



Frequently Asked Questions (FAQ)

Maturity Model – All Editions

Provider / Rights Holder: DK-CONLATE

Version: Rev.01 | Effective Date: October 13th 2026

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About this FAQ

This Frequently Asked Questions (FAQ) document answers the questions that are raised most often before and after the purchase of the DK-CONLATE Maturity Model. It applies to all five Editions – Quick-Check, Professional, Advanced, Enterprise Performance and Enterprise Executive – and states where an answer depends on the Edition.

How to read this FAQ

- Questions are numbered by section (for example 3.7). The contents table below and the cross-references in the text link directly to the relevant section or question.
- “EULA Section ...” refers to the End User License Agreement (EULA) delivered with your Model (section numbering of the EULA, version of October 2026). “GTC Section ...” refers to DK-CONLATE’s General Terms and Conditions for offers and services (GTC); “NDA” refers to a separately concluded Mutual Non-Disclosure Agreement (Mutual NDA). “User Manual” refers to the User Manual / Guide of your Edition.
- This FAQ is part of the Documentation delivered with the Model. It explains the EULA and the User Manual in plain language but does not change them. If a statement in this FAQ deviates from the EULA, the EULA prevails (EULA Section 25). Services (for example support, coaching, consulting) are governed by the GTC (see Question 17.1); a separately concluded Mutual NDA prevails over the confidentiality provisions of the EULA and the GTC to the extent it deviates from them.
- This FAQ is not legal, tax, financial or other professional advice and contains no guarantees. Prices and current offers are not part of this FAQ; the Edition, license scope and price stated in your Order apply.
- If the workbook you received shows a different tab structure than described here, the User Manual and the Documentation delivered with your version take precedence (User Manual Section 6.1).

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No.	Section	Typical topics
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1 General Information

1.1 What is the DK-CONLATE Maturity Model?

The DK-CONLATE Maturity Model is a macro-enabled Microsoft Excel workbook (.xlsm) that provides a structured assessment and decision-support framework. It helps organizations evaluate capabilities, governance structures, operational performance, organizational maturity and improvement opportunities. The assessment uses defined categories, four focus dimensions (Organization, Process, People, Technology) and five maturity levels (ML1–ML5).

Depending on the Edition, the Model supports:

- Current-state assessments
- Gap analysis



- Benchmarking within the defined context of use
- Transformation planning
- Prioritization of initiatives
- Executive decision-making

Note: The Model is intended for informational, analytical, and assessment purposes only. It is not a substitute for individual business consultancy. Responsibility for operational decisions and their financial consequences lies solely with the user.

1.2 Who is the provider and who is my contract partner?

The Model is licensed by DK-CONLATE, Daniel Karkosch, a sole trader operating under the business name DK-CONLATE (Zum Jahnsportplatz 21, D-42553 Velbert, Germany). DK-CONLATE is the licensor and your contract partner under the EULA. For chargeable services (for example support, coaching, consulting), DK-CONLATE is your contract partner under the GTC (see Question 17.1).

For orders placed through the website checkout, a third-party payment provider acts as merchant of record (currently Paddle). It handles payment processing, taxes, invoicing and payment-related refunds and chargebacks under its own terms. DK-CONLATE nevertheless remains directly responsible to you for delivery, quality, defect rights, liability and support (EULA Section 19.1).

1.3 Is the Model available to consumers?

No. The Model is offered exclusively to entrepreneurs, businesses, companies, legal entities, public-sector organizations and professional users acting in the course of their business or professional activities. It is not intended for consumer use. When you order through the checkout, you confirm your business or professional status by an express declaration (EULA Section 3).

1.4 What is the Model – and what is it not?

The Model is a management, assessment, benchmarking and decision-support tool. Its results are indicative and depend on the information, assumptions and ratings you enter. The Model is not:

- a certification, accreditation or audit (internal or external);
- legal, tax, financial, regulatory, compliance, technical or strategic advice;
- a guarantee of any business, financial, compliance, performance or maturity outcome; or
- an officially recognized, assured or industry-approved evaluation.

Results, estimates and recommendations must be validated independently before you rely on them for decisions (EULA Sections 6 to 8 and 15).

1.5 Why is the Model Excel-based?

The Excel-based approach is a deliberate design choice. It enables fast deployment, a familiar user experience and organizational control over assessment data without a separate software platform, server installation or tenant configuration. The Model requires Microsoft Excel (desktop version) with macros enabled for the trusted file (see [Section 5](#)).

1.6 What are the key advantages?

- ✓ No separate software platform, server or tenant to deploy
- ✓ Fast implementation and adoption
- ✓ Familiar working environment (Microsoft Excel)



- ✓ Offline operation possible for assessment work
- ✓ Assessment files remain under your control
- ✓ Lower IT complexity than a platform roll-out
- ✓ Reduced dependency on a hosting vendor
- ✓ Can be aligned with your existing governance and compliance processes

The advantages depend on your IT environment. Many corporate IT policies require explicit approval of macro-enabled files, so involve your IT department early (see [Section 5](#)).

1.7 How does the Excel-based approach support data governance, privacy and information security?

Because the Model is a file, you decide where it is stored and who can access it. Organizations typically retain control over:

- Data storage location
- Access permissions
- Retention periods
- Version control
- Backup processes
- Archiving and deletion

Assessment files can remain entirely within approved company environments such as file servers, SharePoint, OneDrive for Business or internal document repositories. Assessment data does not have to be stored in external databases or third-party platforms; operational data, financial information, assessment results, business-sensitive information and intellectual property can stay within your own controlled infrastructure.

Compared with many hosted platforms, this can reduce the dependency on external hosting providers, public cloud services, permanent internet connectivity, third-party databases and platform integrations, and it may simplify cybersecurity, privacy and information-security approval.

Control also means responsibility. You are responsible for access control, backups, malware protection, retention and the lawful handling of any personal or confidential data you enter (EULA Sections 15, 15.1 and 16). Worksheet protection is not encryption – see [Question 5.9](#).

1.8 Why is Excel attractive for IT departments?

Most organizations already operate established controls for Microsoft Office, Excel workbooks, SharePoint, access management, backup procedures and retention policies. These controls can usually be applied to the Model, which is why the implementation effort is often lower than for a new software platform. Two points still need IT attention: the macro policy, because the Model uses VBA (see [Section 5](#)), and storage permissions, because only Authorized Users may have access (see [Section 14](#)).

1.9 Is the Model suitable for manufacturing and private-equity environments?

Yes, within the license scope of your Edition. Typical use cases are the assessment of plants, sites and business units and the comparison of results over time. The scope depends on the Edition:

- **Advanced:** one licensed legal entity, up to 5 sites / business units.
- **Enterprise Performance:** one licensed legal entity with multi-site / group analytics. Group companies and sites may be analyzed with the Model, but the license does not give those companies a right to use it.



- **Enterprise Executive:** global unlimited roll-out. The Customer named in the Order and the Affiliates named in the Order (or in a notice confirmed by DK-CONLATE in text form) may use the Model.

A license granted to one legal entity does not extend to Affiliates, portfolio companies, joint ventures, customers, suppliers or consultants unless the Order expressly states so. Please read [Section 14](#) before you roll the Model out across several companies.

1.10 How does an Excel-based Model compare with a SaaS platform?

The comparison below is general; it depends on the specific platform and on your IT environment. Each approach has strengths.

Area	DK-CONLATE Maturity Model (Excel-based)	Typical SaaS platform
Data storage location	In your own environment (file system, SharePoint, OneDrive for Business)	Usually with the provider (hosting region according to the provider's terms)
Internet connection	Not required for assessment work	Usually required
Platform roll-out	No platform or tenant set-up; IT approval of macros is required	Usually tenant configuration and user provisioning
Multi-user collaboration	File-based; coordination, merging and version control are organized by you	Typically built-in simultaneous multi-user work
Updates	No automatic updates; perpetual license without update entitlement	Typically continuous updates by the provider
Vendor dependency during use	Lower – no hosted service	Higher – service availability depends on the provider
Backup and access control	Your responsibility, using your existing IT standards	Shared between provider and customer
Cost model	One-time perpetual license per Edition; support and consulting separate	Typically recurring subscription

1.11 What is the biggest advantage?

Organizations can start assessing maturity without waiting for a software implementation project, platform-specific cybersecurity onboarding, a procurement process for a hosted service, IT integrations, user provisioning or platform configuration. The focus remains on improving maturity, governance and operational performance rather than on implementing another software platform. In many organizations, internal approval of a macro-enabled workbook is still required.

1.12 What business value does the assessment provide?

Organizations use the assessment to:

- Identify maturity gaps
- Improve governance
- Prioritize investments
- Support transformations
- Improve decision-making
- Establish improvement roadmaps
- Monitor progress over time

These are intended uses, not promised results. Estimated savings, investments, resource requirements and similar figures produced by the Model are illustrative estimates only (EULA Section 8).

1.13 Was the Model created with the help of AI?

Parts of the drafting, structuring and analytical review of the Model and its documentation may have been supported by AI-assisted tools. This does not constitute an independent audit, legal or financial review, certification or endorsement by any third party. The methodology is informed by DK-CONLATE's practical experience of more than 15 years in Operational Excellence (OpEx), maturity assessments and organizational transformation. DK-CONLATE remains responsible for the final structure, content and application logic of the Model (EULA Section 5).

2 The Five Editions

2.1 Which Editions are available?

All Editions are perpetual licenses for the delivered Model version. They differ in functional depth and in license scope.

Edition	Decision focus	License type and scope (EULA)	Functional depth
Quick-Check	Screen / orient	Named-User License 1 Authorized User	Top 3 driving key categories; quick scoring and maturity indication; colour indication and gap visibility; print-friendly summary.
Professional	Understand / rate	Named-User License up to 3 Authorized Users	Structured five-level current-versus-target assessment across key maturity categories; automatic averages and basic dashboard (MAMOOV); visual status and symbol system; presentation-friendly structure.
Advanced	Decide / prioritize	Single-Entity License up to 5 sites / business units	Everything from Professional plus advanced categories and self-assessment; dynamic target, complexity and effort logic; impact-versus-effort matrix and top priorities; weighting and maturity-gap heatmap; actions to improve the maturity level (three-phase roadmap).
Enterprise Performance	Control / manage / scale	Single-Entity License multi-site / group analytics	Everything from Professional and Advanced plus KPI logic and calculation methodology; FTE, resource and investment estimates; seven-phase category roadmap; Executive 1-Pager (EXSU1P), risks and parallelization; actions, responsibilities and weighting.
Enterprise Executive	Govern / compare / scale	Multi-User License global unlimited roll-out	The same complete functionality as Enterprise Performance with extended global and executive usage rights.

For checkout orders, the license type and scope are determined by the ordered Edition unless the checkout record states otherwise (EULA Section 9.1). Marketing statements, demonstrations and screenshots are not guarantees unless expressly agreed in text form (EULA Section 4).



2.2 What is the difference between Enterprise Performance and Enterprise Executive?

The functionality is identical. Enterprise Executive adds organizational reach, not additional functionality: the number of Authorized Users, sites and countries is not limited (global unlimited roll-out), and the Customer named in the Order plus the Affiliates named in the Order (or in a notice confirmed by DK-CONLATE in text form) are entitled to use the Model. Enterprise Performance is a Single-Entity License: one legal entity and its Authorized Users, with multi-site / group analytics.

2.3 Which Edition should I choose?

Choose by the decision you need to support and by the organizational reach you need – not by functional depth alone.

