ARTEFACT

REPORT

Data & AI for Retail and Consumers



ARTEFACT

AI IS ABOUT PEOPLE

WE ACCELERATE DATA AND AI ADOPTION TO POSITIVELY IMPACT PEOPLE AND ORGANIZATIONS.



27
COUNTRIES

2500
EMPLOYEES

+1000
CLIENTS

Artefact is a global leader in consulting services, specialized in data transformation and data & digital marketing, from strategy to the deployment of AI solutions.
We are offering a unique combination of innovation (Art) and data science (Fact).

STRATEGY & TRANSFORMATION | AI ACCELERATION | DATA FOUNDATIONS & BI
IT & DATA PLATFORMS | MARKETING DATA & DIGITAL

TABLE OF CONTENTS

INTRO

Report Adopt AI : AI for retail & consumers 4

Synthesis of the AI for Retail & Consumers Insights – Adopt AI 2025 5

CARREFOUR: How agentic AI accelerates store openings 6

LAGARDÈRE TRAVEL RETAIL: Deployment of Lumina, a custom-built Gen AI tool that assists global business leaders in responding better and faster to the tenders the company handles annually 10

Revolutionizing Retail with AI Agents – Is the Industry Ready for It? 14

GHD (Good Hair Day)From Awareness to Action with AI: How GHD Scaled Conversions with Performance+ 17

Enriching the DIY experience: How ADEO uses AI to connect content and knowledge 20

BASIC-FIT 's 10x marketing leap 25

Rethinking Travel Retail: How leaders are scaling Travel Retail with pragmatic data-driven solutions 27

CARREFOUR GROUP How Data & AI can accelerate sustainable business transformation 29

From Retail Cost to Competitive Advantage: 9 Metrics That Drive Loyalty 32

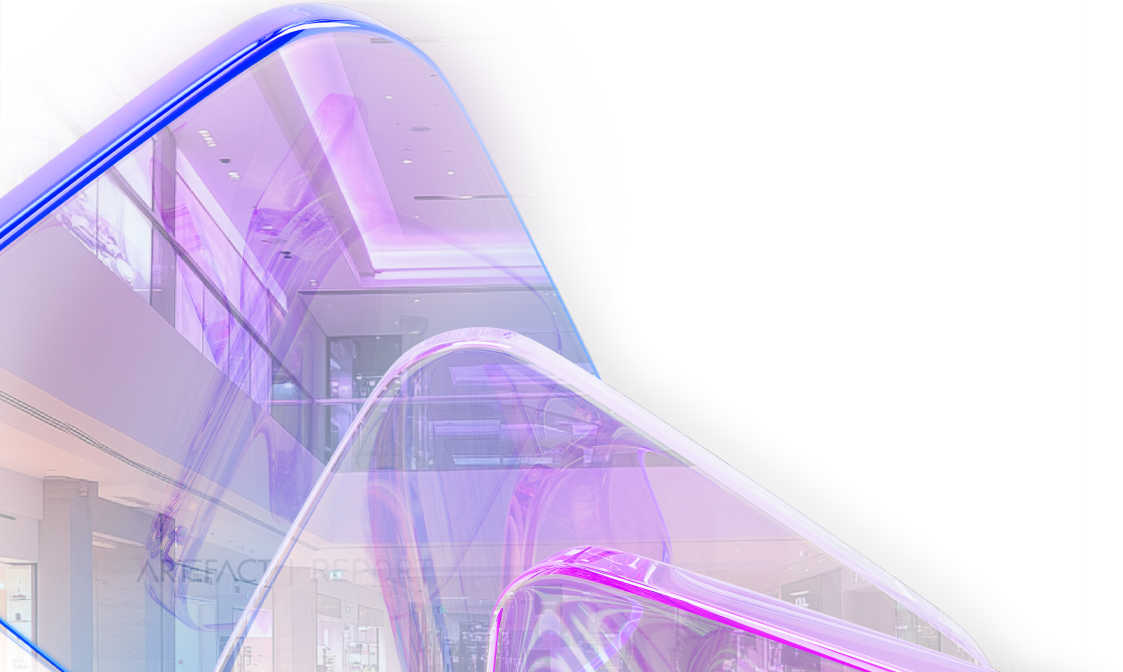
Uniliver How does Artefact support Uniliver on Reatil Media use cases to increase its sales ? 35

Retail's future: Powered by data, built on collaboration 39

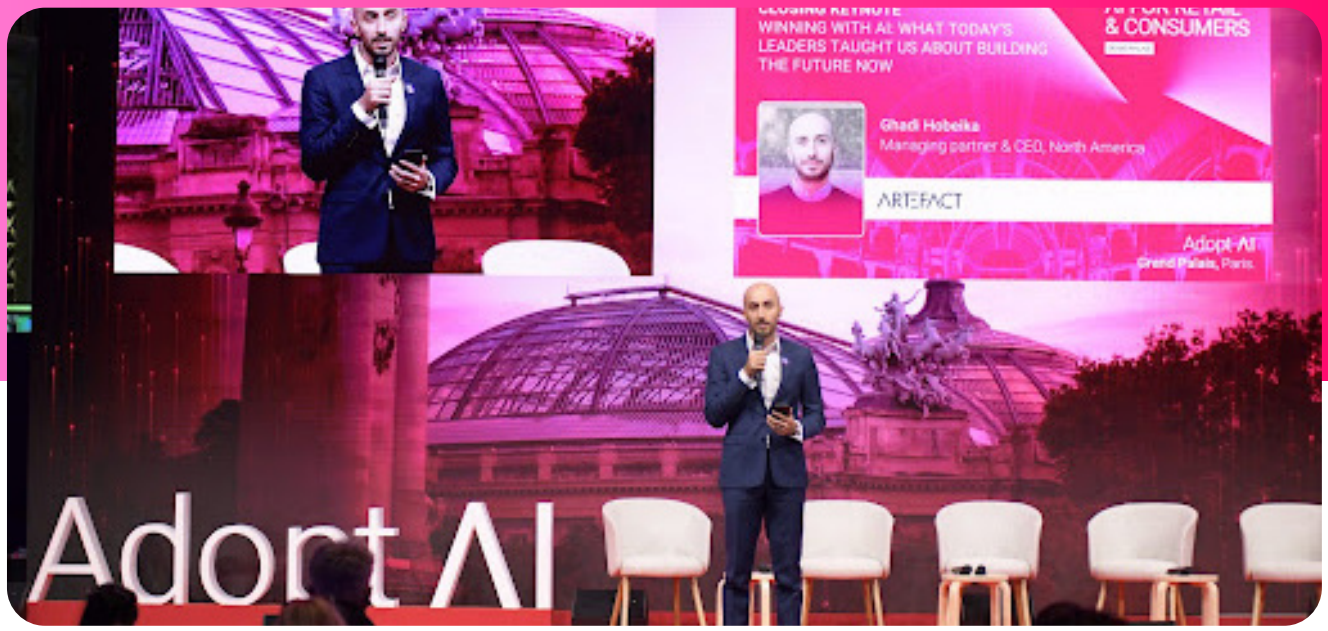
CARREFOUR GROUP — How to reduce food waste in the Bakery-Pastry department? 45

Turning distributor data into a growth engine 49

Report Adopt AI AI fro retail & consumers 51



Winning with AI: What today's leaders taught us about building the future now.



Λ Hobeika identifies that successful AI transformation requires a «burning platform»—a clearly defined strategic reason («Why?») to rally resources, money, and troops. Companies like Les Mousquetaires (Intermarché) use it for productivity/pricing, while LVMH focuses on curated luxury experiences, and Unibail-Rodamco-Westfield (URW) seeks new revenue streams in a challenged market.

Λ Revolutionizing Customer Experience (CX): The rise of «Gen-tic commerce» (GenAI Commerce) and AI search requires optimizing assets for robot-to-robot interaction. L'Oréal uses AI to deliver hyper-personalized experiences to 2 billion customers—a scale impossible for humans or traditional automation alone.

Λ Reinventing Core Operations: AI is eliminating manual tasks and streamlining handoffs in HQs, warehouses, and stores. Lagardère Travel Retail uses AI to accelerate RFP tendering; Leroy Merlin automates price changes; and Pernod Ricard empowers 5,000 sales reps across 60 countries with «next best action» recommendations.



Λ Employee Augmentation: The focus is on making work more enjoyable. Les Mousquetaires uses AI to screen hundreds of CVs, while Leroy Merlin empowers associates to answer complex tech questions. Success relies on a clear value prioritization framework («Where is the money?»), clean data, and anticipating adoption challenges through co-creation with teams (as recommended by TF1).

Λ AI impact has shifted from nominal to massive. The ROI is undeniable—L'Oréal's CIO noted that every €1 invested in customer care saves €60–€70. However, while AI augments capabilities, the ultimate differentiator remains the people, their personalities, and their skills.

«AI used to be nominal in terms of impact. It's becoming massive... Every euro that he [L'Oréal CIO] invests in customer care saves about 60 to 70. That's one of the best ROIs you'll ever find.»

Ghadi Hobeika,
Managing Partner & CEO, North America
ARTEFACT

Synthesis of the AI for Retail & Consumers Insights – Adopt AI 2025



We are proud to share with you the replays of the AI for Retail & Consumers' Speakers who took the stage at Adopt AI and delivered outstanding value to the summit. Their vision, strategic perspectives, and real-world experience have been invaluable in inspiring organizations to shape and accelerate their AI roadmaps.

Generative AI is not merely the next wave of technology; it represents a fundamental strategic shift for the retail and consumer goods industries. For leaders, the challenge is to move beyond experimentation and weave AI into the operational fabric of the business to unlock measurable P&L impact. This report distills the most critical strategic lessons from our recent summit, offering C-level clarity on how to navigate this transformation and build a true competitive advantage.

Our analysis of leaders' journeys reveals that success is not accidental. It is the result of deliberate, often radical, focus on six specific strategic imperatives. These are the areas that separate market leaders from the rest, turning AI from a cost center into a core driver of enterprise value.

01 **Operational Reinvention:** AI is creating predictive and autonomous operational frameworks that shift businesses from reactive problem-solving to proactive value creation, mitigating risks before they happen and scaling expert decision-making across the enterprise.

02 **Human Augmentation as the Primary ROI:** The most significant and immediate value of AI lies in empowering the workforce transforming domain experts into autonomous AI builders, augmenting sales and service teams with data-driven recommendations, and freeing human talent to focus on high-value strategic work.

03 **The New Customer Experience Frontier:** AI is fundamentally reshaping customer interaction by enabling personalization at an unprecedented scale, creating more curated and elevated in-store experiences, and shifting the paradigm from static digital assets to dynamic, conversational commerce.

04 **The Foundational Imperative:** Leaders are building their AI advantage on a hybrid organizational model of "central enablement and decentralized execution," ensuring engineering rigor at the core while using AI agents to dynamically clean and enrich the data foundation needed for business units to innovate at the edge.

05 **Pragmatic Value Realization:** The winning approach to AI investment achieves transformative results by relentlessly accumulating "marginal gains" from a focused portfolio of use cases, each selected for its clear, measurable P&L impact rather than speculative potential.

06 **The Adoption & Culture Challenge:** The technology is the solvable component; the primary challenge and the true source of competitive differentiation is mastering enterprise-wide adoption and cultural change through a dual strategy of strong executive sponsorship and a decentralized culture of experimentation.

To lead your organization through this era of change, it is essential to internalize these strategic principles. We encourage you to explore these themes in greater depth by watching the full session replays, an essential resource for your strategic planning and execution.



CASE STUDY

CARREFOUR GROUP

How agentic AI accelerates store openings.

The Carrefour Group currently has more than 50 AI applications in production, across areas including assortment, pricing, promotions, the supply chain and customer recommendations.

Today, the Group is taking a new step in its AI transformation by deploying Copilot Expansion, a conversational AI agent capable of accelerating store opening decisions. By reducing the timeframe required to obtain a market study, this project illustrates the shift from analytical AI to AI integrated into business processes.

CHALLENGES

Carrefour opens around 100 stores per year. Each new location brings together three key stakeholders:

1. **The Expansion team**, which identifies opportunities on the ground;
2. **The Geomarketing teams**, which produce detailed analyses to assess commercial potential;
3. **The Finance teams**, which validate the investment. Administrative back-and-forth exchanges complete the process.

Consequence: The decision of whether or not to establish a new store could take up to a few weeks to collect data, calculate ROI, and evaluate the suitability of the site. In an ultra-competitive market, such a delay can lead to missed opportunities and economic losses.





"Agentic AI opens a new phase: it is no longer just about analyzing data, but about transforming the way teams work and make decisions."

Edouard de Mézerac, Group CEO, Artefact



SOLUTION

Copilot Expansion, an AI agent integrated into Carrefour's specific business processes.

Artefact and Carrefour have developed an AI agent capable of producing a complete market study in two minutes to evaluate the suitability of a store opening.

The agent analyzes the project zone and its competition, the socio-demographic profiles of the population, the revenue potential by neighborhood, and verifies the project's financial viability by examining CAPEX, OPEX costs, and projected revenues.

The user experience is simple. An expansion manager places a point on a Google Maps-type interface and provides details about the project: expected surface area, parking spaces, and qualitative information such as a new subway line or a real estate project. The AI agent interacts with the user, requests any necessary clarifications, then generates a market analysis and an assessment of the suitability of the new site in a single click.

Artefact supported Carrefour in defining the use case, redesigning the business process, and making architectural choices.



"The challenge was not to create just another agent, but to insert it into a real and measurable process. We prioritized a pragmatic approach: starting with the tools already in place and building an agent capable of integrating naturally into business workflows."

Vincent Blaclard, Managing Partner & Retail Lead Artefact

RESULTS

Measurable returns from the very first deployments.

Initial rollouts of Copilot Expansion demonstrate concrete impacts on operational performance and decision-making:

- **Market study** time reduced from several months to two minutes for a complete analysis
- Significant improvement in the **accuracy of the revenue prediction model**, with a 15-point gain
- Up to **50% of dossiers filtered upstream thanks to the self-service model**, allowing geomarketing and finance teams to focus on high-stakes strategic projects

Carrefour now experiences better allocation of internal resources and faster, more homogeneous decision-making across all store opening projects.

METHOD

Reinventing roles to create value.

The approach adopted by the Carrefour and Artefact teams combines the direct integration of the agent into the interfaces already used by the teams and leverages the Google Cloud Platform environment to facilitate scaling. Above all, this project involved rethinking the way teams work on a daily basis.

Four lessons emerge from this real-world experience for the effective design and deployment of AI agents:

- **Rework processes, not just the tool: The focus should be on reinventing work before turning to technology.**
- **Anticipate: Integrate agentic AI right from the design phase of the transformation, rather than adding it as an afterthought.**
- **Take a pragmatic approach to technology: Rely on the existing ecosystem to facilitate adoption and reduce friction points.**
- **Don't fall into the "all-agent" trap: Each need requires the right lever, whether it be traditional AI, linear processes, business intelligence, or autonomous agents.**geomarketing and finance teams to focus on high-stakes strategic projects

Carrefour now experiences better allocation of internal resources and faster, more homogeneous decision-making across all store opening projects.



"AI doesn't do everything end-to-end. People always intervene at the end of the process, with a focus on empowering teams. The 'human-in-the-loop' approach remains essential to ensuring the reliability of results."

Emmanuel Grenier, Executive Director of Supply Chain, E-Commerce, Data, and Digital Transformation at Carrefour

This case bears witness to the challenge of the coming years in the retail sector: sustainably anchoring AI at the core of operational decisions. The method developed by Carrefour and Artefact paves the way for a more agile organization, capable of accelerating its decisions while reinforcing human expertise.

