Master's thesis

NTNU
Norwegian University of Science and Technology
Faculty of Architecture and Design
Department of Architecture and Planning

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Equinor going Vested

A case study of Equinor´s implementation of Vested with ISS in Facility Management

Master's thesis in Real Estate Development and Management
Supervisor: Collins, David Anthony
June 2023

(NOBIS, n.d.)

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Preface

This thesis represents the culmination of the Master's program in Real Estate Development and Management at the Faculty of Architecture and Design at the Norwegian University of Science and Technology, worth 30 credits. The thesis was written in the spring semester of 2023, in the subject AAR4992 – Master thesis in Real Estate Development and Management. The inspiration for this research came from an Operation Manager's reference to the "future agreement" of Facility Management, Vested. Consequently, the goal was to analyse the entire process undertaken by Equinor in adopting the Vested approach, which is of particular interest due to its emphasis on trust and relationship-building between partners.

Many individuals have contributed to the success of this project, but first and foremost, I would like to express my gratitude to my primary supervisor for his unwavering support and guidance throughout the assignment. His commitment to the topic has been instrumental in keeping me motivated and on track. I have learned a lot from his expert advice and have gained proficiency in using English expressions. Additionally, I would like to thank my co-supervisor Svein Inge Kallevik, a leader in Facility Management at Equinor, for his valuable insights into the agreement between Equinor and ISS and for facilitating connections with relevant key stakeholders. I am also deeply grateful to my parents who have provided me with continuous support and helped proofread the thesis on multiple occasions. Further, I would like to express my gratitude to Kate Vitasek, a researcher at the University of Tennessee and one of the founders of the Vested methodology, for her invaluable expertise and for generously sharing helpful resources with me. Finally, I would like to extend a heartfelt thank you to all the respondents from Equinor, ISS, and Cirio, who generously gave their time and expertise to contribute to my research.

Thiis, Pernille Bang

Abstract

This thesis aims to examine the relationship-based business model, Vested, through a case study of Facility Management in Equinor. Vested is a methodology consisting of five rules that are crucial to its implementation, with the primary aim of establishing trust and fostering strong relationships among the involved partners. This model represents a transformation from power-based dynamics commonly found in contractual relationships, emphasizing the significance of the relationship-based approaches.

Through an in-depth examination of Facility Management in Equinor, this research will explore the implementation process and the subsequent period. The collaboration under investigation specifically involves ISS as the partner. Consequently, the study will primarily research Equinor's perspective in exploring the applicability of the Vested model. The problem statement chosen for investigation is as follows:

What are the key challenges and opportunities faced in the implementation of the Vested approach between Equinor and ISS within Facility Management?

Qualitative interviews and observations constituted the primary research method, with a total of 9 in-depth interviews conducted. Furthermore, observations were carried out at Equinor´s office buildings located in Trondheim, Bergen, and Stavanger. Complementing the empirical data, an extensive review of relevant literature, document analysis, and participation in online courses of the Vested methodology was undertaken. Notably, these online courses were provided by The University of Tennessee, the institution responsible for developing the Vested methodology.

The findings of this thesis demonstrate that the process of reaching an agreement between Equinor and ISS has been extensive and dynamic, and not the least - successful. This novel approach to deal-making introduced a paradigm shift for both partners involved. Equinor and ISS dedicated themselves to a series of 52 full-day workshops spanning a period of six months, aiming to implement all five rules outlined in the Vested methodology. Consequently, Equinor and ISS had to navigate through three preceding steps and clarifications before engaging in price-related negotiations, which is typically a critical element in all agreements. The research underscores the significance of adopting a progressive approach, emphasizing the importance of establishing trust and a strong relationship before delving into price considerations.

Furthermore, the results indicate that both partners exhibited significant commitment and motivation to achieve an agreement grounded on trust, which has played a pivotal role in their success. The relationship-based model has facilitated innovation and flexibility in adapting to changes and exploring new methods in Facility Management. Additionally, meticulous follow-up and structured governance have emerged as crucial factors contributing to their accomplishments.

It is important to acknowledge that every organisation is unique, and the choice of approach in an agreement depends on individual needs. Thus, the research does not provide a definitive blueprint for all relationship-based engagements. However, it presents empirical evidence demonstrating the relationship-based model's efficacy within the agreement between Equinor and ISS.

Sammendrag

Formålet med denne oppgaven er å utforske den relasjonsbaserte forretningsmodellen Vested gjennom en case-studie av Facility Management i Equinor. Vested-metoden består av fem regler som må følges i implementeringsprosessen, og målet er å etablere tillit og relasjoner mellom partene. Denne modellen representerer en overgang fra en maktsentrert relasjon i kontraktsforholdet til en mer relasjonsbasert tilnærming.

Gjennom en case-studie av Facility Management i Equinor, sammen med ISS, blir implementeringsprosessen og etterfølgende periode undersøkt. Oppgaven tar hovedsakelig Equinor´s perspektiv på modellen, og den valgte problemstillingen er:

Hva er de viktigste utfordringene og mulighetene knyttet til implementeringen av Vested-tilnærmingen mellom Equinor og ISS innenfor Facility Management?

Forskningen er basert på kvalitative intervjuer og observasjoner, der totalt 9 dybdeintervjuer er gjennomført. I tillegg har det vært observasjoner på kontorbyggene til Equinor i Trondheim, Bergen og Stavanger. Videre har det også vært litteraturstudier, dokumentanalyse og deltakelse i flere nettbaserte kurs. Disse kursene er gjennomført digitalt ved The University of Tennessee, som er universitetet der Vested-metodologien ble utviklet.

Funnene i oppgaven viser at det har vært en omfattende og innholdsrik prosess for å oppnå en avtale mellom Equinor og ISS, ettersom dette var en ny tilnærming for begge parter. Equinor og ISS engasjerte seg i en serie med 52 fulle dagers workshops over en periode på seks måneder for å implementere alle de fem reglene i Vested-metodologien. Det bemerkelsesverdige var at prismodellen, som vanligvis er et kritisk element i enhver avtale, ikke ble diskutert før regel 4, langt ut i prosessen. Dette medførte at Equinor og ISS måtte gå gjennom flere steg og avklaringer før de begynte å diskutere pris. Forskningen understreker betydningen av en progressiv tilnærming, med fokus på å etablere tillit og relasjoner før prisdiskusjoner tar sted.

Resultatene viser også at begge parter var svært engasjerte og motiverte for å oppnå en avtale basert på tillit, og dette har hatt en betydelig innvirkning på suksessen. Innovasjon og fleksibilitet for å møte endringer og utforske nye metoder innen eiendomsforvaltning har vært enklere å oppnå med den relasjonsbaserte modellen. Tett oppfølging og strukturert styring har også vært en viktig faktor for suksessen.

Hver organisasjon er unik, og den optimale tilnærmingen i en avtale varierer basert på individuelle behov. Forskningen som presenteres her representerer ikke en universell fasit for hvordan alle relasjonsbaserte forhold kan utvikle seg, men den gir empirisk bevis på at det har vært vellykket mellom Equinor og ISS.

