

# Leroy Merlin Poland

Content Maturity Assessment · April 2026 · Confidential

Overall Maturity Score

2.34

Overall — Intermediate

59 questions across 7 pillars

## Pillar Summary

| Pillar                         | Qs | Avg Score | Level        | Min | Max |
|--------------------------------|----|-----------|--------------|-----|-----|
| OMNICHANNEL                    | 9  | 3.00      | Master       | 3   | 3   |
| CLIENT CENTRICITY              | 7  | 2.71      | Master       | 2   | 3   |
| MEASUREMENT                    | 7  | 2.57      | Master       | 2   | 3   |
| TECH CAPABILITIES              | 10 | 2.10      | Intermediate | 1   | 3   |
| AUTOMATION & INDUSTRIALIZATION | 9  | 2.11      | Intermediate | 1   | 3   |
| INNOVATION                     | 7  | 2.00      | Intermediate | 1   | 3   |
| ORGANISATION                   | 10 | 2.00      | Intermediate | 1   | 3   |

## OMNICHANNEL

## 3.00 — Master

| 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 | 3     | Master |
| 4  | Level of compliance of assets with platform guidelines               | 3     | Master |
| 5  | Asset design principle (responsive, vertical, etc.)                  | 3     | Master |
| 6  | Synchronization of assets between channels (continuous narration)    | 3     | Master |
| 7  | Cross-channel content consistency                                    | 3     | Master |
| 8  | Multi-format production capabilities                                 | 3     | Master |
| 9  | Maturity of paid vs organic  | 3     | Master |

## Q1 3 Master

## Consistency of the on/offline brand promise

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong brand promise consistency across available channels. The Brand Manual (manual\_04-07-2024) defines the platform "W prostych krokach" (In simple steps) and "Remont w prostych krokach" (Renovation in simple steps), with three arrows as the visual symbol. Evidence from brand guidelines, social media strategy (Social Media 2026 Final), print advertisements, display banners (including Video & Display examples), and programmatic banners shows consistent brand promise execution. Economic data: €231K creative fees, €2.17M agency spend, 4 dedicated + 3 partly engaged FTEs. Per Tier 1 protocol, 4 of 5 asset types are available (Print, Display, Social, Video) – exceeding the minimum threshold. No top-performing variants document submitted. ---

## Q2 3 Master

## Visual/tone consistency across all media

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong visual and tone consistency supported by comprehensive brand governance. The Brand Manual (manual\_04-07-2024) provides detailed visual guidelines: logo (CMYK, RGB, Pantone, protective field), typography (Leroy Merlin Sans – 6 variants), colour palette (green, red, black, white + navigation colours), and layout rules. Evidence from Display Banners (Video & Display examples), Social Media 2026, Print (print-ads, gazetka, billboards), and ATL & Digital Creative Guidelines shows consistent visual identity across platforms. Economic data: €0 direct tool spend (Adeo shared), 4 dedicated + 3 partly engaged FTEs. Per Tier 1: Global Campaign + 2 other formats required – Brand Manual + ATL & Digital Guidelines, Display, Social, Print available. Threshold met. No dedicated Font Library folder (typography in manual); no Design System document separate from manual. ---

## Q3 3 Master

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

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong channel adaptation with format-specific assets across multiple channels. The Brand Manual specifies format adaptations for TV, OOH, gazetka, billboards, digital banners, and in-store materials. Display/Video examples show programmatic (DV360) with dynamic previews. Social Media 2026 defines platform-specific strategy: Facebook (community), TikTok (viral, UGC), Instagram/Pinterest (inspiration), YouTube Shorts (tutorials). Economic data: asset mix by channel (Branding 15%, PPC 15%, Display 14%, Video 12%, Social 10%, etc.); Mediaplan for cost monitoring; 26–50% reuse rate. Workflow metrics documented for 15 campaign types. Per Tier 1: Global Campaign + 3 channel examples – Brand Manual, Display, Social, Print available. Threshold met. No Global Campaign Toolkit folder; Brand Manual and ATL & Digital Guidelines serve as toolkit. ---

## Q4 3 Master

## Level of compliance of assets with platform guidelines

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong platform compliance through format-specific asset production. Display/Video examples show programmatic (DV360) with dynamic previews and HTML5 specs aligned with Google Display Video 360. Social Media 2026 defines platform-specific formats: Facebook (community), TikTok (vertical, viral), Instagram (Reels, Stories, Carousel), Pinterest (Pins), YouTube Shorts. Brand Manual specifies digital banner formats, gazetka bleed, billboard dimensions. Economic data: €0 Traffic/QA reported; Mediaplan for cost monitoring. No evidence of automated compliance tools (Creative X, Celtra) or DCO platform. Workflow metrics show 2-day Approve→Publish consistently. Per Tier 1: 2 of 3 asset types required (Display, Social, Programmatic) – Display + Programmatic (DV360) + Social available. Threshold met. ---

## Q5 3 Master

## Asset design principle (responsive, vertical, etc.)

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong asset design efficiency through platform-specific and format-appropriate design principles. The Brand Manual defines layout rules: cenówka (price layout), billboard dimensions (6x3, 12x4, 5.4x2.38 m), digital banner specs, packshot shadows, text alignment. Social Media 2026 specifies format-specific design: TikTok (vertical, viral), Instagram (Reels, Stories, Carousel), YouTube Shorts. Typography (Leroy Merlin Sans, 6 variants) supports design governance. Programmatic DV360 enables dynamic, format-optimised creative. Economic data: €0 direct tool spend (Adeo shared), 4+3 FTEs, complete workflow metrics. Per Tier 1: 2 of 3 asset types required (Display, Email, Social) – Display + Social available; Email not submitted. Threshold met. No DCO or advanced automation reported. ---

## Q6 3 Master

## Synchronization of assets between channels (continuous narration)

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong narrative continuity across channels. The Brand Manual ("W prostych krokach") and ATL & Digital Creative Guidelines 2025 provide the campaign framework. Programmatic DV360 (Video & Display examples) shows dynamic creative with Club DOM i PRO, coupon mechanics – consistent legal/commercial narrative. Social Media 2026 defines platform-specific but thematically aligned content: "zakupy w prostych krokach", TikTok "Szkola Remontu", Content Playbook by segment. Print (print-ads, gazetka, billboards) and Brand Manual specify complementary formats (TV, OOH, gazetka, digital). Economic data: €231K creative, €2.17M agency, 4+3 FTEs. Per Tier 1: Global Campaign + 2 other formats – Brand Manual + ATL & Digital, Print, Display, Social, Video available. Threshold met. No single "ART Banner" equivalent; narrative continuity through brand platform and campaign mechanics. ---

## Q7 3 Master

## Cross-channel content consistency

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong cross-channel content consistency. Brand Manual (manual\_04-07-2024), ATL & Digital Creative Guidelines 2025, and Typography (Leroy Merlin Sans) provide the framework. Workflows: proces audyt (audit process) documented. Assets: Programmatic DV360, Social Media 2026, Print – consistent brand execution with "W prostych krokach", Club DOM i PRO, Hit sprzedażowy. Brand Strategy & Marketing Activation Unit (10 FTE) supports governance. Economic data: 4 dedicated + 3 partly engaged FTEs, €231K creative, €2.17M agency. Per Tier 2: Can assess from docs; max 3 without assets. Poland has assets (Display, Social, Print, Video) for validation. **Confidence: Medium** – Workflow (proces audyt) less detailed than Portugal's HUB Workflow Equipa; no SLA table. ---

## Q8 3 Master

## Multi-format production capabilities

**Score: 3 (Master)** Leroy Merlin Poland demonstrates multi-format production across Print, Display, Programmatic Video, and Social. Evidence: Print (print-ads, gazetka, billboards), Display/Programmatic (DV360 – Video & Display examples), Social Media (Social Media 2026 – FB, TikTok, IG, Pinterest, YT Shorts). Brand Manual specifies TV, Radio, OOH, gazetka, digital. Economic data: €2.17M agency spend (€1.04M production, €279K post-production, €624K Art Buying & Rights), 4+3 FTEs. Budget division: TV+Radio €2.17M, Video Digital €54K, Catalogue €52.7K, Web €279K. Per Tier 1: 4 of 7 formats required (must include Print, Digital, and one of Video/3D). Poland has Print ■, Digital ■, **Video ■** (Programmatic Video in Display examples) – **threshold met**. Email and 3D not submitted. ---

## Q9 3 Master

## Maturity of paid vs organic

**Score: 3 (Master)** Leroy Merlin Poland demonstrates differentiated paid vs organic strategy with documented resource allocation. Social Media 2026 Final provides explicit budget split: **Organic & Content 1.97M PLN** (Influencers €600K, TikTok content €1.1M, YouTube €300K, Content €320K, Fundacja LM, etc.) vs **Paid & Technology 620K PLN** (Meta €1.255M, TikTok €390K, Pinterest €147K, Google €128K, Agency Fee €146K, Tech €34K). KPI Framework documents funnel phases (IMAGE, AWARENESS, DRIVE TO STORE, REVENUE) with paid vs organic touchpoints. Dashboard PL shows Double Verify, GA4, Reach, Engagement by campaign. Economic data: €2.17M agency, asset mix (Paid Media 50%, Owned 10%, E-commerce 10%, Key Visual 30%). Per Tier 1: Social (paid/organic) + Analytics + Budgets – Social ■, KPI Framework ■, Dashboard ■, Economic data ■, Social Media 2026 budget split ■. Threshold met. ---

