GEO) channel in Evol besoins canaux includes ChatGPT, Perplexity, Google, TikTok, Amazon for text — adoption of AI-native search/social formats. Evol Mode de production references Production 3D (1%), UGC Réseaux (5%), UGC Ambassadeurs, EGC (Employés). Content Factory documents format evolution (Image > Video, Declinaison de type formats). Innovation Backlog/Roadmap folder exists (PRISES DE PAROLE ROADMAP 2025). ARPP (CTV/VOL) suggests broadcast/streaming compliance. However, structured program for testing interactive AR, virtual worlds, or new social video styles is not clearly demonstrated. Test plans, results/insights reports, playback decks, and adoption roadmaps for emerging formats are not visible. Emerging format adoption (LLM channel, 3D, UGC) suggests experimentation; systematic testing and insight generation require interview validation. ---

Q45 3 Master

Recurrence of creative Test & Learn

Score: 3 (Master) Leroy Merlin France demonstrates good creative Test & Learn with systematic post-campaign analysis and A/B testing. Jellyfish bilans (Majeure, Mensuel, Annuel, plurimédia) provide campaign-specific and periodic performance analysis. TRAFIC+MEDIA monthly (01–12) and quarterly (T1–T4) bilans cover plurimédias. Bilan fil rouge (Meta + Demand Gen, SEA ecom) provides channel-specific performance. Content Factory documents Niveau ABtest with growth targets (110% for Conversion, Client FID, Marketing/CRM). Perf_CRM and Reelevant Success Plan reference engagement metrics. MMM Power BI dashboard tracks contribution, ROAS, CPA. Arcane reporting supports analysis. Format evolution (Image > Video, Thruplay) suggests learnings applied. However, formal Test & Learn calendar, hypothesis backlog, and learnings library are not clearly documented. Recurrence and learning application are evidenced by reporting structure and Niveau ABtest; formal program documentation would enhance score. ---

Q46 3 Master

Emerging technology adoption

Score: 3 (Master) Leroy Merlin France demonstrates strong emerging technology adoption with a diverse and evolving tool stack. Outils documents Midjourney, IACS, Pencil, ChatGPT, Gemini, Magnifik, Firefly (GenAI); Wedia, Dameo, Piivo; The Full Room (3D); Reelevant (hyper-personalisation); DCO via Jellyfish. Content Factory strategy "IA POUR TOUS, COMPAGNON DE NOS PROD : GEN + ASSISTANT" with phased adoption (FRAME, BUILT, SCALE). Evol Mode de production documents IA Asset brut (Pencil, IACS, Midjourney, Firefly), Production 3D (1%), UGC platforms (Curalate, Skeepers). Reelevant POC (Jan–Jul 2025) demonstrates structured pilot. Licence créa compagne €50,000; Pencil €45,000; Coût IA prod scaling. Innovation Backlog/Roadmap folder exists. However, horizon scanning process, evaluation scorecards, and adoption decisions log are not explicitly documented. Technology adoption is evidenced by breadth and Content Factory roadmap; systematic identification/evaluation process would require interview validation. ---

Q47 3 Master

Creative experimentation processes

Score: 3 (Master) Leroy Merlin France demonstrates good creative experimentation with A/B testing, format evolution, and performance-driven iteration. Content Factory documents Niveau ABtest with growth targets (110% for Conversion, Client FID, Marketing/CRM) and Declinaison de type formats (Image > Video + format digital media). Jellyfish bilans (Majeure, Mensuel, Annuel) and TRAFIC+MEDIA monthly/quarterly reports provide performance analysis. DCO-JELLYFISH uses VERSION A/B, VERSION LP for creative variants. Reelevant POC tests hyper-personalisation use cases (produits individualisés, bandeaux offres). Evol Mode de production experiments with UGC, EGC, 3D, IA Asset brut. Format evolution (Thruplay, Vidéo courte perso/objectif funnel) suggests experimentation with production methods. However, formal experiment playbook, governance framework, and learnings repository are not clearly documented. Experimentation is evidenced by A/B targets, bilans, and format evolution; systematic playbook would enhance score. ---

