ENGAGEMENT DIAGNOSTIC

Dr. Max — Day 0 (current reality)

Elevation archetype · multi-market · generated 2026-09-02

ELEVATION | BEHIND TYPICAL | 5 CRIT/LARGE VAR

What is at stake

Engagement state evaluated against 19 engagement-killer patterns and methodology benchmarks for an Elevation archetype.

Outside-in benchmark verdict

At week 12 (M3), this engagement is behind typical for an Elevation archetype. Mid-engagement steady state. Most authorities granted, mechanisms operational.

METRIC	ACTUAL	EXPECTED (MIN–TARGET–MAX)	STATUS
L1 authorities granted	0	18–24–28	Behind typical
L3 mechanisms stood up	0	10–16–22	Behind typical
Peers named + active	2	6–8–10	Behind typical

CONSTRAINT BREACHES AT THIS MILESTONE

- Active obstacles: 8 (max for milestone: 3)
- High-severity active: 7 (max for milestone: 1)

Aggregate impact at risk

If unresolved, 8 active obstacles cumulatively introduce 34–84 weeks of delay with illustrative € exposure of €1.5M–€4.8M across 6 measured obstacles.

5 obstacle(s) carry CRITICAL or LARGE engagement-value-at-risk.

2. ENGAGEMENT CONTEXT

Configuration shape

L0 — engagement-level configuration

ARCHETYPE	Elevation
INTERNAL AI LEAD STATE	Senior, under-authority
BOARD STATE	Aware
MULTI-MARKET	Yes
EU AI ACT PRESSURE	3–6 months
PE OWNER ENGAGEMENT	Active

People — already engaged (2)

Miguel Martins da Silva (CSCO) — Already AI-active (VusionGroup, Geek+, Rinkai, dark warehouse).

KateYina Lesch(HeadOfAI) — Newly appointed Head of AI at Dr. Max (internal). Was the engagement introducer in her former Deloitte / EmbedIT role; now holds the seat we needed her to influence. Reports to CIO (likely; verify with KateYina). Methodology implication: O-031 External Champion Conflict no longer applies.

People — named, not yet engaged (5)

Leonardo Ferrandino (CEO) — CEO since 2016, target sponsor.

Thomas Bornemann (CFO) — Capex sign-off, Heavy Gate 2 counterparty.

Luca Demarchi (CIO) — Per 2024 sustainability report; tenure UNCERTAIN — possible move to Bata Group.

Dimitrios Tritaris (CMCO) — Owns 12.5M Benefit Card members, e-shop, marketplace, retail media.

Ivo ŠenkyYík(HeadMA) — Continuous M&A pipeline (Žalfija Q3 2025 + ongoing).

Open questions (1)

PEOperatingPartner — UNKNOWN — Penta operating partner not identified; open question for validation.

3. ACTIVE OBSTACLES

Engagement-killer patterns currently firing

8 obstacle(s) are active. Each shows the conditions firing and the recovery path. Severity is calibrated for the Elevation archetype.

O-001 Pipeline Stall at Gate 2

HIGH

Initiatives accumulate at Pilot-Validated; Scale decisions don't happen

4–8 wk delay · MEDIUM VaR · schedule / cost / scope · €100K–€300K

Recovery actions

• Negotiate L1-108 mid-engagement

• Escalate to L3-318 (Exec sponsor)

• Document scoping limitation if irrecoverable

O-003 Risk Function Disengaged

HIGH

Regulated profile but CRO/DPO not integrated; risk classification skipped

8–16 wk delay · LARGE VaR · compliance / relationship / schedule · €250K–€750K

Recovery actions

• Force trigger via L1-124 (veto) on next initiative requiring classification

• Surface to L1 escalation

• Direct to L3-319 for regulated industries

O-008 VV Commercial Capture

HIGH

Recusal protocol breached; Partner advocates for VV scope expansion; ethics violation

