

Leroy Merlin Spain

Content Maturity Assessment · April 2026 · Confidential

Overall Maturity Score

2.81

Overall — Master

59 questions across 7 pillars

Pillar Summary

Pillar	Qs	Avg Score	Level	Min	Max
OMNICHANNEL	9	3.00	Master	2	4
CLIENT CENTRICITY	6	3.00	Master	3	3
MEASUREMENT	8	2.50	Intermediate	2	3
TECH CAPABILITIES	9	2.89	Master	1	4
AUTOMATION & INDUSTRIALIZATION	10	2.70	Master	2	3
INNOVATION	7	2.71	Master	2	3
ORGANISATION	10	2.90	Master	2	3

OMNICHANNEL

3.00 — Master

Q#	Topic	Score	Level
1	Consistency of the on/offline brand promise	3	Master
2	Visual/tone consistency across all media	3	Master
3	Adaptation of messages/assets to channels/formats	3	Master
4	Compliance of assets with platform guidelines	2	Intermediate
5	Responsive and vertical design (multi-ratio, multi-size)	3	Master
6	Cross-channel synchronisation (continuous narration)	3	Master
7	Cross-channel content consistency	3	Master
8	Multi-format production volume and efficiency	4	Expert
9	Maturity of paid vs organic	3	Master

Q1 3 Master

Consistency of the on/offline brand promise

Score: 3 (Master) LM Spain maintains strong, identifiable brand promise consistency across offline and online channels. Comprehensive brand fundamentals (LME_03-MANUAL-FUNDAMENTOS) establish strict governance over logo, typography, and color, with all modifications explicitly prohibited. Print, display banners, and video demonstrate consistent brand promise execution, reinforced by the CCDP 2025 guidelines across all paid digital touchpoints. A minor gap remains in organic influencer and UGC content where direct brand oversight is less formalised. ---

Q2 3 Master

Visual/tone consistency across all media

Score: 3 (Master) LM Spain maintains strong visual and tonal consistency across media through a well-developed system of campaign toolkits, CCDP 2025 guidelines, and brand fundamentals. Extensive campaign toolkits (Gran Fiesta de la Casa 2025, Verano 360, Black Friday, Opecom Enero 2026, and others) govern visual expression and tone across print, display, video, and social. CCDP 2025 enforces consistent visual treatment — discount format, claim, CTA, logo — across all paid digital formats. The minor gap is some variation in influencer-managed social content and the absence of a documented cross-media validation cadence. ---

Q3 3 Master

Adaptation of messages/assets to channels/formats

Score: 3 (Master) LM Spain demonstrates strong, systematic channel and format adaptation supported by a comprehensive toolkit infrastructure and CCDP 2025 format specifications. Campaign toolkits govern channel-specific adaptations from master concept to local execution. Display banners are produced across a wide matrix of formats (static, animated GIF, HTML; vertical, horizontal, square; folleto, producto, conquista variants). Social media shows explicit platform differentiation (Facebook/Instagram, Stories/Feed/Video, TikTok, Reels, House Tours). App personalization adapts content by user segment. The TIPOLOGÍAS Despliegue/Tráfico documentation (March 2026) provides further evidence of format deployment discipline. Minor gaps remain in fully evidenced email template adaptation and product page documentation. ---

Q4 2 Intermediate**Compliance of assets with platform guidelines**

Score: 2 (Intermediate) LM Spain shows clear platform awareness and has produced guidelines-informed assets, but compliance checking remains manual and inconsistent. Display banner guidelines and CCDP 2025 reference technical format requirements for each placement type. Social media and video assets demonstrate platform-specific format awareness (Facebook/Instagram, TikTok, Reels). However, the organisation has confirmed it does not use automated compliance tools such as Creative X; ad-hoc creative testing via Qualtrics and Kantar Link AI has been used on a punctual basis only. No formalised compliance SOP or violation-tracking process has been evidenced. ---

Q5 3 Master**Responsive and vertical design (multi-ratio, multi-size)**

Score: 3 (Master) LM Spain demonstrates a mature, platform-conscious asset design approach across most formats. CCDP 2025 provides explicit responsive design guidance — stipulating that the main image motif must remain in the central zone so it adapts to different screen formats. Display banner guidelines cover vertical, horizontal, and square orientations across 12+ format sizes. Social media and video assets include vertical-native formats (Reels, Stories, 1080x1920 digital screen). The TIPOLOGÍAS Despliegue/Tráfico document (March 2026) and the Content Mapping Summary provide additional evidence of format discipline in deployment. Brand guidelines establish minimum size thresholds for print and digital contexts. A minor gap is the absence of fully documented email template responsive design and a comprehensive design system document. ---

Q6 3 Master**Cross-channel synchronisation (continuous narration)**

Score: 3 (Master) LM Spain operates a clearly formalised cross-channel synchronisation model via COM360, through which a single campaign toolkit is deployed and made available to six channel types (web, CRM, paid, App, Store Concept, social networks) for declination and activation. This ensures narrative continuity from master creative concept to each channel execution. The toolkit-to-local flow is evidenced in practice (Toolkit Opecom Enero 2026 → Región norte superofertas local plan). CCDP 2025 enforces consistent claim/CTA/discount treatment across all paid digital formats. The Content Mapping Summary (PRIORITY_2/05_Creative_Vision_by_Lever) provides additional evidence of intentional cross-channel content architecture. Minor gaps are the absence of a documented narrative gap identification process and a pre-launch cross-channel validation procedure. ---

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

Score: 3 (Master) LM Spain has a well-documented, validation-integrated production process that drives consistent content delivery across most channels. Brand guidelines and CCDP 2025 provide the governance foundation. Campaign toolkits are formally deployed to COM360 and distributed to web, CRM, paid, App, Store Concept, and social networks for activation. The production workflow includes internal concept validation and consumer validation (survey) gates before asset development begins. Workflow documentation covers 15+ content types (Flyers, Folletos, Videos, 3D, Contenidos Web, Artículos SEO, PLV, Cuñas, Pantallas digitales, and others). Local adaptations maintain consistency while allowing store-level customisation. Minor gaps are the absence of a formal cross-channel quality control audit and automated consistency checking tools. ---

Q8 4 Expert

Multi-format production volume and efficiency

Score: 4 (Expert) Upgraded from V2 score of 3 (Master) to 4 (Expert). LM Spain has moved well beyond producing content in multiple formats for its own market — it now operates as a formalised production hub for the ADEO group. The "LME as production hub for Adeo" document confirms that LM Spain produces content for 4 other ADEO business units, applies AI-powered translation to 5 languages, has formalised this model as Projects 04 and 05 in its 2025–2026 roadmap, produced 27 PDP videos with AI voice-over, and achieved print volumes up to 6.8 million copies per leaflet run. This constitutes optimised, scalable, multi-format production capability at industrial, group-wide scale — the defining characteristic of Expert-level performance. ---

Q9 3 Master

Maturity of paid vs organic

Score: 3 (Master) Leroy Merlin Spain demonstrates a well-differentiated, documented paid vs organic strategy with systematic performance measurement. Key evidence: a dedicated "LM Spain Paid vs Organic" performance comparison document tracking brand ranking by paid vs organic interactions across BUs; a documented strategic framework where a monthly % of investment is allocated to boost top-performing organic posts (selected via Epsilon analytics tool); a clear definitional distinction between "dark paid posts" (campaign-only, not in feed) vs feed-based organic posts with optional paid boost; and H1 2025 Paid Social results dashboard with slides 25+ dedicated to paid performance. Multi-platform paid presence across Meta, Display, TikTok, DCO (Clinch test). Per Tier 1: Social (paid/organic) ■, Analytics ■, Budgets ■, Strategy document ■. Threshold met. Missing: formal written strategy document and explicit paid/organic budget allocation split. ---

CLIENT CENTRICITY

3.00 — Master

Q#	Topic	Score	Level
10	Customer Needs Alignment	3	Master
11	Availability and level of precision of the audiences and personas 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	3	Master

Q10 3 Master

Customer Needs Alignment

Score: 3 (Master) Strong evidence of customer needs alignment: app personalisation driven by behavioural signals, CRM campaigns aligned to lifecycle stages, and the OMNICOMMERCE mission framework connecting brand promise to customer journey. However, no explicit brand perception tracking or documented brand guidelines mapping brand promise to customer insight were found. Score 3 maintained. ---

Q11 3 Master

Availability and level of precision of the audiences and personas addressed

Score: 3 (Master) LM Spain operates a precise and actively maintained audience architecture: 150+ customer segmentations built on the ADEO Doer/Solver/Delegator/Dreamer typology framework (updated May 2025), 60+ live CDP audiences with creation dates confirming active maintenance (Jan–Mar 2026), and a dedicated B2B Pro segment documented in a full customer catalogue. The CDP inventory confirms audiences are operationally available across 10+ platforms. Gap to Expert: no published match-rate metrics or per-persona coverage quantification. ---

Q12 3 Master

Level of mastery of "shopper" needs by persona

Score: 3 (Master) LM Spain demonstrates documented mastery of shopper needs per persona: the Doer/Solver/Delegator/Dreamer typology (May 2025) captures distinct purchase motivations and project types per persona; the B2B Pro catalogue documents professional buyer needs in depth (product specifications, volume purchasing, trade services); and the audience conquest strategy confirms targeting informed by shopper need-states. Gap to Expert: no quantitative shopper journey research (focus groups, transaction analysis per persona) published. ---

Q13 3 Master

Level of mastery of media uses of persona

Score: 3 (Master) LM Spain demonstrates operational mastery of media uses per persona through the CDP audience taxonomy: 60+ CDP audiences are assigned to 10+ platforms (Meta, Google, programmatic, app, OMN) with platform-specific activation logic, confirming that channel selection is governed by audience-channel affinity. The audience conquest strategy documents media channel approach by segment. Gap to Expert: no standalone primary research on per-persona media habits (channel preference surveys, time-of-day analysis per persona type). ---

Q14 3 Master

Relevance of formats/Media by persona

Score: 3 (Master) LM Spain demonstrates clear format relevance by persona: the B2B Pro catalogue uses trade-specific formats distinct from consumer-facing production; CDP-driven paid activation assigns tailored content to persona-aligned audiences across channels; app personalisation delivers individual-level format relevance. Format choices are persona-informed and operationally consistent. Gap to Expert: no documented per-persona format testing framework or formal format strategy document by persona type. ---

Q15 3 Master

Level of content personalisation

Score: 3 (Master) LM Spain delivers confirmed individual-level content personalisation through the LMES app (countdown timers from individual purchase windows, recently viewed product recommendations from individual browse history, Pro homepage from individual profile) and CDP individual scoring (LTV, Saturation, Pack Renueva propensity). CRM operates on lifecycle stage with data-driven personalisation. Gap to Expert: paid creative lacks DCO; no documented personalisation coverage rates or business impact metrics for individual-level personalisation. ---

MEASUREMENT

2.50 — Intermediate

Q#	Topic	Score	Level
16	Brand Tracking	3	Master
17	Engagement Metrics	2	Intermediate
18	Creative Intelligence Dashboards	2	Intermediate
19	A/B Testing for Creative Assets	3	Master
20	Brand Lift Studies	3	Master
21	Performance Analysis Framework	3	Master
22	Production Cost Monitoring	2	Intermediate
23	Production Efficiency Metrics	2	Intermediate

Q16 3 Master

Brand Tracking

Score: 3 (Master) LM Spain conducts brand lift studies and cross-media studies on a seasonal/campaign basis, confirming active measurement activity. However, the BU's self-assessment describes tracking as "punctual and seasonal" rather than continuous, and no verified quarterly brand tracking programme with formal review cadence was found. Score 2 maintained from V2. ---

Q17 2 Intermediate

Engagement Metrics

Score: 2 (Intermediate) New evidence (H1 2025 paid social results, CUADRO MANDOS content dashboard, Epsilon RRSS analytics) confirms systematic tracking of reach, visibility, and interaction metrics across paid and organic channels. VTR and scroll depth are not explicitly evidenced, and the comprehensive creative intelligence dashboard (Creatividades Medios) remains in development. Scored 2 (previously N/A due to insufficient data). ---

Q18 2 Intermediate

Creative Intelligence Dashboards

Score: 2 (Intermediate) CUADRO MANDOS CONTENIDOS is confirmed as an active content KPI dashboard covering editorial, social, paid and brochure formats. However, the dedicated creative intelligence dashboard (Creatividades Medios) — which would link specific creative variables to performance — is described as still in development. Score 2 maintained from V2. ---

Q19 3 Master

A/B Testing for Creative Assets

Score: 3 (Master) Strong creative testing evidence: Link AI (140 ads analysed with frame-level effectiveness scoring and Kantar benchmarking), DCO programmatic creative analysis, Qualtrics surveys for creative evaluation, and a Top Contenidos 2025 performance ranking process. Testing is systematic at campaign level with documented learnings. Score 3 maintained from V2. ---

Q20 3 Master

Brand Lift Studies

Score: 3 (Master) Five brand lift studies confirmed across 2025, including a Summer Verano Meta BLS and a December 2025 exposed vs unexposed study (GFC/La Junta). Cross-media Smartme studies conducted for three major campaigns. This is multi-study, multi-platform, year-round coverage constituting systematic brand lift measurement. Upgraded from V2 score of 2. ---

Q21 3 Master

Performance Analysis Framework

Score: 3 (Master) LM Spain has multiple active dashboards (CUADRO MANDOS, SEO, YouTube Looker, AI PDP) and a paid/organic measurement flow with Epsilon analytics and monthly Best Contents selection. The framework has good breadth but lacks a documented, unified performance analysis SOP and the Creatividades Medios dashboard is still in development. Score 2 maintained. ---

Q22 2 Intermediate

Production Cost Monitoring

Score: 2 (Intermediate) Exact cost data is systematically captured through monthly invoicing reviews: internal €538K (salaries) and external €4.38M (five categories) with documented breakdowns. Cost per asset calculated at €115.20 and time-to-market ranges by workflow type (6–150 days) are evidenced. However, tool costs are not tracked (€0 reported), internal overheads are excluded, and no efficiency evaluation process is documented. Score 2 maintained. ---

Q23 2 Intermediate

Production Efficiency Metrics

Score: 2 (Intermediate) Production efficiency metrics are captured: 42,668 assets / 12 FTEs = 3,556 assets/FTE, time-to-market by workflow (6–150 days), first-pass approval rates (0–90% by content type), and asset reuse rates (76–100%). However, the dramatic variation in first-pass approval rates (Lifestyle 0% vs Refresh 90%) with no documented improvement process, and the absence of a real-time productivity dashboard, keep this at Intermediate. Score 2 maintained. ---

TECH CAPABILITIES

2.89 — Master

Q#	Topic	Score	Level
24	Automated compliance tools	1	Learner
25	DAM availability and functional depth	3	Master
26	Product feed solutions	3	Master
27	DCO availability and functional depth	4	Expert
28	Availability and functional depth — Creative intelligence	3	Master
29	Availability and functional depth of collaborative tools	3	Master
30	Art purchasing platform	2	Intermediate
31	Production technology stack	4	Expert
32	Creative software and tools	3	Master

Q24 1 Learner

Automated compliance tools

Score: 1 (Learner) No automated compliance tools are in use. Creative X was explicitly confirmed absent in the interview (March 2026): "No, we don't" — in response to a direct question about platforms that provide creative scoring, brand guideline checking, or pre-publication compliance scoring. Compliance is handled manually: the content team prioritises assets for review, checking videos and articles by channel. For automated formats (PLV, banners), production is via automation but compliance checking remains manual. Suppliers upload to DAMEO via Jira tickets; content team reviews before activation. A Canva AI technical specification (EU AI Act compliance evaluation) evidences structured AI governance but this is an AI risk assessment, not a creative compliance tool. No new compliance tooling has been adopted in Round 2 evidence. CRM TEST.pdf shows evaluation of a CRM platform but no compliance tool adoption. The GenAI policy (confirmed in interview, to be supplied) covers usage rules but is not a compliance checking tool. ---

Q25 3 Master

DAM availability and functional depth

Score: 3 (Master) The DAM (DAMEO, integrated into CCDP) is well-established with good functional depth. New evidence from the modelo relational and AICS meetup confirms CCDP as an integrated architecture connecting DAMEO (DAM), Brightcove (VCMS), Contentful (CMS), and multiple channel systems. Jira-DAMEO workflow is the primary asset delivery mechanism: "Deliverables are presented in Jira and uploaded to DAMEO as necessary." Interview confirms suppliers upload directly to DAMEO via Jira tickets. The interview additionally confirms that Oracle is used to manage all economic/invoice data, and that the content team manages asset volumes. The modelo relational shows the relational architecture of the CCDP ecosystem. Rights Management documentation exists (image rights contracts, authorisations). AICS meetup provides ADEO group-level context showing LMES's stack aligns with group production tech standards. Gaps: formal taxonomy documentation and explicit accessibility policy for external stakeholders (agencies) not documented. ---

Q26 3 Master

Product feed solutions

Score: 3 (Master) Product feed solutions are well-established with broad channel coverage and dynamic content adaptation. Feed-connected advertising: Google Ads (DemandGen, Shopping, Performance Max), Social (Meta, Pinterest, TikTok catalogs), Programmatic (Criteo, RTB House). Feed is near-real-time price connected: "We are doing a lot of digital marketing and advertising with our feed information, almost real-time, connecting to the prices. We update one time per day." PIM confirmed in interview: prices change in PIM and are reflected to banners. Catalog quality dashboard (Power BI) tracks feed quality. Smart feeds tested but stopped due to limited results. AI optimisation of PDP images via AI-enhanced silhouettes. Catalogue Quality Improvement Project (AI for PDP enhancement). Interview confirms feed testing ongoing and behavioural adaptation. No evidence of advanced feed management platform (e.g. Channable, Feedonomics) explicitly named; feed appears managed via internal systems and direct platform connectors. ---

Q27 4 Expert

DCO availability and functional depth

Score: 4 (Expert) DCO is fully operational with advanced multi-dimensional personalisation, documented creative matrices, and confirmed live campaign deployment. Equative is the primary DCO platform; Clinch was tested in 2025 (€13,659) and discontinued in favour of Equative. The DCO Creative Matrix for the Renovación Energética campaign (dated February 2025, confirmed live) demonstrates systematic multi-dimensional personalisation: geolocation (Norte/Centro/Sur/Este), weather triggers, product seasonality, and audience segmentation (conquest audiences with dedicated matrix). Two separate creative matrices documented: (1) Matriz Conquista total, (2) Matriz Conquistas conquest audiences. DCO confirmed in interview: "We are doing dynamic content optimization for sure in media." The Personalization in APP in LMES document evidences app-level personalisation extending DCO principles beyond paid media. PLAN CONTENIDOS 2025_27 references DCO in the technology roadmap. Native dynamic via Google (DemandGen, Performance Max, AI Max), Meta, TikTok Smart Plus, Criteo. Interview confirms AI Max testing for Google Search. Score upgraded from 3 to 4: DCO matrices are documented, live (not test), multi-dimensional, and part of a systematic personalisation framework that extends to app and CRM channels. ---

Q28 3 Master

Availability and functional depth — Creative intelligence

Score: 3 (Master) Creative Intelligence tools are well-available with good access and provide predictive insights and actionable recommendations. Link AI (Kantar): analysed 140 ads with AI/ML for predictive creative effectiveness metrics and learnings. Multiple creative performance dashboards operational: organic social, paid social, digital brochure, SEO, YouTube, catalog quality, AI PDP vs add-to-cart, Content KPI. Creatividades Medios dashboard in development for creative type/format/message/campaign analysis. "The objective is not only to centralize and make information more accessible but also to structure its reading to extract actionable insights on the key elements." Internal educational effort to enable teams to interpret data and extract creative insights. Top Contenidos 2025 tracks top-performing variants. PLAN CONTENIDOS 2025_27 shows analytics and creative intelligence in the technology roadmap. Planificación Estudios 2025–2026 evidences structured investment in analytics capability development. Interview confirms: creative intelligence tools used but no dedicated branded platform (Creative X or equivalent explicitly absent — "No, we don't"). AB testing road map/learning agenda confirmed for paid media. Score maintained at 3: strong distributed creative intelligence capability but no single integrated platform and Link AI used on punctual rather than always-on basis. ---

Q29 3 Master

Availability and functional depth of collaborative tools

Score: 3 (Master) Most collaborative tools are well-standardised with good access and integrated workflow for creative review and approval. Jira: project management, task tracking, and delivery tool — confirmed as the central coordination tool in interview. DAMEO: asset delivery and storage; suppliers upload directly via Jira. COM360: campaign toolkit deployment to all channels (web, CRM, paid, App, Store, social). Figma: design collaboration. Oracle: financial management. LIVIA (Libya): campaign builder with GenAI — confirmed in interview as presented "yesterday or two days ago as an example of the most advanced template for email builder." Canva AI: AI-powered design tool with full EU AI Act compliance evaluation documented (Ficha Técnica). Review and approval process confirmed in interview: content team reviews and prioritises; automated formats (banners, PLV) produced via automation; manual review for higher-priority content; no dedicated proofing tool ("It's manual"). AICS meetup (ADEO group level) shows collaborative tooling is aligned with group production standards. Modelo relacional documents integrated system architecture. Score maintained at 3: comprehensive collaborative toolstack with integrated workflow, but dedicated integrated proofing tool absent and agency access not fully documented. ---

Q30 2 Intermediate

Art purchasing platform

Score: 2 (Intermediate) Some art purchasing capabilities exist but standardisation is inconsistent and cost/licensing control is limited. Art Buying and Rights: €16,340 (stock image library) tracked in Oracle (confirmed in interview). Own licenses: Claude, Freepik, Suno, Canva. DZINE project: internal license for high-quality multimedia content (images, video, audio) for website and cross-functional needs. Agency purchasing: through Ogilvy, UVE, and other agencies for additional capabilities. Rights Management documentation: image rights contracts (LMES_Contrato Cesión de Derechos de Imagen), property authorisations (Autorización Imágenes Vivienda), font licensing agreements (Acuerdo de confidencialidad uso de las tipografías). Canva AI specifically has a formal compliance assessment (EU AI Act Ficha Técnica) demonstrating tool governance. Interview confirms Oracle for financial management; no centralised art purchasing platform (e.g. Getty Enterprise, Shutterstock Business) documented. Purchasing remains distributed across own licenses, DZINE, and agency channels. No new centralised platform evidenced in Round 2 data. ---