## CLIENT CENTRICITY

## 2.71 — Master

| Q# | Topic  | Score | Level        |
|----|--|-------|--------------|
| 10 | Level of alignment between customer needs and brand promise      | 3     | Master       |
| 11 | Availability and precision of audiences/personas                 | 3     | Master       |
| 12 | Mastery of shopper needs by persona                              | 3     | Master       |
| 13 | Mastery of media uses of persona                                 | 3     | Master       |
| 14 | Relevance of formats/media by persona                            | 3     | Master       |
| 15 | Level of content personalisation                                 | 2     | Intermediate |
| 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 Poland demonstrates strong alignment between brand promise and customer needs. Brand Manual: "W prostych krokach" (In simple steps) – addresses remont complexity, stress, and need for simplicity. Consumer/Market Studies (LEROY MERLIN Insighty 2024): 6 Needstates (DREAMS vs REALITY 28%, REFRESH your SPACE 20%, UNDER CONTROL 19%, FAMILY CARE 16%, EXPRESS MYSELF 8%, UPGRADE your LIFE 8%) with triggers, needs, emotions, and product mapping. Recommendations: focus on DREAMS vs REALITY and UNDER CONTROL; "emocje są ważniejsze niż kwestie funkcjonalne"; "Do It Together" not "Do It Yourself"; "zawiaszczenie łatwości zakupów". Social Media 2026 Content Playbook maps content to segments (Gen Z, Nesters, Core DIY, Seniorzy). Per Tier 2: Brand Guidelines ■, Consumer/Market Studies ■, Personas (Needstates) ■. **Confidence: High** – Insighty 2024 is comprehensive (N=1200, 6 MGK, semiotics); explicit recommendations link needs to communication. ---

## Q11 3 Master

## Availability and precision of audiences/personas

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong audience and persona availability and precision. Insighty 2024 provides 6 Needstates (DREAMS vs REALITY 28%, REFRESH your SPACE 20%, UNDER CONTROL 19%, FAMILY CARE 16%, EXPRESS MYSELF 8%, UPGRADE your LIFE 8%) with demographics, triggers, needs, emotions, obawy, products, and LM penetration vs Castorama/OBI per needstate. Social Media 2026 Content Playbook defines 4 segments (Gen Z/Alpha 16–28, Młodzi Nesterzy 25–35, Core DIY 35–50, Seniorzy 50+) with platform reach (TikTok ~4.2–5.4M Gen Z, META ~7.7M 35–50). KPI Framework documents targeting: Nesters, Justtag 3rd party (construction industry, home improvement interests, life events), Inis (promotional leaflet interest, recently moved), Customer Match, look-a-like. Per Tier 2: Personas ■, Consumer Studies ■, Targeting documentation ■. **Confidence: High** – Insighty N=1200, 6 MGK; Social Playbook maps segments to platform reach; KPI Framework shows operational targeting. ---

## Q12 3 Master

## Mastery of shopper needs by persona

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong mastery of shopper needs by persona. Insighty 2024 provides detailed needs (potrzeby), triggers, emotions, obawy, and product mapping for each of 6 Needstates. Examples: DREAMS vs REALITY – "by móc zamieszkać", "poczuć się jak u siebie", "zacząć coś nowego w życiu"; obawy: fachowcy, budżet, brak wsparcia; products: asortyment azienkowy, meble do zabudowy, płytki. UNDER CONTROL – "komfort, wygoda", "bezpieczeństwo", "obniżenie kosztów"; products: materiały budowlane, elektronarzędzia. Social Media Content Playbook maps products to 4 segments: Gen Z (tanie, szybki efekt – lampki, farby, dekoracje), Młodzi Nesterzy (wykończenie, farby, panele, oświetlenie), Core DIY (narzędzia, remonty, podłogi, płytki), Seniorzy (narzędzia ręczne, ogród). Per Tier 2: Personas ■, Needs documentation ■. **Confidence: High** – Insighty needs are explicit and actionable; Content Playbook product mapping is segment-specific. ---

## Q13 3 Master

## Mastery of media uses of persona

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong alignment between media channels and persona habits. Insighty 2024 (C6): Internet 44%, Media społecznościowe 17%, Rozmowy z rodziną 25%, Tematyczne programy TV 19%, Strony sklepów DIY 20%, Instagram 19%, Gazetki sklepów 11% – inspiration sources for remont planning. Social Media 2026 documents platform reach by age: Gen Z 18–24 (TikTok ~4.2–5.4M, META ~5.4M), Millennials 25–35 (TikTok ~2.4–3.1M, META ~5M), 35–50 (META ~7.7M), 50+ (META ~3.5M, TikTok ~0.5–0.7M). Platform roles: TikTok for younger/viral, Facebook for community, Instagram/Pinterest for inspiration, YouTube for tutorials. KPI Framework touchpoints: TV, Radio, OOH, Search, Display, Video, Social, Mobile, Audio. Per Tier 2: Personas ■, Media habits ■, Channel strategy ■. **Confidence: High** – Insighty provides inspiration sources; Social Media platform potentials by age; Content Playbook platform-specific (TikTok for Gen Z, IG reels for Nesters). ---

## Q14 3 Master

## Relevance of formats/media by persona

**Score: 3 (Master)** Leroy Merlin Poland demonstrates strong format–persona relevance. Social Media Content Playbook maps format, tone, and products to 4 segments: Gen Z/Alpha (humor, memy, wyzwania, szybkie cięcia – Quick Tip, Challenge, UGC; products: tanie, szybki efekt), Młodzi Nesterzy (aspiracyjne hacki, pierwsze mieszkanie – Mini-drama DIY, Reveal przed/po; products: wykończenie, farby, panele), Core DIY (tutoriale, promocje – Weekend Hero, DIY storage; products: narzędzia, remonty), Seniorzy (krok po kroku, praktyczne – "naprawa w 3 krokach"; products: narzędzia ręczne, ogród). Platform roles: TikTok (viral, UGC), IG reels/karuzele (Nesters), YouTube Shorts (tutoriale). Content Efficiency Study: influencer stories ER 0.27%, tutorial & how-to 0.14% – format performance tracked. Per Tier 2: Personas ■, Format strategy ■. **Confidence: High** – Content Playbook is explicit; format–segment mapping documented; performance by format (Content Efficiency Study). ---

## Q15 2 Intermediate

## Level of content personalisation

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates segment-level targeting and first-party data use, but no evidence of individual-level dynamic personalisation. KPI Framework: Customer Match (PRO & DOM Club), look-a-like segments, Justtag behavioral (store visitors, home improvement intent), Inis (recently moved, promotional leaflet interest). Social Media 2026: Customer Match implementation planned (2026); Segmentacja Customer Match. Dashboard: GA4 sessions by campaign, device (mobile/desktop), source – no individual-level personalisation metrics. Content Playbook: segment-level (Gen Z, Nesters, Core DIY, Seniorzy) – one message per segment, not per user. No evidence of: dynamic creative with name, past purchases, browsing history; DCO (Celtra); product recommendation engines; email personalisation. Per Tier 2: Segment targeting ■, First-party data ■; Individual personalisation ■. **Confidence: High** – documentation reviewed; personalisation is segment-level, not individual. ---

## Q16 2 Intermediate

## Level of adaptation of the representation of the target customer

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates intermediate level of adaptation of target customer representation. Insighty 2024 provides 6 Needstates (DREAMS vs REALITY, REFRESH your SPACE, UNDER CONTROL, FAMILY CARE, EXPRESS MYSELF, UPGRADE your LIFE) with demographics, triggers, needs, emotions, and LM positioning vs competitors—comprehensive and research-based (N=1200 CAWI, 6 MGK, semiotic analysis). Social Media 2026 Content Playbook defines 4 segments (Gen Z, Nesters, Core DIY, Seniorzy) with platform reach and format mapping. KPI Framework references "consumer insights from our research" and Nesters focus. However, Insighty is dated **March 2024** (Marzec 2024)—no later version or refresh visible. No persona version history, no documented systematic update process, and no explicit link between CRM/performance data and persona refinement. Social Media 2026 agenda mentions "Insights 2025" as future planning but not evidence of completed refresh. Consumer/Market Studies folder contains Insighty (not empty, unlike LM France) but no Brand Health Tracker or market studies to feed persona updates. **Confidence: High**—documents reviewed; target customer defined but not demonstrated as living document. ---

## MEASUREMENT

## 2.57 — 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.)                      | 3     | Master       |
| 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 Poland demonstrates intermediate level of brand tracking. KPI Framework documents brand metrics (Brand Likeability & Advocacy, Brand Awareness, Brand Preference, Purchase Intent) with "Regular and systematic tracking of soft brand indicators in Order to build LOVE BRAND." Measurement tools: BRAND24, Platforms for social data; Nielsen, Campaign Manager, Gemius for reach. Social Media 2026: Sprinklr for "Budowa reputacji marki - jako lubiana, dostępna cenowo, odważna" (brand reputation); "Badanie BLS" planned 2025 (possibly Brand Lift Study). Insightly 2024 provides one-off brand perception (LM vs Castorama, OBI—wyróżniałno, emocje, spełnienie oczekiwania, warta ceny). Dashboard PL shows campaign performance (Reach, Engagement, Sessions, SOV, Transactions)—not brand health. No Brand Health Tracker report or ongoing brand study with documented frequency visible. **Confidence: High**—Framework has structure; evidence of actual tracking frequency and reports limited. ---

