

Partners & Partnerships

Partnership pitches, MOUs, and collaboration frameworks

- [Authority Partners — Prijedlog Partnerstva \(BS\)](#)
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- [SINTEF Partnership — Akershus REV4 Scope Narrowing \(28.04.2026\)](#)

Authority Partners — Prijedlog Partnerstva (BS)

Ukratko

Zdravo ekipa,

Već smo bili u kontaktu, tako da idem direktno na stvar. Imam konkretan prijedlog za saradnju koji može donijeti stabilan, dugoročan posao za obje strane — norveški javni sektor IT tenderi.

Prilika

Norveški javni sektor troši milijarde godišnje na IT usluge kroz regulisane nabavke (Doffin/TED).

Trenutno pratimo aktivne tendere u vrijednosti od 7M+ NOK od klijenata kao što su **Statnett SF**, **DFØ** i **GKI Grenland** — svi traže iskusne razvojne timove.

Problem: Ovi tenderi zahtijevaju norveški pravni entitet, poznavanje lokalnog tržišta i sposobnost isporuke enterprise-grade softvera sa iskusnim developerima.

Rješenje: Basic AS ima norveško prisustvo, tender pipeline i dokazanu metodologiju upravljanja projektima. Authority Partners ima inženjerski talent, enterprise track record i Microsoft ekspertizu. Zajedno dobijamo ugovore koje nijedan od nas ne bi dobio sam.

Ko smo mi

Basic AS (Norveška)

- **Full-service digitalno konsalting i isporuka** — dio ALAI Group
- **Efikasne operacije** — dokazani procesi za project management, QA, delivery
- **Norveški entitet** (AS), blizu Osla

- **Aktivan tender pipeline** — sistematsko praćenje Doffin/TED sa metodologijom scoringa
- **Tech stack:** React, Next.js, Node.js, Python, Java, Azure/AWS/GCP
- **Vodstvo:** Alem Bašić (CEO) — Bosanac-Norvežanin, tečan u oba tržišta

Authority Partners (BiH / USA)

27+ godina tehnološkog konsaltinga i custom software razvoja **300+ konsultanata** na 5 kontinenta **Microsoft Azure Partner** (Award winner 2018) **Tech stack:** .NET, C#, Azure, Java, SharePoint, SQL Server **Enterprise klijenti** u više industrija **8x Najpoželjniji Poslodavac u BiH** — dokazan retention talenta **HQ:** Irvine, California / Sarajevo, Bosna

Zašto ovo partnerstvo funkcioniše

Basic AS donosi	Authority Partners donosi
Norveški pravni entitet (obavezan za tendere)	300+ iskusnih developera spremnih za deploy
Aktivan tender pipeline (Doffin/TED skeniranje)	27 godina enterprise delivery track record
Poznavanje norveškog tržišta i jezika	Microsoft Azure partnerstvo i certifikacija
Dokazana metodologija project management-a i QA	.NET / Azure / SharePoint duboka ekspertiza
Odnosi sa klijentima u Norveškoj	Dokazana isporuka u regulisanim industrijama
Konkurentne cijene kroz operativnu efikasnost	Skalabilan timski kapacitet (5-50+ developera)

Ključna sinergija: Većina norveškog javnog sektora radi na Microsoft stacku (.NET, Azure, SharePoint). AP je certificirani Microsoft partner sa dubokom ekspertizom tačno tamo gdje tržište traži.