Agentic AI thus becomes a major lever of competitive advantage for retail. The companies that succeed will be those capable of aligning process transformation, a robust data foundation, and the internal industrialization of AI agents.





CASE STUDY

LAGARDÈRE TRAVEL RETAIL

Deployment of Lumina, a custom-built Gen AI tool that assists global business leaders in responding better and faster to the tenders the company handles annually.

Lagardère Travel Retail, a global leading company with more than 170-years of history, has become a benchmark in the travel retail industry by supporting mobility in all forms. Its innovative approach combines three core business lines –Travel Essentials, Duty-Free & Fashion, and Dining – to deliver tailored solutions to deliver value for our partners and enhance passenger experiences.

Lagardère Travel Retail leverages its global expertise and local insights to meet the needs of landlords and travelers while driving industry leadership. In 2024, they operated over 5000 stores in airports, railway stations, and other concessions in more than 50 countries, generating €7.6bn in overall sales worldwide.

Within Lagardère Travel Retail, a growing consensus had emerged around the need to accelerate its ability to leverage data and AI, reflecting the company's commitment to listening to its environment and anticipating future challenges. In 2024, AI acceleration was identified as a priority.

Following a strategic study on Lagardère Travel Retail's AI Acceleration, conducted in partnership with Artefact and involving over 40 stakeholders across global and local teams, several high-value use cases were identified across business lines. One key recommendation was to establish a dedicated track for Generative AI use cases, aimed at exploring how GenAI could deliver tangible value across diverse domains within the organization.

Among these, GenAI-enabled knowledge management emerged as a top priority, receiving strong executive sponsorship. To maintain its competitive edge and deliver tailored, high-quality proposals to landlords and partners, Lagardère Travel Retail partnered with Artefact and Microsoft to design and deploy a generative AI-powered solution—Lumina—that enhances the company's tender management process.



"Over decades, we've built up a huge database. AI can help us prepare the best response to the hundreds of RFPs we receive each year by digging deeper into landlord requirements and extracting and synthesizing the most relevant data from our knowledge base."

Dag Rasmussen,
CEO of Lagardère Travel Retail

CHALLENGES

Support Lagardère Travel Retail in developing a GenAI solution to accelerate landlord requests analysis, reduce tender book creation time, and enhance response quality.

The first step was to build a multidisciplinary team.

- Overseen by a five-member Steering Committee headed by CEO Dag Rasmussen, Lagardère Travel Retail assembled a team led by Qihua Wang, EVP Strategy & AI, with project leads, product owners, and tech experts.
- They were joined by the Artefact team, led by Elina Ashkinazi-Ildis, Partner, and five other advisors in tech, engineering, and data science.
- The third part of the team was an international group of fifteen "power users", including business development experts in central and local teams Their job was to test the solution developed.

Next, the team completed a strategic study on "Lagardère Travel Retail's AI Acceleration". The study involved more than 40 corporate and country stakeholders from all business units to identify high-value use cases.

One of the recommendations of the study was to create a separate track of "Gen AI Use Cases" to test Gen AI's capability to generate value across many Lagardère Travel Retail's domains.

SOLUTION

Lumina, a generative AI-powered tool, co-designed with Artefact and based on Lagardère Travel Retail's Microsoft Azure architecture.



"Lumina is a generative AI-powered Knowledge Management tool. In the beginning, we started testing the solution with a limited group of power users and then we rolled it out to a few pilot countries. Since early 2025, we have rolled it out globally. How did we develop this project? We teamed up with Microsoft and Artefact and together with our internal teams from IT, Tech, and different business stakeholders, we co-designed and co-developed this project together."

Qihua Wang, EVP Strategy & AI
at Lagardère Travel Retail

Users can access and organize all their projects with ease, as well as manage embedded documents directly within the platform, ensuring seamless collaboration and control over tender response processes and document confidentiality. A conversational interface enables users to interact with multiple documents to explore details, enhance comprehension, and effortlessly uncover critical information. Lumina streamlines document analysis, reduces response time, and improves content quality by leveraging global knowledge while adapting the approach specific to each client's needs.

It was developed in three phases: MVP delivery, industrialization and testing, followed by global rollout and adoption trackin



"Lumina was built in Lagardère Travel Retail's own Azure environment, so it's extremely safe and secure as far as data security. All the user management was put in place. As we worked closely with Lagardère Travel Retail's technical teams, they know the product, so they'll be comfortable with its evolution. Maintenance is needed and we think Lumina will be the platform on which Lagardère Travel Retail will continue to build other generative AI use cases",

Elina Ashkinazi-Ildis, Partner at Artefact

The evolution of Lumina from MVP to industrialized product:

PHASE 1

- **Delivery of MVP (Minimum Viable Product).**
- Confirmation of data usage.
- Confirmation of business case.
- Decision by SteerCo to further develop the product.

PHASE 2

- Delivery of the **industrialized product.**
- Testing and validation by power users (**power users tested Lumina for three weeks** then shared feedback.)

PHASE 3

- **Global rollout.**
- **Training** and tracking of adoption.
- **Technical** support and maintenance.
- **Cost** supervision.

RESULTS

Industrialization, a global rollout, and an ambitious AI roadmap.

Lumina is now fully deployed globally and in production. It is already supporting employees worldwide — from document management and intelligent knowledge base search to tailored content creation — simplifying workflows and delivering results. To maximize adoption and impact, the central AI team continues to gather feedback and provide ongoing training, ensuring Lumina evolves with users' needs.

To further embed Lumina across the organization, five key initiatives are underway:

1. **Communication:** Raise awareness of Lumina's value and benefits.
2. **Training:** Equip Lagardère Travel Retail teams with practical training tools and materials.
3. **Organizational change:** Implement best practices to drive daily usage.
4. **Accountability:** Establish clear dual ownership across technical and business teams.
5. **Enhancement:** Continuously improve the solution with user-driven updates.



"Lumina helps us analyze and decode tenders, as well as to better understand and respond to landlord-specific requirements with tailored offerings," states ***Justine Perrin, Business Development Manager at Lagardère Travel Retail.*** *"It's not just a tool, it's a real game changer for how we serve our partners. It allows our teams to save time and to focus on what matters most: creating value, building relationships with our partners, and delivering innovative solutions."*

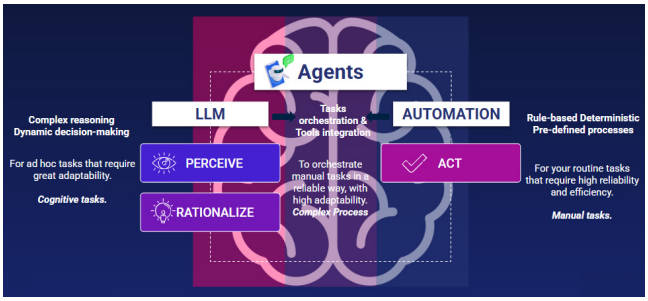
This initiative is part of Lagardère Travel Retail's commitment to continuously enhancing the relevance of its proposals and better adapting to the evolving needs and expectations of airport landlords. By combining speed, accuracy, and deep insight, Lumina ensures that every response is not only more efficient but also more closely aligned with what airports are looking for. Lumina is secure, scalable, and positions Lagardère Travel Retail to expand its AI capabilities while driving innovation. But Lumina is only the first step in the company's broader AI roadmap.

For CEO Dag Rasmussen, finding innovative new ways to use AI is essential: *"I want to challenge our teams to improve and be the best in class in AI. I want it to be one of our hallmarks."*

Revolutionizing Retail with AI Agents – Is the Industry Ready for It?

What are AI Agents?

AI agents represent a powerful new form of automation, merging the precision of Robotic Process Automation (RPA) with the cognitive power of Large Language Models (LLM). While RPA handles repetitive, rule-based tasks, LLMs provide the agent with language comprehension, decision-making, and contextual adaptation. This synergy allows AI agents to process both structured and unstructured data, automate complex workflows, and integrate with traditional AI models to offer predictive and prescriptive insights.



AI agents function like highly capable assistants, automating tasks while simultaneously learning from data to enhance decision-making and boost productivity across the organization.

AI Agents in the Retail Ecosystem

Considering the complexity of the retail scenario, AI agents offer a versatile solution that impacts every stage of the value chain:

- **Marketing:** Scaling hyper-personalization campaigns, developing customized assets and optimizing investment efficiency.
- **Supply** Chain: Enhancing stock management and logistics, reducing stockouts, and supporting in-store restocking.
- **Operations:** Providing insights to optimize store and e-commerce performance and the overall customer experience.
- **Customer Service:** Automating interactions to improve service delivery, reduce costs, and increase satisfaction.

Several retailers are already embracing the power of the agentic wave. Walmart, for example, is using AI agent systems with computer vision and shelf sensors for autonomous inventory management, enabling real-time stock monitoring. This intelligent agent triggers restocking orders when stock drops, which effectively reduced out-of-stock events by 30% in pilot stores, significantly cutting labor costs and accelerating the replenishment process. Similarly, DSW (North American footwear retailer) implemented an AI chat agent for customer service that handles complex tasks like authentication, exchanges, and returns, resulting in annual savings of $1.5 million and boosting shopper engagement by 60%2.

These examples highlight the immediate benefits of applying single AI agents to specific processes. However, the true transformation lies in moving beyond these isolated use cases to a more coordinated, system-wide approach. The future involves designing multiple specialized AI agents that work together, each handling a distinct part of a core function workflow rather than solving single, disconnected problems. This collaborative model unlocks greater efficiency and strategic value across the organization.

This coordinated environment is defined as an Agent Space —a role-based workspace where agents share data, context, and tools to observe, reason, act, learn, and escalate when necessary. By connecting directly to core systems like ERP, WMS, and CRM, an Agent Space streamlines daily operational tasks while also generating strategic insights. This fundamental shift redefines the role of retail teams, transitioning them from manually managing processes to guiding decisions, strengthening relationships, and focusing on innovation, using the collective intelligence of the agents.

Agentic AI Spaces: A New Operating Model

To better illustrate the concept of Agent Spaces, let's dive into their application and impact on one of the retail industry's core functions: Category Management, responsible for critical activities such as product assortment, pricing strategies, promotions, and supplier relationships. These high-impact tasks can be supported by an Agent Space, where a coordinated set of AI agents work together to continuously analyze demand, monitor competition, simulate scenarios, recommend the next best actions, and execute changes seamlessly across core systems.

Key Agent Examples:

Negotiation Co-Pilot Agent: This agent acts as a proactive assistant for category managers, focused on streamlining tasks and enhancing strategic decision-making. Key functions include:

- **Automation:** It automates data integration and reporting, consolidating real-time sales and inventory data, and helps organize activities by managing task prioritization and contract renewal reminders with summaries.
- **Strategic Insights:** It facilitates hypothesis testing via an interactive chatbot for "what-if" scenario modeling (like price adjustments), recommends the key talking points to be covered during the negotiation, provides proactive insights on underperforming products, and uses AI-Driven Forecasting to predict future demand and inform pricing and stock strategies.

Intelligent Assortment Agent: This agent analyzes the current product portfolio and identifies opportunities for innovation and performance maximization:

- **Monitoring and Strategy:** It continuously tracks product performance, analyzes emerging market trends, and supports the creation of a dynamic assortment strategy that adapts to changing customer preferences and competitor movements in real-time.
- **Optimization:** It provides Planogram Insights and Optimization by leveraging data to recommend product placement in-store and online, considering customer behavior and shelf efficiency.

A successful real-world example is H&M, which used an agentic AI solution to monitor customer movements and purchase patterns via sensory data. Based on these insights, the system recommends optimized product placements and layout designs, leading to a 17% rise in their average basket size and faster layout iterations without needing additional staff.

This agentic shift redefines the Category Manager's role, moving their focus from reactive, manual effort (data collection, reporting) to proactive, strategic vision (market opportunity, high-level relationship management). They evolve from data aggregators to strategy accelerators.

Agentic Commerce: The Future of Shopping with AI Agents

AI agents are not just transforming back-end operations; they are directly shaping how consumers shop. This shift is driving Agentic Commerce, where AI-driven experiences redefine the consumer-retailer relationship.



Agents are becoming active participants in the shopping journey, autonomously browsing products, comparing prices, and offering highly tailored recommendations. Studies show that shoppers who interact with AI agents are 10% more engaged and have a 27% lower bounce rate. By learning from past interactions, these agents evolve with the shopper's preferences, acting as trusted guides.

Agentic Commerce is a fundamental reshaping of online shopping. It replaces traditional click-and-search behavior with an integrated, intent-driven flow that orchestrates frictionless, personalized journeys. The scale of this shift is massive: the U.S. B2C retail market alone could see up to $1 trillion in AI-orchestrated transactions by 2030.

Overcoming Challenges: How to Begin Integrating AI Agents

Retailers don't need perfect data maturity to start. Successful integration is built on establishing the right foundational enablers across four core layers:

1. **Trust Layer:** Ensures security, compliance (e.g., LGPD), and transparency.
2. **Intelligence Layer:** Houses AI models, prompt libraries, and orchestration models needed for business tasks.
3. **Data Layer:** Effective management of structured and unstructured data for informed decision-making.
4. **Infrastructure Layer:** A robust, scalable foundation to support AI applications and integrations.

With these pillars in place, the first phase of implementation should prioritize clear, measurable ROI to both demonstrate value and fund broader transformation. Retailers can start by:

- **Identifying High-Friction Workflows:** Focus on repetitive, time-consuming activities like Tier 1 customer support or stock-level monitoring, where agents can quickly reduce workload and costs.
- **Launching Goal-Oriented Pilots:** Deploy targeted agents tied to specific KPIs (e.g., resolution time, conversion uplift). Proven examples, like Walmart's automated replenishment, demonstrate how small, well-scoped pilots unlock significant efficiency gains and set the stage for scaling.

Conclusion: Getting Ready for the Future

AI agents are more than just an efficiency tool; they are a core strategic capability that will define the next era of retail. From optimizing internal workflows to driving Agentic Commerce, their impact spans the entire retail ecosystem. Retailers who embrace this shift will unlock significant gains in productivity, personalization, and customer loyalty.

Successful adoption requires a strategic, phased approach. By empowering teams, rethinking processes, and designing consumer experiences around intent, retailers can convert this technological transformation into a decisive competitive advantage. The industry is shifting — and the retailers who act now will be the ones who define what comes next.





CASE STUDY

GHD (Good Hair Day)From Awareness to Action with AI: How GHD Scaled Conversions with Performance+



"Amazon is more than just a sales channel for us. It's where discovery meets conversion. With Performance+, we turned AI into a growth engine, not just a buzzword."

Julien Roussel, E-commerce Director France & Benelux at GHD

For GHD, the premium hair styling brand known for its high-performance innovation, the challenge was clear: how to maintain a luxury brand experience on Amazon while boosting performance. As media costs rise and competition intensifies, GHD needed a new strategy to turn awareness into meaningful action while maintaining control over their brand narrative. That's where Artefact and Amazon came in.

CHALLENGES

Scale conversions while maintaining brand excellence on Amazon

GHD (Good Hair Day) has long set the bar in the beauty and styling industry. The brand is beloved for its sleek, high-tech tools and for a carefully curated premium identity.

On Amazon, GHD invested in premium content, from A+ pages to Brand Stores and Prime Video ads. These efforts generated strong traffic and visibility. However, the brand faced a common challenge: how to close the loop between awareness and conversion, especially in a crowded beauty landscape.