Q48 3 Master

Innovation pipeline management

Score: 3 (Master) Leroy Merlin France demonstrates structured innovation pipeline management through the Content Factory transformation and supporting roadmaps. Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) structures the production lifecycle. Transformation phases (FRAME T0–T+1, BUILT T+2, SCALE T+3) provide stage-gate structure with clear milestones. Synthèse & KPI Clé documents pillar-by-pillar roadmap with livrables, IA adoption, reuse, and cost projections. Relevant POC (Jan–Jul 2025) has defined timeline and use case stages (V1–V4). Innovation Backlog/Roadmap folder exists (PRISES DE PAROLE ROADMAP 2025). Evol Mode de production documents production mode mix as innovation backlog. External ETPs 30.12→0 and cost trajectory (€3.4M→€387K) indicate implementation tracking. However, formal innovation backlog, stage-gate criteria, and status reports are not fully documented. Pipeline structure and transformation phases provide Master-level evidence; formal backlog and gate criteria would enhance score. ---

Q49 4 Expert

Future capability planning

Score: 4 (Expert) Leroy Merlin France demonstrates excellent future capability planning through the Content Factory business case. The document provides a comprehensive 3-year capability roadmap (T0 2025 → T+3 2028) with quantified targets: exploitation cost €3.4M→€387K, livrables 5,495→35,939, cost per asset €622→€11. Strategic axes are explicit: "TOUS NOS CONTENUS UNE DATA : BRIEF > PROD > DAM > EXPO > PERF", "MODE DE PROD RATIONALISE : DU SHOOT A X, DES AGENCES A X", "IA POUR TOUS, COMPAGNON DE NOS PROD : GEN + ASSISTANT". Pillar-by-pillar planning (Synthèse) includes IA creative (2%→80%), IA scale (3%→100%), reuse, UGC substitution. Evol Mode de production plans production mix evolution (3D, UGC, IA). Gap analysis implicit in cost reduction and ETP trajectory (30.12→0). Investment priorities documented (Licence €50k, Pencil €45k, Coût IA prod scaling). Innovation Backlog/Roadmap supports planning. Future capability planning is comprehensive and strategic. ---

ORGANISATION

2.70 — Master

Q#	Topic	Score	Level
50	Availability of guidelines: standards, checklists, practical sheets	4	Expert
51	Ability to capitalize on a partner/supplier ecosystem	2	Intermediate
52	Maturity of central/BU collaboration rituals	2	Intermediate
53	Maturity of collaboration between intra-BU professions	3	Master
54	Level of structuring of operational RACIs	2	Intermediate
55	Level of availability of strategic and operational skills	3	Master
56	Team structure and roles	3	Master
57	Skill development programs	2	Intermediate
58	Collaboration processes	3	Master
59	Change management capabilities	3	Master

Q50 4 Expert

Availability of guidelines: standards, checklists, practical sheets

Score: 4 (Expert) Leroy Merlin France demonstrates excellent availability of guidelines with comprehensive standards and practical documentation. Brand guidelines (GUIDE-GRAPHIQUE-2025-LMv4) provide foundational standards. Evol besoins canaux serves as channel-by-channel format specification (canal, leviers, emplacements, livrables, assets) with links to Livrables table (Google Spreadsheet) and PLV doc (Google Presentation). GenAI policy ("Utilisation de l'IA pour générer nos images - nos règles et engagements") governs AI content. ARPP documents ensure regulatory compliance (CTV/VOL). Outils documents "Commande tract, PLV, ILV" as ordering process. Dameo and Piivo support process workflows. Typography (Leroy Merlin Sans) and brand elements standardised. Content Factory Synthèse provides pillar-level operational guidance. However, comprehensive master checklist library and usage tracking are not documented. Guidelines are comprehensive across brand, format, process, and compliance; accessibility and usage would require interview validation. ---

Q51 2 Intermediate

Ability to capitalize on a partner/supplier ecosystem

Score: 2 (Intermediate) Leroy Merlin France has an extensive partner ecosystem (EVO, BETC, Brainsonic, Jellyfish, Skeepers, Curalate, Reelevant, M agency) but strategic leverage beyond task execution is not clearly documented. Evol Mode de production documents partner roles by production mode: EVO (shooting décor permanent, sur mesure), Brainsonic/BETC (shooting agence, video maker), Jellyfish (DCO, Demand Gen, bilans), Skeepers (UGC Ambassadeurs), Curalate (UGC Réseaux). Synergie Adeo (M agency, EVO) provides group-level content sharing. Reelevant POC (Jan–Jul 2025) is a structured vendor partnership with QBR milestones. Content Factory targets agency spend reduction (€2.3M→€8,200) suggesting partner strategy evolution. However, proactive partner ecosystem strategy, ways-of-working documents, shared KPIs, co-innovation examples, and partner roster are not clearly documented. Partner relationships appear primarily transactional (production delivery); Reelevant POC and Synergie Adeo suggest some strategic elements. ---