If you need to ...	Consider
Get a quick, directional maturity signal for one person	Quick-Check
Rate current versus target maturity with a basic dashboard for up to three named users	Professional
Prioritize gaps and derive a three-phase roadmap for up to 5 sites / business units of one legal entity	Advanced
Connect priorities with FTE, investment, KPI logic, a seven-phase roadmap and executive reporting across several sites or group companies analyzed by one legal entity	Enterprise Performance
Use the Enterprise functionality globally without a limit on users, sites and countries	Enterprise Executive

Make sure the Edition covers your intended users and legal entities. Use beyond the licensed scope requires an additional license (see [Section 14](#)).

2.4 Who typically uses the Model?

The Model is designed for professional and business users who want to assess operational maturity in a structured way. The User Manuals name the following target groups:

- **Leadership and Operations Management:** executive management, COO, operational managers, plant and site managers, production managers, department heads.
- **Operational Excellence, Lean and Transformation:** OpEx and Lean managers, continuous-improvement teams, transformation offices and leads, PMO, project managers.
- **Business functions and internal experts:** function heads and experts from Operations, Supply Chain, Quality, HR, Engineering, Finance and IT, as well as business units, plants and sites.
- **Coaches, consultants and external experts:** coaches, facilitators, consultants and freelancers – provided their use is covered by the license (see [Question 14.7](#)).
- **Assessment beginners and screening users:** individual users, small teams, power users, initial site screening and initial site assessment.
- **Enterprise and investment context:** companies, business units, plants and private-equity associates / analysts, provided the use takes place within the relevant business context and within the license scope.



Edition	Typical users
Quick-Check	- Individual users and small teams - Initial site-screening users - Transformation practitioners, OpEx and project leaders - Independent advisors (subject to the license, see Question 14.7)
Professional	- Project and site teams, project managers - OpEx, transformation and improvement leaders - Coaches and consultants delivering structured assessments (subject to the license)
Advanced	- Operations and OpEx teams; production, lean and business-improvement functions - Cross-functional transformation teams - Coaches and subject-matter experts who need structured decision and roadmap logic (subject to the license)
Enterprise Performance / Enterprise Executive	- Enterprises and plants; multi-site organizations and operational business units - PMOs and transformation offices - Enterprise advisors supporting multi-site transformation (subject to the license)

2.5 What is included in the delivery package?

According to the User Manual (Section 3), the file package comprises:

1. the Excel model (macro-enabled .xslm),
2. the End User License Agreement (EULA) as a PDF,
3. the User Manual / Guide as a PDF, and
4. the Frequently Asked Questions (FAQ).

Typical file names are **DK-CONLATE_Maturity-Model_Rev.XX.xslm**, **DK-CONLATE_EULA_Rev.XX.pdf**, **DK-CONLATE_Maturity-Model_User-Manual_Rev.XX.pdf** and **DK-CONLATE_FAQ_Rev.XX.pdf**. Please keep the PDF files unchanged and in the same folder as the workbook (see [Question 4.7](#)).

Not included in the license price: coaching, personalized advisory services, on-site facilitation and customized consulting delivery. No implementation outcome is guaranteed.

2.6 Can I upgrade to a higher Edition later?

The Editions are separate licensed products. The EULA does not contain a standard upgrade entitlement or upgrade price. If you want to move to a higher Edition, please contact us at info@dk-conlate.com; an upgrade offer applies only once it has been confirmed in text form.

2.7 Are updates, upgrades or support included?

No. A perpetual license covers the delivered Model version. It does not include updates, upgrades, new versions, support, maintenance or hosted access unless this has been expressly agreed (EULA Sections 9.1 and 21). Details are in [Section 17](#).

3 Purchase, Payment & Delivery

3.1 How do I buy the Model, and what do I have to confirm?

You order through the DK-CONLATE website checkout. Before you can complete the order, the checkout requires you to confirm by checkbox that you (i) accept the EULA, which is made available as a PDF that you can retrieve, store and reproduce before the contract is concluded, and (ii) order as a business or professional and not as a consumer. The order cannot be completed without these confirmations.

The version of the EULA that applies to your Order is provided again with the delivery email.

The acceptance in the checkout is the contractual acceptance. The acceptance in the workbook (see [Section 4](#)) is an additional confirmation before operational use; it does not replace the acceptance before the contract is concluded (EULA Section 2).

3.2 Who handles payment, invoicing and taxes?

Orders placed through the checkout are processed by the payment provider acting as merchant of record (currently Paddle). The payment provider is responsible for payment processing, the collection and remittance of applicable taxes, invoicing and payment-related refunds and chargebacks under its own terms, which you accept at checkout. Whether and how value-added tax is shown depends on the applicable tax treatment and is stated in the Order and the invoice (EULA Section 19). The payment provider is not a party to the EULA.

Services that are not purchased through the checkout – for example approved support or consulting – are invoiced directly by DK-CONLATE. Unless agreed otherwise, such invoices are payable in EUR within 14 calendar days of the invoice date (GTC Sections 6.1 and 6.7; EULA Sections 19 and 22). DK-CONLATE currently applies the small-business regulation under Section 19 UStG; value-added tax is then not shown. If the requirements cease to apply or the tax treatment changes, statutory value-added tax is added from that point (GTC Section 6.5).

3.3 When does my license become effective?

After full payment. The license is granted by DK-CONLATE exclusively under the EULA and is perpetual for the delivered Model version unless the Order expressly specifies a limited term.

3.4 How is the Model delivered?

The Model is delivered digitally. For checkout orders:

- DK-CONLATE sends a personal, access-controlled download link by email to the address you provided at checkout.
- The link is valid for five (5) days from dispatch and can be retrieved a maximum of three (3) times.
- The email contains the SHA-256 checksum of the delivered file.
- Delivery is completed when the email containing the link has been sent to your address. If DK-CONLATE receives an automated delivery-failure notice for that email, delivery is completed when the link has been successfully sent to the same or a corrected address.
- DK-CONLATE currently uses Cloudflare for the storage and delivery of the file and Brevo for sending the delivery email. These providers may be replaced by equivalent ones; DK-CONLATE's responsibility for delivery remains unaffected.



Please make sure that the email address you enter is correct and reachable and that the message is not blocked by your own filters.

3.5 What if the email does not arrive, the link has expired or the file is corrupted?

First check your spam and quarantine folders and your company's mail filters. If the email does not arrive within a reasonable time, the link has expired or been exhausted, is inaccessible for reasons not attributable to you, or the file is corrupted, send a request in text form to info@dk-conlate.com within 12 months of delivery. DK-CONLATE then provides a new download link free of charge.

Please do not wait until the link expires: you are responsible for downloading, securely storing and backing up the delivered Model.

3.6 What should I do right after the download?

1. Save the file in a secure, access-controlled location and create a backup.
2. Verify the SHA-256 checksum against the value in the delivery email (see [Question 3.7](#)).
3. Unblock the file if Windows has marked it as downloaded from the internet (see [Question 3.9](#)).
4. Open the workbook in Microsoft Excel (desktop version) and enable macros for this trusted file only.
5. Read the EULA and confirm it on the "Start – Read Me" tab (see [Section 4](#)).
6. Inspect the Model and test its principal functions within the Inspection Period of 14 days (30 days for the Enterprise Editions) – see [Question 16.3](#).

3.7 Where do I find the SHA-256 checksum, and how do I verify it?

The delivery email contains the SHA-256 checksum of the delivered file. Calculate the checksum of the file you downloaded – exactly as downloaded, before unpacking or opening it – and compare both values. They must be identical (upper or lower case does not matter).

System	Command (replace the path with the location of your file)
Windows PowerShell	<code>Get-FileHash -Algorithm SHA256 "C:\Downloads\file-name"</code>
Windows Command Prompt	<code>certutil -hashfile "C:\Downloads\file-name" SHA256</code>
macOS / Linux	<code>shasum -a 256 "/path/to/file-name"</code>

If the values differ, do not open the file and do not enable macros. Request a new download link (see [Question 3.5](#)); if the mismatch persists, contact DK-CONLATE. Verifying the file integrity is part of the inspection you owe under EULA Section 17.2.1.

3.8 Is the workbook digitally signed?

The delivery email provides the SHA-256 checksum. A digital signature of the VBA project or another verification feature is relevant only where the Documentation or the delivery notice states that it is supplied for your Model version. If such a feature is announced there but is missing or invalid, treat this as a security warning: do not enable macros and contact DK-CONLATE (EULA Section 14.1).

3.9 Why does Windows or Excel block the macros in the downloaded file?

Microsoft Office files that are downloaded from the internet or received by email are regularly marked by Windows with an origin marker ("Mark of the Web"). Macros in such files are blocked by default, so the buttons, the EULA gate and the worksheet control of the Model do not work until the file is released. After you have verified the checksum:



1. Close the file in Excel.
2. In Windows Explorer, right-click the file and choose Properties.
3. On the General tab, tick "Unblock" in the Security section (if shown) and confirm with OK.
4. Open the file again and, when Excel shows the security warning, choose "Enable Content".

Alternatively, your IT department can release the file according to its own policies. Please do not lower the macro security settings globally, and unblock only files that come from the authorized delivery and whose checksum you have verified.

3.10 Can I return the Model or get my money back?

Before purchasing, you are responsible for reviewing the available description, specifications, Documentation and demonstrations. Unless mandatory law or an express agreement provides otherwise, all sales are final once the Model has been delivered. This does not restrict your statutory defect rights, claims concerning unauthorized or duplicate transactions, or other rights that cannot legally be excluded.

If the Model has a defect, the process in [Section 16](#) applies: notification, cure by DK-CONLATE and – if the cure has failed – price reduction or withdrawal. In the case of withdrawal, the refund is paid against the Deletion Confirmation (see [Question 16.6](#)). For checkout orders, payment-related refunds and chargebacks are additionally subject to the payment provider's terms.

3.11 Do I have a statutory right of withdrawal?

The Model is offered to businesses only. The statutory consumer right of withdrawal therefore does not apply to a business customer. If it turns out that a person ordered as a consumer contrary to the confirmation given at checkout, DK-CONLATE may end the license and the affected Order in text form; fees already paid are then refunded against cessation of use and deletion of all copies. Mandatory consumer rights, where they nevertheless apply, remain unaffected (EULA Section 3).

3.12 Is a chargeback an option?

Please contact us first. A chargeback must not be initiated in bad faith or used as a substitute for communicating and trying to resolve a genuine dispute with DK-CONLATE (EULA Section 20).

3.13 Which documents govern my purchase?

In case of conflict, the following order applies (EULA Section 25):

1. individually negotiated terms expressly accepted by both parties;
2. the Order (quotation, order confirmation, checkout record or payment-provider confirmation), to the extent it contains individually agreed terms;
3. the EULA;
4. the Documentation (including this FAQ and the User Manual);
5. general product descriptions and marketing materials.

For payment, taxes, invoicing and payment refunds under checkout orders, the payment provider's terms prevail (EULA Section 19.1). Your own general terms, including purchase-order terms, do not apply.

In addition: for services (support, coaching, consulting), the GTC prevail over the EULA; license and services are legally independent contracts (EULA Section 25; GTC Section 1.9). Orders placed through the checkout that concern only the Model are governed solely by the EULA (GTC Section 1.2). A separately concluded Mutual NDA prevails over the confidentiality provisions of the EULA (Sections 16



and 16.3) and the GTC (Section 8) to the extent it deviates from them; the protection of the Model and the methodology remains unaffected. A separately concluded data processing agreement and Annex 1 form part of the EULA; in data-protection matters the data processing agreement prevails.