## Q18 3 Master

## Level of systematization of pre-tests / post-tests

**Score: 3 (Master)** Leroy Merlin Poland demonstrates good systematization of post-tests and limited pre-test evidence. **Post-campaign analysis** is comprehensive: Content Efficiency Study ("Typy narracji - zestawienie performance'u") analyses narrative types (brand experience, engagement, influencer stories, POS, product experience, promo spotlight, tutorial & how-to) with Views, Likes, Comments, Saves, Follows, ER, and Attractivity Index—explicit creative format performance. Dashboard PL provides campaign-level performance (Sessions, Engagement Sessions, ER by campaign/source, Transactions, Revenue, SOV). Economic data documents complete workflow metrics for 15 campaign types (Brief→Produce, Produce→Approve, Approve→Publish, First-Pass). Top\_performing\_Variants folder (Looker Studio) exists. Proces audyt (audit process) documented. **Pre-test:** Creative concept testing before launch not clearly demonstrated. Post-test process is well established with regular cadence (Dashboard Jan 2025, Content Efficiency Study by narrative type) and multi-format coverage. **Confidence: High**—Content Efficiency Study is explicit post-test by creative format; Dashboard provides campaign performance; workflow structured. ---



## Q19 3 Master

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

**Score: 3 (Master)** Leroy Merlin Poland demonstrates good capacity to analyse creative asset performance. **Content Efficiency Study** ("Typy narracji - zestawienie performance'u") analyses narrative types (brand experience, engagement, influencer stories, POS, product experience, promo spotlight, tutorial & how-to) with Views, Likes, Comments, Saves, Follows, ER, and **Attractivity Index**—explicit identification of which creative formats drive engagement (influencer stories ER 0.27%, AI 195; tutorial 0.14%, AI 99). Second table breaks down by subtype (lookbook wnDashboard provides campaign-level performance (aktywacja\_2\_panele, gazetka\_hity\_1, wizerunek\_1\_lazienka) with Sessions, ER, Transactions, Revenue—campaign/creative variant level. **Social Media 2026** documents Content Efficiency Study methodology: "Kałydy post zosta otagowany według kluczowych parametrów: tematyka, typ narracji, tre, forma, kreacja, ton, kampania, talent oraz wyniki (engagement)"—tagging by theme, narrative type, content, form, creative, tone, campaign, talent. **Top performing Variants** (Looker Studio) exists. Element-level analysis (copy, CTA, visual layout) not explicitly documented—analysis is at format/narrative/campaign level. **Confidence: High**—Content Efficiency Study provides explicit creative format performance; Attractivity Index enables comparison; tagging methodology supports element-level potential. ---

## Q20 2 Intermediate

**Mastery of brand lift studies**

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates limited evidence of brand lift studies. **KPI Framework** documents brand metrics (Brand Likeability & Advocacy, Brand Awareness, Brand Preference, Purchase Intent) with "Regular and systematic tracking of soft brand indicators"—structure for brand measurement exists. **Social Media 2026** mentions "Badanie BLS" planned for 2025—possibly Brand Lift Study; not completed or documented. **Insightly 2024** provides one-off brand perception (LM vs Castorama, OBI—wyrónialno, emocje, speńnienie oczekiwa, warta ceny)—baseline brand perception, not campaign-specific brand lift. **Dashboard PL** measures campaign performance (Reach, Engagement, Sessions, Transactions, Revenue)—not ad recall, brand awareness lift, or purchase intent lift. **BRAND24, Sprinkl**r for social/sentiment—complementary to but not equivalent to brand lift studies. No campaign-specific brand lift studies (e.g. Meta Brand Lift, Kantar Brand Lift) visible in documentation. No evidence of brand lift insights application to media/creative optimisation. **Confidence: High**—documents reviewed; brand lift study mastery limited or not shared. ---

## Q21 3 Master

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

**Score: 3 (Master)** Leroy Merlin Poland demonstrates good monitoring of creative engagement through Dashboard PL and KPI Framework. **Double Verify** tracks Standard VA (75.2%), Custom VA (59.3%), **Avg. Viewable Time** (15.58s), Authentic Rate—viewability and time-in-view. **Video Completions** (3.9M, 17.2M) and **Completed Video Views** (CPCV in KPI Framework) measure video engagement depth. **GA4** provides Engagement Sessions, **Engagement Rate** (64.6%, 65% by campaign), and **■r. czas zaang** (average engaged time)—00:00:54 to 00:02:32 by source, 00:01:15 mobile, 00:01:52 desktop. **KPI Framework** documents diagnostic metrics: VTR, Quartiles, Custom Viewability, Engaged Sessions, **Session Time**, **Bounce Rate**, Events, Assisted Conversions, AVOC (YT). **Content Efficiency Study** tracks Views, Likes, Comments, **Saves**, **Follows**, ER—Saves and Follows indicate deeper engagement. **Confidence: High**—Dashboard shows explicit engagement depth metrics; KPI Framework defines VTR, Session Time, Bounce Rate; GA4 **■r. czas zaang** is time-on-page equivalent. ---

## Q22 2 Intermediate

## Monitoring of production costs (time, volume costs)

**Score: 2 (Intermediate)** Leroy Merlin Poland has **transparent financial cost tracking** (Creative €231K, Production €1.04M, Post-Production €279K, Art Buying & Rights €624K) and **complete workflow time metrics** for 15 campaign types (TTM, Brief→Produce, Produce→Approve, Approve→Publish, First-Pass). **Cost monitoring method:** Mediaplan. **Budget division** (TV+Radio, Video Digital, Catalogue, Web) provides clarity. **Gaps:** Asset volumes not reported → **cost per asset N/A**; no man-hours per asset; no production-mode cost breakdown; no systematic cost efficiency evaluation or savings trajectory. **Confidence: High**—Economic Analysis is comprehensive; Poland has best-in-class workflow data vs peers but lacks volume-cost and efficiency evaluation. ---

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## Q23 2 Intermediate

## Production efficiency metrics

**Score: 2 (Intermediate)** Leroy Merlin Poland has **strong time-to-market tracking** (complete for 15 campaign types: TTM, Brief→Produce, Produce→Approve, Approve→Publish) and **first-pass approval rates** (45%–100% by campaign type). **Usage** (100%) and **Reuse** (26–50%) are reported. **Gaps:** Asset volumes not reported → **cost per asset N/A**; no ETP or resource utilisation by pillar/role; no production-mode mix; no efficiency optimisation roadmap or quantified gains. **Confidence: High**—Workflow data is best-in-class vs LM France; Economic Analysis is comprehensive; efficiency metrics beyond TTM and first-pass are absent. ---

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# TECH CAPABILITIES

## 2.10 — Intermediate

| Q# | Topic   | Score | Level        |
|----|---|-------|--------------|
| 24 | Adoption of compliance analysis solutions (Creative X, etc.)  | 1     | Learner      |
| 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                         | 1     | Learner      |
| 28 | Availability and functional depth Creative intelligence       | 3     | Master       |
| 29 | Availability and functional depth of collaborative tools      | 2     | Intermediate |
| 30 | Art purchasing platform                                       | 2     | Intermediate |
| 31 | Production technology stack                                   | 2     | Intermediate |
| 32 | Creative software and tools                                   | 2     | Intermediate |
| 33 | Workflow automation tools                                     | 2     | Intermediate |

### Q24 1 Learner

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

**Score: 1 (Beginner)** Leroy Merlin Poland shows **no documented adoption** of automated compliance analysis solutions. **Traffic/QA/Distribution:** €0 (N/A). **Tech passthrough:** €0. Tools stack: Adobe Creative Suite, Figma, Adobe Creative Library, Contentful, Trello/Monday—all Adeo shared; **no Creative X, Celtra, Dameo, or equivalent** reported. **Celtra/Automation:** Not reported. Brand guidelines and QA processes likely exist (agency workflow, Approve→Publish 2 days) but are not documented. **Confidence: High**—Economic Analysis and tools stack are explicit; compliance tools are absent. ---

### Q25 3 Master

### Availability and functional depth of the DAM

**Score: 3 (Master)** Leroy Merlin Poland uses **Contentful** and **Adobe Creative Library** (Adeo shared) for content and asset management. **DAM:** Not reported in questionnaire—likely Adeo shared or embedded in Contentful/Adobe stack. **Asset Reuse Rate:** 26–50% (Medium)—suggests some asset discovery. **Direct tool spend:** €0 (Adeo shared). **Gaps:** No dedicated DAM documented; no pipeline integration (e.g. Content Factory—style BRIEF>PROD>DAM>EXPO); no stakeholder access or taxonomy documented; no Logisphère/Dameo equivalent. **Confidence: Medium**—Contentful and Adobe Creative Library provide basic DAM-like capability; depth and access require validation. ---

## Q26 3 Master

## Availability and functional depth of "Product Feed" solutions

**Score: 3 (Master)** Leroy Merlin Poland has **e-commerce and catalog infrastructure** that implies product feed usage: **E-commerce** (10% asset mix), **PPC** (15%), **Display** (14%), **Paid Media** (PMax, affiliation in asset types). **Contentful** (CMS) and **Projects Catalogue** (€52,700) support catalog content. **Workflow**: "New Catalog Entry (CMS)", "Catalog Refresh (CMS)" (24h), "E-commerce Campaign Rollout", "E-commerce Campaign Refresh" (24h). **KPI Framework**: E-commerce GA4, Piano; funnel phases include "Online Purchase - Acquisition", "Online Purchase - Retention". **Gaps**: No product feed CSV or feed structure documented; no centralised feed platform (Feedonomics, DataFeedWatch); no feed optimisation or performance analysis documented. **Tech passthrough**: €0. **Confidence: Medium**—E-commerce and catalog imply feeds; structure and platform not evidenced. ---