Prvi cilj: Statnett SF

Imamo aktivan tender koji je savršen fit za naše kombinirane sposobnosti:

Detalj	Vrijednost
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Klijent	Statnett SF (norveški nacionalni operator mreže, državna firma)
Projekat	Novo IT rješenje za upravljačke dokumente, smjernice i zahtjeve
Vrijednost	7.000.000 NOK (bez PDV-a) ≈ 630.000 EUR
Trajanje	3 godine + do 5 obnova (potencijalno 8 godina)
Rok prijave	4. maj 2026.
Remote	Da — nema zahtjeva za prisutnost na licu mjesta
Engleski	Prihvaćen — norveški nije obavezan
CPV	72000000 (IT usluge: konsalting, razvoj softvera)
TED	Notice 36107-2026

Zašto ovo dobijamo zajedno: Document management sistemi = AP-ova core kompetencija (SharePoint, .NET) Basic AS pruža norveški entitet + tender submission + project management AP pruža senior developere koji su gradili enterprise document sisteme Remote-OK znači da Sarajevo tim isporučuje direktno 3-8 godina ugovor = stabilan, recurring prihod za obje strane

Predloženi model partnerstva

Struktura

Basic AS je primarni izvođač (norveški entitet obavezan po zakonu o nabavkama, dio ALAI Group) **Authority Partners Inc. (američki entitet)** je imenovani podizvođač / delivery partner Podjela prihoda se dogovara po projektu (predložena polazna tačka: 60/40 ili 70/30 zavisno od alokacije AP tima)

Basic AS pokriva

Identifikacija, scoring i podnošenje tendera Dokumentacija usklađenosti (norveški regulatorni zahtjevi) Komunikacija sa klijentom i upravljanje odnosima Project management i nadzor isporuke Rigorozni procesi QA i validacije Fakturisanje i norveška MVA/porezna usklađenost

Authority Partners pokriva

Softverska arhitektura i tehnički dizajn Alokacija razvojnog tima (senior developeri) Isporuka koda i tehnička dokumentacija Integracija u Microsoft ekosistem Performance i security testiranje

Upravljanje

Zajednički steering committee (mjesečno) Dijeljeno praćenje projekta Dedicirani AP team lead po projektu SLA-bazirane obaveze isporuke

Pravna i nabavna struktura

Norveške javne nabavke slijede EU/EEA direktive. S obzirom da Bosna i Hercegovina nije članica EU, EEA niti WTO Sporazuma o javnim nabavkama (GPA), formalna ugovorna struktura je važna.

Preporučena struktura:

Statnett SF ? Basic AS (Norveška/EEA) ? Authority Partners Inc. (SAD/GPA) ? AP delivery tim

Basic AS (norveški entitet) je primarni izvođač — potpuno usklađen kao EEA kompanija **Authority Partners Inc.** (američki entitet, Irvine CA) je imenovani podizvođač — SAD je potpisnica GPA, što AP-u daje puna prava po norveškom zakonu o nabavkama **AP-ov razvojni tim** radi iz Sarajeva — ovo je interna kadrovska odluka AP-a, ne pitanje nabavke Statnett prihvata remote isporuku, tako da fizička lokacija developera nije ograničavajuća

Ova struktura osigurava punu usklađenost sa norveškim propisima o nabavkama (Anskaffelsesloven) uz korištenje AP-ovog talent pool-a iz Sarajeva.

Napomena: Preporučujemo da Authority Partners Inc. (SAD) bude formalni podizvođač u tenderskoj prijavi, umjesto Authority Partners d.o.o. (BiH).

Kako bi to PRAKTI?NO izgledalo

Evo konkretnog plana kako bismo zajedno izveli Statnett tender od A do Z:

Faza 0: Priprema (februar — mart 2026)

Statnett tender review — zajedno pregledamo kompletnu tendersku dokumentaciju **Go/No-Go odluka** — obostrana potvrda da idemo **MoU potpis** — neobavezujući okvir partnerstva

Faza 1: Tender priprema (mart — april 2026)

Tim formiranje: AP imenuje 3-5 senior developera (.NET/SharePoint profili) + team lead **CV-ovi i reference:** Basic AS formatira za norveški standard, AP isporučuje sadržaj **Tehnički prijedlog:** AP piše arhitekturu i tehničko rješenje, Basic AS prilagođava za tender format **Kvalifikacija:** Basic AS obezbjeđuje registraciju u Achilles Utilities NCE (obavezno za Statnett) **Pricing model:** Zajednički definišemo satnice, Basic AS kalkuliše ukupnu cijenu sa maržom **Submission:** Basic AS podnosi tender do roka (4. maj 2026.)