3.14 Which version of the EULA applies to me?

The version accepted at the time of your Order governs that Order. DK-CONLATE may amend the EULA for future Orders or future Model versions. Amendments do not apply retroactively, and continued use of an already licensed perpetual version does not by itself constitute acceptance of amended terms (EULA Section 26). A new Model version may ask you to accept its EULA version (see Question 4.6). For services, the GTC in the version valid when the order is placed apply (GTC Section 1.7).

4 EULA Acceptance & the Start Page

4.1 Why do I have to accept the EULA twice?

The two confirmations serve different purposes:

Step	Where	Purpose
1 – Purchase	Checkout (checkbox)	Contractual acceptance before the contract is concluded. Without it, the order cannot be completed.
2 – Operational use	“Start – Read Me” tab of the workbook (VBA acceptance gate)	Additional confirmation before the operational worksheets are released, including the confirmation that the Model is used exclusively for business or professional purposes.

If the acceptance in the workbook is not given or cannot be validated, operational access remains restricted and the Model must not be used.

4.2 What do I see before and after the acceptance?

Before valid acceptance, only the “Start – Read Me” and “EULA – SUMMARY” tabs are available; the operational worksheets remain restricted. After acceptance, the approved model and assessment tabs become visible and the Start page shows an acceptance status panel, for example:

- EULA accepted
- Accepted on
- Acceptance record
- User
- Computer name
- Workbook version
- EULA version
- Storage location
- Validation status

4.3 How do I accept the EULA in the workbook?

1. Open the workbook and enable macros for the trusted file. The Model opens on the “Start – Read Me” tab.



2. Open the EULA with the button on the Start tab and read it carefully (open the User Manual if you need it).
3. Follow the on-screen confirmation – you confirm that you have read, understood and accepted the EULA and that you use the Model exclusively for business or professional purposes – and click “Accept End User License Agreement (EULA)”.
4. Check the status panel and the tabs that have become visible.

4.4 What does the workbook record when I accept?

Depending on the configuration, the workbook creates a local acceptance record in an internal log sheet. The record may contain:

- acceptance status, date and time and an invariant timestamp;
- Windows username, Excel username, computer name and user domain, where available;
- workbook filename and version;
- EULA version and configured PDF filenames;
- Microsoft Excel version; and
- an internal validation signature.

The log is configured as “very hidden” (xlSheetVeryHidden) and is not normally accessible through the standard Excel interface. The record is stored locally in the workbook and is not automatically transmitted to DK-CONLATE. Your organization is responsible for the storage, distribution, retention and deletion of the workbook and the record in accordance with data-protection and governance requirements (see [Section 15](#)).

4.5 Does the acceptance record prove who accepted the EULA?

No. The local acceptance record is operational evidence only. It does not independently verify identity or authority, is not a qualified or advanced electronic signature, is not an externally time-stamped or immutable audit trail and does not replace the contractual acceptance in the Order. Where legally reliable evidence of acceptance is required, use an appropriate external contracting, approval or electronic-signature process (EULA Sections 2.1 and 17.1).

4.6 Why am I asked to accept the EULA again?

The Model validates the recorded acceptance against the current workbook version, the EULA version and the configured legal-document filenames. You may be asked to accept again if:

- the Model or the EULA version has changed;
- a configured legal-document filename has changed;
- the acceptance record has been deleted, altered, damaged or corrupted;
- the internal validation signature cannot be verified; or
- the controlled acceptance configuration has otherwise changed.

A previously recorded acceptance does not create a right to continue using a later Model version under superseded terms (EULA Section 21.1).

4.7 May I rename or move the workbook and the PDF files?

Saving the workbook under a new name (“Save As”) does not by itself invalidate the acceptance, because the workbook filename is logged but is not part of the validation signature. Renaming or moving the configured PDF files (EULA and User Manual), however, can prevent the buttons on the



Start tab from opening them and may require a renewed acceptance. Keep the PDF files unchanged and in the same folder as the workbook.

4.8 What if I do not want to accept the EULA?

Then the operational worksheets remain locked and you must not use the Model (EULA Section 2). Because acceptance of the EULA was a condition of your purchase, please contact info@dk-conlate.com in text form before you use the Model any further, so that the situation can be clarified. Which remedies exist is determined by the EULA (in particular Sections 17 and 20) and by mandatory law.

5 Excel & Technical Setup

5.1 Which version of Excel do I need?

The Model is a macro-enabled workbook (.xlsm) for Microsoft Excel in the desktop version. The User Manual (Section 4) recommends the Excel desktop version, macros enabled for the trusted file, access to the delivered PDF documents and appropriate internal storage and version control.

The Documentation does not define a list of supported Excel versions or operating systems. DK-CONLATE does not guarantee error-free operation in all software environments, Excel versions, operating systems, security settings, language and regional settings or cloud and IT configurations (EULA Section 14). Please therefore test the Model in your own environment during the Inspection Period (see [Question 16.3](#)).

5.2 Why does the workbook contain VBA, and which Editions are affected?

All Editions are macro-enabled. The VBA code is used for:

- the EULA acceptance gate and the validation of the local acceptance record;
- the visibility rules for the worksheets (operational tabs are released only after valid acceptance);
- worksheet, formula and workbook-structure protection; and
- navigation and certain buttons, such as those that open the EULA and the User Manual.

Without enabled macros, these functions do not operate as intended, and operational access can remain restricted (User Manual Section 19.1).

5.3 Why does Excel show a security warning?

Excel displays a standard security notification for every workbook that contains macros. This is normal for a macro-enabled file and is not an indication of a fault. Please compare the file against the SHA-256 checksum from the delivery email before you enable content (see [Question 3.7](#)).

5.4 Should I enable macros?

Only if the file comes from a trusted source – that is, the authorized delivery from DK-CONLATE – and its checksum matches. Enable content for this file only; do not lower the macro security level for Excel in general. Microsoft points out that macros can pose security risks, so never enable macros in files from unknown sources.



5.5 Excel opens the file in “Protected View” – what should I do?

Protected View is a read-only mode that Excel uses for files from the internet or from email attachments. Check the checksum first, then unblock the file if necessary (see [Question 3.9](#)), reopen it and choose “Enable Editing” and “Enable Content”. The acceptance gate cannot run in Protected View.

5.6 Can I use Excel Online, Excel for the web, tablets or mobile apps?

No – these environments are not covered by the Documentation. The Documentation describes the Model for the Excel desktop application. VBA macros do not run in Excel for the web and in most mobile apps, so the acceptance gate, the worksheet control and the buttons cannot function there.

Excel for Mac and virtualized desktops (VDI) are not named in the Documentation either. If you plan to use them, test the complete workflow – opening, acceptance, rating, dashboard – before the Inspection Period ends and ask for support at info@dk-conlate.com if you need assistance.

5.7 Can I store the workbook on SharePoint, OneDrive or a network drive?

Yes, in an access-controlled location, provided that only Authorized Users can access it (EULA Section 12). Please note:

- Public links, unrestricted repositories and shared credentials are not permitted.
- The acceptance record is saved in the workbook; you therefore need a location where the user has write permission, and the workbook must be saved after acceptance (see [Section 18](#)).
- Simultaneous editing by several people in the same file (co-authoring) is not described in the Documentation and may not work with a macro-enabled, structure-protected workbook. Coordinate input in copies and consolidate the results yourself.
- Keep the original file as a clean backup and create a copy before each assessment (User Manual Section 19).

5.8 What does my IT department need to know?

The following points are usually relevant for an IT or security review (User Manual Section 19.1):

- The workbook is a macro-enabled .xlsm file with VBA.
- The delivery email contains the SHA-256 checksum for verifying the integrity of the file.
- The VBA code creates a local acceptance record (see [Question 4.4](#)); it is not automatically transmitted to DK-CONLATE.
- The protection mechanisms are guided-use controls and not cryptographic security (see [Question 5.9](#)).
- VBA project signing and an external approval process are recommended organizational controls where appropriate.

Please provide your IT department with the User Manual Section 19.1 and this FAQ. Questions can be sent to info@dk-conlate.com.

5.9 Is the workbook protection a security feature?

No. The worksheet, formula and workbook protection prevents accidental changes and guides the user. It is not encryption, not digital rights management and not a protection against deliberate manipulation by technically experienced users. The password and validation logic reside in the workbook; the validation signature is not cryptographically secure; the acceptance record is not an external audit record; and the user’s identity is not independently verified (User Manual Section 19.1.10; EULA Section 17.1).

Do not use the protection of the Model to protect your own confidential data. Confidential content belongs in access-controlled storage, protected by file permissions, encryption and your standard security measures.

5.10 May I save the workbook in another format or convert it?

Please keep the workbook in the delivered macro-enabled .xlsm format. Saving as .xlsx or another format removes the VBA code; the acceptance gate, the visibility rules and the buttons then no longer work. DK-CONLATE does not guarantee correct performance after file conversion, upload to third-party systems, modification, repair, export or use with unsupported software (EULA Section 14). Use the print and PDF functions of Excel to create reports and Static Output (see [Question 6.10](#)).

6 Getting Started & Workbook Structure

6.1 How do I get started in 5 minutes?

1. Open the Excel file and enable macros only if the file comes from a trusted source.
2. Open and read the EULA PDF.
3. Accept the EULA on the "Start – Read Me" tab.
4. Enter the required master data in "MAMO General Data Inputs".
5. Complete the self-assessment by entering one "x" per relevant question.
6. Review the central MAMOOV dashboard.
7. Identify gaps, priorities and improvement measures.

Which tabs you see depends on your Edition and on the workbook version. The tab names and the structure may vary from version to version (User Manual Section 6.1).

6.2 Which tabs does the workbook contain?

Typical tabs, depending on the Edition and the workbook version:

Tab	Purpose	Edition
Start – Read Me	Entry page: opens the EULA and the User Manual, accepts the EULA, shows the acceptance status	All
EULA – SUMMARY	Summary of the license terms; visible before acceptance	All
MAMO General Data Inputs	Master data: organization, scope, focus group, maturity targets, assumptions, governance, responsibilities, information security, finance / benchmark, approval, comments	As described in the User Manual of your Edition
Self-Assessment	Rating of the current maturity per question with "x"; result overview	As described in the User Manual of your Edition
Category Assessment Worksheets	Detailed assessment per category with aspects, evidence, rating and level descriptions	All
MAMOOV	Central maturity dashboard with results, gaps and priorities	Professional and higher
EXSU1P	Executive Summary 1-Pager for management	Enterprise Editions

Tab	Purpose	Edition
Roadmap	Roadmap view	Enterprise Editions (see the User Manual)

The authoritative description of the tabs is the User Manual of your Edition. If your workbook deviates, the Documentation delivered with your version applies.

6.3 What does a category worksheet contain?

Each category has its own worksheet. Depending on the Edition, it contains:

- the category header and description;
- ownership and audience (champion, process owner, stakeholder audience);
- the assessment aspects with reason / actual state / rating;
- the maturity level descriptions ML 1 to ML 5 and the assessment guidance logic;
- the focus dimension view and a category maturity summary; and
- in the Enterprise Editions additionally main KPIs, maturity drivers, risks and levers, a RACI view and actions to improve.

In the Advanced Edition and above, the sheets also contain recommended actions to improve the maturity level.

