

# Leroy Merlin Portugal

Content Maturity Assessment · April 2026 · Confidential

Overall Maturity Score

2.20

Overall — Intermediate

59 questions across 7 pillars

## Pillar Summary

Pillar	Qs	Avg Score	Level	Min	Max
OMNICHANNEL	9	2.89	Master	2	3
CLIENT CENTRICITY	7	2.86	Master	2	3
MEASUREMENT	7	2.14	Intermediate	1	3
TECH CAPABILITIES	10	1.80	Intermediate	1	2
AUTOMATION & INDUSTRIALIZATION	9	1.67	Intermediate	1	2
INNOVATION	7	1.86	Intermediate	1	2
ORGANISATION	10	2.30	Intermediate	1	3

## OMNICHANNEL

## 2.89 — 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	2	Intermediate

## Q1 3 Master

## Consistency of the on/offline brand promise

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong brand promise consistency across available channels. The Manual de Expressão da Marca defines the brand mission: "acompanhar cada indivíduo no seu sonho ou projeto de casa e tornar o mesmo realizável" (accompany each individual in their dream or home project and make it achievable). Evidence from brand guidelines, social media examples, display banners (Google, Bing, OLX), and print catalogues shows consistent brand promise execution. Economic data indicates €88,800 creative fees and €190,000 Traffic/QA investment supporting brand governance. Critical gaps: No video ads or top-performing variants document submitted. Per Tier 1 protocol, 3 of 5 asset types are available (Print, Display, Social) – meeting the minimum threshold to score. ---

## Q2 3 Master

## Visual/tone consistency across all media

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong visual and tone consistency supported by comprehensive brand governance. The LM Brand Guidelines and Manual de Expressão da Marca provide detailed visual guidelines (logo, typography, colour palette). Evidence from Display Banners (Google, Bing, OLX), Social Media (Carousel, Post, Story), and Print Catalogues shows consistent visual identity across platforms. Font Library (Leroy Merlin Sans, Script, Serif) and Typography Guides support typography governance. Economic data: €10,000 tool spend (iPaper), 3 FTEs. Tool costs for Adobe/Figma not reported. Per Tier 1: Global Campaign + 2 other formats required – Global Campaign Toolkit, Display, Social, Print available. Threshold met. ---

**Q3 3 Master****Level of adaptation of messages/assets to activated channels/formats**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong channel adaptation with format-specific assets across multiple channels. Display Banners show platform-specific dimensions (Google Performance Max: 960x1200, 1200x628, 1200x1200; Demand Gen: 1080x1920, 960x1200, 1200x1200, 1200x628; Bing: 1200x674, 1200x902, 1200x1200, 1200x800; OLX: 1920x1000, 720x300). Social Media includes Carrousel, Post Link (Awareness, Consideração), and Story formats. Print catalogues use bleed specifications. Workflows documented in HUB Workflow Equipa. Economic data: asset volumes not reported, €620k agency spend, €190k Traffic/QA. Per Tier 1: Global Campaign + 3 channel examples – Global Campaign Toolkit, Display, Social, Print available. Threshold met. ---

**Q4 3 Master****Level of compliance of assets with platform guidelines**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong platform compliance through format-specific asset production. Display Banners use platform-native dimensions (Google: 960x1200, 1200x628, 1200x1200; Demand Gen: 1080x1920, 960x1200, 1200x1200, 1200x628; Bing: 1200x674, 1200x902, 1200x1200, 1200x800; OLX: 1920x1000, 720x300). Social Media examples show platform-appropriate formats (1080x1080, 1080x1350, 1080x1920). Economic data: €10,000 tool spend (iPaper), €190,000 Traffic/QA/Distribution. No evidence of automated compliance tools (e.g. Creative X) or DCO platform. QA methodology supported by €190k investment. Per Tier 1: 2 of 3 asset types required (Display, Social, Programmatic) – Display + Social available; Programmatic not submitted. Threshold met. ---

**Q5 3 Master****Asset design principle (responsive, vertical, etc.)**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong asset design efficiency through platform-specific and responsive design principles. Display Banners use platform-native dimensions (Google: 960x1200, 1200x628, 1200x1200; Demand Gen: 1080x1920, 960x1200, 1200x1200, 1200x628; Bing: 1200x674, 1200x902, 1200x1200, 1200x800; OLX: 1920x1000, 720x300). Social Media shows format-specific design (vertical Story 1080x1920, square Carrousel 1080x1080, portrait Post 1080x1350). Brand Guidelines and Design System v3 provide design principles. Font Library (Leroy Merlin Sans, Script, Serif) supports typography governance. Economic data: €10,000 tool spend (iPaper), 3 FTEs. No evidence of DCO or advanced automation. Per Tier 1: 2 of 3 asset types required (Display, Email, Social) – Display + Social available; Email not submitted. Threshold met. ---

**Q6 3 Master****Synchronization of assets between channels (continuous narration)**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong narrative continuity across channels. Global Campaign Toolkit (Brand guidelines, Design System) provides campaign framework. Display Banners (ART Banner OP10), Social Media (Carrousel, Post Link, Story), and Print Catalogues (Casas Banho, Cozinhas) show complementary assets with consistent ART Banner OP10 creative across Google, Bing, OLX, and Social. Plano de Marketing 2025 documents campaign planning. Economic data: €88.8k creative fees, €190k Traffic/QA. Critical gap: No video ads submitted. Per Tier 1: Global Campaign + 2 other formats – Global Campaign Toolkit, Print, Display, Social available. Threshold met. ---

## Q7 3 Master

## Cross-channel content consistency

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong cross-channel content consistency. Brand Guidelines (Manual de Expressão da Marca, LM\_Brand-Guidelines23), Global Campaign Toolkit (Design System v3), Workflows (HUB Workflow Equipa), and briefing templates provide framework. Display Banners, Social Media, and Print Catalogues show consistent brand execution with ART Banner OP10 creative. Economic data: 3 FTEs, €190k Traffic/QA, €10k tools (iPaper). Per Tier 2: Can assess from docs; max 3 without assets. Portugal has assets (Display, Social, Print) for validation. **Confidence: Medium** – Workflow detail (SLA table) not as structured as Brazil's Governance.png. ---

## Q8 3 Master

## Multi-format production capabilities

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong multi-format production across Print, Display, Social, TV/radio, OOH/DOOH, in-store communication, and high-volume paid/web formats. Evidence includes submitted TV/radio campaign files in `12\_Online\_Video\_Ads`, campaign presentations/briefs/proposals, plus declared production volumes in `LM PT\_Assets\_Volume\_Information.docx`. HUB Workflow Equipa documents production workflows. Economic data: €620k agency spend, 3 FTEs, €912 production line item. Per Tier 1: 4 of 7 formats required (must include Print, Digital, and one of Video/3D). Portugal now evidences Print ■, Digital ■, Video ■ and additional formats, meeting Master-level multi-format capability. ---

## Q9 2 Intermediate

## Maturity of paid vs organic

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates some differentiation between paid and organic content but strategy documentation and resource allocation are unclear. Evidence: Social Media (Carousel, Post Link, Story – mix paid/organic potential), Display Banners (paid – Google, Bing, OLX), KPIs/Reporting (Meta Ads Results, KPI Framework), Economic data (€620k agency, €190k Traffic/QA). No documented paid vs organic strategy or resource allocation framework. Per Tier 1: Social Examples (paid/organic) + Analytics + Budgets – Social ■, KPIs ■, Economic data ■. Threshold met. ---

## CLIENT CENTRICITY

## 2.86 — 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	3	Master
13	Level of mastery of media uses of persona	3	Master
14	Relevance of formats/Media by persona	3	Master
15	Level of content personalisation	2	Intermediate
16	Level of adaptation of the representation of the target customer	3	Master

## Q10 3 Master

## Level of alignment between customer needs and brand promise

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong alignment between brand promise and customer needs. Manual de Expressão da Marca defines mission: "acompanhar cada indivíduo no seu sonho ou projeto de casa e tornar o mesmo realizável" (accompany each individual in their dream or home project and make it achievable). Consumer/Market Studies (RepScore, EBR, Netsonda, Notoriedade TOM) and Personas (LMPT Segmentos Prioritários e Personas) provide customer understanding. Target: home improvement consumers. Per Tier 2: Can assess from Brand Guidelines, Consumer/Market Studies, Personas. Max 3 without assets. Portugal has all three. **Confidence: High** – Personas deck reviewed and corroborated with campaign briefs/proposals. ---

## Q11 3 Master

## Availability and level of precision of the audiences and persona addressed

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong persona and audience documentation. Personas (LMPT Segmentos Prioritários e Personas), Consumer/Market Studies (RepScore, EBR, Netsonda, Notoriedade TOM, GoodValue), and Brand Guidelines (Manual de Expressão da Marca – home improvement focus) provide audience definition. Display Banners (Google Demand Gen Awareness/Engagement, Bing, OLX) show audience-targeted execution. KPIs (Meta Ads Results, KPI Framework) validate campaign performance. Per Tier 2: Can assess from Personas, Ad Platforms, Analytics. Portugal has all three. **Confidence: High** – Personas deck content reviewed. ---

## Q12 3 Master

## Level of mastery of "shopper" needs by persona

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong shopper-needs mastery by persona. The personas deck explicitly documents persona-specific motivations, objectives, challenges, purchase behaviors, and expected value from Leroy Merlin across key segments (Bricoleiro, Jovens, Famílias, YAS, Sêniors, PRO, Small B2B). Consumer/Market studies (RepScore/EBR/Netsonda/GoodValue) and brand mission reinforce the needs framework. Per Tier 2, evidence from Personas + Consumer/Market Studies supports Master-level precision. **Confidence: High** – personas content reviewed. ---

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

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates good media-use mastery by persona. The personas deck documents communication preferences by persona (e.g., split across TV, Sites, Rádio, Redes Sociais), while media planning and analytics (Starcom flowchart, Meta Ada, KPI Framework) show operational deployment. Channels used across Display/Social are consistent with persona channel tendencies. Per Tier 2: Personas + Consumer/Market Studies + Analytics are evidenced, supporting Master-level score. **Confidence: High** – personas content reviewed. ---

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

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong relevance of formats/media by persona. The personas deck includes persona-specific communication and message preferences, while Social/Display format mix and creative performance documentation show operational use of multiple formats. Although product images and granular format-performance-by-persona metrics are limited, there is sufficient evidence that most key formats are selected with persona relevance in mind. Per Tier 1: Social + Display + Creative Performance are evidenced. Threshold met. ---

**Q15 2 Intermediate****Level of content personalisation**

**Score: 2 (Intermediate)** \*(Revised from 1)\* Leroy Merlin Portugal demonstrates **Meta dynamic remarketing** (remarketing\_dinamico\_1p-ao, remarketing\_dinamico\_3p-ao) with €132k spend and 49,636 purchases—data-driven, product-based personalization. Display Banners (Google, Bing, OLX) provide funnel-stage targeting. No Insider, DCO (Celtra), or Email Templates. Retargeting\_Banners folder empty but **Meta Ada documents active retargeting campaigns**. Economic data: Celtra "We don't work with this tool". Some data-driven personalization evidenced (Meta dynamic ads); no DCO platform or email personalization. Score 2 reflects "some personalization (behavioral segments, basic dynamic elements)." ---

**Q16 3 Master****Level of adaptation of the representation of the target customer**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates target-customer adaptation with evidence of periodic refresh inputs and updated persona documentation. Personas (LMPT Segmentos Prioritários e Personas) and Consumer/Market Studies (RepScore, EBR, Netsonda, Notoriedade TOM) exist, with study cadence documented (trimestral/semestral/annual) and persona material showing a recent update marker. KPIs (Meta Ada Results, KPI Framework) and Creative Performance suggest data feedback loops, even if closed-loop governance is not fully formalized. Per Tier 2: Personas + Consumer/Market studies support Master-level maturity. **Confidence: High** – cadence evidence and updated persona artifact reviewed. ---

