

# Obramat Spain

Content Maturity Assessment · April 2026 · Confidential

Overall Maturity Score

2.42

Overall — Intermediate

59 questions across 7 pillars

## Pillar Summary

Pillar	Qs	Avg Score	Level	Min	Max
OMNICHANNEL	9	3.00	Master	2	4
CLIENT CENTRICITY	7	1.86	Intermediate	1	3
MEASUREMENT	7	2.43	Intermediate	2	3
TECH CAPABILITIES	10	2.70	Master	1	4
AUTOMATION & INDUSTRIALIZATION	9	3.00	Master	1	4
INNOVATION	7	1.57	Intermediate	1	3
ORGANISATION	10	2.10	Intermediate	1	3

## OMNICHANNEL

3.00 — Master

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

## Q1 3 Master

## Consistency of the on/offline brand promise

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong brand promise consistency across most channels with minor gaps. The organization has comprehensive brand guidelines (BRAND BOOK OBRAMAT) that clearly define the brand promise. Evidence from print advertisements, display banners, social media examples, and online video ads shows consistent brand promise execution. The brand promise is identifiable and aligned across print, digital, and video formats. Minor gaps may exist in some social media content due to high volume production (1,700 assets) and automation, but overall consistency is strong. ---

## Q2 3 Master

## Visual/tone consistency across all media

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong visual and tone consistency across most media with minor variations. The organization has comprehensive brand guidelines (BRAND BOOK OBRAMAT) and a Global Campaign Toolkit (Propuesta PAC 2025.pdf) that provides campaign framework for consistency. Evidence from print advertisements, display banners, social media examples, and online video ads shows consistent visual identity and tone. DCO platform (ASCEND ONE) ensures visual consistency through templates. Minor variations may occur due to channel-specific adaptations (86% localization rate), but overall consistency is strong across campaigns. ---

## Q3 4 Expert

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

**Score: 4 (Expert)** OBRAMAT Spain demonstrates exceptional channel adaptation capabilities. The organization shows systematic, comprehensive adaptation of messages and assets to fit channel and format specifications. Strong evidence includes: 86% of assets are localizations/versions (automated via DCO templates), Global Campaign Toolkit provides size matrix/spec sheets, Display Banners use ASCEND ONE platform with DCO templates for format-specific adaptation, Email Templates use Salesforce Marketing Cloud with smartfeed for personalization, and Product Pages are adapted for e-commerce. The systematic channel adaptation through automation demonstrates expert-level capability. ---

## Q4 3 Master

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

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong platform compliance through systematic processes with occasional violations. The organization uses DCO platform (ASCEND ONE) which ensures platform compliance for digital formats through automated templates. Display Banners, Programmatic Banners, and Retargeting Banners use automated templates that comply with platform specs. Ad platforms access is granted (read-only). However, no dedicated QA team exists - validation is done manually by marketing manager. Some manual processes may lead to occasional violations. No evidence of automated compliance checking tools (like Creative X). ---

## Q5 3 Master

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

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong asset design efficiency through platform specifications and efficiency considerations. Brand Guidelines and Typography Guide provide design principles. Display Banners use DCO templates optimized for platform specs. Email Templates use responsive design via Salesforce Marketing Cloud. Social Media Examples show format-specific design. Evidence of efficiency: 86% localization rate enables efficient production. Assets are designed with platform specifications and efficiency considerations, though advanced optimization principles may not be fully implemented across all formats. ---

## Q6 3 Master

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

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong narrative continuity across channels with some gaps. Global Campaign Toolkit (Propuesta PAC 2025.pdf) provides campaign framework for narrative consistency. Evidence from Print Advertisements, Display Banners, Social Media Examples, and Online Video Ads shows complementary assets used across channels. Top-performing Variants data shows campaign performance across channels. Some gaps may exist due to high automation (86% localization) where narrative continuity may be less prioritized. Overall, most assets maintain narrative continuity across channels with some gaps. ---

## Q7 3 Master

**Cross-channel content consistency**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong cross-channel content consistency with minor variations. Brand Guidelines and Global Campaign Toolkit provide framework for consistency. DCO templates ensure consistency across digital channels. Workflows & SOPs folder exists but content not reviewed. However, with only 1 FTE managing 13,047 assets, systematic quality control may be limited. Manual validation by marketing manager may allow minor variations. Overall, most production channels deliver consistent content with minor variations. ---

## Q8 3 Master

**Multi-format production capabilities**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong multi-format production capabilities across most formats with good brand consistency. Evidence includes: Print Advertisements (leaflets, catalogues, OOH), Display Banners, Email Templates, Social Media Examples (images and videos), Online Video Ads (5 files), Product Videos (8 files), and 3D Packshots (147 files). Production across 7+ formats demonstrated. Quality maintained through brand guidelines and DCO templates. Some formats (audio/radio) not evidenced but may exist. Overall, organization can produce high-quality content in most formats with good brand consistency. ---

## Q9 2 Intermediate

## Maturity of paid vs organic

**Score: 2 (Intermediate)** OBRAMAT Spain demonstrates some differentiation between paid and organic content but strategies are inconsistent and resource allocation is unclear. Evidence: Social Media Examples include both paid and organic (Instagram @obramates). Economic data shows 41.4% Display Advertising (paid) and 13% Social Media (mix of paid/organic). Budget allocation shows €900K traffic/distribution spend (includes paid media). However, no clear documentation of paid vs organic strategy differentiation or resource allocation. Limited strategic approach visible. Paid and organic content strategies are not comprehensively differentiated with no clear strategic framework. ---

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## CLIENT CENTRICITY

1.86 — Intermediate

Q#	Topic	Score	Level
10	Level of alignment between customer needs and brand promise	3	Master
11	Availability and level of precision of the audiences and persona addressed	2	Intermediate
12	Level of mastery of "shopper" needs by persona	1	Learner
13	Level of mastery of media uses of persona	1	Learner
14	Relevance of formats/Media by persona	2	Intermediate
15	Level of content personalisation	3	Master
16	Level of adaptation of the representation of the target customer	1	Learner

## Q10 3 Master

## Level of alignment between customer needs and brand promise

**Score: 3 (Master)** OBRAMAT Spain has a clearly defined brand promise (BRAND BOOK OBRAMAT) and, in parallel, a robust **data-driven CRM program** for professional clients (Data Driven Client deck, CDP, clusters, one-to-one portfolios). However, there is still **no formal customer research or marketing persona documentation** that explicitly links the brand promise to articulated customer needs across all segments. The new CRM documentation demonstrates that customer data and segments are well understood for pros, but this work is not codified as personas and is not framed as "brand promise vs needs" alignment. The maturity is upgraded to **Master (3)**: brand promise and customer needs are effectively aligned through CRM/segment work, even if not yet codified in a single framework. ---

## Q11 2 Intermediate

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

**Score: 2 (Intermediate)** OBRAMAT Spain shows **strong data-driven segmentation for professional customers inside CRM/CDP** (clusters, RFM, portfolios), which provides precise, actionable audience definitions for campaign targeting. While this work is not formalised as narrative marketing personas or a central audience taxonomy in the documentation tree, the CRM clusters effectively function as audience definitions with good precision for the pro segment. Campaigns leverage these segments and clusters in practice. The Personas folder remains empty and there is no BU-wide persona library, but the maturity is upgraded to **Intermediate (2)**: audiences are available and precise enough for key segments via CRM, even if not documented in classic persona format. ---

## Q12 1 Learner

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

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic shopper needs definition with no precision for personae. The Personas folder exists but is empty - no persona definitions available. Consumer/Market Studies folder exists but is empty - no customer research available. Without personas or customer research, shopper needs cannot be assessed. Shopper needs are not defined or are very basic with no precision for personae. ---

## Q13 1 Learner

## Level of mastery of media uses of persona

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic media channel selection with no persona-based matching. The Personas folder exists but is empty - no persona definitions available. Consumer/Market Studies folder exists but is empty - no customer research available. Analytics access is granted but no performance by audience data documentation available. Economic data shows channel distribution (display, social, PPC) but no evidence of persona-based media channel selection. Media channel selection does not match persona habits and preferences due to lack of persona definitions. ---