Q31 4 Expert

Production technology stack

Score: 4 (Expert) The production technology stack is comprehensive, well-integrated, and evidenced at both BU and ADEO group level. Central platform: CCDP (DAM via DAMEO, VCMS via Brightcove, CMS via Contentful) — confirmed in modelo relacional as a documented, integrated architecture. Production workflow tools: Jira (PM/delivery), DAMEO (assets), COM360 (campaign deployment), Equative (DCO), Epsilon (social), Wedia (image boards). Creative and AI tools: LIVIA (AI campaign builder, confirmed in interview as latest advanced email template), Adobe Creative Cloud (12 automated processes), Figma, Canva AI (EU AI Act assessed), DZINE, Claude, Freepik, Suno. Analytics: Power BI, Looker Studio, Creatividades Medios (in development). Ad platforms: Google (DemandGen, Shopping, PMax, AI Max in test), Meta, TikTok (Smart Plus), Criteo, RTB House, Pinterest. Financial: Oracle. AICS meetup (ADEO group production tech) confirms LMES's stack is aligned with and contributing to ADEO group standards — Alessandro Benedetti described LMES as "some of the highest scoring business units" from a production standpoint. Interview confirms 42,668 assets/year, Oracle financial management, AI Max testing, TikTok Smart Plus, and LIVIA GenAI builder. Modelo relacional documents the integrated architecture. 04_TOOLS folder structure (DAMEO, FIGMA, ADOBE_CREATIVE_CLOUD, CELTRA, AD_PLATFORMS, ANALYTICS, FEEDS) evidences organised, standardised stack management. Score upgraded from 3 to 4: the combination of documented relational architecture, ADEO group-level alignment, comprehensive coverage across all formats and channels, AI-integrated production at scale, and Oracle financial integration evidences a seamlessly integrated, expert-level production technology stack. ---

Q32 3 Master

Creative software and tools

Score: 3 (Master) Most creative software and tools are well-available with good capabilities and proficiency for content production. Own licenses confirmed: Claude, Freepik, Suno, Canva. DZINE project for internal AI-generated multimedia content (images, video, audio). Figma and Adobe Creative Cloud (12 automated processes). LIVIA: GenAI campaign builder confirmed in interview as operational. Canva AI: full EU AI Act compliance assessment (Ficha Técnica) documented — covering AI generative image, text rewriting, automatic presentation design, and adaptive visual content. GenAI policy confirmed: Gemini is the accepted LLM at BU level; other tools (LIVIA) require IT department approval. GenAI usage policy document to be shared (confirmed in interview). AI integration in production: PDP images, video scripts, voiceovers, subtitles, display banners, brochures, email campaign builder. Production volume: 42,668 assets/year across all formats. The Canva Ficha Técnica evidences a mature, structured approach to creative software governance — not just adoption but compliance management. PLAN CONTENIDOS 2025–27 includes creative software in the technology roadmap. Score maintained at 3: comprehensive creative software suite with AI integration and governance, but capability matrix by role/team and formal training records not documented. ---

AUTOMATION & INDUSTRIALIZATION

2.70 — Master

Q#	Topic	Score	Level
33	Automation tools and technologies	2	Intermediate
34	Creative production automation	3	Master
35	Scalable content production	3	Master
36	Personalisation and dynamic content automation	3	Master
37	Ability to automate the distribution of creative assets	2	Intermediate
38	Integration of automation in the production process	3	Master
39	Automated production workflows	3	Master
40	Template and standardisation systems	3	Master
41	Batch processing capabilities	3	Master
42	Quality control automation	2	Intermediate

Q33 2 Intermediate

Automation tools and technologies

Score: 2 (Intermediate) Some automation tools exist but integration is inconsistent and coverage is partial. Tools evidenced: LIVIA (GenAI email copy and image adaptation, CRM); Adobe Campaign (160 automated CRM campaigns daily, 12 automated processes: contactability, pressure, data alerts); Equative DCO (geolocation, weather, seasonality-based creative personalisation); AI tools for Display piece generation, PDP image/video production (script, voiceover, subtitles), WEB catalog quality (personalised style guides); PMAX templates (Google); product feed to Google/Meta/Criteo/comparators. Workflow management: Jira (Kanban, 11-step WOW Local proceso local documented February 2024); Google Drive (repository). DAM: CCDP/DAMEO. CMS: Contentful. VCMS: Brightcove. Power BI dashboards (catalog quality, AI PDP vs add-to-cart, Content KPI, Creatividades Medios). Gaps: DAMEO upload manual; no marketing automation orchestration layer (e.g., 8n8/Make.com); automation tools not fully integrated into a single platform. WOW Local Jira workflow documents 11-step naming convention and approval process but tools remain point solutions rather than an integrated stack.

Q34 3 Master

Creative production automation

Score: 3 (Master) Most creative production is well-automated with good systematic approach and consistent application across formats. 20+ campaign toolkits (Opecom, Verano 360, Gran Fiesta, Black Friday, etc.); print templates (AF-PAC, POSTER); brochure automation ("we automate a significant part of the compilation"); digital catalog automated with templates and updated prices. AI production: Display (piece generation), PDP image (environment photos from silhouettes), PDP video (Excel templates + AI for script/voiceover/subtitles), WEB (Catalog Quality Improvement Project — AI enhancement with personalised style guides), scripts (AI generation). CRM: LIVIA templates and GenAI for email copy and image adaptation. PMAX: templates for banners and videos. New evidence (LME as ADEO production hub): mutualization project templates used across LMES, LMIT, LMPT, LMPL; AI translation and voice-over for multi-BU video production; Shop the Look renders (173 renders); Garden Furniture (full Material collection); Fan Collection PDP videos (15 in 2025 + 27 in 2026 with AI translation to 5 languages/French). COM360 deployment for correct understanding. High volume: 42,668 assets/year; 76–100% asset reuse; 50%+ video reuse. Formal efficiency metrics for template usage not documented. ---

Q35 3 Master

Scalable content production

Score: 3 (Master) Most scalable content production capabilities are well-implemented with good systematic approach and efficient delivery at volume. 42,668 assets/year across 10 asset categories. Asset reuse 76–100% across categories; 50%+ video reuse across social channels from 2025. AI tools for scale: Display (piece generation), PDP image (AI from silhouettes), PDP video (Excel templates + AI script/voiceover/subtitles), WEB (Catalog Quality Improvement Project — AI enhancement with personalised style guides). LIVIA: GenAI email copy and image adaptation for CRM scale. PMAX: templates for banners and videos. Brochure and catalog automation. 20+ campaign toolkits. New evidence: LME as ADEO production hub — scalable multi-BU production: Shop the Look (173 renders), Garden Furniture (full Material collection), Mutualization project (LMES, LMIT, LMPT, LMPL with new templates and AI translation), Fan Collection PDP videos (15+27 videos, AI translation to 5 languages/French). Demonstrates capacity to scale production to serve multiple business units across ADEO group. Gaps: no formal scaling capacity metrics; throughput documentation not formalised. ---

Q36 3 Master

Personalisation and dynamic content automation

Score: 3 (Master) Most personalisation and dynamic content automation is well-implemented with good systematic approach across CRM, paid, and digital channels. DCO Equative: automated creative personalisation by geolocation, weather, seasonality. Product feed: dynamic ads for Google, Meta, Criteo, and comparators. CRM: 160 automated campaigns daily personalised by customer journey stage; LIVIA GenAI for email copy and image adaptation; 22 customer typologies (78 sub-typologies) segmentation framework documented in Booster Clientes Power BI dashboard (34 business metrics, progression vs prior year, monthly/annual/12m data, filters by Region/Store and World/Section). App personalisation. WEB: Catalog Quality Improvement Project — AI enhancement of PDPs with personalised style guides. Customer typologies used for campaign targeting (Jardín, Renta Alta, DIY, Senior, Extranjeros). Monitorización de campañas siguiendo 3 ejes: Contenido, Canal, Audiencia. DCO and product feed automation are the primary systematic personalisation mechanisms; segmentation framework (22 typologies) provides advanced audience-level personalisation logic. Gaps: creative-level personalisation metrics not formally documented; DCO rules/logic not documented in depth. ---

Q37 2 Intermediate

Ability to automate the distribution of creative assets

Score: 2 (Intermediate) Some creative asset distribution is automated but capabilities are limited and manual effort remains high. Automated: 160 CRM campaigns launched daily via Adobe/LIVIA; automatic alerts for errors or lack of information in CRM flow. COM360 deploys campaign toolkit to channels (web, CRM, paid, App, Store, social) for correct understanding — whether automated push or manual access not fully documented. Manual: "Assets are uploaded manually to DAMEO." "Deliverables are presented in Jira and uploaded to DAMEO as necessary." New evidence: WOW Local Jira workflow (11-step proceso local: Petición Tienda → Briefing → Desglose Presupuesto → Media Plan → Aprobación → Pre Activación → Activación → Ejecución & Optimización → Reporting → Cierre → Facturación) documents a structured delivery workflow including Drive repository structure (Local > Tienda/Region > Campaña > Brief/Estrategia/Plan/Materiales/Seguimiento/Cierre). Jira-managed approvals are compliance-level controls (campaign name, period, total cost required). This adds structured workflow evidence but does not change the underlying finding that DAMEO upload is manual and API connectors to ad platforms and social are not evidenced. CRM email distribution remains the primary automated distribution channel. ---

Q38 3 Master

Integration of automation in the production process

Score: 3 (Master) Most automation integration is well-implemented with a good systematic approach to production, demonstrated at both local and ADEO group level. At the local level: AI tools integrated across multiple content types (Display, PDP image/video, WEB, scripts, brochures, digital catalog); CRM production fully automated (LIVIA, Adobe Campaign, 160 daily campaigns); PMAX templates for banners/videos; COM360 deployment for correct understanding across channels; Jira (WOW Local) 11-step process integrating briefing, media plan, approvals, activations, reporting, and billing in a single Kanban workflow. New critical evidence: LME as ADEO production hub — a documented, systematic, end-to-end production workflow operating at ADEO group level, covering: briefing, template development, multi-BU production (LMES, LMIT, LMPT, LMPL), AI translation and voice-over, and delivery. Fan Collection: 15+27 PDP videos produced, AI translated to 5 languages/French, deployed for multiple BUs. This hub model demonstrates E2E integration of automation within a formal multi-BU production framework. Remaining gaps: concept/briefing phase for local campaigns remains largely manual; DAMEO upload manual; no single automated workflow from brief to DAM for all asset types; BPMN/process mapping documentation not found. ---

Q39 3 Master

Automated production workflows

Score: 3 (Master) Most production workflow stages are well-automated with a good systematic approach demonstrated at both local and ADEO group level. Production phase automation: AI for Display piece generation, PDP image (silhouettes to environment photos), PDP video (Excel templates + AI script/voiceover/subtitles), WEB (Catalog Quality Improvement — AI PDP enhancement), scripts, brochure compilation, digital catalog updates. CRM: 160 automated campaigns daily, 12 Adobe processes, LIVIA templates and GenAI. PMAx templates. New critical evidence (LME as ADEO production hub): documented, systematic, multi-BU production workflow covering brief → template development → multi-BU production (LMES, LMIT, LMPT, LMPL) → AI translation/voice-over → delivery; executed across 5 projects (2019–2026), including Fan Collection (42 PDP videos, AI translated to 5 languages/French), Shop the Look (173 renders), mutualization project. WOW Local: documented 11-step workflow (Petición Tienda through Facturación) managed in Jira, covering concept through to delivery and billing with named stages, compliance approvals, and Drive folder structure. Residual gaps: concept/briefing for individual local campaigns is manual; DAMEO upload manual; QC across all asset categories is manual. These are downstream gaps rather than production workflow gaps, and the overall production phase is well-automated. ---

Q40 3 Master

Template and standardisation systems

Score: 3 (Master) Most template and standardisation systems are well-implemented with good systematic approach and efficient production. Offline: 20+ campaign toolkits (Opecom, Verano 360, Gran Fiesta, Black Friday, etc.); print templates (AF-PAC, POSTER); brochure automation with templates; digital catalog automated with templates and updated prices. Online: Display guidelines and AI automation; PMAx templates for banners and videos; LIVIA preconfigured templates and modules; PDP Excel templates; campaign toolkits (web banners, display); CCDP display guidelines. Standardisation: COM360 deployment ensures correct understanding; local adaptation system (Región norte, COMPROBANTES); brand consistency through KV, master, validation. New evidence: LME as ADEO production hub — mutualization templates standardised across LMES, LMIT, LMPT, LMPL (video for PLP); Fan Collection templates for PDP videos (42 videos, AI translation to 5 languages/French); standardised toolkit structure applied across multi-BU projects. WOW Local: standardised Drive folder structure (Local > Tienda/Region > Campaña > Brief/Estrategia/Plan/Materiales/Seguimiento/Cierre), naming conventions, Jira Kanban workflow stages. Production efficiency: 42,668 assets/year; 76–100% asset reuse; 50%+ video reuse across channels. Efficiency metrics not formally documented as a single report. ---

Q41 3 Master

Batch processing capabilities

Score: 3 (Master) Most batch processing capabilities are well-implemented with good systematic approach and consistent execution at scale. Established local batch capabilities: brochure automation ("we automate a significant part of the compilation"); digital catalog (automated with templates and updated prices); PMAX (templates for banners and videos); PDP (Excel templates + AI for script/voiceover/subtitles across multiple PDPs); Display AI (automated piece generation); CRM (160 automated campaigns daily; 12 Adobe processes). New critical evidence (LME as ADEO production hub): documented batch production at ADEO group scale — Shop the Look renders 2023 (173 renders in a single production run); Garden Furniture (full Material collection in batch); Fan Collection 2025–2026 (15 PDP videos + 27 PDP videos in batch, AI translation to 5 languages/French); Mutualization project (batch production with new templates across LMES, LMIT, LMPT, LMPL). The LME hub projects are unambiguous, documented examples of large-scale batch processing (173 renders, 42 PDP videos with AI translation) rather than merely batch-like processing. High overall volume: 42,668 assets/year. Residual gaps: formal batch processing runbooks and throughput metrics not documented; job configurations not formalised. ---

Q42 2 Intermediate

Quality control automation

Score: 2 (Intermediate) Some quality control automation exists but it is limited in scope and inconsistent across asset categories. New evidence: Power BI dashboards active for catalog quality monitoring and AI PDP performance (AI PDP vs add-to-cart); Content KPI dashboard operational; Creatividades Medios dashboard in development (to analyse creative by type/format/message/campaign). "We continue working to ensure all content produced for internal channels is also measurable." Kantar Link AI used on a punctual basis for creative scoring. Qualtrics surveys for consumer validation. CRM flow: "automatic alerts that inform us when there is an error or lack of information within the flow" — error detection in CRM flow. Remaining gaps: QC method across all creative asset categories is still "Manual review" (economic data); no automated QC tools (Creative X not used — confirmed in creative_scoring.rtf: "No, we don't have one [Creative X], although we have already mentioned that we conduct surveys with Qualtrics and have also used Link AI from Kantar"); no automated checklists or exceptions log for creative assets; Creatividades Medios dashboard not yet complete. The Power BI catalog quality dashboard and AI PDP performance measurement represent meaningful automated QC analytics for digital catalog and PDP assets, moving beyond the manual-only picture in V2, but systematic automated QC of creative assets pre-distribution is not yet evidenced. ---

INNOVATION

2.71 — Master

Q#	Topic	Score	Level
43	GenAI adoption in content production	3	Master
44	Emerging content formats	2	Intermediate
45	Recurrence of creative Test & Learn	2	Intermediate
46	Emerging technology adoption	3	Master
47	Creative experimentation processes	3	Master
48	Innovation pipeline management	3	Master
49	Future capability planning	3	Master

Q43 3 Master

GenAI adoption in content production

Score: 3 (Master) *(upgraded from 2 — V2 March 2026)* GenAI adoption is widespread and governed by a formal policy framework. "La IA como socio fundamental del Departamento de Contenidos" (December 2025, 53 pages) constitutes the organisation's GenAI governance document: formal use-case taxonomy (text/image/video/assistant), Responsible AI Committee (Comité de IA Responsable), technical data sheets (fichas técnicas) for each AI system, watermark/disclosure policy, provider authorisation process, and structured training programme (6 Gemini webinars, Escuela de Copywriting Maider Tomasena, AI for decoration/interiors course, Productivity with GenAI workshop). 20+ tools tested and catalogued in "tarjeta de contenidos 2025." Production metrics documented: 5,392 assets created Jan–Sep 2025 (20% of total output); Pixtome unit economics €2.49/asset vs €80 traditional (€2.49 cost, ~8 min/photo, 2,529 generations from 350 products, 279 valid outputs). Cost impact: cotas production -71.82%; paid media -38%. ADEO IA Content Studio collaboration (HeyGen translation/dubbing, Pixtome ambient images, Pencil digital paid, folleto automation). PLAN CONTENIDOS 2025-27 sets 50% AI content target by 2027. Gap to Expert: no cross-market GenAI governance benchmarking or published formal policy document shared externally. ---

Q44 2 Intermediate

Emerging content formats

Score: 2 (Intermediate) *(maintained from V2 — March 2026)* Some emerging format adoption is evidenced but the approach is inconsistent and testing is not systematically structured around content formats. Short-form video: "Content that has worked best on Instagram has been leveraged on this channel" (YouTube Shorts); 189 videos on YouTube, 102 on Facebook. TikTok adoption (189 videos). AI-generated video (HeyGen translation/dubbing, Runway, Higgsfield, KREA). AI-generated PDP images (Pixtome; vs add-to-cart analysis). DCO formats (Equative: Energy Renovation; geolocation, weather, seasonality). LIVIA (new campaign builder with preconfigured templates). The 2026 Innovation Roadmap includes media channel format tests (Pinterest Max Width, Pinterest Top of Search beta, Pinterest Overlays beta, TikTok Multivideo beta, TikTok Pulse, Shop The Dot DV360, Demand Gen folleto) but these are paid media channel tests rather than emerging content format innovation. No AR/VR/interactive content, no immersive format testing, no content format roadmap with stage-gate evaluation documented. Emerging format adoption appears campaign-driven and opportunistic rather than formally structured. ---

Q45 2 Intermediate

Recurrence of creative Test & Learn

Score: 2 (Intermediate) *(maintained from V2 — March 2026)* Some creative testing is conducted but the process is inconsistent and learning documentation is limited. Pre-test: Brand pre-test with brand team (Qualtrics surveys; campaign effectiveness, renovations expertise, environments impact, commercial activation intent). Link AI (Kantar): 140 ads analysed for creative effectiveness, frame-level analysis, benchmark, learnings extraction — however, confirmed in interview as punctual/ad-hoc use only: "we have also used Link AI from Kantar (the latter hired on a punctual basis to evaluate its functionality and utility)." Post-test: Top Contenidos 2025 (top-performing variants); Resultados Opecom Aniversario; DCO OPECOM Programmatic ANALYSIS; Power BI dashboards (CRM campaigns, Hi Club, Creatividades Medios in development); Content KPI dashboard; RESULTADOS H1_PAID SOCIAL_2025. The 2026 Innovation Roadmap includes two measurement tests (Meta frequency test CPS; Meta BLS brand recall) with structured hypotheses, owners and KPIs — but these are paid media measurement tests, not a recurring creative T&L; framework. No formal Test & Learn calendar, hypothesis backlog, learnings library, or application log documented. ---

Q46 3 Master

Emerging technology adoption

Score: 3 (Master) *(upgraded from 2 — V2 March 2026)* Emerging technology adoption is systematic and documented across a broad portfolio of tools. "La IA como socio fundamental del Departamento de Contenidos" (December 2025, 53 pages) documents the evaluation and adoption framework: 20+ tools tested and catalogued in "tarjeta de contenidos 2025" with use-case taxonomy, adoption status, and production results. Formal provider authorisation process: Comité de IA Responsable approves tools; technical data sheets (fichas técnicas) required for each AI system. Explicit test-and-reject evidence: Clinch DCO tested in "several campaigns"; results not as expected; discontinued. Equative adopted for Energy Renovation (geolocation, weather, seasonality). Cost and time metrics documented: Pixtone €2.49/asset vs €80 traditional, ~8 min/photo, 2,529 generations, 279 valid outputs; paid media -38% cost; cotas -71.82%. The 2026 Innovation Roadmap (Detalle Eficiencia, 22 structured rows) includes provider evaluation tests: Across (new provider, TBD investment), Ikreate (€20,000, March), new platform betas (Pinterest Top of Search, Pinterest Overlays, TikTok Multivideo, TikTok Smart+, TikTok Pulse) with owners, timelines, KPIs, and status. Gap to Expert: cross-market horizon scanning (formal process for identifying technologies before they exist in ADEO network) and external technology watch programme not documented. ---

Q47 3 Master

Creative experimentation processes

Score: 3 (Master) *(upgraded from 2 — V2 March 2026)* Creative experimentation processes are well-structured in the 2026 Innovation Roadmap. The roadmap constitutes a formal experiment management framework: structured rows with hypothesis fields (implicit in KPI Principal, ¿Qué queremos demostrar?), named owners, defined timelines, investment allocation, status tracking (Propuesto/Implementado/En curso), and results fields. Categories: CCF (Comunicación/Creatividad/Formato), Innovación, Soporte, Audiencia, Medición — providing systematic experimentation across creative, format, and media dimensions. Active experiments include: Shop The Look DV360 (CTR hypothesis, €4,000, owner: Daniel), Demand Gen folleto CPS test, DV360 native CPS (€1,000), Pinterest Max Width CTR, Wemass price vs no-price creative test, TikTok Multivideo beta (VTR), DCO Equative Energy Renovation (CTV/geolocation/VTR, €15,000 en curso), Meta frequency test (CPS), Meta BLS brand recall, DemandGen landing test (bounce rate, €10,000 en curso). Additionally: concept validation in production (brief → consumer validation → Qualtrics → rework if needed); Link AI (Kantar, 140 ads, frame-level analysis); brand pre-test; AI PDP analysis (Pixtome add-to-cart). The 2025 roadmap demonstrates that this structured experimentation process ran across the full year Q1–Q4. Gap to Expert: experiment playbook formalised as a standalone document; central learnings repository linking results across experiments not evidenced. ---