Q52 2 Intermediate

Maturity of central/BU collaboration rituals

Score: 2 (Intermediate) Leroy Merlin France demonstrates some central/BU collaboration through Adeo group integration but ritual documentation is limited. Synergie Adeo (Evol Mode) provides group-level content sharing: M agency, EVO, "Accès direct à la banque d'images (DAM)", "Maillage prod". Shared/corporate tools (Adobe, Figma €0) indicate Adeo group standardisation. Licence/Outils (DXD + ADEO) referenced in Content Factory. Production 3D note "70% prod en 3D chez Adeo" suggests Adeo group benchmark. However, ritual calendar, standard agendas, meeting minutes, decision logs, and alignment metrics are not documented. Central/BU collaboration appears present (Synergie Adeo, shared tools) but formal rituals and governance are not clearly visible. LM France may operate as lead BU within Adeo; central/BU structure would require interview validation.

Q53 3 Master

Maturity of collaboration between intra-BU professions

Score: 3 (Master) Leroy Merlin France demonstrates good intra-BU collaboration through pillar-based structure with shared resources and cross-pillar roles. Synthèse & KPI Clé documents pillar ownership (Marie Helene, Maite, Anna, Etienne, Jade/Manon) with Etienne as shared Graphiste across Consideration, Notoriété, Conversion, Client FID, Locale, Cibles. Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) provides integrated workflow. Multi-pillar campaigns (Conversion, Marketing/CRM, E-commerce) imply cross-departmental coordination. Evol besoins canaux structures channel delivery across pillars. Collaboration tools (Gmail/Chat usage intensif, Asana, WayQoop) support coordination. However, cross-functional rituals, shared goals/OKRs, collaboration charter, and feedback mechanisms are not explicitly documented. Pillar structure and shared Graphiste demonstrate integration; formal rituals would enhance score. ---

Q54 2 Intermediate

Level of structuring of operational RACIs

Score: 2 (Intermediate) Leroy Merlin France demonstrates some role and ownership structure but formal RACI matrices are not clearly documented. Synthèse & KPI Clé has a "Qui" (Who) column assigning pillar owners (Marie Helene, Maite, Anna, Etienne, Jade/Manon) and roles (Chargé de com, CP com, Graphiste, Redacteur, Logistique). Evol Mode assigns production mode owners (MH, ANNA, MATHILDE) and Agence/Maker per mode. Regie Pool, Regie DPS, Regie Brainsonic have defined responsibilities. However, RACI matrices per process, version control, communication plan, and training materials are not visible. Role assignments exist in Synthèse and Evol Mode but not in explicit RACI format. Ownership is partially documented; formal RACI framework would enhance clarity. ---

Q55 3 Master

Level of availability of strategic and operational skills

Score: 3 (Master) Leroy Merlin France demonstrates good availability of strategic and operational skills through documented roles and demonstrated output. Strategic skills: Content Factory roadmap (long-term planning), pillar ownership (brand/campaign strategy), MMM/Arcane (data analysis), Jellyfish bilans (performance analysis). Operational skills: Chargé de com, CP com, Graphiste, Redacteur, Logistique (Synthèse); Regie Pool (800 briefs, FIGMA/MAGNIFIK); multi-format production (Evol besoins canaux); platform expertise (Meta, Demand Gen, SEA). Conversion pillar shows 5.9 ETP with role mix. Content Factory targets IA adoption and "ISO voir + avec IA artist" for Graphiste. Reelevant formation (Démarrage 08/01/2025) indicates skill development. However, skills matrix by role, gap analysis, training plan, and hiring/development roadmap are not explicitly documented. Skills are evidenced by roles and output; formal skills documentation would enhance score. ---

Q56 3 Master

Team structure and roles

Score: 3 (Master) Leroy Merlin France demonstrates good team structure and role definitions through pillar-based organisation and production mode structure. Synthèse documents pillar ownership (Marie Helene, Maite, Anna, Etienne, Jade/Manon) and roles (Chargé de com, CP com, Graphiste, Redacteur, Logistique, Communauté). Evol Mode defines production structure: Regie Pool graphique (800 briefs, 3 ETP, FIGMA/MAGNIFIK), Regie DPS Redacteur, Regie Brainsonic Video maker (1.5 ETP), Agence crea BETC. Production mode owners (MH, ANNA, MATHILDE) and Agence/Maker per mode. Conversion pillar 5.9 ETP with role breakdown. E-commerce 7.2 shows 4.3 ETP. Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) structures workflow. However, org chart, formal role descriptions, interface/responsibility map, and capacity planning are not fully documented. Structure is evidenced by Synthèse and Evol Mode; formal org chart would enhance score. ---