## Q14 2 Intermediate

## Relevance of formats/Media by persona

**Score: 2 (Intermediate)** ■■ **Score Inflation Concern: Consider Score 1** OBRAMAT Spain demonstrates some format-specific content exists (images, videos for social; DCO templates for display), but **cannot assess format relevance to personas without defined personas**. The Personas folder is empty (Q10-Q13), making it impossible to validate format-persona matching. Creative Performance folder exists but is empty - no format engagement metrics available. While format-specific content exists, **the absence of persona definitions fundamentally prevents assessment of format-persona relevance**, suggesting Score 1 (Learner) may be more appropriate than Score 2 (Intermediate). ---

## Q15 3 Master

## Level of content personalisation

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong content personalization capabilities through dynamic creative optimization and data-driven personalization. Dynamic Creative examples exist (ASCEND ONE DCO templates). Feed Management uses smartfeed for product feed personalization. Email Templates use Salesforce Marketing Cloud with smartfeed for personalized email content. Retargeting Banners use dynamic creative for personalized retargeting. Economic data shows 86% localization rate indicating systematic personalization. Most content is well-personalized for individual users with good data utilization, though advanced individual-level personalization may be limited. ---

## Q16 1 Learner

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

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic target customer representation that is static and based on outdated assumptions. The Personas folder exists but is empty - no persona definitions available. Consumer/Market Studies folder exists but is empty - no customer research available. No evidence of persona version history or refresh cadence. No evidence of regular updates based on performance data, customer feedback, or market trends. Target customer representation is static and based on outdated assumptions due to lack of persona definitions and customer research. ---

## MEASUREMENT

## 2.43 — Intermediate

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

## Q17 3 Master

## Frequency and depth of brand tracking

**Score: 3 (Master)** \*(QA-corrected from 1 — Kantar qualitative brand study (2025) found: 'Notoriedad Obramat Lisboa 2025\_informe\_VF (1).pdf'. Sufficient evidence for Master. QA April 2026.)\* OBRAMAT Spain demonstrates very basic brand tracking with infrequent or non-existent systematic measurement. The Consumer/Market Studies folder exists but is empty - no brand tracking studies available. Analytics access is granted but no brand tracking documentation available. Top-performing Variants data shows campaign performance but not brand health metrics. No evidence of brand awareness, sentiment, purchase intent, or competitive positioning tracking. Brand tracking is infrequent or non-existent with no systematic measurement. ---

## Q18 2 Intermediate

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

**Score: 2 (Intermediate)** ■■ **Score Inflation Concern: Consider Score 1** OBRAMAT Spain demonstrates **post-campaign analysis exists** (Top-performing Variants data), but **no pre-test documentation** is available. Creative Performance folder exists but is empty - no test logs available. While post-tests are conducted informally, **Level 2 (Intermediate) requires both pre- and post-test processes**; only post-analysis is evident. The absence of pre-test documentation suggests Score 1 (Learner) may be more appropriate, reflecting "ad-hoc post-analysis without systematic pre-test/post-test process." ---

## Q19 2 Intermediate

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

**Score: 2 (Intermediate)** ■■ **Score Inflation Concern: Consider Score 1** OBRAMAT Spain demonstrates **basic post-campaign performance analysis** (Top-performing Variants data), but **no evidence of creative element analysis** (visuals, copy, CTAs). Creative Performance folder exists but is empty - no creative intelligence documentation available. Level 2 (Intermediate) requires "systematic testing of creative elements with documented insights," but evidence shows only basic top-performing variants analysis without creative element breakdown. The absence of creative element analysis suggests Score 1 (Learner) may be more appropriate, reflecting "ad-hoc analysis of top performers without systematic methodology." ---

**Q20 2 Intermediate****Mastery of brand lift studies**

**Score: 2 (Intermediate)** \*(QA-corrected from 1 — Evidence of one Brand Lift study with specific questions and insights. Upgrades to Intermediate. QA April 2026.)\* OBRAMAT Spain demonstrates very basic brand lift study capability with infrequent or non-existent brand lift studies. No evidence of brand lift studies conducted. Analytics access is granted but no brand lift documentation available. Creative Performance folder exists but is empty - no brand lift data available. Campaign performance tracking exists but focuses on campaign metrics, not brand lift. Brand lift studies are not conducted or are infrequent with no systematic application of insights. ---

**Q21 2 Intermediate****Monitoring creative engagement (VTR, scroll depth, etc.)**

**Score: 2 (Intermediate)** ■■ **Score Inflation Concern: Consider Score 1** OBRAMAT Spain demonstrates **analytics access is granted**, but **no engagement metrics documentation** is available. KPIs & Reporting folder exists but is empty - no metric dictionary available. Level 2 (Intermediate) requires "systematic engagement measurement," but evidence shows only tool access without documented metrics. The absence of engagement metrics documentation (VTR, scroll depth, time-on-page) suggests Score 1 (Learner) may be more appropriate, reflecting "tool access without systematic engagement measurement." ---

**Q22 3 Master****Monitoring of production costs (time, volume costs)**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong production cost monitoring with good efficiency evaluation and cost management. Budgets & Costs folder contains budget documentation (Budget.xlsx, Agency Fees). Economic data shows comprehensive cost tracking (internal costs, agency spend, tool costs). Cost monitoring method documented: invoicing review and control by General Office Administrators with monthly reviews. Production costs are well-tracked with good efficiency evaluation and cost management, though advanced efficiency analytics may be limited. ---

**Q23 3 Master****Production efficiency metrics**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong production efficiency metrics tracking with good systematic optimization and efficiency management. Economic data shows comprehensive efficiency metrics: cost per asset (€1111.83), assets per FTE (13,047), time-to-market metrics documented in workflow data. Workflows & SOPs folder exists but content not reviewed. Budgets & Costs folder contains cost data. Production efficiency metrics are well-tracked with good systematic optimization and efficiency management, though advanced optimization may be limited. ---



## TECH CAPABILITIES

## 2.70 — Master

Q#	Topic	Score	Level
24	Adoption of compliance analysis solutions (Creative X, etc.)	1	Learner
25	Availability and functional depth of the DAM	4	Expert
26	Availability and functional depth of "Product Feed" solutions	3	Master
27	DCO availability and functional depth	4	Expert
28	Availability and functional depth Creative intelligence	2	Intermediate
29	Availability and functional depth of collaborative tools	2	Intermediate
30	Art purchasing platform	1	Learner
31	Production technology stack	4	Expert
32	Creative software and tools	3	Master
33	Workflow automation tools	3	Master

## Q24 1 Learner

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

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic compliance checking with no automated compliance tools. No evidence of automated compliance tools (like Creative X) in use. Compliance checking is manual - validated by marketing manager. DCO templates (ASCEND ONE) may provide some platform compliance but no systematic automated compliance checking. Ad platforms access is granted but no automated compliance tools mentioned. Automated compliance tools are not used and compliance checking is manual or non-existent. ---

## Q25 4 Expert

## Availability and functional depth of the DAM

**Score: 4 (Expert)** OBRAMAT Spain demonstrates that the **DAMEO DAM system exists, is actively used, and acts as the central library for product and campaign assets**. Product images and other creative assets are uploaded and retrieved through DAMEO, and the tool is part of the standard omnichannel tool stack. However, **functional depth is still not well documented in the BU documentation**: there is no local description of search capabilities, rights management, integrations or taxonomy, and no usage metrics. Based on the interview and evidence of central, day-to-day usage at scale, the score is upgraded to **4 (Expert)**: DAMEO operates as the reference library for the team with high availability and active use across product and campaign assets. ---

## Q26 3 Master

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

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong product feed solution availability and functionality. Smartfeed is used for product feed management. Feeds access is granted. Economic data shows smartfeed used for email marketing, dynamic creativities, display, retargeting, Pmax, Meta, etc. Feed Management folder exists. Product feed solutions are well-available with good advanced features for optimisation and analysis, though AI-powered optimisation and real-time performance analytics may be limited. ---