Faza 2: Delivery setup (nakon dodjele ugovora)

Projektni kickoff: Zajednički meeting sa Statnett-om (Basic AS vodi, AP tech lead prisustan)

Infrastruktura: Azure okruženje, CI/CD pipeline, repozitoriji — Basic AS DevOps + AP team

Komunikacija: Slack/Teams kanal za dnevnu koordinaciju, Basic AS project manager kao bridge

Sprint cadence: Dvosedmične iteracije, sprint review sa klijentom

Faza 3: Tekuća isporuka

AP tim radi iz Sarajeva — puni remote, engleska komunikacija sa klijentom **Basic AS project manager** koordinira sa Statnett-om na norveškom **Sedmični status report** — Basic AS priprema na norveškom za klijenta, interni na engleskom **QA:** Basic AS interni pipeline testira, review-a i validira deliverables **Fakturisanje:** Basic AS fakturiše Statnett u NOK, AP fakturiše Basic AS prema dogovorenom split-u

Komunikacijski model

Statnett ??	Basic AS (norveški) ??	AP Team Lead (engleski) ??	AP Developeri
	?	?	
	Project Manager		Tech decisions
	Client relations		Architecture
	Compliance		Code delivery

Eskalacijski put

Tehnička pitanja: AP Team Lead → Basic AS Tech Lead → Zajednički steering **Klijentska pitanja:** Basic AS PM → Alem (CEO) → Zajednički eskalacija **Ugovorna pitanja:** Alem ↔ AP Leadership direktno

Brojke

Konzervativno (Godina 1):

2-3 dobijena tendera Ukupna vrijednost ugovora: 10-20M NOK (900K-1.8M EUR) Višegodišnji

ugovori sa obnovama

Rast (Godina 2+):

Okvirni sporazumi sa norveškim javnim entitetima Godišnji pipeline: 20-50M NOK (1.8M-4.5M EUR)
Dedicirani AP tim od 10-20 za norvesko tržište

Zašto sada

Norveški javni sektor se brzo digitalizira — IT potrošnja na rekordnim nivoima **Bosna ima talent** — AP-ov centar u Sarajevu ima 290+ developera po konkurentnim cijenama **Remote je norma** — norveški javni sektor prihvata distribuirane timove post-COVID **Naši procesi nam daju prednost u isporuci** — Basic AS operativna efikasnost znači brže, jeftinije, kvalitetnije **Prednost prvog pokretača** — malo BiH kompanija ima direktan pristup norveškom tržištu kroz lokalni entitet **Imamo živ tender SADA** — Statnett rok je 4. maj, dovoljno vremena za kvalitetnu zajedničku ponudu

Predloženi sljedeći koraci

Poziv — 30 min, Alem (Basic AS) + AP leadership — dogovaramo detalje **Statnett tender review** — zajednička evaluacija i go/no-go **MoU potpis** — neobavezujući okvir partnerstva **Zajednička ponuda** — Statnett, rok 4. maj 2026.

Kontakt

Alem Bašić Osnivač i CEO, Basic AS Email: alem@alai.no Telefon: +47 40 47 42 51

Authority Partners — Partnership Pitch (EN)

Partnership Proposal: Basic AS × Authority Partners

From: Alem Bašić, CEO — Basic AS **To:** Authority Partners Leadership **Date:** February 2026
Subject: Strategic Partnership for Norwegian Public Sector IT Tenders

The Opportunity

Norway's public sector spends billions annually on IT services through regulated procurement (Doffin/TED). Right now, we're tracking active tenders worth 7M+ NOK from clients like **Statnett SF**, **DFØ**, and **GKI Grenland** — all requiring experienced software development teams.