Q57 2 Intermediate

Skill development programs

Score: 2 (Intermediate) Leroy Merlin France demonstrates some skill development through vendor-led formation and Content Factory transformation context. Reelevant Success Plan documents "Démarrage formation 08/01/2025" as part of POC kick-off. Synthèse references "ISO voir + avec IA artist" for Graphiste — planned skill evolution with IA. Content Factory transformation (FRAME, BUILT, SCALE) implies upskilling for IA adoption and new organisation. However, program catalogue, attendance records, outcomes/certification, and continuous learning framework are not documented. Skill development appears tied to vendor onboarding (Reelevant) and transformation; systematic programs are not clearly demonstrated. Formation and IA evolution suggest development; formal program documentation would enhance score. ---

Q58 3 Master

Collaboration processes

Score: 3 (Master) Leroy Merlin France demonstrates good collaboration processes through a documented tools stack and integrated pipeline. Outils lists Collaboration/communication: Gmail/Chat (usage intensif), Asana, Dimelo, CallSquare, Evo Note, Logisphère, WayQoop. Production tools (Figma, Wedia, Contentful, Piivo) support design and workflow collaboration. Content Factory pipeline (BRIEF > PROD > DAM > EXPO > PERF) structures cross-team workflow. Shared/corporate tools (Adobe, Figma €0) indicate Adeo standardisation. Pillar structure with shared Graphiste (Etienne) implies coordination. Traffic/QA (€559,000) indicates approval workflow. However, process maps, tool configurations, SLAs, and feedback/satisfaction scores are not documented. Collaboration is evidenced by tools and pipeline; formal process documentation would enhance score. ---

Q59 3 Master

Change management capabilities

Score: 3 (Master) Leroy Merlin France demonstrates substantial change management through the Content Factory transformation. The business case provides a structured 3-year change roadmap: transformation phases (FRAME T0–T+1, BUILT T+2, SCALE T+3), "Changements métiers" (Mutation, Mutation, Nouvelle orga), and "Gestion de la transformation" (ISO ou +1, Diminution). Quantified targets: exploitation cost €3.4M→€387K, external ETPs 30.12→0, agency spend €2.3M→€8,200, cost per asset €622→€11. Technology adoption (IA creative, IA scale, Reelevant, GenAI tools) indicates change in processes and tools. Reelevant POC has defined timeline and QBR milestones. However, formal change management framework, change communication plans, change impact assessments, and change logs are not explicitly documented. Change is evidenced by Content Factory structure and transformation phases; formal change management documentation would enhance score.

Strengths

OMNICHANNEL

Q1: Consistency of the on/offline brand promise

Comprehensive Charte Graphique: 57-page brand guide (logo, bloc marque, signature, typo, couleurs, pictos)

Q1: Consistency of the on/offline brand promise

Structured content pillars: 7+ pillars with clear ownership (Consideration, Notoriété, Conversion, Client, Locale, Cibles, Édito)

Q1: Consistency of the on/offline brand promise

Typography governance: Leroy Merlin Sans v2.4 as official typography

Q1: Consistency of the on/offline brand promise

Logo management: Logo only + Logo with Baseline; rules documented

Q1: Consistency of the on/offline brand promise

Campaign alignment: OP Conversion, MAJEURE, Pros, Noto themes align with home improvement and brand values ### Gaps

Q1: Consistency of the on/offline brand promise

Explicit brand promise statement: No single articulated promise (e.g. "La maison idéale") found in documents

Q1: Consistency of the on/offline brand promise

Brand promise in social: Social content (UGC, influenceurs, créateurs) – "Charte non garantie" per Evol Mode de production

Q1: Consistency of the on/offline brand promise

Campaign-specific focus: Promotional OP campaigns may emphasize offers over core promise ---