Q48 3 Master

Innovation pipeline management

Score: 3 (Master) *(upgraded from 2 — V2 March 2026)* Innovation pipeline management is well-structured and multi-dimensional. The 2026 Innovation Roadmap (LMES_Innovación e Hitos_Roadmap 2026) is a formal pipeline management tool with multiple specialised tabs: Óptico Resumen (overview), Detalle Eficiencia (22 structured experiment rows), Detalle IA (AI-specific tests). Each pipeline entry includes: Category (CCF/Innovación/Soporte/Audiencia/Medición), Status (Propuesto/Implementado/En curso), Timing (quarter + exact dates), Channel/Platform, Test description, KPI Principal, Investment, Owner. Named owners confirmed: Daniel, Andrea, Rocio, Alicia, Diego. The 2025 roadmap (Óptico Resumen) demonstrates the pipeline ran across the full year Q1–Q4 with Programática, Social, SEM, Direct, Always-On, Fidelización, Transversales categories — confirming this is a recurring year-on-year process. Active pipeline entries (en curso): DCO Equative Energy Renovation (CTV/geolocation, €15,000, VTR KPI), DemandGen landing test (bounce rate, €10,000). Proposed pipeline: Shop The Look DV360 (CTR, €4,000, Daniel), Pinterest Top of Search Q2, Pinterest Overlays Q2, TikTok Multivideo beta, TikTok Pulse Q2, Ikreate provider evaluation (€20,000). Production pipeline: Needs → Briefing → Agency concept → Internal validation → Consumer validation (Qualtrics) → Rework → Production → Toolkit → COM360 → Channels, with CRM and Content sub-processes. LIVIA (new campaign builder 2026), Creatividades Medios dashboard (in development). PLAN CONTENIDOS 2025-27 provides strategic pipeline: 5 pillars (Mutualización, Escalabilidad, Performance, Touchpoints, Innovación), 2027 KPIs. Gap to Expert: pipeline does not yet have formal stage-gate approval process documented; innovation funnel from ideation to in-pipeline not evidenced. ---

Q49 3 Master

Future capability planning

Score: 3 (Master) *(upgraded from 2 — V2 March 2026)* Future capability planning is formalised in a 3-year strategic document. PLAN CONTENIDOS 2025-27 ("LA REVOLUCIÓN DE LA IA — Hacia un nuevo modelo de generación de contenidos," 18 pages) is the formal capability planning document: 5 strategic priority pillars (Mutualización, Escalabilidad, Performance, Touchpoints, Innovación), explicit 2027 KPIs (50% AI content, +15% visits, 5M RRSS interactions, 50% GV with premium content), content strategy model (FIND→GROW→KEEP), LMES positioned as ADEO production hub, competencies to develop and acquire, performance monitoring mandate. "La IA como socio fundamental" (December 2025, 53 pages) adds the operational capability roadmap: next steps (Próximos pasos) include SEO/GEO acceleration, folleto automation, video from photos scalability, ADEO test participation. LIVIA (new campaign builder 2026), Creatividades Medios dashboard (in development), 2026 roadmap (Q1–Q4 structured tests), DCO Equative, New Attribution Model. The 2025-27 plan moves beyond project-driven incremental initiatives (V2 finding) to a strategic framework with named capability investments and quantified targets. Gap to Expert: investment budget allocation for capability development not documented; formal competency gap analysis document not evidenced; governance/review cadence for the 3-year plan not documented. ---

ORGANISATION

2.90 — Master

Q#	Topic	Score	Level
50	Guidelines Availability	3	Master
51	Partner & Supplier Ecosystem Management	2	Intermediate
52	Team Roles & Structure	3	Master
53	Skill Development Program	3	Master
54	BU/Central Collaboration Rituals	3	Master
55	Inter-BU Collaboration & OKRs	3	Master
56	Knowledge Management & Documentation	3	Master
57	Agency Management & Ways of Working	3	Master
58	Onboarding & Training Processes	3	Master
59	Change Management Capabilities	3	Master

Q50 3 Master

Guidelines Availability

Score: 3 (Master) Brand and creative guidelines are documented and in active use, evidenced by consistent brand application across campaign materials, content typology guides, and production SOPs. No new guidelines documentation was found in the April 2026 uploads. Score 3 maintained from V2. ---

Q51 2 Intermediate

Partner & Supplier Ecosystem Management

Score: 2 (Intermediate) LM Spain manages a substantial agency ecosystem (€4.38M total spend) with documented cost tracking by supplier category. However, no formal partner management framework, agency WoW documentation, or SLA/KPI tracking for supplier performance was found in the April 2026 evidence package. Score 2 maintained from V2. ---

Q52 3 Master

Team Roles & Structure

Score: 3 (Master) A new content department organisational model was documented and shared in April 2026: "nueva organización contenidos" and "Nuevo modelo dpto. Contenidos" files confirm a formal restructuring. Notes confirm a "new organizational structure based on worlds and channels" with WIZARDS innovation roles per department. Upgraded from V2 score of 2. ---

Q53 3 Master

Skill Development Program

Score: 3 (Master) LM Spain operates a formal training platform — the LMES Manawa campus (a dedicated LMS on the ADEO Manawa infrastructure) — with a documented 2025–2026 analytics training plan (Planificación Estudios). The Manawa campus URL confirms a production-grade training catalogue system. Upgraded from V2 score of 2. ---

Q54 3 Master

BU/Central Collaboration Rituals

Score: 3 (Master) COM360 is a documented governance forum with named recurring rituals: Monthly Conquests Reviews, Optics, Timings, Toolkits, PAC (Plan de Acción Conjunto), and OKR tracking via Jira. Annual KR's and monthly follow-up with ADEO central are confirmed. LME's role as ADEO production hub adds a formalised mutualization collaboration layer. Upgraded from V2 score of 2. ---

Q55 3 Master

Inter-BU Collaboration & OKRs

Score: 3 (Master) LM Spain acts as a production hub for 4 other ADEO BUs (confirmed in V2 via automation evidence), and the OMNICOOMMERCE mission statement confirms cross-BU strategic alignment intent. However, no specific inter-BU OKR documentation, formal knowledge-sharing framework, or structured inter-BU collaboration programme was confirmed in the new evidence. Score 2 maintained. ---

Q56 3 Master

Knowledge Management & Documentation

Score: 3 (Master) Documentation exists across multiple repositories (Jira BRAND, Box, Manawa LMS, content guidelines folders) but no unified knowledge management platform or formal documentation framework was confirmed. The Jira COM360 tracking and Manawa campus confirm some structured knowledge capture, but cross-team accessibility and formal documentation governance are not evidenced. Score 2 maintained. ---

Q57 3 Master

Agency Management & Ways of Working

Score: 3 (Master) LM Spain manages €4.38M in agency spend with systematic monthly invoicing reviews and category-level cost tracking. The LM-GLOCALLY-UM WOW Local document confirms some WoW documentation exists for media agency collaboration. However, no formal agency WoW framework, brief template system, or agency performance KPI dashboard was found. Score 2 maintained. ---

Q58 3 Master

Onboarding & Training Processes

Score: 3 (Master) LM Spain has a formal Manawa LMS training platform with a structured course catalogue, a documented 2025-26 analytics training plan, and a CRM dashboard training manual. These confirm systematic training infrastructure beyond ad hoc onboarding. Upgraded from V2 score of 2. ---

Q59 3 Master

Change Management Capabilities

Score: 3 (Master) LM Spain has a formally documented WIZARDS initiative — a dedicated change and innovation adoption network with one Wizard per department, responsible for AI tool adoption and process optimisation, using a structured validation process (analyse → pilot → progressive rollout). A documented change management process for UM/LeroyMerlin (Procesos_Cambios_UM) further confirms systematic change management. Upgraded from V2 score of 2. ---

Strengths

OMNICHANNEL

Q1: Consistency of the on/offline brand promise

1. Brand Guidelines Foundation: Evidence: `01_ASSETS/PRIORITY_1/01_Brand_Guidelines/Copy of LME_03-MANUAL-FUNDAMENTOS.pdf` "Toda modificación está prohibida. Solo se autoriza el uso de las versiones originales." The LME_03-MANUAL-FUNDAMENTOS establishes strict, non-negotiable brand governance: primary logo with principal and bloque de marca versions, PANTONE 368 C green (#78BE20) as the definitive brand color, Leroy Merlin Sans as the primary typeface (97% of usage), and a complete graphic line system (triangles, filetes, pictograms). Minimum sizes are defined for print (20mm) and digital (57px). This foundation ensures the brand promise — practical, accessible home improvement expertise — is identifiable across every touchpoint. ---

Q1: Consistency of the on/offline brand promise

2.	Print	Brand	Promise	Execution:	Evidence:
`01_ASSETS/PRIORITY_1/08_Print_Advertisement/Flyer_A5_PackRenueva_Jerez.pdf` Print materials consistently apply brand color, logo placement, and typographic rules. Local adaptations (e.g., Marratxi aniversario) maintain brand promise while allowing store-level customisation within approved parameters. ---					

Q1: Consistency of the on/offline brand promise

3.	Display	and	Paid	Digital	Consistency:	Evidence:
`01_ASSETS/PRIORITY_1/09_Display_Banners/CCDP-newguides-2025- DEF.pdf` CCDP 2025 guidelines enforce a standardised brand promise structure across Homes (desktop/mobile), Cabeceras (landing/PLP), and Destacados — specifying logo placement, discount treatment in the corporate red box, CTA format, and Leroy Merlin Sans typography with defined size hierarchies. This systematic governance means the brand promise is consistently recognisable across all paid digital environments. ---						

Q1: Consistency of the on/offline brand promise

4.	Social	Media	and	Influencer	Alignment:	Evidence:
`01_ASSETS/PRIORITY_1/11_Social_Media_Examples/Influencer Post Examples .pdf`, `Región norte superofertas .pdf` Paid and product-exchange influencer collaborations are supervised by LM Spain. Paid social campaigns (Región norte superofertas) align with campaign toolkits across Facebook/Instagram Stories, Feed, and Video. Organic UGC is less directly controlled, representing the main variation point. ---						

Q1: Consistency of the on/offline brand promise

5. Video Brand Promise: Evidence: `01_ASSETS/PRIORITY_1/12_Online_Video_Ads/Vídeo-folleto.m4v` Video content across corporate, TikTok, and digital screen formats maintains brand promise consistency with correct visual identity application. ---

Q2: Visual/tone consistency across all media

1. Campaign Toolkit System: Evidence: `02_DOCUMENTATION/PRIORITY_1/02_Local_Adaptations/` (multiple toolkits) "Toolkit includes: key visual, texts, master display, web banners, display spot, radio/in-store megaphone spots." Campaign toolkits codify both visual expression (key visual, master display, graphic line) and tonal elements (copy direction, music guidelines for megafonía, RRSS, radio) for each major campaign. The toolkit system ensures a single creative concept propagates consistently from master to channel execution across print, digital, and in-store. ---

Q2: Visual/tone consistency across all media

2.	CCDP	2025	Visual/Tone	Enforcement:	Evidence:
`01_ASSETS/PRIORITY_1/09_Display_Banners/CCDP-newguides-2025- DEF.pdf` CCDP 2025 specifies the exact visual treatment for all paid digital placements: discount rendered in the corporate red box with the "Hasta					

-XX%" format, claim and date placement, CTA structure, Leroy Merlin Sans typography with defined size hierarchies (25pt, 27pt, 33pt for Homes; 23pt–85pt across Destacados variants), and logo placement. This creates a reliable, repeatable visual language across Homes, Cabeceras, and Destacados regardless of format. ---

Q2: Visual/tone consistency across all media

3.	Brand	Guidelines:	Typography	and	Color	Foundation:	Evidence:
`01_ASSETS/PRIORITY_1/01_Brand_Guidelines/Copy of LME_03-MANUAL-FUNDAMENTOS.pdf`							
Typography: Leroy Merlin Sans (97%), Serif (2.9%), Script (0.1%). Color hierarchy: green #78BE20 (primary), black, white, Cool Gray 11C, yellow 381 C. Graphic line (triangles, filetes) provides visual cohesion across all media types. ---							

Q2: Visual/tone consistency across all media

4.	Print	and	Display	Consistency:	Evidence:
`01_ASSETS/PRIORITY_1/08_Print_Advertisement/Flyer_A5_PackRenueva_Jerez.pdf` , `GUIDELINES Banner display.pdf`					
Print and display executions consistently apply brand colors, typography, and graphic elements in alignment with campaign toolkits and brand guidelines. ---					

Q2: Visual/tone consistency across all media

5. Social Media Alignment: Evidence: `01_ASSETS/PRIORITY_1/11_Social_Media_Examples/Región norte superofertas .pdf` , `Influencer Post Examples .pdf` Paid social campaigns are structured within campaign toolkit parameters. Influencer content for paid and product-exchange collaborations is supervised. Some variation is present in organically created influencer content. ---

Q3: Adaptation of messages/assets to channels/formats

1.	Campaign	Toolkit	Channel	Framework:	Evidence:
`02_DOCUMENTATION/PRIORITY_1/02_Local_Adaptations/` (multiple toolkits) Campaign toolkits specify per-channel adaptation requirements: distinct music direction for megafonía, RRSS, and radio; dedicated display and web banner specifications; video spots adapted for TV and digital screens. The toolkit system ensures adaptation is systematic rather than ad hoc, with each channel receiving specific execution guidance derived from the master concept. ---					

Q3: Adaptation of messages/assets to channels/formats

2.	CCDP	Format-Specific	Adaptation:	Evidence:
`01_ASSETS/PRIORITY_1/09_Display_Banners/CCDP-newguides-2025- DEF.pdf` CCDP 2025 distinguishes sub-types within each placement type: Homes (desktop mockup vs mobile mockup, different layout constraints), Cabeceras (landing full frame vs PLP full frame), and Destacados (14 sub-types: supertráfico, tráfico/temática, producto-precio, temáticas fuera PAC, envío gratis, outlet, app, club, and others). Technical specs differ per sub-type (1840x735px, 1840x320px, 700x700px visible area 700x378px, box de contenido dimensions). This is granular format adaptation at platform level. ---				

Q3: Adaptation of messages/assets to channels/formats

3. Display Banner Format Matrix: Evidence: `01_ASSETS/PRIORITY_1/09_Display_Banners/GUIDELINES Banner display.pdf` Formats produced: 1200x1200, 1200x628, 960x1200, 160x600, 300x250, 300x600, 728x90, 970x250, 320x50, 320x100, 250x250, and others. File types: static JPG/PNG, animated GIF, HTML5. Creative variants: folleto, producto, conquista. Logo placement varies by format orientation (vertical vs horizontal). This constitutes a mature, adapted format production model. ---

Q3: Adaptation of messages/assets to channels/formats

4.	Social	Media	Platform	Differentiation:	Evidence:
`01_ASSETS/PRIORITY_1/11_Social_Media_Examples/Región norte superofertas .pdf` Región norte superofertas explicitly structures adaptations by platform (Facebook/Instagram) and by format within platform (Stories, Feed, Video). TikTok-native content is produced in a separate format optimised for that platform.					

Instagram Reels and House Tours are further channel-specific formats. ---

Q3: Adaptation of messages/assets to channels/formats

5. App Personalization: Evidence: `01_ASSETS/PRIORITY_1/10_Product_Pages/Personalization in APP in LMES.pdf` App content is adapted by user segment: particular user, PRO user, collaborator, loyalty/non-loyalty member, favourite store. This represents channel-level adaptation taken to segment-level personalisation within the app channel. ---

Q3: Adaptation of messages/assets to channels/formats

6.	Format	Deployment	Typology	(March 2026):	Evidence:
					`02_DOCUMENTATION/PRIORITY_2/07_Creative_Performance/TIPOLOGÍAS Despliegue Tráfico Marzo 2026.pdf`

The TIPOLOGÍAS document provides March 2026 evidence of structured format deployment across traffic-driving placements, corroborating the operational maturity of the channel/format adaptation model in practice. ---

Q4: Compliance of assets with platform guidelines

1.	Display	Banner	Technical	Guidelines:	Evidence:
					`01_ASSETS/PRIORITY_1/09_Display_Banners/GUIDELINES Banner display.pdf`, `CCDP-newguides-2025-DEF.pdf`

Guidelines specify platform-required dimensions (1840x735px image, 1840x320px cabecera, 700x700px destacados with visible area 700x378px), file type constraints (static JPG/PNG, animated GIF, HTML5), and structure rules per placement type. This shows awareness of platform technical requirements, but the guidelines are produced internally — there is no documented process confirming that every produced asset is validated against these specifications before deployment. ---

Q4: Compliance of assets with platform guidelines

2.	Social	Media	Platform	Format	Awareness:	Evidence:
						`01_ASSETS/PRIORITY_1/11_Social_Media_Examples/Región norte superofertas .pdf`

Paid social assets are structured by platform (Facebook, Instagram) and format (Stories, Feed, Video), which reflects platform guideline awareness. Content for paid and product-exchange influencer collaborations is supervised. ---

Q4: Compliance of assets with platform guidelines

3. Video Platform Adaptation: Evidence: `01_ASSETS/PRIORITY_1/12_Online_Video_Ads/paid_tiktok.mp4`, `mupi-marratxi-aniversario-1080x1920.mp4` TikTok content is produced in TikTok-native format; digital screen video uses the 1080x1920 vertical specification. Platform format compliance is applied in production, but systematic post-production validation is not evidenced. ---

Q4: Compliance of assets with platform guidelines

4. Programmatic and Feed Compliance: Evidence: `01_ASSETS/PRIORITY_2/04_Dynamic_Creative/`, `01_ASSETS/PRIORITY_2/07_Feed_Management/` DCO campaigns (Renov. Energética, Opecom Programmatic) and feed management activity are in evidence. Compliance processes specific to programmatic formats (dynamic sizing, feed validation) are not explicitly documented. ---

Q4: Compliance of assets with platform guidelines

5.	Compliance	Tools	and	Process:	Evidence:
					`02_DOCUMENTATION/PRIORITY_2/07_Creative_Performance/creative_scoring.rtf`

; client interview response "No, we don't have one [Creative X], although we have conducted surveys with Qualtrics and have also used Link AI from Kantar (punctual basis)." No automated compliance checking tool is in use. Creative evaluation is conducted through ad-hoc Qualtrics surveys and occasional Kantar Link AI testing. No compliance SOP, violation-tracking metric, or rework-rate data has been documented. ---

Q5: Responsive and vertical design (multi-ratio, multi-size)

1.	CCDP	2025	Responsive	Design	Guidance:	Evidence:
						`01_ASSETS/PRIORITY_1/09_Display_Banners/CCDP-newguides-2025-DEF.pdf`

"La imagen se adapta a los diferentes formatos de la pantalla, por lo que el motivo principal se tiene que quedar en la zona central." CCDP

2025 explicitly addresses image responsiveness in web placements. The guidance prescribes that composition should be centred to accommodate different screen ratios — a clear responsive design principle applied at production time. Placement-specific specifications also define separate layout rules for desktop vs mobile Homes, recognising that different form factors require different design decisions. ---

Q5: Responsive and vertical design (multi-ratio, multi-size)

2.	Display	Banner	Multi-Format	Design:	Evidence:
<p>`01_ASSETS/PRIORITY_1/09_Display_Banners/GUIDELINES Banner display.pdf` The display banner format matrix covers: - Vertical: 960x1200, 1200x1200, 300x600, 160x600, 120x600 - Horizontal: 1200x628, 728x90, 970x250 - Small/Square: 300x250, 250x250, 320x50, 320x100 Logo placement rules vary by orientation (vertical vs horizontal layouts). Static (JPG/PNG), animated (GIF), and HTML5 file types are specified, with GIF vs HTML trade-offs acknowledged for file size efficiency. ---</p>					

Q5: Responsive and vertical design (multi-ratio, multi-size)

3.	Vertical-Native	Video	Formats:	Evidence:
<p>`01_ASSETS/PRIORITY_1/12_Online_Video_Ads/mupi-marratxi-aniversario-1080x1920.mp4`, `paid_tiktok.mp4` The 1080x1920 format is specifically produced for vertical digital screen environments (mupis). TikTok content is produced natively for TikTok's vertical feed, not repurposed from landscape formats. Vertical design is applied intentionally rather than as a post-hoc crop. ---</p>				

Q5: Responsive and vertical design (multi-ratio, multi-size)

4.	Social	Media	Multi-Ratio	Design:	Evidence:
<p>`01_ASSETS/PRIORITY_1/11_Social_Media_Examples/Región norte superofertas .pdf` Paid social campaigns are produced in distinct ratios for each placement: Stories (9:16 vertical), Feed (1:1 square or 4:5), Video. The structured production of these variants within the same campaign demonstrates operational multi-ratio discipline. ---</p>					

Q5: Responsive and vertical design (multi-ratio, multi-size)

5. Brand Minimum Size Governance: Evidence: `01_ASSETS/PRIORITY_1/01_Brand_Guidelines/Copy of LME_03-MANUAL-FUNDAMENTOS.pdf` Brand guidelines define minimum logo and element sizes for both print (20mm) and digital (57px), ensuring legibility and brand visibility are maintained across the smallest relevant format sizes. ---

Q6: Cross-channel synchronisation (continuous narration)

1.	COM360	Channel	Deployment	Framework:	Evidence:
<p>`02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/Production_Process.rtf/TXT.rtf` "The toolkit is deployed in the COM360 for correct understanding and is made available to the channels (web, CRM, paid, App, Store Concept, social networks) for its declination and activation." This is the clearest structural evidence of cross-channel narrative synchronisation. A single validated toolkit flows to six distinct channel types simultaneously through a centralised deployment mechanism. This is not a best-effort approach — it is a documented operational process. ---</p>					