0–4 wk delay · CRITICAL VaR · relationship / scope

Recovery actions

• Reset recusal explicitly with client commercial counterpart

• Document case in conflict log

• Replace Partner in extreme cases

O-010 Heavy-Gate Decision Drift

HIGH

Forums standing but not deciding; gates become advisory; portfolio prioritization becomes politics

4–12 wk delay · LARGE VaR · schedule / quality · €200K–€600K

Recovery actions

• Reassert L1-101/L1-102 chair authority

• Time-boxed decision protocol (each PC closes e 1 decision)

• Escalate to L3-318 if blocked

O-013 Sponsor Escalation Stalled HIGH

Engagement begins with a sub-C-suite sponsor; CEO never engages substantively; engagement stays advisory and never reaches structural authority

8–20 wk delay · LARGE VaR · scope / relationship / schedule · €300K–€800K

Recovery actions

• Pre-stage CEO at one Configuration session before M0

• Use first decision requiring exec sign-off as natural escalation moment

• Make sponsorship escalation an explicit charter milestone (not implicit)

O-014 Multi-Market Parity Drift HIGH

Multi-market engagement; one market advances 1+ track maturity levels ahead of another; cross-market AI capability becomes fragmented

6–12 wk delay · MEDIUM VaR · scope / cost · €150K–€400K

Recovery actions

• Stand up cross-market sync forum (monthly)

• Rotate Champions across markets

• Mandate seat for each market MD on AI Council

4. PRESCRIBED ACTIONS

What to do — top 6 ranked actions

Rule-based recommendations derived from current state. Higher rank = higher priority × leverage.

1 7 high-severity obstacles firing — engagement risk profile is elevated

When 5+ HIGH-severity obstacles fire concurrently, the engagement is structurally fragile. Consider whether this is the right week to commit to M0, or whether to invest 1–2 weeks in pre-mitigation.

When: This week · Who: AR + Michal

Evidence: 7 obstacles with severity=high are currently active

2 Pre-stage 30-min CEO briefing before M0

Sponsor is not actively driving (Board state = Aware). M0 will not get the air cover it needs unless the CEO arrives pre-aligned on what is at stake.

When: Before M0 · Who: AR · Resolves: O-013

Evidence: L0.board_state = Aware · O-013 (Sponsor Escalation Stalled) is active

3 Stand up L3-329 (AI conformity assessment process) within 30 days

EU AI Act pressure is Months_3_to_6 and the conformity assessment process is not yet stood up. The legal exposure window is closing; this is a hard deadline, not a soft target.

When: Next 30 days · Who: CIO + GC · Resolves: O-022

Evidence: L0.ai_act_deadline_pressure = Months_3_to_6 · L3-329 state = not_stood_up · O-022 (AI Act Compliance Stalled) is active

4 Negotiate 3 authorities during M0

3 L1 authorities are currently Out and are gating active obstacles. These are the actual horse-trade items for the M0 conversation.

When: Before M0 · Who: AR + Sponsor · Resolves: O-001, O-003, O-008, O-010, O-013, O-014, O-015, O-022

Evidence: Authorities to negotiate: L1-108, L1-129, L1-113

5 Charter cross-market sync forum (L3-326)

Multi-market engagement with no cross-market sync mechanism. Markets will diverge (different vendors, different decision cadences) within the first quarter unless the sync is stood up early.

When: Next 30 days · Who: IAL · Resolves: O-014

Evidence: L0.multi_market = true · L3-326 state = not_stood_up · O-014 (Multi-Market Parity Drift) is active

6 Confirm Luca Demarchi still in seat (or identify successor)

CIO is the structural reporting line for the Internal AI Lead and the convening counterparty for Track 3. If the seat changes during the engagement, the AI Council charter has to re-anchor.

When: This week · Who: AR

Evidence: people.CIO notes flag tenure uncertainty: "Per 2024 sustainability report; tenure UNCERTAIN — possible move to Bata Group.…"