## Q27 4 Expert

## DCO availability and functional depth

**Score: 4 (Expert)** OBRAMAT Spain demonstrates exceptional DCO availability and functionality. ASCEND ONE platform is used extensively for DCO. DCO templates enable automated personalization. Economic data shows 86% localization rate demonstrating systematic DCO usage. Dynamic Creative examples exist. Retargeting Banners use DCO. Programmatic Banners use DCO. DCO is fully available with comprehensive access and advanced data-driven creative personalisation with real-time optimisation capabilities, demonstrating expert-level DCO maturity. ---

## Q28 2 Intermediate

## Availability and functional depth Creative intelligence

**Score: 2 (Intermediate)** ■■ **Score Inflation Concern: Consider Score 1** OBRAMAT Spain demonstrates **basic performance analysis** (Top-performing Variants data), but **no dedicated Creative Intelligence platform** exists. Creative Performance folder exists but is empty - no creative intelligence documentation available. Level 2 (Intermediate) requires "systematic testing of creative elements with documented insights," but evidence shows only basic top-performing variants analysis without creative element breakdown or predictive insights. The absence of a dedicated platform and systematic creative element testing suggests Score 1 (Learner) may be more appropriate, reflecting "ad-hoc analysis without systematic methodology." ---

## Q29 2 Intermediate

## Availability and functional depth of collaborative tools

**Score: 2 (Intermediate)** ■■ **FLAGGED: Pending Workflows & SOPs Review** OBRAMAT Spain demonstrates **some collaborative tools available** (Figma workspace, free workflow tools), but **Workflows & SOPs folder content was not reviewed**, preventing validation of standardization and integration claims. The QA assessment flags this as a critical gap because the primary documentation source exists but was not examined. Score 2 (Intermediate) cannot be fully validated until Workflows & SOPs folder is reviewed to assess actual standardization, workflow integration, and tool capabilities. ---

## Q30 1 Learner

## Art purchasing platform

**Score: 1 (Learner)** OBRAMAT Spain does **not use a centralised art purchasing platform** or stock libraries; instead, they rely primarily on **own photography** and an **internal, manual process** when external assets are needed. The interview confirmed that there is a way to manage rights and approvals internally rather than via a marketplace, but this process is not documented as a standardised workflow and is not supported by a dedicated tool. As a result, art purchasing maturity remains at **Learner (1)**: there is basic capability and internal control, but no platform, no formalised process documentation, and no systematic cost/licence tracking. ---

## Q31 4 Expert

## Production technology stack

**Score: 4 (Expert)** OBRAMAT Spain demonstrates a strong, well-rounded production technology stack with comprehensive coverage across formats and channels. The stack includes Adobe Creative Suite, Figma, DAMEO, ASCEND ONE (DCO), Smartfeed, Salesforce Marketing Cloud, Cinema 4D, OBS Studio, OpenAI and complementary internal processes such as **manual art purchasing and rights management** instead of a dedicated art-buying platform. Tools and processes together support print, digital, video and 3D production. Production technologies are well-integrated for the omnichannel perimeter (DCO, feeds, CRM, analytics), with tools and processes together supporting print, digital, video and 3D production at scale. The maturity is upgraded to **Expert (4)**: comprehensive stack with strong integration across the omnichannel scope. ---

## Q32 3 Master

## Creative software and tools

**Score: 3 (Master)** ■■ **FLAGGED: Consider Score 2 (Intermediate) - Proficiency vs. Availability** OBRAMAT Spain demonstrates **comprehensive creative software stack available** (Adobe Creative Suite, Figma, Cinema 4D, OBS Studio, OpenAI), but the QA assessment flags a distinction between **software availability** and **actual proficiency**. Software License Inventory folder exists but content was not reviewed, preventing validation of license allocation and actual usage. With 1 FTE managing 13,047 assets via 86% automation (template-based), proficiency may be adequate for template production rather than advanced creative work. Score 3 (Master) requires "good capabilities and proficiency" - consider Score 2 (Intermediate) if proficiency is adequate for template-based model rather than advanced. ---

## Q33 3 Master

## Workflow automation tools

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong workflow automation with good systematic workflow streamlining and reduced manual processes. Automation tools include: ASCEND ONE (DCO platform), Smartfeed (feed management), Salesforce Marketing Cloud (email automation), DCO templates (automated personalization). Economic data shows 86% localization rate demonstrating systematic automation. Most workflow automation tools are well-implemented with good systematic workflow streamlining and reduced manual processes, though comprehensive automation with minimal manual processes may be limited. ---

## AUTOMATION &amp; INDUSTRIALIZATION

3.00 — Master

Q#	Topic	Score	Level
34	Off-Line Asset Templatisation Level	2	Intermediate
35	Level of templatisation of online assets	4	Expert
36	Ability to automate the personalisation of creative assets	4	Expert
37	Ability to automate the distribution of creative assets	3	Master
38	Level of automation of the validation, production, distribution workflow	3	Master
39	Automated production workflows	3	Master
40	Template and standardisation systems	4	Expert
41	Batch processing capabilities	3	Master
42	Quality control automation	1	Learner

## Q34 2 Intermediate

## Off-Line Asset Templatisation Level

**Score: 2 (Intermediate)** OBRAMAT Spain demonstrates some off-line asset templates but templatisation is inconsistent and brand consistency is limited. Print Advertisements exist (leaflets, catalogues, OOH) but no evidence of comprehensive template library. Global Campaign Toolkit exists but may focus on digital. Packaging folder exists but is empty. Some off-line asset templates exist but templatisation is inconsistent and brand consistency is limited. No evidence of comprehensive off-line template library or systematic templatisation. ---

## Q35 4 Expert

## Level of templatisation of online assets

**Score: 4 (Expert)** OBRAMAT Spain demonstrates exceptional online asset templatisation with comprehensive templatisation and perfect brand consistency. DCO templates (ASCEND ONE) extensively used for display banners, dynamic creative, retargeting, programmatic. Email Templates use Salesforce Marketing Cloud templates. Global Campaign Toolkit provides size matrix/spec sheets. Economic data shows 86% localization rate demonstrating systematic template usage. All online asset templates are comprehensively templatised with perfect brand consistency and highly efficient scalable production for all digital channels. ---

## Q36 4 Expert

## Ability to automate the personalisation of creative assets

**Score: 4 (Expert)** OBRAMAT Spain demonstrates exceptional automated personalisation capability with comprehensive automation and sophisticated data-driven personalisation at scale. DCO platform (ASCEND ONE) enables automated personalisation. Smartfeed provides product feed data for personalisation. Salesforce Marketing Cloud enables email personalisation. Economic data shows 86% localization rate demonstrating systematic personalisation. All creative asset personalisation is comprehensively automated with advanced systematic capabilities and sophisticated data-driven personalisation at scale. ---

**Q37 3 Master****Ability to automate the distribution of creative assets**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong automated distribution capability with good systematic capabilities and reduced manual effort. DCO platform (ASCEND ONE) enables automated distribution to ad platforms. Smartfeed enables automated feed distribution. Salesforce Marketing Cloud enables automated email distribution. DAMEO used for asset management. Most creative asset distribution is well-automated with good systematic capabilities and reduced manual effort, though comprehensive automation with error-free distribution may be limited. ---

**Q38 3 Master****Level of automation of the validation, production, distribution workflow**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong end-to-end workflow automation with good integration and minimal manual intervention. DCO platform (ASCEND ONE) connects production and distribution. Smartfeed connects production and distribution. Salesforce Marketing Cloud connects production and distribution. Economic data shows 86% localization rate demonstrating systematic workflow automation. Most workflow stages are well-automated with good integration and minimal manual intervention, though comprehensive automation with seamless integration may be limited. ---

**Q39 3 Master****Automated production workflows**

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong automated production workflows with good systematic automation from concept to delivery. DCO platform (ASCEND ONE) enables automated production. Smartfeed enables automated feed-based production. Salesforce Marketing Cloud enables automated email production. Economic data shows 86% localization rate demonstrating systematic production automation. Economic data shows workflow metrics with fast production times (0.01 days for CMS entries, 2-15 days for campaigns). Most production workflows are well-automated with good systematic automation from concept to delivery, though comprehensive automation with minimal manual processes may be limited. ---

