

Leroy Merlin Italy

Content Maturity Assessment · April 2026 · Confidential

Overall Maturity Score

2.53

Overall — Master

59 questions across 7 pillars

Pillar Summary

Pillar	Qs	Avg Score	Level	Min	Max
OMNICHANNEL	9	3.67	Expert	3	4
CLIENT CENTRICITY	7	2.71	Master	2	3
MEASUREMENT	7	2.71	Master	2	4
TECH CAPABILITIES	10	2.30	Intermediate	1	3
AUTOMATION & INDUSTRIALIZATION	9	2.33	Intermediate	2	3
INNOVATION	7	1.86	Intermediate	1	3
ORGANISATION	10	2.10	Intermediate	1	3

OMNICHANNEL

3.67 — Expert

Q#	Topic	Score	Level
1	Consistency of the on/offline brand promise	3	Master
2	Visual/tone consistency across all media	3	Master
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 Italy demonstrates strong consistency of brand promise across most channels, with the core promise "La casa ideale" (The ideal home) clearly identifiable in print, digital display, and video content. The brand promise is consistently articulated as helping customers achieve their ideal home through "inspiration and solutions." However, there are minor gaps in social media content where the brand promise is sometimes implicit rather than explicitly stated, and some campaign-specific messaging may overshadow the core brand promise. ---

Q2 3 Master

Visual/tone consistency across all media

Score: 3 (Master) Leroy Merlin Italy demonstrates strong visual and tone consistency across most media channels within campaigns. The organization uses "Key Visual Master" concepts for major campaigns (e.g., Festa della Casa), structured communication books that define visual and tone guidelines, and consistent logo usage across channels. However, there are minor variations in tone between commercial campaigns (more direct, sales-oriented) and social media content (more lifestyle-oriented), and typography guidelines exist but are incomplete and not consistently enforced, creating potential gaps in visual consistency. ---

Q3 4 Expert

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

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional adaptation of messages and assets to specific channels and formats. The organization produces channel-specific materials across all major touchpoints (print, digital display, video, radio, TV, social, email, push), creates platform-specific adaptations (Google, Meta, Amazon, Bing, Shopfully, etc.), develops multiple format variations (vertical, square, horizontal, CTV, OLV, DOOH), and provides geolocalized versions for store-specific campaigns. Material specification sheets document technical requirements, and communication books clearly outline channel-specific adaptations. ---

Q4 4 Expert**Level of compliance of assets with platform guidelines**

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional compliance with platform guidelines across all channels. The organization maintains platform-specific asset folders (13+ platforms), produces material specification sheets documenting technical requirements, creates platform-optimized formats (vertical, square, story, reel, CTV, OLV), and achieves platform-specific performance benchmarks. Social media content is optimized for platform-specific features (Meta Thruplay, TikTok formats), and video assets follow platform naming conventions indicating compliance awareness. ---

Q5 4 Expert**Asset design principle (responsive, vertical, etc.)**

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional asset design principles with comprehensive responsive design implementation. The organization produces assets in multiple orientations (vertical, horizontal, square), creates platform-specific formats (31+ unique display banner sizes, multiple video aspect ratios), optimizes file sizes for performance (max-250kb, max1MB, max4mb), and implements responsive design across all channels. Video assets follow responsive principles (16:9, 9:16, 1:1), and display banners cover the full spectrum of responsive requirements. ---

Q6 4 Expert**Synchronization of assets between channels (continuous narration)**

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional synchronization of assets between channels for continuous narration. The organization uses "Key Visual Master" concepts to ensure visual consistency across campaigns, implements structured communication books that coordinate assets across all touchpoints (Volantino, Sito, Display, Video, Radio, TV), creates multi-channel campaigns that span 11+ channels simultaneously, and maintains narrative continuity through consistent messaging and visual elements. Campaigns like Festa della Casa show synchronized assets across print, digital, video, radio, and TV, while initiatives like DuToscani demonstrate cross-platform synchronization with mirroring content. ---

Q7 3 Master**Cross-channel content consistency**

Score: 3 (Master) Leroy Merlin Italy demonstrates strong cross-channel content consistency. The organization maintains consistent messaging through structured communication books, uses Key Visual Master concepts to ensure visual consistency, implements consistent campaign structures across channels, and coordinates content timing. However, there are minor variations in tone between commercial campaigns (direct, sales-oriented) and social media content (lifestyle-oriented), and some campaign-specific messaging may vary slightly between channels. ---

Q8 4 Expert**Multi-format production capabilities**

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional multi-format production capabilities. The organization produces high-quality content across print (Totem, Panelli, Volantino), digital (31+ display banner sizes, platform-specific formats), video (CTV, OLV, DOOH, Social formats in multiple aspect ratios), audio (Radio nazionale, Radio negozio), and social media (Instagram, TikTok, Facebook). Material specification sheets document production requirements, and communication books coordinate multi-format production. The organization demonstrates capability to produce content simultaneously across all major formats. ---

Q9 4 Expert

Maturity of paid vs organic

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional maturity in paid vs organic content strategy. The organization maintains a clear strategic differentiation between paid and organic content, with dedicated optimization strategies for each (videos optimized for Thruplay in paid, carousels optimized for engagement in organic). Resource allocation is strategic with a 350K euro social media budget and demonstrated optimization (193.11 euros savings). Both paid and organic content show exceptional performance, with paid content exceeding benchmarks and organic content generating significant reach (30.9M+ views for Di Serra in Serra). The organization tracks performance separately for paid and organic, demonstrating mature measurement practices. ---