"We were doing a great job driving traffic, but conversions didn't follow at the same pace. We needed something smarter than traditional DSP retargeting."

Julien Roussel, E-commerce Director France & Benelux at GHD

SOLUTION

Activate AI-driven retargeting with Performance+

Together with GHD, Artefact leveraged Amazon DSP's Performance+, a new AI-powered campaign format that uses predictive modeling to boost conversions at scale. By integrating GHD's first-party conversion events with Amazon's proprietary signals, Performance+ builds dynamic audiences most likely to convert and targets them across Amazon and the wider web.



"Traditional DSP retargeting wasn't scalable enough. Performance+ allowed us to test smarter, faster, and still keep control over inventory, blacklists, and brand safety, which is essential for a premium brand like GHD."

Julie Plaitin, Senior E-Retail Consultant at Artefact

To evaluate the solution, Artefact and GHD launched a rigorous A/B test comparing Performance+ against manual retargeting over a two-month period using a modest initial budget.

RESULTS

69% decrease in Cost Per Acquisition compared to traditional DSP retargeting

19% higher conversion rate compared to manual audiences

31% overall conversion growth in just three months

Even better, setup time was reduced from 70 clicks to just 4, freeing up valuable time for strategy, creativity, and optimization.

Collaboration and Mindset: Letting AI take the wheel responsibly

One of the most remarkable parts of the collaboration was GHD's openness to testing, even in a domain that required surrendering some manual control.

"Performance marketers love control. But here, we saw the benefit of letting AI handle complexity. With Artefact, we had full transparency into where our ads showed. This isn't a black box."

Julien Roussel, E-commerce Director France & Benelux at GHD

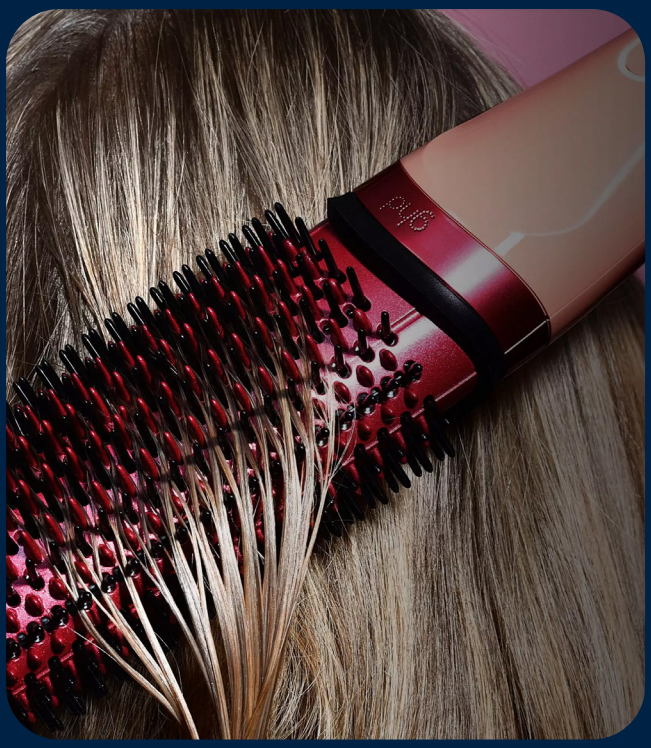
Artefact's expertise in AI allowed GHD to stay agile while remaining confident in quality and brand alignment.

What's Next: Moving up the funnel with Performance+ and Brand+

Following the success of the conversion-focused pilot, GHD is expanding its use of AI across the Amazon funnel. The brand is now testing acquisition and retention strategies using Performance+, and exploring Brand+, Amazon DSP's new solution for video and streaming TV.

"AI doesn't replace marketers. It enhances them. We're now focusing less on building audiences manually and more on building impact."

Julie Plaitin, **Senior E-Retail Consultant at Artefact**



CONCLUSION

Trust the test and the data will lead The partnership between GHD, Artefact, and Amazon DSP proves one thing: when used strategically, AI is more than hype. It's a performance lever for premium brands.

"For any beauty or premium brand hesitant about AI: just test it. Define your KPIs, start small, and let the performance speak. A 70% drop in CPA and 20% lift in conversion rate? That's not a trend. That's a competitive advantage."

Julien Roussel, **E-commerce Director France & Benelux at GHD**

From Cannes to clicks, GHD is turning AI-powered media into beautiful results.

Curious how AI solutions like Performance+ could elevate your brand on Amazon?

Discover how predictive targeting, real-time optimization, and full-funnel strategies can complement your current approach.

Get in touch with our E-retail team directly via e-retail-fr@artefact.com to explore how we can help you scale smarter, convert faster, and stay ahead in today's competitive retail landscape.

Enriching the DIY experience: How ADEO uses AI to connect content and knowledge

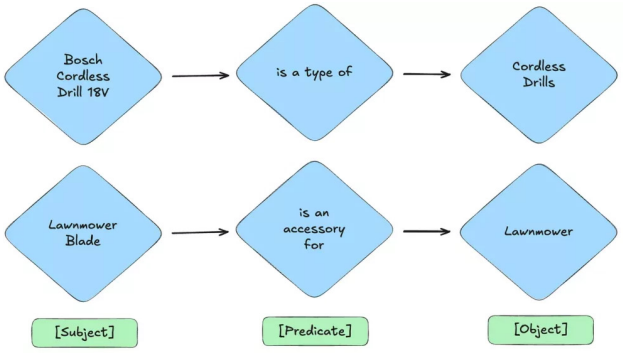
Context

ADEO has developed an extensive Knowledge Graph that encompasses its entire product catalog. Simultaneously, the company publishes a wealth of DIY articles on its website. However, these articles remain disconnected from the Knowledge Graph, preventing us from accurately identifying which products or entities within the taxonomy are referenced in the content. By linking these articles to the Knowledge Graph, ADEO could significantly elevate the user experience through smarter search capabilities, personalized recommendations, and more engaging, enriched content.

This initiative marks the latest chapter in a successful and enduring collaboration between Adeo, Google, and Artefact. Building on a foundation of shared expertise in data, retail, and cutting-edge technology, this project represents a natural evolution in our journey to innovate the digital retail landscape. The strategic alignment with Google has been instrumental in providing the tools and infrastructure necessary to tackle this ambitious endeavor.

The Cornerstone: Adeo's Knowledge Graph & DIY Article Potential

At the heart of this project lies Adeo's robust Knowledge Graph — a sophisticated graph database housing the company's taxonomy — which is a structured way of classifying and categorizing information. This network of interconnected data points, currently comprising around 500,000 relations with 23,000 unique subjects, 41 predicates, and 225,000 objects, represents a wealth of information about products, categories, and their relationships. Here are simple examples of relations you might find in this knowledge graph:



However, a significant portion of valuable information resides within the numerous Do-It-Yourself (DIY) articles published on the Leroy Merlin website. These articles, rich with practical advice and instructions, often mention entities already present within Adeo's Knowledge Graph. The challenge? There was no automated way to identify these mentions and forge the crucial links between the textual content and the structured knowledge.

Bridging this gap unlocks significant business value, especially within the context of an ongoing AI and Gen AI transformation. By automatically extracting entities from articles and other textual data and linking them in the Knowledge Graph, and thus by enriching it, we can:

- **Improve Search Relevance:** Enable semantic search, allowing users to find articles based on the underlying concepts rather than just keywords.
- **Enhance Product Recommendations:** Understand the entities discussed in an article to recommend relevant products, tools, and materials directly to the reader.
- **Enrich and Personalize Content:** Dynamically enrich articles with links to relevant entities in the Knowledge Graph, providing users with deeper context and related information.

Navigating the Landscape: NER & NEL with LLMs

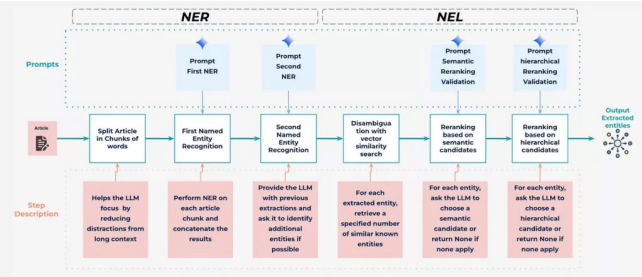
The task at hand — identifying and linking mentions of entities within text to a predefined knowledge base — falls under the well-established domains of Named Entity Recognition (NER) and Named Entity Linking (NEL). Traditionally, high performance required training specialized models on large, labeled datasets. While powerful NER/NEL models exist, their data-intensive nature presented a challenge for our rapid deployment needs.

Therefore, we chose a different approach: leveraging the power of Large Language Models (LLMs) to build our extraction pipeline. While LLMs require little to no task-specific training data — allowing for faster implementation and iteration — they still demand annotated data for evaluation. To this end, the Adeo team built a comprehensive validation set, which required significant human effort and deep business expertise. This dataset is essential for reliably measuring the pipeline's performance.

Our primary goal wasn't perfect accuracy out of the gate. Instead, we focused on creating a functional pipeline to provide pre-annotated text to human labelers. This significantly accelerates the annotation process, making future fine-tuning of specialized models much more efficient.

Our Innovative Two-Stage Model

To tackle NER and NEL, we developed a robust two-stage pipeline



01 Named Entity Recognition (NER): Spotting candidate entities

This stage identifies mentions of relevant entities within DIY articles using an LLM. We handle article length with Text Chunking: long articles are split into manageable chunks (500 words) for consistent LLM context and better performance. Our NER process uses a dual-level strategy:

Local Entities: For context-specific mentions, each 500-word chunk undergoes double pass extraction for refinement (kind of Chain of Thoughts) using an LLM. Results from all chunks are then combined.

Global Entities: For overarching themes, the full text is processed (again with double extraction using an LLM) for comprehensive coverage.

This two-tiered approach ensures we capture both granular details and broad concepts effectively.

02 Named Entity Linking (NEL): Connecting the Dots to the Knowledge Graph

Once entities are extracted, NEL disambiguates and links them to the most relevant Knowledge Graph entry. This involves:

Candidate Generation

For each extracted entity, we generate potential matches from the KG using a vector store and text embeddings. Only the most semantically similar candidates are kept. We used GCP text-multilingual-embedding-002 model with a vector database for this task.

To illustrate this, imagine the NER stage extracts the candidate entity "lightweight canvas gloves" from a text snippet:

"[…] you can choose lightweight canvas gloves. If you work with your hands in the soil […]".

In the Candidate Generation step, the system retrieves potential matches from the Knowledge Graph based on semantic similarity. This might yield a ranked list of candidates such as "disposable gloves" (Rank 1), "work gloves" (Rank 2), …, "gardening gloves" (Rank 9), and "glass handling gloves" (Rank 10), among others.

Semantic Reranking

Shortlisted candidates are reranked by an LLM analyzing the entity's context in the article. Only the top match proceeds. We found 25 candidates to be the optimal number for reranking.

Continuing our example, the LLM would now analyze the surrounding text "…If you work with your hands in the soil…" and use this context to rerank the candidates. Due to the mention of working with soil, "gardening gloves" would likely be promoted to the top of the list as the most semantically relevant candidate.

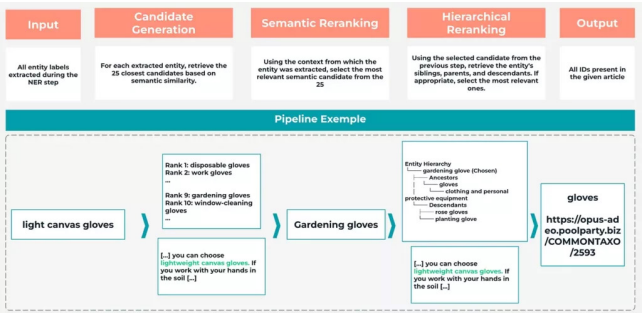
Hierarchical Ranking

The selected candidate is positioned within the KG's hierarchy. Another LLM can either keep the selection or replace it with a more suitable parent, child, or sibling based on context. A hierarchical reranking threshold of 100 ensures the full hierarchy is considered.

Consider the following simplified hierarchy in the Knowledge Graph:

```
└─ gardening gloves (Chosen after semantic reranking)
    ├─ Ancestors
    │   └─ gloves
    │       └─ personal protective equipment
    └─ Descendants
        ├─ rose gloves
        └─ planting gloves
```

In this step, the system verifies if "gardening gloves" is the most appropriate level of specificity. While it's a good match in our example, if the context had been broader, simply mentioning the need for hand protection without the gardening context, the hierarchical ranking might promote the ancestor entity "gloves" and link it to the corresponding KG entry.



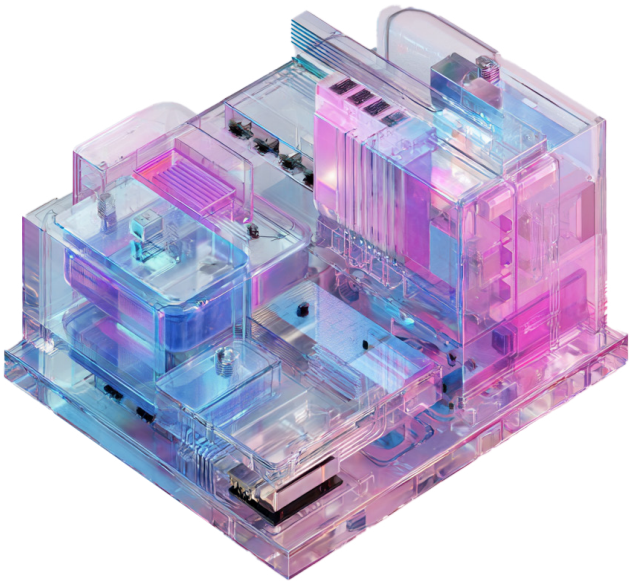
This multi-step NEL process ensures accurate and meaningful anchoring within the Knowledge Graph.

Measuring Success: Our Evaluation Methodology

To ensure the effectiveness of our Knowledge Graph enrichment pipeline for Leroy Merlin's DIY articles, we implemented a robust evaluation against a carefully built ground truth dataset containing entities from the Adeo knowledge graph.

This evaluation specifically focuses on the pipeline's ability to identify and link four key entity classes: ProductSet, HomeSpace, DIYActivity, and Color, at both global and local levels within the articles:

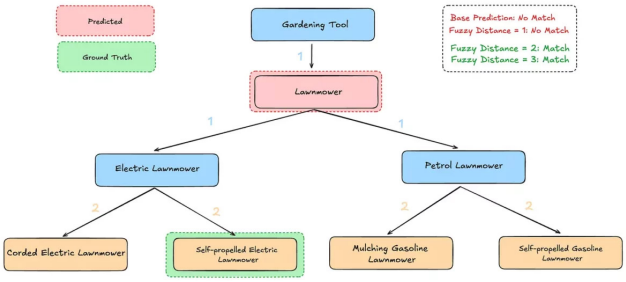
1. **ProductSet:** These are tools, materials, or purchasable products used for home improvement, gardening, or DIY tasks. Examples: Concrete grinder, Air-to-air heat pump, Gardening apron, Desk lamp, Smart thermostat
2. **HomeSpace:** These represent areas or rooms in a home or garden where DIY activities typically occur. Examples: Garage, Garden, Kitchen, Bathroom, Balcony
3. **DIYActivity:** These are the tasks or operations related to Do-It-Yourself and home improvement. Examples: Painting, Installation, Cleaning, Gardening, Insulation work
4. **Color:** This category includes any mentioned color or shade. Examples: Creamy white, Teal blue, Light grey, Matt black, Bright yellow



Evaluating the Full Pipeline (NER & NEL)

We assessed overall performance using:

- **Precision:** Correctly identified & linked entities / all identified & linked.
- **Recall:** Correctly identified & linked entities / all actual entities.
- **F1 Score:** A balanced measure of precision and recall.
- **Fuzzy Match Metrics (distances 1, 2, 3):** We score errors by their hierarchical distance from the true label: distance 1 for direct neighbors, distance 2 for the next level, etc. A wrong prediction still "passes" if it lies within the allowed radius, capturing near-misses more fairly.