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1 Introduction

This thesis aims to analyse the relationship-based business model Vested, focusing on the implementation of Vested within a large organisation in Norway. The research will explore the practical aspects of the business model and the experiences in its implementation process, from the perspective of Facility Management (FM).

The practice of exchanging goods and services dates back to ancient times. Even Roman soldiers exchanged their services for the empire in return for salt (Square, 2017). This can be compared to modern organisations that opt to procure external services in exchange for payment, resulting in a relationship between the service provider and the buyer. Traditional business models have been the norm for a long time. However, there has been a recent emergence of the need for new business models that can adapt to constantly evolving needs and changes. The concept of a business model that can generate profits for both partners in a business relationship has been considered unconventional (McGrath , 2010 , p. 247).

David Frydlinger, Vice President of Cirio, points out that there is a growing trend towards relationship-based partnerships, even though many such partnerships face challenges stemming from conflicting interests (Frydlinger, 2015, pp. 22-23). According to Kate Vitasek, one of the founders of Vested, most business relationships are governed by self-interest with each party focused on "What's-In-It-For-Me," even when circumstances change. This is largely due to the limitations of transaction-based business models (Tennessee, n.d. a).

1.1 Vested

What´s in it for WE instead of what´s in it for ME?

In 2003, the University of Tennessee (UoT) began a research project funded by the U.S. Air Force, seeking a better way to procure goods and services. Researchers at UoT researched the world´s most successful business relationships where there was a drive for innovation and where value was created for both partners. The research found five key rules which have the potential to transform outsourcing relationships and increase both innovation and improve efficiency (Vitasek & Manrodt, 2012, p. 6). In 2010, UoT launched the book - *Outsourcing Five Rules that will transform outsourcing*, and ten years later, more than 57 companies have used the Vested methodology in partnerships (Tennessee, n.d. a).

Vested is a relationship-based business model, where the goal is that the partners create shared vision, values, and goals that will create an agreement with a What´s-in-it-for-WE mindset, and where the agreement will be beneficial for both partners. Although not a new concept, the UoT conducted extensive research on various outsourcing relationships and distilled their findings into a comprehensive methodology which became known as Vested (Vitasek & Manrodt, 2012, p. 6).

Robert Solow, economist, and Nobel Prize winner in 1987 states that 87% of economic growth is driven by "technical change" that comes from improvements in business processes or technical improvements in products (Tennessee, n.d. a). The conventional approach to agreements is often too detailed for the partners to meet innovations and change. The situation is expected to be different with the Vested approach, as the companies will most likely be able to be more flexible, and both will benefit from innovation and change.

Conventional approach	**Vested approach**
Buys "transactions"	Buys "outcomes"
Uses detailed statement of work, dictating the "how"	Uses flexible statements of objectives, enabling the service provider to determine the "how"
Measures success through many Service Level Agreements	Measures success through a limited number of Desired Outcomes
Uses "prices", paying service providers a price per transaction	Uses a jointly designed pricing model with incentives that optimise the overall business and fairly allocate risk/reward
Focuses on oversight to manage the supplier	Focuses on insight, using governance mechanisms to manage the business **with** the supplier

Table 1 - Compares the conventional and Vested approach (Tennessee, n.d. b)

Table 1 compares the conventional and Vested approaches to business agreements. The table shows that the Vested approach is more sufficient for both the buyer and supplier, based on a transparent collaboration.

Internationally, several companies have chosen the relationships-based business model, Vested. For example, Compass Group, FedEx, Microsoft, PwC, Exel, McDonald's and Dell (Tennessee, n.d. c). In Norway, there are two known companies that have chosen the Vested agreement: Storebrand and Equinor. But yet, the business model is not widely known.

1.2 Equinor going Vested

For many years, Equinor had outsourced services within Facility Management. The existing contract at the time had two remaining options of 2+1 years. As part of the assessment process for these options, EY was engaged to conduct a contract review (deal review). The findings of the EY report, along with internal analyses and assessments, formed the basis for evaluating whether to exercise the options or terminate the contract and initiate a new market request. The decision on exercising the option and selecting the appropriate solution relied on the comprehensive evaluation of these inputs.

The report indicated that the agreement with the previous FM vendor followed a traditional approach involving detailed requirements, reports, and micro-management, leading to a win-lose contract, indicating a power-based agreement leaving the previous FM vendor with no incitements for improvements and innovation.

In contrast, Equinor's direction was towards a relationship-based approach, as confirmed by the EY report. Equinor's greater need for specialist services rather than generalist services was highlighted. As a result, Vested was introduced to Equinor for the first time. Equinor conducted a business model mapping exercise, which reinforced the need for a relationship-based agreement. The EY report and business model mapping were subsequently presented as a recommendation to the Executive management team who subsequently granted the authorization to proceed with its implementation. Additionally, Equinor had to decide whether they wanted to "flip the deal" with the previous FM vendor and transform to a relationship-based agreement with them or whether to go out in the market. Equinor reached the decision to proceed with a new market request. The primary impetus behind initiating a new request stemmed from Equinor's extended absence from the market for these services, spanning a duration of 7 years. This lapse coincided with a period of substantial market transformation.

It was also argued that to "flip the deal" with the previous FM vendor would require a cultural and management change, as both the culture and collaboration with the previous FM vendor had been based on power. Consequently, as Equinor made the decision to proceed with a new market request, the aim was to create an inclusive platform where all invited actors could showcase their service offerings. By doing so, Equinor sought to ensure a fair and equitable opportunity for all stakeholders to participate and present their capabilities.

Equinor invested time in identifying potential partners for their relationship-based agreement. In doing so, they sought companies who had prior experience with similar agreements, regardless of whether they had experience with Vested specifically. Equinor recognised the importance of selecting companies with some level of experience in relationship-based agreements, as it would be too demanding to work with any who were entirely new to the concept.

Equinor identified five companies through a marked survey that had experience with relationship-based agreements, and these were invited to Request for Information before proceeding with the Request for Partner. The Request for Partner process within a relationship-based business model has clear similarities with a traditional Request for Proposal process, but the difference is how it is evaluated.

Evaluation criteria		Ranking (1=most important)	Skala	Weighting (as decided by steering group)	Description	Source for evaluation, step 1 (RFPartner answers)
1	**Relationship and trust**	1	1-5	50 %	*The supplier must have an organization that will fit well with Equinor's culture and values: Open, Collaborative, Courageous and Caring. This involves having a culture based on trust where openness and collaboration are expressed through company values. In addition, there should be a strong and sincere interest in entering a relationship-based contract with Equinor.*	Appendix 1

Figure 1 - Equinor´s description of relationship and trust

A questionnaire was drawn up which all the stakeholders had to answer. As seen in Figure 1, relationship and trust were given 50% weighting. The weighting and description as seen in Figure 1, show that Equinor focuses on the supplier having an organisation that will fit well with Equinor´s culture and values. In addition, Equinor also points out that there should be a strong and sincere interest in entering a relationship-based contract with Equinor.