Q2: Visual/tone consistency across all media

Charte Graphique 2025: Comprehensive 57-page guide

Q2: Visual/tone consistency across all media

Typography: Leroy Merlin Sans fully documented and available

Q2: Visual/tone consistency across all media

Logo rules: Zone de protection, taille minimale, interdits clearly defined

Q2: Visual/tone consistency across all media

Content pillars: 7+ pillars with clear ownership

Q2: Visual/tone consistency across all media

Channel matrix: Evol besoins canaux defines formats per channel

Q2: Visual/tone consistency across all media

Production governance: BETC, Brainsonic, EVO – agency alignment ### Minor Gaps

Q2: Visual/tone consistency across all media

UGC/Influenceurs: "Charte non garantie" (Evol Mode de production) – potential tone/visual drift

Q2: Visual/tone consistency across all media

Cross-campaign consistency: Within-campaign consistency is high; cross-campaign visual standards could be further documented ---

Q3: Level of adaptation of messages/assets to activated channels/formats

Comprehensive channel coverage: 10+ channels with defined formats

Q3: Level of adaptation of messages/assets to activated channels/formats

Platform-specific adaptations: Meta, Pinterest, TikTok with dedicated wordings

Q3: Level of adaptation of messages/assets to activated channels/formats

Format variety: IAB, DCO, Display, Demand Gen, CTV, VOL, TV

Q3: Level of adaptation of messages/assets to activated channels/formats

Pillar-channel matrix: Synthèse shows channel breakdown per pillar

Q3: Level of adaptation of messages/assets to activated channels/formats

Production modes: Shooting, UGC, IA, synergie Adeo with format awareness

Q3: Level of adaptation of messages/assets to activated channels/formats

Documentation: Evol besoins canaux, livrables doc, PLV doc references ---

Q4: Level of compliance of assets with platform guidelines

IAB-standard formats: Programmatic banners follow IAB sizes

Q4: Level of compliance of assets with platform guidelines

Platform-specific organisation: Meta, Pinterest, TikTok with dedicated structure

Q4: Level of compliance of assets with platform guidelines

ARPP compliance: TV assets with regulatory documentation

Q4: Level of compliance of assets with platform guidelines

DCO implementation: Jellyfish platform-specific

Q4: Level of compliance of assets with platform guidelines

Display + Demand Gen: Separation for platform-specific deployment

Q4: Level of compliance of assets with platform guidelines

Channel matrix: Evol besoins canaux defines platform formats

Q4: Level of compliance of assets with platform guidelines

Performance tracking: Bilan fil rouge, MMM dashboard ---

Q5: Asset design principle (responsive, vertical, etc.)

IAB responsive coverage: Vertical, square, horizontal formats

Q5: Asset design principle (responsive, vertical, etc.)

Platform-specific optimisation: Meta, Pinterest, TikTok formats

Q5: Asset design principle (responsive, vertical, etc.)

DCO: Dynamic format adaptation (Jellyfish)

Q5: Asset design principle (responsive, vertical, etc.)

Channel matrix: Evol besoins canaux defines formats per channel

Q5: Asset design principle (responsive, vertical, etc.)

Charte digital sizing: 25px logo minimum for digital

Q5: Asset design principle (responsive, vertical, etc.)

IA and tools: Resize en ligne, Magnifik, IA Asset creatif

Q5: Asset design principle (responsive, vertical, etc.)

Content Factory: IA scale roadmap for efficient decli

Q5: Asset design principle (responsive, vertical, etc.)

Video formats: CTV, VOL, TV, social vertical ---

Q6: Synchronization of assets between channels (continuous narration)

OP structure: Consideration/Conversion/Leads/Demand Gen ensures funnel synchronization

Q6: Synchronization of assets between channels (continuous narration)

Pillar-channel matrix: Content Factory documents channel breakdown per pillar

Q6: Synchronization of assets between channels (continuous narration)

Evol besoins canaux: Defines coordinated devices (paid, owned, PLV)

Q6: Synchronization of assets between channels (continuous narration)

Campaign folders: Same campaign across Display, Demand Gen, Social

Q6: Synchronization of assets between channels (continuous narration)

Synergie Adeo: Cross-BU asset reuse

Q6: Synchronization of assets between channels (continuous narration)

Transformation axes: "Du shoot à X" supports master-to-multiple déclinaisons ---

Q7: Cross-channel content consistency

Charte Graphique: Comprehensive visual identity framework

Q7: Cross-channel content consistency

Typography: Leroy Merlin Sans ensures typographic consistency

Q7: Cross-channel content consistency

OP structure: Campaign framework maintains messaging coherence

Q7: Cross-channel content consistency

Pillar architecture: Clear ownership and structure

Q7: Cross-channel content consistency

Channel matrix: Evol besoins canaux provides consistency framework

Q7: Cross-channel content consistency

Wordings: Coordinated copy (display & some, SoMe) per campaign ---

Q8: Multi-format production capabilities

Comprehensive format coverage: Print, digital, video, audio, social

Q8: Multi-format production capabilities

11+ production modes: Shooting, UGC, IA, synergie Adeo, patrimoine, etc.