Evaluating NER: We compared stemmed extracted entities with stemmed ground truth (case-insensitive). Our NER intentionally over-extracts for high recall.

Evaluating NEL: Assuming perfect NER, we focused on the accuracy of the linking process using the same metrics as the full pipeline, including fuzzy matching.

Key Findings: Promising Results & Growth Areas

Here are the performance metrics of our pipeline.

Full Pipeline (Exact Match)

	Cardinality	Entities	Recall	Precision	F1 score
Global	55	70	37%	90%	53%
Local - Home space	32	104	68%	50%	58%
Local - Color	31	64	73%	75%	74%
Local Product Set	**657**	**900**	**61%**	**59%**	**60%**
Overall	**719**	**1138**	**61%**	**60%**	**60%**

Global Entities: Strong precision, lower recall (balanced F1).

Local Entities: Varied performance. ProductSet (key category) showed a solid balance (Precision: 58.9%, Recall: 61.74%, F1: 60.29%). Color also performed well. HomeSpace needs improvement in precision.

Full Pipeline (Fuzzy Match)

	Recall	Precision	F1 score
Base Metric	61%	59%	60%
Fuzzy metrics Distance = 1	73%	67%	70%
Fuzzy metrics Distance = 2	84%	77%	80%
Fuzzy metrics Distance = 3	88%	82%	85%

Fuzzy metrics improve significantly as the distance increases. This clearly shows that predictions considered incorrect in exact match are still relatively close to the actual value within the graph hierarchy.

NER:

As expected, we achieved high recall but lower precision due to our over-extraction strategy.

NEL:

The NEL component effectively refined entity linking after NER.



CONCLUSION

Building a Smarter DIY Ecosystem

This project marks a significant step in using AI to enrich the DIY experience on Leroy Merlin's website. By successfully building a pipeline to link DIY articles to Adeo's Knowledge Graph, we've laid the groundwork for smarter search, personalized recommendations, and richer content.

While initial results are promising (especially for ProductSet), we've identified areas for optimization, like improving HomeSpace precision. Our decision to use LLMs for rapid initial annotation has been a valuable strategy, accelerating data generation for future model training and improvements.

The ongoing collaboration between Adeo, Google, and Artefact continues to drive retail innovation. This Knowledge Graph enrichment initiative showcases the power of combining domain expertise with cutting-edge AI to create a more intuitive and valuable experience for DIY enthusiasts. As our pipeline evolves with further refinements and potentially more advanced models like Gemini 2.5 Pro, the connection between content and knowledge will only strengthen, further empowering Leroy Merlin's customers in their home improvement journeys.

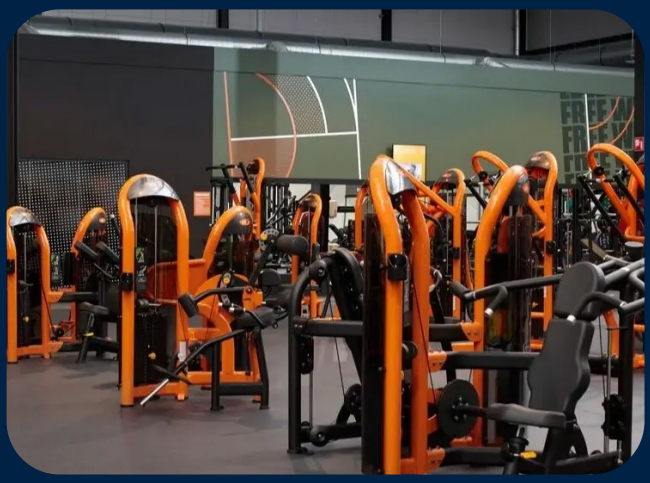




CASE STUDY

BASIC-FIT ’s 10x marketing leap

Basic-Fit, founded in 2003, is now one of the leading companies in the European fitness industry. They found themselves in a surge of popularity after entering the market with their approach of keeping fitness affordable for everyone and using advanced technology to make fitness a part of everyday life. They aim to do so in their 1,400 clubs and for their 3.75 million members across 6 markets, by offering a wide range of memberships and a comprehensive app featuring training programs, nutritional advice, and personal coaching that emphasises accessibility and inclusivity.



CHALLENGES

Lacking a single-source of truth

In 2022, Basic-Fit started to experience growing pains that are common for rapidly scaling organisations. Media buying and reporting was scattered across different marketing teams in different regions, meaning that the central marketing team at Basic-Fit had limited overview of activities across regions and most importantly, how these activities contributed to the overall growth and profitability goals of the organisation. One of Basic-Fit’s main value propositions to its customers is to offer a great and affordable service which means that efficient marketing and cost control is paramount.

In order to bring spending under control, Basic-Fit set out to upgrade its media buying and reporting stack, and contracted the services of Artefact to start this digital transformation journey.

SOLUTION

One stand-out amongst alternatives

As part of this digital transformation project, we started designing a solution for a centralised media data platform that would be under Basic-Fit's own control. One key requirement for this solution was getting reporting data from all its marketing platforms and ad accounts into Microsoft Azure, which the media data platform was built on top of. The data engineering teams at both Artefact and Basic-Fit quickly dismissed the option of building data pipelines in-house as a potential solution as we both had experienced the issues around scalability and maintenance of this approach before. Instead, it was decided that this need was best served by software with extract-transform-load (ETL) capabilities.

With many potential vendors available to serve this need, we used a number of requirements to help guide the search:

Predictable pricing – Avoid row-based or storage-based pricing which could cause sticker shock costs as data volumes increase or fluctuate.

EU data storage – All data storage on EU based servers to future-proof setup.

Speed of implementation – With the wider digital transformation project already under way, a solution needed to be possible to start deploying in days, not months.

Wide connector library – In order to avoid having to build supplementary manual pipelines or create bottlenecks in the future.

With six different vendors having originally been considered, Funnel was selected as the most suitable solution for the project based on the set criteria.

RESULTS

Having a foundation for continued success

Being familiar with Funnel from previous projects and our partnership, we were able to hit the ground running and get Basic-Fit set up in Funnel in a matter of weeks, with data from all Basic-fit's marketing platforms smoothly flowing into Azure. Nawras Akroush, Data Consulting Manager at Artefact, notes that Funnel was able to execute perfectly based on the outlined scope and requirements of the project whilst also setting Basic-Fit up for success as the use case evolves in the future:

"The platform's user-friendly interface coupled with dedicated customer support not only facilitated a seamless deployment but also positioned Basic-Fit to easily implement any future changes."

Thomas van Mastbergen, Digital Marketing Director at Basic-Fit, was also delighted to see how well Funnel met its expectations and how well it slots into their marketing data stack: "By offering a cost-efficient zero maintenance out-of-the-box solution to integrate a wide range of media, ad tech, and data platforms, Funnel has helped us to create a 360 view of our marketing effectiveness."

Some of the key results we achieved:

Leveraging Funnel's wide connector library allowed Basic-Fit to set up data transfers for all its marketing data 10x faster than competing alternatives.

Speed of implementation was accelerated by 8 weeks.

Centralizing marketing reporting has helped Basic-Fit stay true to its mission of being the best low cost/high value organization in the fitness industry.

The future is MMM & Incrementality testing

Our joint efforts have laid the foundation for accelerating the feed of more granular digital media data via Funnel.io towards Microsoft Azure. From here it can be used to build out a more granular (creatives/ad format) Marketing Mix Model (MMM) and run incrementality tests. Incrementality tests are used to validate the model outcomes, calibrate the MMM and understand the real impact of any new channel when no historical data is available. This will enable the marketing and performance teams to derive even more detailed insights through Microsoft Azure and the dashboard in PowerBI, and allow for continuous iteration. Ultimately, smarter insights leads to better decision making which directly impacts Basic-Fit's media efficiency and bottom line results.

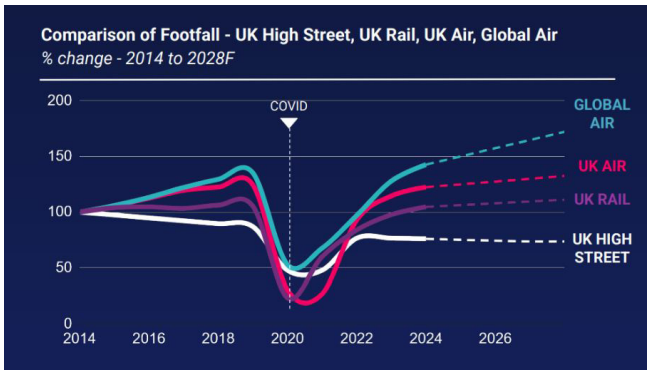
Want to know more about how we can help your business effectively leverage data and insights for smarter decision making? Reach out to our team.

Rethinking Travel Retail: How leaders are scaling Travel Retail with pragmatic data-driven solutions

The New Travel Retail Landscape

While global travel volumes continue to climb, the retail industry as a whole faces mounting headwinds:

- **£7 billion in additional costs** hitting UK retailers in 2025.
- **2.5% lower sales** compared to pre-COVID benchmarks.
- **70% of UK retail CFOs** expect tougher trading conditions ahead.

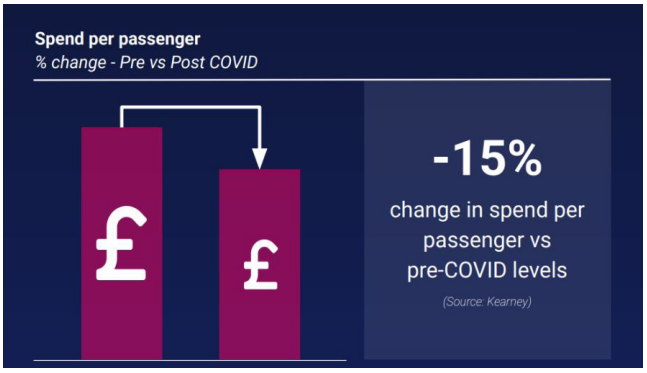


Air and rail passenger volumes have returned to pre-COVID levels, and are forecast to keep growing, bucking declining footfall trends in the wider sector.

For travel retail, the opportunity is clear: with more passengers passing through airports and rail hubs, the sector has an edge. But consumer behaviour has shifted:

- Travellers are younger, digital-savvy, and experience-driven.
- They're more price sensitive and do more research before purchasing.
- Many feel dissatisfied with current assortments in travel stores.

As a result, spend per passenger is dropping:



-15% change in spend per passenger vs pre-COVID levels.

To capture this evolving customer, retailers must adapt quickly.

Growth Through Partnerships and Smarter Operations

Investing in targeted data & AI capabilities allows travel retailers to grow their footprint, evolve their proposition & optimise operations.Winning strategies revolve around three pillars:

1. **Growth & Partnerships** – Expanding footprints locally and globally while crafting stronger, value-driven propositions.
2. **Efficiency** – Protecting margins with smarter, data-enabled operations.
3. **Customer- centricity** – Meeting diverse needs with curated formats, dynamic pricing, and relevant assortments.

Here's where data and AI deliver the real impact.

High-Value AI Use Cases in Travel Retail

Artefact's deployed AI solutions are already generating measurable results in travel retail operations

Driving Growth

- Marketing optimisation: At a major UK airport operator, our SEO-driven strategies achieved a 125% YoY traffic increase, with 131% growth in new users and 65% reduction in bounce back rates.
- Tendering efficiency: Lagardère leveraged Artefact's Lumina GenAI tool to boost tender responses, achieving a 30–40% productivity lift and significant cost savings.

Serving Customers Better

- Range optimisation: Using our assortment optimisation solution, a global retailer improved the range at store level, delivering a 3% revenue increase.
- Pricing intelligence: Our bespoke pricing and promotional solutions generated up to 1.5% incremental margin uplift.

Optimising Operations

Staff rostering: We used flight data to optimise staff rostering for a leading global travel retail boosting conversion rates and capturing missed sales.

Forecasting: We deployed advanced store-level forecasting for a multinational retailer, which resulted in reduced food waste by 15%, improved availability, and enhanced customer satisfaction.



The Path Forward

Travel retail is no longer just about footfall – it's about converting passengers into engaged customers despite tighter wallets. By embedding data and AI across marketing, commercial strategy, and operations, travel retailers can sustain growth, protect margins, and deliver better experiences.

In short: the future of travel retail will be won by those who blend global expansion, operational efficiency, and customer-centric innovation – all powered by pragmatic data-driven solutions.



CASE STUDY

CARREFOUR GROUP

How Data & AI can accelerate sustainable business transformation.

CHALLENGES

How Artefact is helping Carrefour achieve carbon neutrality for its e-commerce activity?

Carrefour Group is the leading European retailer and the world's second largest retailer, and is present in more than 30 countries. Carrefour's international profile raises a number of ecological challenges and a desire to offer its customers, regardless of their level of awareness, quality food and services accessible to all.

The Group's aim is to become the world leader in food system transformation for all by committing to four major objectives, including achieving carbon neutrality by 2030 for its e-commerce activities.

To achieve carbon neutrality, three main levers of action have been identified:

— Measuring the ecological impact of a delivery in order to manage the strategy;

— Reducing the carbon emissions of its logistic and digital infrastructures;

— Engaging customers to become participants in ecological transformation.

This aim also provides a triple opportunity for the Group's e-commerce activity: reducing its operating costs, improving its NPS score (customer satisfaction indicator) and anticipating legal changes.

To seize these opportunities and take concrete action on each of these levers, Carrefour must be able to measure all greenhouse gas emissions by drawing on real data that compiles all data storage, transport and logistics activities, from first click to final delivery, whether to the home or by store pickup.

SOLUTION

Defining a reliable, actionable, transparent carbon measure for Carrefour and its customers

"The challenge we gave Artefact was to calculate the CO2 emission of an online order.How much CO2 will a customer produce if their order is delivered or if it's picked up at the store?"

Bertrand Swiderski
Chief Sustainability Officer
CARREFOUR

The first step for the Artefact and Carrefour teams was to agree on the scope of action for measuring this carbon footprint. They decided to limit themselves to measuring greenhouse gas emissions generated by e-commerce orders in 2021



The second step was to collect activity data in order to convert it into carbon emissions. As this data wasn't already present and documented in Carrefour's data platform, the business teams (logistics, warehouses, e-commerce) had to be brought together to obtain it. This step proved to be crucial to the operation's success, as it allowed all stakeholders to become ambassadors for the group's "carbon neutrality 2030" objective.

Carrefour's strategy for measuring its carbon footprint was based on a systemic, unifying, long-term, iterative approach. The strategy was successful thanks to the participation of over 30 employees and the involvement of Carrefour customers via their "Engaged Consumers Clubs".

"Today, we recognize that consumers are becoming experts on these topics. They want to understand how things are done and want to challenge companies. Thanks to them, the project has matured."

Léonard Cahon
Consulting Manager - ARTEFACT

Encouraged by these initial results, Carrefour will continue its commitment by publishing the carbon footprint of each of its orders on its e-commerce site in the near future.

