

ENGAGEMENT DIAGNOSTIC

Dr. Max — Engaged Target (M6)

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

ELEVATION

AHEAD OF TYPICAL

1 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 ahead of typical for an Elevation archetype. Mid-engagement steady state. Most authorities granted, mechanisms operational.

METRIC	ACTUAL	EXPECTED (MIN-TARGET-MAX)	STATUS
L1 authorities granted	24	18–24–28	Ahead of typical
L3 mechanisms stood up	30	10–16–22	Ahead of typical
Peers named + active	8	6–8–10	Ahead of typical

Aggregate impact at risk

If unresolved, 1 active obstacles cumulatively introduce 8–16 weeks of delay with illustrative € exposure of €250K–€750K across 1 measured obstacles.

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

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 (6)

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.

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 (1)

Ivo Šenkyř (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

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

0-003 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
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What to do — top 2 ranked actions

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

1 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 latent / inactive

2 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...."