## MEASUREMENT

## 2.14 — Intermediate

Q#	Topic	Score	Level
17	Frequency and depth of brand tracking	3	Master
18	Level of systematization of pre-tests / post-tests	2	Intermediate
19	Capacity to analyse the performance of created assets (creative intelligence)	2	Intermediate
20	Mastery of brand lift studies	3	Master
21	Monitoring creative engagement (VTR, scroll depth, etc.)	2	Intermediate
22	Monitoring of production costs (time, volume costs)	2	Intermediate
23	Production efficiency metrics	1	Learner

## Q17 3 Master

## Frequency and depth of brand tracking

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong brand tracking capability through comprehensive Consumer/Market Studies. RepScore (reputation), EBR (brand equity), Netsonda (Naming, GoodValue), Notoriade TOM (awareness/tone), and IC ESG Portugal provide structured brand health measurement. Studies include S1 (semester 1), FY2025, and year-over-year evolution. Depth: reputation, brand equity, awareness, attributes. Competitive positioning in IC ESG (Leroy Merlin vs Corticeira Amorim). Per Tier 2: Can assess from Consumer/Market Studies, Analytics. Max 3 without assets. **Confidence: High** – RepScore data extracted; scores and trend confirmed. ---

## Q18 2 Intermediate

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

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates post-campaign documentation (Reporting\_format\_content, Plano de Marketing 2025) and KPI Framework (Meta Ada Results). However, no evidence of pre-test process for creative concepts before launch. No CRO AB test platform (Insider) or test logs. Creative Performance folder has reporting format and marketing plan – not performance analysis with test logs. Per Tier 2: Can assess from Creative Performance (test logs), Analytics. Max Score 2. **Confidence: Medium** – Post-campaign docs exist; pre-test and test logs not documented. ---

## Q19 2 Intermediate

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

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates Creative Performance documentation (Reporting\_format\_content, Plano de Marketing 2025) and KPI Framework (Meta Ada Results). However, no Top-performing Variants report with product/campaign performance metrics. No evidence of creative element analysis (visuals, copy, CTAs) to understand performance drivers. Tier 1 requires BOTH Creative Performance AND Top-performing Variants – Portugal has Creative Performance ■ but Top-performing Variants ■ (Plano de Marketing is planning, not performance). Threshold partially met. Score 2 reflects performance structure without creative element analysis. ---

## Q20 3 Master

## Mastery of brand lift studies

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates strong brand lift–related capability through comprehensive Consumer/Market Studies. RepScore (reputation), EBR (brand equity), Netsonda (Naming, GoodValue), and Notoriedade TOM (awareness, tone) provide structured brand health measurement that overlaps with brand lift objectives (awareness, perception, intent). Studies include S1, FY2025, and evolution tracking. No explicit "brand lift study" labelled as such, but RepScore, EBR, and Notoriedade cover ad recall–adjacent and awareness metrics. Per Tier 2: Can assess from Analytics, Creative Performance. **Confidence: High** – Study content extracted; metrics, methodology, and budget confirmed. ---

## Q21 2 Intermediate

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

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates KPI Framework (Meta Ada Results, KPI Framework LMPL, Key Performance Indicators) and KPIs.pdf with budget and hours tracking (Budget Marketing Previsto/Real, Horas Previsto/Real). Dimensions include Meta, KPIs, Segmento, Formato, Tipo de Iniciativa. However, no evidence of engagement depth metrics (VTR, scroll depth, time-on-page). KPIs focus on budget and hours, not creative engagement. Per Tier 1: Social Examples + KPI framework – Social ■, KPI framework ■. Threshold met. **Confidence: Medium** – KPI structure exists; engagement metrics (VTR, scroll depth) not documented. ---

## Q22 2 Intermediate

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

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates partial production cost monitoring. Budgets & Costs folder contains LM Budget 2026 (Brand Reputation Analysis, Employer Brand Analysis – €66,600 total). KPIs.pdf tracks Budget Marketing Previsto/Real and Horas Previsto/Real. Economic data shows agency spend breakdown (€620k) but cost monitoring method not reported, and internal costs €0 (not allocated). LM Budget 2026 appears focused on studies/analysis rather than content production. Production cost tracking partially evidenced; efficiency evaluation limited. ---

## Q23 1 Learner

## Production efficiency metrics

**Score: 1 (Learner)** Leroy Merlin Portugal demonstrates very limited production efficiency metrics tracking. Economic data shows Cost per Asset: N/A and Assets per FTE: N/A (asset volumes 0, not reported). Time-to-market: qualitative ranges only ("1-2 weeks", "1 month+") – no quantitative lead times. KPIs track Horas Previsto/Real but not efficiency metrics. Without cost per asset, assets per FTE, or quantitative time-to-market data, the organisation cannot evidence systematic efficiency tracking. Score 1 reflects "no or ad-hoc efficiency tracking." ---



## TECH CAPABILITIES

1.80 — Intermediate

Q#	Topic	Score	Level
24	Adoption of compliance analysis solutions (Creative X, etc.)	1	Learner
25	Availability and functional depth of the DAM	2	Intermediate
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	2	Intermediate
29	Availability and functional depth of collaborative tools	2	Intermediate
30	Art purchasing platform	1	Learner
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 (Learner)** Leroy Merlin Portugal demonstrates very basic compliance checking with no automated compliance tools. No evidence of automated compliance tools (Creative X, etc.) in use. Brand guidelines (Manual de Expressão da Marca, LM\_Brand-Guidelines23) and HUB Workflow Equipa exist, suggesting manual compliance processes. Economic data: Celtra "We don't work with this tool"; DAM €0. €190k Traffic/QA/Distribution indicates QA investment but methodology not documented – likely manual. Automated compliance tools are not used; compliance checking is manual. ---

## Q25 2 Intermediate

## Availability and functional depth of the DAM

**Score: 2 (Intermediate)** Leroy Merlin Portugal uses DAMEO as a centralised asset repository (confirmed by BU in interview), combined with Drive-based campaign folders documented in HUB Workflow. Economic data still reports **DAM: €0** (not reported) and the local `04\_TOOLS/01\_DAMEO` folder in the pack is empty, so the evidence pack under-represents actual usage. There is no documentation yet of advanced DAM features (rights, integrations, partner access), but the confirmed presence of DAMEO plus structured Drive usage supports a **basic DAM in use with limited features**, consistent with Intermediate. ---

**Q26 2 Intermediate****Availability and functional depth of "Product Feed" solutions**

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **no evidenced centralised product feed solution**. `01\_ASSETS/PRIORITY\_2/07\_Feed\_Management` and `04\_TOOLS/08\_FEEDS` folders exist but are **empty**. Economic data does not mention Smartfeed, product feeds, or feed management tools. Meta Ada Results show remarketing campaigns (remarketing\_dinamico\_1p-ao, remarketing\_dinamico\_3p-ao) with €132k spend and 49,636 purchases—suggesting product/catalog data may feed Meta—but no dedicated product feed platform is documented. New volume data (`LM\_PT\_Assets\_Volume\_Information.docx`) confirms high campaign output, but does not evidence feed tooling, governance, or optimisation. Interview findings did not provide verifiable feed-platform details. Score remains 1. ---

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

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **Meta dynamic remarketing** (remarketing\_dinamico\_1p-ao, remarketing\_dinamico\_3p-ao) with €132k spend and 49,636 purchases—platform-level dynamic creative. Economic data confirms **Celtra is not used** (no dedicated DCO platform). `04\_Dynamic\_Creative` and `05\_Retargeting\_Banners` folders remain **empty** in the evidence pack. Meta Ada shows awareness, consideration, and conversion campaigns with ROAS tracking. New economic volume data confirms large operational scale, but does not provide DCO platform evidence or advanced cross-channel creative automation. Personalisation is evidenced mainly through Meta native dynamic ads. Per Tier 2, score remains 2. **Confidence: Medium.** ---

**Q28 2 Intermediate****Availability and functional depth Creative intelligence**

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **basic performance tracking** via Plano de Marketing 2025 dashboard (Budget, Horas, KPIs by Meta, Segmento, Formato, Tipo de Iniciativa) and **Meta Ada Results** (campaign spend, impressions, reach, ROAS, purchases). HUB Workflow references **PPT for campaign results** ("Atualização do PPT da Campanha com todas as peças desenvolvidas... Recolher resultados de vendas no dashboard"). KPI Framework (LMPL template) shows funnel structure with brand metrics. **No dedicated Creative Intelligence platform** (Creative X, Pattern, etc.) is evidenced. No documented creative element analysis (visuals, copy, CTAs) and no predictive insights. New operational volume data supports campaign scale, but not creative-intelligence depth. Score remains 2 based on existing performance process and debrief discipline. **Confidence: Medium.** ---

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

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **documented workflows** (HUB Workflow Equipa – 6+ PDFs covering Campanhas Online, Aberturas, Declinações) with **structured meeting cadence** (weekly VML, biweekly Comercial/Ecommerce, biweekly Aquisição, weekly WayNext/Tomás), **agency collaboration** (VML creative, WisePirates/Waynext for site/NL), **Drive** for assets, **Excel** for planning, and **PPT** for strategy/results. Economic data reports Adobe €0, Figma €0, Trello €0 (tool costs not allocated/documented). Equipa estrutura shows 15 people in HUB Criatividades e Conteúdos. Interview and workflow evidence support strong collaboration rituals, but no dedicated integrated proofing/review suite is documented. Score remains 2. **Confidence: Medium.** ---

## Q30 1 Learner

## Art purchasing platform

**Score: 1 (Learner)** Leroy Merlin Portugal does **not evidence a centralised art-purchasing platform** or stock libraries. Economic data: Shutterstock and GettyImages are not reported. "No stock imagery reported (may use own photography or agency-provided)." **Production spend €912** is minimal, suggesting reliance on adaptations, internal assets, or agency-provided materials. `03\_Rights\_Management` folder exists but is **empty**. Font Licensing is documented (typography NDA). New creative/proposal and budget files increase visibility on campaign execution and supplier quotations, but they do not evidence a dedicated art marketplace, licensing platform, or standardised rights-tracking system. Interview/evidence confirms agency-supported execution; score remains 1. ---

## Q31 2 Intermediate

## Production technology stack

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates a **basic but under-documented production technology stack**. **Reported tools:** iPaper (€10,000 via agency) as the only explicit tech spend; HUB Workflow shows **Drive, Excel and PPT** as core collaboration tools. Economic data lists Adobe, Figma, Sketch, Trello, 8n8/Make.com, DAM, Celtra, Shutterstock, GettyImages, Midjourney and OpenAI all at **€0** with a note asking to confirm data type—indicating tools may be in use but are not properly reported. Q25–30 analyses confirm no evidenced DAM, DCO platform, product feed solution, or 3D. Interview (2026-03-13) confirms **Gemini** in use for content optimization and image transformations. Newly uploaded editable files (`.ai`, `.psd`, `.otf`) and expanded print/video production packs provide stronger indirect proof of creative-software usage, but still do not provide formal tool inventory, license counts, or integration architecture. Overall, some production tools and processes are evidenced, but the stack remains incomplete and poorly documented, consistent with Intermediate. **Confidence: Medium.** ---