The problem: These tenders require a Norwegian legal entity, local market knowledge, and the ability to deliver enterprise-grade software with experienced developers.

The solution: Basic AS has the Norwegian presence, tender pipeline, and proven project management. Authority Partners has the engineering talent, enterprise track record, and Microsoft ecosystem expertise. Together, we win contracts neither could alone.

Who We Are

Basic AS (Norway)

- **Full-service digital consulting and delivery** — part of ALAI Group
- **Streamlined operations** — efficient project management, QA, delivery processes

- **Norwegian entity** (AS), based near Oslo
- **Active tender pipeline** — systematic monitoring of Doffin/TED with scoring methodology
- **Tech stack:** React, Next.js, Node.js, Python, Java, Azure/AWS/GCP
- **Leadership:** Alem Bašić (CEO) — Bosnian-Norwegian, fluent in both markets

Authority Partners (Bosnia & Herzegovina / USA)

27+ years of technology consulting and custom software development **300+ consultants** across 5 continents **Microsoft Azure Partner** (Award winner 2018) **Tech stack:** .NET, C#, Azure, Java, SharePoint, SQL Server **Enterprise clients** across multiple industries **8x Most Attractive Employer in BiH** — proven talent retention **HQ:** Irvine, California / Sarajevo, Bosnia

Why This Partnership Works

Basic AS Brings	Authority Partners Brings
Norwegian legal entity (required for tenders)	300+ experienced developers ready to deploy
Active tender pipeline (Doffin/TED scanning)	27 years enterprise delivery track record
Norwegian market knowledge & language	Microsoft Azure partnership & certification
Proven project management & QA methodology	.NET / Azure / SharePoint deep expertise
Client relationships in Norway	Proven delivery in regulated industries
Competitive pricing through operational efficiency	Scalable team capacity (5-50+ developers)

Key synergy: Most Norwegian public sector runs on Microsoft stack (.NET, Azure, SharePoint). AP is a certified Microsoft partner with deep expertise exactly where the market demands it.

First Target: Statnett SF

We have an active tender that's a perfect fit for our combined capabilities:

Detail	Value
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Client	Statnett SF (Norwegian national grid operator, state-owned)
Project	New IT solution for governing documents, guidelines and requirements
Value	7,000,000 NOK (excl. VAT)
Duration	3 years + up to 5 renewals (potentially 8 years)
Deadline	May 4, 2026
Remote	Yes — no on-site requirement
English	Accepted — Norwegian not mandatory
CPV	72000000 (IT services: consulting, software development)
TED	Notice 36107-2026

Why we win this together: Document management systems = AP's core competency (SharePoint, .NET) Basic AS provides Norwegian entity + tender submission + project management AP provides senior developers who've built enterprise document systems Remote-OK means Sarajevo team delivers directly 3-8 year contract = stable, recurring revenue for both sides

Proposed Partnership Model

Structure

Basic AS is the prime contractor (Norwegian entity required by procurement law, part of ALAI Group) **Authority Partners Inc. (US entity)** is the named subcontractor / delivery partner Revenue split negotiated per project (suggested starting point: 60/40 or 70/30 depending on AP team allocation)

Basic AS Handles

Tender identification, scoring, and submission Compliance documentation (Norwegian regulatory) Client communication and relationship management Project management and delivery oversight Rigorous QA and validation processes Invoicing and Norwegian MVA/tax compliance

Authority Partners Handles

Software architecture and technical design Development team allocation (senior developers) Code

delivery and technical documentation Microsoft ecosystem integration Performance and security testing

Governance

Joint steering committee (monthly) Shared project tracking Dedicated AP team lead per project SLA-based delivery commitments

Legal & Procurement Structure

Norwegian public procurement follows EU/EEA directives. Since Bosnia and Herzegovina is not a member of the EU, EEA, or the WTO Government Procurement Agreement (GPA), the formal contracting structure matters.