CLIENT CENTRICITY

2.71 — 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	3	Master
12	Level of mastery of "shopper" needs by persona	2	Intermediate
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 Italy demonstrates good alignment between customer needs and brand promise. The brand promise "La casa ideale" (The ideal home) - "became reality with inspiration and solutions" addresses key customer needs identified in market research: Quality & Trust, Innovation & Inspiration, and Supporting Everyday Builders. However, there is a gap: only 49% of brand-aware consumers feel LM meets their needs "very well" (declining from 57% in Q2 2024), indicating room for improvement in alignment. The brand promise framework exists, but execution and customer perception show some misalignment. ---

Q11 3 Master

Availability and level of precision of the audiences and persona addressed

Score: 3 (Master) Leroy Merlin Italy demonstrates good availability and precision of audiences and personas. Four primary personas are defined (Doer, Solver, Delegator, Dreamer) with specific audience sizes and interest-based targeting on Meta and TikTok platforms. Personas are used in social media campaigns with measurable reach. However, precision could be enhanced with more detailed persona documentation, and availability is demonstrated primarily in social media rather than across all channels. ---

Q12 2 Intermediate

Level of mastery of "shopper" needs by persona

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates intermediate mastery of shopper needs by persona. Four personas are defined (Doer, Solver, Delegator, Dreamer) with audience sizes, but detailed shopper needs documentation is limited. Consumer/Market Studies identify general customer needs (Quality & Trust, Innovation & Inspiration, Supporting Everyday Builders), but persona-specific shopper needs are not clearly documented. CRM campaigns show segmentation (high-spender vs low-spender), indicating some understanding of shopper needs, but precision could be enhanced. ---

Q13 3 Master**Level of mastery of media uses of persona**

Score: 3 (Master) Leroy Merlin Italy demonstrates good mastery of media uses by persona. Four personas (Doer, Solver, Delegator, Dreamer) are targeted on Meta and TikTok platforms with interest-based targeting, showing understanding of platform preferences. Social media performance data shows effective persona-based targeting with strong results (Meta VTR 6.52% vs 4.5% target, TikTok VTR 5.79% vs 2.2% target). However, media channel selection is primarily focused on social media, and persona-specific media habits documentation could be enhanced. ---

Q14 3 Master**Relevance of formats/Media by persona**

Score: 3 (Master) Leroy Merlin Italy demonstrates good relevance of formats/media by persona. Content formats are optimized for platform-specific engagement (videos for Thruplay, carousels for engagement) with strong performance results. Multiple format variations (vertical, square, horizontal) show understanding of platform preferences. Social media performance exceeds benchmarks, indicating effective format selection. However, persona-specific format preferences documentation could be enhanced, and format optimization is primarily demonstrated in social media. ---

Q15 3 Master**Level of content personalisation**

Score: 3 (Master) Leroy Merlin Italy demonstrates good content personalization capabilities. CRM campaigns show advanced segmentation (high-spender vs low-spender, RFM, promophile, behavioral variables) with 15-30% higher engagement than mass campaigns. Targeted campaigns include local store initiatives, product category preferences, and customer lifecycle stages. However, dynamic personalization based on individual user data (name, past purchases, browsing history) is not clearly demonstrated, and personalization is primarily in email/CRM rather than across all channels. ---

Q16 2 Intermediate**Level of adaptation of the representation of the target customer**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates intermediate level of adaptation of target customer representation. Four personas (Doer, Solver, Delegator, Dreamer) are defined and used in campaigns, and performance data is tracked. However, there is limited evidence of systematic persona updates based on new performance data, customer feedback, and market trends. Brand Health Tracker shows customer needs fulfillment declining (49% vs 57%), indicating potential need for persona updates, but systematic update process is not clearly demonstrated. ---

MEASUREMENT

2.71 — 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	2	Intermediate
21	Monitoring creative engagement (VTR, scroll depth, etc.)	4	Expert
22	Monitoring of production costs (time, volume costs)	2	Intermediate
23	Production efficiency metrics	2	Intermediate

Q17 3 Master

Frequency and depth of brand tracking

Score: 3 (Master) Leroy Merlin Italy demonstrates regular brand tracking with comprehensive metrics and good depth. Brand Health Tracker studies are conducted regularly (Q1-Q2 2025, S2 2024) measuring awareness, consideration, preference, brand equity, brand image, pricing perception, and customer needs fulfillment. Cross-country tracking covers 10 countries with competitive positioning. However, tracking appears to be periodic (quarterly/semi-annually) rather than continuous, and advanced predictive analytics are not clearly demonstrated. ---

Q18 3 Master

Level of systematization of pre-tests / post-tests

Score: 3 (Master) Leroy Merlin Italy demonstrates good systematization of pre-tests and post-tests. A/B testing is systematically conducted for CRM campaigns (subject lines, CTAs, visual layouts, targeting strategies) with documented results. Post-campaign analysis is comprehensive across multiple channels (social media, CRM, web promotions) with detailed performance reports. However, pre-testing of creative concepts before launch is not clearly demonstrated, and the process appears more focused on post-test analysis than pre-testing. ---

Q19 3 Master

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

Score: 3 (Master) Leroy Merlin Italy demonstrates good capacity to analyze creative asset performance with actionable insights. Performance analysis identifies specific creative elements (subject lines, CTAs, visual layouts, content types) and their impact on performance. A/B testing provides insights into which creative elements drive results. Best/worst performing content comparisons identify successful creative patterns. However, advanced creative intelligence with predictive insights and automated optimization recommendations is not clearly demonstrated. ---

Q20 2 Intermediate

Mastery of brand lift studies

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates limited evidence of brand lift studies. Brand Health Tracker studies measure brand metrics (awareness, consideration, preference) but are not clearly linked to specific advertising campaigns as brand lift studies. Performance measurement focuses on campaign performance metrics (VTR, ER, CTR) rather than brand lift metrics (ad recall, brand awareness lift, purchase intent). Brand lift studies for specific campaigns are not clearly demonstrated. ---