As part of the evaluation criteria on relationship and trust, it included the company´s profile, experiences with relationship-based agreements, key people, and competence, as seen in Figure 2. Equinor also set evaluation criteria for the stakeholders' willingness to reduce costs and increase capacity, as the company needed to find a stakeholder capable of delivering to all locations. Besides the questionnaires, Equinor provided the stakeholders with information about the company, including the timeline, services required, volume, number of workplaces, and locations involved.

Supplier 1	Relationship and trust	See sheet B
1	Vision and value base	To what degree does the supplier's strategy match the Buyer's strategy? (Degree of strategic fit)
2	Company profile	To what degree does the supplier's company profile match the company profile requested by the Buyer?
3	Experience and attitude towards relationship-based agreements	To what degree does the supplier have competences and experiences from relationship-based agreements? To what degree does the supplier team have the competences needed? To what degree would you like to work with the supplier's team?

Figure 2 - The questions about relationships and trust from the questionnaire

After evaluating the questionnaire responses, two of the companies were invited to workshops to further clarify and discuss their answers. Following this process, Equinor selected ISS as the company to proceed with in the next phase of the process.

1.3 Equinor and ISS

The parties have a Vested interest in each other´s success.

Equinor and ISS have given the agreement and relationship the name - NOBIS. NOBIS is Latin for *collaboration – for us and together*. The contract for the Facility Management services between Equinor and ISS went live on November 1, 2021.

1.3.1 Equinor

Statoil was established in 1972, and in the late 80s, Statoil became a significant player in the European oil and gas market. In 1979, Statoil started the first production of oil on the Statfjord field. Statoil changed the name to Equinor in 2018 after the General Meeting voted, arguing that the name better reflected the development and identity of future generations. Today Equinor is an international energy company with headquarters in Norway. The company has over 22,000 employees in 30 countries. Equinor is the largest energy supplier to Europe and Norway's largest oil and gas operator. Equinor is responsible for about 70 percent of overall oil and gas production in Norway and produces around 2 million barrels of oil every day (Equinor, n.d.).

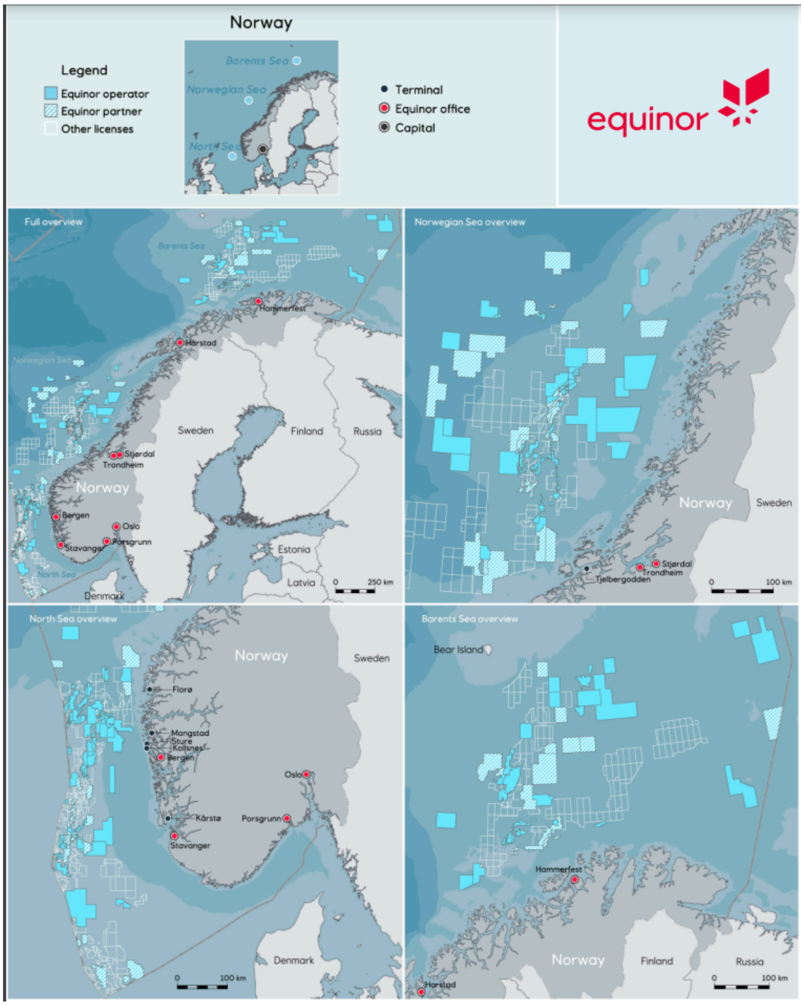


Figure 3 - Geographical overview of the locations (Equinor, n.d.)

As shown in Figure 3, Equinor has offices in 8 cities in Norway. The company is geographically spread with offices all over Norway. Several of the locations have many office buildings with many employees. The head office is located in Stavanger and group activities take place in both Stavanger and Oslo (Equinor, n.d.).

The office locations covered by the Vested agreement with ISS are Stavanger, Bergen, Trondheim, Stjørdal and Harstad. Until March 31, 2023, ISS also provided services to locations in Oslo.

In addition, Equinor also has Onshore Plants at Kårstø, Sture, Kollsnes, Mongstad, Tjeldbergodden, and Hammerfest. Equinor also have bases at Dusavik, Mongstad, Florø, Kristiansund, Sandsnessjøen, and Polar base (Hammerfest). The Onshore Plants and bases have FM services provided by Coor.

1.3.2 ISS

ISS was founded back in 1901 in Copenhagen, Denmark. In 1934, ISS entered the cleaning business, and today, the company is international with core services that include security, cleaning, technical, food, and workplace. ISS was established in Norway in 1952, with headquarters in Oslo and offices throughout the country. Worldwide, ISS is located in over 30 countries, with 350,000 employees and over 40,000 customers (ISS, n.d.). ISS Norway has approximately 10,000 employees.

The Vested contract with Equinor is one of Northern Europe´s largest contracts for ISS. It was an essential contract for the global ISS and ISS Norway; all funds and resources were given to get it. A significant business transfer was also carried out from the previous FM vendor, the former supplier, to Equinor on FM services. As a result, ISS took over parts of the portfolio, in addition to 232 employees. Today, ISS has 300 of the 10,000 employees working on the Vested contract on Equinor´s locations.

1.4 Problem statement and research questions

The implementation of the Vested approach in the facility management process between Equinor and ISS poses unique challenges and opportunities. In addition, there is a need to examine and understand the specific problems and factors that influence the successful implementation of Vested in this context. By conducting a case study on Equinor's implementation of Vested with ISS within Facility Management, this research aims to identify the methodology itself, key challenges and opportunities providing valuable insights into enhancing the effectiveness and efficiency of such partnerships.

The chosen problem statement for this research is:

What are the key challenges and opportunities faced in the implementation of the Vested approach between Equinor and ISS within Facility Management?