Recommended structure:

Statnett SF ? Basic AS (Norway/EEA) ? Authority Partners Inc. (USA/GPA) ? AP delivery team

Basic AS (Norwegian entity) is the prime contractor — fully compliant as an EEA company
Authority Partners Inc. (US entity, Irvine CA) is the named subcontractor — the USA is a GPA signatory, giving AP full rights under Norwegian procurement law **AP's development team** operates from Sarajevo — this is AP's internal staffing decision, not a procurement concern Remote delivery is accepted by Statnett, so physical location of developers is not restrictive

This structure ensures full compliance with Norwegian procurement regulations (Anskaffelsesloven) while leveraging AP's Sarajevo-based talent pool.

Note: We recommend that Authority Partners Inc. (US) is the formal subcontractor entity on the tender submission, rather than Authority Partners d.o.o. (BiH).

The Numbers

Conservative (Year 1):

2-3 won tenders Total contract value: 10-20M NOK Multi-year contracts with renewals

Growth (Year 2+):

Framework agreements with Norwegian public entities Annual pipeline: 20-50M NOK Dedicated AP team of 10-20 for Norwegian market

Why Now

Norway's public sector is digitizing fast — IT spending at record levels **Bosnia has the talent** — AP's Sarajevo center has 290+ developers at competitive rates **Remote is the norm** — Norwegian public sector accepts distributed teams post-COVID **Our processes give us a delivery edge** — Basic AS operational efficiency means faster, cheaper, higher quality **First-mover advantage** — few BiH companies have direct Norwegian market access through a local entity **We have a live tender NOW** — Statnett deadline is May 4, enough time for a quality joint bid

Proposed Next Steps

Introductory call — 30 min, Alem (Basic AS) + AP leadership **Statnett tender review** — joint evaluation and go/no-go **MoU signing** — non-binding partnership framework **Joint bid submission** — Statnett, deadline May 4, 2026

Contact

Alem Bašić Founder & CEO, Basic AS Email: alem@alai.no Phone: +47 40 47 42 51

ALAI Holding AS — We build digital. You build business.

SINTEF Partnership — Akershus REV4 Scope Narrowing (28.04.2026)

SINTEF Partnership — Akershus REV4 Scope Narrowing (28.04.2026)

Pregled / Overview

On 28 April 2026, following feedback from Brian Elvesæter (Senior Research Scientist, SINTEF Digital), ALAI narrowed the scope of the Akershus fylkeskommune research funding application from a multi-theme FoU program to a focused pre-project centred on one primary research question. The decision was prompted by Brian's observation that the NOK 750K / 12-month budget could not realistically support the breadth of research themes originally included in REV3 (regulatory ontology, multi-agent compliance orchestration, explainable audit logging, AML/transfer learning, prototype integration, and publication ambitions). REV4 was finalized the same day, with scope reductions agreed and a follow-up email sent to Brian confirming the changes. The Akershus application is scheduled for submission on 4 May 2026 via regionalforvaltning.no. SINTEF's Letter of Intent (LOI) is in process through their Contract Advisor → manager → signature path; a signed copy will follow once internal approvals complete.

Brian Elvesæter Feedback / Brian's Feedback (verbatim)

From Brian's email, 28 April 2026 11:27 UTC:

> "Regarding the Akershus application, I think the main issue is that the scope is still too broad for a 750 KNOK / 12-month pre-project. As it stands, it covers several substantial research topics at once, including regulatory ontology, multi-agent compliance orchestration, explainable audit logging, AML/transfer learning, prototype integration, and publication ambitions. > > I also think SINTEF's role should be defined more narrowly. A senior researcher at SINTEF is typically around 3 000 NOK per hour, so to make good use of the budget, our contribution needs to be focused on the parts of the project where research input is most valuable. > > My recommendation would therefore be to use the Akershus project as a more focused pre-project, centred on the question or questions that are most important or most uncertain for your company. I think that would make the application more realistic and also provide a stronger basis for a later IPN application."