Q21 4 Expert

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

Score: 4 (Expert) Leroy Merlin Italy demonstrates exceptional monitoring of creative engagement with advanced depth measurement. VTR (Video View-Through Rate) is comprehensively tracked and optimized, with detailed VTR% metrics for Meta and TikTok platforms. Engagement Rate (ER%) is extensively tracked with detailed analysis. Scroll depth, time-on-page, and other engagement metrics are tracked for web campaigns. Performance consistently exceeds benchmarks, demonstrating effective engagement measurement and optimization. ---

Q22 2 Intermediate

Monitoring of production costs (time, volume costs)

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates basic production cost monitoring through Excel-based budget tracking and year-over-year performance analysis. While formal systematic tracking per asset is not documented, the organization maintains internal Excel documents for budget proposals, tracks performance year-over-year, demonstrates cost optimization (47.3% reduction), and has processes for budget allocation through procurement. Interview evidence confirms informal but systematic cost tracking processes exist. **Economic Data Context:** Economic analysis reveals significant efficiency gains, economic analysis reveals significant efficiency gains: **47.3% reduction in cost per asset** (€286.10 → €150.87) and **54.4% increase in productivity** (1,536 → 2,371 assets/FTE) between 2024-2025. This paradox highlights that efficiency improvements are occurring organically but are not systematically tracked or measured, reinforcing the need for formal cost monitoring systems. ---

Q23 2 Intermediate

Production efficiency metrics

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates basic production efficiency tracking through year-over-year performance analysis and demonstrated efficiency improvements. While formal metrics per asset type are not documented, the organization systematically analyzes performance year-over-year, demonstrates intentional efficiency optimization (47.3% cost reduction, 54.4% productivity gain), and tracks efficiency through budget and performance analysis. Interview evidence confirms systematic efficiency tracking processes exist. **Economic Data Context:** Economic analysis reveals, economic analysis reveals **exceptional efficiency gains: 47.3% reduction in cost per asset** (€286.10 → €150.87), **54.4% increase in productivity** (1,536 → 2,371 assets/FTE), and **43.1% increase in asset volume** (12,918 → 18,482) despite an **18.6% budget reduction**. This demonstrates that efficiency improvements are occurring but are not systematically measured or optimized, highlighting the critical gap between actual performance and formal metrics tracking. ---

TECH CAPABILITIES

2.30 — Intermediate

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	2	Intermediate
27	DCO availability and functional depth	2	Intermediate
28	Availability and functional depth Creative intelligence	3	Master
29	Availability and functional depth of collaborative tools	2	Intermediate
30	Art purchasing platform	1	Learner
31	Production technology stack	3	Master
32	Creative software and tools	3	Master
33	Workflow automation tools	2	Intermediate

Q24 2 Intermediate

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

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some use of compliance tools but integration into approval workflow is limited. DAMEO system includes rights management and compliance features for identifiable persons, with mandatory rights documentation workflows. However, automated compliance checking tools (like Creative X) for brand guidelines and platform-specific ad policies are not clearly demonstrated. Compliance processes appear to be manual or partially automated rather than fully integrated into approval workflows. ---

Q25 3 Master

Availability and functional depth of the DAM

Score: 3 (Master) Leroy Merlin Italy demonstrates good DAM availability and functional depth. DAMEO is available and accessible to multiple stakeholder groups (Front Office, Back Office, Suppliers) with comprehensive rights management features. The system includes advanced features for rights documentation, user role management, and workflow integration. However, advanced search capabilities (AI-powered search) and seamless integrations are not clearly demonstrated. Access appears well-established but could be enhanced with more advanced features. ---

Q26 2 Intermediate

Availability and functional depth of "Product Feed" solutions

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates limited evidence of product feed solutions. While e-commerce operations are active with product data management, a centralized product feed solution with advanced features for feed optimization and performance analysis is not clearly demonstrated. Product feeds are likely used for Google Shopping and Facebook Ads, but the availability, functional depth, and advanced features are not clearly documented. ---

Q27 2 Intermediate**DCO availability and functional depth**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates limited evidence of DCO availability and functional depth. Celtra folder exists suggesting DCO platform awareness, but DCO availability, access, and functional depth are not clearly demonstrated. Dynamic creative personalization capabilities mentioned in Question 15 analysis but not clearly implemented. DCO platform access and advanced personalization features are not clearly documented. ---

Q28 3 Master**Availability and functional depth Creative intelligence**

Score: 3 (Master) Leroy Merlin Italy demonstrates good creative intelligence capabilities with well-available access and actionable recommendations. Comprehensive performance analysis identifies specific creative elements (subject lines, CTAs, visual layouts, content types) with actionable insights. A/B testing provides creative element insights. Best/worst performing content comparisons identify successful creative patterns. Strategy revised based on insights (March 2025: optimize videos for Thruplay, carousels for engagement). However, dedicated Creative Intelligence platform and predictive analytics are not clearly demonstrated. ---

Q29 2 Intermediate**Availability and functional depth of collaborative tools**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some collaborative tools but standardisation is inconsistent and workflow integration is limited. Figma folder exists suggesting collaborative design tools, and DAMEO includes workflow features for rights validation. However, standardized suite of collaborative tools for project management and creative review is not clearly demonstrated. Integrated workflow for creative review and approval is not clearly documented. ---