Q8: Multi-format production capabilities

IAB + DCO: Programmatic and dynamic creative

Q8: Multi-format production capabilities

Agency + régie: BETC, Brainsonic, EVO + internal régies

Q8: Multi-format production capabilities

Content Factory: 5,495+ livrables, channel breakdown

Q8: Multi-format production capabilities

Evol besoins canaux: Format specifications per channel

Q8: Multi-format production capabilities

ARPP: TV compliance ---

Q9: Maturity of paid vs organic

Channel separation: Evol besoins canaux clearly separates paid (Digital Media) vs organic (Réseaux sociaux organiques)

Q9: Maturity of paid vs organic

Performance tracking: Bilan fil rouge, TRAFIC+MEDIA, MMM Power BI

Q9: Maturity of paid vs organic

Budget allocation: Traffic €559k, Tech €300k for paid infrastructure

Q9: Maturity of paid vs organic

OP structure: Consideration/Conversion/Leads/Demand Gen – funnel-based

Q9: Maturity of paid vs organic

Content Factory: Documents paid livrables (45%)

Q9: Maturity of paid vs organic

Platform coverage: PerfMax, Teads, Display, Demand Gen (paid); full social (organic) ---

Gaps

OMNICHANNEL

Q1: Consistency of the on/offline brand promise

Explicit brand promise statement: No single articulated promise (e.g. "La maison idéale") found in documents

Q1: Consistency of the on/offline brand promise

Brand promise in social: Social content (UGC, influenceurs, créateurs) – "Charte non garantie" per Evol Mode de production

Q1: Consistency of the on/offline brand promise

Campaign-specific focus: Promotional OP campaigns may emphasize offers over core promise ---

Q2: Visual/tone consistency across all media

UGC/Influenceurs: "Charte non garantie" (Evol Mode de production) – potential tone/visual drift

Q2: Visual/tone consistency across all media

Cross-campaign consistency: Within-campaign consistency is high; cross-campaign visual standards could be further documented ---

Q3: Level of adaptation of messages/assets to activated channels/formats

Livrables doc access: Evol besoins canaux references Google docs – not in shared folder

Q3: Level of adaptation of messages/assets to activated channels/formats

PLV doc access: PLV doc reference – not in shared folder

Q3: Level of adaptation of messages/assets to activated channels/formats

Material specification sheets: No explicit scheda materiali (vs LM Italy) visible – may exist elsewhere ---

Q4: Level of compliance of assets with platform guidelines

Material specification sheets: No explicit scheda materiali (vs LM Italy) visible – may exist in agencies

Q4: Level of compliance of assets with platform guidelines

Platform guideline documentation: Centralised platform guideline doc not visible

Q4: Level of compliance of assets with platform guidelines

Compliance audit process: No visible evidence of regular compliance audits ---

Q5: Asset design principle (responsive, vertical, etc.)

Responsive design documentation: Explicit responsive design guidelines not visible

Q5: Asset design principle (responsive, vertical, etc.)

Breakpoint documentation: No visible breakpoint documentation

Q5: Asset design principle (responsive, vertical, etc.)

File size optimisation: No explicit max-250kb, max1MB (as LM Italy) in evidence – may exist in production ---

Q6: Synchronization of assets between channels (continuous narration)

Communication books: No explicit Communication Book (vs LM Italy) visible – may exist in agencies

Q6: Synchronization of assets between channels (continuous narration)

Synchronization guidelines: Explicit synchronization guidelines not visible

Q6: Synchronization of assets between channels (continuous narration)

Livrables doc: Referenced but not in folder – may contain synchronization specs ---

Q7: Cross-channel content consistency

Tone variation: Commercial vs. lifestyle vs. cause-related – intentional but creates variation

Q7: Cross-channel content consistency

UGC/Influenceur: "Charte non garantie" – potential consistency gap

Q7: Cross-channel content consistency

Cross-campaign consistency: Within-campaign consistency high; cross-campaign tone/visual standards could be more explicit ---

Q8: Multi-format production capabilities

Audio production evidence: Radio referenced but no audio files in folder

Q8: Multi-format production capabilities

Material specification sheets: No scheda materiali visible (vs LM Italy)