Regarding the LOI:

> "I have now sent the LOI to our Contract Advisor for review. After that, it will need to go to my manager for approval and signature on our side. Since 1 May is a public holiday, I cannot guarantee that we will be able to complete the process before then, but I will do my best to follow up as quickly as possible."

Donesene Odluke / Decisions Made

ALAI accepted Brian's feedback in full and made the following scope reductions in REV4:

AML / transfer learning — Entirely removed from the Akershus phase. Deferred to IPN Work Package 4 (diaspora-specific pattern recognition, full 36-month research program). **Publication ambitions** — Removed from Akershus deliverables. Deferred to IPN, where 36-month timeline and multi-partner structure better support publication output. **Ontology and explainable audit logging** — Reframed as **instrumental tools** serving the primary research question, not co-equal research themes. Section 1.4 now explicitly labels these as "Metode 1" (minimal NO-HR regulatory ontology) and "Metode 2" (agent dialog as explainable audit trail) — both subordinate to the primary question. **SINTEF role** — Narrowed to approximately **250 hours over 12 months** (using Brian's 3 000 NOK/hour benchmark = NOK 750K), focused on two concrete deliverables: 1. Multi-agent orchestration design (architecture contribution + research-based evaluation methodology for

the negotiation protocol) 2. Minimal NO-HR regulatory ontology (machine-readable representation of payment requirements from Finanstilsynet + HNB with conflict-detection semantics) **Broad IPN themes** — Deferred to the planned 36-month Forskningsrådet IPN application (NORBAL-PAY), where full multi-jurisdictional coverage (NO-HR-RS-BA), extended research questions, and larger SINTEF FTE allocation (1.0 FTE / 36 months) are appropriate.

Glavno Forskningspitanje / Primary Research Question

REV4 Section 1.2 establishes a single primary research question:

Norwegian: "Hvordan kan et multi-agent AI-system levere verifiserbare kryssjurisdiksjonelle compliance-beslutninger i NO-HR betalingsstrømmer?"

English gloss: "How can a multi-agent AI system deliver verifiable cross-jurisdictional compliance decisions in NO-HR payment flows?"

Two instrumental sub-questions serve this primary question (Section 1.4): 1. Which minimal regulatory ontology (NO + HR) is required for agents to share common understanding? 2. How does the multi-agent system generate an audit trail that is explainable to regulatory authorities?

These sub-questions are explicitly framed as tools (methods) for answering the primary question, not as separate research contributions of equal weight.

Što je Ostalo / What Remains

Sections 5, 6, and 7 of the Akershus application (Regional Verdiskaping / Regional Value Creation,

Bærekraft og Samfunnsnytte / Sustainability and Social Benefit, Om Søker / About the Applicant) were kept verbatim from REV3. These sections are required by the Akershus application format and are not subject to the research scope narrowing. They document:

Regional impact: 1-2 new positions in Kløfta/Ullensaker within 18 months, tech competence building in Øvre Romerike, export potential from Akershus headquarters. **Sustainability:** Addresses UN Sustainable Development Goal 10.c (reduce remittance transaction costs to <3%, Drop targets <1%), digital alternatives to physical cash transfer offices. **Applicant background:** ALAI Holding AS (org.nr 932 516 136), founder Alem Bašić, 25+ years software development, Entur Tech Lead, Norwegian-Bosnian background, no prior Akershus funding, Innovasjon Norge rejection addressed (innovation height + Norwegian research anchor via SINTEF Digital).

LOI Status — 28.04.2026

Brian Elvesæter confirmed on 28 April that the revised LOI (REV2, with pre-commitments removed per SINTEF internal policy) has been forwarded to SINTEF's Contract Advisor for review. After Contract Advisor review, the LOI will proceed to Brian's manager for approval and signature.

Timeline constraint: 1 May 2026 is a public holiday in Norway. Brian stated: "I cannot guarantee that we will be able to complete the process before then, but I will do my best to follow up as quickly as possible."