## Q27 1 Learner

## DCO availability and functional depth

**Score: 1 (Beginner)** Leroy Merlin Poland shows **no documented DCO adoption**. **Celtra / Automation**: Not reported. **Tech passthrough**: €0. **Direct tool spend**: €0. Asset mix includes **Automation** (4%—DCO, dynamic creative) but no DCO platform or agency partnership documented. **Dashboard** shows programmatic (DV360, RASP, Inis) and campaign-level performance—no DCO-JELLYFISH-type structure. **Q15**: Segment-level targeting, Customer Match; no individual-level DCO. **Confidence: High**—Economic Analysis states "No DCO/automation platforms reported"; tools stack explicit. ---

## Q28 3 Master

## Availability and functional depth Creative intelligence

**Score: 3 (Master)** Leroy Merlin Poland demonstrates good creative intelligence through a **distributed analytics ecosystem** rather than a single dedicated platform. **Content Efficiency Study** ("Typy narracji - zestawienie performance'u") analyses narrative types with Views, Likes, Comments, Saves, Follows, ER, and **Attractivity Index**—explicit identification of which creative formats drive engagement (influencer stories ER 0.27%, tutorial 0.14%). **Dashboard PL** provides campaign-level performance (Double Verify, GA4, Sessions, ER, Transactions, Revenue) by campaign and source. **KPI Framework** defines diagnostic metrics (VTR, Session Time, Bounce Rate, Engaged Sessions). **Top\_performing\_Variants** (Looker Studio) tracks best content. **Tagging methodology** (tematyka, typ narracji, tre■■■, forma, kreacja, ton, kampania, talent) supports element-level analysis. **Actionable insights**: Content Efficiency Study identifies which narrative types to invest in. **Gaps**: No dedicated Creative Intelligence platform (Creative X, Lucid, Vidmob); no predictive analytics documented. **Confidence: High**—Aligned with Q19 (Score 3); evidence from Social Media 2026, Dashboard, KPI Framework. ---

## Q29 2 Intermediate

## Availability and functional depth of collaborative tools

**Score: 2 (Intermediate)** Leroy Merlin Poland has a **basic collaborative tools stack** (Adeo shared): **Trello / Monday** (project management), **Figma** (design collaboration), **Contentful** (CMS), **Adobe Creative Suite**, **Adobe Creative Library**. **Workflow** has Brief→Produce→Approve→Publish (2 days approve phase for all 15 campaign types). **Gaps**: No Traffic/QA budget (€0); no proofing tool (Piivo) documented; no Wedia/Asana; no integrated approval workflow or creative review process documented. **Confidence: High**—Economic Analysis and tools stack explicit; LM France (3) has Asana, Wedia, Piivo, Traffic/QA €559K. ---

## Q30 2 Intermediate

## Art purchasing platform

**Score: 2 (Intermediate)** Leroy Merlin Poland has **significant Art Buying & Rights spend** (€623,635, 29% of agency spend)—highest share among BUs analysed. **Shutterstock / GettyImages:** Not used (or via agency). **Direct tool spend:** €0. Stock imagery and licensing likely **agency-provided or bundled** in Art Buying & Rights. **Asset Reuse Rate:** 26–50% (Medium)—suggests some asset sourcing/reuse. **Gaps:** No centralised art purchasing platform documented; no standardised purchasing process; no budget tracking or licensing rights management for purchased assets documented. **Confidence: High**—Economic Analysis explicit; platform and process not evidenced. ---

## Q31 2 Intermediate

## Production technology stack

**Score: 2 (Intermediate)** Leroy Merlin Poland has a **basic production technology stack** (Adeo shared): **Adobe Creative Suite, Figma, Adobe Creative Library, Contentful, Trello / Monday.** **Direct tool spend:** €0. **Tech passthrough:** €0. **Asset mix** covers Branding (15%), PPC (15%), Display (14%), Video (12%), Social (10%), E-commerce (10%), OOH (5%), Print (3%). **Workflow** (15 campaign types) implies tool usage. **Gaps:** No Outils.csv-type inventory; no Wedia, Dameo, Piivo; no IA tools (Midjourney, Firefly not reported); no Content Factory pipeline; no tool-to-mode mapping; no Evol besoins canaux. **Confidence: High**—Economic Analysis explicit; Poland has simpler stack vs LM France (4 Expert). ---

## Q32 2 Intermediate

## Creative software and tools

**Score: 2 (Intermediate)** Leroy Merlin Poland has **basic creative software** (Adeo shared): **Adobe Creative Suite, Figma, Adobe Creative Library.** **Contentful** for CMS. **Direct tool spend:** €0. **Brand Manual** defines layout rules, typography (Leroy Merlin Sans), format specs. **Asset mix** covers Display, Video, Social, Print, OOH. **Gaps:** No InDesign, Canva, Wibbitz, The Full Room, Resize, Magnifik documented; no IA tools (Midjourney, Firefly not reported); no role-tool mapping; production volume not reported; GEO 1% only. **Confidence: High**—Economic Analysis explicit; Poland has simpler creative stack vs LM France (4 Expert). ---

## Q33 2 Intermediate

## Workflow automation tools

**Score: 2 (Intermediate)** Leroy Merlin Poland has **limited workflow automation.** **Trello / Monday** for project management. **Contentful** for CMS. **Workflow** (Brief→Produce→Approve→Publish) is documented for 15 campaign types. **Catalog Refresh** and **E-commerce Campaign Refresh** at 24h suggest some process efficiency. **Automation** 4% in asset mix (DCO, dynamic creative)—method not documented. **Gaps:** No Wedia, Dameo, Piivo; no Content Factory pipeline; no Reelevant; no DCO; no IA scale; no workflow automation inventory. **Confidence: High**—Economic Analysis explicit; Poland has minimal automation vs LM France (3 Master). ---

## AUTOMATION &amp; INDUSTRIALIZATION

## 2.11 — Intermediate

| Q# | Topic  | Score | Level        |
|----|--|-------|--------------|
| 34 | Off-Line Asset Templatisation Level                                      | 2     | Intermediate |
| 35 | Level of templatisation of online assets                                 | 2     | Intermediate |
| 36 | Ability to automate the personalisation of creative assets               | 1     | Learner      |
| 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   | 3     | Master       |

## Q34 2 Intermediate

## Off-Line Asset Templatisation Level

**Score: 2 (Intermediate)** Leroy Merlin Poland has **Brand Manual** defining off-line formats: **gazetka** (catalogue), **billboardy** (6x3, 12x4, 5.4x2.38 m), **cenówka** (price layout), **banery internetowe**. **Print** (3%) and **OOH** (5%) in asset mix. **Print assets** folder exists (08\_Print\_Advertisement). **Projects Catalogue** (€52,700) and **Catalog Refresh** (24h workflow) suggest catalog templating. **Reuse** 26–50% (Medium). **Gaps:** No Evol besoins canaux-type format specs; no PLV Commande tract/PLV/ILV; no comprehensive template library; no local team enablement documented; no Mag livrables or Locale pillar. **Confidence: High**—Brand Manual and Q05 provide format evidence; template system not documented. ---

## Q35 2 Intermediate

## Level of templatisation of online assets

**Score: 2 (Intermediate)** Leroy Merlin Poland has **format standardisation** for online assets: **Social Media 2026** defines format-specific design (TikTok vertical, Instagram Reels/Stories/Carousel, YouTube Shorts). **Brand Manual** covers banery internetowe. **DV360** programmatic enables format-optimised display. **Content Playbook** maps format by segment. **Content Efficiency Study** analyses narrative types by format. **Reuse** 26–50%. **Gaps:** No Evol besoins canaux-type format specs; no email templates documented (not submitted); no IA template/livrables; no DCO; no comprehensive digital template library; no livrables table; no IA scale. **Confidence: High**—Social Media 2026 and Q05 provide format evidence; template system not documented. ---

## Q36 1 Learner

## Ability to automate the personalisation of creative assets

**Score: 1 (Beginner)** Leroy Merlin Poland shows **no documented automation** of creative asset personalisation. **Q15:** Segment-level targeting only (Customer Match, Justtag, Inis, look-a-like); no individual-level dynamic personalisation. **DCO:** Celtra not reported; no DCO-JELLYFISH-type structure. **Relevant:** Not documented. **IA scale:** Not documented. **Product feed:** No feed structure documented for dynamic creative. **Automation** 4% in asset mix—method unclear. **Social Media 2026:** Customer Match implementation planned (2026) for TikTok and Pinterest—segment-level, not automated personalisation. **Confidence: High**—Q15, Q27, Economic Analysis explicit; no personalisation automation evidenced. ---

## Q37 2 Intermediate

## Ability to automate the distribution of creative assets

**Score: 2 (Intermediate)** Leroy Merlin Poland has **some distribution infrastructure** but automated push from central library to channels is not documented. **Contentful** (CMS) supports content distribution. **Workflow:** Approve→Publish (2 days) for all 15 campaign types—suggests standardised handoff. **Traffic/QA/Distribution:** €0 (N/A). **Tech passthrough:** €0. **Gaps:** No Content Factory EXPO stage; no Dameo/Wedia; no API connectors for automated push to ad platforms (DV360, Meta), social schedulers, or CMS documented. Distribution likely agency-led or manual. **Confidence: High**—Economic Analysis explicit; Poland has simpler distribution setup vs LM France (€559K Traffic/QA, EXPO stage). ---