The three chosen research questions to answer the problem statement is:

- To what extent has Vested made it possible to make an agreement based on trust and relationship?
- What challenges follow the development of an agreement based on trust and relationship in Vested?
- How has Vested impacted the overall innovation and potential for flexibility within the scope of Equinor´s facility management?

1.5 Thesis outline

In the preceding introduction, the research topic, background, and problem statement were presented. There was also given information about the two relevant organisations for the thesis.

In Chapter 2, the chosen methodology for the research is presented and justified. The rationale behind the selection of the research method, problem statement, and data collection approach will be discussed. In addition, the ethical considerations related to validity and reliability will be discussed.

In Chapter 3, relevant concepts and theories related to the chosen theme and problem statement are presented. The first section will focus on the theory directly linked to Vested, followed by an elaboration on concepts such as organisational innovation and joint management. Additionally, this chapter will provide a closer definition of sustainability, sourcing, and outsourcing.

In Chapter 4, it is structured into three distinct parts. The first part outlines the five rules necessary for the partners to successfully establish a Vested agreement, including the requisite steps and associated processes. The second part examines notable highlights from the practical implementation of the Vested agreement. Finally, the third part provides a summary of critical factors to consider during the implementation process, including the most essential do's and don'ts.

In Chapter 5, the discussion revolves around the results obtained from the interviews presented in Chapter 4. These findings are examined in light of the existing literature and theory presented in Chapter 3.

In Chapter 6, the research concludes by presenting the key findings. This section addresses the extent to which the conducted research has successfully addressed the research question.

Chapter 7, further recommendations, and opportunities for further research is addressed.

2 Method

This chapter will present and justify the research methodology chosen for this study. The rationale behind the selection of the research method, problem statement, and data collection approach will be discussed. In addition, the ethical considerations related to validity and reliability will be discussed. Some aspects of the method used in this study are derived from preparatory work conducted in autumn 2022, specifically in the subject AAR4874 Theory and Method. Consequently, certain paragraphs in this research refer to “Thiis, 2022” acknowledging the source.

In social science research, there are two main methods, qualitative and quantitative. When using a qualitative method, one wants to find out why something is done, how something is said, how something is experienced, or how something is developed. Through this method, we aim to understand and interpret human experiences, such as how someone thinks, feels, or acts (Brinkmann & Tanggaard, 2010, p. 17). The qualitative method emphasises an inductive research approach, where one goes from empiricism to theory and research social reality (Bryman , 2012, p. 36). The quantitative method is distinguished from the qualitative method by looking at the data that is produced. Quantitative methods are numbers or answers that can be statistically calculated and a method that is often used to give an overview of a larger scope (Harboe, 2006, p. 33). The quantitative method has a more deductive research approach, where it goes from theory to empiricism, where the theory is to be tested from a more objective reality than with the qualitative method (Bryman , 2012, p. 36) (Thiis, 2022).

2.1 Case study

Case study is often used in research where there is a complex social phenomenon, and where the method allows the researcher to use a specific case to gain more knowledge. Yin points out that case studies are a suitable method when you want to research, among other things, organisational and management processes (Yin, 2014, p. 4) (Thiis, 2022).

To gain insight and data on Vested, organisational changes, and management processes, it was appropriate for this research to proceed with a "single-case study." Yin argues that single-case studies can be beneficial when the case can act as a representative of findings in the research, and this is done by confirming, denying, or challenging existing theory and knowledge (Yin, 2014, p. 51). Yin also argues that the advantage of a specific case can be that you can pick up more changes over time and underlying processes (Yin, 2014, p. 53) (Thiis, 2022).

2.1.1 Selection and implementation of the case study

The problem statement is as presented in the introduction:

What are the key challenges and opportunities faced in the implementation of the Vested approach between Equinor and ISS within Facility Management?

It is, therefore, relevant to have one or more organisations as a starting point for the research, and for this specific research, a primary organisation was selected. Equinor has been selected as the subject for this case study due to its recent transition to the relationship-based business model, Vested, in June 2021. This shift from a traditional-based to a relationships-based business model has required significant adjustments to both their services and management processes, making it an ongoing process for the company. By examining Equinor as a case study, I, as a researcher, can thoroughly investigate their entire transformation journey and current status.

The decision to focus solely on Equinor as a case study is due to resource and time constraints, as well as the complex nature of the research topic, which is often controversial for many organisations. Nonetheless, by focusing on a single organisation, the researcher can conduct a more in-depth examination of the research topics.

2.2 Data collection

In conducting this research, data collection will be carried out utilising four specific methods: document studies, literature research, qualitative interviews, and observation. These methods have been carefully selected after a thorough evaluation of available resources and time constraints. Additionally, the selection was based on determining which methods would yield the most relevant and applicable data for addressing the research problem and answering the research questions (Thiis, 2022).

2.2.1 Document studies

Obtaining data through documents is a qualitative method where data in documents is collected and analysed in connection with the research. Documents can be anything from public documents to documents of a private nature but have in common secondary data that helps to supplement and support the research (Johannessen , et al., 2010, p. 100) (Thiis, 2022).

For this research, several academical articles from the University of Tennessee will be examined and analysed, as UoT researchers are the pioneer behind the Vested model. In addition, it has been agreed to gain access to documents of a private nature sent by contact persons in Equinor, which will give context and confirm the information given in the interviews with Equinor.

2.2.2 Literature research

Literature research is carried out to gain access to information, research, and data linked to prior knowledge of the topic to be researched. Findings from literature searches can also help support one's research (Bryman , 2012, p. 98). The theoretical basis for the research is based on various aspects and elements of organisation and interaction between actors. The theory presented also relates to key instruments in property management, such as sourcing and outsourcing (Thiis, 2022).

The literature searches were primarily carried out through the database Oria and http://schoolar.google.no. Being a student at NTNU gives you access without a paywall to a larger selection of books and articles at Oria. Keywords that were used included: organisational theory, innovation, contract theory, joint management, interaction, property management, and maintenance (Thiis, 2022).

The research topic is also more widespread internationally, and it was, therefore, appropriate to search in international literature and research reports/dissertations. Keywords used here included: Organisation, governance, relations-based contract, innovation, partnership, and implementation in an organisation (Thiis, 2022).

Furthermore, I was granted access to vestedaway.com, a website offering courses on the Vested methodology. This access was provided through a dialogue with Vitasek, one of the founders of Vested, and the courses are offered by the University of Tennessee. These courses gave me valuable insights and in-depth knowledge of the Vested approach and agreement format. Some of the information presented in this research is drawn from these courses.

It is worth noting that some of the courses are not freely available and are accessible only through a paywall. Nonetheless, the information and resources available through the vestedaway.com platform proved valuable resources for my research.