6.4 Which cells may I edit?

Only the designated input cells – in particular the rating fields, the comment fields and the fields in “MAMO General Data Inputs”. Formulas, protected ranges, scoring logic and layout areas must not be changed (User Manual Section 6.3). Entering data into the designated input fields is not a prohibited modification (EULA Section 13).

6.5 What are the red triangles?

Red triangle indicators in the dashboard contain short guidance or additional explanations (for example for the focus dimensions, the effort estimation and the prioritization heatmap). Hover over the cell to read the comment.

6.6 Which scope and which categories should I assess?

First define the scope, for example a location, a plant, a department, a role, a business unit or the entire organization. Then choose the categories (User Manual Section 13):

- all categories for a full assessment;
- selected key categories for a quick check; or
- specific clusters, for example Leadership, Process or Digital.

The scope must also be covered by your license (see [Section 14](#)).

6.7 How do I prepare an assessment?

- **Scope:** a plant, a division, several plants, a business unit or a function.
- **Participants:** representatives from Operations, Quality, Supply Chain, HR, Finance, IT and Leadership.
- **Evidence:** KPI reports, audit results, standard work, training matrix, project portfolio, escalation procedures, improvement roadmaps.



- **Assessment period:** the assessment relates to the current, verifiable level of maturity.
- **Moderation rules:** discuss assessments collectively, but make the final decisions consistently.

6.8 Who does what in an assessment?

Role	Responsibility (User Manual Section 11)
Assessment Owner	Plans the assessment, selects the scope, invites participants, ensures the quality of the input, consolidates the results and determines the next steps.
Subject-matter experts	Provide input from their area of responsibility; base assessments on facts and use specific examples.
Management team	Confirms the results, prioritizes areas for action and allocates resources for improvement measures.
Moderator / Facilitator	Guides the assessment, ensures a shared understanding and prevents assessments that are too optimistic or too pessimistic.

6.9 How should I save and version my work?

- Do not overwrite the original file; create a copy before each assessment.
- Save the .xslm file in a location where you have write permission.
- Version control the results separately (for example by assessment date).
- Keep the PDF files in the same folder as the workbook (see [Question 4.7](#)).
- Create regular backups. You are responsible for backups (EULA Section 15).

6.10 How can I share results without sharing the Model?

You may share Static Output – for example PDF printouts, screenshots, presentations and exported results prepared for internal business purposes – with persons who are not Authorized Users, provided that they do not receive access to the Model, the protected logic, formulas, VBA procedures or editable worksheets (EULA Section 11). Do not present the results as an official certification, audit or assurance (see [Question 1.4](#)).

7 Freeze Panes, Navigation & Protection

7.1 Why are rows and columns frozen?

The category and assessment worksheets contain many questions, categories, maturity levels and focus dimensions. Freeze Panes keep headings and labels visible while you scroll, so that you always see to which question and level a rating belongs.

7.2 How do I remove Freeze Panes?

View → Freeze Panes → Unfreeze Panes. The worksheets are protected, so the available functions may be restricted; navigation settings are not part of the scoring logic.

7.3 What happens if I remove Freeze Panes by accident?

Nothing is damaged. Navigation becomes less convenient, but it can easily be restored.



7.4 How do I restore Freeze Panes?

1. Select the desired anchor cell (the first cell below and to the right of the part that should remain visible).
2. Open the View menu.
3. Choose Freeze Panes.

7.5 Why can't I edit a cell?

The cell is protected. Only the designated input cells can be edited. This protects the scoring logic, the dashboard calculations and the consistency of the results. If a cell that should be an input cell does not accept entries, check the troubleshooting table in [Section 18](#).

7.6 Why can't I see the formulas?

Formulas are protected and hidden to safeguard the scoring logic (User Manual Sections 19.1.8 and 20). The hiding of formulas is not a defect.

7.7 May I modify formulas, the scoring logic or the VBA code?

No. The Model must not be modified, manipulated, unlocked, reverse engineered or adapted, and protections must not be bypassed, unless DK-CONLATE has authorized this in text form (EULA Section 13). Results generated by a modified version are used entirely at your own risk and may not be attributed to an authorized DK-CONLATE version.

Statutory rights that cannot be contractually excluded remain unaffected – in particular the activities permitted under Sections 69d and 69e of the German Copyright Act within their legal purpose and scope (EULA Sections 10 and 13).

If you need an adaptation – for example an additional field or a different language – please ask DK-CONLATE instead of editing the protected parts yourself. Modifications can invalidate the acceptance record and cause calculation errors.

7.8 May I copy worksheets into other workbooks or extract the logic?

No. Copying, extracting or transferring worksheets, formulas, scoring logic, the methodology or other proprietary components of the Model is not permitted. You may, however, use the results – ratings, scores, charts and recommendations – in your own internal reports, management presentations and decision-support materials (EULA Sections 10 and 11).

7.9 May I print the dashboards or export them to PDF?

Yes, for internal business purposes. Printouts and PDF exports are Static Output. Do not remove or hide the copyright, confidentiality and liability notices contained in the Model (EULA Section 12).

7.10 May I use the DK-CONLATE name or logo in my reports?

The notices and branding that appear in the Model and in its outputs must not be removed or altered. Beyond that, the use of the DK-CONLATE name or logo for marketing or reference purposes requires DK-CONLATE's prior consent in text form. You must also not state or imply that DK-CONLATE has certified, audited or approved your organization or your results (EULA Section 12).

8 Assessment Methodology

8.1 Should I assess the current state or the desired future state?

Always assess the current, demonstrated state. The assessment is not based on an ideal scenario or on ambition but on a realistic evaluation of the current situation, based on existing standards, best practice, evidence and data, management routines, process and KPI stability and the degree of implementation in day-to-day operations. The target state is entered separately as the target maturity.

8.2 How does the rating with “x” work?

1. Select a category and check the focus dimension.
2. Read the assessment question.
3. Compare the current state with the five maturity level descriptions (ML 1 to ML 5).
4. Mark the level that best matches the current situation with an “x” in the designated “Yes” field.
5. Check the result and identify improvement measures.

The ratings are updated in the designated result and analysis sections.

8.3 Can I select several maturity levels for one question?

No. Each assessment question receives exactly one “x”, i.e. one maturity rating. If several levels seem to apply, select the level that is stable and repeatable in day-to-day operations.

8.4 Why is evidence important?

Evidence increases the quality, consistency and traceability of the assessment and protects against over-rating. Typical examples:

- KPI reports
- SOPs / standard work
- Audit reports
- Governance documents
- Training records and the training matrix
- Improvement plans and roadmaps

Record the evidence and the assumptions in the designated comment fields.

8.5 Can different assessors produce different results?

Yes. The results depend on the information entered, the assumptions made and the judgment of the assessors. To improve consistency:

- use evidence;
- facilitate discussions with a neutral moderator;
- validate the findings with management; and
- document assumptions so that later reviews remain comparable.

8.6 How should I interpret the results?

The results are an indicative assessment of maturity by category, focus dimension and – where applicable – overall. They support the assessment of the current situation, gap analysis, prioritization,

roadmap development, management communication and the measurement of progress. They are not a certification, an audit, legal, tax or financial advice or an officially recognized assessment (User Manual Section 14; EULA Sections 6 and 7).

8.7 How do I derive improvement measures?

For each identified gap, define a measure using the following template (User Manual Section 15):

Field	Description	Example
Category	For example Leadership & Culture	Leadership & Culture
Focus dimension	Organization, Process, People or Technology	Organization
Current ML	Current level of maturity	ML 2
Target ML	Target maturity level	ML 4
Gap	Difference between current and target	2 levels
Measure	Specific activity	Define roles and governance procedures
Owner	Person in charge	Head of Operations
Due date	Planned completion	To be set by the owner
KPI	Measure of effectiveness	Proportion of defined roles
Status	Open, in progress, completed	In progress

8.8 How often should I reassess?

The User Manual recommends an initial assessment to establish the current situation, a review assessment once the first measures have been implemented, and a management review of the key gaps, key risks, quick wins, strategic initiatives, resource requirements and the prioritized roadmap (User Manual Section 16). A fixed interval is not prescribed; choose it according to the pace of your improvement measures.

8.9 How reliable are the effort, cost and savings figures?

They are indicative and illustrative estimates based on your inputs and on assumptions in the Model. They are not a forecast, not a guarantee and not a business case. Validate them independently before you use them for budgets, investments or business-case decisions (EULA Section 8; User Manual Section 6.4.4).

8.10 On which methodology is the Model based?

The Model combines a five-level maturity scale, four focus dimensions and defined categories. It is informed by DK-CONLATE's practical experience in Operational Excellence and maturity assessments. It is a proprietary methodology of DK-CONLATE; it is not an accredited standard and does not claim to implement a particular external standard or certification scheme (EULA Section 5).

8.11 Which quality rules apply to an assessment?

1. **Evidence before opinion:** support assessments with evidence wherever possible.
2. **Current state, not ambition:** assess the current state, not the target state.
3. **Consistency across categories:** apply a consistent assessment logic everywhere.



4. **No over-rating:** select a higher level only if the practice can be demonstrated to be stable and repeatable.
5. **Management alignment:** have the results validated by the relevant managers.
6. **Document assumptions:** record critical assumptions so that later reviews remain comparable.

9 Maturity Levels

9.1 What are the five maturity levels?

The Model uses five maturity levels and a rating scale of 0–100 %. The designations in the model structure are:

Level	Designation in the Model	Range	Interpretation (User Manual Section 7.1)
ML 1	Repeatable / Reactive / Initial	0–20 %	Very low level of maturity; first repeatable approaches
ML 2	Defined / Stabilized / Managed	21–40 %	Basic stabilization and definition
ML 3	Managed / Systematic / Defined	41–60 %	Systematic application and control
ML 4	Optimizing / Strategic / Integrated	61–80 %	Integrated, strategic and optimized application
ML 5	Sustaining / Continuously Improving	81–100 %	Sustainable excellence through continuous improvement

The designations are those shown in the User Manual and in the workbook. Individual worksheets may use shorter or alternative labels (for example “Initial / Reactive” for ML 1 or “Managed / Systematic” for ML 3).

9.2 What does ML 1 represent?

ML 1 (0–20 %): initial or reactive maturity. Typical characteristics:

- Limited standardization
- Reactive management
- Informal governance
- Inconsistent execution

9.3 What does ML 2 represent?

ML 2 (21–40 %): basic stabilization and definition. Typical characteristics:

- First standards and responsibilities are defined
- Routines exist but are not yet applied consistently across areas
- Governance is emerging and depends on individuals
- Results are partly stable

9.4 What does ML 3 represent?

ML 3 (41–60 %): systematic application and control. Typical characteristics:

- Defined governance



- Standardized processes
- Consistent management routines
- Reliable execution

9.5 What does ML 4 represent?

ML 4 (61–80 %): integrated, strategic and optimized application. Typical characteristics:

- Processes and management routines are integrated across functions
- Performance is steered with KPIs and linked to strategic priorities
- Deviations lead to corrective actions
- Improvement is actively managed

9.6 What does ML 5 represent?

ML 5 (81–100 %): sustainable excellence through continuous improvement. Typical characteristics:

- Integrated management systems
- Continuous-improvement culture
- Data-driven decision-making
- Sustainable operational excellence

The characteristics are summary descriptions to help you orient yourself. The level descriptions in the category worksheets of your Model are decisive for the rating.

9.7 Is ML 5 required in every category?

No. Target maturity levels should be aligned with the business strategy, industry requirements, the risk profile and the available resources. A lower target in a category that is of limited importance to your business can be the economically sensible choice.