## Q38 2 Intermediate

## Level of automation of the validation, production, distribution workflow

**Score: 2 (Intermediate)** Leroy Merlin Poland has a **defined workflow** (Brief→Produce→Approve→Publish) for 15 campaign types with consistent phase durations (Produce→Approve 2 days, Approve→Publish 2 days). **Sequential** workflow—no overlap. **Gaps:** No Content Factory pipeline (BRIEF>PROD>DAM>EXPO>PERF); no Wedia, Dameo, Piivo; no automated handoffs between stages; no BPMN/workflow diagrams; no SLA metrics. **Validation** (approval) exists but proofing tool not documented. **Production** is agency-heavy (48%); no Relevant, DCO, IA scale. **Distribution** (Approve→Publish) phase exists; automation not documented. **Confidence: High**—Workflow data best-in-class; integration and automation not evidenced. ---

## Q39 2 Intermediate

## Automated production workflows

**Score: 2 (Intermediate)** Leroy Merlin Poland has **limited production workflow automation**. **Concept:** Brief→Produce phase; no IA creative, no Regie Pool documented. **Production:** Agency-heavy (48%); no Relevant, DCO, IA scale; **Catalog Refresh** and **E-commerce Campaign Refresh** at 24h suggest templated/efficient process. **Delivery:** Approve→Publish (2 days); Traffic/QA €0. **Trello/Monday** and **Contentful** support workflow. **Reuse** 26–50%. **Gaps:** No Content Factory pipeline; no Relevant, DCO, IA scale; no automation runbooks; no cost/volume impact metrics; manual processes dominant. **Confidence: High**—Economic Analysis and Q33–Q38 explicit. ---



Q40 3 Master

Template and standardisation systems

**Score: 3 (Master)** Leroy Merlin Poland demonstrates **good template and standardisation systems** through the **Brand Manual** and **Social Media 2026**. **Brand Manual** (70 pages) provides comprehensive format standardisation: **Offline**—cenówka (price layout), billboardy (6x3, 12x4, 5.4x2.38 m), gazetka (catalogue), Materiały promocyjne w sklepach (PLV), Plakaty, Tablice, Baner nad podium, Animacje; **Digital**—banery internetowe, mailingi systemowe; **Corporate**—wizytówki, dokumenty firmowe, szablon prezentacji. **Social Media 2026** defines format-by-platform (TikTok vertical, Instagram Reels/Stories/Carousel, YouTube Shorts) and **Content Playbook** by segment. **Content Efficiency Study** analyses narrative-type performance. **Reuse** 26–50%. **Catalog** and **E-commerce** 24h refresh imply templating. **Gaps:** No Evol besoins canaux—type single doc; no DCO; no IA template/livrables; no Livrables table; template usage analytics not documented. **Confidence: High**—Brand Manual and Q34, Q35 provide evidence. ---

Q41 2 Intermediate

Batch processing capabilities

**Score: 2 (Intermediate)** Leroy Merlin Poland has **limited batch processing** capabilities. **Catalog Refresh** and **E-commerce Campaign Refresh** at 24h suggest templated or efficient batch-like process. **Reuse** 26–50% (Medium). **Key Visual Masters** (30% of asset types) imply master-to-variant workflow. **Gaps:** No IA scale; no Regie Pool; no DCO; no format declination automation; no Content Factory; no Evol besoins canaux; no batch job configurations or throughput metrics documented. **Assets per Year** not reported. **Confidence: High**—Economic Analysis and Q33–Q39 explicit; Poland has simpler batch setup vs LM France (3 Master). ---

Q42 3 Master

Quality control automation

**Score: 3 (Master)** Leroy Merlin Poland shows **structured quality control with documented process and quality metrics**. **Documented QC process:** proces audyt (audit process) in Workflows/SOPs. **Quality metrics:** First-pass approval rates tracked for all 15 campaign types (45%–100%). **Workflow:** Produce→Approve (2 days), Approve→Publish (2 days)—consistent across all campaign types. **Dameo:** In use (workflow/approval). **Brand Manual** defines layout rules, typography (Leroy Merlin Sans), format specs. **Gaps:** No Piivo; Traffic/QA €0; no Creative X; no automated QC checklists; no exceptions logging; no quality metrics dashboard. **Confidence: Medium**—Poland has structured QC (proces audyt, first-pass rates, Dameo) vs LM France (2) with Piivo and €559K QA; Poland scores 2 on documented process + metrics + workflow tool. ---



INNOVATION

2.00 — Intermediate

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

Q43 1 Learner

Adoption of Generative AI

**Score: 1 (Beginner)** Leroy Merlin Poland shows **minimal Generative AI adoption**. **GEO (Generative AI/LLM):** 1% of asset mix—early or experimental. **Midjourney/OpenAI:** Not reported (tools stack). **GenAI policy:** Not documented. **Content Factory:** Not documented. **IA scale, IA creative:** Not documented. **Tools:** Adobe, Figma, Contentful—no Midjourney, Firefly, ChatGPT, Gemini in stack. **Economic Analysis:** "GEO at 1% suggests early or experimental GenAI adoption"; "GenAI/GEO scale—align with Adeo/LM France Content Factory playbook for IA adoption" (recommendation). **Confidence: High**—Economic Analysis and tools stack explicit; Poland has minimal GenAI vs LM France (3 Master). ---

Q44 2 Intermediate

Volume and depth of testing on emerging formats

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates **some emerging format adoption** but a structured testing program is not clearly documented. **Social Media 2026:** "Start działając na TikToku" (TikTok start)—TikTok as main platform for viral, Gen Z; **YouTube Shorts** for tutorials; **UGC** and influencer coop. **Content Efficiency Study** analyses narrative-type performance (influencer stories, tutorial, engagement)—format-level insights. **GEO** 1% (Generative AI/LLM). **CGI/3D:** 0%—not used. **Gaps:** No LLM (GEO) channel documentation; no Production 3D; no Innovation Backlog/Roadmap documented; no structured test plans; no AR/VR testing; no playback decks or adoption roadmap. **Confidence: High**—Social Media 2026 and Content Efficiency Study provide evidence; structured program not documented. ---

## Q45 3 Master

## Recurrence of creative Test &amp; Learn

**Score: 3 (Master)** Leroy Merlin Poland demonstrates **good creative Test & Learn** with systematic post-campaign analysis and format-level insights. **Content Efficiency Study** ("Typy narracji - zestawienie performance'u") analyses narrative types (09.2024–08.2025) with Views, Likes, Comments, Saves, Follows, ER, **Attractivity Index**—explicit identification of which formats drive engagement (influencer stories ER 0.27%, tutorial 0.14%; promo spotlight 0.02% weakest). **Dashboard PL** provides campaign-level performance (Sessions, ER, Transactions, Revenue) by campaign and source—regular cadence. **KPI Framework** defines diagnostic metrics and funnel KPIs. **Top\_performing\_Variants** (Looker Studio) tracks best content. **Tagging methodology** (tematyka, typ narracji, treść, forma, kreacja, ton, kampania, talent) supports analysis. **Learning application:** Content Efficiency Study informs format strategy (influencer stories, tutorial outperform). **Gaps:** No formal Test & Learn calendar; no hypothesis backlog; no learnings library; pre-test limited (Q18). **Confidence: High**—Aligned with Q18 (Score 3); Content Efficiency Study and Dashboard provide systematic evidence. ---

## Q46 2 Intermediate

## Emerging technology adoption

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates **limited emerging technology adoption**. **Tools:** Adobe, Figma, Contentful, Trello/Monday—Adeo shared; no Midjourney, Pencil, Reelevant, DCO, Wedia, Dameo, Piivo. **GEO:** 1% of asset mix—early GenAI. **Social Media 2026:** TikTok start, YouTube Shorts, UGC—emerging format adoption. **Content Efficiency Study:** Format performance analysis. **Economic Analysis recommendations:** "GenAI/GEO scale—align with Adeo/LM France Content Factory playbook for IA adoption"; "Assess Pencil, IACS, Midjourney (as per LM France)". **Gaps:** No Content Factory; no Reelevant POC; no Innovation Backlog; no horizon scanning; no evaluation scorecards; no adoption decisions log. **Confidence: High**—Economic Analysis and tools stack explicit; Poland has simpler tech adoption vs LM France (3 Master). ---

## Q47 2 Intermediate

## Creative experimentation processes

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates **some creative experimentation** through format analysis and emerging format adoption. **Content Efficiency Study** analyses narrative types (influencer stories, tutorial, engagement, etc.)—format-level experimentation and performance-driven iteration. **Social Media 2026:** TikTok start, YouTube Shorts, UGC—format and production method experimentation. **Dashboard** provides campaign performance for iteration. **Gaps:** No A/B testing documented (Niveau ABtest); no DCO VERSION A/B; no Reelevant POC; no experiment playbook; no governance framework; no learnings repository. **Confidence: High**—Content Efficiency Study and Q45 provide evidence; formal experimentation process not documented. ---

## Q48 2 Intermediate

## Innovation pipeline management

**Score: 2 (Intermediate)** Leroy Merlin Poland has **limited innovation pipeline management**. **Workflow:** Brief→Produce→Approve→Publish for 15 campaign types—production pipeline exists. **Social Media 2026:** Strategy, budget, TikTok start, Content Playbook—strategic planning. **Content Efficiency Study:** Format insights—informs iteration. **Gaps:** No Content Factory; no transformation phases (FRAME, BUILT, SCALE); no Reelevant POC; no Innovation Backlog/Roadmap documented; no pillar roadmaps; no stage-gate criteria; no cost/volume trajectory. **Confidence: High**—Workflow and Social Media 2026 provide evidence; innovation pipeline not structured vs LM France (3 Master). ---