Q8: Multi-format production capabilities

3D production: "À définir" – not yet implemented for LM France (70% at Adeo) ---

Q9: Maturity of paid vs organic

Paid vs organic budget split: Total budget not explicitly split paid vs organic

Q9: Maturity of paid vs organic

Integration strategy: Coordination between paid and organic could be more explicitly documented

Q9: Maturity of paid vs organic

Attribution: MMM exists but paid vs organic attribution methodology not visible ---

AUTOMATION & INDUSTRIALIZATION

Q36: Ability to automate the personalisation of creative assets

Relevant POC status: POC until Jul 2025; production rollout not confirmed

Q36: Ability to automate the personalisation of creative assets

DCO automation rules: Not explicitly documented

Q36: Ability to automate the personalisation of creative assets

Feed mapping: Product feed integration with DCO not documented

Q36: Ability to automate the personalisation of creative assets

Internal vs agency: DCO operated by Jellyfish; internal access unclear ---

Q37: Ability to automate the distribution of creative assets

API connectors: No documentation of automated push from DAM to ad platforms, social, CMS

Q37: Ability to automate the distribution of creative assets

Distribution workflow: EXPO stage content not documented

Q37: Ability to automate the distribution of creative assets

Automated vs manual share: Proportion of distribution automated vs manual unknown

Q37: Ability to automate the distribution of creative assets

Agency vs internal: Jellyfish may handle distribution; internal automation unclear ---

Q38: Level of automation of the validation, production, distribution workflow

Stage handoffs: Automated vs manual handoffs between BRIEF→PROD→DAM→EXPO→PERF not documented

Q38: Level of automation of the validation, production, distribution workflow

Tool integration: Wedia-Dameo-Piivo integration and data flow not documented

Q38: Level of automation of the validation, production, distribution workflow

BPMN/workflow diagrams: Not visible

Q38: Level of automation of the validation, production, distribution workflow

SLA metrics: Not documented ---

Q39: Automated production workflows

Concept automation: IA creative at 2% (T0); scale to 80% planned

Q39: Automated production workflows

Automation runbooks: Not documented

Q39: Automated production workflows

Coverage metrics: Automation coverage % not documented

Q39: Automated production workflows

Delivery automation: EXPO automation not documented ---

Q40: Template and standardisation systems

Template inventory: No single comprehensive inventory document; spread across Evol besoins canaux, Livrables table, PLV doc

Q40: Template and standardisation systems

Compliance checklist: Not explicitly documented

Q40: Template and standardisation systems

Efficiency metrics: Cost/volume documented; template usage analytics not ---

Q41: Batch processing capabilities

Job configurations: Batch job configurations not documented

Q41: Batch processing capabilities

Throughput metrics: Assets per batch, processing time not documented

Q41: Batch processing capabilities

Batch runbooks: No explicit batch processing runbooks visible ---

Q42: Quality control automation

Automated QC checklists: Not documented

Q42: Quality control automation

Exceptions logging: Not documented

Q42: Quality control automation

Quality metrics dashboard: Not documented

Q42: Quality control automation

Brand/platform compliance automation: Creative X-type tools not documented ---

INNOVATION**Q43: Adoption of Generative AI**

Formal strategy document: Content Factory references strategy; standalone GenAI strategy doc not visible

Q43: Adoption of Generative AI

Use case documentation: Tools and % documented; detailed use cases not visible

Q43: Adoption of Generative AI

Risk/compliance review: GenAI policy exists; compliance review process not documented ---

Q44: Volume and depth of testing on emerging formats

Structured testing program: Not clearly documented

Q44: Volume and depth of testing on emerging formats

AR/VR testing: Interactive AR, virtual worlds not demonstrated

Q44: Volume and depth of testing on emerging formats

Test results/insights: Not documented

Q44: Volume and depth of testing on emerging formats

Playback decks: Not visible ---

Q45: Recurrence of creative Test & Learn

Formal Test & Learn calendar: Not clearly documented

Q45: Recurrence of creative Test & Learn

Hypothesis backlog: Not visible

Q45: Recurrence of creative Test & Learn

Learnings library: Not documented

Q45: Recurrence of creative Test & Learn

Application log: How learnings inform future creative not explicitly documented ---

Q46: Emerging technology adoption

Horizon scanning: Systematic horizon scanning process not documented

Q46: Emerging technology adoption

Evaluation scorecards: Not visible

Q46: Emerging technology adoption

Adoption decisions log: Rationale for tool selection not documented

Q46: Emerging technology adoption

Pilot results: Relevant POC has timeline; results not yet available (POC ongoing) ---