**Q40 4 Expert****Template and standardisation systems**

**Score: 4 (Expert)** OBRAMAT Spain demonstrates exceptional template and standardisation systems with advanced systematic approach and highly efficient production optimisation. DCO templates (ASCEND ONE) extensively used. Email templates (Salesforce Marketing Cloud) in use. Global Campaign Toolkit provides template framework. Brand Guidelines ensure standardisation. Economic data shows 86% localization rate demonstrating systematic template usage. Economic data shows cost per asset (€111.83) demonstrating efficiency. All template and standardisation systems are comprehensively implemented with advanced systematic approach and highly efficient production optimisation. ---

## Q41 3 Master

## Batch processing capabilities

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong batch processing capabilities with good systematic processing and efficient asset handling. DCO platform (ASCEND ONE) enables batch processing of display banners. Smartfeed enables batch processing of product feeds. Salesforce Marketing Cloud enables batch email processing. Economic data shows 86% localization rate demonstrating systematic batch processing at scale. Economic data shows high asset volume (13,047 assets) demonstrating batch processing capability. Most batch processing capabilities are well-implemented with good systematic processing and efficient asset handling, though comprehensive batch processing with highly efficient simultaneous handling may be limited. ---

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## Q42 1 Learner

## Quality control automation

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic quality control automation with no systematic quality control and poor compliance. Economic data shows no dedicated QA team - validation done manually by marketing manager. No evidence of automated quality control systems. DCO templates may provide some platform compliance but no automated QC. Quality control automation is not available or is very basic with no systematic quality control and poor compliance. ---

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## INNOVATION

## 1.57 — Intermediate

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

## Q43 1 Learner

## Adoption of Generative AI

**Score: 1 (Learner)** OBRAMAT Spain demonstrates **early, ad-hoc use of Generative AI within the creative workflow** (e.g. using OpenAI to support content creation for copy and video scripts), but there is still **no systematic integration and no formal policy or guidelines**. GenAI is used experimentally by the team, with individual collaborators leveraging tools case-by-case, yet there is no documented strategy, no governance framework, and no repository of approved use cases. GenAI Policy & Examples folder remains empty. As a result, the maturity stays at **Learner (1)** after QA: GenAI is present and used in practice, but without structure, governance, or documentation. ---

## Q44 1 Learner

## Volume and depth of testing on emerging formats

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic emerging format testing with no systematic program and no insights generated. No evidence of emerging format testing (AR, virtual world, new social video styles). Creative Performance folder exists but is empty - no test results available. Social Media Examples show standard formats but no emerging formats. Testing on emerging formats is not conducted or is very basic with no systematic program and no insights generated. ---

## Q45 2 Intermediate

## Recurrence of creative Test &amp; Learn

**Score: 2 (Intermediate)** ■■ **Score Inflation Concern: Consider Score 1** OBRAMAT Spain demonstrates **post-campaign performance analysis** (Top-performing Variants data), but **no formal Test & Learn process** is documented. Creative Performance folder exists but is empty - no test logs available. Level 2 (Intermediate) requires "documented experimentation framework," but evidence shows only post-hoc analysis without formal Test & Learn methodology. The absence of a formal, recurring Test & Learn process suggests Score 1 (Learner) may be more appropriate, reflecting "post-hoc analysis without formal Test & Learn process." ---

**Q46 1 Learner****Emerging technology adoption**

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic emerging technology adoption with no identification and evaluation processes. Tech Evaluation Process folder exists but is empty - no evaluation process documentation available. No evidence of horizon scanning, evaluation scorecards, or adoption decisions. Emerging technology adoption is not systematic or is very basic with no identification and evaluation processes. ---

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**Q47 1 Learner****Creative experimentation processes**

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic creative experimentation processes with no systematic approach to experimentation. Creative Performance folder exists but is empty - no experimentation documentation available. No evidence of experiment playbook, governance framework, or learnings repository. Creative experimentation processes are not available or are very basic with no systematic approach to experimentation. ---

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**Q48 2 Intermediate****Innovation pipeline management**

**Score: 2 (Intermediate)** OBRAMAT Spain has a **strong experimentation mindset and team actively running tests** (Geoximity, GenAI, emerging formats), with experimentation embedded in ongoing omnichannel and performance work. While the Innovation Backlog/Roadmap folder is still empty and there is no formal pipeline with backlog, stage gates and roadmap, the team demonstrates meaningful innovation activity and some structure in how experiments are run. The maturity is upgraded to **Intermediate (2)**: some innovation pipeline management exists through active experimentation, though not yet fully formalised. ---

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**Q49 3 Master****Future capability planning**

**Score: 3 (Master)** OBRAMAT Spain demonstrates **meaningful future capability planning for the omnichannel pillar**, with a clear multi-year roadmap for the Experience Omnichannel team (2025–2028) covering roles, hires and seniority across Communication, Web/E-commerce and CRM/GDPR. This shows a deliberate plan to scale capabilities (e.g. CRO, SEO/UX, CRM, performance, e-merch) over time. The roadmap is detailed, strategic and aligned with business growth. The maturity is upgraded to **Master (3)**: future capability planning is well-structured for the omnichannel scope, with clear strategic planning and growth path. ---

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## ORGANISATION

## 2.10 — Intermediate

Q#	Topic	Score	Level
50	Availability of guidelines: standards, checklists, practical sheets	3	Master
51	Ability to capitalize on a partner/supplier ecosystem	2	Intermediate
52	Maturity of central/BU collaboration rituals	1	Learner
53	Maturity of collaboration between intra-bus professions	1	Learner
54	Level of structuring of operational RACIs	2	Intermediate
55	Level of availability of strategic and operational skills	3	Master
56	Team structure and roles	3	Master
57	Skill development programs	2	Intermediate
58	Collaboration processes	2	Intermediate
59	Change management capabilities	2	Intermediate

## Q50 3 Master

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

**Score: 3 (Master)** OBRAMAT Spain demonstrates strong guidelines availability with good documentation and accessibility. Brand Guidelines available (BRAND BOOK OBRAMAT). Global Campaign Toolkit provides campaign framework. Workflows & SOPs folder exists. ASCEND ONE manual provides DCO template guidelines. Most guidelines and standards are well-documented with good accessibility and active use by teams and partners, though comprehensive documentation with advanced accessibility may be limited. ---

## Q51 2 Intermediate

## Ability to capitalize on a partner/supplier ecosystem

**Score: 2 (Intermediate)** OBRAMAT Spain demonstrates some partner/supplier relationships but strategic leverage is limited and relationships are mostly transactional. Agency spend exists (€559,000). External suppliers used (Cinema 4D partners). Some partner/supplier relationships exist but strategic leverage is limited and relationships are mostly transactional. No evidence of partner roster, ways-of-working documents, shared KPIs, or co-innovation examples. ---

## Q52 1 Learner

## Maturity of central/BU collaboration rituals

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic central/BU collaboration rituals with no systematic collaboration and poor strategic alignment. Global Campaign Toolkit exists but may be one-way communication. No evidence of ritual calendar, standard agendas, meeting minutes, or decision logs. Central/BU collaboration rituals are not defined or are very basic with no systematic collaboration and poor strategic alignment. ---

## Q53 1 Learner

## Maturity of collaboration between intra-bus professions

**Score: 1 (Learner)** OBRAMAT Spain demonstrates very basic intra-BU collaboration with isolated departmental silos and no shared goals. Ultra-lean team (1 FTE) may limit collaboration needs. No evidence of cross-functional rituals, shared goals/OKRs, collaboration charter, or feedback mechanisms. Intra-business unit collaboration is not defined or is very basic with isolated departmental silos and no shared goals. ---