Q6: Cross-channel synchronisation (continuous narration)

2.	Campaign	Toolkit	as	Narrative	Anchor:	Evidence:
<p>`02_DOCUMENTATION/PRIORITY_1/02_Local_Adaptations/Toolkit Campaña 360 Gran Fiesta de la Casa 2025.pdf` Each campaign toolkit contains: key visual, copy/texts, master display, web banners, display spot, radio spot, in-store megaphone spot, and — when applicable — TV spot production brief. Audio direction for megafonía, RRSS, and radio is included, ensuring narrative continuity is maintained even across non-visual channels. ---</p>						

Q6: Cross-channel synchronisation (continuous narration)

3.	Master-to-Local	Narrative	Flow:	Evidence:
<p>`02_DOCUMENTATION/PRIORITY_1/02_Local_Adaptations/Toolkit Opecom Enero 2026 - Super Ofertas.pdf`</p>				

→ `01_ASSETS/PRIORITY_1/11_Social_Media_Examples/Región norte superofertas .pdf` The Opecom Enero 2026 master toolkit flows to local paid social executions (Región norte — Facebook/Instagram Stories, Feed, Video) with the same campaign narrative intact. The local plan (COMPROBANTES PLAN REGIÓN NORTE sem.4) confirms KV adaptation to local media plans while maintaining message consistency. ---

Q6: Cross-channel synchronisation (continuous narration)

4.	CCDP	Narrative	Consistency	in	Paid	Digital:	Evidence:
`01_ASSETS/PRIORITY_1/09_Display_Banners/CCDP-newguides-2025- DEF.pdf` CCDP enforces identical narrative treatment — claim, promotional dates, CTA, and discount format — across all 14 Destacados sub-types, Homes desktop/mobile, and Cabeceras placements. Even as format dimensions vary, the narrative elements are presented consistently. ---							

Q6: Cross-channel synchronisation (continuous narration)

5.	Content	Mapping	Architecture:	Evidence:
`02_DOCUMENTATION/PRIORITY_2/05_Creative_Vision_by_Lever/Content Mapping Summary.pdf` The Content Mapping Summary maps content types by creative lever and channel, providing evidence of intentional planning for cross-channel narrative coverage rather than reactive production. ---				

Q7: Cross-channel content consistency

1.	Brand	Guidelines	as	Consistency	Foundation:	Evidence:
`01_ASSETS/PRIORITY_1/01_Brand_Guidelines/Copy of LME_03-MANUAL-FUNDAMENTOS.pdf` "Toda modificación está prohibida. Solo se autoriza el uso de las versiones originales." The absolute prohibition on brand element modification ensures that regardless of channel or production touchpoint, the fundamental visual brand markers — logo, color, typography, graphic line — are applied consistently. This creates a non-negotiable baseline for content consistency across all touchpoints. ---						

Q7: Cross-channel content consistency

2.	Validation-Integrated	Production	Process:	Evidence:
`02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/Production_Process.rtf/TXT.rtf` The production process includes sequential validation gates: needs capture → briefing → agency concept development → internal validation → consumer validation (survey) → if positive, asset development. Toolkit is then deployed via COM360 to all six channel types. Validation before production prevents inconsistent assets from reaching channel activation. ---				

Q7: Cross-channel content consistency

3.	COM360	Centralised	Distribution:	Evidence:
`02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/Production_Process.rtf/TXT.rtf` "The toolkit is deployed in the COM360 for correct understanding and is made available to the channels (web, CRM, paid, App, Store Concept, social networks) for its declination and activation." Centralised distribution ensures all channel teams receive the same master content. Declination within each channel is guided by the same toolkit, preventing channel-specific creative divergence. ---				

Q7: Cross-channel content consistency

4.	Documented	Workflows	for	15+	Content	Types:	Evidence:
`02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/` — Workflow CSVs Documented production workflows exist for: Flyers, Folletos, Videos, 3D packshots, Contenidos Web, Articulos SEO, Articulos editoriales, PLV, Cuñas (radio), Pantallas digitales, and others. This breadth of workflow documentation indicates a systematic, repeatable approach to content production across channel touchpoints. ---							

Q7: Cross-channel content consistency

5.	Local	Adaptation	Consistency	Model:	Evidence:
`02_DOCUMENTATION/PRIORITY_1/02_Local_Adaptations/` (multiple toolkits) Local adaptations (store, region, format) are executed within toolkit parameters, maintaining consistent messaging and visual identity while					

allowing market-level customisation (e.g., store address, regional offers). The KV adaptation model preserves narrative and brand consistency in local executions. ---

Q8: Multi-format production volume and efficiency

1. ADEO Group Production Hub — Primary Upgrade Evidence: Evidence:
 `02_DOCUMENTATION/PRIORITY_2/07_Creative_Performance/LME as production hub for Adeo .pdf` LM Spain has been formalised as a content production hub for the ADEO group, producing content not only for its own market but serving 4 other ADEO business units. This mutualization model is embedded in the 2025–2026 roadmap as Projects 04 and 05, demonstrating that it is a strategic priority, not a one-off arrangement. The model includes: - **AI-powered translation** of produced content into 5 languages, enabling scalable multi-market deployment of a single production run. - **27 PDP videos with AI voice-over**, demonstrating automation applied at product content scale. - **Leaflet print volumes up to 6.8 million copies**, representing industrial-scale print production efficiency. This is the distinguishing evidence for an Expert score: LM Spain's production capability has been industrialised to serve multiple markets simultaneously within a formalised, roadmap-driven mutualization programme. ---

Q8: Multi-format production volume and efficiency

2. Multi-Format Production Process: Evidence:
 `02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/Production_Process.rtf/TXT.rtf` The production process for each campaign covers: key visual, texts, master display, web banners, display spot, radio/in-store megaphone spots, and (when applicable) TV production via production company pitch, filming, and post-production. Four distinct production roles operate in parallel: Content team (images), Copywriter (texts), UVE (web/display banners), Ogilvy (TV, radio). Parallel production across format types is operationally standard. ---

Q8: Multi-format production volume and efficiency

3. Print Production at Industrial Scale: Evidence: `01_ASSETS/PRIORITY_1/08_Print_Advertisement/`; LME as production hub for Adeo Print formats produced: A5 flyers, folletos, vallas (8x3m), PLV. Workflow CSVs: Flyers.csv, Folletos.csv, PLV.csv. Leaflet volumes reaching 6.8 million copies per run establish that print production is not merely capable but is operating at genuinely industrial scale. ---

Q8: Multi-format production volume and efficiency

4. Display and Digital Production Breadth: Evidence:
 `01_ASSETS/PRIORITY_1/09_Display_Banners/GUIDELINES Banner display.pdf`, `CCDP-newguides-2025-DEF.pdf` Display production covers: 12+ format sizes, 3 file types (static JPG/PNG, animated GIF, HTML5), and 3 creative variants (folleto, producto, conquista). CCDP adds 14 Destacados sub-types, Homes desktop/mobile, and Cabeceras variants. This is a high-volume, format-diverse display production operation. ---

Q8: Multi-format production volume and efficiency

5. Video and Audio Production Breadth: Evidence: `01_ASSETS/PRIORITY_1/12_Online_Video_Ads/`, `13_Product_Videos/`, Production_Process.rtf Video formats produced: corporate (Video-folleto), TikTok native (paid_tiktok), digital screen vertical (1080x1920 mupis), product videos (PDP), and in-store. Audio formats: radio spots (Ogilvy) and in-store megaphone (cuñas). Workflow CSVs: Videos.csv, Cuñas.csv, Pantallas digitales.csv. ---

Q8: Multi-format production volume and efficiency

6. AI-Assisted Production Scaling: Evidence:
 `02_DOCUMENTATION/PRIORITY_2/07_Creative_Performance/LME as production hub for Adeo .pdf` AI voice-over on 27 PDP videos and AI translation into 5 languages represent the application of scalable automation within the production pipeline — a characteristic of Expert-level production maturity where volume and efficiency are optimised through technology, not just headcount. ---

Q8: Multi-format production volume and efficiency

7. Workflow Documentation for 15+ Content Types: Evidence: `02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/` — Workflow CSVs Documented workflows cover: Flyers, Folletos, Videos, 3D, Contenidos Web, Articulos SEO, Articulos editoriales, PLV, Cuñas, Pantallas digitales, and more. The breadth and depth of workflow documentation confirms that multi-format production is systematised, not improvised. ---

Q9: Maturity of paid vs organic

Documented strategic framework: Monthly paid investment to boost top organic content via Epsilon tool — data-driven, systematic

Q9: Maturity of paid vs organic

Dedicated performance tracking: Standalone "LM Spain Paid vs Organic" document with cross-BU ranking

Q9: Maturity of paid vs organic

Clear format distinction: Dark paid posts (campaign-only) vs organic+boost clearly defined and executed

Q9: Maturity of paid vs organic

H1 results reporting: Regular paid social performance reporting cadence confirmed

Q9: Maturity of paid vs organic

Multi-channel paid presence: Meta, Display, TikTok, DCO (Clinch test), Influencer programme ---

CLIENT CENTRICITY

Q10: Customer Needs Alignment

1. App Personalisation — Behavioural Alignment: Evidence: `Personalization in APP in LMES.pdf` App personalisation tailored to customer behaviour: countdown triggers (3-day purchase windows), recently viewed product recommendations, PRO customer homepage customisation. Content delivery aligned to demonstrated customer needs and purchase signals. **Level:** ■ Systematic behavioural alignment in app channel

Q10: Customer Needs Alignment

2. Customer Centricity Framework: Evidence: `customer_centricity.rtf` Customer centricity is a documented strategic pillar with notes confirming alignment of content strategy to customer needs across segments (Doer, Solver, Delegator, Dreamer typologies). **Level:** ■ Framework documented

Q10: Customer Needs Alignment

3. Gap: Brand Perception Tracking: No explicit brand perception tracking (NPS, brand consideration surveys, qualitative research programme) found that would demonstrate ongoing measurement of brand promise vs customer perception alignment. **Level:** ■■ Gap: brand perception not systematically measured ---

Q11: Availability and level of precision of the audiences and personas addressed

1. Documented Typology Framework — 150+ Segmentations ■: Spain operates with 150+ documented customer segmentations on the ADEO Doer/Solver/Delegator/Dreamer typology, updated May 2025. Typologies capture distinct renovation motivations and purchase triggers per persona type.

Q11: Availability and level of precision of the audiences and personas addressed

2. CDP Audience Inventory — 60+ Live Audiences ■: 60+ live CDP audiences, each with creation date (Jan–Mar 2026), platform assignments (10+), signal type (pageview, add-to-cart, purchase intent), and product category (14+ categories). Audiences are precisely defined and operationally available.

Q11: Availability and level of precision of the audiences and personas addressed

3. B2B Pro Persona — Separately Documented ■: The Pro B2B segment has a dedicated catalogue confirming professional buyer personas are defined with sufficient precision to warrant dedicated content and media strategy. ---

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

1. Doer/Solver/Delegator/Dreamer — Shopper Needs per Persona ■: The typology document captures distinct shopper needs: Doers (hands-on, tool/material-focused), Solvers (solution bundles, quick decisions),

Delegators (service assurance), Dreamers (inspiration-driven). Each typology maps to a distinct purchase motivation.

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

2. Pro B2B Shopper Needs — Dedicated Documentation ■: Professional shopper needs are documented in depth in the Pro catalogue: trade specifications, volume purchasing, delivery/service expectations — a distinct shopper segment with dedicated strategy.

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

3. Need-State Strategy ■: Conquest audience strategy confirms media investment is directed by shopper need-state per segment, so shopper need understanding informs both content and media planning. ---

Q13: Level of mastery of media uses of persona

1. CDP Platform Taxonomy — Channel-Persona Matching ■: 60+ CDP audiences assigned to 10+ platforms — Meta, Google, programmatic, OMN, app. Platform assignment per audience confirms channel selection is persona-driven and governed through the CDP taxonomy.

Q13: Level of mastery of media uses of persona

2. Conquest Strategy — Channel Approach by Segment ■: Media strategy documents conquest channel approach by segment, confirming that strategic media planning is informed by segment-channel affinity.

Q13: Level of mastery of media uses of persona

3. App Channel — Profile-Based ■: App activated as a distinct channel for persona-relevant content (countdown, recently viewed, Pro homepage), confirming channel-persona matching in owned channels. ---

Q14: Relevance of formats/Media by persona

1. Pro Persona — Dedicated Format Track ■: Pro catalogue documents trade specification formats, product depth guides, and professional service formats — clearly differentiated from consumer-facing lifestyle and promotional formats.

Q14: Relevance of formats/Media by persona

2. CDP Format-Audience Assignment ■: 60+ audiences assigned across 10+ platforms with format-appropriate activation: social → social formats; programmatic → display; app → in-app personalised. Format-channel-persona matching is governed through the CDP taxonomy.

Q14: Relevance of formats/Media by persona

3. App — Individual-Level Format Relevance ■: App delivers format-relevant content at individual level: countdown timers, product carousels, Pro-specific dashboard. Format selection triggered by individual behaviour and profile. ---

Q15: Level of content personalisation

1. App — Individual-Level Personalisation ■: LMES app delivers individual-level content: countdown timer (individual purchase window), recently viewed products (individual browse history), Pro homepage (individual profile). Each experience is unique to the individual user.

Q15: Level of content personalisation

2. CDP Individual Scoring ■: CDP models score each customer individually: LTV, Saturation, Pack Renueva propensity. Individual suppression prevents redundant communication. Activation decisions go beyond segment targeting.

Q15: Level of content personalisation

3. CRM Lifecycle Personalisation ■: CRM campaigns personalised by lifecycle stage incorporating individual data (purchase history, loyalty status). Beyond broadcast; segment-level with individual data enrichment. ---

MEASUREMENT

Q16: Brand Tracking

1. Brand Lift Studies — Campaign-Based Measurement: Evidence: `Brand_lift_Studies.rtf`, `2025_LeroyCampanaVerano_Brand Lift Results.pdf` Five brand lift studies documented across 2025, covering major campaigns (Verano, GFC, La Junta). Cross-media Smartme studies conducted for three major campaigns. Studies span Meta and other paid platforms. **Level:** ■ Active measurement — campaign-specific, not continuous

Q16: Brand Tracking

2. Exposed vs Unexposed Study — Dec 2025: Evidence: `20251217_Informe expuestos no expuestos_LeroyMerlin_GFC y La Junta_v3.pdf` Formal study measuring brand impact on exposed vs control audiences (GFC and La Junta campaigns). Methodologically structured with comparison groups. **Level:** ■ Documented brand impact measurement

Q16: Brand Tracking

3. Self-Assessment: "Punctual and Seasonal": The BU characterises its brand tracking approach as punctual and seasonal — campaign-driven rather than continuous quarterly programme. No evidence of a formal quarterly brand health tracker with consistent methodology across all periods. **Level:** ■■ Gap: no continuous/quarterly cadence confirmed ---

Q17: Engagement Metrics

1. H1 2025 Paid Social Results — Channel Engagement: Evidence: `RESULTADOS H1_PAID SOCIAL_2025.pdf` H1 2025 paid social results document confirms measurement of engagement metrics across paid social channels. Epsilon RRSS analytics covers social content performance. Monthly Best Contents selection process driven by performance data. **Level:** ■ Systematic paid social engagement tracking

Q17: Engagement Metrics

2. CUADRO MANDOS — Content KPI Dashboard: Evidence: `CUADRO MANDOS CONTENIDOS DEF (1).xlsx.pdf` The content KPI dashboard covers editorial, social, paid and brochure performance — a multi-format measurement framework. Visibility and engagement metrics confirmed at dashboard level. **Level:** ■ Multi-format engagement dashboard active

Q17: Engagement Metrics

3. Gaps: VTR, Scroll Depth Not Explicit: No explicit confirmation of VTR (view-through rate), scroll depth, or time-on-page tracking found in available evidence. The Creatividades Medios creative intelligence dashboard — which would provide format/creative-level engagement — is described as in development. **Level:** ■■ Deeper engagement metrics not fully documented ---

Q18: Creative Intelligence Dashboards

1. CUADRO MANDOS CONTENIDOS — Active Dashboard: Evidence: `CUADRO MANDOS CONTENIDOS DEF (1).xlsx.pdf` An operational content KPI dashboard exists covering multiple content types: editorial, social (paid and organic), and brochures. Multi-format performance measurement is confirmed and active. **Level:** ■ Operational content dashboard — format-level coverage

Q18: Creative Intelligence Dashboards

2. Link AI — Creative Analysis Tool: Evidence: `creative_scoring.rtf` Link AI used for creative effectiveness analysis: 140 ads analysed, frame-level creative effectiveness scoring, Kantar benchmark comparisons, learnings extraction. This constitutes a form of creative intelligence at campaign level. **Level:** ■ Campaign-level creative intelligence (punctual)

Q18: Creative Intelligence Dashboards

3. Creatividades Medios Dashboard — In Development: Evidence: `creative performance.rtf` A dedicated Creatividades Medios dashboard — designed to link creative/format/message/campaign variables to performance outcomes at granular level — is described as in development and not yet operational. **Level:** ■■ Gap: dedicated creative intelligence tool not yet live ---

Q19: A/B Testing for Creative Assets

1. Link AI — Frame-Level Creative Analysis: Evidence: `creative_scoring.rtf` Link AI deployed for systematic creative analysis: 140 ads analysed, frame-level creative effectiveness scoring, Kantar benchmark comparisons, learnings extracted and documented. Qualtrics surveys used for creative evaluation alongside automated analysis. **Level:** ■ Systematic creative analysis with documented learnings

Q19: A/B Testing for Creative Assets

2. DCO Programmatic Analysis: Evidence: `creative performance.rtf` Dynamic Creative Optimisation (DCO) used for programmatic creative testing — allows variant comparison at scale within campaign deployment. AI PDP image performance vs add-to-cart tracked in dashboard. **Level:** ■ Automated A/B testing in programmatic channels

Q19: A/B Testing for Creative Assets

3. Top Contenidos 2025 — Best Content Selection: Evidence: `creative performance.rtf` Monthly Best Contents selection process driven by performance data — a systematic mechanism for identifying and applying creative learnings. **Level:** ■ Applied learnings process documented ---

Q20: Brand Lift Studies

1. Summer 2025 Brand Lift Study — Meta: Evidence: `2025_LeroyCampanaVerano_Brand Lift Results.pdf` Formal brand lift study for the Verano (summer) 2025 campaign on Meta platform. Measures campaign impact on brand awareness and intent metrics. Structured methodology with defined exposed/control groups. **Level:** ■ Documented BLS with structured methodology

Q20: Brand Lift Studies

2. December 2025 Exposed vs Unexposed Study — GFC and La Junta: Evidence: `20251217_Informe expuestos no expuestos_LeroyMerlin_GFC y La Junta_v3.pdf` Formal exposed vs non-exposed study for GFC and La Junta campaigns (v3 indicates iterative refinement). Cross-campaign measurement with control group methodology. **Level:** ■ Multi-campaign brand impact measurement

Q20: Brand Lift Studies

3. Brand Lift Notes — Five Studies in 2025: Evidence: `Brand_lift_Studies.rtf` Notes confirm five brand lift studies conducted across 2025, plus cross-media Smartme studies for three major campaigns. Multi-platform coverage across the year. **Level:** ■ Year-round, multi-study programme ---

Q21: Performance Analysis Framework

1. Multi-Format Dashboard Framework: Evidence: `CUADRO MANDOS CONTENIDOS DEF (1).xlsx.pdf`, `creative performance.rtf` Active dashboards cover: editorial content, social (paid/organic), brochures, SEO, YouTube (Looker), AI PDP performance vs add-to-cart. Multi-format coverage confirmed. **Level:** ■ Active multi-format performance measurement

Q21: Performance Analysis Framework

2. Paid/Organic Framework — Epsilon Analytics: Evidence: `paid_organic.rtf`, `RESULTADOS H1_PAID SOCIAL_2025.pdf` Measurement flow documented for all social content using Epsilon RRSS analytics. Monthly Best Contents selection process driven by performance data. H1 2025 paid social results provide structured periodic reporting. **Level:** ■ Regular performance review cycle active

Q21: Performance Analysis Framework

3. Gaps: Unified SOP Not Documented: No formal, written performance analysis SOP found covering all channels in a unified framework. VTR and scroll depth not explicitly confirmed. Creatividades Medios (creative variable → performance linkage dashboard) in development. **Level:** ■■ Framework is operational but not formally documented as unified process ---

Q22: Production Cost Monitoring

1. Monthly Invoicing Review — Exact Data: Evidence: `Economic_Analysis_Summary.md` All economic metrics provided at "Exact data" precision through monthly invoicing reviews and follow-up by General Office Administrators. Internal €538K + external €4.38M with category-level breakdown: creative fees €791K,

production €3.03M, post-production €77K, adaptations €282K, art buying €16K. **Level:** ■ Systematic monthly cost tracking by category

Q22: Production Cost Monitoring

2. Cost Per Asset and Time-to-Market: **Evidence:** `Economic_Analysis_Summary.md` Cost per asset calculated at €115.20. Time-to-market ranges confirmed by workflow: 6 days (fastest) to 150 days (longest), broken down by content type. Asset reuse rates documented at 76–100%. **Level:** ■ Cost-per-asset and time-to-market metrics captured

Q22: Production Cost Monitoring

3. Gaps: Tool Costs and Efficiency Evaluation: Tool costs reported as €0 (not tracked separately — included in agency passthrough). Internal salary overheads not included. No documented efficiency evaluation process or improvement tracking mechanism found. **Level:** ■■ Incomplete cost picture; no efficiency optimisation process

Q23: Production Efficiency Metrics

1. Asset Volume and FTE Productivity: **Evidence:** `Economic_Analysis_Summary.md` 42,668 total assets produced by 12 FTEs = 3,556 assets per FTE. High active work ratios confirmed (67–90% across workflow types). Production volume is substantial and tracked. **Level:** ■ FTE productivity metrics captured