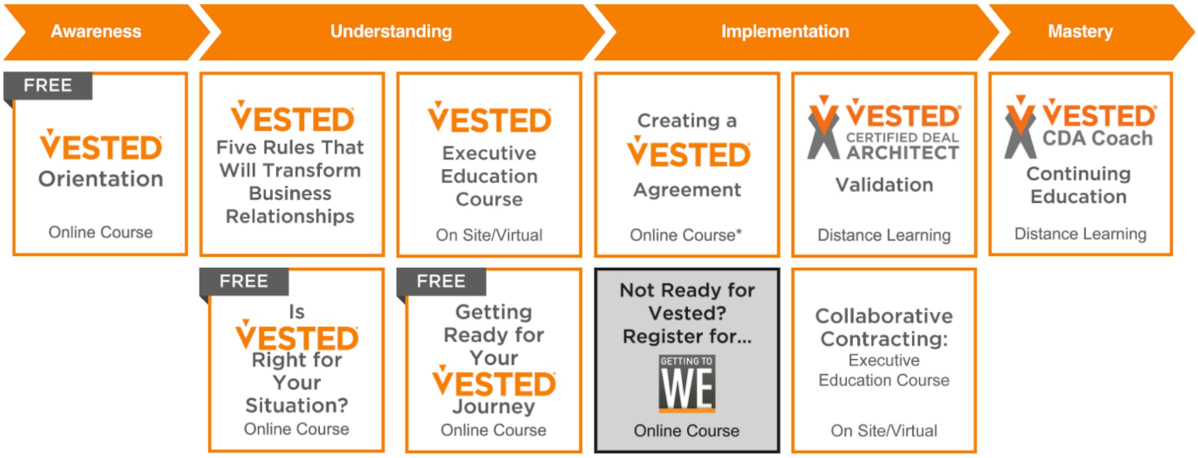


Figure 4 - Overview of the Vested courses (Tennessee, n.d. a)

Figure 4 displays the courses to which I was granted access. These courses cover a range of topics that comprehensively detail the Vested methodology, including a step-by-step walkthrough of the entire approach, as well as discussions on the five rules and other related topics.

2.2.3 Qualitative interview

Tjora points out that with a qualitative method, one can, to a greater extent, identify conditions and aspects that were not set up with questions, as the method is based on dialogue and can open up a more fluid conversation with room for supplemented themes (Tjora, 2018, p. 30). Qualitative methods through interviews can help us understand why something is the way it is, how something is experienced, how someone thinks, or why processes happen (Clark & Foster, 2019, p. 107) (Thiis, 2022).

Clark et al. indicate four different ways of applying a qualitative interview; structured, semi-structured, unstructured, and focus groups. For the research with a relationship-based business model, I choose to proceed with semi-structured interviews and focus groups (Clark & Foster, 2019, p. 211). With semi-structured interviews, the purpose is that the questions are more openly formulated so that the dialogue is mobile and dynamic. The interview was divided into several parts, with the help of the interview guide by Kvale and Brinkmann. It was divided into, among other things, introductory questions, follow-up questions, specifying questions, and direct and indirect questions (Kvale & Brinkmann, 2010, pp. 166-167) (Thiis, 2022).

The assessment of the selection for qualitative interviews is essential and plays a decisive role in the data you are left with when you have to convey it. A decision must be made on who will participate, the size of the selection, and a strategy for the selection, such as who should be given priority and who should not (Johannessen , et al., 2010, p. 29) (Thiis, 2022).

As previously stated, this research focuses on Equinor as the case study, and most of the selection comes from Equinor. However, interviews were also conducted with ISS, who has the Vested agreement with Equinor, and Cirio, the objective third-party facilitator involved in the implementation process.

2.3 Interview objects

Company	Role	Years of experience
Equinor	Operation manager	34 years
Equinor	Company Representative	33 years
Equinor	Contract owner	31 years
Equinor	Senior Consultant Supply Chain	26 years
Equinor	Contract responsible (and Procurement Category Lead FM services)	28 years
Equinor	Procurement Category Lead FM services during RFP and transition phase	11 years
ISS	Key Accountant Director	25 years
ISS	Sales Director – Solution Sales	12 years
Cirio Law Firm	Lawyer/Managing Associate	6 years

Table 2 – Overview of the interview objects

As indicated in Table 2, the majority of interviewees represent Equinor. This is to be expected, considering that Equinor serves as the primary case study for this research. Within the Equinor respondents, there is a well-balanced representation of individuals in key roles for the implementation process, as well as those closely involved in the agreement's subsequent phases. The roles in the table reflect the role the participants had in the implementation process and contract award. The Senior Consultant Supply Chain from Equinor stands as an exception in this regard of participation in the Vested agreement. Although not directly involved in the implementation process or the post-agreement phase, this employee provided valuable reflections and insights on how Equinor evaluates and discusses Vested in other areas of the organisation. Within ISS, the Sales Director played a key role in the implementation process. On the other hand, the Key Account Director from ISS joined the process after the agreement was signed. From Cirio, the Lawyer/Managing Associate has been instrumental throughout the entire implementation process as a neutral facilitator. Furthermore, this individual continues to serve as a facilitator when needed even after the agreement was signed.

In addition to the interview objects in Table 2, there were preliminary discussions with Vitasek, one of the founders of Vested, affiliated with the University of Tennessee (UoT).

There was also email communication throughout the research process. It is important to note that Vitasek's involvement was limited to informal conversations on the Vested methodology and did not involve a structured interview.

The Procurement Category Lead for FM, one of the interview objects, was responsible for managing the contract with the previous FM vendor in recent years and also played a central role in evaluating new possibilities within the previous contract. Furthermore, the Procurement Category Lead played a central role in the decision-making process that resulted in the selection of the Vested approach. A significant portion of the information presented in the section Equinor going Vested and Equinor and ISS is based on discussions with this key individual.

2.3.1 Conducting the interviews

The interviews were conducted using a semi-structured approach, allowing input and discussion while also providing the opportunity for follow-up questions to explore additional relevant topics. The interview guides were adapted to the informant's position, situation, and background, resulting in some variation between guides. Certain recurring questions were supplemented with others to accommodate changes in the three key characteristics (Thiis, 2022).

The interview length varied from one to two hours, depending on the informant's role. Interviews with relevant roles at Equinor were longer. The number of interview participants varied, with some being conducted individually and others with several presents. When multiple participants were present, it facilitated more engaging discussions. However, individual interviews created more openness, as some topics were partially confidential, and there was uncertainty about what could be discussed with multiple people present.

A modified interview guide was provided to the participants one week prior to the scheduled interviews. The interview guides are presented in Appendix 1-3. Providing the guides to the participants enhanced predictability, allowing the contact persons to adequately prepare for the questions. As a result, the interview process flowed more smoothly, and the contact persons were well-prepared to engage with the teams (Thiis, 2022).

A consent form was sent to the interviewees along with the interview guide, explaining the research background and how the data would be used. They were also given the option to consent to the use of a dictaphone and whether they would like to be identified or anonymised in the research. Using a dictaphone allowed for a more natural flow of conversation, with less focus on note-taking and more on asking follow-up questions based on what was being discussed (Thiis, 2022).