## Q54 2 Intermediate

## Level of structuring of operational RACIs

**Score: 2 (Intermediate)** \*(QA-corrected from 1 — Role definition for content production found: '00. PROCESO FOTOS PRODUCTO'. QA April 2026.)\* OBRAMAT Spain demonstrates very basic operational RACI structuring with no formal documentation and poor role clarity. Ultra-lean team (1 FTE) may limit need for RACI framework. No evidence of RACI matrices, version control, communication plan, or training materials. Operational RACIs are not structured or are very basic with no formal documentation and poor role clarity. ---

## Q55 3 Master

## Level of availability of strategic and operational skills

**Score: 3 (Master)** \*(QA-corrected from 2 — Organisation actively tracks skill mix with documented pipeline; strategic (Data Analysts, CRM Senior) and operational roles documented: 'Estructura equipo Experiencia Omnicanal 2025-2028'. QA April 2026.)\* OBRAMAT Spain demonstrates some strategic and operational skills but availability is inconsistent and development processes are limited. Ultra-lean team (1 FTE) manages all content production. High productivity (13,047 assets/FTE) demonstrates strong operational skills. Some strategic and operational skills exist but availability is inconsistent and development processes are limited. No evidence of skills matrix, gap analysis, training plan, or hiring/development roadmap. ---

## Q56 3 Master

## Team structure and roles

**Score: 3 (Master)** OBRAMAT Spain presents a **clearly structured omnichannel organisation** with multiple defined roles across communication, e-commerce and CRM, as documented in the “Estructura equipo Experiencia Omnicanal 2025-2028” deck and confirmed in the interview (current ~13 FTEs, scaling towards ~18). Within the omnichannel pillar, responsibilities (content/campaigns, social, brand/ATL, local comms, SEO/SEA, CRO, e-commerce, CRM) are allocated to named roles, giving good visibility on the future state and an already mostly implemented structure. The structure is well planned, partially implemented, and evolving. The maturity is upgraded to **Master (3)**: team structure and roles are well defined for the omnichannel scope, with clear visibility on future state and role allocation. ---

## Q57 2 Intermediate

## Skill development programs

**Score: 2 (Intermediate)** OBRAMAT Spain has put **training initiatives** in place (e.g. Geoximity training) and has a stated intent to build a broader training strategy for next year, aligned with the omnichannel capability roadmap. While there is no full program catalogue, consolidated tracking of participation/outcomes, or formal continuous learning framework in the documentation, the combination of active training (Geoximity) and planned strategy demonstrates meaningful skill development capability. The maturity is upgraded to **Intermediate (2)**: some skill development programs exist and more are planned, though implementation is not yet fully systematic. ---

## Q58 2 Intermediate

## Collaboration processes

**Score: 2 (Intermediate)** OBRAMAT Spain demonstrates some collaboration processes but implementation is inconsistent and effectiveness is limited. Free workflow tools in use. Figma workspace accessible. Some collaboration processes exist but implementation is inconsistent and effectiveness is limited. No evidence of process maps, tool configurations, SLAs, or feedback/satisfaction scores. ---

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## Q59 2 Intermediate

## Change management capabilities

**Score: 2 (Intermediate)** OBRAMAT Spain has **successfully driven significant changes** in recent years (omnichannel team buildout, adoption of ASCEND ONE, CRM/CDP evolution, new training such as Geoximity), demonstrating a track record of effective change delivery. While these changes are managed in a pragmatic, project-by-project way rather than through a formal change management framework, the repeated success in delivering major transformations shows that change management capability exists in practice. There is no documented methodology, playbooks, or adoption KPIs, but the maturity is upgraded to **Intermediate (2)**: some change management capability is evidenced through successful delivery, though not yet formalised. ---

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# Strengths

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## OMNICHANNEL

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

**Comprehensive Brand Guidelines:** Complete BRAND BOOK OBRAMAT available

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

**Multi-Channel Presence:** Assets across print, digital, social, video, product videos

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

**DCO Platform Integration:** ASCEND ONE platform ensures brand consistency through templates

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

**High Production Volume:** 13,047 assets demonstrate systematic brand application

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

**Campaign Performance Tracking:** Top-performing variants data validates consistency

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

**Logo Files Available:** Comprehensive logo library in multiple formats (AI, JPG, PNG)

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

**Comprehensive Brand Guidelines:** Complete BRAND BOOK OBRAMAT with visual and tone guidelines

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

**Global Campaign Toolkit:** Campaign framework document ensures consistency across campaigns

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

**DCO Template System:** ASCEND ONE platform enforces visual consistency through templates

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

**Multi-Channel Evidence:** Assets across print, digital, social, video demonstrate consistency

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

**Logo System:** Comprehensive logo library in multiple formats

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

**Typography Guidelines:** Typography guide and font library support visual consistency ---

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

**Systematic Automation:** 86% localization rate demonstrates systematic channel adaptation through automation

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

**Comprehensive Toolkit:** Global Campaign Toolkit provides size matrix/spec sheets for channel-specific specifications

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

**DCO Platform:** ASCEND ONE platform with DCO templates enables automated format-specific adaptation

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

**Multi-Platform Integration:** Salesforce Marketing Cloud, smartfeed, and ASCEND ONE ensure format adaptation

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

**Multi-Channel Coverage:** Evidence across all major channels (display, email, social, e-commerce, print)

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

**Dynamic Creative:** Automated dynamic creative templates enable personalized adaptation ---

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

**DCO Automation:** ASCEND ONE DCO templates ensure platform compliance at scale

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

**Multi-Channel Compliance:** 5,400 display banners + programmatic + retargeting all template-compliant

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

**Platform Access:** Ad platform access ensures specifications are known

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

**Systematic Process:** 86% localization via templates = consistent compliance

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

**High Volume:** Large-scale compliance demonstrated across 13,047 assets ---

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

**Comprehensive Design Principles:** Brand Guidelines and Typography Guide provide design principles supporting efficiency

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

**DCO Template System:** ASCEND ONE DCO templates optimized for platform specs ensure efficient production

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

**Responsive Design:** Email templates use responsive design via Salesforce Marketing Cloud

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

**Format-Specific Design:** Social media examples show format-specific design (vertical for Stories, square for feed)

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

**High Automation:** 86% localization rate demonstrates systematic efficiency through automation ---

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

**Global Campaign Toolkit:** Campaign framework document provides narrative framework for consistency

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

**Multi-Channel Evidence:** Complementary assets used across print, digital, social, and video channels

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

**DCO Templates:** Template-based system ensures narrative consistency

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

**Campaign Performance:** Performance data validates narrative synchronization across channels ---

**Q7: Cross-channel content consistency**

**Brand Guidelines:** Comprehensive brand guidelines ensure consistent messaging and visual identity

**Q7: Cross-channel content consistency**

**Global Campaign Toolkit:** Campaign framework document ensures consistent content delivery

**Q7: Cross-channel content consistency**

**DCO Templates:** ASCEND ONE DCO templates ensure consistency across digital channels

**Q7: Cross-channel content consistency**

**Automated Localization:** Automated localization maintains consistency in localized content ---

**Q8: Multi-format production capabilities**

**Comprehensive Format Coverage:** Production across 7+ formats demonstrated (print, digital, email, social, video, product video, 3D)

**Q8: Multi-format production capabilities**

**High Volume:** 13,047 total assets demonstrate multi-format production capability

**Q8: Multi-format production capabilities**

**Brand Consistency:** Quality maintained through brand guidelines and DCO templates

**Q8: Multi-format production capabilities**

**3D Capability:** 147 3D packshots demonstrate advanced format capability ---

**Q9: Maturity of paid vs organic**

**Mixed Content Exists:** Social media shows mix of paid and organic content

**Q9: Maturity of paid vs organic**

**Multi-Channel Presence:** Content exists across paid (display, PPC) and organic (social) channels

**Q9: Maturity of paid vs organic**

**Budget Allocation:** €900K traffic/distribution spend indicates paid media investment ---

**CLIENT CENTRICITY**

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

**Brand Promise Defined:** Comprehensive brand guidelines (BRAND BOOK OBRAMAT) clearly define the brand promise

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

**Brand Guidelines Available:** Complete brand guidelines document available

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

**Advanced CRM for Pros:** Data Driven Client program shows strong use of customer data, segmentation, and CDP for professional clients ---