Q30 1 Learner**Art purchasing platform**

Score: 1 (Learner) Leroy Merlin Italy demonstrates limited evidence of art purchasing platform. While DAMEO includes rights management for assets, a standardized platform or process for purchasing creative assets (stock photography, illustrations, video) is not clearly demonstrated. Art purchasing platform, cost control, and licensing rights management for purchased assets are not clearly documented. ---

Q31 3 Master**Production technology stack**

Score: 3 (Master) Leroy Merlin Italy demonstrates good production technology stack with well-integrated tools and comprehensive coverage across formats and channels. Adobe Creative Cloud available for creative production. Multi-format production capabilities demonstrated (print, digital, video, audio, social). Tools appear well-integrated for production workflow. However, comprehensive production technology stack inventory and integration diagram are not clearly documented. ---

Q32 3 Master**Creative software and tools**

Score: 3 (Master) Leroy Merlin Italy demonstrates good availability and proficiency with creative software and tools. Adobe Creative Cloud available for content creation and editing. Multi-format production capabilities demonstrate proficiency across formats. Creative software appears well-available with good capabilities. However, creative software license inventory, capability matrix by role/team, and training records are not clearly documented. ---

Q33 2 Intermediate**Workflow automation tools**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some workflow automation tools but streamlining is inconsistent and manual processes remain high. DAMEO includes workflow features for rights validation. Marketing automation used for CRM campaigns (segmentation, targeting). However, comprehensive workflow automation tools inventory and workflow configurations are not clearly documented. Systematic workflow streamlining and reduced manual processes are not clearly demonstrated. ---

AUTOMATION & INDUSTRIALIZATION

2.33 — Intermediate

Q#	Topic	Score	Level
34	Off-Line Asset Templatisation Level	3	Master
35	Level of templatisation of online assets	3	Master
36	Ability to automate the personalisation of creative assets	2	Intermediate
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	2	Intermediate
40	Template and standardisation systems	3	Master
41	Batch processing capabilities	2	Intermediate
42	Quality control automation	2	Intermediate

Q34 3 Master

Off-Line Asset Templatisation Level

Score: 3 (Master) Leroy Merlin Italy demonstrates good off-line asset templatisation with well-templatised assets and good brand consistency. Communication Books provide standardized templates and guidelines for print materials. Print formats are standardized (Totem, Panelli, Volantino). Material specification sheets document technical requirements. However, comprehensive template library and template usage analytics are not clearly demonstrated. Template accessibility for local teams could be enhanced. ---

Q35 3 Master

Level of templatisation of online assets

Score: 3 (Master) Leroy Merlin Italy demonstrates good templatisation of online assets with well-templatised assets and good brand consistency. Material specification sheets document format requirements for digital assets (31+ display banner sizes). Social media content calendar demonstrates templated approach. Email campaigns show templated structure. However, comprehensive digital template library and template usage analytics are not clearly demonstrated. Template accessibility for high-volume production could be enhanced. ---

Q36 2 Intermediate

Ability to automate the personalisation of creative assets

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some automation of creative asset personalisation but capabilities are limited and data usage is inconsistent. CRM campaigns show segmentation and personalization (high-spender vs low-spender, RFM, promophile, behavioral variables). However, automated personalization of creative assets at scale is not clearly demonstrated. DCO platform (Celtra) exists but personalization capabilities not clearly documented. Dynamic creative personalization not clearly implemented. ---

Q37 2 Intermediate**Ability to automate the distribution of creative assets**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some automation of creative asset distribution but capabilities are limited and manual effort remains high. DAMEO serves as central asset library. However, automated distribution systems (pushing content to ad platforms, social media schedulers, CMS) are not clearly demonstrated. API connectors and automated distribution workflows are not clearly documented. Manual uploads likely remain common. ---

Q38 2 Intermediate**Level of automation of the validation, production, distribution workflow**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some workflow automation but integration is limited and manual intervention is high. DAMEO includes validation workflow for rights. Production capabilities exist but not clearly integrated with validation. Distribution automation not clearly integrated. Workflow stages appear disconnected with manual steps between stages. End-to-end workflow integration not clearly demonstrated. ---

Q39 2 Intermediate**Automated production workflows**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some automation in production workflows but automation is inconsistent and manual processes remain high. DAMEO includes workflow features. Marketing automation used for CRM. However, comprehensive production workflow automation from concept to delivery is not clearly demonstrated. Automation runbooks, workflow diagrams, and automation coverage are not clearly documented. Manual processes remain significant. ---

Q40 3 Master**Template and standardisation systems**

Score: 3 (Master) Leroy Merlin Italy demonstrates good template and standardisation systems with well-implemented systems and efficient production. Communication Books provide standardized templates. Material specification sheets standardize format requirements. Print formats standardized (Totem, Panelli, Volantino). Digital formats standardized (31+ display banner sizes). However, comprehensive template inventory and efficiency metrics are not clearly documented. Standardisation could be enhanced with more systematic approach. ---

Q41 2 Intermediate**Batch processing capabilities**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some batch processing capabilities but processing is inconsistent and efficiency is limited. Multi-format production capabilities suggest batch processing potential. However, systematic batch processing tools and capabilities are not clearly demonstrated. Batch processing tooling, job configurations, and throughput metrics are not clearly documented. Batch processing efficiency could be enhanced. ---

Q42 2 Intermediate

Quality control automation

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some quality control automation but implementation is inconsistent and compliance is limited. DAMEO includes rights validation workflow for compliance. However, comprehensive quality control automation systems are not clearly demonstrated. Automated quality control checklists, exceptions logging, and quality metrics dashboards are not clearly documented. Quality control automation could be enhanced. ---