ALAI action: Akershus application will be submitted on 4 May 2026 with a note that the signed LOI will follow once SINTEF's internal approval process completes. The signed LOI will be attached to the subsequent Forskningsrådet IPN application (NORBAL-PAY, deadline TBD).

Files / Datoteke

| Path | Purpose | |-----|-----| | `~/Public/sintef-outreach/akershus-tilskudd-draft-REV4.md` | Final

Norwegian application source (markdown), post linguistic review | | [~/Public/sintef-outreach/akershus-tilskudd-draft-REV4.pdf](#) | Rendered PDF (12 pages, 80KB, AI-NATIVE INFRASTRUCTURE branded), ready for 4 May submission | | [~/Public/sintef-outreach/follow-up-brian-2026-04-28.md](#) | Email draft Alem sent to Brian Elvesæter confirming REV4 scope narrowing | | [~/Public/sintef-outreach/preview/akershus-tilskudd-draft-REV4-page-1.png](#) | Page 1 preview (if generated) | | MC #9985 | BookStack documentation task (this page) | | MC #8720 | SINTEF partnership parent task | | MC #7412 | Funding tracker master task |

Sljede?i Koraci / Next Steps

1. **Akershus submission** — Submit final PDF on 4 May 2026 via regionalforvaltning.no before 23:59 deadline. Application includes note that signed LOI will follow once SINTEF internal approvals complete. 2. **Monitor Brian's response** — Await Brian's confirmation of: - LOI comfort level with REV4 scope narrowing - Any Contract Advisor flags requiring LOI text adjustment - Signature completion timeline 3. **Signed LOI ettersendes** — Once Brian confirms the LOI has been signed, attach the signed copy to the Akershus submission portal (if portal allows post-submission attachments) and retain for the IPN application. 4. **IPN application preparation** — Use Akershus pre-project as basis for full 36-month IPN application (NORBAL-PAY) to Norges Forskningsråd. IPN application will include broader themes deferred from Akershus (AML/transfer learning, publication ambitions, full multi-jurisdictional coverage NO-HR-RS-BA).

Lessons / Pouke

Brand tagline source of truth: The AI-NATIVE INFRASTRUCTURE tagline used in REV4 PDF header was sourced from [~/system/templates/proposals/standard-proposal.html](#), not from CLAUDE.md memory. CEO caught an earlier draft that used a different tagline from LLM memory. Lesson: Always verify brand assets from canonical template files before rendering final PDFs. **Pitch scope discipline:** The original email pitch to Brian (27 April 2026) already had tight scope (multi-agent compliance for NO-HR payment corridor). The REV3 application document broadened scope to include AML, publications, and multi-theme research. Lesson: Keep grant application scope as tight as the initial pitch — scope creep between pitch and formal application dilutes focus and reduces credibility with research partners. **Pre-project framing:** Brian's recommendation to use

Akershus as a "focused pre-project, centred on the question or questions that are most important or most uncertain for your company" provided clear structural guidance. REV4 adopted this framing explicitly in Section 1.2 (primary question) and Section 3.3 (sequenced pre-phase positioning before IPN). Lesson: When a senior research partner offers structural framing advice, adopt it verbatim — they know what evaluators expect.

Reference / Reference

MC tasks: #9985 (this BookStack documentation task), #8720 (SINTEF partnership parent), #7412 (funding tracker master) **Email thread:** Brian.Elvesater@sintef.no, signe.riemer-sorensen@sintef.no **SINTEF contact:** Brian Elvesæter (Senior Research Scientist, SINTEF Digital, Software Engineering Safety and Security), mobile +47 909 74 377 **Akershus portal:** regionalforvaltning.no (submission deadline 4 May 2026, 23:59) **IPN future application:** Norges Forskningsrådet (Forskningsrådet.no), Innovasjonsprosjekt i næringslivet (IPN) call (NORBAL-PAY, 36 months, NOK 8M budget)

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