9.8 How is a percentage translated into a maturity level?

According to the ranges above: 0–20 % corresponds to ML 1, 21–40 % to ML 2, 41–60 % to ML 3, 61–80 % to ML 4 and 81–100 % to ML 5. A result of 65 %, for example, lies in the ML 4 range. Ratings of individual questions and the aggregated result per category, dimension or overall can fall into different levels (see [Question 13.3](#)).

10 Focus Dimensions & Categories

10.1 What are the four focus dimensions?

Each category is assessed across four focus dimensions (User Manual Section 9):

Dimension	What it evaluates
Organization (O)	Organizational requirements, governance, roles, responsibilities, accountability, leadership commitment, strategic direction and alignment
Process (P)	Process standardization and discipline, methodological consistency, KPI management, operational routines and continuous improvement



Dimension	What it evaluates
People (PE)	Skills and competencies, workforce readiness, training, leadership effectiveness, engagement, empowerment, collaboration and development
Technology (T)	Digital support, automation, system integration, data availability and quality, reporting capabilities and technical enablement

10.2 Which categories does the Model contain?

The categories include, among others (User Manual Section 10):

Category	Typical topics
Leadership & Organizational Culture	Leadership, culture, engagement, communication, collaboration
Strategic Planning & Execution	Hoshin Kanri, strategy implementation, governance, PMO
Process Standardization & Optimization	Standards, Lean, TPM, value stream, process optimization
Quality & Problem Resolution	Quality management, defect prevention, Poka-Yoke, root cause analysis
Performance & Daily Management	KPI systems, Andon, escalation, performance reviews
People & Capability Development	Training, skills assessment, recognition, workforce development
Digital, Technology & Automation	Technology integration, automation, robotics, data analytics
Supply Chain & Operational Resilience	Supply chain, inventory, logistics, risk, business continuity
Sustainability, Safety & Compliance	Safety, legal compliance, ESG, occupational health, 6S
Customer, Market & Business Value	Customer and supplier relationship, market, financial performance, cost reduction

The number and selection of categories depend on the Edition and the workbook version. The Quick-Check Edition covers the top three driving key categories.

10.3 What is the focus group?

The focus group is selected in “MAMO General Data Inputs” (section “Assessment”) and determines which focus is currently shown. The Model updates the calculation logic based on the selected focus group, and the Enterprise Editions show the selected focus group on the Executive 1-Pager (EXSU1P). Please document which focus group you used when you compare results.

11 Real-World Examples

The examples are fictional and simplified. They illustrate the assessment logic; they are not benchmarks, guarantees or statements about real organizations. Product names are used only as generic examples.

11.1 “We use Lean tools everywhere. Why did we only score ML 3?”

Situation

The organization uses Gemba walks, visual boards, 5S audits and problem-solving templates.



Assessment findings

- Actions are not consistently tracked
- Standards vary across departments
- Improvement ownership is unclear

Result

Process maturity = ML 3.

Why?

Deploying tools alone does not indicate maturity. Sustainable, consistent execution determines maturity.

11.2 “We implemented an ERP system globally. Why is Technology only ML 2–ML 3?”

Situation

The organization has an ERP system, digital infrastructure and reporting tools.

Assessment findings

- Reporting remains manual
- Data-quality issues exist
- Spreadsheets remain dominant

Result

Technology maturity = ML 2–ML 3.

Why?

Acquiring technology is not the same as adopting it. Maturity reflects how the technology is used, how reliable the data is and how far decisions are based on it.

11.3 “We achieve 85 % OEE. Why isn’t Performance Management ML 5?”

Situation

Performance is strong.

Assessment findings

- Escalation routines are inconsistent
- Root cause analyses are incomplete
- Continuous improvement is not embedded

Result

Performance Management = ML 3–ML 4.

Why?

Results alone do not define maturity. The management system that produces and sustains the results defines maturity.



11.4 “We are ISO certified. Why not ML 5?”

Situation

The organization is compliant with the standard and has passed its audits.

Assessment findings

- KPI reviews can be inconsistent
- The improvement culture can be limited
- Employee engagement can be weak

Result

Overall maturity can still be ML 2–ML 3.

Why?

Certification confirms compliance with a standard. The Model evaluates operational effectiveness and management practice. The two can differ, and the Model result is not a certification (see [Question 1.4](#)).

11.5 “Our self-assessment is much higher than the validated result. Is the Model wrong?”

Not necessarily. A self-assessment is often influenced by ambition, by the best-performing area or by missing evidence. When ratings are challenged against evidence and validated with management, the result frequently moves. The difference between perceived and validated maturity is itself a valuable finding: it shows where assumptions are not backed by evidence. The Enterprise Editions show both values side by side on the Executive 1-Pager (EXSU1P).

11.6 “Can I compare two sites with each other?”

Within the defined context of use, yes – provided that the sites are assessed with the same scope, the same categories, a comparable evidence standard and a consistent moderation. Results of different assessors, different time points or different scopes are only comparable if the assumptions are documented. Note that the license scope of your Edition decides which sites you may assess (see [Section 14](#)). Comparisons are indicative; they are not an audit or an official benchmark.

12 Dashboard FAQ

Depending on the Edition purchased

12.1 What is MAMOOV?

MAMOOV (Maturity Model Overview) is the central maturity dashboard. Depending on the Edition, it provides visibility into current maturity, target maturity, capability gaps, priorities, effort estimates, cost estimates, action sequence, phases and roadmaps. It consolidates the results for analysis, prioritization and management discussion.

12.2 Which dashboard elements does my Edition contain?

The elements described in the User Manuals are shown below. The workbook version you receive may differ in details; the User Manual of your Edition applies.

Element	Quick-Check	Prof.	Adv.	Ent. Perf.	Ent. Exec.
Results overview, current maturity	✓	✓	✓	✓	✓
Summary / KPI overview (actual and target maturity)	–	✓	✓	✓	✓
Focus dimension split (O / P / PE / T)	–	✓	✓	✓	✓
Category overview and maturity level status (current vs. target)	–	–	✓	✓	✓
Estimated maturity gain and effort / time	–	–	✓	✓	✓
Prioritization heatmap (risk & effort, quick wins)	–	–	✓	✓	✓
Action sequence	–	–	✓	✓	✓
Chart view (levels, targets, gaps)	–	–	✓	✓	✓
FTE years, internal investment and annual consulting cost estimates	–	–	–	✓	✓
Extended heatmap (inter-linkage, costs vs. benefits)	–	–	–	✓	✓
Implementation phases and dependency clusters	–	–	–	✓	✓
Executive 1-Pager (EXSU1P)	–	–	–	✓	✓

“–” means that the element is not described in the User Manual of that Edition. Enterprise Performance and Enterprise Executive have the same functionality.

12.3 How are effort and cost estimates calculated?

Effort, time, FTE, internal investment and consulting-cost figures are indicative estimates. They are based on your inputs (for example the cost assumptions in “MAMO General Data Inputs” – section “Finance / Benchmark” – and the assumptions and risk factors you enter) and on the calculation logic of the Model, which is protected. They are not quotations, forecasts or guarantees. Validate them before you use them for budgets or investment decisions (EULA Section 8).

12.4 How do I read the prioritization heatmap and the action sequence?

The heatmap compares improvement areas using criteria such as risk and effort and quick wins (Advanced) and – in the Enterprise Editions – additionally inter-linkage and costs versus benefits. The action sequence derives a suggested order from this prioritization logic. Both are decision-support suggestions: a different order can be right if, for example, legal obligations, safety, customer commitments or capacity constraints apply. Document why you deviate.

12.5 What are implementation phases and dependency clusters?

In the Enterprise Editions, improvement topics are grouped into logical implementation phases (an initial roadmap view) and into dependency clusters that show which categories are connected – for example Operational Excellence, People & Culture, Performance & Control, System & Architecture and Transformation & Innovation. The Advanced Edition provides actions to improve the maturity level in a three-phase roadmap logic; the Enterprise Editions extend this to a seven-phase category roadmap.

12.6 What is EXSU1P and what does it contain?

EXSU1P stands for Executive Summary One-Pager and is available in the Enterprise Editions. It gives management a compact summary of maturity results, gaps, top focus areas, expected effort and recommended actions. It contains the following elements:

No.	Element	Content
1	General Data	Assessment date, plant / location, country, region, division, business unit
2	Purpose	Why the assessment is performed and what the 1-Pager is used for
3	Scope	Categories, self-assessment focus, dimensions, assessed locations or functions
4	Focus Group	The focus group selected in "MAMO General Data Inputs"
5	Maturity Level Findings	Short qualitative interpretation of the result
6	Executive Decision	Key decision required from management and main recommended actions
7	Expected Outcome	Expected benefits or target outcomes of the improvement activities
8	Perceived Maturity	Self-assessed maturity
9	Validated Maturity	Validated maturity result
10	Gap to Target	Gap between validated and targeted maturity
11	Targeted Maturity	Intended target maturity
12	Focus Dimension View	Contribution across Organization, Process, People and Technology
13	Recommended Top 5 Focus Based Categories	Five most relevant categories incl. estimated duration, investment, FTE need and avoided consulting cost
14	Executive Recommendation	Practical recommendations for next steps
15	Strategic Conclusion	Strategic meaning of the result
16	Recommended Leadership Principle	Leadership focus and behavior required to improve maturity

Review the 1-Pager carefully before it is used in a formal management meeting. The text elements are suggestions that you must verify and adapt to your situation (User Manual Section 6.4.5).

12.7 What should management focus on first?

1. The largest maturity gaps
2. The highest business risks
3. Quick wins
4. Cross-functional dependencies
5. Strategic enablers

Use the heatmap and the action sequence as a starting point and confirm the order in a management review.

12.8 May I print the dashboard or use it in presentations?

Yes, as Static Output for your internal business purposes (see [Question 6.10](#) and [Question 7.9](#)). Do not present the output as a certification, audit or officially validated assessment.

13 Executive FAQ

Depending on the Edition purchased

13.1 How should executives interpret a maturity score of 65 %?

A score of 65 % lies in the ML 4 range (61–80 %). It generally indicates that governance is established, processes are largely standardized and management systems are functioning, while optimization opportunities remain. It is usually a solid foundation but not yet sustainable operational excellence. The overall figure says nothing about the weakest category or dimension – always look at the detail (see [Question 13.3](#)).

13.2 Does higher maturity automatically mean higher profitability?

No. Maturity measures organizational capability. Profitability depends on additional factors, including market conditions, pricing, competition, growth strategy and demand. The Model makes no statement about future financial results (EULA Section 8).

13.3 What is the most common executive mistake?

Looking only at the overall score. An average can hide a critical weakness:

Dimension (example)	Score
Organization	81 %
Process	77 %
Technology	74 %
People	43 %

The simple average of these four fictional values is about 69 % (ML 4 range), which looks positive – while People, at 43 %, is only in the ML 3 range and may become the bottleneck for the entire transformation. Always review the dimensions and categories as well as the overall result.

13.4 Can I base an investment decision on the result alone?

No. The results are indicative and must be validated independently before you rely on them for investment, strategic, budgeting or business-case decisions. The responsibility for decisions and their financial consequences lies solely with you (EULA Sections 6 to 8 and 15).

13.5 Can I present the result to investors, customers, auditors or authorities?

You may use the results in your own internal reports. If you share results externally, describe them accurately as an internal, indicative self-assessment based on the DK-CONLATE Maturity Model. Do not claim or imply that they are certified, audited, assured or approved by DK-CONLATE or any third party (EULA Section 12). Use for an external client, a consulting engagement or an external benchmarking activity requires a corresponding license (see [Question 14.7](#)).