"Soon, customers will clearly see the number of kilograms per CO2 on their orders, thanks to the insights gained from our carbon assessment."

Manuel Chatain
E-commerce CSR Manager
CARREFOUR



RESULTS

Opening a wider field of possibilities and ecological alternatives

By analyzing its carbon footprint and implementing this first measure, Carrefour now has a way to pilot its e-commerce carbon emissions reduction strategy. The group can now encourage its customers to review their consumption patterns in order to be more responsible, encourage its service providers to reduce their emissions, and also promote internal awareness by proposing several possible levers of action:

— Act on the choice of delivery slots in order to optimize truck loading, routes and schedules;

—Increase the number of clean vehicles (biogas, electric or hydrogen) by 2030;

—Reduce the amount of packaging used.

And to ensure the sustainability of this measurement and its easy use by the teams, Artefact teams worked on three elements:

—A dashboard to run trajectory simulations by combining forecasted activity data;

—Training to teach how to use and modify the dashboard;

—Detailed documentation to enable employees and clients to understand and reproduce the measurement process from start to finish.

Using data as a key lever to help businesses achieve their environmental objectives

Carrefour's e-commerce, supply chain and logistics platform teams worked together to meet this challenge, supported by the collaboration and expertise of the Artefact, Aktio and Google teams. The project is part of Artefact's "Data for Sustainability" solutions, which aim to create a positive impact on the environment through data by accelerating the ecological transformation of businesses.

We expected a very clear vision of what each basket order would emit. Our request was complex, but Artefact responded to it with great dynamism and agility."

Bertrand Swiderski
Chief Sustainability Officer - CARREFOUR

"At Artefact, we believe data will play a major role in helping companies achieve their carbon neutrality goals."

Vincent Blaclard
Partner - ARTEFACT

From Retail Cost to Competitive Advantage: 9 Metrics That Drive Loyaltyvw

Retailers are sitting on a gold mine of customer data, but too often, it's treated like a cost rather than a strategic asset. Retailers who harness customer data insights outperform competitors by:

- 85% in sales growth
- 25% in gross margin

The secret is a Customer Data Ecosystem (CDE), a connected system that turns fragmented data into revenue-driving insights.

What Is a Customer Data Ecosystem (CDE)?

A CDE captures, connects, and activates customer data across the business, turning fragmented data into actionable, revenue-driving insights.

1. Capture: Collect customer data from every channel, including online, in-store, CRM, and service interactions.
2. Connect: Unify data into a single customer view to enable accurate insights and personalisation.
3. Activate: Use data to deliver targeted campaigns, smarter experiences, and stronger customer loyalty.

9 Key Retail Metrics Enhanced by a Customer Data Environment

A strong Customer Data Ecosystem (CDE) drives measurable improvements across the metrics that fuel growth, loyalty, and profitability of the retail industry. The 9 KPIs with measurable impact include:

1. Customer Acquisition Cost (CAC)

Definition: marketing & sales spend per new customer.

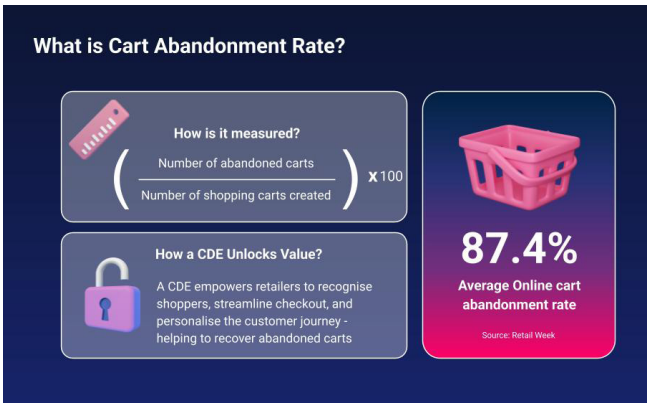
Improvement with a Customer Data Ecosystem: A CDE enables precise targeting and personalised campaigns, using existing customer data .It reduces wasted spend and cuts CAC by up to 50%.



2. Cart Abandonment Rate

Definition: the percentage of shoppers who leave after adding items to the cart.

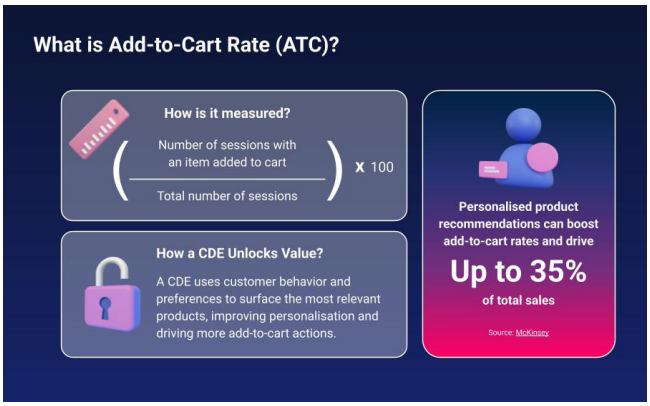
Improvement with a Customer Data Ecosystem: A CDE allows recognition of shoppers, streamlined checkout, and personalised engagement to recover abandoned carts. Average online cart abandonment is 87.4%.



3. Add-to-Cart Rate (ATC)

Definition: the proportion of sessions with at least one item added to the cart.

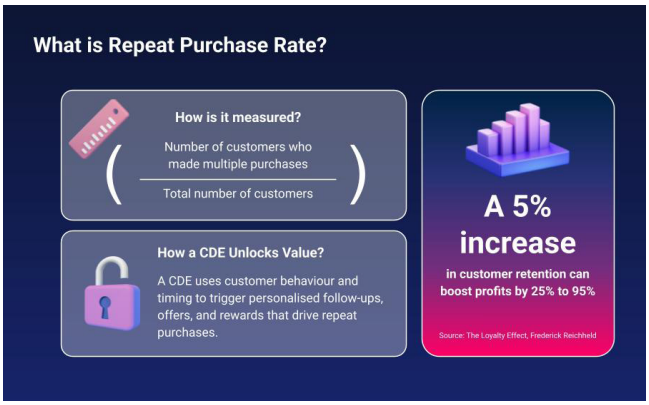
Improvement with a Customer Data Ecosystem: A CDE uses customer behaviour and preferences to surface the most relevant product, improving personalisation and driving more add-to-cart actions. This product discovery can boost ATC by up to 35% of total sales.



5. Repeat Purchase Rate

Definition: the share of customers making more than one purchase.

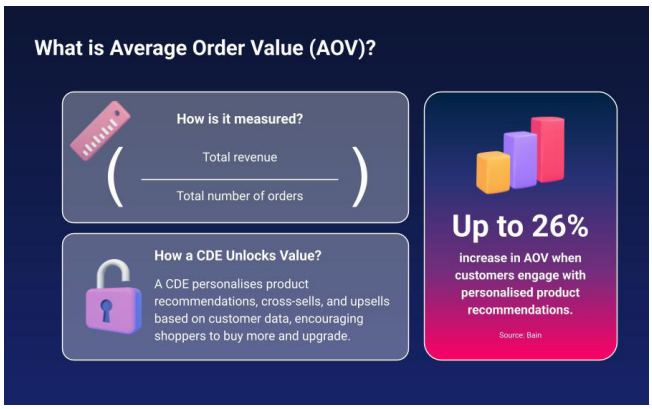
Improvement with a Customer Data Ecosystem: A CDE uses customer behaviour and timing to trigger personalised follow-ups, offers and rewards that drive repeat purchases.



4. Average Order Value (AOV)

Definition: the average spend per transaction.

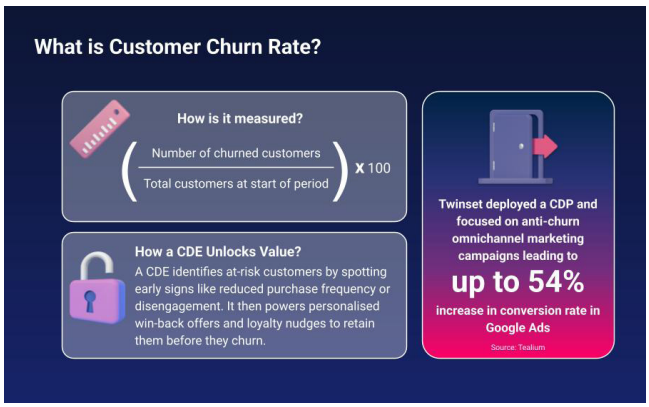
Improvement with a Customer Data Ecosystem: a CDE personalises product recommendations through cross-sells and upsells, based on customer data, encouraging shoppers to buy more and upgrade. A CDE can increase AOV by up to 26%, when customers engage with personalised product recommendations.



6. Customer Churn Rate

Definition: the percentage of customers who stop buying/engaging.

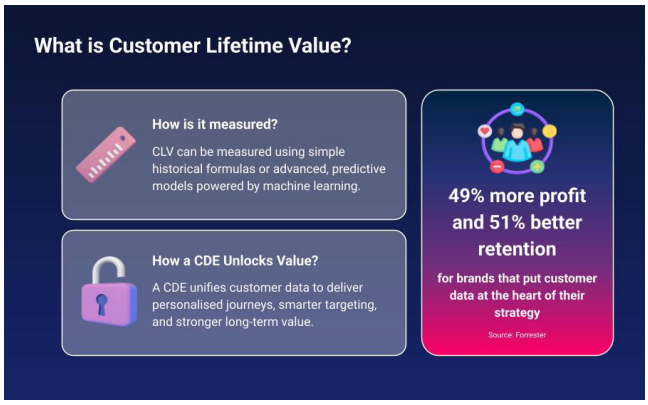
Improvement with a Customer Data Ecosystem: A CDE identifies at-risk customers by spotting early signs like reduced purchase frequency or disengagement. It then powers personalised win-backed and loyalty nudges to retain them before they churn.



7. Customer Lifetime Value (CLV)

Definition: the total revenue expected from a customer over the relationship.

Improvement with a Customer Data Ecosystem: CDE-powered personalization through lifetime insights yields 49% more profit and 51% better retention.



8. Loyalty Program Engagement

Definition: the activity level of loyalty program members (redemptions, usage, responses).

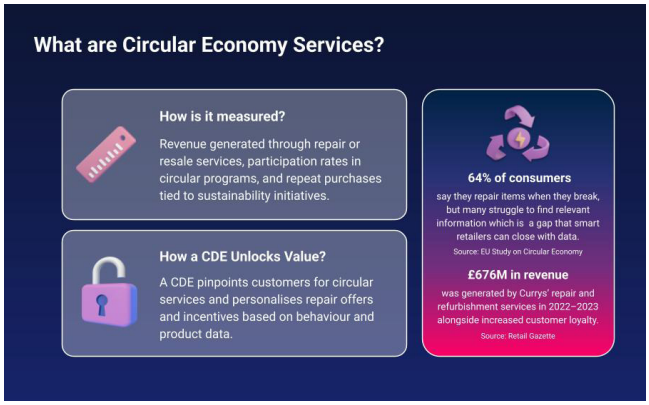
Improvement with a Customer Data Ecosystem: A CDE uses customer data to personalise rewards, offers and experiences that keep loyalty programs relevant and engaging. 71% of consumers expect personalised loyalty experiences.



9. Circular Economy Services

Definition: activities like repair, refurbishment, trade-in, or resale tied to sustainability.

Improvement with a Customer Data Ecosystem: A CDE pinpoints who to offer these to, personalises incentives, driving loyalty and sustainable value. 64% of customers say they repair items when they break, but many struggle to find relevant information, which is a gap that smart retailers can close with data — e.g., Currys generated £676M from such services in 2022–2023.



Conclusion

Customer data is not a cost. It is your most under-utilised asset.

Every metric in this report shows that investing in a Customer Data Ecosystem delivers real business impact. From acquisition and cart conversion to retention, loyalty, and lifetime value, the returns are clear and measurable. A CDE helps retailers move faster, target smarter, and build stronger customer relationships that last.

Retailers who ignore this opportunity will keep spending more to get less. They will miss the chance to turn insights into action and will continue to lose customers they could have retained.

Those who treat customer data as a strategic advantage will win. They will create richer experiences, drive more value from every customer, and build a foundation for sustainable growth. They will make every interaction count and turn data into a competitive edge.



CASE STUDY

UNILEVER

How does Artefact support Unilever on Retail Media use cases to increase its sales?

CHALLENGES

Thanks to Retail Media, Unilever identifies new growth opportunities and increases sales of its priority product categories.

The global Unilever group has a portfolio of 400 brands that are anchored in the daily lives of its 5 billion consumers. Present in France for 125 years, Unilever is the leader in several market categories including ice cream, condiments and deodorants.

The consumer packaged goods (CPG) sector has the particularity of being intermediated. Since the distribution of their products is carried out by different retailers, there is little direct relationship between CPG brands and their clients. Yet, consumer knowledge is key to optimize media and promotional strategies, product assortment in the territory or to identify new growth levers.

It is from this challenge that the so-called Retail Media offers were born, i.e. 2nd party data partnerships. A retailer's data is made available to a brand to enrich its own data assets in a win/win approach. This movement was initiated in 2012/14 by pure players such as Amazon and Alibaba, and traditional players such as Casino, Walmart and Carrefour have gradually followed.

Accompanied by Artefact since 2019 on various data issues, the Unilever Group seized this opportunity to identify new growth levers, develop a common consumer and product approach with a leading retailer and increase sales of certain priority product categories. This is the case, in particular, for the Magnum brand's mini ice cream bars range.



"Retail Media is a win/win strategy for brands and retailers. Retailers' data allows us to enrich the shopper's knowledge and accurately measure our activities on all channels, throughout the transformation tunnel. For their part, retailers find a new source of revenue and differentiation from their competitors. In addition, it is a way to better satisfy their clients with more personalized offers and a better anticipation of stock shortages."

Sarah Baqa
Head of Performance Marketing - Unilever

Retail Media in a win/win partnership with Trade Marketing

Advertising expenditure (media and traditional marketing) in the consumer goods sector amounts to nearly 680 billion dollars worldwide and 16 billion in France. The investments allocated to Trade Marketing are just as massive.

While the advertising levers have been highly digitized over the last twenty years, Trade Marketing is still very underdeveloped. However, driven by e-commerce, it represents half of the budgets of CPG advertisers (600 billion dollars worldwide, 16 billion in France). Trade marketing is strategic for these brands because it consists in carrying out actions in partnership with mass retailers to better meet consumers' expectations: prospectus, merchandising, point of sale animations but also sales forecast and supply chain optimization. Thus, the digitalization of trade marketing represents a real growth opportunity for advertisers and brands.

Retail Media is based on this concept of partnership in the promotion of brands' products. The sharing of 2nd party data favors client knowledge and allows a better segmentation and therefore a better targeting of advertisements or promotions. This targeting can be activated in both proprietary brand environments and in external audience extension environments.

Retail Media infuses Unilever's media, promotional and supply chain strategy

Unilever, together with Artefact, has identified 6 strategic axes to exploit the full potential of Retail Media:

- **Media activation**
- **Measuring Customer Lifetime Value**
- **Coupon customization**
- **Optimization of store assortments**
- **Short-term sales forecast**
- **Supply of shelves**

Since the CPG group initiated these retail partnerships, each of these axes has been worked on through concrete use cases. For this, Unilever has benefited from Artefact's end-to-end support. This concerns data strategy, the launch of pilots, the construction of new data products, but also the provision of human resources (data analysts, data scientists and data engineers), as well as the training of Unilever employees.



