EXECUTIVE FOLLOW-THROUGH

Executive Meeting Summary

A practical mechanism for converting executive discussions into accountable decisions, actions, and follow-up.

CLIENT / CONTEXT

Empresa Exemplo | Industrial Services

MEETING	FORMAT	DATE
Commercial partnership validation	Buenos Aires / Video conference	June 2026

A meeting becomes valuable only when its decisions are owned, its assumptions are visible, and its next steps are time-bound.

EXECUTIVE PERSPECTIVE

The meeting created alignment on a pilot pathway, but two operating assumptions still require validation before execution begins.

The next 30 days should convert verbal alignment into documented accountabilities, evidence, and a decision on scope.

ARTICLE AT A GLANCE

The parties agreed on the priority market and a preliminary route to market.

Commercial ownership is clear, but technical-service ownership remains unresolved.

The partnership economics can proceed to a pilot basis.

A structured review in 30 days is required.

Decision required

Confirm the pilot scope, nominate technical ownership, and approve the documentation sequence.

WHY THIS MATTERS NOW

Without clarity on technical execution, commercial enthusiasm can create an unsupported market commitment.

EXECUTIVE RECOMMENDATION

Use a shared action register and require evidence-based review before expanding the pilot.

KEY RISK

The project may lose momentum if the responsible owners assume that the other party will coordinate the technical track.

Illustrative analysis. Values and scenarios are solely intended to demonstrate the advisory methodology.

EXECUTIVE PERSPECTIVE

The meeting created enough alignment to move forward with a pilot pathway, but technical execution ownership remains a decision that cannot be deferred.

The summary converts discussion into decisions, responsibilities, and a concrete 30-day follow-through agenda.

MEETING CONTEXT

The parties met to validate commercial interest in a partnership model for the Uruguayan market. The discussion confirmed initial demand assumptions and willingness to explore a pilot, but it also highlighted a gap in the definition of technical service responsibilities. That gap is manageable only if it is assigned to named owners before the pilot begins.

PRIMARY DECISION

Proceed to a controlled pilot only after the parties document the service model, confirm the priority account list, and nominate accountable owners.

EXECUTIVE PERSPECTIVE

Three decisions were taken; two issues remain open; all five items should be managed through one shared action register.

A concise governance mechanism is more useful than a long meeting narrative.

Decision / issue	Rationale	Owner	Timing	Impact
Proceed with pilot design	Commercial fit appears sufficient for validation	Regional lead	Week 1	High
Prioritize five accounts	Focus required to test demand and delivery	Commercial lead	Week 1	High
Document technical role	Service obligations need clarity	Operations lead	Week 1-2	High
Confirm pilot economics	Commercial logic must be bounded	Finance + commercial	Week 2	Medium
Schedule executive review	Pilot needs decision gate	Leadership	Week 4	High

STRATEGIC IMPLICATION

The pilot can begin only once commercial and operational responsibilities are treated as one integrated plan rather than parallel workstreams.

EXECUTIVE PERSPECTIVE

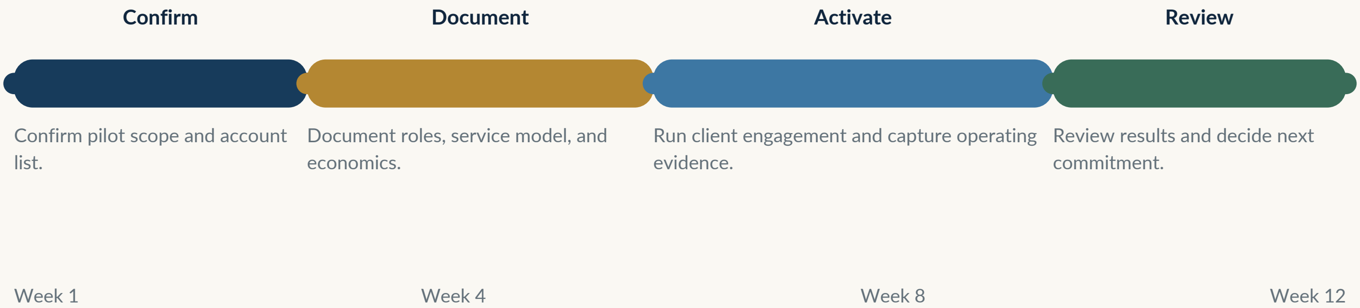
The next 30 days should focus on converting alignment into evidence, accountability, and a decision on whether the model can scale.

The following timeline makes the execution path visible to both parties.

EXHIBIT 1

Thirty-day action plan converts the meeting into accountable follow-through

Illustrative timeline and ownership framework.



Action	Owner	Dependency	Completion evidence
Account selection	Commercial leads	Segment criteria	Named list validated
Service model	Technical owners	Role clarity	Documented responsibilities
Pilot offer	Commercial + finance	Economics	Approved offer
Executive review	Leadership	Evidence pack	Go / no-go agenda

EXECUTIVE PERSPECTIVE

The main execution risk is a coordination gap between commercial momentum and technical readiness.

The next meeting should therefore be designed to resolve responsibilities, not merely to review status.

RISKS AND OPEN ITEMS

Technical ownership

No named service owner has been confirmed.

Recommended action: Assign one technical owner from each party.

Account prioritization

The proposed list remains broader than a pilot can support.

Recommended action: Limit to five target accounts.

Pilot economics

The incentive structure is not yet documented.

Recommended action: Confirm a bounded commercial model.

Governance

No shared review mechanism exists.

Recommended action: Create a weekly action register and a 30-day executive review.

EXECUTIVE PERSPECTIVE

The executive review should answer one question: has the pilot produced enough commercial and operating evidence to justify deeper commitment?

The decision should be taken against pre-agreed evidence thresholds, not against general enthusiasm.

NEXT MEETING AGENDA

- Review account engagement, stakeholder feedback, and early commercial signals.
- Assess service delivery readiness and exceptions observed during the pilot.
- Confirm whether the partnership model meets the agreed governance conditions.
- Decide whether to scale, redesign, or pause the approach.

STRATEGIC IMPLICATION

The meeting summary is not a record of conversation. It is a mechanism for deciding what will happen next and who owns it.