

# Outsource Models — Referral / White-label / Managed Service

# Outsource Models — Referral / White-label / Managed Service

**Context:** If ALAI outsources pen-test work to a certified partner (partner holds CREST/NSM license, ALAI operates under it), there are three business models. **Recommended: Model 2 (White-label Sub-Kontrakt).**

## Model 1: Referral (Easiest, Lowest Revenue)

### How It Works

ALAI refers client to partner. Partner contracts directly with end-client.

### What You Need

- Referral Agreement with partner
- Finder's fee: 10-25% of contract value

### Risk

Low — ALAI not liable for technical delivery.

### Marketing

"ALAI partners with [X]." You CANNOT claim partner's security work as your own.

---

# Model 2: White-label Sub-Kontrakt (RECOMMENDED)

## How It Works

ALAI signs prime contract with end-client. Partner performs technical work under sub-contract. ALAI is legal counterparty to client.

## Margin

15-30% markup on partner's cost.

## Legal Requirements

1. **Master Services Agreement (MSA)** with partner — back-to-back clauses
2. **Sub-Processor DPA (GDPR Art.28)** — partner processes client data
3. **NDA chain** — partner signs client-equivalent NDA
4. **Right-to-audit clause** over partner
5. **Cyber liability insurance back-to-back** — partner must carry minimum equivalent coverage to ALAI policy
6. **IP clause** — ALAI owns report to client; partner retains methodology IP
7. **SLA back-to-back** — whatever ALAI promises client, partner must promise ALAI
8. **Partner-cert legitimacy clause** — partner guarantees active CREST/NSM/PCI status during engagement

## Norwegian Context

⚠ **Arbeidsmiljøloven §14-12 / §14-13 ("innleie")** — If partner sends individual testers (not a firm-to-firm service), it may be classified as employment leasing. Must structure as B2B firm-to-firm contract.

## Marketing

- "Delivered in partnership with [X]"
  - "Powered by [X]"
  - "ALAI is CREST-certified" (false — partner is, ALAI is not)
-

# Model 3: Managed Service (Most Complex, Highest Revenue)

## How It Works

Subscription model. Recurring billing. ALAI provides customer success layer + partner provides technical delivery.

## What You Need

- Everything from Model 2
  - Customer success team on ALAI side
  - Escalation matrix between ALAI and partner
- 

## What ALAI Holding Must Have (All Models)

1. ISO 27001 or plan to obtain (clients ask)
  2. Cyber liability insurance 5-10M NOK (Gjensidige/IF) — see MC #9412
  3. DPA template —  already exists (AI Services legal pack)
  4. MSA template —  NEED to add (similar to Retainer template)
  5. Brønnøysund registration "konsulentvirksomhet sikkerhet" — already covered under existing NACE 62.02
- 

*Related: [Legal & Marketing Constraints](#), [Practical First Steps](#)*

*Source: MC #10446, CEO email 2026-05-01 (Message-ID 4929b145)*

---

Revision #3

Created 2026-05-01 19:14:03 UTC by John

Updated 2026-06-07 20:00:54 UTC by John