Q49 2 Intermediate

Future capability planning

**Score: 2 (Intermediate)** Leroy Merlin Poland has **limited future capability planning**. **Social Media 2026:** Budget, strategy, TikTok start, Content Playbook, platform architecture—1-year planning. **Economic Analysis recommendations:** GenAI/GEO scale, Content Factory alignment, rights optimisation, workflow parallelisation, first-pass improvement. **Workflow:** 15 campaign types with complete metrics—operational baseline. **Gaps:** No Content Factory; no 3-year capability roadmap; no quantified targets (cost, volume, IA adoption); no pillar-by-pillar planning; no production mode evolution; no explicit gap analysis; no strategic axes. **Confidence: High**—Social Media 2026 and Economic Analysis provide evidence; comprehensive capability planning not documented vs LM France (4 Expert). ---

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## ORGANISATION

## 2.00 — Intermediate

| Q# | Topic   | Score | Level        |
|----|---|-------|--------------|
| 50 | Availability of guidelines: standards, checklists, practical sheets | 3     | Master       |
| 51 | Ability to capitalize on a partner/supplier ecosystem               | 1     | Learner      |
| 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                           | 2     | Intermediate |
| 55 | Level of availability of strategic and operational skills           | 2     | Intermediate |
| 56 | Team structure and roles  | 3     | Master       |
| 57 | Skill development programs  | 1     | Learner      |
| 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 Poland demonstrates **good availability of guidelines** with comprehensive brand standards and practical documentation. **Brand Manual** (70 pages, manual\_04-07-2024.pdf) provides foundational standards: logo, typography (Leroy Merlin Sans), colours, layout (cenówka, billboardy, gazetka), PLV (Materiały promocyjne, Plakaty, Tablice, Baner, Animacje), banery internetowe, mailingi systemowe, Klub DOM i PRO, dokumenty firmowe, szablony prezentacji. **Social Media 2026** provides Content Playbook (format by segment), platform architecture, format specs (TikTok, Instagram, YouTube Shorts). **KPI Framework** defines funnel KPIs and diagnostic metrics. **proces audyt** (audit process) documented. **Gaps:** No Evol besoins canaux—type channel spec; no Livrables table; no PLV doc; no GenAI policy; no master checklist library; usage tracking not documented. **Confidence: High**—Brand Manual and Q34, Q35, Q40 provide evidence. ---

## Q51 1 Learner

## Ability to capitalize on a partner/supplier ecosystem

**Score: 1 (Beginner)** Leroy Merlin Poland relies heavily on external partners (€2.17M agency spend: Creative €231K, Production €1.04M, Post €279K, Art Buying €624K) but partner ecosystem strategy is not documented. Agency names are not reported in the Economic Analysis. Budget division (TV/Radio €2.17M, Video Digital €54K, Catalogue €52.7K, Content for www €279K) implies multiple production partners. Social Media 2026 references influencers (600K PLN Brand Advocacy), tools (110K PLN), Fundacja Leroy Merlin, TikTok/YouTube content production. Economic Analysis recommends "Explore Adeo group licensing" and "Content Factory alignment" but no partner roster, ways-of-working, shared KPIs, co-innovation, or JBR/QBR documentation exists. Partner relationships appear purely transactional (production delivery). No Relevant, DCO, or structured vendor partnerships like LM France. ---

## Q52 2 Intermediate

## Maturity of central/BU collaboration rituals

**Score: 2 (Intermediate)** Leroy Merlin Poland benefits from Adeo shared tools (Adobe, Figma, Contentful, Trello/Monday €0) indicating group-level standardisation, but central/BU collaboration rituals are not documented. Economic Analysis recommends "Content Factory alignment" and "Cross-BU benchmarking" as future initiatives. No Synergie Adeo, ritual calendar, standard agendas, meeting minutes, decision logs, or alignment metrics are visible. Poland operates as a local BU with Adeo tool access; formal central/BU collaboration governance and rituals are not demonstrated. LM France (Score 2) has Synergie Adeo (M agency, EVO, DAM access, maillage prod); Poland has no equivalent documentation. ---

## Q53 2 Intermediate

## Maturity of collaboration between intra-BU professions

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates structured intra-BU collaboration through the Brand Strategy & Marketing Activation Unit (10 FTE) with clear functional areas: MRT Communication (Agnieszka Marzecka), Social Media (Mikołaj Brożyna), Digital Media (Łukasz Legumina), Performance (Andrzej Malinowski), Content Creation (Graphic Designer Agnieszka Szeszko, Multimedia Specialist Radosław Wróbel). Roles span Brand Strategy, Paid Reach & Traffic, Social Media, Content Creation, Performance. Workflow metrics (Brief→Produce→Approve→Publish) for 15 campaign types provide integrated workflow structure. Collaboration tools: Trello/Monday, Figma, Contentful. KPI Framework aligns funnel phases (Image, Offer Awareness, Drive to Store, Revenue) across touchpoints. However, cross-functional rituals, shared goals/OKRs, collaboration charter, and feedback mechanisms are not explicitly documented. Structure and workflow exist; formal rituals would enhance score. ---

## Q54 2 Intermediate

## Level of structuring of operational RACIs

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates role and ownership structure through the Brand Strategy & Marketing Activation Unit and workflow metrics, but formal RACI matrices are not clearly documented. The RACI\_Governance folder contains "Brand Strategy and Marketing Activation Unit.pdf" with org structure: Director (Joanna Próchnicka), MRT Communication Manager, Social Media Manager, Digital Media Manager, and role assignments (Lider ds. Komunikacji, Lider ds. Kontentu, Graphic Designer, Multimedia Specialist, etc.). Workflow metrics (15 campaign types) define Brief→Produce→Approve→Publish with lead times. Proces audyt (audit process) documented. However, RACI matrices per process, Responsible/Accountable/Consulted/Informed assignments, version control, and training materials are not visible. Role assignments exist in org structure; formal RACI framework would enhance clarity. ---

## Q55 2 Intermediate

## Level of availability of strategic and operational skills

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates availability of strategic and operational skills through documented roles and demonstrated output. Strategic skills: Social Media 2026 strategy, KPI Framework (funnel phases, brand metrics), Insightly 2024 (6 Needstates), Content Efficiency Study. Operational skills: Brand Strategy unit (10 FTE) — Graphic Designer, Multimedia Specialist, Content Creation, Performance Marketing, Social Media Specialist. Economic data: 4 dedicated + 3 partly engaged FTEs, €231K creative, €2.17M agency. Workflow metrics for 15 campaign types. Tools: Adobe, Figma, Contentful, Trello. However, skills matrix by role, gap analysis, training plan, and hiring/development roadmap are not documented. Skills are evidenced by roles and output; formal skills documentation would enhance score. GEO at 1% suggests limited GenAI/IA skills. ---

## Q56 3 Master

## Team structure and roles

**Score: 3 (Master)** Leroy Merlin Poland demonstrates good team structure and role definitions through the Brand Strategy & Marketing Activation Unit (10 FTE) with clear functional organisation. Org structure: Director (Joanna Próchnicka), MRT Communication Manager (Agnieszka Marzecka), Social Media Manager (Mikołaj Brodyna), Digital Media Manager (Łukasz Legumina). Roles: Lider ds. Komunikacji, Lider ds. Kontentu, Graphic Designer (Agnieszka Szeszko), Multimedia Specialist (Radosław Wróbel), Performance Marketing Expert, Specjalista ds. Komunikacji mkt, etc. Functional areas: Brand Strategy, Paid Reach & Traffic, Social Media, Content Creation, Performance. Economic data: 4 dedicated + 3 partly engaged FTEs for content production. Workflow: Brief→Produce→Approve→Publish for 15 campaign types. However, org chart (visual), formal role descriptions, interface/responsibility map, and capacity planning are not fully documented. Structure is evidenced by Brand Strategy Unit PDF; formal org chart would enhance score. ---

## Q57 1 Learner

## Skill development programs

**Score: 1 (Beginner)** Leroy Merlin Poland demonstrates limited skill development program documentation. Social Media 2026 references TikTok start and Brand Advocacy (influencer collaboration) implying new platform skills, but no formal training programs are documented. Economic Analysis recommends "GenAI adoption" and "Assess Pencil, IACS, Midjourney" as future initiatives. GEO at 1% suggests minimal GenAI/IA skill development. No Relevant formation, Content Factory transformation, program catalogue, attendance records, outcomes/certification, or continuous learning framework are visible. Skill development appears ad hoc; systematic programs are not demonstrated. LM France (Score 2) has Relevant formation and IA artist evolution; Poland has neither. ---

## Q58 2 Intermediate

## Collaboration processes

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates collaboration processes through a documented tools stack and workflow structure. Tools: Trello/Monday (project management), Figma (design), Contentful (content), Adobe Creative Suite (Adeo shared). Workflow: Brief→Produce→Approve→Publish for 15 campaign types with lead times. Brand Strategy unit structure (MRT Communication, Social Media, Digital Media, Content Creation) implies cross-team coordination. Proces audyt (audit process) documented. However, Traffic/QA €0, no Wedia/Piivo, process maps, tool configurations, SLAs, and feedback/satisfaction scores are not documented. Collaboration is evidenced by tools and workflow; formal process documentation would enhance score. ---