Q47: Creative experimentation processes

Experiment playbook: Formal playbook not documented

Q47: Creative experimentation processes

Governance framework: Experiment approval/governance not documented

Q47: Creative experimentation processes

Learnings repository: Not documented

Q47: Creative experimentation processes

Experiments per month: Volume not quantified ---

Q48: Innovation pipeline management

Innovation backlog: Formal backlog (prioritised ideas) not fully visible

Q48: Innovation pipeline management

Stage-gate criteria: Gate criteria for FRAME/BUILT/SCALE not documented

Q48: Innovation pipeline management

Status reports: Active project status not documented

Q48: Innovation pipeline management

Innovation Backlog content: PRISES DE PAROLE ROADMAP content not extractable (PDF) ---

Q49: Future capability planning

Explicit gap analysis: Gap analysis not in standalone document; implicit in targets

Q49: Future capability planning

Risk assessment: Risks to roadmap not documented

Q49: Future capability planning

Contingency planning: Not documented ---

ORGANISATION**Q50: Availability of guidelines: standards, checklists, practical sheets**

Master checklist library: No single comprehensive checklist library documented

Q50: Availability of guidelines: standards, checklists, practical sheets

Usage tracking: Guidelines usage not documented

Q50: Availability of guidelines: standards, checklists, practical sheets

Update process: How guidelines are kept up-to-date not documented ---

Q51: Ability to capitalize on a partner/supplier ecosystem

Partner ecosystem strategy: Proactive strategy not documented

Q51: Ability to capitalize on a partner/supplier ecosystem

Ways-of-working documents: Not visible

Q51: Ability to capitalize on a partner/supplier ecosystem

Shared KPIs: Not documented

Q51: Ability to capitalize on a partner/supplier ecosystem

Co-innovation beyond Relevant: Not documented ---

Q52: Maturity of central/BU collaboration rituals

Ritual calendar: Not documented

Q52: Maturity of central/BU collaboration rituals

Standard agendas: Not documented

Q52: Maturity of central/BU collaboration rituals

Governance: Central/BU governance not documented

Q52: Maturity of central/BU collaboration rituals

Alignment metrics: Not documented ---

Q53: Maturity of collaboration between intra-BU professions

Cross-functional rituals: Not explicitly documented

Q53: Maturity of collaboration between intra-BU professions

Shared goals/OKRs: Pillar targets exist; formal OKRs not visible

Q53: Maturity of collaboration between intra-BU professions

Collaboration charter: Not documented

Q53: Maturity of collaboration between intra-BU professions

Feedback mechanisms: Not documented ---

Q54: Level of structuring of operational RACIs

RACI matrices per process: Not in RACI format

Q54: Level of structuring of operational RACIs

Consulted/Informed: Not documented

Q54: Level of structuring of operational RACIs

Version control: Not documented

Q54: Level of structuring of operational RACIs

Training materials: Not documented ---

Q55: Level of availability of strategic and operational skills

Skills matrix by role: Not documented

Q55: Level of availability of strategic and operational skills

Gap analysis: Not documented

Q55: Level of availability of strategic and operational skills

Training plan: Not documented

Q55: Level of availability of strategic and operational skills

Hiring roadmap: Not documented ---

Q56: Team structure and roles

Org chart: Visual org chart not documented

Q56: Team structure and roles

Formal role descriptions: Role names and ETP exist; full descriptions not visible

Q56: Team structure and roles

Interface/responsibility map: Not documented

Q56: Team structure and roles

Capacity planning: ETP documented; capacity planning process not documented ---

Q57: Skill development programs

Program catalogue: Not documented

Q57: Skill development programs

Attendance records: Not documented

Q57: Skill development programs

Outcomes/certification: Not documented

Q57: Skill development programs

Continuous learning framework: Not documented ---

Q58: Collaboration processes

Process maps: Not documented

Q58: Collaboration processes

Tool configurations: Not documented

Q58: Collaboration processes

SLAs: Not documented

Q58: Collaboration processes

Feedback/satisfaction scores: Not documented ---

Q59: Change management capabilities

Change management framework: Formal framework not documented

Q59: Change management capabilities

Change communication plans: Not documented

Q59: Change management capabilities

Change impact assessments: Not documented

Q59: Change management capabilities

Change logs: Not documented ---