SOLUTION

An iterative approach

The Retail Media project was envisaged through an iterative approach in 4 steps:

- **Identify and select the right distribution partners** based on their pre-existing relationship with Unilever and their technology infrastructure.
- **Laying the foundations of the partnership**, i.e. the use cases that can be implemented as well as the necessary legal and technical requirements. The modus operandi is also built to facilitate collaboration between all stakeholders (agencies, internal and external teams of Unilever and the brand).
- **Implement pilots for each use case.** They allow for testing and optimization of devices on key Unilever brands (Magnum and Sun) before scaling up.
- **Deploy devices on a greater number of brands**, use cases, markets and partner brands.

The vision of this data partnership is therefore based on a virtuous circle: the measurement of actions carried out makes it possible to collect insights which in turn feed the next activations.

"Our data strategy is really ambitious, so we wanted to be accompanied by a team of experts. We chose Artefact, which already has experience with similar products and works in a very advanced way on data and Retail Media solutions. In addition, they have the technical capabilities and resources to take use cases to scale. This is the key to this long-term partnership."

Sarah Baqa

Head of Performance Marketing - Unilever



"Retail Media allows us to activate audiences and precisely measure the link between digital actions (advertising, promotions) and sales. The data from the retailer's loyalty cards also has the advantage of tracking consumers over time (Customer Lifetime Value) to see if they have increased their purchase frequency, if they have increased the value of their basket or if they have switched brands, etc."

Florian Thiebaut,
Managing Partner – Data Marketing - Artefact

RESULTS

A use case conducted on Magnum's mini bars segment

For example, retailers' data was activated in the media to meet a challenge for the Magnum brand: to confirm its leadership during the summer period, which is key for this product line, and to acquire new clients in the Confectionery segment (mini bars).

To achieve this, the first step was to use shopper data to identify the different consumer segments. We showed them the same banners during a defined period. This allowed us to measure the increase in on and offline sales, but also to track the buyers recruited to retain them post-campaign. Through this first wave, Unilever was able to identify the best performing and most profitable audiences. The ultimate goal is to use these results at scale to target these audiences with more personalized ad creative and promotional offers.

This pilot campaign significantly increased the brand's revenue.

Unilever's data and Retail Media strategy will continue in 2022 alongside Artefact. In addition to the two «Precision Media» levers, the exploitation of the 4 other identified work axes is also planned.

Unilever

Retail's future: Powered by data, built on collaboration

Retail is undergoing a seismic shift, where data is no longer just a support tool—it's the driving force behind growth, efficiency, and customer satisfaction. Yet, despite massive investments in digital transformation, most of that data remains locked in silos, costing the global economy trillions and stalling decision-making. As the retail media market races toward $140 billion by 2026, the opportunity—and necessity—for smarter data collaboration has never been greater.

TL,DR:

- Why it matters: Siloed data is a costly drag: leaders are convinced it harms daily decisions and fragmented data bleeds US $3.1 trillion a year, just as retail-media spend races toward US $140 billion by 2026. Collaboration is the only way to unlock that value.
- What makes it work: Success of data collaboration among retailers and industry comprises on two pillars: smooth system integration and strong data-governance rules (often enforced in privacy-safe clean rooms). Without them, disconnected tools, low trust, and messy data keep collaboration stuck in first gear.
- What it delivers: Real-world pilots already show the upside: Cdiscount & Mattel gained +600 % ROAS, Carrefour Links drove +18 % revenue for Magnum, and ADEO cut product-data errors 35 %, while AI promises to scale these wins as the retail-AI market heads for US $40 billion by 2030.



Breaking the Silos: Why shared data is Retail's next competitive edge

Retail is going through a big change as customers expect more, competition grows, and businesses seek to work smarter. Data has become the backbone to helping retailers understand what people want, manage inventory, improve supply chains, and offer the right products, hence using data and technology to guide decisions is essential. To succeed, retailers must not only manage their own data well but also work closely with partners across the value chain. The impact is clear:

- More accurate demand and supply planning: Sharing sales and stock data helps align supply with actual demand, reducing overstock and stockouts.
- Faster stock turnover: With visibility into product performance, CPG companies can optimise assortment and replenishment, helping retailers keep the right items on the shelf.
- More precise positioning: Pricing competitiveness vision and insights can help CPGs' RGM teams to define targeted strategies, whereas reinforcing Retails' positioning.
- Fewer lost sales: Empty shelves frustrate customers. When suppliers see what's missing in real time, they can respond faster and keep inventory flowing.
- Less waste, better margins: Avoiding excess inventory saves on storage and prevents tied-up capital. It's a win for sustainability too.
- More shopper-driven innovation and category growth: By understanding shopper behaviours across different retailers, CPGs can tailor their marketing and innovation strategies, influencing both R&D and category management with greater precision.
- Smarter decisions at every level: Reliable data fuels advanced analytics and AI models that can automate forecasting, personalise offers, and streamline operations.

The problem? Most of that data is still locked in separate systems. A Harvard Business Review survey found that 84 % of executives feel the negative impact of data silos on day-to-day decisions, while Salesforce's 2024 Connectivity Report shows 81 % of IT leaders say those silos are slowing digital-transformation efforts. Add in IDC's estimate that fragmented data drains US $3.1 trillion from the global economy each year, and the urgency is clear: until retailers can connect loyalty, supply-chain, media, and supplier datasets in a privacy-safe way, they will continue to leave revenue and customer trust on the table.

What is exactly Data Collaboration when we look at the retail industry?

Many organizations get their key market data from data providers (e.g., Neogrid and Nielsen) using one-to-one data sharing agreements, that are formal contracts between companies defining the terms, reasons, and conditions under which data is exchanged.

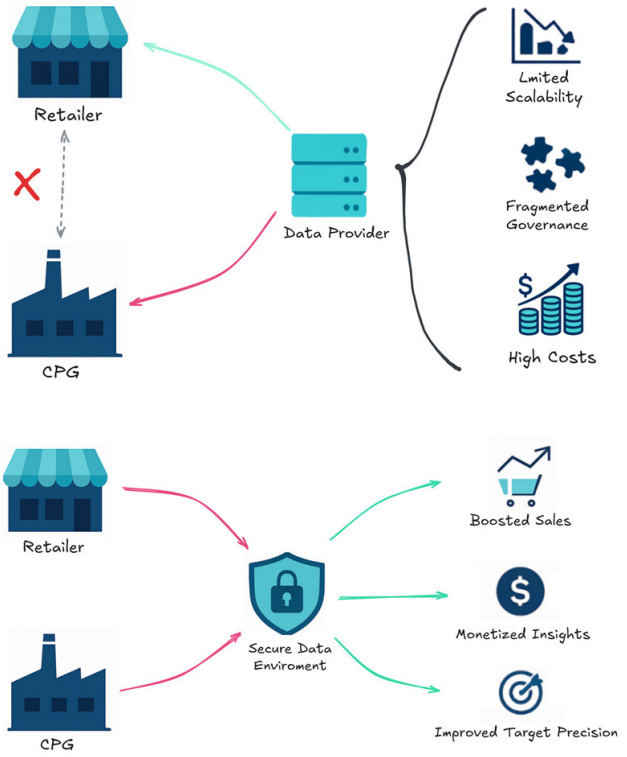
However, a new format has arisen: the data sharing between industry and retailers without exchanging or copying it, but actually using a secure clean-room technology, that allows direct interaction within a secure environment.

Clean rooms are secure, privacy-compliant environments where two or more parties can analyze combined datasets without exposing any raw or personally identifiable data. They act as neutral, governed spaces that allow joint planning, measurement, and activation—enabling collaboration while preserving confidentiality and compliance.

This new paradigm is more beneficial for both retailers and industries than traditional one-to-one data contracts since it eliminates the need for managing multiple one-off agreements, reduces friction, legal overhead, and setup time for partners to collaborate.

Example 1: A retailer and a CPG snack food producer securely combine their first-party data and sales data from one side and campaign exposure from the other. Without sharing raw data, they find insights like which audiences respond best to in-store versus online promotions or when to push cross-sell offers. Both sides would gain: the brand boosts sales and improves its targeting precision, whereas the retailer enhances its media offering and monetizes insights.

Example 2: A retailer shares near real-time data on out-of-stocks and turnover, giving the supplier enough visibility to quickly adjust its production and logistics. No raw data needed, just the right updates at the right time. As a result, customers find what they're looking for, the retailer avoids lost sales, and the supplier operates more efficiently.





What happens when retailers and partners really share data?

In today's retail environment, data collaboration has moved from a nice-to-have to a must-have, especially when it comes to marketing. Sharing insights with trusted partners, such as brands and marketplaces, allows retailers to better understand customer behavior, deliver personalized experiences, and unlock new revenue opportunities. With retail media rising, data collaboration has become a powerful engine for both efficiency and monetization.

The global retail media market is expected to reach US $140 billion by 2026. Its effectiveness stems from combining retailers' valuable first-party shopper data with activation tools, enabling brands to target the ideal audience at the optimal moment and on the most suitable platform. But none of this works without collaboration: retailers and brands must align their approaches to data sharing, activation, and measurement in order to get results. Here are a few examples of how retailers are benefiting from data collaboration in marketing:

- Cdiscount & Mattel: By sharing real-time shopper signals through clean room technology (discussed later), Cdiscount enabled Mattel to adjust campaigns based on stock, audience behavior, and ad performance, which resulted in a 600% increase in return on ad spend and up to 10 euros in revenue per euro invested.
- Carrefour Links: Through the Carrefour Links platform, the company safely shares customer insights with partners like Unilever, that besides enabling better understanding of their data, resulted in a successful data-driven campaign, with +18% revenue for Magnum Brand.

These examples show how a well-implemented data sharing can deliver value beyond just marketing performance. It creates closer collaboration across the ecosystem, increases speed to action, and opens new doors to growth. But despite the clear benefits, many retailers still struggle to scale these efforts across teams and partners.

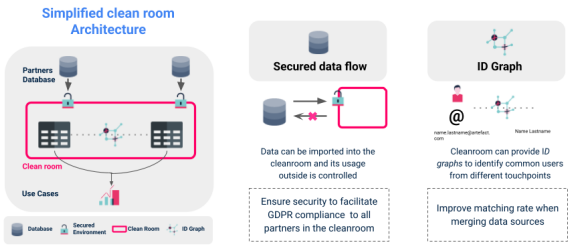
That's because unlocking the full value of shared data depends on two key ingredients: interoperability and governance. Systems must seamlessly integrate to each other, and the data being shared must be clean, consistent, and well-managed. Without this foundation, even the most advanced retail media strategy won't achieve its full potential.

From Silos to Synergy: How retailers are turning shared data into shared growth

Despite the clear benefits of data sharing, many retailers still struggle to make their systems and data work together. Interoperability, the ability of systems to exchange and use shared data, is often the missing link leaving the information trapped in silos.

But connecting systems is only part of the equation. For shared data to really be useful, it must be clean, consistent, and trustworthy. That's where data governance comes in. Think of governance as the rulebook for shared data. It defines how data is structured, who owns it, how it can be accessed, and how it's kept secure. When this foundation is strong, insights are generated faster and more reliably.

Governance also helps define clear ownership, which is essential for scaling collaboration across growing ecosystems of suppliers, tech partners, and marketplaces. But when sensitive customer or campaign data is involved, privacy and security are non-negotiable. This is where clean rooms come into play. It ensures data stays protected while enabling joint planning, campaign activation, and measurement.



One global sports brand used this setup to solve a common challenge: understanding what actually drives conversions across media channels. Traditional tracking methods weren't enough. By leveraging a clean room to securely combine campaign and conversion data, they found out what was really working and optimized their spend across regions. It's a powerful example of how interoperability, governance, and privacy can work together to drive better business outcomes. But putting this into practice is not always easy. So how can companies turn these principles into action?

Building Bridges: Making Data Collaboration Work

Scaling data collaboration sounds great on paper, implementation presents significant challenges for retailers. Here's how companies can start tackling them:

- Disconnected operations, systems and teams: Marketing, supply chain, and sales often work on their own, making it hard to get a comprehensive view of operations. When external partners come up with different tools and formats, this complexity goes further. To fix this, companies should invest in shared data models, cross-functional teams, and integration tools that speak a common language to bridge gaps and align goals.
- Lack of trust in a competitive environment: Companies are naturally cautious about sharing data, even when collaboration could lead to better outcomes. Privacy regulations such as GDPR require this caution, but they also add legal and technical hurdles that slow down the process. Secure environments like data clean rooms and clear governance policies help partners collaborate without leaking sensitive information.
- Poor data quality and inconsistent standard: Inconsistent formats, outdated information, and lack of clear standards create confusion and inefficiencies. When teams can't trust their data, decision-making becomes slower, or even worse, misinformed. Retailers should start by defining internal standards and cleaning their data at the source. Shared data categories and agreed-upon schemas make combined analysis smoother and far more reliable.
- Pressure to show quick wins: With spread data and growing complexity, many initiatives lose strength before a broader adoption. By starting with Most Viable Products (MVPs) that solve real business questions, teams can prove value fast and build momentum across the organization.

By establishing a strong foundation, powered by governance and secure sharing environments, retailers can unlock tangible and measurable benefits. And the impact of these efforts grows exponentially when integrated with advanced technologies.



AI Technologies Shaping the Future of Data Collaboration

The global artificial intelligence in retail market is expected to grow at a compound annual growth rate (CAGR) of 23.0% from 2025 to 2030, reaching US $ 40.74 billion by 2030. AI, Generative AI (GenAI), and Agentic AI are no longer just buzzwords, they are powerful enablers of smarter, faster, and more secure data collaboration. For retailers, these technologies offer new ways to streamline operations, unlock insight across teams, and foster effective partnerships. From automating repetitive tasks to generating content and making real-time decisions, advanced AI tools are helping organizations overcome historical roadblocks to data sharing.

A good example on how to leverage AI is the case of ADEO Group, parent company of Leroy Merlin. Facing messy, inconsistent product data coming from multiple suppliers, ADEO used AI to tackle them, getting impressive results:

- Over 96% precision for 63% of products, using AI to classify and enrich product data across 3,600 categories and 85,000 attributes, turning scattered supplier information into a reliable source of truth.
- 35% fewer errors in product information, reducing manual corrections and enabling faster coordination between suppliers, central teams, and digital channels.
- Accelerated internal adoption, thanks to a smart MVP approach, which helped teams embrace the new tools and focus on more strategic work.
- Tangible business value, with improved collaboration, stronger supplier alignment, and more reliable data driving faster and better decisions.

Another example comes from Brazil, where Nestlé developed an AI-powered platform called SISO (Sell-In Sell-Out) to support collaboration with major food retailers. By connecting sell-in and sell-out data through AI and data science, Nestlé enabled better demand forecasting, logistics optimization, and reduced stockouts by up to 35%. This shows how AI can unlock faster, safer, and more effective collaboration at scale.

What makes this model particularly powerful is its scalability. Once the foundations are in place, with good governance, interoperable systems and trustworthy data, AI technologies can scale collaboration across partners by automating workflows, campaign monitoring, or product recommendations using shared data.