Brinkmann and Tanggaard suggest that it is best to transcribe an interview as soon as possible after it is completed. This way, you can remember important details such as body language, the tone of the conversation, unfinished or unclear sentences, and specific words used during the interview. Therefore, scheduling time for transcription after each interview was a planned approach (Brinkmann & Tanggaard, 2010, p. 43) (Thiis, 2022).

During the interview process and after, the guiding standards of the Norwegian Centre for Research Data (NSD) adhered to (NSD, n.d.) (see Assessment of processing personal data). Following the completion of the research, the audio recordings and transcriptions from the interviews are going to be deleted, which not only ensures the privacy of the participants but also increases the research's professionalism (Thiis, 2022).

2.4 Observation

In connection with the thesis being written in collaboration with Equinor, the opportunity was given to participate in tactical meetings that Equinor has with ISS every second month. Johannessen et al point out that observations are detailed descriptions of, for example, human actions, but also interpersonal interactions or organisational processes (Johannessen , et al., 2010, p. 127). Furthermore, argues Johannessen et al that observation can be suitable when a researcher wants direct insight into actions or processes (Johannessen , et al., 2010, p. 129) (Thiis, 2022). Based on the arguments of Johannessen et al, it was communicated to the supervisor in Equinor that it could be useful to be able to observe meetings relating to processes related to the Vested contract.

2.4.1 Conducting the observations

Equinor and ISS allocated two days in Bergen for conducting tactical meetings in March. To ensure a balanced distribution, the meeting location is changed each time, allowing them to visit all of Equinor's larger offices in Norway over a year. For these meetings, the tactical team from both Equinor and ISS attended physically.

On day one, 06.03.2023, there were 12 participants in the meeting. The highlight of this day was for the entire tactical team and leader group to meet and discuss relevant subjects. The subjects were a review of the previous year, what NOBIS had achieved, and what the focus should be in 2023. In the last part of the day, the middle manager had the opportunity to send questions to the tactical team beforehand, which were discussed and answered.

On day two, 07.03.2023, there were 9 participants. The highlight of this day was discussing operational status, change/innovation status, commercial status, KPI follow-up, the sustainability plan for 2023 and the pricing model.

Furthermore, I was granted permission to observe the daily Team board meetings that are held by ISS at all locations. Through these observations, I had the opportunity to engage in conversations with ISS employees, which provided valuable insights into the practical implementation of the NOBIS agreement. These observations were carried out at Equinor´s offices in Trondheim, Stavanger, and Bergen.

2.5 Validity and reliability in qualitative research

In social science research, one often needs to assess how reliable the data is. This relates to how the data has been processed, which data has been used, and in which way the data has been collected (Johannessen , et al., 2010, p. 36). Silverman points out two forms that can help ensure validity in research. The first form is to compare data with other research, possibly comparing it with data that has been approximated by another method (Silverman, 2014, p. 29). This is called method triangulation and means that researchers use several methodological approaches to gain a more holistic understanding of the research (Røykenes , 2008, p. 1) (Thiis, 2022).

Silverman suggests another approach to ensure data accuracy, which involves presenting the collected data to the source for validation. In this research, relevant key employees from various organisations, including Equinor, ISS and Cirio were interviewed, and document studies were conducted to enhance reliability. To ensure data accuracy, the research findings were shared with the interviewees for approval and validation. This approach helps to identify any possible misunderstandings or inaccuracies in the data dissemination and establish that the information has been correctly understood and presented (Silverman, 2014, p. 91) (Thiis, 2022).

Silverman refers to Moisander and Valtonen's two proposals to ensure reliability in the research. The first suggestion is to have a transparent research process by describing the methods used and the data in good detail. The second suggestion is the approach to how the theory is presented and that it should be presented explicitly and be open about the fact that the theory can lead to interpretations (Moisander & Valtonen, 2006, Silverman, 2014, pp.83-84). In the process of bringing in theory, several different articles and books were examined to convey the theory correctly and to convey it as explicitly as possible. There is also a reference to where information about the theories is taken from so that readers of the research can also find the information from the primary source (Thiis, 2022).

In terms of time and resources, only two key employees from ISS who are involved in the Vested agreement were interviewed. As Equinor is the focus of the case study, the majority of information will naturally come from them. However, it should be noted that the Vested agreement is a partnership between Equinor and ISS, and the results may not be equally balanced between both partners. Despite this, the research includes examples and statements from both Equinor and ISS.

2.5.1 Confidentiality

In research, it is essential to consider information that might be subject to confidentiality provisions (Johannessen , et al., 2010, p. 92) (Thiis, 2022). This research was conducted in collaboration with Equinor, and from the outset, it was made clear that I would have access to confidential information. To ensure confidentiality, a non-disclosure agreement was signed during the initial meeting with Equinor, as well as a separate form from NTNU.

Moreover, key employees in Equinor, ISS and Cirio, and I agreed that they would have access to both the interview data and the thesis before delivery. This will allow them to review the content and request the removal of any sensitive information.

Being aware of these confidentiality measures in advance enabled me to make informed decisions about which data to include, considering whether it can be publicly available. The supervisor from NTNU was also made aware of the confidentiality of the information and agreed that Equinor would assess what could be disclosed publicly and what could not.

3 Theory

This chapter aims to explain relevant concepts and theories related to the chosen theme and problem statement. The first section will focus on the theory directly linked to Vested, followed by an elaboration on concepts such as organisational innovation and joint management. Additionally, this chapter will provide a closer definition of sustainability, sourcing, and outsourcing.

3.1 The five rules

The success with the agreement and implantation of the Vested methodology lies first and foremost in following the five rules. These rules cannot be skipped, and the partners need to understand that there aren´t any shortcuts in the process (Vitasek & Manrodt, 2012, p. 8).

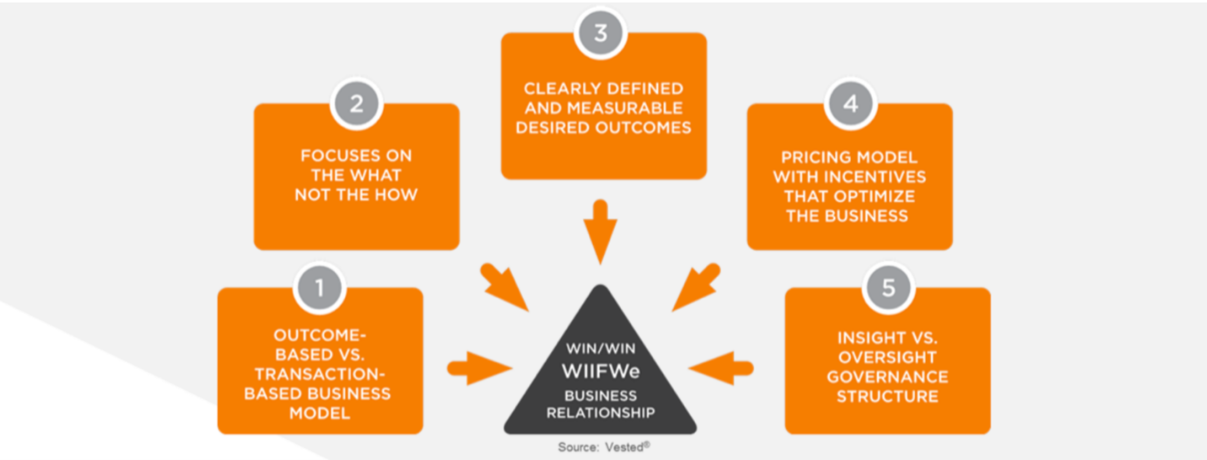


Figure 5 - The five rules to a What´s-in-it-for-WE *relationship (Thiis, 2022)*

3.1.1 Rule 1 - Outcome-based vs. Transaction based business model

A transaction-based business model is the most common business relationship, where the service provider gets paid for every activity or bundled into a fixed price. Vested moves to an outcome-based model where the service provider is paid to achieve results and not just perform tasks or activities (Vitasek & Manrodt, 2012, p. 9).