## Q32 2 Intermediate

## Creative software and tools

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **creative software and tools likely in use**, but they are **poorly documented in the economic data**. Adobe, Figma and Sketch all appear as €0 with a note asking to select data type; at the same time, the asset mix (Print catalogues, Display banners, Social), HUB Workflow processes, and team/agency structure (3 FTEs in content; 15 people in HUB Criatividades e Conteúdos; VML/WayNext/WisePirates support) clearly evidence multi-format production capability. Newly uploaded editable assets (Minioutdoors `.ai` and linked `.psd` files, embedded font packages) provide direct operational proof of professional creative production software usage, but formal license and proficiency documentation is still missing. Font Licensing (typography NDA) is documented. Interview (2026-03-13) confirms **Gemini** in use for content optimization and image transformations (seasonality, localisation). Overall, creative tooling is **evidenced in outputs and Gemini use**; governance data remains incomplete. **Confidence: Medium.** ---

## Q33 2 Intermediate

## Workflow automation tools

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some workflow automation** via **Meta dynamic remarketing** (remarketing\_dinamico campaigns with €132k spend and 49,636 purchases), which delivers platform-level behavioural automation in paid media. HUB Workflow provides **strong process structure** (cadenced meetings, clear handoffs, Excel planning) but these are largely manual rather than tool-orchestrated. Economic data confirms Celtra is not used; there is no evidenced DCO platform, product feed solution, Insider/email automation, or workflow automation tools (8n8, Make.com show €0 with data-type clarification requested). Newly uploaded planning and orchestration files (Planograma, Content List, campaign presentations, folheto versioning) strengthen process governance evidence, but still do not show new automation tooling. Overall, automation exists in **a few key touchpoints (Meta)** but is not systematic across the production workflow, consistent with Intermediate. **Confidence: Medium.** ---

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## AUTOMATION &amp; INDUSTRIALIZATION

## 1.67 — 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	2	Intermediate
37	Ability to automate the distribution of creative assets	1	Learner
38	Level of automation of the validation, production, distribution workflow	1	Learner
39	Automated production workflows	2	Intermediate
40	Template and standardisation systems	2	Intermediate
41	Batch processing capabilities	2	Intermediate
42	Quality control automation	1	Learner

## Q34 2 Intermediate

## Off-Line Asset Templatisation Level

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some off-line asset templatisation** but coverage is inconsistent. **Print:** Catalogues and newly uploaded Folheto/Minioutdoors materials with multiple versions and editable masters evidence repeatable structures and controlled adaptation workflows. **PLV (in-store):** HUB Workflow Aberturas and references to a “**Bíblia PLV**” show repeatable formats for openings/remodellings; new Lonas production maps reinforce structured offline production planning. Brand guidelines (Manual de Expressão da Marca, Design System v3) support consistent layout and branding. **KV and BOOK** are referenced as “em construção”, and there is still no documented, comprehensive offline template library or clear enablement playbook for local teams. This supports an Intermediate level: **templates exist for key offline formats, but are not yet systematised across the full offline portfolio. Confidence: Medium-High. ---**

## Q35 2 Intermediate

## Level of templatisation of online assets

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **online templates in use** but templatisation is inconsistent and under-documented. **Display** and **Social** assets show repeated layouts and reuse of key visuals across formats. HUB Workflow references a “**Manual de Normas de Templates de Campanhas Website**”, and **Meta dynamic remarketing** (remarketing\_dinamico) provides platform-level template-based production at scale for paid media. Newly uploaded planning files (Planograma Omni, Content List) and campaign presentation materials strengthen evidence of structured digital planning and multi-format declination, but do not evidence a dedicated DCO/template engine or a comprehensive central template library. The **Email Templates** folder remains empty, and localisation metrics remain unreported. This supports an Intermediate level: **templates and norms exist for several key online formats, but are not yet industrialised across all digital assets. Confidence: Medium. ---**

## Q36 2 Intermediate

## Ability to automate the personalisation of creative assets

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **automated personalisation** via **Meta dynamic remarketing** (remarketing\_dinamico\_1p-ao, remarketing\_dinamico\_3p-ao) with €132k spend and 49,636 purchases—product/catalog data and user behavior drive dynamic creative variation. **Missing:** DCO platform (Celtra "We don't work with this tool"), product feed platform (Smartfeed), Insider, localization rate. Personalisation is paid-media focused (Meta dynamic ads); no web/email personalisation platform is evidenced. New folders and campaign files (briefings, proposals, planograms, expanded print/video assets) increase proof of production scale but do not add new personalisation technology evidence. Data sources remain product/catalog (Meta) and user behavior (1p/3p audiences). Per Tier 1: Dynamic Creative OR Retargeting—**Retargeting** ■ (Meta dynamic). **Confidence: Medium.** ---

## Q37 1 Learner

## Ability to automate the distribution of creative assets

**Score: 1 (Learner)** Leroy Merlin Portugal demonstrates **very limited automated distribution**. No DAM (central library), no DCO platform (Celtra), no product feed (Smartfeed). HUB Workflow references **Drive** for asset storage and **link-sharing** (owner → Cláudia/Ecommerce)—manual handoff. **€190k Traffic/QA/Distribution** indicates significant distribution/QA investment but methodology is not documented as automated—likely manual upload and QA. New folders (campaign presentations, local adaptation briefings/proposals, print production maps, planogram/content-list files) strengthen evidence of operational orchestration but do not show automated publish/push workflows from a central system. Meta Ada shows campaigns run; distribution to ad platforms remains inferred as manual or platform-specific. Per Tier 2: DAM ■, Celtra ■, Feed Management ■, Workflows & SOPs ■. Max Score 2. Portugal has no DAM, DCO, or feed—distribution likely manual. **Confidence: High.** ---

## Q38 1 Learner

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

**Score: 1 (Learner)** Leroy Merlin Portugal demonstrates **disconnected workflow stages** with **manual intervention** throughout. **Validation:** HUB Workflow "Validação das peças criativas junto da agência"; approval by owner/manager—manual. **Production:** Meta dynamic remarketing provides some automation; VML, Waynext, WisePirates for creative—agency handoffs. **Distribution:** No DAM, DCO, or feed—Drive link-sharing, manual handoff to Ecommerce. New folders (briefings, proposals, campaign decks, print/versioning files, planograms) provide richer visibility on process steps and sequencing, but still point to orchestrated manual operations rather than integrated end-to-end automation. Per Tier 2: Workflows & SOPs ■, DAM ■, Celtra ■, Feed Management ■. Max Score 2. Portugal has workflows but no integration across validation—production—distribution. **Confidence: High.** ---

## Q39 2 Intermediate

## Automated production workflows

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some production automation** via **Meta dynamic remarketing** (template-based, product/catalog-driven) and **HUB Workflow** (process structure). **Missing:** DCO platform, product feed, workflow metrics (quantitative lead times, first-pass rate), automation runbooks. Economic data: time-to-market qualitative ("1-2 weeks", "1 month+"); first-pass approval qualitative ("1 day", "1 week"). New files (creative briefings/proposals, folheto feedback versions, minioutdoors editables, TV online files) strengthen evidence of multi-format production scale and iterative production governance, but still show predominantly manual handoffs across agencies/partners. Per Tier 2: Workflows & SOPs ■, Automation runbooks ■. Max Score 2. **Confidence: Medium.** ---

## Q40 2 Intermediate

## Template and standardisation systems

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **templates and standardisation in use** but **not comprehensive**. **Brand Guidelines** (Manual de Expressão da Marca, Design System v3), **Manual de Normas de Templates de Campanhas Website, KV and BOOK** (em construção), and **Font Licensing** (typography NDA) provide standardisation. New folders add stronger evidence of template reuse and version governance in offline production (Folheto versions/feedback loops, Minioutdoors editables, façadas production maps) and multi-format campaign consistency. HUB Workflow structures production across teams/partners. **Missing:** DCO templates, cost per asset/assets per FTE (efficiency metrics), localization rate. Global Campaign Toolkit has Design System and briefing templates. No Governance-style SLA table. Per Tier 2: Brand Guidelines ■, Global Campaign ■■ (KV/BOOK in development), Templates ■. Max Score 3. **Confidence: Medium.** ---

## Q41 2 Intermediate

## Batch processing capabilities

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some batch processing** via **Meta dynamic remarketing** (remarketing\_dinamico—€132k, 49,636 purchases), which generates multiple creative variations from product/catalog data. HUB Workflow structures production (briefing, declinations, Mapa de materiais). Newly uploaded planning and production files (Content List Por Quarter, Planograma Omni, Lonas production maps, campaign presentations) strengthen evidence of multi-format orchestration and volume, but do not add DCO, feed-based batch tooling, or documented batch automation. **Missing:** DCO platform (Celtra not used), product feed, asset volume (0), localization rate, batch processing tooling documentation. Meta dynamic ads enable template-based batch production for paid media; agency production (VML, Waynext, WisePirates) appears manual. Per Tier 2: Workflows & SOPs ■, Batch processing tooling ■. Max Score 2. **Confidence: Medium.** ---

## Q42 1 Learner

## Quality control automation

**Score: 1 (Learner)** Leroy Merlin Portugal demonstrates **very basic quality control** with **no automated QC systems**. Q24 analysis: no automated compliance tools (Creative X, etc.); compliance checking manual. Brand Guidelines (Manual de Expressão da Marca, Design System v3) and HUB Workflow (validation, approval steps) exist for manual reference. Newly uploaded **Governance - Conteúdos Instore Media.pdf** documents RACI, template validation, and KPI monitoring for In-Store Media, but this governance covers content workflow and supplier handoffs—not automated creative QC. **€190k Traffic/QA/Distribution** indicates significant QA investment but methodology not documented—likely manual upload and QA checks. No dedicated QA team documented. Per Tier 2: Workflows & SOPs ■, Brand Guidelines ■. Max Score 3. Portugal has guidelines and workflows but no QC automation. **Confidence: High.** ---

## INNOVATION

1.86 — Intermediate

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

## Q43 2 Intermediate

## Adoption of Generative AI

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some GenAI adoption** with **Gemini** used internally and via agencies. Interview (2026-03-13) confirms: (1) **Internal use:** Gemini used for content optimization and image adaptation; most teams use Gemini or Ship PT; (2) **Training:** Internal sessions on "Gemini and how to use it correctly"; (3) **Agency rules:** Rules for AI use and image rights; rights and compliance considered when using AI; (4) **Practical use:** AI (Gemini) used for image transformations on owned imagery—seasonality adaptations (e.g. adding children, dog, Portuguese context to DAM images) with constraints (no humanized/AI-generated people). GenAI Policy & Examples folder remains empty; no formal written policy or model restrictions documented. Per Tier 2: GenAI tools ■ (Gemini); Policy ■■ (rules exist, not formalised). **Confidence: High.** ---

## Q44 2 Intermediate

## Volume and depth of testing on emerging formats

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **very basic emerging format testing** with **no systematic program** and **no insights documented.** ---

## Q45 2 Intermediate

## Recurrence of creative Test &amp; Learn

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **post-campaign performance analysis** (Plano de Marketing 2025, Reporting\_format\_content, Meta Ada Results) and **HUB Workflow results process** ("Recolher resultados de vendas no dashboard", PPT for campaign results). **Interview (2026-03-13):** Sara Santos confirms "continuous learning loops because we review this monthly" for KPIs and content performance; Piano Analytics dashboards and Content Square used for tracking; "we are testing now segment communication by target in digital" for campaigns (TV/radio planned for 2026); external validation: "you guys are doing a great job experimenting with new things." KPIS Growth & Marca and Content List Por Quarter add recurring KPI tracking. No formal, documented Test & Learn experimentation framework or learnings library. Per Tier 2: Creative Performance ■. Max Score 2. **Confidence: Medium.** ---



## Q46 2 Intermediate

## Emerging technology adoption

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some emerging technology adoption** despite **no formal evaluation process** documented. **Adopted technologies:** (1) **Gemini** for content optimization and image transformations (interview, Q43); (2) **Piano Analytics** dashboards for monthly KPI/content performance (interview); (3) **Content Square** for clicks and behavioural data (interview); (4) AI for optimization ("we use of course the AI for optimization"). Tech Evaluation Process folder remains empty; no horizon scanning or adoption framework. Per Tier 3: Adoption evidenced; evaluation process not documented. **Confidence: Medium.** ---