Q23: Production Efficiency Metrics

2. Time-to-Market by Workflow Type: **Evidence:** `Economic_Analysis_Summary.md` Time-to-market ranges documented by workflow: 6 days (fastest process) to 150 days (most complex). Workflow-level differentiation confirms systematic tracking rather than aggregate reporting. **Level:** ■ Granular time-to-market data by process type

Q23: Production Efficiency Metrics

3. First-Pass Approval Rate Variation — Unresolved: **Evidence:** `Economic_Analysis_Summary.md` First-pass approval rates vary dramatically by content type: Lifestyle content at 0% vs Refresh content at 90%. This variation is captured in data but no improvement process or remediation plan is documented. **Level:** ■■ Data captured but not driving systematic improvement ---

TECH CAPABILITIES

Q24: Automated compliance tools

1. Creative Scoring / Brand Compliance Platforms: **Evidence:** Interview transcript (00:40:50) Alessandro Benedetti asked directly: "I'm not sure if you are familiar with creative scoring. Platforms like Creative X. Do you use any kind of platform where you upload content and get scoring from a brand guideline point of view, from a messaging point of view, before you publish?" Response: "No, we don't." (Pilar Molla, Cristina Rodriguez) **Level:** No automated compliance platform in use

Q24: Automated compliance tools

2. Manual Review Process: **Evidence:** Interview transcript (00:42:52–00:44:27) "It's manual. Okay. We are testing with different providers/suppliers... but normally we check... the content team's role is very important in this part... to give a briefing at the beginning of the process and at the end to check the different contents." Pilar Molla confirmed assets are reviewed prioritising higher-value content; automated formats (banners, PLV) are produced via automation but compliance checking is manual. **Level:** Manual review process only

Q24: Automated compliance tools

3. Canva AI Risk Assessment: **Evidence:** `Copy of Ficha Técnica Sistemas IA - Canva.xlsx` A structured EU AI Act compliance assessment for the Canva AI tool. Covers risk classification (not high-risk), data types (non-personal), ethical principles, and next steps. Demonstrates AI governance maturity but is not a creative compliance checking tool. **Level:** AI governance process (not compliance tooling)

Q24: Automated compliance tools

4. GenAI Policy: Evidence: Interview transcript (00:56:59) "We have a usage policy regarding GenAI here in Leroy Merlin Spain." Policy covers usage rules for LLMs (only Gemini accepted at BU level). GenAI tools require IT department approval. This is a governance/policy control, not automated brand/legal compliance checking. **Level:** Policy exists; automated enforcement not evidenced

Q24: Automated compliance tools

5. New Evidence Assessment: No automated compliance tools (e.g. Creative X, Persado, BrandChecker, Bynder Brand Compliance) appear in any new evidence file. CRM TEST.pdf relates to CRM platform evaluation. AICS meetup covers ADEO production tech ecosystem — no compliance tooling mentioned for LMES specifically. Score remains 1. **Level:** No change from V2 ---

Q25: DAM availability and functional depth

1. CCDP / DAMEO — Core DAM Architecture: Evidence: `Economic_Analysis_Summary.md`, `modelo_relacional.pdf` CCDP (Central Content & Data Platform) provides integrated DAM functionality via DAMEO, with VCMS (Brightcove for video) and CMS (Contentful) as connected subsystems. The modelo_relacional confirms the relational architecture: DAMEO as asset repository connected to production workflow, channel deployment systems, and analytics. This represents a purpose-built, integrated DAM ecosystem rather than a standalone tool. **Level:** Integrated DAM within broader content platform

Q25: DAM availability and functional depth

2. Jira-DAMEO Delivery Workflow: Evidence: `DAM.rtf`, Interview transcript (00:44:27) "We use Jira as a project management, task tracking, and delivery tool. Deliverables are presented in Jira and uploaded to DAMEO as necessary." Interview confirms: "Our content are uploaded to the DAMEO for example from our suppliers. We have a process in which the different suppliers know that when they finish the different assets they upload to DAMEO... through Jira is our tool to coordinate the different departments in marketing." **Level:** Structured ingest workflow with external supplier access

Q25: DAM availability and functional depth

3. Rights Management: Evidence: `01_ASSETS/PRIORITY_2/03_Rights_Management/` Files: creative_licenses.rtf, LMES_Contrato Cesión de Derechos de Imagen (image rights contract), Copy of Autorización Imágenes Vivienda (property authorisations). Font Licensing: Acuerdo de confidencialidad uso de las tipografías. Rights documentation linked to asset management. **Level:** Rights management documentation in place

Q25: DAM availability and functional depth

4. ADEO Group Context (AICS Meetup): Evidence: `AICS - MEETUP COM ADEO PROD.pdf` ADEO group-level production tech meetup confirms LMES operates within a standardised ADEO production tech ecosystem. CCDP and DAMEO align with group architecture standards. Group-level context evidences structured DAM adoption, not ad-hoc implementation. **Level:** Group-aligned, standardised DAM architecture

Q25: DAM availability and functional depth

5. Asset Volumes and Management: Evidence: Interview transcript (00:48:45), Economic data 42,668 assets/year managed through the system. Oracle used for financial/invoice management (two dedicated people in content department managing economic data). Asset volumes by typology tracked for ROI analysis. **Level:** High-volume DAM management with financial integration

Q25: DAM availability and functional depth

6. Taxonomy and Search Depth: Evidence: Not explicitly documented Formal taxonomy documentation and metadata schema not found in evidence. Search capability and metadata depth of DAMEO not explicitly evidenced beyond workflow references. **Level:** Functional depth inferred; taxonomy not formally documented

Q25: DAM availability and functional depth

7. External Agency Accessibility: Evidence: Interview transcript — partial Suppliers upload to DAMEO via Jira. Whether agencies (Ogilvy, UVE) have read/browse access beyond upload not fully documented. Interview

confirms the channel but not breadth of access. **Level:** Upload access confirmed; full agency access not documented ---

Q26: Product feed solutions

1. Feed-Connected Advertising Channels: Evidence: `Economic_Analysis_Summary.md` Google Ads: DemandGen, Shopping, Performance Max. Social: Meta catalog, Pinterest catalog, TikTok catalog. Programmatic: Criteo, RTB House. All major digital advertising channels connected to product feed. Full-funnel feed-driven advertising. **Level:** Comprehensive multi-channel feed deployment

Q26: Product feed solutions

2. Near-Real-Time Price Synchronisation: Evidence: Interview transcript (00:51:56 – 00:53:12) "We are doing a lot of digital marketing and advertising with our feed information, almost real-time, connecting to the prices. We update one time per day but also we have the possibility to change in real time." PIM confirmed: "If PIM is the feed? Yeah, true." — prices updated in PIM, reflected in feed-driven banners/ads. **Level:** PIM-to-feed price synchronisation operational

Q26: Product feed solutions

3. Catalog Quality Dashboard: Evidence: `Economic_Analysis_Summary.md` Power BI catalog quality dashboard. AI-generated PDP vs add-to-cart tracking. Catalog Quality Improvement Project (AI enhancement of PDP images from silhouettes). Feed quality actively monitored. **Level:** Feed quality monitoring in place

Q26: Product feed solutions

4. Smart Feeds Testing: Evidence: Interview transcript (00:38:14) "We were testing smart feeds and different technology to optimise the feed but finally we stopped it because we didn't find big results. But we are testing all the time improvements in our catalog and feed process." Active evaluation culture; smart feeds not adopted but ongoing optimisation evidenced. **Level:** Tested and evaluated; ongoing optimisation

Q26: Product feed solutions

5. AI-Enhanced PDP Assets: Evidence: `Automation_process.rtf` PDP image: AI generates environment photos from silhouettes. PDP video: AI for script, voiceover, subtitles. Automated AI enhancement of PDPs (Catalog Quality Improvement Project). Feed assets actively improved via AI automation. **Level:** AI-powered feed asset enhancement

Q26: Product feed solutions

6. Feed Management Platform: Evidence: `04_TOOLS/07_FEEDS/` 07_FEEDS folder referenced. Specific platform names (e.g. Channable, Feedonomics) not explicitly documented in evidence. Feed managed via internal systems and direct platform connectors. **Level:** Feed tools present; platform names not fully documented ---

Q27: DCO availability and functional depth

1. Equative DCO — Live Production Campaign: Evidence: `Copia de DCOs_ Renov. Energética_20260225.pptx.pdf` DCO campaign for Renovación Energética (Energy Renovation) confirmed as live production (February 2025 document). This is not a test or pilot — it is a documented, live campaign with strategy and performance data. Equative is the DCO platform. **Level:** Live production DCO campaign confirmed

Q27: DCO availability and functional depth

2. Multi-Dimensional Creative Matrix (Geolocation + Weather + Seasonality): Evidence: `Copia de Matriz Creativa DCO Renovación Energética - Equative - Total Matriz Conquitas.pdf` Full Creative Matrix documents systematic multi-dimensional personalisation: - **Geolocation:** Norte, Centro, Sur, Este (four geographic zones) - **Weather triggers:** Weather-based creative switching - **Product seasonality:** Product relevance by season - **Audience segmentation:** Distinct matrix for conquest audiences This represents a sophisticated, pre-planned DCO architecture with documented combinations across multiple personalisation dimensions. **Level:** Advanced multi-dimensional DCO with documented matrices

Q27: DCO availability and functional depth

3. Conquest Audience Matrix: Evidence: `Copia de Matriz Creativa DCO Renovación Energética - Equative - Matriz Conquitas - Equative.pdf` Dedicated creative matrix for conquest (prospecting) audiences, separate from retargeting. Shows audience-type-based creative variation as an additional DCO dimension beyond geo/weather/seasonality. **Level:** Audience-segmented DCO matrix

Q27: DCO availability and functional depth

4. DCO Platform Evolution (Clinch to Equative): Evidence: `Economic_Analysis_Summary.md` Clinch tested in 2025 (€13,659 passthrough) and discontinued in favour of Equative. This platform evaluation and migration evidences deliberate DCO platform strategy, not opportunistic experimentation. **Level:** Deliberate DCO platform selection and migration

Q27: DCO availability and functional depth

5. DCO Confirmed in Interview: Evidence: Interview transcript (00:38:14) Jose Alberto Garcia: "We are doing dynamic content optimization for sure in media." Confirmed as an established, ongoing practice. Additional: "We are testing AI Max that is automatically AI-created ads on Google" and TikTok Smart Plus for AI-creative automation. **Level:** Operationally confirmed DCO practice

Q27: DCO availability and functional depth

6. App Personalisation Extension: Evidence: `Personalization in APP in LMES.pdf` App personalisation document extends DCO principles into the app channel: personalised content based on user behaviour, location, and purchase history. DCO logic is not limited to paid media — it extends to owned channel (app). **Level:** DCO principles extended to app channel

Q27: DCO availability and functional depth

7. Native Dynamic Advertising: Evidence: `Economic_Analysis_Summary.md`, Interview Native dynamic via Google (DemandGen, Shopping, Performance Max, AI Max), Meta (catalog/dynamic), TikTok (Smart Plus), Criteo, RTB House. Feed-connected dynamic ad formats complement Equative DCO. **Level:** Native dynamic at scale across all major platforms

Q27: DCO availability and functional depth

8. PLAN CONTENIDOS 2025–27 — DCO Roadmap: Evidence: `PLAN CONTENIDOS 2025_27.pptx.pdf` 2025–2027 content plan includes DCO in the technology roadmap, indicating planned expansion rather than a one-off campaign use. **Level:** DCO in strategic roadmap ---

Q28: Availability and functional depth — Creative intelligence

1. Link AI (Kantar) — Predictive Creative Intelligence: Evidence: `Brand_lift_Studies.rtf` "Link AI is used, an artificial intelligence and machine learning tool, which automatically analyzes video ads or files (breaking them down into frames) and predicts their performance in creative effectiveness metrics without the need for person-to-person interviews. This technology was developed based on the world's largest advertising database, Kantar's Link+. This study allows the Brand team to evaluate the different creative executions, have a benchmark, and extract learnings to improve our work." Analysed 140 ads (digital advertising 2024/25, image campaigns 2022/23). **Level:** Predictive creative effectiveness with benchmark and learnings

Q28: Availability and functional depth — Creative intelligence

2. Creative Performance Dashboards: Evidence: `creative performance.rtf` Operational dashboards: organic social, paid social, digital brochure, SEO, YouTube, catalog quality, AI PDP vs add-to-cart, Content KPI (editorial, social, paid videos, digital brochures). In development: Creatividades Medios — creative type, format, message, campaign-level analysis. "Centralise and make information more accessible... extract actionable insights on the key elements." **Level:** Multiple operational dashboards with actionable insights focus

Q28: Availability and functional depth — Creative intelligence

3. Internal Creative Intelligence Enablement: Evidence: `creative performance.rtf` "We are accompanying this process with an internal educational effort, so that other teams can correctly interpret the data and understand the main creative insights, thus promoting more informed and results-aligned decision-making." Structured team

enablement around creative intelligence. **Level:** Structured team enablement for creative intelligence

Q28: Availability and functional depth — Creative intelligence

4. AB Testing Learning Agenda: Evidence: Interview transcript (00:35:20 – 00:36:39) Cristina Rodriguez: "We do AB testing for different creativities — product in silhouette vs ambient, offer vs no offer, including discount or not. We have like a roadmap or learning agenda with all the tests we do... we follow the results and see how we applied for next campaigns." Systematic AB testing with documented learning agenda. **Level:** Systematic AB testing with learning framework

Q28: Availability and functional depth — Creative intelligence

5. Analytics Capability Investment: Evidence: `Planificación Estudios 2025-2026 - Analitica Cliente (1).pdf` Structured analytics skills and training plan for 2025–2026. Investment in building analytics capability within the team, supporting creative intelligence interpretation and application. **Level:** Planned investment in analytics capability

Q28: Availability and functional depth — Creative intelligence

6. PLAN CONTENIDOS 2025–27 — Analytics Roadmap: Evidence: `PLAN CONTENIDOS 2025_27.pptx.pdf` Creative intelligence and analytics in the 2025–2027 content and technology roadmap. Forward-looking investment in data-driven creative decision-making. **Level:** Analytics in strategic roadmap

Q28: Availability and functional depth — Creative intelligence

7. No Dedicated Creative Intelligence Platform: Evidence: Interview transcript (00:40:50) Direct question about platforms like Creative X for creative scoring, brand guideline compliance, pre-publication performance prediction. Response: "No, we don't." Creative intelligence capabilities are distributed across Link AI + dashboards + AB testing learning agenda. **Level:** No single dedicated CI platform; distributed capabilities

Q28: Availability and functional depth — Creative intelligence

8. Social Listening: Evidence: Interview transcript (00:35:20) "With our agencies they could try to use some social listening insights for campaigns but I don't know which tools they use." Agency-level social listening exists but tool not confirmed and not integrated into systematic creative intelligence process. **Level:** Agency social listening — not integrated/confirmed ---

Q29: Availability and functional depth of collaborative tools

1. Jira — Project Management and Delivery (Confirmed): Evidence: `DAM.rtf`, Interview transcript (00:44:27) "We use Jira as a project management, task tracking, and delivery tool. Deliverables are presented in Jira and uploaded to DAMEO as necessary." Interview confirms: "Through Jira is our tool to coordinate the different departments in marketing. We have a system to communicate to the different channels the content is done with a task." Jira confirmed as the central coordination tool across the entire production workflow. **Level:** Jira confirmed as central collaborative PM tool

Q29: Availability and functional depth of collaborative tools

2. DAMEO — Asset Delivery and Storage (Confirmed): Evidence: `DAM.rtf`, Interview transcript Suppliers upload directly to DAMEO via Jira tickets. Central asset repository for creative delivery across all channels. Confirmed operational in interview: "Our content is uploaded to DAMEO from our suppliers." **Level:** DAMEO confirmed as central asset repository

Q29: Availability and functional depth of collaborative tools

3. LIVIA — AI Campaign Builder (New Evidence): Evidence: Interview transcript (00:17:03 – 00:18:05) Jose Alberto Garcia: "We are using two different technologies. One is software in the market and the other is a new software with artificial intelligence that we presented yesterday or two days ago as an example of the most advanced template for email builder. So we can share all the information of that. We have all kinds of templates... a mail builder with artificial intelligence." When asked the name: "Libya" (LIVIA). Additionally confirmed as agnostic: "You can work with all different models at the same time." LIVIA is a GenAI-powered campaign builder for email with template management. **Level:** AI-powered campaign builder operational

Q29: Availability and functional depth of collaborative tools

4. Canva — AI Design Tool (New Evidence): Evidence: `Copy of Ficha Técnica Sistemas IA - Canva.xlsx` Full EU AI Act compliance assessment (Ficha Técnica) for Canva AI. Evidences formal adoption: objective stated as "Facilitar la generación automática de contenido visual y textual, optimizando tiempos creativos. Asistir en diseño gráfico automatizado mediante recomendaciones, plantillas inteligentes y funciones de IA generativa." Risk assessment: not high-risk; ethical principles (transparency, security, inclusion, responsibility) all confirmed. Deployed with IT department approval. **Level:** Canva AI formally adopted with compliance assessment

Q29: Availability and functional depth of collaborative tools

5. COM360 — Campaign Toolkit Deployment: Evidence: `Production_Process.rtf/TXT.rtf` "The toolkit is deployed in the COM360 for correct understanding and is made available to the channels (web, CRM, paid, App, Store Concept, social networks) for its declination and activation." Central campaign deployment tool. **Level:** COM360 for multi-channel toolkit deployment

Q29: Availability and functional depth of collaborative tools

6. Review and Approval Process: Evidence: Interview transcript (00:40:50 – 00:44:27) Content team reviews assets before activation. Process: "It's manual. The content team's role is very important in this part — to give a briefing at the beginning of the process and at the end to check the different contents." Automated formats (PLV, banners) produced via automation; manual review applied to higher-value content. "We can't check all the assets, we prioritise." **Level:** Semi-structured manual review; no dedicated proofing platform

Q29: Availability and functional depth of collaborative tools

7. No Dedicated Proofing Tool: Evidence: Interview transcript (00:40:50) Direct question: "Any dedicated proofing tool like PageProof?" Response: "It's manual." No dedicated proofing platform (PageProof, Ziflow, etc.) in use. This was confirmed explicitly by Pilar Molla. **Level:** No dedicated proofing tool confirmed

Q29: Availability and functional depth of collaborative tools

8. Modelo Relacional — Integrated Architecture: Evidence: `modelo_relacional.pdf` System architecture documented in relational model. Shows integration between DAMEO, CCDP, CMS (Contentful), VCMS (Brightcove), and channel systems. Jira-DAMEO-COM360 integration evidenced in architecture. **Level:** Architecture integration documented

Q29: Availability and functional depth of collaborative tools

9. CRM Platform Evaluation: Evidence: `CRM TEST.pdf` CRM platform evaluation process documented. Confirms structured approach to tool evaluation and adoption — consistent with the overall collaborative toolset management approach. **Level:** Structured tool evaluation process ---

Q30: Art purchasing platform

1. Art Purchasing Costs Tracked (Oracle): Evidence: `Economic_Analysis_Summary.md`, Interview transcript (00:47:12) Art Buying and Rights: €16,340 (stock image library). Interview confirms Oracle as the financial management platform: "We use Oracle. We have two people in the content department that manage all the economic part. They put it in Oracle in order to pay invoices and manage all economic data. We control our budget every month." **Level:** Costs tracked via Oracle with dedicated resource

Q30: Art purchasing platform

2. Own Licenses: Evidence: `creative_licenses.rtf` "Our own like Claude, Freepik, Suno, Canva. And also through our agencies." Own direct licenses: Claude (AI), Freepik (stock), Suno (audio), Canva (design). No centralised platform managing these licenses as a unified inventory. **Level:** Own licenses operational; not centralised

Q30: Art purchasing platform

3. DZINE Project: Evidence: `creative_licenses.rtf` "DZINE project (license), with which we internally generate high-quality multimedia content (images, video and audio) intended both for our website and for the company's cross-functional needs." Internal AI content generation capability reduces external stock purchasing dependency.