Rule 1 creates motivation and engagement to think about the business outcome you want to achieve. In the workshops for rule 1, the partners create both individual and together desired visions for the partnerships. Further, the partners will discuss the visions and agree on whether the visions are coherent. This will be some of the fundament for the further road (Vitasek & Manrodt, 2012, p. 9).

Frydlinger, in the resource book, What´s in it for We? indicates that implementing Vested's first rule involves creating a constitution for the partnership (Frydlinger, 2015, p. 170). It is important to find a shared vision and clarify which norms and principles will govern the negotiations and the partnership during the entire Vested agreement. Frydlinger also emphasises that the specific process regarding the creation of the vision is as important as the end-product. The vision is also fundamental to consider if there is any point in continuing the process of the Vested methodology, as the process will require resources and time from both partners (Frydlinger, 2015, p. 173).

3.1.2 Rule 2 - Focus on the what, and not the how

This rule relates to the shifting focus in the partnership from how the supplier delivers the services to what the customer wants to achieve. In traditional outsourcing, the customer typically provides highly detailed specifications on how the supplier should deliver the service. This restricts the supplier's autonomy in determining the approach to executing their expertise or contributing innovative ideas (Frydlinger, 2015, p. 185). The focus must be on the supplier (as the expert) being allowed to decide how they wish to deliver the services. This rule is a result of the "paradox of outsourcing", where the supplier is controlled in detail on how the services are delivered at all times by the customer (Vitasek & Manrodt, 2012, p. 10).

Frydlinger describes how the traditional service description has been replaced within Vested, with a few key bullet points (Frydlinger, 2015, p. 186):

- Formulation of the partnership´s strategic goals and sub-goals.
- A responsibility matrix that describes which activities and processes each party is responsible for.
- Description of basic requirements that must always be met when performing the service.

It is important that both the customer and supplier have a common understanding of the description of the tasks. For the customer, the interest in the description is because it describes all the actions that the customer shall be entitled to. For the supplier, it is the opposite. The supplier expects to receive certain revenues with the help of certain pre-calculated resource consumption. If the description isn´t clear enough, there is a risk that the supplier´s commitment is more extensive than anticipated (Frydlinger, 2015, p. 186).

3.1.3 Rule 3 - Clearly defined and measurable desired outcomes

After agreeing upon the *what and not the how* the partners should continue to quantify these goals by selecting measurement criteria and then defining the values of using these. The partners should also agree on the process for measuring delivered services and the method for following up on the target achievements (Vitasek & Manrodt, 2012, p. 10).

The partners must also establish a mutual understanding of the criteria that determine progress and success within the partnership. The partnership must be able to be assessed at all times, with measurable results based on the goals that have been set (Tennessee, n.d. a).

Within rule 3, there exists a term known as the Watermelon Scorecard, which the partners should strive to avoid. The term is to explain how the supplier meets the required specifications, but there is no collaboration or drive for innovative value over the long term for the buyer. The scorecard is green on the outside but in reality, red on the inside

(Frydlinger, 2015, p. 205).

The measurement criteria can be divided into a three-level pyramid as seen in Figure 6, on top with the key performance indicators, the second one is service levels, and the third is the operative metrics.

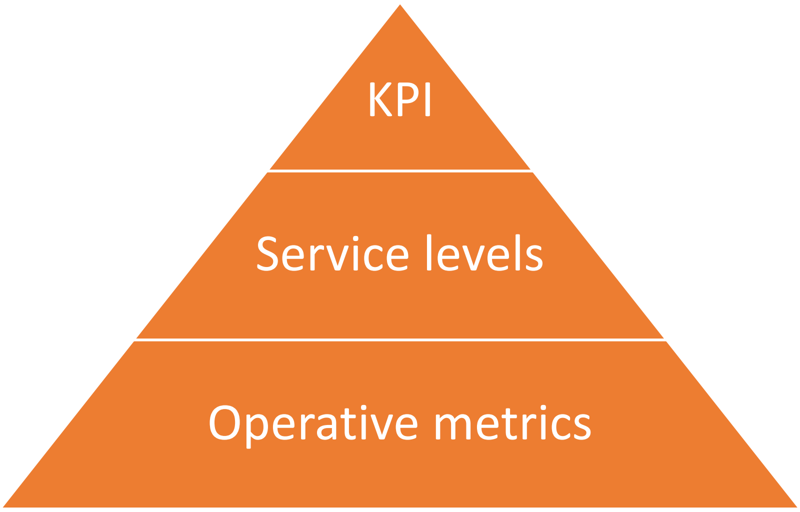


Figure 6 - The three-level pyramid (Frydlinger, 2015, p. 205)

The Key Performance Indicators (KPIs) are the critical (key) quantifiable indicators of progress toward an intended result on strategic goals and work processes at a level that includes activities from both partners. This can, for example, be the total time from reporting an error until the error has been fixed. The next level, the service levels, measures the sub-goals and the supplier's sub-performance in the overall performance that is measured at the highest level, the KPI level. This level breaks down the measurement into more specific actions. The third level of the pyramid is operational metrics, which should not be a part of the contract in writing but rather metrics to create a better understanding of the partner's performance and cooperation (Frydlinger, 2015, p. 205).

Frydlinger argues that to successfully implement Vested´s third rule, the partners need to be able to have action on several levels at the same time, starting from the KPI level at the top and down to more detailed operative metrics at the bottom (Frydlinger, 2015, p. 206).

3.1.4 Rule 4 - Pricing model with incentives that optimises the business

The fourth rule is the pricing model, where the focus is on creating the right incentives for the partners. According to Frydlinger, the pricing model is undoubtedly a critical success factor. If the previous rules aren't followed as they should, there will hardly be any chance for the customer and supplier to succeed with a pricing model followed by the Vested methodology (Frydlinger, 2015, pp. 213-215).