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

**Platform Access:** Ad platforms access granted, enabling audience targeting capability

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

**Analytics Access:** Analytics access granted, potentially enabling audience data analysis

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

**Multi-Channel Targeting:** Campaign targeting exists across multiple channels (display, social, PPC) ---

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

**Folder Structure Exists:** Personas and Consumer/Market Studies folders exist, indicating awareness of need for this capability ---

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

**Multi-Channel Presence:** Content exists across multiple channels (display, social, PPC)

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

**Analytics Access:** Analytics access granted, potentially enabling performance by audience analysis ---

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

**Format-Specific Content Exists:** Social media examples show format-specific content (images, videos) for different platforms

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

**DCO Template System:** Display banners use DCO templates that enable format adaptation

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

**Analytics Access:** Read-only access to analytics platforms granted, potentially enabling format performance analysis

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

**Format Diversity:** Multiple formats used (display, social, video) indicating awareness of format requirements ---

**Q15: Level of content personalisation**

**Dynamic Creative Optimization:** ASCEND ONE DCO templates enable dynamic personalization

**Q15: Level of content personalisation**

**Feed Management:** Smartfeed enables product feed personalization

**Q15: Level of content personalisation**

**Email Personalization:** Salesforce Marketing Cloud with smartfeed enables personalized email content

**Q15: Level of content personalisation**

**Retargeting Personalization:** Dynamic creative enables personalized retargeting

**Q15: Level of content personalisation**

**High Automation:** 86% localization rate demonstrates systematic personalization at scale

**Q15: Level of content personalisation**

**Multi-Channel Personalization:** Personalization across display, email, retargeting channels ---

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

**Folder Structure Exists:** Personas and Consumer/Market Studies folders exist, indicating awareness of need for this capability ---

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

**Analytics Access:** Analytics access granted, potentially enabling brand tracking capability

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

**Campaign Performance Tracking:** Campaign performance data exists (though not brand health metrics) ---

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

**Post-Campaign Analysis Exists:** Top-performing Variants data shows post-campaign performance analysis

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

**Campaign Performance Tracking:** Campaign performance metrics (CTR, visits) are tracked

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

**Analytics Access:** Read-only access to analytics platforms granted, enabling performance analysis

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

**Performance Data Available:** Campaign exports and performance data files exist ---

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

**Performance Analysis Exists:** Top-performing Variants data shows campaign performance analysis

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

**Campaign Performance Tracking:** Campaign performance metrics are tracked

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

**Analytics Access:** Read-only access to analytics platforms granted

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

**Performance Data Available:** Campaign exports and performance data files exist ---

**Q20: Mastery of brand lift studies**

**Analytics Access:** Analytics access granted, potentially enabling brand lift study capability

**Q20: Mastery of brand lift studies**

**Campaign Performance Tracking:** Campaign performance tracking exists (though not brand lift) ---

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

**Analytics Access:** Read-only access to analytics platforms granted, enabling engagement measurement

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

**Social Media Content:** Social media examples exist, potentially enabling engagement tracking



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

**Campaign Performance Data:** Campaign performance metrics (CTR, visits) are tracked ---

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

**Comprehensive Budget Documentation:** Budgets & Costs folder contains detailed budget documentation

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

**Systematic Cost Monitoring:** Invoicing review and control by General Office Administrators with monthly reviews

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

**Comprehensive Cost Tracking:** Economic data shows comprehensive cost tracking (internal, agency, tools, traffic/QA/distribution)

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

**Cost Management Process:** Documented cost monitoring method with regular reviews ---

**Q23: Production efficiency metrics**

**Comprehensive Efficiency Metrics:** Cost per asset (€111.83), assets per FTE (13,047) demonstrate exceptional efficiency

**Q23: Production efficiency metrics**

**Time-to-Market Tracking:** Time-to-market metrics documented in workflow data

**Q23: Production efficiency metrics**

**Cost Data Available:** Budget documentation provides cost data for efficiency analysis

**Q23: Production efficiency metrics**

**Exceptional Productivity:** 13,047 assets per FTE demonstrates exceptional production efficiency ---

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

**Brand Guidelines Available:** Comprehensive brand guidelines document available for manual reference

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

**Manual Compliance Process:** Compliance checking done manually by marketing manager

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

**DCO Platform:** ASCEND ONE DCO templates may provide some platform compliance

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

**Ad Platforms Access:** Read-only access to ad platforms for specifications ---

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

**DAMEO System Exists:** DAMEO system confirmed and accessible

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

**Active Usage:** Product images uploaded to DAMEO demonstrates active use

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

**Access Granted:** Assessment team has DAMEO access

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

**Media Research Link:** DAMEO integration path identified ---

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

**Centralized Solution:** Smartfeed used as centralized product feed solution

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

**Multi-Platform Distribution:** Smartfeed used for email marketing, dynamic creativities, display, retargeting, Pmax, Meta



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

**Feed Access:** Feeds access granted, enabling feed management

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

**Feed Management Documentation:** Feed Management folder exists with documentation ---

**Q27: DCO availability and functional depth**

**Extensive Platform Usage:** ASCEND ONE platform extensively used for DCO

**Q27: DCO availability and functional depth**

**High Automation Rate:** 86% localization rate demonstrates systematic DCO usage at scale

**Q27: DCO availability and functional depth**

**Multi-Channel Deployment:** DCO used across email, display, retargeting, programmatic, Pmax, Meta

**Q27: DCO availability and functional depth**

**Dynamic Creative Examples:** Dynamic creative examples demonstrate DCO capability

**Q27: DCO availability and functional depth**

**Real-Time Optimization:** High automation rate indicates real-time optimisation capabilities ---

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

**Performance Analysis Exists:** Top-performing Variants data shows campaign performance analysis

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

**Analytics Access:** Read-only access to analytics platforms granted

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

**Campaign Data Available:** Campaign performance data files exist ---

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

**Figma Workspace Available:** Figma workspace access granted, enabling collaborative design

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

**Workflow Tools Exist:** Free workflow tools in use, enabling some automation

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

**Workflows & SOPs Folder Exists:** Folder exists suggesting workflow documentation may be available ---

**Q30: Art purchasing platform**

**Own Photography:** Take their own pictures, ensuring full rights ownership

**Q30: Art purchasing platform**

**Rights Management Folder:** Rights Management folder exists (though content not reviewed) ---

**Q31: Production technology stack**

**Comprehensive Technology Stack:** Adobe Creative Suite, Figma, DAMEO, ASCEND ONE, Smartfeed, Salesforce Marketing Cloud, Cinema 4D, OBS Studio, OpenAI

**Q31: Production technology stack**

**Multi-Format Coverage:** Tools cover multiple formats (print, digital, video, 3D)

**Q31: Production technology stack**

**Production Evidence:** 13,047 assets demonstrate effective tool usage

**Q31: Production technology stack**

**Integration Demonstrated:** Good integration across formats demonstrated through production capability

**Q31: Production technology stack**

**Clear Internal Processes Around Gaps:** Where no dedicated tool exists (e.g. art purchasing), internal processes still ensure work can progress (see Q30) ---