Level: Internal generation capability reducing purchasing need

Q30: Art purchasing platform

4. Rights Management Documentation: Evidence: `01_ASSETS/PRIORITY_2/03_Rights_Management/` Image rights contract (LMES_Contrato Cesión de Derechos de Imagen), property authorisations (Autorización Imágenes Vivienda). Font licensing: Acuerdo de confidencialidad uso de las tipografías. Rights documentation exists for key asset categories. **Level:** Rights management documentation in place

Q30: Art purchasing platform

5. Canva AI Governance: Evidence: `Copy of Ficha Técnica Sistemas IA - Canva.xlsx` Formal EU AI Act compliance assessment (Ficha Técnica) for Canva AI. Evidences structured governance for AI-powered creative tools. Risk assessment, ethical principles (transparency, security, inclusion, responsibility), and IT department approval process all documented. **Level:** AI tool governance formalised

Q30: Art purchasing platform

6. Centralised Platform: Evidence: Not found No centralised art purchasing platform (e.g. Getty Images Business, Shutterstock Enterprise, Bynder) documented. Purchasing distributed across own licenses, DZINE, and agencies. No purchase logs or centralised rights tracking platform evidenced. **Level:** No centralised platform documented

Q30: Art purchasing platform

7. Agency Purchasing: Evidence: `creative_licenses.rtf`, Interview "Also through our agencies." Agencies (Ogilvy, UVE) handle some asset purchasing. Process for agency purchasing and rights handover not formally documented. **Level:** Agency purchasing in use; process not formalised ---

Q31: Production technology stack

1. CCDP — Integrated Central Platform (Architecture Documented): Evidence: `Economic_Analysis_Summary.md`, `modelo_relacional.pdf` CCDP provides DAM (DAMEO), VCMS (Brightcove), CMS (Contentful) as an integrated platform. The modelo_relacional documents the relational architecture: DAMEO connected to production workflow, channel deployment, and analytics systems. This is not an ad-hoc configuration — it is a documented, designed architecture. **Level:** Integrated central platform with documented architecture

Q31: Production technology stack

2. Production Workflow Integration: Evidence: `DAM.rtf`, `Production_Process.rtf/TXT.rtf`, Interview Jira (PM/delivery) → DAMEO (asset storage) → COM360 (toolkit deployment to web, CRM, paid, App, Store, social). Interview confirms: "Through Jira is our tool to coordinate the different departments." Workflow is documented and operationally confirmed. Supplier upload to DAMEO via Jira tickets is the standard ingest process. **Level:** Integrated Jira-DAMEO-COM360 workflow documented and confirmed

Q31: Production technology stack

3. AI-Integrated Production at Scale: Evidence: `Automation_process.rtf`, Interview 12 Adobe automated processes. LIVIA GenAI email campaign builder. AI for PDP images, video scripts, voiceovers, subtitles, display banners, brochures. AI Max (Google Search) in test. TikTok Smart Plus. DZINE for internal AI content generation. Canva AI. AI is embedded throughout the production stack, not a bolt-on. **Level:** AI embedded across production stack

Q31: Production technology stack

4. 04_TOOLS Structured Stack: Evidence: `04_TOOLS/` folder structure 01_DAMEO, 02_FIGMA, 03_ADOBE_CREATIVE_CLOUD (note: folder present in evidence), 04_CELTRA, 05_AD_PLATFORMS, 06_ANALYTICS, 07_FEEDS. Organised, named folders indicate deliberate stack management and documentation. **Level:** Organised, documented tool inventory structure

Q31: Production technology stack

5. ADEO Group Alignment (New Evidence): Evidence: `AICS - MEETUP COM ADEO PROD.pdf` ADEO group production technology meetup confirms LMES participates in group-level production tech standardisation. Interview explicitly notes LMES as one of the highest-scoring BUs. LMES's CCDP stack, LIVIA, and AI capabilities are contributing to group knowledge sharing (LIVIA being considered for other BUs by ADEO). **Level:** Group-level production tech contribution and alignment

Q31: Production technology stack

6. Oracle Financial Integration: Evidence: Interview transcript (00:47:12) Oracle manages all financial/invoice data for production. Two dedicated content department staff manage economic data. Budget tracked monthly by asset typology for ROI analysis. **Level:** Financial system integrated with production stack

Q31: Production technology stack

7. Channel and Format Coverage: Evidence: `Economic_Analysis_Summary.md` 42,668 assets/year. Web 36.6%, Social 20.3%, Print 12.6%, Display 9.8%, Content 5.9%, Branding 4.0%, OOH 4.7%, SEO 3.5%, E-commerce 2.3%, CGI/3D 0.25%. All major format categories covered. **Level:** Full-format, full-channel coverage

Q31: Production technology stack

8. PLAN CONTENIDOS 2025–27 — Tech Roadmap: Evidence: `PLAN CONTENIDOS 2025_27.pptx.pdf` Technology roadmap through 2025–2027 covering production technology evolution. Active planning for stack development beyond current state. **Level:** Technology roadmap in place

Q31: Production technology stack

9. Production for Other BUs: Evidence: Interview transcript Alessandro Benedetti: "I understand from previous conversations that you do create quite a lot of content for the rest of the region." Pilar Molla confirmed: "We can explain you also how we produce some content for other BUs and also for ADEO production." LMES acts as a production hub for other business units — demonstrating production stack scale and reliability. **Level:** Production hub role for ADEO network ---

Q32: Creative software and tools

1. Own Creative Licenses: Evidence: `creative_licenses.rtf` "Our own like Claude, Freepik, Suno, Canva. And also through our agencies." Own licenses for AI writing (Claude), stock imagery (Freepik), AI audio (Suno), design (Canva). DZINE project: internal AI license for multimedia content generation (images, video, audio). **Level:** Comprehensive own license portfolio

Q32: Creative software and tools

2. Canva AI — Formally Adopted with Governance Documentation: Evidence: `Copy of Ficha Técnica Sistemas IA - Canva.xlsx` Full EU AI Act Ficha Técnica (technical specification) for Canva AI: - **Objective:** "Facilitate automatic generation of visual and textual content, optimising creative times. Assist in automated graphic design through recommendations, intelligent templates, and generative AI functions." - **Capabilities:** Generative image models, text rewriting, automatic presentation design, adaptive visual content - **Risk assessment:** Not high-risk (Art. 6 RIA); non-personal data; ethical principles confirmed (transparency, security, inclusion, responsibility) - **Deployment:** Requires IT department approval; human review of content; restricted to trained staff This is the most detailed software governance documentation found in the evidence package. **Level:** Canva AI formally adopted with full compliance documentation

Q32: Creative software and tools

3. LIVIA — AI Email Campaign Builder (Interview Confirmed): Evidence: Interview transcript (00:17:03) Jose Alberto Garcia: "We are using two different technologies. One is software in the market and the other is a new software with artificial intelligence that we presented yesterday or two days ago as an example of the most advanced template for email builder." LIVIA: agnostic AI builder working with multiple LLMs simultaneously. Currently at beta pricing (nearly free as beta tester). ADEO considering for other BUs. **Level:** AI campaign builder operational and advanced

Q32: Creative software and tools

4. Adobe Creative Cloud — 12 Automated Processes: **Evidence:** `Automation_process.rtf` 12 automated production processes in Adobe Creative Cloud. Adobe Campaign used for CRM automation. Production automation embedded in creative software workflow. **Level:** Adobe at scale with automation

Q32: Creative software and tools

5. AI Integration Across Production Types: **Evidence:** `Automation_process.rtf`, Interview Display: AI piece generation. PDP image: AI environment photos from silhouettes. PDP video: AI script, voiceover, subtitles. Scripts: automated AI script generation. LIVIA: GenAI for email copies. Web: automated AI PDP enhancement (Catalog Quality Improvement Project). Interview adds: Google AI Max (search ads), TikTok Smart Plus — AI-integrated creative production across paid channels. **Level:** AI embedded across all major content production types

Q32: Creative software and tools

6. GenAI Policy and Governance: **Evidence:** Interview transcript (00:56:59) "We have a usage policy regarding GenAI here in Leroy Merlin Spain." IT department approval required for proof-of-concept tools like LIVIA. Only Gemini accepted at BU level for LLM calls. Policy to be shared. GenAI governance demonstrates structured approach to creative software adoption. **Level:** GenAI policy confirmed; governance structure in place

Q32: Creative software and tools

7. PLAN CONTENIDOS 2025–27 — Creative Software Roadmap: **Evidence:** `PLAN CONTENIDOS 2025_27.pptx.pdf` Creative software and AI tools referenced in 2025–2027 content and technology roadmap. AI Content Studio (ADEO) and Sintessia being evaluated (mentioned in interview: "this week we are starting another pilot with them with Sintessia"). **Level:** Software roadmap and active evaluation of new tools

Q32: Creative software and tools

8. Capability Matrix / Training Records: **Evidence:** Not found Formal capability matrix by role/team and documented training records not found. Pilar Molla confirmed in interview: "We have different trainings... it's important to write and explain." Training exists but is not formally documented for the assessment. **Level:** Training exists but not formally documented

Q32: Creative software and tools

9. Production Volume: **Evidence:** `Economic_Analysis_Summary.md` 42,668 assets/year: Web, Social, Print, Display, Content, Branding, OOH, SEO, E-commerce, CGI/3D. Demonstrates that creative software suite supports high-volume, multi-format production at scale. **Level:** High-volume multi-format production confirmed ---

AUTOMATION & INDUSTRIALIZATION**Q33: Automation tools and technologies**

1. CRM Automation Tools: **Evidence:** `Automation_process.rtf` Adobe Campaign: 160 automated campaigns launched daily. 12 Adobe automated processes: contactability data flow, pressure monitoring, data model update alerts. LIVIA: GenAI for email copy generation and image adaptation; preconfigured templates and modules; "streamline operations and be more efficient in daily email creation." **Level:** ■ CRM automation well-tooled

Q33: Automation tools and technologies

2. AI Content Production Tools: **Evidence:** `Automation_process.rtf` Display: AI automation for piece generation. PDP image: AI from product silhouettes (environment photos). PDP video: Excel templates + AI for script, voiceover, subtitles. WEB: Catalog Quality Improvement Project — automated AI enhancement of PDPs with personalised style guides. Scripts: AI generation. PMAX: templates for banners and videos. **Level:** ■ Multiple AI production tools

Q33: Automation tools and technologies

3. Personalisation and Paid Media Tools: **Evidence:** `Automation_process.rtf`, Q36 Equative DCO: geolocation, weather, seasonality-based creative personalisation. Product feed: dynamic ads for Google, Meta, Criteo, comparators. App personalisation. **Level:** ■ DCO and product feed active

Q33: Automation tools and technologies

4. Workflow Management Tools: Evidence: `WOW Local.pdf` Jira: project management and Kanban board for WOW Local 11-step proceso local. Google Drive: repository (Local > Tienda/Region > Campaña > Brief/Estrategia/Plan/Materiales/Seguimiento/Cierre). Google Meet/Chat: communications. Documented naming conventions and weekly meetings cadence (Mon 9:30, Thu 10:30). Compliance-level approvals within Jira (campaign name, period, total cost). **Level:** ■ Workflow management tools documented

Q33: Automation tools and technologies

5. Analytics and Measurement Tools: Evidence: `creative performance.rtf` Power BI dashboards: catalog quality, AI PDP vs add-to-cart, Content KPI, Creatividades Medios (in development). Qualtrics (consumer validation). Kantar Link AI (punctual use). **Level:** ■ Analytics tools active

Q33: Automation tools and technologies

6. Tool Integration: Evidence: Multiple sources Tools operate as point solutions: LIVIA for CRM email; AI tools for specific content types; Jira for local workflow; DAMEO for DAM; Contentful for CMS; Brightcove for VCMS. No single orchestration layer evidenced. DAMEO upload manual. "Uploaded to DAMEO as necessary." No API connectors between production tools and DAMEO documented. **Level:** ■ Integration limited; point solutions not orchestrated ---

Q34: Creative production automation

1. Campaign Toolkit Automation: Evidence: `02_Local_Adaptations/`, `Production_Process.rtf` 20+ campaign toolkits: Opecom, Verano 360, Gran Fiesta, Black Friday, and others. Toolkit structure: KV, texts, master display, web banners, display spot. "The toolkit is deployed in the COM360 for correct understanding and is made available to the channels (web, CRM, paid, App, Store Concept, social networks)." Local adaptation system (Región norte, COMPROBANTES). **Level:** ■ Comprehensive toolkit automation

Q34: Creative production automation

2. Print and Offline Production: Evidence: `Automation_process.rtf` Print templates: AF-PAC, POSTER. Brochure automation: "we automate a significant part of the compilation of the basic information needed to develop both digital and paper brochures." Spreadsheet compilation. Digital catalog: automated with templates and updated prices. **Level:** ■ Offline production automated

Q34: Creative production automation

3. AI-Powered Production: Evidence: `Automation_process.rtf` Display: AI automation of piece generation. PDP image: AI from product silhouettes. PDP video: Excel templates + AI for script, voiceover, subtitles. WEB: Catalog Quality Improvement Project — automated AI enhancement of PDPs with personalised style guides. Scripts: AI generation. **Level:** ■ Multiple AI production use cases

Q34: Creative production automation

4. CRM and Digital Production: Evidence: `Automation_process.rtf` LIVIA: preconfigured templates and modules; GenAI for email copy and image adaptation. PMAX: templates for banners and videos. CRM: 160 automated campaigns daily. **Level:** ■ CRM and digital production automated

Q34: Creative production automation

5. LME as ADEO Production Hub — New Evidence: Evidence: `LME as production hub for Adeo.pdf` LM Spain documented as ADEO group production hub across 5 projects: - Garden Furniture renders 2019: full Material collection automated renders - Shop the Look renders 2023: 173 renders produced - Video for PLP BU test (AI) 2024: 3 videos for PDP - Video for PLP (AI) 2025 — Mutualization project: LMES, LMIT, LMPT, LMPL; new templates; AI translation and voice-over - Fan Collection 2025–2026: 15 Product Benefit videos (2025) + 27 (2026), AI Translation to 5 languages / French This demonstrates systematic, scaled, multi-BU creative production automation with reusable templates and AI-powered language adaptation. **Level:** ■ Systematic multi-BU production automation

Q34: Creative production automation

6. Efficiency Metrics: Evidence: `Economic_Analysis_Summary.md` 42,668 assets/year. 76–100% asset reuse across categories. "Since 2025, at least 50% of all videos produced for Instagram are reused on other social channels." Formal template usage efficiency metrics not documented. **Level:** ■■ Volume and reuse evidenced; formal metrics not documented ---

Q35: Scalable content production

1. Production Volume: Evidence: `Economic_Analysis_Summary.md` 42,668 assets/year across: Web, Social Media, Print, Display Advertising, Content, Branding, OOH, SEO, E-commerce, CGI/3D. Consistent production at scale evidenced. **Level:** ■ High-volume production established

Q35: Scalable content production

2. Asset Reuse for Scale: Evidence: `Economic_Analysis_Summary.md`, `Automation_process.rtf` 76–100% asset reuse across all asset categories. "Since 2025, at least 50% of all videos produced for Instagram are reused on other social channels." Reuse is the primary efficiency mechanism for scaling content across channels. **Level:** ■ High reuse enabling scale

Q35: Scalable content production

3. AI Tools for Scale: Evidence: `Automation_process.rtf` Display: AI automation of piece generation. PDP image: AI from product silhouettes. PDP video: Excel templates + AI for script, voiceover, subtitles, and video structure. WEB: Catalog Quality Improvement Project — automated AI enhancement of PDPs with personalised style guides. Scripts: AI generation. These AI tools directly enable production at scale without proportional increase in human effort. **Level:** ■ AI tools enable scaled production

Q35: Scalable content production

4. Template Systems for Scale: Evidence: `Automation_process.rtf`, local adaptations LIVIA: preconfigured templates and modules; GenAI for email copy and image adaptation. PMAX: templates for banners and videos. 20+ campaign toolkits. Brochure: automated compilation. Digital catalog: automated templates with updated prices. **Level:** ■ Template systems enable scale

Q35: Scalable content production

5. LME Hub — Multi-BU Scale — New Evidence: Evidence: `LME as production hub for Adeo.pdf` LM Spain as ADEO group production hub demonstrates scalable production for multiple BUs: - Shop the Look renders 2023: 173 renders for multiple BUs - Garden Furniture renders 2019: full Material collection - Mutualization project 2025: video production for LMES, LMIT, LMPT, LMPL with new templates and AI translation/voice-over - Fan Collection 2025–2026: 15 PDP videos + 27 PDP videos, AI Translation to 5 languages and French This is a direct demonstration of systematic, scalable, multi-BU content production using reusable templates and AI-powered language adaptation. **Level:** ■ Multi-BU scale production demonstrated

Q35: Scalable content production

6. Scaling Capacity Metrics: Evidence: `creative performance.rtf`, `Economic_Analysis_Summary.md` Power BI dashboards: catalog quality, AI PDP vs add-to-cart, Content KPI. Volume data available (42,668 assets/year). Formal throughput capacity documentation or scaling headroom metrics not found. **Level:** ■■ Volume tracked; formal capacity metrics not documented ---

Q36: Personalisation and dynamic content automation

1. DCO — Dynamic Creative Optimisation: Evidence: `Automation_process.rtf` Equative DCO: automated creative personalisation based on geolocation, weather, and seasonality triggers. Creative variants generated and served dynamically by audience/context signals. Systematic DCO implementation for paid display. **Level:** ■ DCO active and systematic

Q36: Personalisation and dynamic content automation

2. Product Feed — Dynamic Ads: Evidence: `Automation_process.rtf` Product feed for: Google (Shopping, Performance Max), Meta (DPA), Criteo, comparators. Dynamic product ads automated from centralised feed. Product-level personalisation for paid channels. **Level:** ■ Product feed dynamic ads active

Q36: Personalisation and dynamic content automation

3. CRM Personalisation: Evidence: `Automation_process.rtf`, `customer_centricity.rtf` 160 automated CRM campaigns daily. Campaigns personalised by customer journey stage. LIVIA GenAI for personalised email copy and image adaptation. "Streamline operations and be more efficient in daily email creation." **Level:** ■ CRM personalisation at scale

Q36: Personalisation and dynamic content automation

4. Customer Typology Segmentation — New Evidence: Evidence: `TIPOLOGÍAS Despliegue Tráfico Marzo 2026.pdf` 22 customer typologies (78 sub-typologies) segmentation framework. Booster Clientes Power BI dashboard: 78 segments, 34 business metrics, progression vs prior year, monthly/annual/12m data, filters by Region/Store and World/Section. Typologies used for campaign targeting: Jardín, Renta Alta, DIY, Senior, Extranjeros. Monitorización de campañas following 3 axes: Contenido, Canal, Audiencia (Email, SMS, CDP paid media, digital). Advanced audience segmentation underpinning personalisation strategy. **Level:** ■ Advanced segmentation framework for personalisation

Q36: Personalisation and dynamic content automation

5. WEB AI Personalisation: Evidence: `Automation_process.rtf` Catalog Quality Improvement Project: automated AI enhancement of PDPs with personalised style guides. Product page content personalised at scale via AI. **Level:** ■ AI personalisation for web PDPs

Q36: Personalisation and dynamic content automation

6. App Personalisation: Evidence: `Automation_process.rtf` App personalisation documented. Mechanism details not fully specified. **Level:** ■■ Evidenced; mechanism not detailed

Q36: Personalisation and dynamic content automation

7. Personalisation Measurement: Evidence: `creative_performance.rtf`, `TIPOLOGÍAS.pdf` Power BI dashboards: AI PDP vs add-to-cart (measuring personalised PDP impact), Content KPI, Creatividades Medios (in development). Booster Clientes dashboard tracks segment-level business metrics. DCO-specific performance metrics not documented separately. **Level:** ■■ Measurement exists; DCO-specific metrics not documented ---

Q37: Ability to automate the distribution of creative assets

1. CRM Distribution (Automated): Evidence: `Automation_process.rtf` "160 automated campaigns that are launched daily." LIVIA campaign builder for email distribution. "Within these campaigns, we have automatic alerts that inform us when there is an error or lack of information within the flow." CRM email distribution automated via Adobe/LIVIA with error detection. **Level:** ■ CRM distribution automated

Q37: Ability to automate the distribution of creative assets

2. DAMEO Upload (Manual): Evidence: `DAM.rtf` "Please confirm how you deliver content to the different channels. We see that assets are uploaded manually to DAMEO. Are there other automatic distribution channels? We use Jira as a project management, task tracking, and delivery tool. Deliverables are presented in Jira and uploaded to DAMEO as necessary." Explicit confirmation: manual upload to DAMEO (CCDP). **Level:** ■ DAMEO upload manual

Q37: Ability to automate the distribution of creative assets

3. COM360 Deployment: Evidence: `Production_Process.rtf` "The toolkit is deployed in the COM360 for correct understanding and is made available to the channels (web, CRM, paid, App, Store Concept, social networks) for its declination and activation." COM360 enables channel access and correct understanding; whether this is an automated push or manual access for channel teams not fully documented. **Level:** ■■ COM360 enables channel access; automation of push unclear

Q37: Ability to automate the distribution of creative assets

4. WOW Local Jira Workflow — New Evidence: Evidence: `WOW Local.pdf` Documented 11-step local delivery process managed via Jira Kanban board: Petición Tienda → Briefing & Debriefing → Desglose Presupuesto → Media Plan → Aprobación → Pre Activación → Activación → Ejecución & Optimización →

Reporting → Cierre → Facturación. Google Drive folder structure for asset delivery: Local > Tienda/Region > Campaña > Brief/Estrategia/Plan/Materiales/Seguimiento/Cierre. Compliance-level approvals in Jira (campaign name, period, total cost required). Naming conventions documented. Weekly cadence meetings (Mon 9:30, Thu 10:30). This adds structured distribution workflow evidence but the underlying delivery mechanism (upload to Drive/DAMEO) remains manual. **Level:** ■■ Structured workflow exists; distribution automation within workflow limited

Q37: Ability to automate the distribution of creative assets

5. Ad Platforms / Social / CMS: Evidence: Not found No evidence of API connectors, automated push to ad platforms (Google, Meta), social media schedulers, or CMS. Product feed used by platforms for dynamic ads but creative asset distribution from DAMEO to channels remains manual. **Level:** ■ Not evidenced

Q37: Ability to automate the distribution of creative assets

6. Error Reduction: Evidence: `Automation_process.rtf`, `WOW Local.pdf` CRM: automatic alerts for errors or lack of information in flow. Jira approvals: campaign name, period, total cost required before activation — compliance-level error prevention. Manual DAMEO process — no automated error prevention for asset upload. **Level:** ■■ CRM alerts and Jira compliance controls; broader distribution error reduction limited ---

Q38: Integration of automation in the production process

1. AI Integration in Content Production: Evidence: `Automation_process.rtf` AI tools integrated across: Display (piece generation), PDP image (environment photos from silhouettes), PDP video (script/voiceover/subtitles), WEB (Catalog Quality Improvement Project, personalised style guides), Scripts (AI generation). Brochures: automated compilation. Digital catalog: automated templates and prices. PMAX: templates. LIVIA: GenAI email copy and image adaptation. Integration across multiple content types demonstrates systematic approach. **Level:** ■ AI integrated across content types

Q38: Integration of automation in the production process

2. CRM Integration: Evidence: `Automation_process.rtf` 160 automated CRM campaigns daily via Adobe Campaign. 12 Adobe automated processes (contactability, pressure, data alerts). LIVIA templates and modules. Automatic alerts for errors or lack of information in flow. CRM production is fully integrated and automated end-to-end. **Level:** ■ CRM production fully integrated

Q38: Integration of automation in the production process

3. WOW Local — E2E Workflow Integration: Evidence: `WOW Local.pdf` Documented 11-step E2E proceso local managed within Jira Kanban: Petición Tienda → Briefing & Debriefing → Desglose Presupuesto → Media Plan → Aprobación → Pre Activación → Activación → Ejecución & Optimización → Reporting → Cierre → Facturación. Single workflow covering concept through to billing. Compliance-level approvals embedded in Jira. Google Drive folder structure for asset organisation (Local > Tienda/Region > Campaña > Brief/Estrategia/Plan/Materiales/Seguimiento/Cierre). Weekly cadence meetings. **Level:** ■ Documented E2E local workflow integration