INNOVATION

1.86 — Intermediate

Q#	Topic	Score	Level
43	Adoption of Generative AI	2	Intermediate
44	Volume and depth of testing on emerging formats	1	Learner
45	Recurrence of creative Test & Learn	3	Master
46	Emerging technology adoption	2	Intermediate
47	Creative experimentation processes	2	Intermediate
48	Innovation pipeline management	1	Learner
49	Future capability planning	2	Intermediate

Q43 2 Intermediate

Adoption of Generative AI

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates basic Generative AI adoption with tool usage, supplier integration, and testing activities. The organization uses ChatGPT (2 licenses in 2025, transitioning to Gemini in 2026), briefs suppliers to use AI for pictures and videos, tests AI tools, and has a mapping process for suppliers using AI. However, formal GenAI policy documents and comprehensive guidelines are not clearly documented. AI adoption is active but not fully formalized. ---

Q44 1 Learner

Volume and depth of testing on emerging formats

Score: 1 (Learner) Leroy Merlin Italy demonstrates limited evidence of testing on emerging formats. Testing on emerging formats (interactive AR, virtual world experiences, new social video styles) is not clearly demonstrated. Structured program for testing emerging formats is not clearly visible. Test plans, results/insights reports, playback decks, and adoption roadmaps are not clearly documented. Emerging format testing appears minimal or non-existent. ---

Q45 3 Master

Recurrence of creative Test & Learn

Score: 3 (Master) Leroy Merlin Italy demonstrates good creative Test & Learn with systematic process and comprehensive learning documentation. A/B testing systematically conducted for CRM campaigns (subject lines, CTAs, visual layouts, targeting strategies) with documented results. Performance analysis identifies creative elements and provides actionable insights. Strategy revised based on learnings (March 2025: optimize videos for Thruplay, carousels for engagement). However, formal Test & Learn calendar, hypothesis backlog, and learnings library are not clearly documented. ---

Q46 2 Intermediate**Emerging technology adoption**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some emerging technology adoption but the process is inconsistent and evaluation is limited. Some technologies are adopted (DAMEO, Celtra, Adobe Creative Cloud, Figma) but systematic identification and evaluation processes are not clearly demonstrated. Horizon scanning process, evaluation scorecards, pilot results, and adoption decisions log are not clearly documented. Emerging technology adoption appears ad-hoc rather than systematic. ---

Q47 2 Intermediate**Creative experimentation processes**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some creative experimentation processes but the approach is inconsistent and experimentation is limited. A/B testing demonstrates experimentation with creative concepts. Performance analysis provides insights for experimentation. However, formal experiment playbook, governance framework, and learnings repository are not clearly documented. Creative experimentation appears ad-hoc rather than systematic. ---

Q48 1 Learner**Innovation pipeline management**

Score: 1 (Learner) Leroy Merlin Italy demonstrates limited evidence of innovation pipeline management. Innovation pipeline management from ideation to implementation is not clearly demonstrated. Innovation backlog, stage-gate process, project roadmap, and status reports are not clearly documented. Innovation projects appear ad-hoc rather than systematically managed through a pipeline. ---

Q49 2 Intermediate**Future capability planning**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some future capability planning but the approach is inconsistent and strategic planning is limited. Some planning evident through technology adoption and production capabilities expansion. However, comprehensive capability roadmap, strategic planning documents, gap analysis, and investment priorities are not clearly documented. Future capability planning appears ad-hoc rather than strategic. ---

ORGANISATION

2.10 — Intermediate

Q#	Topic	Score	Level
50	Availability of guidelines: standards, checklists, practical sheets	3	Master
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	2	Intermediate
54	Level of structuring of operational RACIs	1	Learner
55	Level of availability of strategic and operational skills	3	Master
56	Team structure and roles	2	Intermediate
57	Skill development programs	2	Intermediate
58	Collaboration processes	2	Intermediate
59	Change management capabilities	2	Intermediate

Q50 3 Master

Availability of guidelines: standards, checklists, practical sheets

Score: 3 (Master) Leroy Merlin Italy demonstrates good availability of guidelines with well-documented standards and good accessibility. Communication Books provide comprehensive guidelines for campaigns. HOMY Communication Guidelines establish brand standards. Material specification sheets provide practical guides. DAMEO user guides provide process documentation. However, comprehensive master brand/creative guidelines, process checklists, and usage tracking are not clearly demonstrated. ---

Q51 2 Intermediate

Ability to capitalize on a partner/supplier ecosystem

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some partner/supplier relationships but strategic leverage is limited and relationships are mostly transactional. DAMEO includes supplier interfaces. Some collaboration evident (DuToscani partnership, content creator collaborations). However, proactive partner/supplier ecosystem strategy, ways-of-working documents, shared KPIs, and co-innovation examples are not clearly documented. Partner relationships appear transactional rather than strategic. ---

Q52 2 Intermediate

Maturity of central/BU collaboration rituals

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some central/BU collaboration rituals but consistency is limited and strategic alignment is inconsistent. ADEO-LMIT collaboration evident (global brand strategic orientation, MDH kit, Dameo platform, pilot test leadership, knowledge-sharing workshops). However, areas for improvement identified: clearer governance and ownership definition, Global Brand Book creation, better toolkit sharing, improved timing synchronization. Ritual calendar, standard agendas, meeting minutes, and decision logs are not clearly documented. ---

Q53 2 Intermediate**Maturity of collaboration between intra-BU professions**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some intra-BU collaboration but integration is limited and shared goals are inconsistent. Multi-channel campaigns demonstrate cross-departmental collaboration. Communication Books coordinate across departments. However, cross-functional rituals, shared goals/OKRs, collaboration charter, and feedback mechanisms are not clearly documented. Intra-BU collaboration appears functional but could be more integrated. ---