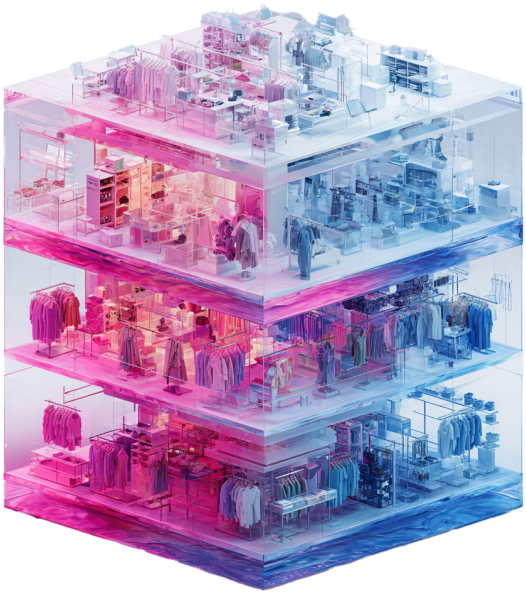
Retailers that embed AI into their collaborative strategies, will get smoother operations, faster responses, and smarter decisions, making data sharing an engine for collective growth.

Beyond One-to-One: Building the Retail Data Ecosystem of the Future

At the end of the day, relying on one-to-one data exchanges between retailers and suppliers, through isolated contracts or manual sharing is a limited model that often leads to inefficiencies and missed opportunities for both sides. The real value is made up of building connected ecosystems where high-quality data flows securely and at scale through collaboration platforms like clean rooms. This model brings a set of benefits:

- Privacy-first sharing: Ensures sensitive information is protected, with clear governance and control.
- Scalability: One connection unlocks collaboration with multiple partners, instead of repeating integrations one by one.
- Faster, smarter decisions: Shared insights lead to more precise targeting, better stock management, and dynamic pricing.
- Commercial upside: Retailers can monetize data responsibly, opening new revenue streams through media and analytics.
- Stronger partnerships: Retailers and suppliers move from transactional to strategic relationships, building long-term value together.

This isn't just about doing data better: it's about shaping the future of how the retail ecosystem operates and grows. Retailers that treat data collaboration as a core capability—not just a project—will be best positioned to lead in an increasingly AI-powered and customer-centric landscape.



References

Artefact – AI and Competitiveness: Five Predictions for Retail by 2030.

Artefact – ADEO – Improving product referencing speed and quality with AI.

Artefact – Data & AI for Retail.

Bain & Company – No More Easy Money on the Side: Retail Media Enters the Performance Era

DigitalWave Technology – Breaking Down Data Silos: Why Retailers Need Unified Data to Stay Competitive

Grand View Research – Artificial Intelligence In Retail Market Size, Share & Trends Analysis Report

Introduction to Secure Collaboration With Data Clean Rooms

LiveRamp – ASICS Leverages Unique Incrementality Capabilities to Drive Global Sales

LiveRamp – LiveRamp Joins Carrefour's Digital Day 2021: The Future of Data Collaboration in Retail

LiveRamp – Unlocking Data Collaboration to Achieve Retail Transformation: Our Journey with Carrefour

Nestlé – Nestlé utiliza Inteligência Artificial e Ciência de Dados para apoiar parceiros na gestão de estoque reduzindo em 35% a ruptura em loja

SalesForce – 85% of IT Leaders See AI Boosting Productivity, but Data Integration and Overwhelmed Teams Hinder Successlead in an increasingly AI-powered and customer-centric landscape.





CASE STUDY

CARREFOUR GROUP

How to reduce food waste in the bakery-pastry department?

CHALLENGES

How to reduce food waste in the Bakery-Pastry department?

Predicting demand as accurately as possible is one of the foundations of the retail business. However, this challenge is becoming more complex as consumer habits evolve. From now on, it is necessary to take into account the combined use of different sales channels (from e-commerce, to local stores, to supermarkets) and the increasing demand for social and environmental responsibility. At the top of the list of CSR issues linked to mass retailing: food waste.

In France, bread is the third most wasted product after fruits and vegetables. Indeed, bread, pastries and cakes are fresh products that have a very limited shelf life. But, they are also items that can generate a lot of frustration among customers when they are out of stock at the end of the day. This is why Carrefour Group, together with Artefact, sought to use machine learning and data science to optimize the prediction of sales in the bakery-pastry department of its supermarkets.

This project meets a double objective: produce enough to meet the demand, while reducing "scrappage", i.e. the volume of unsold products.

This use case's success relies, in particular, on the teams involving both the "jobs" concerned (department managers) and the various technical profiles of Artefact and Carrefour Group.

SOLUTION

A new algorithm to prevent “scrappage” in the bakery-pastry department

In the retail world, every day is different. Sales are highly dependent on the context: holidays, weather, current promotions, merchandising highlights, etc. To take into account all the variables that have implications on demand, we need to be able to analyze the petabytes of data generated by the billions of transactions carried out every year at Carrefour, to which we need to add external data that influences consumption. These calculations are only possible with Artificial Intelligence.

The Carrefour Group and Artefact teams thus started with data from the sales receipts generated by more than 200 supermarkets in France. Every day, this data is collected, cleaned and enriched with external sources – such as calendar data, for example – to build a sales history over several years. This represents thousands of configurations for a single day, depending on the assortment, product prices, promotions, etc.

This data is used to train supervised machine learning models, built on the basis of decision trees, which determine the relationships between the target variable (future sales) for each product and the explanatory variables (promotion, cannibalization, etc.).

Close collaboration with the “field” teams

From an organizational point of view, the project was led by multidisciplinary teams. Two teams on the Artefact and Carrefour sides combined technical and business profiles. The operational skills of Carrefour’s retail professionals played a crucial role. They were able to explain their business, their needs, and bring their vision, in order to guarantee the success and adoption of the solution “in real life”.

For example, the algorithm’s recommendations were first tested in pilot stores, only on pastries, to get feedback from the field teams. Their comments were used to improve the models, before the solution was deployed across all bakery and pastry products in the supermarkets.

Easy-to-access and interoperable tools

All of Carrefour’s data-driven use cases are fed by a centralized platform in the cloud, which makes the data accessible, formatted and documented. The results of the processing are then fed back into Carrefour’s information systems, shared by a wide range of employees. Several teams, made up of data scientists, data engineers, but also data translators (pivotal profiles, acting as a link between business and data), are likely to consult, transform and process them for specific uses.



RESULTS

Concrete results on the number of discarded products…and on the brand image

A few months after the implementation of this new prediction model, the results are very positive.

In fact, over the last five months of 2021, approximately 100 tons of pastries were saved. At the same time, sales have increased due to fewer shortages at the end of the day.

Finally, the Net Promoter Score, a performance indicator closely monitored by Carrefour, has evolved very positively.

Carrefour Group is multiplying AI use cases to improve customer experience

For the group, future experiments follow the same model: responding to business needs, working jointly with operational teams, to feed the customer experience. This acceleration of Carrefour's digital transformation was made possible by the creation of complete and expert data teams within the company, and the deployment of data platforms in all countries where the group operates.

The volume and wealth of data collected by Carrefour provides a unique opportunity to explore the major challenges facing the retail sector: omnichannel, e-commerce, anticipation of consumer habits, etc. Carrefour recently unveiled other examples of how data can be used to improve the customer experience: five-minute shopping on Carrefour.fr, the implementation of personalized assortments for local stores, and the personalization of promotions.



"In fact, over the last five months of 2021, approximately 100 tons of pastries were saved. At the same time, sales have increased due to fewer shortages at the end of the day."

Turning distributor data into a growth engine

In industries such as fast-moving consumer goods (FMCG) and fashion retail—where businesses heavily rely on distributor networks—data is evolving from a support function into a core asset of competitive advantage. However, due to the fragmented nature of distributor operations and diverse data sources, distributor data often suffers from fragmentation, low quality, and poor integration.

Only by building a unified and effective data governance framework can companies truly connect upstream and downstream operations, unlock the value of data, and drive AI transformation and decision-making efficiency.

Data Governance as the core breakthrough in distributor management

A unified data governance system improves data completeness and accessibility, enabling brands and distributors to quickly identify market changes, adjust channel strategies, and respond to market dynamics in real time.

By standardizing data transmission and sharing protocols, governance helps dismantle information silos and fosters more efficient and transparent collaboration between brands and distributors, boosting full-chain coordination.

In critical areas such as supply chain management, inventory optimization, and pricing strategy, high-quality and trustworthy data is the foundation of effective decision-making. Systematic governance not only ensures data accuracy and consistency but also provides a solid foundation for AI tools and analytics models—accelerating the shift toward data-driven enterprises.

Real-world challenges in Distributor Data Governance

Data Silos: Distributors often use disparate systems to store data, leading to information silos that hinder data integration and sharing.

Inconsistent Data Quality: Many distributors submit data without uniform standards or quality monitoring mechanisms, resulting in unreliable, incomplete, or inaccessible data.

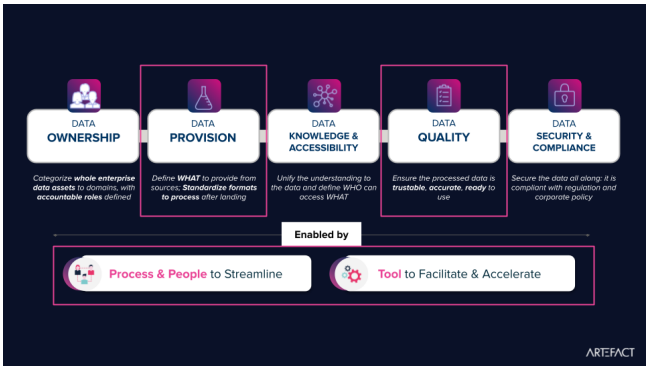
Technological and Resource Constraints: Some distributors, especially small and medium-sized ones, lack the technological capabilities and resources required for efficient data governance.

Weak Collaboration and Execution: Data governance involves not only technological changes but also deep engagement from business units. However, business teams often lack direct awareness and involvement in data governance, leading to poor cross-departmental cooperation and rendering governance efforts superficial or ineffective.



Core modules of Distributor Data Governance

Based on project experience and industry expertise, we have identified five key modules for implementing data governance:



1. Data Ownership: Assign clear responsibility roles for all data assets to ensure traceability and controlled management across the data lifecycle.
2. Data Provision: Define the content and format requirements for data submission, ensuring standardization and processability from the outset
3. .Data Knowledge and Accessibility: Unify data definitions and business understanding, while setting clear role-based access permissions.
4. Data Quality: Apply consistent quality standards to ensure data is complete, accurate, and actionable—laying a reliable foundation for analysis and decision-making.
5. Data Security and Compliance: Build security and compliance mechanisms to mitigate risks and meet regulatory requirements.

Among these, data provision and data quality are particularly critical. They determine whether governance can be implemented effectively and directly influence decision-making efficiency and the success of AI applications.

Case Study

Take a global retail leader as an example. The company relied on a vast distributor network to drive growth but faced the following data management challenges:

Inconsistent standards for data submission and transmission, leading to poor integration and communication inefficiencies.

Poor data completeness and credibility due to a lack of monitoring mechanisms.

Limited business engagement, weak cross-departmental collaboration, and misaligned understanding.

These issues resulted in inefficient data usage and hindered the company's market responsiveness and operational efficiency.

Our solution focused on three key areas:

Take a global retail leader as an example. The company relied on a vast distributor network to drive growth but faced the following data management challenges:

- Inconsistent standards for data submission and transmission, leading to poor integration and communication inefficiencies.
- Poor data completeness and credibility due to a lack of monitoring mechanisms.
- Limited business engagement, weak cross-departmental collaboration, and misaligned understanding.

These issues resulted in inefficient data usage and hindered the company's market responsiveness and operational efficiency.

Our solution focused on three key areas:



1. Optimizing Data Assets

We built unified data standards and workflows to regulate distributor practices in data submission, transmission, and quality control, improving consistency and completeness to lay the groundwork for analytics and strategic decisions.

2. AI-Powered Quality Monitoring

We established rules and proactive verification mechanisms to detect and flag abnormal data, ensuring data accuracy.

We introduced a reliability and completeness scoring mechanism for distributor data. By leveraging large model-based analysis tools, we transformed complex data patterns into visual charts. This approach helped managers easily identify and understand data risks for better investigation and follow-up actions.

3. Driving Change Management

Successful governance requires strong cross-functional collaboration and a shift in operating models.

Change management was particularly critical during the governance process. New processes, tools, and technologies can sometimes face resistance from distributors. Effective change management helped them to understand the necessity of these changes, encouraging them to embrace the transformation willingly. It also enhances transparency and strengthens brand-distributor relationships.

Key actions included:

- Establishing a Change Management Team: To oversee planning and execution, ensuring stakeholder participation.
- Developing a Change Management Plan: Transparent communication about the purpose and anticipated benefits of change through various channels helped eliminate doubts. Training programs were conducted to familiarize distributors with new processes and tools, with ongoing technical support provided when needed.
- Strengthening Monitoring and Feedback: This involves regularly evaluating the effectiveness of changes, creating feedback mechanisms to encourage distributor input and iteratively optimising the change management plan based on this feedback.

CONCLUSION

These are our core frameworks and practical insights in distributor data governance.

A well-rounded governance solution typically follows a three-step approach: assess & design – plan – implement. We always tailor best-practice solutions based on the client's specific business needs and data/ tech architecture, ensuring successful and scalable governance deployment.



AI for Operations: Augmented Execution & Operational Excellence.



Pierre Kroning
CIO & Managing Director
Beiersdorf Shared Services IT

François-Xavier Pierrel
Group Chief Data Officer & Adtech Officer

Qihua Wang
Executive Vice President
Strategy & AI

Virginie Brard: Regional Vice President France & Benelux at Fivetran, acting as a strategic facilitator between data infrastructure and business impact.

Fivetran: Automated data movement platform; Revenue: ~$250M; Employees: 1,200+; HQ: Oakland, CA; Mission: To make access to data as simple and reliable as electricity.

Pierre Kröning: CIO of Beiersdorf since Sept 2025, previously leading Data & Analytics with 20+ years of IT/Finance expertise.

Beiersdorf: Consumer goods giant (Nivea, Eucerin); Revenue: €10B; Employees: 20,000+; HQ: Hamburg, Germany; Mission: Leading the market in skin care through operational excellence.

Qihua Wang: Global EVP Strategy & AI at Lagardère Travel Retail, a former strategy consultant driving global business process reimagination.

Lagardère Travel Retail: Global travel retailer in 51 countries; Revenue: €7B+; Employees: 20,000+; HQ: Paris, France; Mission: Reimagining travel retail through intelligent technology.

François-Xavier Pierrel: Chief Data & Adtech Officer at TF1, recognized expert in data strategy with past leadership at Meta, Microsoft, and JCDecaux.

TF1 Group: Leading European broadcaster; Revenue: €2.3B; Employees: 2,800+; HQ: Boulogne-Billancourt, France; Mission: Transforming from traditional broadcast to a leading destination streaming platform.

Can you define your current flagship AI project and its business rationale?

- **Pierre Kröning:** At Beiersdorf, the focus is on «Operational Excellence» in market segmentation. Since they are a B2B2C company lacking direct consumer interaction, they use AI agents to scan the internet and enrich panel data (Nielsen) with visual product attributes—such as whether a competitor's product looks «modern» or «traditional»—and technical specs like SPF levels to complete their ecosystem.

- **Qihua Wang:** Lagardère is leveraging Generative AI to accelerate the «Tender Management» process. In the complex world of airport retail bids, responding to tenders involves drafting 400-page documents; GenAI queries their global knowledge base to automate the technical wording, allowing humans to focus on the core value proposition and concept design.

- **François-Xavier Pierrel:** Following the launch of TF1+, the group uses AI to disrupt «Video Creation.» Beyond content editing, they are deploying «Agentic AI» to create a «data democracy,» enabling employees to query complex technical ecosystems without requiring SQL training, thereby automating the operational version of themselves.