13.6 Who is accountable for the quality of the assessment?

You are. The user is responsible for the accuracy and completeness of the input data, for validating the results, for interpreting the findings, for internal approvals, governance, compliance and backups, and for the permissible use of personal, confidential, business, financial or operational data (User Manual Section 18; EULA Section 15).

13.7 Why does the 1-Pager show “Perceived” and “Validated” maturity?

Because the difference matters for decisions. Perceived maturity is the self-assessed level; validated maturity is the result after the ratings have been checked against evidence. A large gap indicates optimism or insufficient evidence and is a finding in its own right (see [Question 11.5](#)).

13.8 Does the Model replace a consultant or an audit?

No. The Model is a decision-support tool. It is not a substitute for individual business consultancy, a legal, tax or financial review, an audit or a certification (EULA Section 6). Where the decision is significant, obtain professional advice.

14 Licensing & Usage

14.1 What kind of license do I receive?

A limited, non-exclusive, non-transferable and non-sublicensable right of use of the delivered Model version for the agreed scope. After full payment the license is perpetual for that version unless the Order expressly specifies a limited term. No ownership of the Model or of any intellectual property is transferred (EULA Sections 9 and 10).

14.2 Which license model applies to which Edition?

Edition	License model	Scope
Quick-Check	Named-User	1 Authorized User
Professional	Named-User	Up to 3 Authorized Users
Advanced	Single-Entity	One licensed legal entity; up to 5 sites / business units
Enterprise Performance	Single-Entity	One licensed legal entity; multi-site / group analytics. Group companies and sites may be analyzed, but they receive no right of use.
Enterprise Executive	Multi-User	Global unlimited roll-out for the Customer and the Affiliates named in the Order

The Order, the checkout record and the ordered Edition determine the details. An “Authorized User” is a natural person who is authorized by the Customer to use the Model for the Customer’s business purposes and who counts against the licensed number.

14.3 Can I change the named user?

Yes, if the former Authorized User has permanently ceased to use the Model. The reassignment must be documented, and DK-CONLATE must be informed in text form before the new Authorized User begins use. Simultaneous use by the former and the new user is not permitted. Shared accounts do not increase the number of users (EULA Section 9.1).



14.4 What does “Single-Entity” mean?

The license applies to one legal entity – the Customer named in the Order. Its Authorized Users may use the Model within the agreed site / business-unit scope. Other legal entities, including parent, subsidiary and sister companies, are not covered unless the Order expressly states so.

14.5 Can I share the Model with another plant, a subsidiary or a portfolio company?

Only if that organization is part of your licensed scope. Within your legal entity, additional plants are covered up to the number of sites or business units of your Edition (Advanced: up to 5). A separate legal entity – an affiliate, a subsidiary, a portfolio company or a joint venture – needs its own license unless the Order names it (Enterprise Executive) or an additional license has been agreed. Handing over the Model or the workbook file to such an organization is a use outside the license scope.

14.6 Can I use the workbook at multiple locations?

Yes, if your license permits multi-site use and the locations belong to the licensed entity and the licensed number of sites: Advanced up to 5 sites / business units; Enterprise Performance multi-site / group analytics; Enterprise Executive global unlimited. Quick-Check and Professional are limited by the number of named users, not by location, but are not designed for group-wide use.

14.7 Can consultants and coaches use the Model with their clients?

Your own employees and Authorized Users can use the Model for your own business. If you are a consultant, coach, facilitator or freelancer and want to use the Model for an external client, in a consulting engagement, in an assessment service or for external benchmarking, you need a Client-Use License (EULA Sections 9.1 and 11). The Client-Use License authorizes use solely for the clients, projects and Authorized Users stated in the Order.

Under a Client-Use License you may give the client Static Output – presentations and exported results prepared for that client. You may not hand over the Model, editable worksheets, protected formulas, VBA procedures, scoring logic, templates or administrator credentials unless the Order expressly permits it.

A Client-Use License is not part of the standard checkout. Please contact us at info@dk-conlate.com before you use the Model for an external client. Use for a client without a corresponding license is a violation of the license terms.

An external consultant who facilitates a workshop for you, using your licensed copy on your behalf and under your control, acts for you; however, the external consultant must not receive the Model as a copy and does not become an additional user. If in doubt, ask us beforehand.

14.8 Can consultants or I redistribute the workbook?

No. You must not sell, rent, lease, lend, sublicense, assign, transfer, publish or otherwise make the Model available to third parties, or upload it to public repositories, open platforms, unrestricted cloud storage, websites or marketplaces, unless DK-CONLATE has authorized it in text form (EULA Section 12).

14.9 How many copies may I make?

Only the copies reasonably necessary for licensed operational use, version control and backup. Every copy remains subject to the EULA. Mandatory statutory rights, such as the right to make a necessary backup copy, remain unaffected (EULA Section 11).



14.10 Where may I store the Model?

In an access-controlled business repository to which only Authorized Users have access. Public links, unrestricted repositories, shared credentials and access by unlicensed affiliates or third parties are prohibited. System administrators and automated backup processes may technically handle the file without being counted as users, provided they do not open or use the Model and remain subject to confidentiality and security obligations (EULA Section 12).

14.11 Can I sell or transfer my license?

Transfer of the license or of a copy requires DK-CONLATE's prior consent in text form, except where a transfer right cannot legally be excluded (in particular under Section 69c no. 3 of the German Copyright Act). A legally permitted transfer requires that you cease all use and delete the remaining copies (EULA Sections 9.1 and 24.1). In a corporate reorganization, please inform us early.

14.12 What happens if I use more licenses than I have purchased?

Use beyond the licensed scope requires an additional license. "Material Under-licensing" is a use outside the licensed scope that goes beyond a temporary or minor deviation – in particular continued use by more than the licensed number of Authorized Users, by a legal entity not named in the Order or for clients without a Client-Use License, as well as any resale, sublicensing or public distribution. A deviation is deemed temporary and minor if you end it, or cure it by acquiring the required license, no later than 30 days after you become aware of it or after notice from DK-CONLATE. If Material Under-licensing is established, additional license fees and reasonable verification costs can be charged. A material or uncured breach can entitle DK-CONLATE to withdraw or terminate in accordance with statutory law, as a rule after prior notice and a reasonable cure period (EULA Sections 24 and 24.2).

14.13 Can DK-CONLATE check my license compliance?

On reasonable request you must confirm compliance with the license metric. Where DK-CONLATE has reasonable grounds to suspect a material violation, it may request records reasonably necessary to verify compliance. Verification takes place with reasonable notice, during normal business hours and subject to confidentiality, data-protection and information-security requirements. It does not give DK-CONLATE remote access to your systems, and it will not be requested more than once in twelve months unless a continuing material breach is reasonably suspected. Termination does not involve remote deactivation of the Model (EULA Sections 24 and 24.2).

14.14 May I use the Model to build my own tool or a competing product?

No. You and your Authorized Users must not use the Model or DK-CONLATE Confidential Information to create, support or market a substantially derived competing product or service. Independent development without the use of the Model or of DK-CONLATE Confidential Information is not prohibited (EULA Section 12). Reverse engineering, decompiling and extracting the logic are likewise prohibited, subject to the mandatory statutory exceptions (see [Question 7.7](#)).

14.15 Which law and which court apply?

German law applies exclusively, excluding its conflict-of-law rules and the UN Convention on Contracts for the International Sale of Goods (CISG). To the extent that a place of jurisdiction can validly be agreed, it is Velbert, Germany. Mandatory statutory and exclusive places of jurisdiction remain unaffected (EULA Section 27). The same applies to services under the GTC (Section 13) and to a separately concluded Mutual NDA (Section 15).



14.16 Which language version of the EULA is binding?

For customers who order through the German-language website or who accept the EULA in the German version, the German version is binding. For all other customers, the English version is binding. The respective other version is for information purposes only. Notices and communications under the EULA can be given in English or German (EULA Section 30.1). The same rule applies to the GTC (GTC Section 13.6); for a Mutual NDA, the language version signed by the parties is binding (NDA Section 16.5). This FAQ is available in English and German; it has no binding force of its own; in case of doubt the EULA prevails in the language version that is binding for you.

14.17 Are there export-control restrictions?

Yes. You must comply with applicable export-control, import and sanctions laws, including those of the European Union, Germany and – where applicable – the United States, and you confirm that neither you nor your Authorized Users are listed on a sanctions list (EULA Section 29.2).

15 Data Protection, Confidentiality & Security

15.1 Does DK-CONLATE receive my assessment data?

No. The Model is a file that runs locally in your Excel. The assessment data and the acceptance record are stored in your workbook and are not automatically transmitted to DK-CONLATE. DK-CONLATE is neither a hosting or backup provider nor a processor for your assessment data unless a separate agreement under Question 15.7 has been concluded (EULA Section 16). DK-CONLATE receives your data only if you send it yourself – for example with a support request or by sending the workbook.

15.2 Which data is processed when I buy the Model?

For a purchase through the website checkout, the data needed to conclude and perform the contract is processed: for example your name, company, contact and billing data, payment and tax information, order details, your confirmations at checkout and delivery data. Providers involved in the order and delivery process are currently:

- **Paddle** – payment provider and merchant of record (payment, taxes, invoicing, payment refunds), as an independent controller under its own terms and privacy notice;
- **Cloudflare** – storage and delivery of the download file (as a processor for DK-CONLATE); and
- **Brevo** – dispatch of the delivery email (as a processor for DK-CONLATE).

These providers can be replaced by equivalent providers. DK-CONLATE's privacy notice (available at www.dk-conlate.com) describes the processing, the legal bases, the recipients and your rights; the product-specific privacy information (Annex 1 to the EULA) supplements it for the Model.

15.3 Who is responsible for the data I enter into the Model?

You are. You are responsible for the accuracy and completeness of the User Content, for its lawful processing, for access control and for backups (EULA Section 15). Please minimize personal data: several fields – for example sponsor, owner, assessor, assessed person and approver – can contain names of individuals. Where possible, use roles instead of names, and do not enter special categories of personal data.



15.4 Is the acceptance record personal data?

It can be. Depending on the configuration, it may contain the Windows username, the Excel username, the computer name and the user domain. As the organization that operates, stores and distributes the workbook, you are generally the controller for this information. You should therefore (EULA Section 16.1):

- assess whether each recorded field is necessary for the purpose;
- determine a legal basis and inform the affected persons;
- involve the data-protection officer and – where required – the works council;
- restrict access to the workbook;
- define a retention period and delete or anonymize the record when it is no longer necessary; and
- consider the record when you distribute, archive or hand over a workbook.

Please do not edit the VBA code or the hidden log yourself; this can invalidate the acceptance and cause errors. If you want a field to be removed or made configurable, ask DK-CONLATE at info@dk-conlate.com. The product privacy information (Schedule 1 to the EULA) describes the fields.

15.5 How is confidential information treated?

Both parties must treat the other party's confidential information as confidential. The EULA contains the usual exceptions (public, independently developed, lawfully received from third parties, disclosure required by law). Trade secrets are protected as long as they qualify as such; other confidential information remains protected for five years after termination. The Model, its logic and the Documentation are DK-CONLATE's confidential and proprietary information (EULA Section 16.3). If you have also concluded a separate Mutual NDA with DK-CONLATE, it prevails over the confidentiality provisions of the EULA and the GTC (Section 8) to the extent it contains deviating provisions; the protection of the Model and the methodology remains unaffected (EULA Section 25). For chargeable services, GTC Section 8 applies.