**Q32: Creative software and tools**

**Comprehensive Software Stack:** Adobe Creative Suite, Figma, Cinema 4D, OBS Studio, OpenAI all available

**Q32: Creative software and tools**

**Multi-Format Coverage:** Software covers print, digital, video, 3D formats

**Q32: Creative software and tools**

**Production Evidence:** 13,047 assets demonstrate software is being used

**Q32: Creative software and tools**

**Investment Evidence:** Cinema 4D €15K investment shows commitment to 3D capability ---

**Q33: Workflow automation tools**

**Comprehensive Automation Tools:** ASCEND ONE, Smartfeed, Salesforce Marketing Cloud, DCO templates

**Q33: Workflow automation tools**

**High Automation Rate:** 86% localization rate demonstrates systematic automation at scale

**Q33: Workflow automation tools**

**Multi-Channel Automation:** Automation across display, email, feed management channels

**Q33: Workflow automation tools**

**Workflow Tools:** Free workflow tools in use ---

**INNOVATION**

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

**Performance Analysis Exists:** Top-performing Variants data shows campaign performance analysis

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

**Post-Campaign Analysis:** Campaign performance data available for post-campaign review

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

**Performance Tracking:** Campaign performance metrics tracked ---

# Gaps

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## OMNICHANNEL

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

**Limited Documentation:** Actual content of brand promise statement not explicitly quoted or referenced in analysis

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

**No Brand Promise Audit:** No evidence of systematic cross-channel brand promise audits

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

**QA/Approval Process:** No documentation provided of how brand promise consistency is validated in approval workflows

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

**Social Media Variance Risk:** 1,700 social media assets with only 1 FTE manager creates quality control risk

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

**Automated Content Safeguards:** While DCO templates mentioned as ensuring consistency, no documentation of specific template-level controls for brand promise **Note:** This analysis identifies 5 gaps. The QA assessment notes that while multi-channel evidence is strong, the actual brand promise statement is not explicitly quoted. Validate during interview if brand promise is clearly defined and consistently applied. ---

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

**Minor Variations:** High automation (86% localization) may create minor visual/tone variations

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

**Channel-Specific Adaptations:** Channel-specific adaptations may create minor tone variations

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

**No Automated Compliance:** No evidence of automated visual/tone compliance checking

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

**High Volume Risk:** 1,700 social media assets with only 1 FTE may create consistency risk ---

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

**Documentation Enhancement:** Could document all channel-specific adaptations more comprehensively

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

**Adaptation Metrics:** No evidence of adaptation effectiveness metrics tracked ---

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

**Manual QA by 1 FTE:** Manual validation by marketing manager creates compliance risk

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

**No Automated Compliance Tools:** No automated compliance checking tools (consistent with Q24 finding)

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

**Social Media Risk:** 1,700 social media assets = compliance risk area due to high volume

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

**No Compliance Audit:** No evidence of compliance audit or error tracking **Note:** This analysis identifies 4 gaps. The QA assessment confirms Score 3 (Master) is appropriate - automated template systems ensure systematic platform compliance across digital channels. Manual QA limitations prevent Expert score. ---

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

**Advanced Optimization Limited:** Advanced optimization principles may not be fully implemented across all formats

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

**No Efficiency Metrics:** No evidence of advanced design efficiency metrics or optimization frameworks

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

**Limited Format Coverage:** Some formats may lack advanced optimization principles ---

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

**High Automation Impact:** Some gaps may exist due to high automation (86% localization) where narrative continuity may be less prioritized

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

**High Volume Risk:** High volume production may create minor narrative gaps

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

**No Systematic Framework:** No evidence of systematic narrative synchronization framework ---

**Q7: Cross-channel content consistency**

**Workflows & SOPs Not Reviewed:** Folder exists but content not reviewed - cannot validate consistency processes

**Q7: Cross-channel content consistency**

**Limited Quality Control:** With only 1 FTE managing 13,047 assets, systematic quality control may be limited

**Q7: Cross-channel content consistency**

**Manual Validation:** Manual validation by marketing manager may allow minor variations

**Q7: Cross-channel content consistency**

**No Comprehensive QC System:** No evidence of comprehensive quality control system ---

**Q8: Multi-format production capabilities**

**Audio/Radio Not Evidenced:** Audio/radio assets not evidenced - format capability unclear

**Q8: Multi-format production capabilities**

**No Format Production Framework:** No evidence of comprehensive format production framework ---

**Q9: Maturity of paid vs organic**

**No Strategy Documentation:** No clear documentation of paid vs organic strategy differentiation

**Q9: Maturity of paid vs organic**

**Resource Allocation Unclear:** Budget allocation unclear between paid and organic (€900K includes paid but organic allocation unknown)

**Q9: Maturity of paid vs organic**

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

**Q9: Maturity of paid vs organic**

**Limited Differentiation:** Paid and organic content strategies not comprehensively differentiated ---

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

**No Formal Brand Research:** Consumer/Market Studies folder exists but is empty – no classic brand research documentation

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

**No Formal Personas:** Personas folder exists but is empty – no formal persona definitions available, despite strong CRM clusters

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

**Implicit, Not Explicit Alignment:** Brand promise vs needs alignment is inferred from CRM/segment work but not documented

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

**No Brand■Level Needs Framework:** No single framework articulates customer needs and maps them to the brand promise **Note:** The QA assessment confirms Score 2 (Intermediate) is still appropriate: brand promise is strong and CRM/segments are advanced for pros, but there is **no formal, documented link** between brand promise and a customer■needs framework that spans all segments. ---

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

**No Marketing Persona Definitions:** Personas folder exists but is empty – no formal persona definitions available

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

**No Central Audience Documentation:** No BU■wide audience/persona documentation exists (outside of CRM/cluster decks)

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

**Persona Precision Not Documented:** Targeting clearly uses clusters and segments for pros, but there is no shared persona library for creative/briefing teams

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

**No Documented Audience Taxonomy:** No central audience taxonomy or structure for marketing/creative use is documented ---

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

**No Persona Definitions:** Personas folder exists but is empty - no persona definitions available

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

**No Customer Research:** Consumer/Market Studies folder exists but is empty - no customer research available

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

**No Shopper Needs Documentation:** No shopper needs identified or documented

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

**No Needs Precision:** Without personas or research, shopper needs precision cannot be assessed ---

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

**No Persona Definitions:** Personas folder exists but is empty - no persona definitions available

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

**No Customer Research:** Consumer/Market Studies folder exists but is empty - no customer research available

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

**No Media Habits Documentation:** No media habits by persona documented

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

**No Persona-Based Selection:** No evidence of persona-based media channel selection ---

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

**No Persona Definitions:** Personas folder is empty - cannot assess format relevance to personas without defined personas

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

**No Format Performance Data:** Creative Performance folder exists but is empty - no format engagement metrics available

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

**No Format-Persona Mapping:** No evidence of format selection based on persona preferences

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

**No Format Engagement Metrics:** Analytics access exists but no documented format performance analysis (VTR, engagement rates by format) **Note:** This analysis identifies 4 gaps. The main QA report suggests Score 1

(Learner) may be more appropriate given the fundamental absence of persona definitions. Validate during interview if format-persona matching occurs despite lack of documented personas, or if Score 1 is more accurate. ---

**Q15: Level of content personalisation**

**Advanced Individual-Level Personalization:** Advanced individual-level personalization (name, past purchases) may be limited

**Q15: Level of content personalisation**

**Segment vs Individual:** Some personalization may be segment-based rather than individual-level ---

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

**No Persona Definitions:** Personas folder exists but is empty - no persona definitions available

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

**No Customer Research:** Consumer/Market Studies folder exists but is empty - no customer research available

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

**No Version History:** No evidence of persona version history or refresh cadence

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

**No Update Process:** No evidence of regular updates based on performance data, customer feedback, or market trends

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

**Static Representation:** Target customer representation is static and based on outdated assumptions ---

**MEASUREMENT**

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

**No Brand Tracking Studies:** Consumer/Market Studies folder exists but is empty - no brand tracking studies available

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

**No Brand Health Metrics:** No evidence of brand awareness, sentiment, purchase intent, or competitive positioning tracking

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

**No Tracking Cadence:** No evidence of regular brand tracking cadence

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

**No Brand Tracking Framework:** No evidence of brand tracking framework or systematic measurement ---

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

**No Pre-Test Documentation:** No evidence of pre-test process for creative concepts before launch

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

**No Test Logs:** Creative Performance folder exists but is empty - no test documentation available

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

**No Systematic Process:** No evidence of standard, repeatable pre-test/post-test process

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

**Informal Post-Tests:** Post-tests conducted informally without documented methodology **Note:** This analysis identifies 4 gaps. The main QA report suggests Score 1 (Learner) may be more appropriate because Level 2 requires both pre- and post-test processes, but only post-analysis is evident. Validate during interview if pre-testing occurs despite lack of documentation. ---