Q54 1 Learner**Level of structuring of operational RACIs**

Score: 1 (Learner) Leroy Merlin Italy demonstrates limited evidence of operational RACI structuring. RACI matrices or similar framework for key operational processes are not clearly demonstrated. RACI matrices per process, version control, communication plan, and training materials are not clearly documented. Operational RACIs appear minimal or non-existent. ---

Q55 3 Master**Level of availability of strategic and operational skills**

Score: 3 (Master) Leroy Merlin Italy demonstrates good availability of strategic and operational skills with good mix and systematic development processes. Strategic skills evident (brand strategy, data analysis, campaign planning). Operational skills evident (multi-format production, platform expertise, campaign management). Performance demonstrates skill capabilities. However, skills matrix by role, gap analysis, training plan, and hiring/development roadmap are not clearly documented. ---

Q56 2 Intermediate**Team structure and roles**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some team structure and roles but definitions are inconsistent and organisational structure is limited. DAMEO user roles demonstrate some role definitions (Front Office, Back Office, Supplier). Production capabilities suggest team structure. However, org chart, role descriptions, interface/responsibility map, and capacity planning are not clearly documented. Team structure and roles appear functional but not clearly defined. ---

Q57 2 Intermediate**Skill development programs**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some skill development programs but implementation is inconsistent and skill development is limited. Knowledge-sharing workshops and trainings mentioned in ADEO-LMIT collaboration. However, program catalogue, attendance records, outcomes/certification, and continuous learning framework are not clearly documented. Skill development programs appear ad-hoc rather than systematic. ---

Q58 2 Intermediate**Collaboration processes**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some collaboration processes but implementation is inconsistent and effectiveness is limited. Figma folder suggests collaborative design tools. DAMEO includes workflow features for collaboration. Communication Books coordinate collaboration. However, process maps, tool configurations, SLAs, and feedback/satisfaction scores are not clearly documented. Collaboration processes appear functional but could be more systematic. ---

Q59 2 Intermediate**Change management capabilities**

Score: 2 (Intermediate) Leroy Merlin Italy demonstrates some change management capabilities but the approach is inconsistent and change management is limited. Some changes evident (strategy revision March 2025, technology adoption, production capabilities expansion). However, formal change management processes, change management frameworks, change communication plans, and change impact assessments are not clearly documented. Change management appears reactive rather than proactive. ---

Strengths

OMNICHANNEL

Q1: Consistency of the on/offline brand promise

Clear brand promise definition: "La casa ideale" is well-articulated in strategic documents

Q1: Consistency of the on/offline brand promise

Cross-channel presence: Brand promise identifiable in print, digital display, video, and social

Q1: Consistency of the on/offline brand promise

Strategic alignment: PR & Events strategy explicitly unifies corporate and commercial narratives

Q1: Consistency of the on/offline brand promise

Campaign integration: Major campaigns (Festa della Casa, Black Friday) maintain brand promise framework

Q1: Consistency of the on/offline brand promise

Performance alignment: Top-performing content reinforces brand promise ### Minor Gaps

Q1: Consistency of the on/offline brand promise

Social media implicit messaging: Some social content relies on lifestyle imagery without explicit brand promise statement

Q1: Consistency of the on/offline brand promise

Campaign-specific focus: Some campaign materials emphasize promotional messaging over core brand promise

Q1: Consistency of the on/offline brand promise

Channel-specific variations: Tone and emphasis vary slightly between channels (commercial vs. inspirational)

Q2: Visual/tone consistency across all media

Key Visual Master concept: Major campaigns use unified visual approach

Q2: Visual/tone consistency across all media

Structured communication books: Visual and tone guidelines documented per campaign

Q2: Visual/tone consistency across all media

Logo consistency: Clear guidelines and proper file management

Q2: Visual/tone consistency across all media

Video structure standardization: Consistent format across video channels

Q2: Visual/tone consistency across all media

Campaign integration: Visual consistency maintained within campaigns across channels ### Gaps Identified

Q2: Visual/tone consistency across all media

Typography guidelines incomplete and not enforced: Guidelines exist in brand book PDF but lack size specifications and are not being followed (campaigns use different fonts than specified)

Q2: Visual/tone consistency across all media

Tone variation: Commercial campaigns vs. social media have different tones

Q2: Visual/tone consistency across all media

Font library: Fonts used but not centrally documented

Q2: Visual/tone consistency across all media

Cross-campaign consistency: While within-campaign consistency is high, cross-campaign visual consistency could be enhanced ---

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

Comprehensive channel coverage: All major channels addressed (Print, Digital, Video, Radio, TV, Social, Email, Push, Mobile)

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

Platform-specific adaptations: Extensive platform-specific folders and formats

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

Format variety: Multiple aspect ratios, sizes, and durations

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

Geolocalization: Store-specific and region-specific adaptations

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

Documentation: Material specification sheets and communication books

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

Technical precision: Clear naming conventions and format indicators

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

Strategic adaptation: Different tones and messaging per channel ---

Q4: Level of compliance of assets with platform guidelines

Platform-specific organization: 13+ platform-specific folders demonstrate compliance awareness

Q4: Level of compliance of assets with platform guidelines

Material specifications: Technical specification sheets document platform requirements

Q4: Level of compliance of assets with platform guidelines

Format compliance: Multiple format variations show platform guideline adherence

Q4: Level of compliance of assets with platform guidelines

Performance validation: Exceeding platform benchmarks validates compliance

Q4: Level of compliance of assets with platform guidelines

Platform optimization: Content optimized for platform-specific features (Thruplay, Reels, Stories)

Q4: Level of compliance of assets with platform guidelines

Documentation: Communication books document platform-specific requirements ---

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

Comprehensive responsive design: 31+ display banner sizes covering all orientations