15.6 Are protected sheets a way to keep my data secure?

No. See [Question 5.9](#). Use file permissions, encryption and your standard security processes.

15.7 What if I send personal data to DK-CONLATE for support?

Please send only data that is necessary for the support purpose, and anonymize or remove personal data where possible. If DK-CONLATE is to process personal data on your instructions, the parties conclude an agreement under Article 28 GDPR before processing begins. Without such an agreement, DK-CONLATE does not start the affected service and asks you to remove or anonymize the data first (EULA Section 16.2; for services GTC Section 8.4).

15.8 Does DK-CONLATE put my data into AI services?

DK-CONLATE does not submit your confidential information or personal data to an external AI-assisted service without an appropriate legal basis, suitable safeguards and any required authorization from you (EULA Sections 16.2 and 23; GTC Section 3.5).

15.9 Which security measures do you recommend?

- ✓ Obtain the file only from the authorized delivery and verify the SHA-256 checksum.
- ✓ Enable macros only for the trusted copy.



- ✓ Store the workbook in access-controlled storage and restrict it to Authorized Users.
- ✓ Distribute only approved versions; use release and change management.
- ✓ Back up regularly and keep a clean original copy.
- ✓ Use endpoint protection and restrict administrator access.
- ✓ Consider VBA project signing where your policies require it.
- ✓ Validate important calculations independently.
- ✓ Use an external approval or e-signature process where a formal audit trail is required.
- ✓ Enter confidential data only in accordance with your internal rules and legal requirements.

16 Quality, Defects & Liability

16.1 What quality of the Model is agreed?

The agreed quality is determined by the expressly agreed specification, the Order and the Documentation (EULA Section 17). Not agreed as a quality are:

- uninterrupted or error-free operation in every environment;
- completeness;
- fitness for a particular purpose beyond the intended use described in the Documentation; and
- the achievement of a particular business, financial, compliance, performance or maturity outcome.

Your statutory defect rights remain unaffected in accordance with EULA Sections 17.2, 17.3 and 18.

16.2 What is not a defect?

A defect does not exist solely because

- the Model is used in an unsupported environment;
- it was modified without authorization;
- it is operated contrary to the Documentation; or
- it does not achieve a business, financial, compliance or maturity outcome that was not expressly guaranteed.

In addition, deviations caused by disabled macros, incorrect or incomplete input, unvalidated output or loss of the local acceptance information are not defects of the Model (EULA Sections 17.2 and 18.3).

16.3 What do I have to inspect, and by when?

You must inspect the delivered Model without undue delay and in any event within the Inspection Period:

- **14 days** for the Quick-Check, Professional and Advanced Editions;
- **30 days** for the Enterprise Performance and Enterprise Executive Editions.

The Inspection Period begins with the first download of the Model, and in any event 7 days after delivery. The inspection includes (EULA Section 17.2.1):

- ✓ verifying the file integrity against the SHA-256 checksum (see [Question 3.7](#));
- ✓ opening the Model in your environment;
- ✓ enabling macros in accordance with the Documentation;
- ✓ accepting the EULA in the workbook and checking that the tabs become visible; and

- ✓ testing the principal functions described in the Documentation of your Edition (rating, results, dashboard).

Start your inspection immediately after the download. Continued use of the Model, internal clarification or negotiations do not extend the periods unless DK-CONLATE has agreed to an extension in text form.

16.4 How do I notify a defect, and what must the notice contain?

Notify the defect in text form to info@dk-conlate.com within 7 days after you have discovered it. A defect that would have been discernible during a proper inspection is deemed discovered at the latest when the Inspection Period expires. Timely dispatch of the notice is sufficient. Please provide:

- your Order number or invoice number and the Edition;
- the Model version and the file name;
- the SHA-256 checksum of the file;
- the Microsoft Excel version and the operating system;
- a description of the defect, screenshots or error messages; and
- reproduction steps – the defect must be reproducible with the unmodified Model as delivered.

If your notice is incomplete, DK-CONLATE may ask for the missing information within a reasonable additional period; the notice period is met if you supply it within that period (EULA Section 17.2.1 (c)).

16.5 What happens if I notify a defect late?

If both parties are merchants within the meaning of the German Commercial Code, Sections 377 and 381 HGB apply in addition: a defect that is not notified in time can be treated as approved. In other cases, a late inspection or notice does not by itself cause statutory defect rights to be lost; however, DK-CONLATE is not responsible for damage and additional expense that could have been avoided by timely notice (Section 254 BGB). This does not apply where DK-CONLATE has fraudulently concealed the defect or has expressly assumed a guarantee (EULA Section 17.2.1 (d) and (e)).

16.6 What happens after I have notified a defect – cure, price reduction, withdrawal?

1. **Cure:** DK-CONLATE may, at its reasonable discretion, remedy the defect by correction, by a workaround that does not materially impair the agreed functionality, or by providing a replacement copy, within a reasonable period. You cooperate reasonably (EULA Section 17.2.2).
2. **Failure of cure:** cure is deemed to have failed after two unsuccessful attempts, unless the nature of the defect or other circumstances require otherwise.
3. **Price reduction or withdrawal:** if cure has failed, you may reduce the price or withdraw from the affected Order in accordance with statutory law. Withdrawal is declared in text form (EULA Section 17.2.3).
4. **Deletion Confirmation:** in the case of withdrawal you cease all use and delete all copies, including backup copies to the extent technically possible. You confirm in text form, through an authorized representative, (i) the deletion, (ii) the number of copies and Authorized Users concerned and (iii) that neither the Model nor any editable or protected content has been disclosed to third parties.
5. **Refund:** the refund is made concurrently against receipt of the Deletion Confirmation (Section 348 BGB); DK-CONLATE may withhold the refund until the Deletion Confirmation has been received. For checkout orders, the refund is paid through the payment provider.



The Model is a digital product that cannot be returned in the physical sense. The Deletion Confirmation replaces the return and is the reason why the refund is paid against it. Statutory claims for damages remain unaffected, subject to the liability provisions in Question 16.10 (EULA Section 18).

DK-CONLATE does not charge for remedying a defect that you have notified in accordance with the EULA. Support for questions of use, configuration or your IT environment is not cure and may be chargeable only after your prior approval (see [Section 17](#)).

16.7 How long do defect claims last?

Claims based on defects become time-barred twelve months after delivery of the relevant Model version, except where a longer period is mandatory by law. Statutory periods continue to apply, among others, to intentional misconduct, gross negligence, injury to life, body or health, fraudulent concealment of a defect, an expressly assumed guarantee and claims under the German Product Liability Act. The statutory limitation periods apply to defects of title. Other claims for damages become time-barred one year after the statutory commencement of the limitation period (Section 199(1) BGB); in the cases listed above, the statutory periods apply to them as well (EULA Section 17.3).

16.8 Does DK-CONLATE guarantee savings, ROI or a maturity level?

No. Estimated savings, investments, resource requirements and similar figures are illustrative estimates only, and no business, financial, compliance, performance or maturity outcome is guaranteed (EULA Sections 8 and 17). Advertising statements, demonstrations and screenshots are not guarantees unless expressly agreed in text form (EULA Section 4).

16.9 What if a third party claims that the Model infringes its rights?

DK-CONLATE is responsible for ensuring that your contractual use of the Model as delivered is not prohibited, within the European Economic Area, by intellectual property rights of third parties. If a third party asserts such a claim against you, notify DK-CONLATE in text form without undue delay, do not acknowledge the claim without DK-CONLATE's consent and allow DK-CONLATE to conduct the defense. DK-CONLATE can then procure the right to continue use, modify the Model or replace it. If none of these options is reasonably available, either party may withdraw from the affected Order; the refund is reduced by an amount for the use to date, calculated by straight-line depreciation over 36 months from delivery. DK-CONLATE's obligations do not apply where the claim is based on a modification of the Model, use outside the licensed scope or contrary to the Documentation, or a combination with software or data not supplied by DK-CONLATE (EULA Section 10.1).

16.10 How is DK-CONLATE's liability regulated?

In summary (EULA Section 18, which prevails):

- DK-CONLATE is liable without limitation for intent and gross negligence, injury to life, body or health, fraudulent concealment, an expressly assumed guarantee, under mandatory product liability and in all other cases in which liability cannot be excluded or limited by law.
- In cases of slight negligence, DK-CONLATE is liable only for the breach of a material contractual obligation (cardinal obligation), limited to the foreseeable damage typical for this kind of contract and capped per damage event. The cap equals the license fee agreed for the affected Edition (excluding taxes), and in total no more than EUR 25,000 per damage event (EULA Section 18.4). If a damage event concerns both the Model and services, the caps are not added together (GTC Section 10.6).
- Indirect and consequential damage – for example loss of profit – is compensated only within that scope.



- Liability for loss of data is limited to the reasonable restoration costs that would have arisen if you had maintained appropriate and regularly tested backups.
- Your own contributory fault – in particular failing to validate outputs or to maintain backups – is taken into account (Section 254 BGB).
- For support, coaching and consulting, GTC Section 10 applies exclusively (in cases of slight negligence, liability only for the breach of material contractual obligations, no more than EUR 25,000 per damage event); the caps of the EULA do not apply to them.
- The Model and its results are intended for you: third parties, for example investors, lenders, insurers or clients, may not rely on them (EULA Section 18; for services GTC Section 10.7).

Because you take the decisions, you carry the responsibility for them. Validate every result independently before you act on it.

16.11 What can I do to protect myself?

- ✓ Verify the checksum and inspect the Model within the Inspection Period.
- ✓ Notify any defect immediately and in text form.
- ✓ Keep the Order, the delivery email, the EULA and the Documentation of your version.
- ✓ Back up the workbook and the assessment results regularly and test the restoration.
- ✓ Use the Model only within the license scope.
- ✓ Validate results with evidence and management before decisions.
- ✓ Do not present results as certification or audit.
- ✓ Consult qualified advisors for legal, tax, financial and investment decisions.

17 Support, Services & Updates

17.1 Is support included in the license?

No. The license does not include consulting, training, workshops, implementation support, customization, technical support, troubleshooting, interpretation support or e-mail support unless this has been expressly agreed in the Order or another agreement in text form (EULA Section 22). The User Manual, this FAQ and the troubleshooting table ([Section 18](#)) are provided for self-help.

DK-CONLATE provides chargeable services (support, coaching, consulting, training) exclusively under the GTC, which are made available to you before the order is placed, usually together with the quotation. License (EULA) and services (GTC) are legally independent contracts (EULA Section 22; GTC Sections 1.3 and 1.9).

17.2 Is there a free initial review?

Yes. E-mail inquiries may be reviewed without charge for an initial assessment of up to 15 minutes. If DK-CONLATE reasonably expects further work to be chargeable, it informs you of the applicable rate or provides an estimate.

17.3 What does support or coaching cost?

Unless otherwise agreed in text form, approved chargeable support and consulting services – including coaching – are billed at EUR 350 per hour in 15-minute increments (EUR 87.50 each); started increments are charged in full (GTC Section 6.1). DK-CONLATE currently applies the small-business regulation under Section 19 UStG; value-added tax is then not shown. If the tax treatment changes, statutory value-added tax is added from that point (EULA Sections 19 and 22; GTC Section 6.5).



Services are subject to availability and do not guarantee that a requested issue or outcome can be resolved.