## Q47 1 Learner

## Creative experimentation processes

**Score: 1 (Learner)** Leroy Merlin Portugal demonstrates **very basic creative experimentation** with **no systematic approach** documented. Creative Performance folder has Reporting\_format\_content and Plano de Marketing 2025; HUB Workflow structures production. Meta dynamic remarketing indicates platform-level optimization. No experiment playbook, governance framework, or learnings repository. No evidence of formal experimentation processes. Per Tier 2: Creative Performance ■, Workflows & SOPs ■. Max Score 2. **Confidence: Medium.** ---

## Q48 2 Intermediate

## Innovation pipeline management

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some innovation pipeline management** via **Planograma de Comunicação Omni 2026** (in 06\_KPIs\_Reporting). This document provides: Planograma de Comunicação (messages, storylines by month); Planograma de Conteúdos (themes, publication dates); Detalhe Campanhas (campaign status, dates, channels); V2 AÇÕES - Plano Tático (tactical plan with investments). Innovation Backlog/Roadmap folder remains empty; document supplied in KPIs\_Reporting. Governance - Conteúdos Instore Media adds project-level workflow. Per Tier 3: Roadmap/planning ■ (Planograma). **Confidence: Medium.** ---

## Q49 2 Intermediate

## Future capability planning

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some future capability planning** via **Formações Equipa - Marca e Conteúdos** (in 15\_Training\_Programs). This document provides: training catalogue (EQUIPA, MANAGERS, xlsx); transversal skills (Análise de Data, Inteligência Artificial, Imersão em Loja); individual PDIs (Web Copywriting, Content Marketing, Ativação de Marca, Big Social Data, Neuromarketing); status tracking (Feito, planned). Capability Roadmap folder remains empty; document supplied in Training\_Programs. Economic Analysis mentions long-term vision. Per Tier 3: Capability development ■ (Formações). **Confidence: Medium.** ---

## ORGANISATION

## 2.30 — 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	3	Master
54	Level of structuring of operational RACIs	3	Master
55	Level of availability of strategic and operational skills	2	Intermediate
56	Team structure and roles	2	Intermediate
57	Skill development programs	3	Master
58	Collaboration processes	2	Intermediate
59	Change management capabilities	1	Learner

## Q50 3 Master

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

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates **comprehensive guidelines and standards** (Manual de Expressão da Marca, Design System v3, Manual de Normas de Templates, Font Licensing, HUB Workflow) and **Global Campaign Toolkit with content** (BRIEFING CRIATIVO, Brand Guidelines, Elementos gráficos). **New:** `Governance - Conteúdos Instore Media.pdf` in RACI\_Governance provides RACI matrix, roles/responsibilities, workflow phases, validation rules ("Validação e alinhamento normas gráficas"), planograma de mensagens. **Interview:** "editorial guidelines" with tone, visuals, key messages aligned across teams. Gaps: No DCO manual (Celtra not used); KV/BOOK in development. Per Tier 2: Brand Guidelines ■, Typography ■, Workflows ■, Global Campaign Toolkit ■, Governance/RACI ■. **Confidence: Medium.** ---

## Q51 2 Intermediate

## Ability to capitalize on a partner/supplier ecosystem

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **partner/supplier relationships** (€620k agency spend, VML, Waynext, WisePirates, Tomás) but **strategic leverage is limited** and relationships appear mostly transactional. RACI & Governance folder exists but is **empty**. No partner roster, ways-of-working documents, shared KPIs, or co-innovation examples. HUB Workflow documents agency handoffs and meeting cadence but not partner ecosystem strategy. Per Tier 3: Required = RACI & Governance, Workflows & SOPs, Partner roster. **Confidence: Medium.** ---

## Q52 2 Intermediate

## Maturity of central/BU collaboration rituals

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **very basic central/BU collaboration rituals** with **no systematic collaboration** documented. ---

**Q53 3 Master****Maturity of collaboration between intra-BU professions**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates **some intra-BU collaboration** via HUB Workflow ---

**Q54 3 Master****Level of structuring of operational RACIs**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates **some operational RACI structuring** via **Governance - Conteúdos Instore Media.pdf** ---

**Q55 2 Intermediate****Level of availability of strategic and operational skills**

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **some strategic and operational skills** via Equipa estrutura (HUB Criatividades e Conteúdos: Diretor, Gestores, Especialistas, Técnicos across Campanhas, Redes Sociais, Marca, Conteúdos), HUB Workflow (task coverage), and Plano de Marketing 2025 (planning structure). 3 FTEs dedicated to content production; 15 in HUB. No skills matrix, gap analysis, or development roadmap documented. Capability Roadmap folder empty. Asset volumes and productivity not reported. Per Tier 3: Required = Skills Matrix / Org Chart. **Confidence: Medium.** ---

**Q56 2 Intermediate****Team structure and roles**

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **team structure and roles** via Equipa estrutura.pdf (HUB Criatividades e Conteúdos: Diretor, Gestores, Especialistas, Técnicos across Campanhas, Redes Sociais, Marca, Conteúdos) and HUB Workflow (task allocation: owner, manager, Cláudia/Ecommerce). 3 FTEs dedicated to content production; 15 in HUB. Capability Roadmap folder empty. No detailed role descriptions, interface map, or capacity planning. Per Tier 3: Required = Skills Matrix / Org Chart. **Confidence: Medium.** ---

**Q57 3 Master****Skill development programs**

**Score: 3 (Master)** Leroy Merlin Portugal demonstrates **well-documented skill development programs** via **Formações Equipa - Marca e Conteúdos** (EQUIPA, MANAGERS, xlsx). Document provides: training catalogue with transversal skills (Análise de Data, Inteligência Artificial, Imersão em Loja); individual PDIs by team member (Web Copywriting, Content Marketing, Ativação de Marca, Big Social Data, Neuromarketing); status tracking (Feito, planned); links to objectives. Interview: recurring Gemini sessions. Per Tier 3: Training Programs ■, Program catalogue ■. **Confidence: High.** ---

**Q58 2 Intermediate****Collaboration processes**

**Score: 2 (Intermediate)** Leroy Merlin Portugal demonstrates **collaboration processes and tools** via HUB Workflow (structured processes, meeting cadence, handoffs), **Drive** (asset storage), **Excel** (planning), **PPT** (strategy, results), and agency integration (VML, Waynext, WisePirates). Economic data: Trello €0, Figma €0—data type requested; iPaper €10k. No process maps, tool configurations, or feedback/satisfaction scores. No SLA table (unlike Brazil Governance). Per Tier 2: Workflows & SOPs ■, Tool configurations ■■. Max Score 3. **Confidence: Medium.** ---

## Q59 1 Learner

## Change management capabilities

**Score: 1 (Learner)** Leroy Merlin Portugal demonstrates **very basic change management**. Change Management Framework folder exists but is **empty**. No change framework, playbooks, communications plan, adoption KPIs, or lessons learned repository. Innovation Backlog/Roadmap and Capability Roadmap folders empty. Economic Analysis mentions "Automation Roadmap – DCO, templates, GenAI adoption" in long-term vision but no formal change management framework. Per Tier 3: Required = Change Management Framework.