## Q59 2 Intermediate

## Change management capabilities

**Score: 2 (Intermediate)** Leroy Merlin Poland demonstrates some change management through Social Media 2026 strategy and Economic Analysis recommendations. Social Media 2026: Budget 2026, Strategy 2026, platform architecture, Brand Advocacy/UGC system, TikTok start, Content Efficiency Study insights — structured planning for channel and format evolution. Org structure shows "NEW ORGANIGRAM" iterations. Economic Analysis recommends "Content Factory alignment", "GenAI adoption", "Workflow optimisation", "Rights consolidation". However, no Content Factory transformation, formal change management framework, change communication plans, change impact assessments, or change logs are documented. Change is evidenced by strategy documents and recommendations; formal change management documentation would enhance score. ---

# Strengths

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## OMNICHANNEL

### Q1: Consistency of the on/offline brand promise

**Comprehensive Brand Manual:** 70-page manual defines platform, typography, colours, layout, gazetka, billboards, digital banners, Club DOM i PRO

### Q1: Consistency of the on/offline brand promise

**Clear Brand Promise:** "W prostych krokach" – three steps, simple language, light humour, real people

### Q1: Consistency of the on/offline brand promise

**Multi-Channel Evidence:** Print, Display, Social, Video (programmatic) demonstrate consistency

### Q1: Consistency of the on/offline brand promise

**Creative Guidelines:** ATL & Digital Creative Guidelines 2025 support governance

### Q1: Consistency of the on/offline brand promise

**Structured Organisation:** Brand Strategy & Marketing Activation Unit with 10 FTE (Lider ds. Komunikacji, Kontentu, Social, Digital, Performance)

### Q1: Consistency of the on/offline brand promise

**Social Strategy Depth:** Social Media 2026 Final – Content Playbook, Brand Advocacy, TikTok "Szkolna Remontu" concept ---

### Q2: Visual/tone consistency across all media

**Comprehensive Brand Manual:** Logo, typography, colours, layout, gazetka, billboards, digital, Club DOM i PRO

### Q2: Visual/tone consistency across all media

**Typography Governance:** Leroy Merlin Sans (6 variants) in manual

### Q2: Visual/tone consistency across all media

**Logo System:** RGB and CMYK with protective field

### Q2: Visual/tone consistency across all media

**Tone Guidelines:** "Prosty język" (simple language), "lekkie śmarty" (light humour), segment-specific in Social 2026

### Q2: Visual/tone consistency across all media

**ATL & Digital Guidelines:** Creative Guidelines 2025 support cross-channel consistency ---

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

**Brand Manual Channel Split:** Explicit "podział na nośniki, tv, ooh, gazetka"

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

**Programmatic DV360:** Dynamic previews – platform-native adaptation

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

**Social Platform Strategy:** Facebook vs TikTok vs IG/Pinterest vs YT – distinct roles

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

**Content Playbook:** Segment-specific (Gen Z, Nesters, Core DIY, Seniorzy) with format mapping

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

**Workflow Metrics:** Complete lead times for 15 campaign types

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

**Asset Mix Visibility:** Channel percentages and asset types reported ---

### Q4: Level of compliance of assets with platform guidelines



**DV360 Programmatic:** Google Display Video 360 – platform-native specs

**Q4: Level of compliance of assets with platform guidelines**

**Social Platform Strategy:** FB, TikTok, IG, Pinterest, YT – each with format-appropriate approach

**Q4: Level of compliance of assets with platform guidelines**

**Brand Manual Format Rules:** Digital, print, OOH specifications

**Q4: Level of compliance of assets with platform guidelines**

**Workflow Consistency:** 2-day Approve→Publish – suggests structured handoff

**Q4: Level of compliance of assets with platform guidelines**

**Legal Compliance:** Regulamin references, Club DOM i PRO in programmatic copy ---

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

**Brand Manual Design Rules:** Cenówka, packshot shadows, text alignment, format specs

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

**Typography:** Leroy Merlin Sans (6 variants) – typography governance

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

**Programmatic DV360:** Dynamic, format-optimised creative

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

**Social Format Variety:** Vertical (TikTok, Stories), Carousel, Reels, Shorts – format-appropriate

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

**Workflow Metrics:** Complete lead times – supports efficient production ---

**Q6: Synchronization of assets between channels (continuous narration)**

**Brand Platform Consistency:** "W prostych krokach" – three arrows, simple language – across channels

**Q6: Synchronization of assets between channels (continuous narration)**

**Club DOM i PRO Narrative:** Coupon mechanics, Club benefits – consistent in programmatic, print, gazetka

**Q6: Synchronization of assets between channels (continuous narration)**

**Multi-Channel Coverage:** Print, Display, Programmatic Video, Social – complementary assets

**Q6: Synchronization of assets between channels (continuous narration)**

**Social Thematic Alignment:** "Szkoła Remontu" (School of Renovation) – remont narrative; Content Playbook by needstate/segment

**Q6: Synchronization of assets between channels (continuous narration)**

**Channel Split in Manual:** "podzia na no niki, tv, ooh, gazetka" – explicit format adaptation ---

**Q7: Cross-channel content consistency**

**Brand Manual:** 70-page manual – logo, typography, colours, layout, TV, OOH, gazetka, digital

**Q7: Cross-channel content consistency**

**ATL & Digital Guidelines:** Creative Guidelines 2025 support cross-channel consistency

**Q7: Cross-channel content consistency**

**Workflow Metrics:** Complete lead times for 15 campaign types – 2-day Approve→Publish consistent

**Q7: Cross-channel content consistency**

**Organisation:** 10 FTE Brand Strategy & Marketing Activation Unit

**Q7: Cross-channel content consistency**

**Programmatic + Social + Print:** Consistent Club DOM i PRO, "W prostych krokach" narrative ---

**Q8: Multi-format production capabilities**

**Print Production:** Gazetka, billboards, plakaty – Brand Manual specs



**Q8: Multi-format production capabilities**

**Display + Video Production:** DV360 programmatic – multi-format

**Q8: Multi-format production capabilities**

**Social Production:** 5 platforms, Content Playbook, format-specific

**Q8: Multi-format production capabilities**

**TV/Radio Budget:** €2.17M – significant production capacity

**Q8: Multi-format production capabilities**

**Post-Production:** €279K (13%) – separate line item, edit/retouch/motion/versioning

**Q8: Multi-format production capabilities**

**Workflow Metrics:** TVC Production 3 days TTM, TVC Adaptation 5 days – documented ---

**Q9: Maturity of paid vs organic**

**Explicit Budget Split:** Social Media 2026 – Organic 1.97M PLN vs Paid 620K PLN (structure)

**Q9: Maturity of paid vs organic**

**Platform Strategy:** FB, TikTok, IG, Pinterest, YT – roles defined (organic community vs paid reach)

**Q9: Maturity of paid vs organic**

**KPI Framework:** Full funnel with paid vs organic touchpoints and metrics

**Q9: Maturity of paid vs organic**

**Dashboard:** Double Verify, GA4, Reach, Engagement, SOV by supplier

**Q9: Maturity of paid vs organic**

**Influencer/Brand Advocacy:** 600K PLN – organic/earned focus ---

**CLIENT CENTRICITY****Q10: Level of alignment between customer needs and brand promise**

**Explicit Needs in Research:** Insightly 2024 – 6 needstates, triggers, needs, emotions, obawy

**Q10: Level of alignment between customer needs and brand promise**

**Recommendations Link to Promise:** "Emocje", "■atwo■■ zakupów", "Do It Together" → "W prostych krokach"

**Q10: Level of alignment between customer needs and brand promise**

**Needstate Prioritisation:** DREAMS vs REALITY, UNDER CONTROL – strategic focus

**Q10: Level of alignment between customer needs and brand promise**

**LM Positioning per Needstate:** Penetration and evaluation vs Castorama, OBI

**Q10: Level of alignment between customer needs and brand promise**

**Content Playbook Alignment:** Social segments map to needstate demographics ---

**Q11: Availability and precision of audiences/personas**

**6 Needstates:** Value-weighted, demographics, triggers, needs, emotions, obawy, products

**Q11: Availability and precision of audiences/personas**

**LM Positioning per Needstate:** Penetration and evaluation vs Castorama, OBI

**Q11: Availability and precision of audiences/personas**

**4 Social Segments:** Gen Z, Nesters, Core DIY, Seniorzy – platform reach documented

**Q11: Availability and precision of audiences/personas**

**KPI Framework Targeting:** Justtag, Inis, Customer Match, Nesters focus

**Q11: Availability and precision of audiences/personas**

**Influencer Personas:** 8 creator types by age and personality ---

**Q12: Mastery of shopper needs by persona**

**Explicit Needs per Needstate:** Potrzeby, obawy, emocje – actionable

**Q12: Mastery of shopper needs by persona**

**Product Mapping:** Products and average spend per needstate

**Q12: Mastery of shopper needs by persona**

**Content Playbook Products:** Segment-specific (Gen Z: tanie/szybki efekt; Core DIY: narzędzia/remonty)

**Q12: Mastery of shopper needs by persona**

**Strategic Keywords:** UNDER CONTROL – "funkcjonalność, oszczędność, rozśdek, bezpieczeństwo, kontrola"

**Q12: Mastery of shopper needs by persona**

**Work Types per Needstate:** Prace charakterystyczne (DREAMS: ciemne, hydrauliczne; EXPRESS: sadzenie, dekorowanie) ---

**Q13: Mastery of media uses of persona**

**Insightful Inspiration Sources:** Internet, Social, DIY sites, TV, gazetki – habits documented

**Q13: Mastery of media uses of persona**

**Platform Reach by Age:** TikTok, META, YouTube, Pinterest – source cited

**Q13: Mastery of media uses of persona**

**Platform–Persona Mapping:** TikTok for Gen Z/Nesters; META for broader; YouTube for tutorials

**Q13: Mastery of media uses of persona**

**KPI Framework Touchpoints:** Full funnel – TV, Radio, OOH, Search, Display, Video, Social, Mobile, Audio

**Q13: Mastery of media uses of persona**

**Dashboard:** Sessions, engagement by source and campaign ---

**Q14: Relevance of formats/media by persona**

**Explicit Format–Segment Mapping:** Gen Z (humor, memy, challenge), Nesters (aspiracyjne, reveal), Core DIY (tutoriale), Seniorzy (3 kroki)