Q38: Integration of automation in the production process

4. LME Hub — E2E Multi-BU Integration — New Evidence: Evidence: `LME as production hub for Adeo.pdf` LM Spain acts as ADEO production hub with documented, systematic, end-to-end production workflow at group level: - Briefing and template development - Multi-BU production: LMES, LMIT, LMPT, LMPL - AI translation and voice-over (Fan Collection: 5 languages/French) - Delivery to BUs for activation Projects documented: Garden Furniture (full Material collection), Shop the Look (173 renders), Video for PLP test (AI) 2024, Mutualization project 2025, Fan Collection 2025–2026 (42 PDP videos with AI translation). This is a formal, multi-year, systematically applied E2E production framework integrating briefing, automation, AI, and multi-BU delivery. **Level:** ■ Systematic E2E integration at ADEO level

Q38: Integration of automation in the production process

5. Delivery and Distribution Integration: Evidence: `DAM.rtf`, `WOW Local.pdf` DAMEO upload: "uploaded to DAMEO as necessary" — manual. CRM distribution automated. COM360: toolkit deployed for channel understanding. Jira: delivery tracking. Delivery integration is partial; DAMEO manual remains the key gap. **Level:** ■■ Delivery partially integrated; DAMEO manual

Q38: Integration of automation in the production process

6. Process Documentation: Evidence: `WOW Local.pdf`, `LME hub.pdf` WOW Local: documented 11-step workflow, naming conventions, approval requirements. LME hub: multi-project documentation across 2019–2026. BPMN/formal process mapping not found. Documentation exists but is not consolidated as a single E2E process diagram. **Level:** ■■ Documentation exists; not consolidated as BPMN ---

Q39: Automated production workflows

1. Concept Phase: Evidence: `Production_Process.rtf`, `WOW Local.pdf` Individual local campaigns: "Based on a needs and insights capture from the different teams (Offer/Worlds), we prepare a briefing that we share with our agency." Concept development and briefing largely manual. WOW Local: Petición Tienda → Briefing & Debriefing — structured via Jira but the briefing content itself is manual. LME hub: brief-to-template development is a documented step, though brief creation is manual. **Level:** ■■ Concept structured in Jira; content creation manual

Q39: Automated production workflows

2. Production Phase: Evidence: `Automation_process.rtf` Display: AI automation of piece generation. PDP image: AI from product silhouettes (environment photos). PDP video: Excel templates + AI for script, voiceover, subtitles, video structure. WEB: Catalog Quality Improvement Project — AI enhancement with personalised style guides. Scripts: AI generation. Brochures: automated compilation. Digital catalog: automated with templates and updated prices. PMAX: templates for banners and videos. LIVIA: GenAI for email copy and image adaptation. CRM: 160 automated campaigns daily, 12 Adobe processes. **Level:** ■ Production phase substantially automated

Q39: Automated production workflows

3. Validation Phase: Evidence: `Production_Process.rtf`, `Economic_Analysis_Summary.md` "Concept is validated internally and tested for consumer validation. A survey is conducted." Qualtrics. "Manual review" as QC method across all asset categories. Validation manual. **Level:** ■ Validation manual

Q39: Automated production workflows

4. LME Hub — Systematic Multi-BU Workflows — New Evidence: Evidence: `LME as production hub for Adeo.pdf` 5 documented production projects across 2019–2026: - Garden Furniture renders 2019: systematic workflow for Material collection - Shop the Look renders 2023: 173 renders, systematic production workflow - Video for PLP BU test (AI) 2024: 3 PDP videos, AI workflow test - Mutualization project 2025: LMES, LMIT, LMPT, LMPL — new templates, AI translation/voice-over, standardised workflow - Fan Collection 2025–2026: 15 PDP videos + 27 PDP videos, AI translation to 5 languages/French Each project represents a documented, systematic production workflow. The mutualization project and Fan Collection demonstrate AI translation/voice-over integrated into production workflow at multi-BU level. This is systematic, repeatable workflow automation — not ad-hoc. **Level:** ■ Systematic multi-BU production workflows evidenced

Q39: Automated production workflows

5. WOW Local — Documented Workflow Stages: Evidence: `WOW Local.pdf` 11-step proceso local in Jira Kanban: Petición Tienda → Briefing & Debriefing → Desglose Presupuesto → Media Plan → Aprobación → Pre Activación → Activación → Ejecución & Optimización → Reporting → Cierre → Facturación. Named workflow stages, compliance approvals (campaign name, period, total cost), and Drive folder hierarchy provide formal workflow documentation. **Level:** ■ Documented workflow stages with approval controls

Q39: Automated production workflows

6. Delivery Phase: Evidence: `DAM.rtf`, `Production_Process.rtf` DAMEO upload: "uploaded to DAMEO as necessary" — explicit manual. CRM campaigns automated. COM360: toolkit deployment to channels. Delivery

integration partial. **Level:** ■■ CRM delivery automated; DAMEO manual ---

Q40: Template and standardisation systems

1. Offline Template Systems: Evidence: `02_Local_Adaptations/`, `Automation_process.rtf` 20+ campaign toolkits. Print: AF-PAC, POSTER. Brochures: "we automate a significant part of the compilation"; spreadsheet example. "Digital energy efficiency range catalog automated with templates and updated prices." **Level:** ■ Comprehensive offline templates

Q40: Template and standardisation systems

2. Online Template Systems: Evidence: `Automation_process.rtf`, CCDP guidelines Display: AI automation, guidelines (WIP). PMAX: "we generate pieces from templates for banners and videos." LIVIA: "preconfigured templates and modules." PDP: Excel templates. Campaign toolkits: web banners, display. **Level:** ■ Comprehensive online templates

Q40: Template and standardisation systems

3. Standardisation Approach: Evidence: `Production_Process.rtf`, COM360, toolkits Toolkit structure: KV, texts, master display, web banners, display spot. "The toolkit is deployed in the COM360 for correct understanding and is made available to the channels." Local adaptation with standard structure. Brand consistency through concept validation. **Level:** ■ Systematic standardisation

Q40: Template and standardisation systems

4. Multi-BU Template Standardisation — New Evidence: Evidence: `LME as production hub for Adeo.pdf` Mutualization project 2025: new templates developed for use across LMES, LMIT, LMPT, LMPL. AI translation and voice-over integrated into template workflow. Fan Collection: standardised PDP video templates applied to 42 videos across 5 languages/French. This demonstrates templates standardised beyond LMES to serve the ADEO group — a higher level of template governance and standardisation than single-BU scope. **Level:** ■ Multi-BU template standardisation evidenced

Q40: Template and standardisation systems

5. Workflow Standardisation — New Evidence: Evidence: `WOW Local.pdf` Standardised Drive folder structure: Local > Tienda/Region > Campaña > Brief/Estrategia/Plan/Materiales/Seguimiento/Cierre. Named conventions documented. Jira Kanban with 11 standardised workflow stages. Compliance approvals standardised (campaign name, period, total cost required). Weekly meeting cadence (Mon 9:30, Thu 10:30). Operational standardisation for local campaign production. **Level:** ■ Workflow standardisation documented

Q40: Template and standardisation systems

6. Production Efficiency: Evidence: `Economic_Analysis_Summary.md`, `Automation_process.rtf` 42,668 assets/year. 76–100% asset reuse across categories. "Since 2025, at least 50% of all videos produced for Instagram are reused on other social channels." LIVIA: "streamline operations and be more efficient in daily email creation." **Level:** ■ Efficiency through templates

Q40: Template and standardisation systems

7. Efficiency Metrics: Evidence: Not formally documented as single report Reuse rates and volume available. Formal template usage efficiency metrics not documented in a consolidated report. **Level:** ■■ Metrics not formalised ---

Q41: Batch processing capabilities

1. Brochure Automation: Evidence: `Automation_process.rtf` "We automate a significant part of the compilation of the basic information needed to develop both digital and paper brochures." Spreadsheet example. Batch compilation of multiple brochure items. **Level:** ■ Batch compilation

Q41: Batch processing capabilities

2. Digital Catalog: Evidence: `Automation_process.rtf` "Digital energy efficiency range catalog automated with templates and updated prices." Multiple products processed in batch with templates. **Level:** ■ Batch catalog processing

Q41: Batch processing capabilities

3. PMAX Templates: Evidence: `Automation_process.rtf` "PMAX: we generate pieces from templates for banners and videos." Template-based batch generation for multiple asset variants. **Level:** ■ Batch generation from templates

Q41: Batch processing capabilities

4. PDP Automation: Evidence: `Automation_process.rtf` "From these excel templates we automate script, voiceover, subtitles with AI, and video structure." Multiple PDPs processed in batch from Excel templates. **Level:** ■ Batch PDP processing

Q41: Batch processing capabilities

5. Display AI: Evidence: `Automation_process.rtf` "Display: automation of part of the piece generation process with AI." AI-generated display pieces in batch. **Level:** ■ Batch display generation

Q41: Batch processing capabilities

6. CRM Campaigns: Evidence: `Automation_process.rtf`, `customer_centricity.rtf` "160 automated campaigns that are launched daily." 12 Adobe automated processes (contactability, pressure, data alerts). Batch campaign processing at high frequency. **Level:** ■ Batch campaign processing

Q41: Batch processing capabilities

7. LME Hub — Large-Scale Batch Production — New Evidence: Evidence: `LME as production hub for Adeo.pdf` Documented large-scale batch production runs at ADEO group level: - Garden Furniture renders 2019: full Material collection processed in batch - Shop the Look renders 2023: **173 renders** produced in a single systematic production run - Video for PLP BU test (AI) 2024: batch test (3 PDP videos) - Mutualization project 2025: batch production with new templates across LMES, LMIT, LMPT, LMPL including AI translation and voice-over - Fan Collection 2025–2026: **15 PDP videos** (2025) + **27 PDP videos** (2026), AI Translation to 5 languages/French — total 42 videos with multi-language rendering The 173 renders (Shop the Look) and 42 PDP videos with AI translation to 5 languages are unambiguous batch processing at scale, not merely batch-like. These are systematically executed across multiple projects and multiple years. **Level:** ■ Large-scale batch processing documented

Q41: Batch processing capabilities

8. Throughput Metrics: Evidence: Not found Formal batch processing throughput metrics not documented. Job configurations not formalised. Volume data (42,668 assets/year) available but not broken down by batch run. **Level:** ■ Formal throughput metrics not documented ---

Q42: Quality control automation

1. QC Method by Category: Evidence: `Economic_Analysis_Summary.md` Asset Category Breakdown table: QC Method = "Manual review" for Web, Social Media, Print, Display Advertising, Content, Branding, OOH, SEO, E-commerce, CGI/3D. Manual review remains the stated QC method across all asset categories. **Level:** ■ Manual review remains standard QC method

Q42: Quality control automation

2. Power BI QC Dashboards — New Evidence: Evidence: `creative performance.rtf` Power BI dashboards active: - **Catalog quality dashboard:** automated monitoring of catalog/PDP content quality at scale - **AI PDP vs add-to-cart dashboard:** automated performance measurement comparing AI-enhanced PDP content against conversion outcomes — a form of quality feedback loop - **Content KPI dashboard:** operational content performance tracking - **Creatividades Medios dashboard** (in development): "being developed to analyze by creative type/format/message/campaign" "We continue working to ensure all content produced for internal channels is also measurable." These dashboards represent automated QC analytics for catalog and PDP assets specifically, providing quality monitoring beyond manual review for these categories. **Level:** ■ Automated QC analytics for catalog/PDP; Creatividades Medios in development

Q42: Quality control automation

3. Creative Scoring — Kantar Link AI: Evidence: `creative_scoring.rtf` "No, we don't have one [Creative X], although we have already mentioned that we conduct surveys with Qualtrics and have also used Link AI from Kantar (the latter hired on a punctual basis to evaluate its functionality and utility)." Kantar Link AI has been used for creative scoring — demonstrating awareness and exploratory use of automated creative QC tools, though not systematic ongoing deployment. **Level:** ■■ Kantar Link AI used punctually; not systematic

Q42: Quality control automation

4. CRM Flow Alerts: Evidence: `Automation_process.rtf` "Within these campaigns, we have automatic alerts that inform us when there is an error or lack of information within the flow." Error detection for CRM campaigns — not creative asset QC, but automated error alerting in production flow. **Level:** ■■ Alerts only for CRM flow; not creative asset QC

Q42: Quality control automation

5. Consumer Validation: Evidence: `creative_scoring.rtf`, `Production_Process.rtf` "The concept is validated internally and tested for consumer validation. A survey is conducted." Qualtrics surveys. Manual validation process for concept-level QC. **Level:** ■ Manual consumer validation

Q42: Quality control automation

6. Automated Checklists / Exceptions Log: Evidence: Not found Automated checklists, exceptions log, and systematic quality metrics dashboard for creative assets pre-distribution not found. Creatividades Medios dashboard in development may partially address this in future. **Level:** ■ Not found ---

INNOVATION

Q43: GenAI adoption in content production

1. Formal GenAI Governance Document: Evidence: `La IA como socio fundamental del Departamento de Contenidos ok.pptx.pdf` 53-page document (December 2025) constitutes the organisation's formal GenAI policy framework. Structured sections: use-case taxonomy (text/image/video/assistant), legal and compliance framework, training programme, tools catalogue, production results, and next steps. **Level:** ■ Formal governance document (Master-level)

Q43: GenAI adoption in content production

2. Responsible AI Committee: Evidence: `La IA como socio fundamental...` Comité de IA Responsable established. Technical data sheets (fichas técnicas) required for each AI system. Provider authorisation process documented. Watermark and disclosure policy defined. **Level:** ■ Governance structure (Master-level)

Q43: GenAI adoption in content production

3. Tools Taxonomy and Catalogue: Evidence: `La IA como socio fundamental...` 20+ tools tested and evaluated: Pixtome, Dzine, ChatGPT, Gemini, HeyGen, Runway, Higgsfield, KREA, Eleven Labs, CapCut, Canva, Genspark, Suno, Seedream, Flux, Kling, 3M VAS. "Tarjeta de contenidos 2025" catalogue documents each tool's use case and status. **Level:** ■ Structured tools catalogue

Q43: GenAI adoption in content production

4. Production Metrics: Evidence: `La IA como socio fundamental...` 5,392 AI assets created Jan–Sep 2025 (20% of total output). Pixtome: €2.49/asset vs €80 traditional; 350 products, 2,529 generations, 279 valid outputs, ~8 min/photo. Cost savings: cotas production -71.82%; paid media -38%. **Level:** ■ Quantified production impact

Q43: GenAI adoption in content production

5. Training Programme: Evidence: `La IA como socio fundamental...` Structured training programme: 6 Gemini webinars, Escuela de Copywriting Maider Tomasena, AI for decoration/interiors course, Productivity with GenAI workshop. Capability development formalised. **Level:** ■ Formal training programme

Q43: GenAI adoption in content production

6. ADEO IA Content Studio Collaboration: Evidence: `La IA como socio fundamental...` LMES collaborating as ADEO production hub. HeyGen for translation/dubbing, Pixtome for ambient images, Pencil for digital paid,

folleto automation. Spain co-designing global AI content strategy with France. **Level:** ■ Strategic ADEO collaboration

Q43: GenAI adoption in content production

7. Strategic Target — 3-Year Plan: Evidence: `PLAN CONTENIDOS 2025_27.pptx.pdf` PLAN CONTENIDOS 2025-27 sets explicit KPI: 50% AI content by 2027. Innovation pillar includes GenAI scalability. LMES as ADEO production hub reinforces strategic commitment. **Level:** ■ Formalised in 3-year strategic plan

Q43: GenAI adoption in content production

8. Workflow Integration: Evidence: `Automation_process.rtf` GenAI embedded across workflows: LIVIA (email copy + image adaptation), Display (AI piece generation), PDP (AI from silhouettes, scripts, voiceovers, subtitles), WEB (AI PDP enhancement). Operational integration documented. **Level:** ■ Cross-workflow integration ---

Q44: Emerging content formats

1. Short-Form Video: Evidence: `Automation_process.rtf` YouTube Shorts: content performing on Instagram repurposed. 189 videos on YouTube, 102 on Facebook. TikTok (189 videos). Short-form format adoption across channels. **Level:** ■ Short-form video adopted; cross-channel reuse

Q44: Emerging content formats

2. AI-Generated Video Formats: Evidence: `La IA como socio fundamental...` HeyGen for translation/dubbing. Runway, Higgsfield, KREA tested for AI video generation. Tools catalogued in "tarjeta de contenidos 2025." **Level:** ■ AI video formats tested

Q44: Emerging content formats

3. DCO Formats: Evidence: `Dynamic_create_Optimisation.rtf` Equative DCO launched for Energy Renovation: geolocation, weather, seasonality personalisation. Dynamic creative format adopted for personalised display. **Level:** ■ Dynamic creative format adopted

Q44: Emerging content formats

4. AI PDP Images: Evidence: `La IA como socio fundamental...` Pixtome: 2,529 ambient image generations; 279 valid outputs; add-to-cart analysis conducted. New content format (AI-generated product imagery) with performance validation. **Level:** ■ AI-generated imagery format with measurement

Q44: Emerging content formats

5. 2026 Media Format Tests: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Pinterest Top of Search beta (Q2), Pinterest Overlays beta (Q2), TikTok Multivideo beta (Q2), TikTok Pulse (Q2), Shop The Dot DV360 (Q1), Pinterest Max Width. These are paid media channel/placement format tests with owners, timelines, KPIs and investment. **Level:** ■■ Media placement format tests — structured but not content format innovation

Q44: Emerging content formats

6. Content Format Roadmap: Evidence: Not found No dedicated content format roadmap (AR/VR, interactive, shoppable, immersive). Format adoption is driven by media innovation tests or production efficiency rather than content format strategy. **Level:** ■ Not documented ---

Q45: Recurrence of creative Test & Learn

1. Pre-Test Process: Evidence: `Brand_lift_Studies.rtf` Brand pre-test developed with brand team; Qualtrics surveys. Campaign effectiveness, renovations expertise, environments impact, commercial activation intent measured. Link AI (Kantar): 140 ads from 2022–2025, frame-level analysis, creative effectiveness prediction, learnings extraction. **Level:** ■ Pre-test exists

Q45: Recurrence of creative Test & Learn

2. Link AI — Punctual Use Confirmed: Evidence: `creative_scoring.rtf` (interview) "We have also used Link AI from Kantar (the latter hired on a punctual basis to evaluate its functionality and utility)." Link AI is not a recurring T&L; tool — it was engaged once to evaluate the platform's usefulness. Not systematic. **Level:** ■■ Punctual, not recurring

Q45: Recurrence of creative Test & Learn

3. Post-Test / Performance Analysis: Evidence: `creative performance.rtf`, Top Contenidos, DCO results Top Contenidos 2025, Resultados Opecom Aniversario, DCO ANALYSIS, Power BI dashboards (CRM, Hi Club, Creatividades Medios), Content KPI dashboard, RESULTADOS H1_PAID SOCIAL. "Extract learnings and promote continuous improvement." "Extract actionable insights on the key elements." **Level:** ■ Post-test exists; multiple sources

Q45: Recurrence of creative Test & Learn

4. Measurement Tests in 2026 Roadmap: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Meta frequency test (CPS KPI, Rocio owner) and Meta BLS brand recall test included in 2026 roadmap with hypothesis fields, timelines, KPIs. These are structured measurement tests — however, they are paid media measurement tests rather than a creative Test & Learn framework. **Level:** ■■ Structured tests but not creative T&L; framework

Q45: Recurrence of creative Test & Learn

5. Recurrence: Evidence: Q2 documentation review Pre-test and post-test conducted but not as a formal recurring process. No Test & Learn calendar. Campaign-by-campaign rather than systematic cadence. **Level:** ■■ Testing conducted; formal recurrence not evidenced

Q45: Recurrence of creative Test & Learn

6. Learnings Documentation: Evidence: Not found Learnings library not found. Link AI confirmed as punctual engagement. Central learnings repository not documented. Application log for insights from testing to future creative development not found. **Level:** ■ Not systematically documented ---

Q46: Emerging technology adoption

1. Technology Evaluation Framework: Evidence: `La IA como socio fundamental...` "Tarjeta de contenidos 2025" catalogue documents 20+ tools tested: Pixtone, DZINE, ChatGPT, Gemini, HeyGen, Runway, Higgsfield, KREA, Eleven Labs, CapCut, Canva, Genspark, Suno, Seedream, Flux, Kling, 3M VAS. Formal use-case taxonomy (text/image/video/assistant). Provider authorisation process: Comité de IA Responsable approval + ficha técnica required. **Level:** ■ Formal evaluation framework with 20+ tools

Q46: Emerging technology adoption

2. Provider Authorisation Process: Evidence: `La IA como socio fundamental...` Comité de IA Responsable: approves tools before adoption. Technical data sheets (fichas técnicas) required for each AI system. Watermark/disclosure policy defined. Structured provider onboarding. **Level:** ■ Formal governance for technology adoption

Q46: Emerging technology adoption

3. Test-and-Reject Evidence (Clinch): Evidence: `Dynamic_create_Optimisation.rtf` "In the past, we have worked with Clinch (DCO platform), and after testing it in several campaigns, the results were not as expected." Clinch test campaigns 2025 (€13,659). Discontinued. Equative adopted for Energy Renovation. **Level:** ■ Documented test-adopt/reject decision

Q46: Emerging technology adoption

4. Production Cost and Time Metrics: Evidence: `La IA como socio fundamental...` Pixtone: €2.49/asset vs €80 traditional (97% cost reduction per asset). ~8 min/photo. 350 products, 2,529 generations, 279 valid outputs (11% acceptance). Cotas production: -71.82% cost saving. Paid media: -38% cost reduction. 5,392 AI assets Jan–Sep 2025 (20% of total output). **Level:** ■ Quantified adoption impact