**Confidence: High. ---**

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# Strengths

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## OMNICHANNEL

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

**Comprehensive Brand Guidelines:** Manual de Expressão da Marca defines mission, positioning, values, and tone

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

**Clear Brand Promise:** "Acompanhar cada indivíduo no seu sonho ou projeto de casa" – home improvement focus

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

**Multi-Channel Evidence:** Print, Display, Social, and OPCOM campaign decks demonstrate consistency

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

**Traffic/QA Investment:** €190,000 supports quality control and brand compliance

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

**Global Campaign Toolkit:** Brand guidelines and briefing templates support governance ---

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

**Comprehensive Brand Guidelines:** Logo, typography, colours, design system

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

**Font Library:** Leroy Merlin Sans, Script, Serif – full typography governance

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

**Logo System:** Multiple variants (CMYK, RGB, editable) for print and digital

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

**Multi-Platform Display:** Google, Bing, OLX – consistent ART Banner OP10 creative

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

**Traffic/QA Investment:** €190,000 supports quality control and visual consistency ---

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

**Platform-Specific Display:** Google, Bing, OLX – each with format-specific dimensions

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

**Google Demand Gen Split:** Awareness vs Engagement – different funnel stages

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

**Social Format Variety:** Carrousel, Post (Awareness/Consideração), Story – format-appropriate

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

**Print Specifications:** Bleed specs for catalogue production

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

**Workflow Documentation:** HUB Workflow Equipa supports structured production ---

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

**Platform-Native Dimensions:** Display uses Google, Bing, OLX standard sizes

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

**Google Format Split:** Performance Max vs Demand Gen (Awareness/Engagement) – correct specs

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

**Social Format Variety:** Carrousel, Post (square/portrait/landscape), Story (vertical) – correct specs

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

**Traffic/QA Investment:** €190,000 indicates structured QA and compliance validation

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

**Multi-Platform Coverage:** Google, Bing, OLX – diverse platform compliance ---

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

**Platform-Specific Display:** Google, Bing, OLX dimensions

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

**Design System:** Design System v3, Brand Guidelines, Elementos gráficos

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

**Typography Investment:** Font Library (Sans, Script, Serif) – typography governance

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

**Format Variety:** Vertical (Story), square (Carrousel), portrait (Post), landscape (1.91:1)

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

**Traffic/QA Investment:** €190k supports quality control and design validation ---

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

**ART Banner OP10 Consistency:** Same creative across Display (Google, Bing, OLX) and Social (Carrousel, Post, Story)

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

**Home Improvement Narrative:** Catalogues (Casas Banho, Cozinhas) align with Display/Social home project theme

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

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

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

**Design System:** Design System v3 supports narrative consistency

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

**Traffic/QA Investment:** €190k supports quality control and narrative coherence ---

**Q7: Cross-channel content consistency**

**HUB Workflow Equipa:** Documented workflow across 13+ PDFs and CSV workflows

**Q7: Cross-channel content consistency**

**Brand Guidelines:** Manual de Expressão da Marca, Design System v3

**Q7: Cross-channel content consistency**

**ART Banner OP10:** Consistent creative across Display and Social

**Q7: Cross-channel content consistency**

**Traffic/QA Investment:** €190k supports quality control and consistency

**Q7: Cross-channel content consistency**

**3 FTEs:** Dedicated team supports governance ---

**Q8: Multi-format production capabilities**

**Print Production:** Catalogues with bleed specifications

**Q8: Multi-format production capabilities**

**Display Production:** Multi-platform (Google, Bing, OLX)

**Q8: Multi-format production capabilities**

**Social Production:** Carrousel, Post, Story formats

**Q8: Multi-format production capabilities**

**Workflow Documentation:** HUB Workflow Equipa

**Q8: Multi-format production capabilities**

**Brand Consistency:** Design System v3 supports quality ---

**Q9: Maturity of paid vs organic**

**Mixed Content Exists:** Social shows potential paid (promo) and organic formats

**Q9: Maturity of paid vs organic**

**Display Investment:** Paid display across Google, Bing, OLX

**Q9: Maturity of paid vs organic**

**KPI Framework:** Meta Ada Results, KPI Framework, Dashboard

**Q9: Maturity of paid vs organic**

**Traffic/QA Investment:** €190k indicates structured distribution/QA ---

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

**Explicit Needs in Promise:** "sonho ou projeto de casa", "tornar realizável"

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

**Personas Document:** LMPT Segmentos Prioritários e Personas

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

**Comprehensive Research:** RepScore, EBR, Netsonda, Notoriedade TOM, GoodValue

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

**Brand Equity Tracking:** EBR Attributes, RepScore S1

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

**Home Focus:** Brand promise centred on home improvement needs ---

**Q11: Availability and level of precision of the audiences and persona addressed**

**Personas Document:** LMPT Segmentos Prioritários e Personas

**Q11: Availability and level of precision of the audiences and persona addressed**

**Research Portfolio:** RepScore, EBR, Netsonda, Notoriedade TOM, GoodValue

**Q11: Availability and level of precision of the audiences and persona addressed**

**Funnel Targeting:** Google Demand Gen Awareness vs Engagement

**Q11: Availability and level of precision of the audiences and persona addressed**

**Target Definition:** Manual de Expressão da Marca – home improvement focus

**Q11: Availability and level of precision of the audiences and persona addressed**

**Performance Validation:** Meta Ada Results, KPI Framework ---

**Q12: Level of mastery of "shopper" needs by persona**

**Brand Mission:** Needs inferred (sonho, projeto de casa, realizável)

**Q12: Level of mastery of "shopper" needs by persona**

**Personas:** LMPT Segmentos Prioritários e Personas exists

**Q12: Level of mastery of "shopper" needs by persona**

**Research Portfolio:** RepScore, EBR, Netsonda GoodValue

**Q12: Level of mastery of "shopper" needs by persona**

**Funnel Needs:** Display Awareness vs Engagement implies stage-based needs ---

**Q13: Level of mastery of media uses of persona**

**Multi-Platform Presence:** Display (Google, Bing, OLX), Social (Facebook, Instagram)

**Q13: Level of mastery of media uses of persona**

**Personas:** LMPT Segmentos Prioritários e Personas exists

**Q13: Level of mastery of media uses of persona**

**Research Portfolio:** RepScore, EBR, Netsonda – may inform media habits

**Q13: Level of mastery of media uses of persona**

**Digital Media Flowchart:** Media planning documented (Starcom)

**Q13: Level of mastery of media uses of persona**

**Performance Data:** Meta Ada Results, KPI Framework ---

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

**Format Variety:** Social (Carrousel, Post, Story), Display (Google, Bing, OLX)

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

**Personas:** LMPT Segmentos Prioritários e Personas exists

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

**Creative Performance Docs:** Reporting\_format\_content, Plano de Marketing 2025

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

**KPI Framework:** Meta Ada Results for performance tracking ---

**Q15: Level of content personalisation**

**Meta Dynamic Remarketing:** €132k spend, 49,636 purchases—significant behavioral/product-based personalization

**Q15: Level of content personalisation**

**ROAS Tracking:** op-10-remark 209x, op-9-remark 109x—performance-driven optimization

**Q15: Level of content personalisation**

**Funnel-Stage Targeting:** Google Demand Gen Awareness vs Engagement

**Q15: Level of content personalisation**

**Platform Coverage:** Google, Bing, OLX, Meta – multi-platform presence ---

**Q16: Level of adaptation of the representation of the target customer**

**Personas Exist:** LMPT Segmentos Prioritários e Personas

**Q16: Level of adaptation of the representation of the target customer**

**Research Portfolio:** RepScore, EBR, Netsonda, Notoriedade TOM – enable data refresh

**Q16: Level of adaptation of the representation of the target customer**

**Annual Studies:** RepScore 2025, EBR 2025 – periodic brand/customer data

**Q16: Level of adaptation of the representation of the target customer**

**KPI Framework:** Meta Ada Results – performance feedback loop ---

**MEASUREMENT**

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

**RepScore:** Reputation tracking (S1, FY)

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

**EBR:** Brand equity and attributes

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

**Netsonda:** Naming, GoodValue – brand perception

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

**Notoriedade TOM:** Awareness, tone, evolution

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



**Competitive:** IC ESG – Leroy Merlin vs Corticeira Amorim ---

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

**Reporting Format:** Reporting\_format\_content – structure for performance reporting

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

**KPI Framework:** Meta Ada Results, KPI Framework

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

**Campaign Planning:** Plano de Marketing 2025 ---

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

**Reporting Format:** Reporting\_format\_content – structure for performance

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

**KPI Framework:** Meta Ada Results, KPI Framework

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

**Campaign Planning:** Plano de Marketing 2025 ---

**Q20: Mastery of brand lift studies**

**Notoriedade TOM:** Awareness and tone – direct brand lift alignment

**Q20: Mastery of brand lift studies**

**RepScore:** Reputation tracking

**Q20: Mastery of brand lift studies**

**EBR:** Brand equity and attributes

**Q20: Mastery of brand lift studies**

**Netsonda:** Naming, GoodValue – perception

**Q20: Mastery of brand lift studies**

**Evolution Tracking:** Notoriedade TOM - Evolução – trend data ---

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

**KPI Framework:** KPIs.pdf, KPI Framework LMPL – structured KPI tracking

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

**Budget & Hours Tracking:** Budget Marketing Previsto/Real, Horas Previsto/Real

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

**Meta Ada Results:** Ad platform performance data

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

**Dimensions:** Meta, Segmento, Formato, Tipo de Iniciativa – structured reporting ---

**Q22: Monitoring of production costs (time, volume costs)**

**Budget Documentation:** LM Budget 2026, KPIs.pdf

**Q22: Monitoring of production costs (time, volume costs)**

**Hours Tracking:** Horas Previsto/Real in KPIs

**Q22: Monitoring of production costs (time, volume costs)**

**Spend Visibility:** Economic data shows agency breakdown

**Q22: Monitoring of production costs (time, volume costs)**

**Traffic/QA Investment:** €190k – significant QA/cost allocation ---

**Q23: Production efficiency metrics**

**Hours Tracking:** Horas Previsto/Real in KPIs

**Q23: Production efficiency metrics**

**Team Structure Known:** 3 FTEs

**Q23: Production efficiency metrics**

**Spend Visibility:** Agency spend documented

**Q23: Production efficiency metrics**

**Qualitative Workflow:** Campaign-type timings (ranges) ---

**TECH CAPABILITIES**

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

**Brand Guidelines Available:** Manual de Expressão da Marca, Design System v3

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

**Traffic/QA Investment:** €190k – significant QA capability

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

**HUB Workflow:** Approval workflow documented

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

**Ad Platforms:** Google, Bing, OLX, Meta – platform access ---

**Q25: Availability and functional depth of the DAM**

**Font Licensing:** Typography NDA documented

**Q25: Availability and functional depth of the DAM**

**Logo Files:** Logo in Brand Guidelines

**Q25: Availability and functional depth of the DAM**

**Asset Organisation:** Drive folder structure by campaign (documented in workflow)

**Q25: Availability and functional depth of the DAM**

**Workflow Documentation:** HUB Workflow defines asset handoff (owner → Cláudia/Ecommerce) ---

**Q26: Availability and functional depth of "Product Feed" solutions**

**Meta Remarketing:** Dynamic remarketing campaigns with significant spend and conversions

**Q26: Availability and functional depth of "Product Feed" solutions**

**E-commerce Focus:** Site, NL, store pages in workflow

**Q26: Availability and functional depth of "Product Feed" solutions**

**Folder Structure:** Feed Management folder exists (placeholder for future use) ---

**Q27: DCO availability and functional depth**

**Meta Dynamic Remarketing:** €132k spend, 49,636 purchases—significant dynamic ad investment

**Q27: DCO availability and functional depth**

**ROAS Tracking:** Campaign-level ROAS (209x, 109x for remarketing)

**Q27: DCO availability and functional depth**

**Campaign Diversity:** Awareness, consideration, conversion; local, category, recruitment ---

**Q28: Availability and functional depth Creative intelligence**

**Performance Process:** Campaign PPT with results, dashboard for sales data

**Q28: Availability and functional depth Creative intelligence**

**Meta Ada:** Campaign-level performance (spend, ROAS, purchases)

**Q28: Availability and functional depth Creative intelligence**

**Plano de Marketing:** Budget and hours tracking by initiative

**Q28: Availability and functional depth Creative intelligence**

**KPI Framework:** Funnel and brand metrics structure ---

**Q29: Availability and functional depth of collaborative tools**

**HUB Workflow:** 6+ documented workflows (Campanhas, Aberturas, Declinações)

**Q29: Availability and functional depth of collaborative tools**

**Meeting Cadence:** Weekly/biweekly alignment with agency and internal teams

**Q29: Availability and functional depth of collaborative tools**

**Agency Collaboration:** VML, WisePirates, Waynext – clear handoffs

**Q29: Availability and functional depth of collaborative tools**

**Process Documentation:** Step-by-step with owners, documents, timing

**Q29: Availability and functional depth of collaborative tools**

**Org Structure:** Clear roles and responsibilities ---

**Q30: Art purchasing platform**

**Font Licensing:** Typography NDA – typography governance documented

**Q30: Art purchasing platform**

**Agency Support:** VML provides creative—reduces stock need

**Q30: Art purchasing platform**

**Minimal Production:** €912 suggests adaptations/templates—low asset acquisition cost ---

**Q31: Production technology stack**

**iPaper:** €10k – catalog/digital publishing

**Q31: Production technology stack**

**HUB Workflow:** Drive, Excel, PPT – collaboration tools documented

**Q31: Production technology stack**

**Meta Ada:** Ad platform performance tracking

**Q31: Production technology stack**

**Agency Model:** VML, Waynext, WisePirates – production capacity via partners ---

**Q32: Creative software and tools**

**Production Output:** Print, Display, Social assets evidence production capability

**Q32: Creative software and tools**

**Team Structure:** 15 people HUB; 3 FTEs content; agency support

**Q32: Creative software and tools**

**Font Governance:** Typography NDA documented

**Q32: Creative software and tools**

**Design System:** Design System v3, Brand guidelines ---

**Q33: Workflow automation tools**

**Meta Dynamic Remarketing:** €132k, 49k purchases—behavioral automation for paid media

**Q33: Workflow automation tools**

**HUB Workflow:** Structured process (meetings, handoffs, planning)

**Q33: Workflow automation tools**

**Manual de Normas de Templates:** Template norms for Website ---

**AUTOMATION & INDUSTRIALIZATION****Q34: Off-Line Asset Templatization Level**

**Print Catalogues:** Casas Banho, Cozinhas with bleed specs

**Q34: Off-Line Asset Templatization Level**

**PLV Process:** Aberturas workflow documents PLV production

**Q34: Off-Line Asset Templatisation Level**

**Brand Guidelines:** Manual de Expressão, Design System v3

**Q34: Off-Line Asset Templatisation Level**

**KV/BOOK:** Referenced for campaign consistency (in development) ---

**Q35: Level of templatisation of online assets**

**Display & Social:** Multi-platform assets with consistent ART Banner OP10

**Q35: Level of templatisation of online assets**

**Manual de Normas de Templates:** Website campaign template norms

**Q35: Level of templatisation of online assets**

**Meta Dynamic Remarketing:** Platform-level template-based production

**Q35: Level of templatisation of online assets**

**Design System v3:** Brand consistency framework

**Q35: Level of templatisation of online assets**

**Declination Process:** WayNext, WisePirates for site/NL ---

**Q36: Ability to automate the personalisation of creative assets**

**Meta Dynamic Remarketing:** €132k, 49k purchases—automated personalisation at scale

**Q36: Ability to automate the personalisation of creative assets**

**Product/Catalog Data:** Dynamic ads use product data

**Q36: Ability to automate the personalisation of creative assets**

**Behavioral Audiences:** 1p and 3p audience targeting

**Q36: Ability to automate the personalisation of creative assets**

**ROAS Tracking:** Campaign-level performance (209x, 109x) ---

**Q37: Ability to automate the distribution of creative assets**

**Traffic/QA Investment:** €190k—significant distribution/QA capability

**Q37: Ability to automate the distribution of creative assets**

**HUB Workflow:** Documented handoff process (owner → Cláudia/Ecommerce)

**Q37: Ability to automate the distribution of creative assets**

**Ad Platforms:** Meta, Google, Bing, OLX—channels in use ---

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

**HUB Workflow:** Documented process (validation, production, distribution steps)

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

**Meta Dynamic:** Some production automation for paid media

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

**Meeting Cadence:** Weekly/biweekly alignment ---

**Q39: Automated production workflows**

**Meta Dynamic Remarketing:** Automated production for paid media

**Q39: Automated production workflows**

**HUB Workflow:** Documented production process (briefing, agency, declinations)

**Q39: Automated production workflows**

**Manual de Normas de Templates:** Template norms for Website

**Q39: Automated production workflows**

**Meeting Cadence:** Weekly/biweekly alignment ---

**Q40: Template and standardisation systems**

**Brand Guidelines:** Manual de Expressão da Marca, Design System v3

**Q40: Template and standardisation systems**

**Manual de Normas de Templates:** Website campaign template norms

**Q40: Template and standardisation systems**

**Font Governance:** Typography NDA

**Q40: Template and standardisation systems**

**HUB Workflow:** Process standardisation

**Q40: Template and standardisation systems**

**Briefing Templates:** Briefing CRIATIVO in Global Campaign Toolkit ---

**Q41: Batch processing capabilities**

**Meta Dynamic Remarketing:** Batch production for paid media at scale

**Q41: Batch processing capabilities**

**HUB Workflow:** Declinations process, Mapa de materiais

**Q41: Batch processing capabilities**

**Manual de Normas de Templates:** Template norms for consistency ---

**Q42: Quality control automation**

**Brand Guidelines:** Manual de Expressão da Marca, Design System v3

**Q42: Quality control automation**

**Traffic/QA Investment:** €190k—significant QA capability

**Q42: Quality control automation**

**HUB Workflow:** Validation and approval steps documented

**Q42: Quality control automation**

**Font Governance:** Typography NDA, Font Library ---

**INNOVATION**

**Q43: Adoption of Generative AI**

**Gemini in Use:** Content optimization and image adaptation

**Q43: Adoption of Generative AI**

**Internal Training:** Sessions on Gemini and correct use

**Q43: Adoption of Generative AI**

**Agency Rules:** Rules for AI use, image rights, compliance

**Q43: Adoption of Generative AI**

**Practical Use Cases:** Image transformations (seasonality, localisation) on owned imagery

**Q43: Adoption of Generative AI**

**Roadmap:** Economic Analysis mentions GenAI adoption in long-term vision ---

**Q44: Volume and depth of testing on emerging formats**

**Creative Performance:** Reporting\_format\_content, Plano de Marketing 2025

**Q44: Volume and depth of testing on emerging formats**

**Social Content:** Social media examples exist (Carousel, Post Link, Story)

**Q44: Volume and depth of testing on emerging formats**

**Performance Tracking:** Meta Ads, KPI Framework—campaign performance tracked ---

**Q45: Recurrence of creative Test & Learn**

**Performance Analysis:** Plano de Marketing 2025, Reporting\_format\_content

**Q45: Recurrence of creative Test & Learn**

**Results Process:** HUB Workflow—results collected, PPT for debrief

**Q45: Recurrence of creative Test & Learn**

**Performance Data:** Meta Ada, KPI Framework—campaign performance tracked

**Q45: Recurrence of creative Test & Learn**

**Meta Dynamic:** remarketing\_dinamico—platform-level optimization

**Q45: Recurrence of creative Test & Learn**

**Interview:** Monthly review cadence; continuous learning loops; Piano Analytics, Content Square; testing segment communication by target; external validation of experimentation ---

**Q46: Emerging technology adoption**

**Folder Structure:** Tech Evaluation Process folder exists (placeholder)

**Q46: Emerging technology adoption**

**Tool Stack:** iPaper, Adobe (implied), Meta Ada – established tools in use

**Q46: Emerging technology adoption**

**Meta Dynamic:** remarketing\_dinamico – platform-level dynamic creative ---

**Q47: Creative experimentation processes**

**Creative Performance:** Reporting\_format\_content, Plano de Marketing 2025

**Q47: Creative experimentation processes**

**Meta Dynamic:** Platform-level optimization for paid media

**Q47: Creative experimentation processes**

**HUB Workflow:** Results collection process

**Q47: Creative experimentation processes**

**KPI Framework:** Meta Ada, campaign metrics

**Q47: Creative experimentation processes**

**Interview:** Testing segment communication by target in digital; external validation ("you guys are doing a great job experimenting with new things"); no formal playbook documented ---

**Q48: Innovation pipeline management**

**Planograma de Comunicação Omni 2026:** Communication strategy, content planogram, campaign pipeline, tactical plan

**Q48: Innovation pipeline management**

**HUB Workflow:** Operational workflow structure

**Q48: Innovation pipeline management**

**Plano de Marketing:** Campaign planning structure

**Q48: Innovation pipeline management**

**Governance doc:** In-Store Media project has RACI, workflow phases ---

**Q49: Future capability planning**

**Formações Equipa - Marca e Conteúdos:** Training catalogue, capability development roadmap (EQUIPA, MANAGERS, xlsx)

**Q49: Future capability planning**

**Economic Analysis:** Long-term vision mentions automation, GenAI

**Q49: Future capability planning**

**Plano de Marketing:** Campaign planning structure

**Q49: Future capability planning**

**Transversal skills:** Análise de Data, Inteligência Artificial, Imersão em Loja; individual PDIs ---

**ORGANISATION**

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

**Brand Guidelines:** Manual de Expressão da Marca, Design System v3

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

**Global Campaign Toolkit:** BRIEFING CRIATIVO, Brand Guidelines, Design System, Elementos gráficos

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

**Typography:** Font Licensing NDA, Font Library

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

**HUB Workflow:** Validation, approval, Mapa de materiais, Manual de Normas de Templates

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

**Governance/RACI:** Governance - Conteúdos Instore Media (RACI matrix, roles, workflow phases, validation rules)

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

**Interview:** Editorial guidelines; tone, visuals, key messages aligned across teams ---

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

**Agency Spend:** €620k – significant partner relationships

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

**Structured Handoffs:** HUB Workflow documents agency roles and meeting cadence

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

**Multiple Partners:** VML, Waynext, WisePirates, Tomás – integrated in workflow

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

**Traffic/QA Investment:** €190k – partner capability for QA/distribution ---

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

**Global Campaign Toolkit:** Content exists (BRIEFING CRIATIVO, Design System, Brand Guidelines)

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

**Governance doc:** RACI for In-Store Media (project-level)

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

**Interview:** "alignment with all the teams", "collaboration between the teams" ---

**Q53: Maturity of collaboration between intra-BU professions**

**HUB Workflow:** Structured processes with role allocation

**Q53: Maturity of collaboration between intra-BU professions**

**Meeting Cadence:** Weekly/biweekly alignment (VML, Waynext, Comercial, Aquisição)

**Q53: Maturity of collaboration between intra-BU professions**

**Org Structure:** Equipa estrutura – clear roles (Campanhas, Redes Sociais, Marca, Conteúdos)

**Q53: Maturity of collaboration between intra-BU professions**

**Cross-Functional Handoffs:** Owner → Cláudia/Ecommerce; Comercial, Aquisição involvement

**Q53: Maturity of collaboration between intra-BU professions**

**Governance RACI:** Conteúdos, Retail Media, Conceito, Comercial – RACI matrix for cross-functional In-Store Media ---



**Q54: Level of structuring of operational RACIs**

**Role References:** HUB Workflow references owner, manager, Cláudia/Ecommerce

**Q54: Level of structuring of operational RACIs**

**Org Structure:** Equipa estrutura – clear org roles

**Q54: Level of structuring of operational RACIs**

**Task Structure:** Clear workflow steps with handoffs ---

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

**Org Structure:** Equipa estrutura.pdf – clear roles and structure

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

**Team Size:** 15 in HUB; 3 FTEs content production

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

**Task Coverage:** HUB Workflow shows multi-domain coverage (Campanhas, Declinações, Aberturas)

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

**Planning:** Plano de Marketing 2025, KPI Framework

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

**Agency Support:** VML, Waynext, WisePirates – extended capability ---

**Q56: Team structure and roles**

**Org Structure:** Equipa estrutura.pdf – clear roles and structure

**Q56: Team structure and roles**

**Team Composition:** 15 in HUB; 3 FTEs content production

**Q56: Team structure and roles**

**Task Allocation:** HUB Workflow – owner, manager, handoffs

**Q56: Team structure and roles**

**Role Clarity:** Diretor, Gestores, Especialistas, Técnicos – hierarchy documented ---

**Q57: Skill development programs**

**Formações Equipa:** Comprehensive training catalogue (transversal + individual PDIs)

**Q57: Skill development programs**

**Gemini Training Sessions:** Recurring internal sessions (interview)

**Q57: Skill development programs**

**Team Size:** 15 in HUB – training relevant

**Q57: Skill development programs**

**Equipa estrutura:** Clear roles – training supports development ---

**Q58: Collaboration processes**

**HUB Workflow:** Structured processes with meeting cadence

**Q58: Collaboration processes**

**Drive:** Asset storage and sharing

**Q58: Collaboration processes**

**Excel/PPT:** Planning and results documentation

**Q58: Collaboration processes**

**Agency Integration:** VML, Waynext, WisePirates – collaboration documented

**Q58: Collaboration processes**

**Meeting Cadence:** Weekly/biweekly alignment ---



**Q59: Change management capabilities**

**Folder Structure:** Change Management Framework folder exists (placeholder)

**Q59: Change management capabilities**

**Long-term Vision:** Economic Analysis mentions automation, GenAI

**Q59: Change management capabilities**

**HUB Workflow:** Structured workflow in place – change may have been adopted ---

# Gaps

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## OMNICHANNEL

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

**Top Variants:** Marketing Plan provided but not top-performing variants/performance report

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

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

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

**Tool Costs Incomplete:** Adobe, Figma show €0 – actual tool investment unclear

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

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

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

**Video Missing:** No video assets to assess moving image consistency ---

### 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

**No Programmatic/Retargeting:** Display Banners only (no programmatic or retargeting assets)

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

**Asset Volumes Not Reported:** Economic data does not provide localization rate

### 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:** €190k spend indicates QA capability but methodology not documented

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

**Programmatic Not Submitted:** No programmatic or retargeting banners

### 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

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

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

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

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

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

**Tool Costs Incomplete:** Adobe, Figma show €0 – production tooling unclear ---

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

**No Top-Performing Variants Report:** Plano de Marketing 2025 is planning, not performance validation

**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:** HUB Workflow 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:** Full SOP structure not extracted (PDFs) ---