**Q14: Relevance of formats/media by persona**

**Content Playbook Pillars:** Quick Tip, Mini-drama, Reveal, Challenge – actionable

**Q14: Relevance of formats/media by persona**

**Platform–Format Alignment:** TikTok short/viral, YT tutorials, IG reels

**Q14: Relevance of formats/media by persona**

**Content Efficiency Study:** Format performance (ER, AI) – influencer stories, tutorial strongest

**Q14: Relevance of formats/media by persona**

**TikTok Szkoła Remontu:** Serial format – adresuje Nesters need (stres remontu) ---

**Q15: Level of content personalisation**

**Customer Match:** PRO & DOM Club – first-party data for targeting

**Q15: Level of content personalisation**

**Look-a-like Segments:** Extend first-party to similar users

**Q15: Level of content personalisation**

**Behavioral Targeting:** Justtag (store visitors, home improvement intent), Inis (recently moved)

**Q15: Level of content personalisation**

**Segment-Level Content:** Content Playbook – 4 segments with format/tone/products

**Q15: Level of content personalisation**

**Funnel Targeting:** Upper (wide) → Mid (interests) → Lower (remarketing, narrow) ---

# Gaps

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## OMNICHANNEL

### Q1: Consistency of the on/offline brand promise

**Top Variants Missing:** No top-performing creative variants/performance report submitted

### Q1: Consistency of the on/offline brand promise

**No Systematic Audit:** No evidence of cross-channel brand promise audits

### Q1: Consistency of the on/offline brand promise

**Traffic/QA €0:** Economic data reports €0 Traffic/QA/Distribution – QA process not costed or may be bundled ---

### Q2: Visual/tone consistency across all media

**No Dedicated Font Library Folder:** Typography in manual only; Portugal has separate Font Library (Sans, Script, Serif)

### Q2: Visual/tone consistency across all media

**No Design System Document:** No separate Design System v3 equivalent

### Q2: Visual/tone consistency across all media

**Tool Costs €0:** Adobe, Figma Adeo shared – actual tool investment unclear

### Q2: Visual/tone consistency across all media

**No Cross-Channel Audit:** No evidence of systematic visual consistency audits ---

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

**No Global Campaign Toolkit Folder:** Brand Manual and ATL & Digital serve as toolkit; no separate briefing templates folder

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

**Email Templates Not Submitted:** Cannot assess email channel adaptation

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

**Asset Volumes Not Reported:** Economic data reports 0 assets per year

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

**No DCO/Celtra:** No evidence of automated DCO platform ---

### Q4: Level of compliance of assets with platform guidelines

**No Automated Compliance Tools:** No Creative X, Celtra, or DCO platform

### Q4: Level of compliance of assets with platform guidelines

**QA Process Not Documented:** €0 Traffic/QA – methodology not visible

### Q4: Level of compliance of assets with platform guidelines

**No Compliance Audit:** No evidence of compliance error tracking ---

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

**No DCO/Automation:** No Celtra or automated template system

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

**Email Templates Not Submitted:** Cannot assess email design efficiency (Mailingi systemowe in manual)

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

**Asset Volumes Not Reported:** Cannot benchmark efficiency (cost per asset)

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

**No Efficiency Metrics:** Load time, file size, optimisation not documented

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

**Tool Costs €0:** Adobe, Figma Adeo shared – production tooling unclear ---

**Q6: Synchronization of assets between channels (continuous narration)**

**No Single Campaign Master:** No equivalent to Portugal's ART Banner OP10 – narrative through platform, not single creative

**Q6: Synchronization of assets between channels (continuous narration)**

**No Top-Performing Variants Report:** Performance validation of narrative effectiveness not submitted

**Q6: Synchronization of assets between channels (continuous narration)**

**No DCO:** No automated template system for narrative synchronization ---

**Q7: Cross-channel content consistency**

**No SLA Table:** Proces audyt exists but no Governance-style SLA table with task categories

**Q7: Cross-channel content consistency**

**No Email Templates:** Cannot assess email channel consistency

**Q7: Cross-channel content consistency**

**Workflow Detail:** Proces audyt content not fully extracted (PPTX) ---

**Q8: Multi-format production capabilities**

**Email Not Submitted:** Mailingi systemowe in manual but no templates

**Q8: Multi-format production capabilities**

**3D/CGI Not Used:** 0% in asset mix

**Q8: Multi-format production capabilities**

**TV/Radio Assets:** No TV/Radio creative samples in asset folder (budget indicates production) ---

**Q9: Maturity of paid vs organic**

**Total Budget Reconciliation:** Social 2.4M PLN vs Economic €2.17M agency – different scopes (Social vs total content)

**Q9: Maturity of paid vs organic**

**Paid vs Organic ROI:** No explicit ROI comparison documented

**Q9: Maturity of paid vs organic**

**Strategic Framework Document:** Strategy embedded in Social Media 2026; no standalone paid vs organic strategy doc ---

**CLIENT CENTRICITY**

**Q10: Level of alignment between customer needs and brand promise**

**No Explicit Mapping Document:** No single "needs → brand promise" mapping table

**Q10: Level of alignment between customer needs and brand promise**

**Insightly 2024:** Research from March 2024 – may need refresh for 2026

**Q10: Level of alignment between customer needs and brand promise**

**Brand Manual:** Does not explicitly reference needstates (alignment inferred) ---

**Q11: Availability and precision of audiences/personas**

**Needstate ↔ Social Segment Mapping:** No explicit table linking Needstates to Content Playbook segments (inferred: DREAMS vs REALITY ≈ Nesters, UNDER CONTROL ≈ Core DIY)

**Q11: Availability and precision of audiences/personas**

**Insightly 2024:** Research from March 2024 – may need refresh

**Q11: Availability and precision of audiences/personas**

**Campaign-Level Audience Validation:** Dashboard shows campaign performance but not audience-segment breakdown ---

**Q12: Mastery of shopper needs by persona**

**No Shopper Journey Mapping:** No explicit journey stages (awareness, consideration, purchase) per needstate

**Q12: Mastery of shopper needs by persona**

**Needstate ↔ Segment Link:** Content Playbook segments (Gen Z, Nesters, etc.) not explicitly mapped to Needstates

**Q12: Mastery of shopper needs by persona**

**Purchase Triggers:** Triggers documented; purchase decision drivers (price, availability, advice) less detailed ---

**Q13: Mastery of media uses of persona**

**Needstate-Level Media Habits:** Insighty C6 is total sample – no breakdown by needstate (e.g. does DREAMS vs REALITY use different channels?)

**Q13: Mastery of media uses of persona**

**Offline vs Online Split:** Insighty shows both; no explicit persona-level channel preference (e.g. 50+ more offline?)

**Q13: Mastery of media uses of persona**

**Platform Usage Frequency:** Reach documented; frequency/time spent not in evidence ---

**Q14: Relevance of formats/media by persona**

**Needstate-Format Mapping:** Content Playbook uses segments (Gen Z, Nesters); Needstates (DREAMS vs REALITY) not explicitly linked to formats

**Q14: Relevance of formats/media by persona**

**Print/ATL Format by Persona:** Brand Manual specifies TV, OOH, gazetka; no persona-specific ATL format

**Q14: Relevance of formats/media by persona**

**Format Testing:** Content Efficiency Study shows performance; no A/B format testing documentation ---

**Q15: Level of content personalisation**

**No Individual Personalisation:** No name, past purchases, browsing history in content

**Q15: Level of content personalisation**

**No DCO:** No Celtra or dynamic creative platform; programmatic uses standard variants

**Q15: Level of content personalisation**

**No Product Recommendation:** No evidence of "customers who bought X also bought Y" or similar

**Q15: Level of content personalisation**

**Email Personalisation:** Not documented – mailingi systemowe referenced but not submitted

**Q15: Level of content personalisation**

**Social Dynamic Creative:** Meta/TikTok dynamic creative (e.g. product carousel) not evidenced ---

**ORGANISATION****Q51: Ability to capitalize on a partner/supplier ecosystem**

**Partner roster:** Agency names not reported; no formal roster

**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 / JBR/QBR:** Not documented

**Q51: Ability to capitalize on a partner/supplier ecosystem**

**Co-innovation:** No Relevant, DCO, or structured vendor POCs ---

**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

**Q52: Maturity of central/BU collaboration rituals**

Synergie Adeo equivalent: Not documented for Poland ---

**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: KPI Framework provides alignment; 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

**Q55: Level of availability of strategic and operational skills**

GenAI/IA skills: GEO 1% — limited adoption ---

**Q56: Team structure and roles**

Org chart: Visual org chart in PDF; not in standard org chart format

**Q56: Team structure and roles**

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

**Q56: Team structure and roles**

Interface/responsibility map: Not documented

**Q56: Team structure and roles**

**Capacity planning:** FTE 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

**Q57: Skill development programs**

**Vendor-led formation:** No Relevant or equivalent ---

**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

**Q58: Collaboration processes**

**Traffic/QA:** €0 — no dedicated QA/traffic investment ---

**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

**Q59: Change management capabilities**

**Content Factory:** No transformation roadmap like LM France ---