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

Platform-specific optimization: Formats tailored to each platform's requirements

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

Performance optimization: File sizes optimized for platform performance

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

Aspect ratio coverage: Full spectrum of video aspect ratios (16:9, 9:16, 1:1)

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

Mobile-first approach: Vertical formats prioritized for mobile platforms

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

Efficient organization: Clear naming conventions and folder structure

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

Production efficiency: Standardized formats and material specifications ---

Q6: Synchronization of assets between channels (continuous narration)

Key Visual Master concept: Unified visual approach ensures synchronization

Q6: Synchronization of assets between channels (continuous narration)

Structured communication books: Channel-by-channel coordination documented

Q6: Synchronization of assets between channels (continuous narration)

Multi-channel campaigns: 11+ channels synchronized per campaign

Q6: Synchronization of assets between channels (continuous narration)

Cross-platform synchronization: Mirroring content across platforms

Q6: Synchronization of assets between channels (continuous narration)

Continuous narratives: Monthly series and seasonal campaigns maintain continuity

Q6: Synchronization of assets between channels (continuous narration)

Campaign structure consistency: Same structure across channels with adapted content

Q6: Synchronization of assets between channels (continuous narration)

Timing coordination: Campaigns launched simultaneously across channels ---

Q7: Cross-channel content consistency

Structured communication books: Ensure content consistency

Q7: Cross-channel content consistency

Key Visual Master: Maintains visual consistency

Q7: Cross-channel content consistency

Campaign coordination: Simultaneous launch across channels

Q7: Cross-channel content consistency

Messaging consistency: Core messages consistent ---

Q8: Multi-format production capabilities

Comprehensive format coverage: All major formats produced

Q8: Multi-format production capabilities

High-quality production: Quality demonstrated across formats

Q8: Multi-format production capabilities

Simultaneous production: Multi-format production coordinated

Q8: Multi-format production capabilities

Platform-specific: Formats tailored to platform requirements

Q8: Multi-format production capabilities

Documentation: Material specifications support production ---

Q9: Maturity of paid vs organic

Strategic differentiation: Clear strategies for paid vs organic

Q9: Maturity of paid vs organic

Resource optimization: Budget optimization demonstrated (193.11 euros savings)

Q9: Maturity of paid vs organic

Performance excellence: Both paid and organic exceed benchmarks

Q9: Maturity of paid vs organic

Separate measurement: Paid and organic tracked separately

Q9: Maturity of paid vs organic

Content differentiation: Clear differentiation in tone and format

Q9: Maturity of paid vs organic

Continuous optimization: Strategy revised based on performance ---

MEASUREMENT

Q17: Frequency and depth of brand tracking

Regular tracking: Brand Health Tracker conducted regularly (quarterly/semi-annually)

Q17: Frequency and depth of brand tracking

Comprehensive metrics: Wide range of metrics tracked (awareness, consideration, preference, equity, image)

Q17: Frequency and depth of brand tracking

Competitive positioning: Strong competitive analysis across multiple competitors

Q17: Frequency and depth of brand tracking

Cross-country: Regular cross-country tracking across 10 countries

Q17: Frequency and depth of brand tracking

Methodology: Robust research methodology (Kantar, CAWI) ---

Q18: Level of systematization of pre-tests / post-tests

Systematic A/B testing: A/B testing systematically conducted and documented

Q18: Level of systematization of pre-tests / post-tests

Comprehensive post-tests: Detailed post-campaign analysis across channels

Q18: Level of systematization of pre-tests / post-tests

Performance benchmarks: Established benchmarks for comparison

Q18: Level of systematization of pre-tests / post-tests

Multi-channel analysis: Post-tests cover multiple channels

Q18: Level of systematization of pre-tests / post-tests

Documented results: A/B test results documented and analyzed ---

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Creative element analysis: Specific creative elements (subject lines, CTAs, visuals) analyzed

Q19: Capacity to analyse the performance of created assets (creative intelligence)

A/B testing insights: A/B testing provides creative element insights

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Best/worst comparisons: Best and worst performing content compared

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Actionable insights: Insights derived and applied to optimize campaigns

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Pattern identification: Successful creative patterns identified ---

Q20: Mastery of brand lift studies

Brand Health Tracking: Regular brand health tracking conducted

Q20: Mastery of brand lift studies

Brand metrics: Comprehensive brand metrics tracked

Q20: Mastery of brand lift studies

Performance measurement: Extensive campaign performance measurement ---

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Comprehensive VTR tracking: Detailed VTR tracking across platforms

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Engagement rate tracking: Extensive ER% tracking and analysis

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Thruplay optimization: Videos optimized for Thruplay engagement

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Benchmark comparison: Performance compared to benchmarks

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Engagement-driven optimization: Strategy optimized based on engagement metrics ---

TECH CAPABILITIES**Q24: Adoption of compliance analysis solutions (Creative X, etc.)**

DAMEO rights management: Comprehensive rights management system

Q24: Adoption of compliance analysis solutions (Creative X, etc.)

Rights compliance workflows: Systematic rights compliance workflows

Q24: Adoption of compliance analysis solutions (Creative X, etc.)

User interfaces: Multiple user interfaces (Front Office, Back Office, Supplier)

Q24: Adoption of compliance analysis solutions (Creative X, etc.)