**Q8: Multi-format production capabilities**

**Email Not Submitted:** No email templates

**Q8: Multi-format production capabilities**

**Product Videos Not Submitted:** No dedicated product demo videos folder

**Q8: Multi-format production capabilities**

**3D/CGI Not Evidenced:** No 3D packshots

**Q8: Multi-format production capabilities**

**Production Line Item Ambiguity:** €912 production line likely excludes some externally bundled production costs ---

**Q9: Maturity of paid vs organic**

**No Strategy Documentation:** No paid vs organic strategy differentiation

**Q9: Maturity of paid vs organic**

**Resource Allocation Unclear:** €620k agency spend – paid/organic split unknown

**Q9: Maturity of paid vs organic**

**"Other" Agency Spend (~€330k):** Not itemised – may include paid media

**Q9: Maturity of paid vs organic**

**No Strategic Framework:** No evidence of comprehensive paid vs organic framework ---

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

**No Explicit Mapping:** No single document mapping "needs → brand promise" by persona

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

**Study Methodology Depth:** Full methodology-to-strategy linkage not fully extracted for all studies ---

**Q11: Availability and level of precision of the audiences and persona addressed**

**No Central Audience Taxonomy:** No BU-wide audience structure document

**Q11: Availability and level of precision of the audiences and persona addressed**

**No Retargeting Evidence by Persona:** Behavioral audience targeting linkage per persona remains partial ---

**Q12: Level of mastery of "shopper" needs by persona**

**Mapping Consolidation:** No single formal "needs matrix" document across all personas/studies

**Q12: Level of mastery of "shopper" needs by persona**

**Activation Linkage:** Limited explicit traceability from needs to campaign-level decision logs ---

**Q13: Level of mastery of media uses of persona**

**Decision Traceability:** Formal decision logs linking each media buy to specific persona evidence are limited

**Q13: Level of mastery of media uses of persona**

**Continuous Update Cadence:** Explicit cadence for refreshing persona media habits is not fully documented ---

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

**Format Engagement by Persona:** No robust VTR/engagement benchmark split by persona

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

**Product Images Not Submitted:** No e-commerce format evidence

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

**Governance Granularity:** No centralized format-by-persona decision log ---

**Q15: Level of content personalisation**

**No DCO Platform:** No Celtra, Insider, or dedicated personalization platform

**Q15: Level of content personalisation**

**No Email Personalization:** No email templates submitted

**Q15: Level of content personalisation**

**Retargeting Assets Not Submitted:** 05\_Retargeting\_Banners folder empty (campaigns run per Meta Ada)

**Q15: Level of content personalisation**

**Celtra Not Used:** Economic data confirms no DCO

**Q15: Level of content personalisation**

**Individual-Level Data Unclear:** Name, past purchases personalization not documented ---

**Q16: Level of adaptation of the representation of the target customer**

**Full Version Log Missing:** Historical version trail and changelog not fully documented

**Q16: Level of adaptation of the representation of the target customer**

**Persona-Update Governance:** Closed-loop process (who updates, approval cycle) not fully formalized

**Q16: Level of adaptation of the representation of the target customer**

**Performance-to-Persona Traceability:** Explicit documentation linking KPI shifts to persona edits remains partial  
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**MEASUREMENT****Q17: Frequency and depth of brand tracking**

**Purchase Intent Unclear:** EBR may include; not explicitly confirmed in extracted data

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

**Application to Strategy:** How RepScore/EBR inform strategy not fully documented ---

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

**No Pre-Test Documentation:** No creative pre-test before launch

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

**No Test Logs:** Test logs not integrated

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

**No AB Test Platform:** No Insider, Celtra, or CRO AB test

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

**No Monthly Process:** No documented briefing/debriefing (unlike Brazil)

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

**No Top-Performing Variants:** No performance analysis report submitted ---

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

**No Creative Element Analysis:** No analysis of visuals, copy, CTAs

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

**No Top-Performing Variants Report:** Plano de Marketing is planning, not performance

**Q19: Capacity to analyse the performance of created assets (creative intelligence)****No Product/Variant Metrics:** No views, add to cart, conversion by variant**Q19: Capacity to analyse the performance of created assets (creative intelligence)****No Actionable Insights:** No documented insights for future content ---**Q20: Mastery of brand lift studies****Explicit Brand Lift Not Labelled:** Studies cover brand lift-adjacent metrics; not labelled "brand lift"**Q20: Mastery of brand lift studies****Application Not Documented:** How insights inform media/creative strategy ---**Q21: Monitoring creative engagement (VTR, scroll depth, etc.)****No Engagement Depth Metrics:** No documented VTR, scroll depth, time-on-page**Q21: Monitoring creative engagement (VTR, scroll depth, etc.)****KPIs Focus on Budget/Hours:** Not creative engagement**Q21: Monitoring creative engagement (VTR, scroll depth, etc.)****No Metric Dictionary:** Engagement metrics not explicitly documented**Q21: Monitoring creative engagement (VTR, scroll depth, etc.)****Tool Access ≠ Depth Measurement:** Meta Ada, KPI Framework exist but engagement depth unclear ---**Q22: Monitoring of production costs (time, volume costs)****Cost Monitoring Method Not Documented:** No invoicing review, monthly reviews**Q22: Monitoring of production costs (time, volume costs)****Internal Costs Not Reported:** €0 – salary allocation for 3 FTEs not in data**Q22: Monitoring of production costs (time, volume costs)****LM Budget 2026 Scope:** Brand Reputation/Employer Brand – may not cover content production**Q22: Monitoring of production costs (time, volume costs)****Efficiency Evaluation:** No documented process for evaluating costs for efficiency ---**Q23: Production efficiency metrics****Cost per Asset Not Tracked:** N/A – asset volumes 0**Q23: Production efficiency metrics****Assets per FTE Not Tracked:** N/A – productivity cannot be calculated**Q23: Production efficiency metrics****Time-to-Market Qualitative Only:** Ranges, not quantitative lead times**Q23: Production efficiency metrics****No Efficiency Framework:** No documented efficiency tracking or optimization ---**TECH CAPABILITIES****Q24: Adoption of compliance analysis solutions (Creative X, etc.)****No Automated Compliance Tools:** No Creative X, Celtra, etc. – **critical gap****Q24: Adoption of compliance analysis solutions (Creative X, etc.)****Manual Process Only:** Compliance checking inferred as manual**Q24: Adoption of compliance analysis solutions (Creative X, etc.)****No Compliance Tool Budget:** €0 compliance tool budget**Q24: Adoption of compliance analysis solutions (Creative X, etc.)****Celtra Not Used:** Explicitly stated in economic data ---**Q25: Availability and functional depth of the DAM**

**DAM Under-Documented:** DAM €0 not reported; DAMEO folder in pack is empty

**Q25: Availability and functional depth of the DAM**

**Drive-Based Storage:** Folder-based processes still heavily used alongside DAM

**Q25: Availability and functional depth of the DAM**

**No Functional Depth Evidence:** Cannot assess search, rights, integrations – DAMEO features not documented

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**Q26: Availability and functional depth of "Product Feed" solutions**