17.4 Can DK-CONLATE start chargeable work without asking me?

No. No chargeable work starts without your prior approval in text form, based on the rate or estimate that DK-CONLATE has communicated to you.

17.5 What applies to travel and cancellation?

- For on-site services, travel time is billed at fifty percent of the hourly rate. Travel expenses, accommodation and other out-of-pocket expenses are reimbursed at cost against documentation; your prior approval in text form is required where the expected amount exceeds EUR 250 per engagement. Online services give rise to no travel time and no travel expenses (GTC Section 6.3).
- If you cancel or postpone a scheduled online or on-site engagement less than five working days before the agreed date, DK-CONLATE may invoice fifty percent of the agreed fee for the reserved capacity; less than two working days before, one hundred percent. The same applies if you do not appear or cannot be reached at the agreed time. Expenses already irrevocably incurred are reimbursed in addition. You may prove that no or substantially lower damage has been incurred, or that DK-CONLATE saved expenses or used the capacity elsewhere (GTC Section 6.4).

17.6 Do I receive updates or new versions?

No entitlement exists unless agreed. The purchase does not include updates, upgrades, new versions, bug fixes, customizations, enhancements or additional documentation. DK-CONLATE may update, change, suspend or discontinue the Model for future Orders and future versions without being obliged to supply updates to earlier purchasers. Your right to use the delivered version within the agreed scope remains unaffected (EULA Section 21).

17.7 How do I contact DK-CONLATE, and what should I include?

Write to info@dk-conlate.com. To enable a fast answer, please include your Order number, Edition, the version of the workbook, the Excel version and operating system, a description of the question, screenshots or error messages and – for a defect – the reproduction steps (see [Question 16.4](#)). Please do not send confidential or personal data unless it is necessary (see [Question 15.7](#)).

17.8 How are support, coaching and consulting provided – online or on site?

Services are generally provided online, in particular by video conference, screen sharing, telephone, e-mail or chat. On-site services are not excluded but are provided only if expressly agreed in text form (GTC Section 3.6). Unless agreed otherwise, support is provided online on working days during usual business hours; binding response or recovery times, standby duty or a particular availability are owed only if expressly agreed in text form (GTC Section 3.10). The services are services in the legal sense: what is owed is careful and professional performance, not a particular economic result (GTC Section 3.1). They are not legal, tax, financial or compliance advice and not an audit (GTC Section 3.3). DK-CONLATE's address is not a visitor or customer-service location; appointments there take place only by prior arrangement in text form (GTC Section 3.9).



17.9 May I record online sessions, and what applies to remote access?

Audio, picture and video recordings and screen captures of online sessions, workshops and training are permitted only with the prior express consent of all participants in text form. Training and workshop materials and content that reveal the Model or its methodology may not be recorded or made available to third parties (GTC Section 4.5). For remote access, screen sharing or file transfer, you ensure that you are authorized to grant access and that a current backup exists beforehand; DK-CONLATE accesses your systems or files only after express release and only to the extent of the engagement (GTC Section 4.6).

17.10 What applies to confidentiality, defects and liability for services?

For services, the confidentiality and data-protection provisions of the GTC (Section 8) apply; a separate Mutual NDA prevails to the extent it deviates. Notify a non-conforming service in text form without undue delay, at the latest within 14 days after performance or knowledge; DK-CONLATE is given the opportunity to remedy it (GTC Section 9.1). Claims for services not performed in conformity with the contract become time-barred one year after the statutory commencement of the limitation period unless a longer period is mandatory (GTC Section 9.6). Liability is governed exclusively by GTC Section 10 (see Question 16.10). Termination of an engagement does not affect a paid license for the Model (GTC Section 11.4).

18 Troubleshooting

18.1 What can I do if something does not work?

Problem	Possible cause	Solution
Macros do not run; buttons do not respond	Macros are disabled, the file is blocked (Mark of the Web) or is not opened in Excel Desktop	Unblock the file (see Question 3.9), open it in Excel Desktop and enable content for the trusted file only
Excel opens the file in Protected View	File from the internet or an email	Verify the checksum, unblock the file, then choose "Enable Editing" and "Enable Content"
Model tabs are not visible	The EULA has not yet been accepted (or the acceptance is not valid)	Open the "Start – Read Me" tab and accept the EULA
Model tabs become hidden again	The stored acceptance no longer matches the Model or EULA version	Return to "Start – Read Me", review the current documents and accept again (see Question 4.6)
The PDF files do not open	The PDF is not in the same folder, or its file name has been changed	Restore the original file names and keep the PDFs in the folder of the workbook
Acceptance is not retained after reopening	Workbook was not saved, is read-only or you lack write permission	Save the .xlsm file in a location where you have write permission
Acceptance validation fails	Acceptance data or the internal log was changed, deleted or corrupted	Use a clean, authorized copy or contact DK-CONLATE (info@dk-conlate.com)
Protection settings differ after reopening	The controlled startup did not run	Enable macros, close Excel completely and reopen the authorized workbook
A cell cannot be edited	The cell is protected	Edit only the designated input cells
A formula is not visible	The formula is protected and hidden by design	Do not change formulas; the hiding safeguards the scoring logic



Problem	Possible cause	Solution
The result seems implausible	Incomplete entries, more than one “x”, inconsistent ratings or a wrong scope	Check the inputs, the “x” ratings (one per question) and the scope; review the evidence
Checksum does not match	File corrupted, incomplete or altered	Do not open the file; request a new link (Question 3.5)
Download link expired or used up	Link valid for 5 days and 3 retrievals	Request a new link in text form within 12 months (Question 3.5)
Functions are missing compared with this FAQ	The workbook version or Edition differs	Check the User Manual of your Edition and version; contact DK-CONLATE if in doubt
Behavior differs on Mac, web or mobile	Environment not covered by the Documentation	Use the Excel desktop version or test your environment (Question 5.6)

If the problem persists, collect the information listed in [Question 16.4](#) and contact info@dk-conlate.com.

19 Golden Rules

1. Check before you use.

Verify the checksum, test the Model in your environment and inspect it within the Inspection Period.

2. Notify defects immediately.

In text form, within 7 days after discovery, with the information needed to reproduce the defect.

3. Assess the current state.

Rate what is demonstrated today – not the target and not the ambition.

4. One “x” per question.

Choose the level that is stable and repeatable in daily operations.

5. Evidence before opinion.

Support the ratings with data, documents and examples, and validate them with management.

6. Edit only input cells.

Do not modify formulas, protected ranges, the scoring logic or the VBA code.

7. Stay in the license scope.

Respect the number of users, the legal entity and the sites. Ask us before you use the Model for clients.

8. Protect your data.

Store the workbook in access-controlled storage, back it up, and enter personal data only where necessary.

9. Validate before you decide.

The results are indicative – not a certification, audit or advice. You are responsible for your decisions.

10. Ask when in doubt.

Contact DK-CONLATE before you rely on an assumption about the license, the technology or the result.

20 Glossary

Term	Meaning
Affiliate	A company that is controlled by, controls or is under common control with the Customer, to the extent it is named in the Order
Assessment	A structured evaluation of a department, site or organization
Assessment Owner	The person responsible for planning, carrying out and following up the assessment
Authorized User	A natural person authorized by the Customer to use the Model within the licensed number and scope
Benchmarking	A structured comparison of results, departments or points in time within the defined context of use
Client-Use License	A separate license that permits use of the Model for external clients and projects named in the Order
Customer	The business or professional named in the Order that acquires the license
Data Processing Agreement (DPA)	An agreement under Article 28 GDPR concluded before personal data is processed exclusively on behalf of and on the instructions of the Customer
Deletion Confirmation	The confirmation, given in text form, of the deletion of the Model after a withdrawal; the refund is paid against it
Documentation	The documents delivered with the Model, in particular the User Manual and this FAQ
EULA	End User License Agreement
Evidence	Documents or data that support an assessment
EXSU1P	Executive Summary One-Pager (Enterprise Editions)
Focus Dimension	Evaluation dimension: Organization (O), Process (P), People (PE), Technology (T)
Gap	Deviation between the current and the target maturity level
GTC (AGB)	DK-CONLATE's General Terms and Conditions for offers and services; they apply to Services, not to the acquisition and use of the Model
Inspection Period	14 days (30 days for the Enterprise Editions) for the inspection of the delivered Model
MAMOOV	Maturity Model Overview – the central dashboard
Maturity Level (ML)	One of five levels, ML 1 to ML 5, with ranges of 0–20 %, 21–40 %, 41–60 %, 61–80 % and 81–100 %
Model	The DK-CONLATE Maturity Model in the delivered version, including the workbook and the Documentation
Mutual NDA	A separate mutual non-disclosure agreement between DK-CONLATE and the Customer; it prevails over the confidentiality provisions of the EULA and the GTC to the extent it deviates from them

Term	Meaning
Named-User License	A license for a defined number of named Authorized Users (Quick-Check: 1; Professional: up to 3)
Order	The order, including the checkout record or another confirmation, that specifies Edition, scope and price
Payment Provider	The third party that processes the payment as merchant of record for checkout orders (currently Paddle)
Perpetual License	A license for the delivered Model version without a time limit, without update entitlement
Roadmap	A structured action plan for improving the maturity level
Scope	The area of an assessment, such as a site, plant, function or business unit
Services	Chargeable services of DK-CONLATE, in particular support, consulting, coaching, workshops and training, provided under the GTC; they do not include delivery of the Model, remedy of defects or re-provision of the download link
Single-Entity License	A license for one legal entity within the agreed number of sites or business units
Static Output	Non-editable output, such as PDF printouts, screenshots or presentations, that does not give access to the Model
Text Form	Text form within the meaning of Section 126b BGB; an e-mail is sufficient
User Content	The data, ratings and text that you enter into the Model
Working Day	Monday to Friday, excluding public holidays in North Rhine-Westphalia

Document Information & Legal Notice

Item	Information
Document	Frequently Asked Questions (FAQ) – Maturity Model, all Editions
Version	Rev.01
Effective date	13 October 2026
Replaces	Rev.00 (effective 1 October 2026)
Aligned with	EULA and GTC (each Rev.01 / October 2026); Mutual NDA (Rev.01 / October 2026); GDPR Compliance Framework (Rev.01 / October 2026); User Manuals Rev.01 (Quick-Check, Professional, Advanced, All Enterprise Editions)
Provider / rights holder	DK-CONLATE, Daniel Karkosch

Revision history

Version	Date	Changes
Rev.00	1 October 2026	First version
Rev.01	13 October 2026	Legal review and reconciliation with the EULA, GTC, Mutual NDA and GDPR Compliance Framework. Relationship to the GTC, Mutual NDA and data processing agreement clarified (Questions 3.13, 14.15, 14.16, 15.5, 17.1); new Questions 17.8–17.10 on online and on-site services, recordings and defects in services; formal requirements harmonized to text form; statements on data protection, liability cap, limitation, third-party rights, support fees, travel time, cancellation and glossary refined.

Legal notice

This FAQ is part of the Documentation. It explains the EULA and the User Manual in general terms and does not amend them. In case of conflict, the EULA prevails (EULA Section 25). Services are governed by the GTC; a separately concluded Mutual NDA prevails over the confidentiality provisions of the EULA and the GTC to the extent it deviates from them. It contains no legal, tax, financial or other professional advice and no guarantee of any outcome. Statements about the functionality of an Edition describe the version delivered; marketing statements are not guarantees. DK-CONLATE may update this FAQ for future Orders and versions (EULA Section 26).

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