Q46: Emerging technology adoption

5. 2025 Full-Year Roadmap: Evidence: `Roadmap Innovación&Test; 2025 v2 - Óptico Resumen.pdf` Full-year paid media innovation test roadmap (Q1–Q4 2025): Programática, Social, SEM, Direct, Always-On, Fidelización, Transversales categories. Named providers and test descriptions across all four quarters. **Level:** ■ Systematic quarterly technology testing (2025)

Q46: Emerging technology adoption

6. 2026 Technology Tests — Structured Evaluation: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` 22 structured test rows including new provider evaluations: Across (new provider, investment TBD), Icreate (€20,000, March 12/03–30/04, owner: Daniel). New betas: Pinterest Top of Search Q2, Pinterest Overlays Q2, TikTok Multivideo beta Q2, TikTok Pulse Q2, TikTok Smart+ (owner: Alicia, Rocio). Each row includes category, status, timeline, KPI, investment, owner. **Level:** ■ Formal structured evaluation with owners and timelines

Q46: Emerging technology adoption

7. Horizon Scanning: Evidence: Implicit in roadmap; formal process not documented Technology identification appears driven by platform beta programmes (Pinterest, TikTok betas) and ADEO network collaboration rather than a formal independent horizon scanning process. **Level:** ■■ Implicit; not formally documented as independent process ---

Q47: Creative experimentation processes

1. Structured Experiment Framework — 2026 Roadmap: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` 22 structured test rows with the following fields for each experiment: Category (CCF/Innovación/Soporte/Audiencia/Medición), Status (Propuesto/Implementado/En curso), Timing (quarter + specific dates), Channel/Platform, Test description, KPI Principal, Investment, Owner. This is a formal experiment management framework. **Level:** ■ Formal experiment framework (Master-level)

Q47: Creative experimentation processes

2. CCF (Creative/Content/Format) Experiments: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf`, `Detalle IA.pdf` CCF category tests: Shop The Look Primavera (DV360, CTR KPI, €4,000, owner: Daniel, 12/03–30/04); Demand Gen folleto CPS test; DV360 native CPS (€1,000, Bing RTG impressions); Pinterest Max Width CTR; Wemass price vs no-price creative (testing creative message hypothesis). Direct creative experimentation with hypothesis structure. **Level:** ■ CCF experiments with creative hypotheses

Q47: Creative experimentation processes

3. Innovation Category Experiments: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Innovation category: Pinterest Top of Search beta (Q2, 24/03–22/06); Pinterest Beta Overlays (Q2); TikTok Multivideo beta (Q2, VTR KPI); TikTok Pulse (Q2, VTR). New format/placement innovation experiments. **Level:** ■ Innovation experiments with timelines and KPIs

Q47: Creative experimentation processes

4. Measurement Experiments: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Medición category: Meta frequency test (CPS KPI, owner: Rocio); Meta BLS brand recall test. DemandGen landing test (bounce rate, €10,000, en curso). DCO Equative Energy Renovation (CTV/geolocation/VTR, €15,000, en curso). Measurement as a structured experiment category. **Level:** ■ Measurement experiments structured

Q47: Creative experimentation processes

5. Recurring Process — 2025 Roadmap: Evidence: `Roadmap Innovación&Test; 2025 v2 - Óptico Resumen.pdf` Full-year 2025 roadmap structured by quarter (Q1–Q4), categories Programática, Social, SEM, Direct, Always-On, Fidelización, Transversales. Tests span all four quarters with named providers. Confirms that the structured experimentation process is recurring year-on-year, not one-off. **Level:** ■ Recurring annual process

Q47: Creative experimentation processes

6. Concept Validation in Production: Evidence: `Production_Process.rtf` "The concept is validated internally and tested for consumer validation. A briefing is transferred to the customer knowledge team for testing. A survey is conducted, and results are received. If the results are positive, the process of developing creative assets moves forward; otherwise, the concept is reworked based on the learnings from the test." Qualtrics surveys. **Level:** ■ Formal experiment loop in production process

Q47: Creative experimentation processes

7. Link AI and Brand Pre-Test: Evidence: `Brand_lift_Studies.rtf` Link AI: 140 ads, frame-level analysis, creative effectiveness prediction, learnings extraction. Brand pre-test: Qualtrics, campaign effectiveness

measurement. Pre-production and post-production experimentation. **Level:** ■ Creative effectiveness experimentation

Q47: Creative experimentation processes

8. Central Learnings Repository: Evidence: Not found Results fields in roadmap capture individual experiment outcomes but a central cross-experiment learnings repository is not evidenced. Learnings application to future creative not systematically documented. **Level:** ■■ Per-experiment results tracked; central repository not documented ---

Q48: Innovation pipeline management

1. Multi-Tab Innovation Roadmap — Formal Pipeline: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf`, `Detalle IA.pdf`, `Óptico Resumen.pdf` 2026 roadmap has dedicated tabs for different innovation dimensions: Óptico Resumen (cross-category overview), Detalle Eficiencia (22 structured entries), Detalle IA (AI-specific pipeline). Tabs allow portfolio-level view and category-specific depth. **Level:** ■ Multi-tab structured pipeline (Master-level)

Q48: Innovation pipeline management

2. Pipeline Entry Structure: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Each pipeline entry contains: Category, Status (Propuesto/Implementado/En curso), Timing (Q + exact dates), Channel/Platform, Test description, KPI Principal, Investment, Owner. 22 entries across CCF, Innovación, Soporte, Audiencia, Medición categories. **Level:** ■ Formal structured entries with owner accountability

Q48: Innovation pipeline management

3. Named Owners and Accountability: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Confirmed named owners: Daniel (CCF IA, DV360), Andrea (Across provider), Rocio (Meta frequency, TikTok), Alicia (TikTok Smart+, Pinterest Performance+), Diego. Owner accountability embedded in pipeline. **Level:** ■ Named owner accountability

Q48: Innovation pipeline management

4. Status Tracking: Evidence: `Roadmap 2026 - Detalle Eficiencia.pdf` Status field: Propuesto (planned), Implementado (live), En curso (in progress). Active entries: DCO Equative (en curso, €15,000); DemandGen landing (en curso, €10,000). Stage visibility at pipeline level. **Level:** ■ Status tracking at entry level

Q48: Innovation pipeline management

5. Recurring Year-on-Year Process: Evidence: `Roadmap 2025 v2 - Óptico Resumen.pdf` 2025 roadmap spans Q1–Q4 across Programática, Social, SEM, Direct, Always-On, Fidelización, Transversales. Full-year structured testing confirms that the pipeline management process is recurring annually, not a one-off 2026 initiative. **Level:** ■ Recurring annual pipeline

Q48: Innovation pipeline management

6. Production Pipeline: Evidence: `Production_Process.rtf` Documented production pipeline: Needs capture (Offer/Worlds) → Briefing → Agency concept → Internal validation → Consumer validation (Qualtrics) → Rework → Production (Content, Copywriter, UVE, Ogilvy) → Toolkit → COM360 → Channels. CRM process and Content process documented. End-to-end production pipeline with stage documentation. **Level:** ■ Production pipeline documented

Q48: Innovation pipeline management

7. Strategic Pipeline — 3-Year Plan: Evidence: `PLAN CONTENIDOS 2025_27.pptx.pdf` PLAN CONTENIDOS 2025-27: 5 strategic innovation pillars (Mutualización, Escalabilidad, Performance, Touchpoints, Innovación) with 2027 KPIs. Strategic-level pipeline driving operational innovation roadmap. **Level:** ■ Strategic pipeline with 3-year horizon

Q48: Innovation pipeline management

8. Stage-Gate / Formal Approval Process: Evidence: Not documented Formal stage-gate process for moving innovations from ideation to pipeline entry not documented. Innovation funnel (how tests are proposed and

approved for the roadmap) not evidenced. **Level:** ■■ Status tracking present; formal gate criteria not documented ---

Q49: Future capability planning

1. PLAN CONTENIDOS 2025-27 — 3-Year Capability Plan: **Evidence:** `PLAN CONTENIDOS 2025_27.pptx.pdf` 18-page formal strategic plan titled "LA REVOLUCIÓN DE LA IA — Hacia un nuevo modelo de generación de contenidos." Covers: 5 strategic pillars (Mutualización, Escalabilidad, Performance, Touchpoints, Innovación), content strategy model (FIND→GROW→KEEP), 2027 KPIs, competencies to develop/acquire, LMES as ADEO production hub. This is the formal future capability planning document. **Level:** ■ Formal 3-year strategic plan (Master-level)

Q49: Future capability planning

2. 2027 KPIs: **Evidence:** `PLAN CONTENIDOS 2025_27.pptx.pdf` Quantified 2027 targets: 50% AI content (up from 20% in 2025), +15% website visits, 5M social media interactions, 50% GV with premium content. Capability targets are measurable and time-bound. **Level:** ■ Quantified future capability targets

Q49: Future capability planning

3. Competencies to Develop and Acquire: **Evidence:** `PLAN CONTENIDOS 2025_27.pptx.pdf` Plan specifies competencies required for the future capability model: development paths for existing team, acquisition of new capabilities. Competency planning documented at strategic level. **Level:** ■ Competency planning documented

Q49: Future capability planning

4. LMES as ADEO Production Hub: **Evidence:** `PLAN CONTENIDOS 2025_27.pptx.pdf`, `La IA como socio fundamental...` Plan positions LMES as the ADEO production hub — future role defined not just for Spain but as a co-designer of global AI content strategy with France. Strategic positioning for future capability expansion. **Level:** ■ Strategic capability positioning (ADEO level)

Q49: Future capability planning

5. Operational Capability Roadmap — Próximos Pasos: **Evidence:** `La IA como socio fundamental...` Next steps documented: SEO/GEO acceleration (Generative Engine Optimisation), folleto automation scalability, video from photos at scale, ADEO test participation. Operational-level future capability pipeline tied to strategic 3-year plan. **Level:** ■ Operational next steps documented

Q49: Future capability planning

6. 2026 Structured Capability Deployment: **Evidence:** `Roadmap 2026 - Óptico Resumen.pdf` 2026 roadmap: LIA tests (LinkedIn/Pinterest/Google), AI MAX (15+ product categories), Shop The Dot DV360, folleto Demand Gen, Pinterest Top of Search beta, TikTok Multivideo beta, PRO audience. Quarterly deployment of new capabilities. **Level:** ■ Annual capability deployment plan

Q49: Future capability planning

7. Performance Monitoring Mandate: **Evidence:** `PLAN CONTENIDOS 2025_27.pptx.pdf` Performance monitoring mandate included in the plan. Tracks progress toward 2027 KPIs. Capability planning includes measurement framework. **Level:** ■ Monitoring tied to future capability targets

Q49: Future capability planning

8. Incremental Capability Initiatives: **Evidence:** Multiple files LIVIA (new campaign builder 2026), Creatividades Medios dashboard (in development), New Attribution Model (evolution since 2019), Paper Brochure Impact (WIP), 2026 content review. Operational capability development in progress. **Level:** ■ Active capability development pipeline

Q49: Future capability planning

9. Formal Competency Gap Analysis: **Evidence:** Not as standalone document PLAN CONTENIDOS 2025-27 references competencies to develop/acquire but a formal gap analysis document is not evidenced separately. **Level:** ■■ Strategic mention; formal gap analysis not standalone ---

ORGANISATION

Q50: Guidelines Availability

1. **Content** **Typology** **Guides** — **Active** **Use:** **Evidence:** ``02_DOCUMENTATION/PRIORITY_1/06_Content_Typology_Guides/`` Content typology guides document standards for each content type across channels. Active use evidenced by consistent application across produced assets. **Level:** ■ Documented guidelines in active use

Q50: Guidelines Availability

2. **Production** **SOPs** — **Workflow** **Documentation:** **Evidence:** ``02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/`` Production workflows and SOPs documented covering multiple content types and production processes. Guidelines are accessible and operationally embedded. **Level:** ■ Documented production standards ---

Q51: Partner & Supplier Ecosystem Management

1. **Supplier Spend Tracking** — **Category Level:** **Evidence:** ``Economic_Analysis_Summary.md`` Agency spend tracked at category level with exact data: creative fees €791K, production €3.03M, post-production €77K, adaptations €282K. Monthly invoicing review process confirms financial management of supplier relationships. **Level:** ■ Financial tracking of supplier relationships

Q51: Partner & Supplier Ecosystem Management

2. **Gap: Formal Partner Management Framework:** No partner management framework, agency WoW documentation, or supplier performance KPI tracking found. The RACI Governance folder (PRIORITY_2/04_RACI_Governance) exists but content was not confirmed for partner management specifics. **Level:** ■■ Gap: performance management framework absent ---

Q52: Team Roles & Structure

1. **New Organisational Model** — **Worlds and Channels Structure:** **Evidence:** ``nueva organización contenidos.docx.pdf``, ``Nuevo modelo dpto. Contenidos.pptx.pdf`` A formally documented new content department structure has been implemented, organised around "worlds and channels." Two separate documents (a Word doc and a PowerPoint deck) confirm the model is both defined and communicated. Organigrama Marketing 2026 (filed in RACI folder) further confirms 2026 org chart is available. **Level:** ■ Formally documented new structure with defined roles

Q52: Team Roles & Structure

2. **WIZARDS Innovation Roles** — **Per Department:** **Evidence:** `Organisation notes (new_tech.rtf)` The WIZARDS initiative establishes a dedicated innovation role in each department — one Wizard per team responsible for AI adoption and process optimisation. This adds a defined cross-functional role layer to the standard org structure. **Level:** ■ Defined specialist roles embedded in structure

Q52: Team Roles & Structure

3. **OMNICOMMERCE Mission** — **Strategic Alignment:** **Evidence:** ``OMNICOMMERCE- Nuestra Misión en un tuit 2025.pdf`` Department mission statement documented and shared, confirming strategic alignment of team purpose with omnichannel content objectives. **Level:** ■ Mission-aligned structure ---

Q53: Skill Development Program

1. **LMES Manawa Campus** — **Formal Training LMS:** **Evidence:** ``intranet link.rtf`` The intranet link confirms a dedicated training platform for LM Spain: ``lmes-hf3p-campus-catalogoweb-ms.gke-eslm-prod-ohio.priv.manawa.adeo.cloud`` — the LMES campus on the ADEO Manawa training infrastructure. This is a production-grade Learning Management System with a formal course catalogue, not ad hoc training. **Level:** ■ Formal LMS with structured catalogue confirmed

Q53: Skill Development Program

2. **Planificación Estudios 2025-2026** — **Analytics Training Plan:** **Evidence:** ``Planificación Estudios 2025-2026 - Analítica Cliente (1).pdf`` Documented training plan for the 2025–2026 period covering customer

analytics competencies. The plan confirms structured, scheduled development activity with specific learning objectives for the content and analytics functions. **Level:** ■ Documented training plan with defined programme

Q53: Skill Development Program

3. CRM Dashboard Training Material: **Evidence:** `MANUAL HOW TO USE CRM DASHBOARD.docx.pdf` Formal training manual for the CRM analytics dashboard — confirms that tool-specific training materials are produced and maintained. **Level:** ■ Tool-specific training materials documented ---

Q54: BU/Central Collaboration Rituals

1. COM360 — Structured Governance Forum: **Evidence:** organisation.rtf notes COM360 is a formal governance structure with explicitly named recurring rituals: - Monthly Conquests Reviews - Optics sessions - Timings alignment - Toolkits sharing - PAC (Plan de Acción Conjunto) — joint action planning - OKR tracking via Jira BRAND Annual KRs defined and tracked with monthly follow-up. Work cells established for cross-functional collaboration. **Level:** ■ Formal governance forum with named rituals and OKR tracking

Q54: BU/Central Collaboration Rituals

2. ADEO Production Hub — Mutualization Collaboration: **Evidence:** `AICS - MEETUP COM ADEO PROD.pdf` AICS (ADEO Integrated Content Services) meetup with ADEO production — LME actively collaborates with the ADEO central production function. LME serves as production hub for 4 other ADEO BUs, confirming formalised BU-to-central collaboration at production level. **Level:** ■ Formalised production mutualization with central ---

Q55: Inter-BU Collaboration & OKRs

1. Production Hub — Inter-BU Content Sharing: **Evidence:** `LME as production hub for Adeo .pdf` LME produces content for 4 other ADEO BUs with AI translation to 5 languages and a formalised mutualization model (Projects 04/05 in 2025-2026 roadmap). This is a concrete inter-BU collaboration mechanism. **Level:** ■ Operational inter-BU content production sharing

Q55: Inter-BU Collaboration & OKRs

2. OMNICOMMERCE — Cross-BU Strategic Alignment: **Evidence:** `OMNICOMMERCE- Nuestra Misión en un tuit 2025.pdf` OMNICOMMERCE mission statement aligns LM Spain's content strategy with the broader ADEO omnichannel direction, confirming strategic alignment intent across BUs. **Level:** ■ Strategic mission alignment confirmed

Q55: Inter-BU Collaboration & OKRs

3. Gap: Inter-BU OKRs Not Documented: No specific inter-BU OKR framework, shared KR tracking between LM Spain and peer BUs, or formal knowledge exchange programme found. **Level:** ■■ Gap: formal OKR alignment with peer BUs not confirmed ---

Q56: Knowledge Management & Documentation

1. Jira BRAND — Workflow and OKR Tracking: **Evidence:** organisation.rtf Jira BRAND used for COM360 OKR tracking and change management (Email + Jira noted as the change management system). Structured project management and knowledge capture at governance level. **Level:** ■ Governance-level knowledge tracking in Jira

Q56: Knowledge Management & Documentation

2. Manawa Campus — Training Knowledge Repository: **Evidence:** `intranet link.rtf` LMES Manawa campus serves as a structured repository for training and learning content. Training materials (CRM dashboard manual, analytics training plan) are documented and accessible via the platform. **Level:** ■ Training knowledge systematically stored

Q56: Knowledge Management & Documentation

3. Gap: Unified Knowledge Management Platform: No dedicated knowledge management platform (Confluence, Notion, SharePoint wiki, etc.) found. Documentation is distributed across multiple tools without a unified access point for all team knowledge. **Level:** ■■ Gap: fragmented knowledge storage ---

Q57: Agency Management & Ways of Working

1. Agency Spend Management — Monthly Reviews: Evidence: `Economic_Analysis_Summary.md` Agency spend tracked at category level with exact data and monthly invoicing reviews. Cost management is systematic. Agency breakdown: creative fees €791K, production €3.03M, post-production €77K, adaptations €282K. **Level:** ■ Financial agency management systematic

Q57: Agency Management & Ways of Working

2. LM-GLOCALLY-UM WOW Local — Partial WoW Documentation: Evidence: `02_DOCUMENTATION/PRIORITY_1/05_Workflows_SOPs/` (LM-GLOCALLY-UM WOW Local file) A WoW document exists for the LM-GLOCALLY-UM media agency relationship, confirming that some agency relationship documentation exists. This is channel/agency specific rather than a comprehensive framework. **Level:** ■ Partial WoW documentation for media agency

Q57: Agency Management & Ways of Working

3. Gap: Comprehensive Agency Management Framework: No formal agency WoW framework covering all agency relationships, no standardised brief template system, and no agency performance KPI tracking confirmed. **Level:** ■■ Gap: comprehensive framework absent ---

Q58: Onboarding & Training Processes

1. Manawa Campus — Formal LMS with Course Catalogue: Evidence: `intranet link.rtf` LMES Manawa campus (`lmes-hf3p-campus-catalogoweb-ms.gke-eslm-prod-ohio.priv.manawa.adeo.cloud`) is a dedicated training platform on the ADEO Manawa infrastructure. A formal course catalogue exists confirming structured, accessible training content for the team. **Level:** ■ Formal LMS confirmed — systematic training infrastructure

Q58: Onboarding & Training Processes

2. CRM Dashboard Training Manual — Documented Tool Training: Evidence: `MANUAL HOW TO USE CRM DASHBOARD.docx.pdf` A formal training manual for the CRM analytics dashboard documents how team members learn and use the tool. This confirms that training materials are produced and maintained for new starters and existing team members. **Level:** ■ Documented tool-specific training material

Q58: Onboarding & Training Processes

3. Planificación Estudios 2025-2026 — Structured Training Plan: Evidence: `Planificación Estudios 2025-2026 - Analitica Cliente (1).pdf` A documented training plan for the 2025-26 period confirms scheduled, structured learning activities. Training is planned in advance rather than reactive. **Level:** ■ Forward-planned training programme ---

Q59: Change Management Capabilities

1. WIZARDS Initiative — Structured Change & Innovation Network: Evidence: new_tech.rtf (organisation notes) The WIZARDS initiative is a formal change management and innovation adoption framework: - One Wizard designated per department - Each Wizard responsible for AI adoption and process optimisation in their team - Structured technology validation process: **analyse** → **pilot** → **implement progressively** - Digital Transformation team actively scanning the market for new tools This is not informal change management — it is a named, structured programme with defined roles, responsibilities, and process stages. **Level:** ■ Formal change management network with structured methodology

Q59: Change Management Capabilities

2. Procesos Cambios_UM — Documented Change Process: Evidence: `Copia de Procesos_Cambios_UM-LeroyMerlin_nov25.pdf` A formally documented change process for the UM/LeroyMerlin partnership confirms that process changes are managed through a defined, documented workflow. The November 2025 version indicates the document is maintained and updated. **Level:** ■ Documented change management process for agency relationships

Q59: Change Management Capabilities

3. ADEO Production Alignment — Change at Group Level: Evidence: `AICS - MEETUP COM ADEO PROD.pdf` AICS meetup with ADEO production confirms that LM Spain participates in group-level change and standardisation processes — change management extends beyond internal BU to ADEO ecosystem alignment.

Level: ■ Group-level change participation ---

Gaps

OMNICHANNEL

Q9: Maturity of paid vs organic

No formal strategy document: The paid vs organic approach is articulated in interview notes (paid_organic.rtf) but not captured in a standalone written strategy

Q9: Maturity of paid vs organic

Budget split undocumented: Explicit allocation between paid and organic not separated in the economic data

Q9: Maturity of paid vs organic

DCO in test phase: Clinch DCO is test-only (€13.7k passthrough) — not operationally embedded ---