**No Product Feed Solution:** No centralised product feed tool (Smartfeed, etc.) documented

**Q26: Availability and functional depth of "Product Feed" solutions**

**Feed Management Empty:** Feed Management and FEEDS folders empty

**Q26: Availability and functional depth of "Product Feed" solutions**

**No Feed Documentation:** No evidence of product feed to Google Shopping, Meta catalog setup, etc.

**Q26: Availability and functional depth of "Product Feed" solutions**

**No Feed Optimisation:** No feed customisation or performance analysis documented ---

**Q27: DCO availability and functional depth**

**No DCO Platform:** No Celtra, ASCEND ONE, or dedicated DCO platform for display

**Q27: DCO availability and functional depth**

**Dynamic Creative Folder Empty:** No DCO templates or documentation

**Q27: DCO availability and functional depth**

**Retargeting Banners Empty:** Folder empty—assets may live elsewhere

**Q27: DCO availability and functional depth**

**Web/Email Personalization:** No evidence of Insider or similar (unlike Brazil) ---

**Q28: Availability and functional depth Creative intelligence**

**No Dedicated Platform:** No Creative Intelligence platform

**Q28: Availability and functional depth Creative intelligence**

**No Creative Element Analysis:** No analysis of visuals, copy, CTAs

**Q28: Availability and functional depth Creative intelligence**

**No Predictive Insights:** No predictive analytics or actionable recommendations

**Q28: Availability and functional depth Creative intelligence**

**Basic Analysis Only:** Performance data at campaign level, not creative element ---

**Q29: Availability and functional depth of collaborative tools**

**Integrated Proofing Unclear:** No dedicated proofing/approval tool documented

**Q29: Availability and functional depth of collaborative tools**

**Tool Stack Under-Reported:** Adobe, Figma, Trello €0 in economic data

**Q29: Availability and functional depth of collaborative tools**

**External Partner Access:** How partners access tools not fully documented

**Q29: Availability and functional depth of collaborative tools**

**PM Tool:** No Trello/Monday/etc. documented (may be in use) ---

**Q30: Art purchasing platform**

**No Art Purchasing Platform:** No centralised platform for stock imagery, illustrations, video

**Q30: Art purchasing platform**

**Rights Management Empty:** Rights Management folder empty

**Q30: Art purchasing platform**

**No Cost Control:** No documented art purchasing cost tracking

**Q30: Art purchasing platform**

**No Licensing Platform:** No dedicated licensing rights management platform

**Q30: Art purchasing platform**

**Stock Imagery:** No stock imagery—may limit variety when agency/own assets not feasible ---

**Q31: Production technology stack**

**Tool Data Incomplete:** Adobe, Figma, Trello €0 – data type selection requested

**Q31: Production technology stack**

**No DAM:** No central asset management

**Q31: Production technology stack**

**No DCO Platform:** Celtra not used

**Q31: Production technology stack**

**No Product Feed:** No Smartfeed or feed management

**Q31: Production technology stack**

**No 3D:** No Cinema 4D; Gemini in use (interview)

**Q31: Production technology stack**

**No Automation Platforms:** No 8n8, Make.com documented

**Q31: Production technology stack**

**Integration Unclear:** Tool integration not documented ---

**Q32: Creative software and tools**

**Software Data Incomplete:** Adobe, Figma €0 – costs not reported

**Q32: Creative software and tools**

**No 3D Software:** No Cinema 4D documented

**Q32: Creative software and tools**

**GenAI:** Gemini in use (interview); Midjourney/OpenAI not reported in economic data

**Q32: Creative software and tools**

**Proficiency Not Assessed:** No formal proficiency assessment

**Q32: Creative software and tools**

**Video Not Evidenced:** No video assets or video tools confirmed ---

**Q33: Workflow automation tools**

**No DCO Platform:** Celtra not used—no display DCO automation

**Q33: Workflow automation tools**

**No Product Feed:** No Smartfeed—no feed automation

**Q33: Workflow automation tools**

**No Workflow Automation Platforms:** 8n8, Make.com not documented

**Q33: Workflow automation tools**

**No Insider/Email Automation:** No personalization platform

**Q33: Workflow automation tools**

**Localization Rate Unknown:** Cannot assess template-based automation scale

**Q33: Workflow automation tools**

**Manual Processes:** Production workflow relies on manual handoffs ---

## AUTOMATION & INDUSTRIALIZATION

### Q34: Off-Line Asset Templatisation Level

**No Comprehensive Template Library:** No documented offline template library

### Q34: Off-Line Asset Templatisation Level

**KV/BOOK In Development:** "em construção"—not yet complete

### Q34: Off-Line Asset Templatisation Level

**Template Guidelines:** No template usage guidelines for offline

### Q34: Off-Line Asset Templatisation Level

**Packaging Not Evidenced:** No packaging assets

### Q34: Off-Line Asset Templatisation Level

**Local Team Enablement:** How templates enable local teams/partners not documented ---

### Q35: Level of templatisation of online assets

**No DCO Platform:** Celtra not used—no systematic display DCO templates

### Q35: Level of templatisation of online assets

**Email Templates Empty:** Folder empty—no email templates submitted

### Q35: Level of templatisation of online assets

**Template Library Not Documented:** No comprehensive template library

### Q35: Level of templatisation of online assets

**Localization Rate Unknown:** Cannot assess template-based production scale

### Q35: Level of templatisation of online assets

**Product Pages:** Site declinations exist; product page templates unclear ---

### Q36: Ability to automate the personalisation of creative assets

**No DCO Platform:** Celtra not used—no display DCO for automated variation

### Q36: Ability to automate the personalisation of creative assets

**No Product Feed Platform:** Catalog may exist; Smartfeed/feed management not documented

### Q36: Ability to automate the personalisation of creative assets

**No Web/Email Personalisation:** No Insider or similar

### Q36: Ability to automate the personalisation of creative assets

**Localization Rate Unknown:** Cannot assess personalisation scale

### Q36: Ability to automate the personalisation of creative assets

**Data Sources:** Location, user data not documented ---

### Q37: Ability to automate the distribution of creative assets

**No DAM:** No central library—no push from central repository

### Q37: Ability to automate the distribution of creative assets

**No DCO:** No automated distribution to ad platforms

### Q37: Ability to automate the distribution of creative assets

**No Product Feed:** No feed-based distribution

### Q37: Ability to automate the distribution of creative assets

**Manual Handoffs:** Drive link-sharing; manual distribution

### Q37: Ability to automate the distribution of creative assets

**Distribution Methodology:** €190k process not documented ---

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

**No Integrated Workflow:** Validation, production, distribution not connected



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

**Manual Validation:** Approval process manual

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

**Manual Distribution:** No automated distribution

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

**No DCO/Feed:** No platforms to connect production and distribution

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

**No DAM:** No central library for workflow ---

**Q39: Automated production workflows**

**No DCO Production:** Celtra not used—no display DCO production

**Q39: Automated production workflows**

**No Feed-Based Production:** Product feed not documented

**Q39: Automated production workflows**

**Workflow Metrics Qualitative:** No quantitative lead times, first-pass rate

**Q39: Automated production workflows**

**No Automation Runbooks:** No documented automation runbooks

**Q39: Automated production workflows**

**Agency Handoffs:** Production relies on manual agency handoffs (VML, Waynext, WisePirates) ---

**Q40: Template and standardisation systems**

**No DCO Templates:** Celtra not used—no display DCO templates

**Q40: Template and standardisation systems**

**KV/BOOK In Development:** "em construção"—not yet complete

**Q40: Template and standardisation systems**

**Production Efficiency Unknown:** Cost per asset, assets per FTE not reported

**Q40: Template and standardisation systems**

**Localization Rate Unknown:** Cannot assess template usage scale

**Q40: Template and standardisation systems**

**No SLA Table:** HUB Workflow lacks Governance-style SLA table (like Brazil) ---

**Q41: Batch processing capabilities**

**No DCO Batch Processing:** Celtra not used—no display batch processing

**Q41: Batch processing capabilities**

**No Feed Batch Processing:** No product feed documented

**Q41: Batch processing capabilities**

**Asset Volume Unknown:** Cannot assess batch scale

**Q41: Batch processing capabilities**

**No Batch Tooling Documented:** No batch processing tools documented

**Q41: Batch processing capabilities**

**Agency Production:** VML, Waynext, WisePirates—manual handoffs inferred ---

**Q42: Quality control automation**

**No Automated QC Systems:** No automated quality control tools

**Q42: Quality control automation**

**Manual Compliance:** Compliance checking manual (Q24)

**Q42: Quality control automation**

**No Dedicated QA Team:** No QA team documented

**Q42: Quality control automation**

**No DCO Templates:** No template-based compliance

**Q42: Quality control automation**

**QC Process Unclear:** €190k methodology not documented ---

**INNOVATION****Q43: Adoption of Generative AI**

**No Formal Policy:** GenAI Policy folder empty; rules not formalised

**Q43: Adoption of Generative AI**

**No Model Restrictions:** Agency model choice not documented

**Q43: Adoption of Generative AI**

**No GenAI Examples in Pack:** Use cases described; no assets in folder

**Q43: Adoption of Generative AI**

**Economic Data:** Midjourney, OpenAI €0 – Gemini may be group/Google provision ---

**Q44: Volume and depth of testing on emerging formats**

**No Emerging Format Tests:** No AR, virtual world, new social video styles

**Q44: Volume and depth of testing on emerging formats**

**No Test Program:** No structured program for emerging format testing

**Q44: Volume and depth of testing on emerging formats**

**Standard Formats Only:** Social content shows standard formats

**Q44: Volume and depth of testing on emerging formats**

**No Insights:** No insights from emerging format experiments

**Q44: Volume and depth of testing on emerging formats**

**No Test Reports:** No test results for emerging formats ---

**Q45: Recurrence of creative Test & Learn**

**No Formal Test & Learn Process:** No documented formal, recurring Test & Learn process

**Q45: Recurrence of creative Test & Learn**

**No Experimentation Framework:** No documented experimentation framework

**Q45: Recurrence of creative Test & Learn**

**No Learning Documentation:** No systematic learning documentation or learnings library

**Q45: Recurrence of creative Test & Learn**

**No Learning Application:** No evidence of applying learnings to future creative

**Q45: Recurrence of creative Test & Learn**

**Post-Hoc Analysis:** Performance analysis may be post-hoc, not formal Test & Learn

**Q45: Recurrence of creative Test & Learn**

**Top-Performing Variants:** Plano de Marketing is planning, not performance report (Q19) **Note:** Validate during interview if formal Test & Learn process exists despite lack of documentation. ---

**Q46: Emerging technology adoption**

**No Tech Evaluation Process:** Folder empty – no evaluation process

**Q46: Emerging technology adoption**

**No Horizon Scanning:** No technology identification process

**Q46: Emerging technology adoption**

**No Evaluation Framework:** No scorecards or evaluation criteria

**Q46: Emerging technology adoption**

**No Adoption Tracking:** No adoption decisions log

**Q46: Emerging technology adoption**

**Emerging Tech Adopted:** Gemini, Piano Analytics, Content Square (interview); Celtra, automation platforms not in use ---

**Q47: Creative experimentation processes**

**No Experiment Playbook:** No experimentation framework

**Q47: Creative experimentation processes**

**No Governance Framework:** No experimentation governance

**Q47: Creative experimentation processes**

**No Learnings Repository:** No experimentation learnings

**Q47: Creative experimentation processes**

**No Experiment Examples:** No documented experiments with results

**Q47: Creative experimentation processes**

**Performance vs Experimentation:** Performance structure exists but not formal experimentation process ---

**Q48: Innovation pipeline management**

**No Innovation Backlog:** Innovation folder empty

**Q48: Innovation pipeline management**

**No Capability Roadmap:** Capability Roadmap folder empty

**Q48: Innovation pipeline management**

**No Stage-Gate Process:** No stage-gate for innovation projects

**Q48: Innovation pipeline management**

**No Strategy Document:** No innovation strategy in folders

**Q48: Innovation pipeline management**

**No Pipeline Management:** No formal pipeline management documented ---

**Q49: Future capability planning**

**No Capability Roadmap:** Capability Roadmap folder empty

**Q49: Future capability planning**

**No Gap Analysis:** No capability gap identification documented

**Q49: Future capability planning**

**No Investment Priorities:** No investment priorities for capabilities

**Q49: Future capability planning**

**No Strategy Document:** No strategy in Capability or Innovation folders

**Q49: Future capability planning**

**Comprehensive Planning:** Comprehensive planning not evidenced ---

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

**No DCO Manual:** Celtra not used—no DCO manual

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

**No SLA Table:** HUB Workflow lacks Governance-style SLA table (Brazil has 1–7 days)

**Q50: Availability of guidelines: standards, checklists, practical sheets****KV/BOOK In Development:** "em construção"—not yet complete**Q50: Availability of guidelines: standards, checklists, practical sheets****Usage Tracking:** No usage tracking or active use documentation**Q50: Availability of guidelines: standards, checklists, practical sheets****Accessibility:** Guidelines accessibility not documented ---**Q51: Ability to capitalize on a partner/supplier ecosystem****No Partner Strategy:** No proactive partner ecosystem strategy**Q51: Ability to capitalize on a partner/supplier ecosystem****No Partner Roster:** No documented partner list**Q51: Ability to capitalize on a partner/supplier ecosystem****No Formal Ways-of-Working:** Process documented but not formal partner framework**Q51: Ability to capitalize on a partner/supplier ecosystem****No Shared KPIs:** No partner performance metrics**Q51: Ability to capitalize on a partner/supplier ecosystem****No Co-Innovation:** No strategic value creation with partners**Q51: Ability to capitalize on a partner/supplier ecosystem****RACI:** Governance doc has RACI for In-Store Media (project-specific; no org-wide partner roster) ---**Q52: Maturity of central/BU collaboration rituals****No Ritual Calendar:** No recurring central/BU collaboration rituals documented**Q52: Maturity of central/BU collaboration rituals****No Standard Agendas:** No meeting structure for central/BU**Q52: Maturity of central/BU collaboration rituals****No Meeting Minutes:** No collaboration documentation**Q52: Maturity of central/BU collaboration rituals****No Decision Logs:** No decision tracking**Q52: Maturity of central/BU collaboration rituals****RACI:** Governance doc exists (In-Store Media); central/BU RACI not documented**Q52: Maturity of central/BU collaboration rituals****Central/BU Unclear:** Global Campaign content; central/BU collaboration process not documented ---**Q53: Maturity of collaboration between intra-BU professions****No Cross-Functional Rituals:** No formal rituals beyond meeting cadence**Q53: Maturity of collaboration between intra-BU professions****No Shared Goals:** No shared goals/OKRs**Q53: Maturity of collaboration between intra-BU professions****No Collaboration Charter:** No collaboration framework**Q53: Maturity of collaboration between intra-BU professions****RACI:** Governance doc has RACI for cross-functional collaboration (Conteúdos, Retail Media, Conceito, Comercial)**Q53: Maturity of collaboration between intra-BU professions****Formalisation:** Workflow implies collaboration; not formalised ---**Q54: Level of structuring of operational RACIs****No RACI Matrices:** RACI\_Governance folder empty

**Q54: Level of structuring of operational RACIs**

**No Full RACI:** Only role references; no Accountable, Consulted, Informed

**Q54: Level of structuring of operational RACIs**

**No Version Control:** No RACI documentation

**Q54: Level of structuring of operational RACIs**

**No Training:** No RACI training materials

**Q54: Level of structuring of operational RACIs**

**No Communication Plan:** No role communication framework ---

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

**No Skills Matrix:** No skills matrix by role

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

**No Gap Analysis:** Capability Roadmap folder empty

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

**No Development Roadmap:** No hiring/development roadmap

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

**Productivity N/A:** Assets per FTE not reported – cannot assess operational skills quantitatively

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

**Strategic Skills Scope:** Strategic skills scope unclear without content review ---

**Q56: Team structure and roles**

**No Role Descriptions:** No detailed role descriptions

**Q56: Team structure and roles**

**No Interface Map:** No interface/responsibility map

**Q56: Team structure and roles**

**No Capacity Planning:** No capacity planning documented

**Q56: Team structure and roles**

**Capability Roadmap Empty:** No future structure planning

**Q56: Team structure and roles**

**3 FTEs vs 15:** Split between content FTEs and HUB size unclear ---

**Q57: Skill development programs**

**Training Catalogue:** Formações Equipa – comprehensive

**Q57: Skill development programs**

**Program Catalogue:** Formações (EQUIPA, MANAGERS, xlsx)

**Q57: Skill development programs**

**No Attendance Records:** No training participation tracking

**Q57: Skill development programs**

**No Outcomes:** No outcomes tracking

**Q57: Skill development programs**

**No Continuous Learning:** No continuous learning framework ---

**Q58: Collaboration processes**

**No Process Maps:** No formal collaboration process maps

**Q58: Collaboration processes**

**No Tool Configurations:** No tool configurations documented

**Q58: Collaboration processes**

**No Feedback Scores:** No collaboration effectiveness measurement

**Q58: Collaboration processes**

**No SLA Table:** No formal SLAs (unlike Brazil Governance)

**Q58: Collaboration processes**

**Trello/Figma:** €0 reported – tool usage unclear ---

**Q59: Change management capabilities**

**No Change Framework:** Change\_Management\_Framework folder empty

**Q59: Change management capabilities**

**No Playbooks:** No change management playbooks

**Q59: Change management capabilities**

**No Communications Plan:** No change communication plan

**Q59: Change management capabilities**

**No Adoption KPIs:** No adoption KPIs

**Q59: Change management capabilities**

**No Lessons Learned:** No lessons learned repository

**Q59: Change management capabilities**

**Innovation/Capability Empty:** No planning documents for change ---