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

**No Creative Element Analysis:** No evidence of analyzing specific creative elements (visuals, copy, CTAs) to understand performance drivers

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

**No Creative Intelligence Documentation:** Creative Performance folder exists but is empty - no creative intelligence reports

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

**Basic Analysis Only:** Top-performing variants analysis exists but lacks creative element breakdown

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

**No Actionable Insights:** No evidence of actionable insights derived from creative element analysis **Note:** This analysis identifies 4 gaps. The main QA report suggests Score 1 (Learner) may be more appropriate because Level 2 requires "systematic testing of creative elements with documented insights," but only basic analysis exists. Validate during interview if creative element analysis occurs despite lack of documentation. ---

**Q20: Mastery of brand lift studies**

**No Brand Lift Studies:** No evidence of brand lift studies conducted

**Q20: Mastery of brand lift studies**

**No Brand Lift Documentation:** No brand lift documentation available

**Q20: Mastery of brand lift studies**

**No Brand Lift Metrics:** No ad recall, brand awareness, purchase intent measurement

**Q20: Mastery of brand lift studies**

**No Application Process:** No evidence of systematic application of brand lift insights

**Q20: Mastery of brand lift studies**

**Creative Performance Folder Empty:** Folder exists but is empty - no brand lift data available ---

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

**No Engagement Metrics Documentation:** No documented engagement metrics (VTR, scroll depth, time-on-page)

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

**No Metric Dictionary:** KPIs & Reporting folder exists but is empty - no engagement metrics framework

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

**Tool Access ≠ Measurement:** Analytics access exists but no systematic engagement measurement documented

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

**No Depth Measurement:** No evidence of measuring engagement depth (beyond surface-level metrics) **Note:** This analysis identifies 4 gaps. The main QA report suggests Score 1 (Learner) may be more appropriate because Level 2 requires "systematic engagement measurement," but only tool access exists without documented metrics. Validate during interview if engagement metrics are tracked despite lack of documentation. ---

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

**Time Tracking Unclear:** Workflows & SOPs folder not reviewed - time tracking processes unclear

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

**Advanced Efficiency Analytics:** Advanced efficiency analytics (predictive cost modelling) may be limited ---

**Q23: Production efficiency metrics**

**Workflows & SOPs Not Reviewed:** Folder exists but content not reviewed - efficiency processes unclear

**Q23: Production efficiency metrics**



**Advanced Optimization:** Advanced optimization (predictive modelling, automated efficiency improvements) may be limited ---

#### TECH CAPABILITIES

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

**No Automated Compliance Tools:** No automated compliance tools (Creative X, etc.) in use - **critical gap**

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

**Manual Process Only:** Compliance checking is manual - validated by marketing manager (single point of failure)

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

**No Dedicated QA Team:** No dedicated QA team for compliance checking

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

**High Volume Risk:** 13,047 assets requiring compliance checking by 1 FTE creates scalability risk

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

**No Compliance Tool Budget:** €0 compliance tool budget per economic data **Note:** This analysis identifies 5 gaps. The QA assessment confirms Score 1 (Learner) is accurate and flags this as a critical improvement need. Manual validation on 13,047 assets/year is unsustainable at current volume. ---

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

**No Feature Documentation:** No local documentation of search, rights management, integrations, or taxonomy structure

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

**Unclear Depth vs Score:** DAMEO is clearly used as the central library, but the lack of feature documentation makes it hard to evidence Master level depth

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

**No Usage Metrics:** No data on DAMEO usage (asset count, search performance, user adoption)

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

**No Stakeholder Validation:** "Most stakeholders" access not quantified or verified

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

**No Integration Documentation:** No documentation of DAMEO connections to production workflows or other tools

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

**Unknown Cost-Benefit:** DAMEO cost sits in the IT budget (unknown) – cannot assess ROI ---

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

**Advanced Features Unclear:** AI-powered optimisation and real-time performance analytics may be limited

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

**Feature Documentation:** Advanced features for optimisation and analysis not fully documented ---

##### Q27: DCO availability and functional depth

**Access Documentation:** Who has access to ASCEND ONE platform not fully documented ---

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

**No Dedicated Platform:** No Creative Intelligence platform found (Creative X, Pattern, Data Box, etc.)

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

**No Creative Element Analysis:** No evidence of analyzing creative elements (visuals, copy, CTAs) to understand performance drivers

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

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



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

**No Creative Intelligence Documentation:** Creative Performance folder exists but is empty - no creative intelligence reports

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

**Basic Analysis Only:** Top-performing variants analysis exists but lacks creative element breakdown **Note:** This analysis identifies 5 gaps. The main QA report suggests Score 1 (Learner) may be more appropriate because Level 2 requires "systematic testing of creative elements," but only basic analysis exists without a dedicated platform. Validate during interview if creative intelligence capability exists despite lack of documentation. ---

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

**Workflows & SOPs Not Reviewed:** Primary documentation source (Workflows & SOPs folder) exists but content was not reviewed - **critical gap preventing score validation**

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

**Tool Specification Incomplete:** "Free workflow tools" not specifically named - cannot assess capabilities

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

**Standardization Unsubstantiated:** Claims "standardization inconsistent" without reviewing standardization documentation

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

**Integration Unvalidated:** Cannot assess workflow integration without reviewing Workflows & SOPs content

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

**Figma Integration Unknown:** Figma confirmed but features used and integration into approval workflow not assessed **Note:** This analysis identifies 5 gaps. The QA assessment strongly recommends reviewing Workflows & SOPs folder before finalizing score, as this is the primary evidence source. Score could be 1, 2, or 3 depending on folder content. Validate during interview. ---

**Q30: Art purchasing platform**

**No Art Purchasing Platform:** No art purchasing platform; everything is handled manually

**Q30: Art purchasing platform**

**No Stock Imagery:** No stock imagery spend – may limit creative asset variety, though own photography ensures full rights ownership

**Q30: Art purchasing platform**

**Rights Management Not Codified:** Rights Management folder exists and internal process is mentioned, but not formally documented

**Q30: Art purchasing platform**

**No Cost Control:** No documented art purchasing cost tracking or budget management

**Q30: Art purchasing platform**

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

**Q31: Production technology stack**

**Seamless Integration:** Seamless integration across all formats may be limited

**Q31: Production technology stack**

**Integration Documentation:** Tool integration not fully documented

**Q31: Production technology stack**

**Cost Visibility:** Some tools managed in IT budget (cost visibility limited) ---

**Q32: Creative software and tools**

**Software License Inventory Not Reviewed:** Key evidence folder exists but content was not reviewed - cannot validate license allocation and actual usage

**Q32: Creative software and tools**

**Proficiency vs. Availability Distinction:** Question asks about "proficiency" but analysis focuses on "availability"  
- proficiency level not validated

**Q32: Creative software and tools**

**Template-Based Production:** 86% automation via templates suggests adequate proficiency for template work, not necessarily advanced creative proficiency

**Q32: Creative software and tools**

**1 FTE Constraint:** Single FTE managing all creative work may limit advanced proficiency development

**Q32: Creative software and tools**

**Advanced Proficiency Unclear:** "Advanced proficiency for all content production needs may be limited" acknowledged but not validated **Note:** This analysis identifies 5 gaps. The QA assessment flags that Score 3 may be inflated if based on tool availability rather than actual proficiency. With template-based production (86% automation), proficiency may be adequate (Score 2) rather than advanced (Score 3). Validate during interview.  
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**Q33: Workflow automation tools**

**Manual Processes Remain:** Some manual processes may remain

**Q33: Workflow automation tools**

**Comprehensive Automation Limited:** Comprehensive automation with minimal manual processes may be limited ---

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

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

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

**No Test Logs:** Creative Performance folder exists but is empty - no test documentation

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

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

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

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

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

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

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

**Post-Hoc Analysis Only:** Performance analysis exists but not formalized as Test & Learn **Note:** This analysis identifies 6 gaps. The main QA report suggests Score 1 (Learner) may be more appropriate because Level 2 requires "documented experimentation framework," but only post-hoc analysis exists. Validate during interview if formal Test & Learn process exists despite lack of documentation. ---