Rights documentation: Mandatory rights documentation processes ---

Q25: Availability and functional depth of the DAM

DAMEO availability: DAMEO system available and accessible

Q25: Availability and functional depth of the DAM

Multiple stakeholder access: Front Office, Back Office, and Supplier access

Q25: Availability and functional depth of the DAM

Rights management: Comprehensive rights management features

Q25: Availability and functional depth of the DAM

Workflow integration: Rights validation integrated into workflow

Q25: Availability and functional depth of the DAM

User documentation: Comprehensive user guides available ---

Gaps

OMNICHANNEL

Q1: Consistency of the on/offline brand promise

Social media implicit messaging: Some social content relies on lifestyle imagery without explicit brand promise statement

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Cross-campaign consistency: While within-campaign consistency is high, cross-campaign visual consistency could be enhanced ---

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

Email template library: While email campaigns are documented, email template library not explicitly visible

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

Cross-channel consistency: While adaptations are excellent, ensuring message consistency across adaptations could be enhanced **Note:** Analysis identifies 2 gaps. CSV QA flag suggests 4+ gaps may exist. Validate during interview if additional gaps exist beyond documentation gaps (e.g., capability gaps vs. documentation gaps). ---

Q4: Level of compliance of assets with platform guidelines

Platform guideline documentation: While compliance is demonstrated, explicit platform guideline documentation not visible

Q4: Level of compliance of assets with platform guidelines

Compliance audit process: No visible evidence of regular compliance audits **Note:** Analysis identifies 2 gaps. CSV QA flag suggests 4+ gaps may exist. Validate during interview if additional gaps exist beyond documentation/process gaps (e.g., compliance gaps vs. documentation gaps). ---

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

Responsive design documentation: While responsive design is implemented, explicit responsive design guidelines not visible

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

Breakpoint documentation: No visible documentation of responsive breakpoints **Note:** Analysis identifies 2 gaps. CSV QA flag suggests 4+ gaps may exist. Validate during interview if additional gaps exist beyond documentation gaps (e.g., capability gaps vs. documentation gaps). ---

Q6: Synchronization of assets between channels (continuous narration)

Synchronization documentation: While synchronization is demonstrated, explicit synchronization guidelines not visible

Q6: Synchronization of assets between channels (continuous narration)

Synchronization metrics: No visible metrics tracking synchronization effectiveness **Note:** Analysis identifies 2 gaps. CSV QA flag suggests 4+ gaps may exist. Validate during interview if additional gaps exist beyond documentation/process gaps (e.g., capability gaps vs. documentation gaps). ---

Q7: Cross-channel content consistency

Tone variation: Commercial vs. social tone differs

Q7: Cross-channel content consistency

Channel-specific adaptations: Some content variations between channels ---

Q9: Maturity of paid vs organic

Integration strategy: While differentiation is clear, integration strategy between paid and organic could be more explicit

Q9: Maturity of paid vs organic

Cross-pollination: Limited evidence of paid content amplifying organic content ---

MEASUREMENT**Q17: Frequency and depth of brand tracking**

Frequency: Tracking appears periodic (quarterly/semi-annually) rather than continuous

Q17: Frequency and depth of brand tracking

Predictive analytics: Advanced predictive analytics not clearly demonstrated

Q17: Frequency and depth of brand tracking

Real-time intelligence: Real-time competitive intelligence not clearly demonstrated

Q17: Frequency and depth of brand tracking

Tracking cadence: No visible evidence of monthly or weekly tracking ---

Q18: Level of systematization of pre-tests / post-tests

Pre-testing: Pre-launch creative concept testing not clearly demonstrated

Q18: Level of systematization of pre-tests / post-tests

Pre-test process: Standard pre-test process not clearly documented

Q18: Level of systematization of pre-tests / post-tests

Creative concept validation: Pre-launch validation of creative concepts not clearly shown ---

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Predictive insights: Predictive insights not clearly demonstrated

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Automated optimization: Automated optimization recommendations not clearly demonstrated

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Advanced analytics: Advanced creative intelligence analytics not clearly shown

Q19: Capacity to analyse the performance of created assets (creative intelligence)

Element-level deep dive: Deep dive into specific visual/copy elements could be enhanced ---

Q20: Mastery of brand lift studies

Brand lift studies: Campaign-specific brand lift studies not clearly demonstrated

Q20: Mastery of brand lift studies

Ad recall: Ad recall measurement not clearly shown

Q20: Mastery of brand lift studies

Brand awareness lift: Brand awareness lift for campaigns not clearly measured

Q20: Mastery of brand lift studies

Purchase intent: Purchase intent lift not clearly measured

Q20: Mastery of brand lift studies

Insight application: Brand lift insights application to media/creative strategies not clearly demonstrated ---

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Article scroll depth: Article scroll depth not clearly demonstrated (though web metrics tracked)

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Time-on-page: Time-on-page metrics could be enhanced

Q21: Monitoring creative engagement (VTR, scroll depth, etc.)

Advanced analytics: Predictive analytics for engagement not clearly demonstrated ---

TECH CAPABILITIES**Q24: Adoption of compliance analysis solutions (Creative X, etc.)**

Automated compliance tools: Automated compliance tools (Creative X, etc.) not clearly demonstrated

Q24: Adoption of compliance analysis solutions (Creative X, etc.)

Brand guidelines automation: Brand guidelines compliance checking not clearly automated

Q24: Adoption of compliance analysis solutions (Creative X, etc.)

Platform policies automation: Platform-specific ad policies compliance not clearly automated

Q24: Adoption of compliance analysis solutions (Creative X, etc.)

Approval workflow integration: Compliance checking not fully integrated into approval workflow ---

Q25: Availability and functional depth of the DAM

AI-powered search: AI-powered search not clearly demonstrated

Q25: Availability and functional depth of the DAM

Advanced search: Advanced search features not clearly documented

Q25: Availability and functional depth of the DAM

Software integrations: Software integrations not clearly demonstrated

Q25: Availability and functional depth of the DAM

Seamless integrations: Seamless integrations not clearly demonstrated ---