«If the data is crap, the results of course they don't pay out... everybody thinks you can just throw AI on a process and then solve the whole issue.»

Pierre Kroning
CIO & Managing Director Beiersdorf
Shared Services IT

What were the major misconceptions or «myths» regarding AI at the start of your projects, particularly concerning data?

- **Pierre Kröning (Beiersdorf)**: The biggest hurdle is the belief that AI can be thrown at a process to fix it instantly. If the data is poor, the output is useless. The real challenge is educating people that they must redesign processes for digital first. Even with AI, human judgment is required to validate outcomes.
- **Qihua Wang** (Lagardère Travel Retail): AI is not a tech project; it is a business transformation project. The myth is that it's «cool and sexy,» but the reality is «dirty work»: cleaning data, transforming processes, and convincing staff that AI creates value rather than stealing jobs. Successful execution requires a mix of change management, technical profiles, and strong business sponsorship.

- **François-Xavier Pierrel (TF1):** The initial misconception was «I have a problem, AI is the fix.» It took 6-12 months to shift the mindset from «doing AI for the sake of AI» to identifying actual business problems. They learned that there is no magic wand; it involves politics, governance, and budget. They had to move from simple automation to creating genuine value through data democracy.



«It's not a click of [a] finger that you have you see the magic happens... to summarize it's not a tech project in the end it's about business transformation.»

Qihua Wang
Executive Vice President Strategy & AI

How do you manage the human element and the fear of job replacement?

- **Qihua Wang (Lagardère Travel Retail):** The reality lies between «AI sucks» and «AI fixes everything.» It is a test-and-learn process to build trust. The goal is to remove tedious, repetitive tasks—like answering standard tender questions—so employees can focus on high-value strategy. It is about arbitrating what is best done by a robot versus a human.
- **Pierre Kröning (Beiersdorf):** You must redesign processes before automating them. If you automate a bad process, you are just efficiently bad. This shifts the role of employees; someone who used to build PowerPoint slides might now need to become a Product Owner, requiring them to make tough decisions rather than just formatting information.

What is your final advice or takeaway for the audience?

- **François-Xavier Pierrel (TF1):** Avoid FOMO (Fear Of Missing Out). The technology is here to stay. «Rush, but not too fast.»
- **Qihua Wang (Lagardère Travel Retail):** Adopt a mindset of «Drop everything, learn, and learn.» Be willing to fail, as the learning gained from failure is more valuable than immediate success.
- **Pierre Kröning (Beiersdorf):** Focus on what you are not going to do. With limited resources, prioritization is key to allocating effort where it truly matters.



«There is no magic wand with AI. It's sweat and tears all the time. It's a bit of politics, a bit of money, a bit of governance.»

François-Xavier Pierrel
Group Chief Data Officer & Adtech Officer

Reinventing the Physical Store with AI:Execution, Experience, Performance.



Dominique Tran
Head of AI

Stéphane Sinopoli
Président de la Direction de la Monétisation de la Data

Giancarlo Miluccio
Chief Data & Digital Officer

Aurélien Escartin Chief VP Transformation & IT

About Dominique Tran: Head of Data & AI at Leroy Merlin, driving the integration of generative and operational AI into customer journeys and internal processes.

About Leroy Merlin: A leading French home improvement retailer (Adeo Group) with approx. €9.8B annual revenue (France), 30,000+ employees, and HQ in Lezennes.

About Stéphane Sinopoli: Intermarché Franchisee (Adhérent) and President of Data Monetization & Innovation for Les Mousquetaires.

About Les Mousquetaires: A major French retail grouping (Intermarché, Bricomarché) generating approx. €39.9B in turnover, with ~150,000 employees and HQ in Bondoufle.

About Giancarlo Miluccio: Chief Data & Digital Officer at Unibail-Rodamco-Westfield (URW), leading the digital transformation of commercial real estate assets.

About URW: A global developer and operator of flagship shopping destinations, reporting €3.5B in proportionate turnover, HQ in Paris.

About Aurélien Escartin: VP Transformation & IT at VusionGroup (formerly SES-imagotag), specializing in IoT digitization and retail infrastructure.

About VusionGroup: Global leader in electronic shelf labels and retail IoT solutions, generating ~€800M revenue, HQ in Nanterre, France.

How is AI currently being integrated to enhance the customer journey and experience?

Λ **Dominique Tran (Leroy Merlin):** The customer is now «augmented» and highly knowledgeable (often consulting ChatGPT before visiting). Leroy Merlin uses AI to determine where human interaction adds value versus where digital tools should take over. A key success is their energy performance simulator (DPE), running thousands of AI-driven simulations monthly to help clients plan renovations.

Λ **Stéphane Sinopoli (Les Mousquetaires):** The strategy is rooted in «Carrelage Truth» (pragmatism). AI handles high-volume, low-value interactions. For instance, 65% of calls to their 3,500 stores are simple queries (e.g., opening hours); Conversational AI now automates this, saving thousands of labor hours. Additionally, Computer Vision in self-checkouts detects «suspicious gestures» to tackle shrinkage, which is 4x higher in automated lanes.

Λ **Giancarlo Miluccio (URW):** Unlike the strict short-term ROI rule at Intermarché, URW invested early in data to map the «Consumer Journey.» They utilize AI to visualize exactly what visitors do inside the mall—moving beyond simple footfall counting to granular behavioral analysis—allowing them to optimize the environment for better shopping experiences.

Λ **Aurélien Escartin (VusionGroup):** Focuses on «Shelf Intelligence» and «Spatial Intelligence.» Using mini-cameras and IoT to capture hourly shelf data, they identify irritants (out-of-stock, pricing errors). This data feeds Edge AI, enabling customers and staff to «converse» with the store in natural language—a capability validated by their recent partnership with Walmart.

How does AI empower first-line teams and store employees (The «Augmented» Worker)?

Λ **Dominique Tran (Leroy Merlin):** To mitigate shadow IT risks, they deployed a secure, enterprise-grade GenAI solution to 100% of employees. Operationally, AI now drives core processes: assortment definition, pricing strategies, and detecting «hidden ruptures» (inventory errors), systematically augmenting staff capabilities across the board.

Λ **Stéphane Sinopoli (Les Mousquetaires):** AI is deployed to solve specific pain points for store staff (Directors, accountants, fresh food managers). Examples include screening hundreds of CVs to shortlist candidates instantly and generating humorous, error-free signage for out-of-stock products to maintain customer rapport. The goal is pure productivity to protect their aggressive low-price positioning.

Λ **Giancarlo Miluccio (URW):** AI bridges the gap between IT and Leasing teams. Leasing managers no longer just sell square meters; they sell audiences and productivity based on granular shopper profiles. Similarly, their Retail Media agency (Rise) uses AI to treat physical ad assets like digital inventory, qualifying and targeting audiences in real-time.

Λ **Aurélien Escartin (VusionGroup):** AI reduces cognitive load by «revealing the invisible.» Instead of scanning every product, staff are directed only to specific anomalies (e.g., a product with zero stock but physical presence). He notes that retailers using AI-guided paths and smart glasses for picking/drive execution see a 3x increase in productivity compared to traditional methods.



«When you invest €1 in tech, well, put double that into the human side. That is the most complicated phase.»

Dominique Tran
Head of AI



«Before, we focused on knowing how many people were there... now we know what they are doing. We are creating Digital Twins of our shopping centers.»

Giancarlo Miluccio
Chief Data & Digital Officer

How does AI feed HQ strategy, and what are the KPIs for success?

Λ **Dominique Tran (Leroy Merlin):** The primary challenge is adoption, not technology. Their golden rule is «Invest €1 in tech, invest €2 in human.» Strategic success is measured by team adoption rates. They employ a «build, test, pivot» approach, involving store teams early to ensure the change management succeeds.

Λ **Stéphane Sinopoli (Les Mousquetaires):** AI at HQ targets massive administrative overhead. Analyzing thousands of 100-page supplier contracts is no longer scalable for humans; AI now assists legal teams. Marketing costs are also slashed—producing a TV spot via AI costs ~€100k versus ~€1M traditionally. The strict KPI remains: ROI must be achieved in under 12 months without increasing OPEX.

Λ **Giancarlo Miluccio (URW):** AI has evolved from a «new revenue» experiment to a transversal transformation engine (Finance, Leasing, Ops). They are building «Digital Twins» of shopping centers to simulate and optimize operations. The ultimate KPIs are simple and binary: Sales (of retailers) and Footfall.

Λ **Aurélien Escartin (VusionGroup):** The focus is on speed and co-construction. AI allows HQ to measure the impact of merchandising changes instantly. He emphasizes the need for «geek» optimization to reduce compute costs (GPU/Retrieval), ensuring that AI solutions remain affordable (low OPEX) for franchisees and independent retailers.



«The connected glasses we selected cost €300... A Zebra [scanner] costs much more. We need solutions that franchisees can afford.»

Aurélien Escartin
Chief VP Transformation & IT

The «Silo Breaker»: How is AI transforming Internal Structure (Leasing, Legal, Finance)?

- **Stéphane Sinopoli (Les Mousquetaires):** The impact on the «Upstream» (Headquarters) is just as critical as the store.

  Legal Metric: In the 90s, contracts were 4 pages. Today, they are 100+ pages. With 1,000 suppliers, reviewing 100,000 pages of legal documents annually is impossible for humans without hiring an army of jurists. AI summarizes and risk-assesses these contracts instantly.

  Marketing Metric: Producing a TV commercial typically costs €1 Million. Using GenAI video tools, they produced a comparable spot for €100,000—a 10x cost reduction that flows directly to the bottom line.
- **Giancarlo Miluccio (URW):** AI has forced a cultural shift. Previously, the «Leasing» team (who sell space) and «Data» team never spoke. Now, Leasing managers pitch retailers not just on square footage, but on «Audience Profiles» and «Productivity Zones» generated by AI analysis of shopper movements. This has turned a real estate conversation into a media/performance conversation.

Retail Media: Can Physical Stores really compete with Digital Ad Platforms?

- **Stéphane Sinopoli (Les Mousquetaires):** Yes, and the numbers are staggering. They are installing digital screens and tracking «Media Performance» across the network.Key Insight: The aggregate audience of Intermarché's in-store screens on a Sunday morning is superior to the audience of the 8 PM News (20h) on major French TV channels. They are waking up to the fact that they are a massive media broadcaster.
- **Giancarlo Miluccio (URW):** URW's agency, Rise, now treats physical advertising assets (billboards in malls) exactly like digital inventory. AI qualifies the audience standing in front of a screen in real-time (demographics, dwell time), allowing them to sell «Qualified Views» rather than just static poster space.
- **Aurélien Escartin (VusionGroup):** Retail Media is the «Pure Margin» engine. By using shelf-edge cameras to track which products customers touch but don't buy, they can serve targeted promotions at the shelf edge. This new revenue stream helps finance the hardware investment, creating a self-sustaining tech ecosystem.



«The audience of our screens at Les Mousquetaires is greater than the [audience of the] 8 PM News... We have a competitor who made an AI-based film; it didn't cost more than €100k, compared to €1M usually.»

Stéphane Sinopoli
Président de la
Direction de la Monétisation de la Data

AI at Enterprise Scale: Lessons from Pernod Ricard's Transformation.



Pierre-Yves Calloc'h,
Global Chief Digital Officer

Pernod Ricard

About Pierre-Yves Calloc'h: Currently serving as the Chief Digital Officer at Pernod Ricard, Pierre-Yves leads the group's global digital transformation, focusing on leveraging data and AI to enhance commercial effectiveness and marketing efficiency.

About Pernod Ricard: A global leader in the wine and spirits industry, holding prestigious brands like Absolut, Jameson, and Havana Club. The company generates approximately €12 billion in annual revenue, employs over 19,000 people, is headquartered in Paris, France, and operates under the mission of «Creators of Conviviality.»

What are the primary AI use cases currently in production at Pernod Ricard?

Λ **Pierre-Yves Calloc'h:** Pernod Ricard has deployed a recommendation engine for its 5,000 sales representatives across 60 countries. Started in 2020, this tool provides weekly visit lists and specific product push suggestions based on localized data, such as identifying underperforming brands or ineffective promotions. This system has driven 2-3% sales growth over two years in deployed countries. Additionally, they utilize Marketing Mix Modeling (MMM) across 20+ countries to optimize media spend (TV vs. social media) based on three years of historical data.

How do you manage the deployment journey and select the right projects to ensure success?

Λ **Pierre-Yves Calloc'h:** The strategy relies on extreme focus, capping active AI projects at a maximum of eight simultaneously. The team filtered an initial backlog of 72 potential digital projects down to just six to ensure high quality and scalability. Crucially, Pernod Ricard rejects «Proof of Concepts» (POCs) in favor of «Minimum Viable Products» (MVPs) deployed immediately in two countries to prove replicability. Post-ChatGPT, they face thousands of potential use cases but apply strict financial criteria, rejecting projects with fractional efficiency gains (e.g., saving 0.5% of an FTE) in favor of those with a measurable impact on the P&L.

How does the technology stack evolve from prototype to production, and what role does low-code play?

Λ Pierre-Yves Calloc'h: User adoption is the critical bottleneck, which necessitates speed. Waiting 18 months to integrate a solution into Salesforce would kill the project, so they use Retool to build web-app interfaces in days or weeks. This allows for rapid iteration; feedback received during morning training sessions can be implemented by the afternoon, significantly boosting user trust. While Retool offers immediate 90% business value with production-grade security, the long-term goal (1-2 years later) remains to integrate stabilized solutions into the core Salesforce automation tool..

What is your stance on «Vibe Coding» (AI-generated UIs) versus low-code platforms?

Λ Pierre-Yves Calloc'h: While AI-generated UI platforms like Lovable are impressive for demos, they currently lack the security, authentication, and data handling required for production environments. Since Pernod Ricard does not do POCs and only builds deployable MVPs, they cannot yet rely on vibe coding for live business tools, preferring established low-code solutions that are production-ready.



«We don't do POCs [Proof of Concepts], we do directly MVPs... we select only things that have a potential to scale enough to be profitable and to have a higher return on investment compared to the cost.»

Pierre-Yves Calloc'h,
Global Chief Digital Officer

ARTEFACT

AI IS ABOUT PEOPLE

WE OFFER END-TO-END DATA & AI SERVICES



Data / AI Strategy
& Transformation

- Data / AI Strategy
- AI Transformation
- Data / AI Adoption



Data / AI
for Customers

- Customer Experience
- Marketing
- Sales
- Customer Service



Data / AI
for Operations

- Office Operations
- Supply Chain
- Manufacturing & Interventions
- Procurement
- R&D



Data / AI
for Support functions

- Finance
- HR
- Legal
- Sustainability



IT & AI
Technologies

- IT strategy
- AI for IT
- AI Foundations
- Analytics & BI
- Data Governance & Management
- Data Tech Foundations

FMCG • RETAIL & ECOMMERCE • LUXURY & COSMETICS
HEALTHCARE • BANKING & INSURANCE
TELECOMMUNICATIONS

SPORTS & ENTERTAINMENT • TRAVEL & TOURISM
PUBLIC & GOVERNMENT • REAL ESTATE
MANUFACTURING & UTILITIES

ARTEFACT

AI IS ABOUT PEOPLE

ARTEFACT HEADQUARTERS

19, rue Richer
75009 — Paris
France

CONTACT

hello@artefact.com
artefact.com/contact-us
artefact.com