One of the common mistakes with the pricing model differs from the traditional pricing model, where the philosophy is to focus on the price instead of the value. The pricing model discussion takes place with the partners leaving the traditional power-based negotiation with exchanges of offers and counteroffers. With Vested, the partners are supposed to discuss how they, together with taking into account the guiding principles, can create a pricing model that provides both partners optimal incentives. The goal with the pricing model is that the optimal incentives contribute to achieving the goals the partners have jointly set (Tennessee, n.d. a).

One of the challenges in transforming to a pricing model with the Vested methodology is the habit of sourcing from the traditional pricing model, where if one´s counterparty wins, the other one loses and vice versa. Frydlinger points out that the main problem is the focus on the price rather than the value, where a lower price for the customer will mean a lower margin for the supplier (Frydlinger, 2015, p. 213) . According to Vitasek, traditional contracts focus on risk protection, which creates adversarial behaviours that have perverse incentives (Tennessee, n.d. a).

The way out of the negotiator's dilemma is through the guiding principles. The core of value-creating is the principle of reciprocity between the partners, granting privileges by one partner to the other. For the principle of reciprocity to work, the partners must follow the principle of autonomy and honesty being created through the process of developing and discussing the three previous rules (Tennessee, n.d. a).

Through a pricing model, the partners do not primarily agree on a price, but the partners agree on how the price should be calculated. The pricing model encompasses variables related to volumes and other cost factors, which the partners are required to input. This enables them to perform a calculation that accurately depicts the resources consumed by both the supplier and the customer during the production of services. Further on, the partners must come to a consensus on what value is created and how this value is to be distributed between the partners (Frydlinger, 2015, pp. 217-218).

The pricing model should also include how the customer's revenue has increased or if the cost has been reduced through the supplier's services. The goal is the Vested sayings "shared risk, shared reward" and "if we win, we win, if we lose, we lose". If the supplier´s services are reducing the cost for the customer, there is a shared reward, and vice versa (Tennessee, n.d. a).

In the Vested pricing model, there are two methods of compensating a supplier for work that is performed: through a variable price or a fixed price. Both are available, and it varies from which one is chosen or if there is a combination of the methods. Both methods involve risk and challenges, so the partners must carefully consider the chosen method and together discuss the challenges following them (Tennessee, n.d. a).

3.1.5 Rule 5 - Insight vs. oversight governance structure

The last and final rule of the Vested model concerns the structure and processes to govern the partnership.

The partners need to meet a consensus on how the governance structure will be followed throughout the partnership by also following the common visions and strategic goals that are following the guiding principles that have been set in rule three. The workshops and meetings where the partners are getting to Vested are often intensive, and the partners are meeting frequently. Frequent meetings will most likely decrease as the agreement is signed. The most important part of this rule is that the partnership must be managed to both function and survive in the future (Vitasek & Manrodt, 2012, pp. 11-12).

Frydlinger points out two reasons why an effective governance model is needed for, which are:

- Create the conditions for the parties to navigate towards the achievement of the common vision and strategic goals.
- Create the conditions for the vital trust of the partnership to be maintained and developed.

(Frydlinger, 2015, p. 233).

A challenge which often occurs in traditional contracts is that the minute the contract is signed, it is all about following up that the supplier delivers following the contract and taking measures if deviations from the contract occur. The contract would benefit if the focus was on gaining insight into the service and how the partners should work together to improve (Frydlinger, 2015, p. 233).

The Vested model is structured with three different types of management processes as a tool to manage the partnership.

- *Relationship management.*
- *Transformation management.*
- *Partnership termination management.*

(Vitasek & Manrodt, 2012, p. 12).

Relationship management

With the Vested methodology, there is a shift from traditional supplier management over to relationship management and from power-based to collaboration-based. Relationship management is about following up to make sure the relationship achieves the guiding principles. Without sufficient relationship management, the partnership risks falling into a strategic drift, with deviation from the guiding principles and visions (Frydlinger, 2015, p. 237).

The relationship management within the Vested model consists of seven different components:

1. A layered governance structure.
2. Separate roles for service delivery, transformation, and commercial issues.
3. Individual-to-individual communication.
4. A business rhythm with regular meetings.

5. A process to maintain the continuity of the governance structure.
6. A process for escalation of disagreements and disputes.
7. A process for performance monitoring.

(Frydlinger, 2015, p. 236).

Frydlinger argues that there should be individual-to-individual communication, where there are employees responsible for an area/service from both the customer and supplier, communicating and corresponding together. This can give a sense of responsibility and social bond, which is important for the partnership as a whole. Frydlinger also recommends that this individual-to-individual communication is established at all levels, not only on the operational level (Frydlinger, 2015, pp. 238-239).

Transformation management

Transformation management is important and believed to be one of the fundamental prerequisites for a successful partnership. The economy, market, and society change over time, and the way the original contract is written may turn out to be inadequate. Therefore, the contract and partnership must be structured to manage changes and adapt to a new situation (Frydlinger, 2015, p. 242).

There is a need for a transition plan within the organisations when the partners are moving over to a Vested model. There should be a staffing plan, a communication plan between the partners and employees within, and a training plan to educate the employees on the Vested methodology and the new way of working. The transition plan should also include a project plan with goals and milestones (Frydlinger, 2015, pp. 242-243).

Partnership termination management

The *partnership termination management* is the process for winding up the partnership, as one day, it will be needed. Although it is to discuss that a partnership following a Vested methodology will have the potential to be a long-lasting relationship. It is also common when the contract is made that there is a date set for when the partnership is to be evaluated and a potential renewal to be considered (Frydlinger, 2015, pp. 248-249).

3.1.6 What´s in it for WE?

The inner centre of the five rules, is the *What´s in it for WE?* (WIIFW) mindset. Vitasek argues that the five rules won't work if the partners don´t have this mindset throughout the entire journey of following the five rules. Adopting this mindset is the architecture behind the collaborative and trusting relationship. According to Vitasek, the WIIFW mindset has the power to deliver a competitive advantage for the partners long after the agreement is signed. Vitasek refers to McDonalds´s and Microsoft that are redefining winning in business relationships, as to how the mindset has changed to focus on how both partners in the relationship can win (Tennessee, n.d. a).

3.2 The six principles

The Vested methodology has six principles which are guidance during both the contract negotiations and throughout the partnership. These six principles must be implemented in the partnership, according to Frydlinger (Frydlinger, 2015, p. 174). It is fundamental to both understand and follow the principles at all times.

1. The principle of reciprocity
   This principle is the obligation to return favours and is about the give and take in a relationship.
2. The principle of autonomy
   This principle is about force and power, where the parties should not force the other to do a certain action.
3. The principle of honesty
   This principle is about the parties telling the truth and providing accurate information, and the parties should have good intentions.
4. The principle of loyalty
   This principle is the obligation to take the other partner´s interest into account and value the other partner´s interests as equally as one´s own.
5. The fairness principle
   This principle is about proportionality and relates to the proportion and balance in the relationship. There should be a balance between the risk one party is taking and the compensation obtained for bearing that risk.
6. The integrity principle
   This principle obliges the parties to be consistent and relates to how the parties acted in the past and where the values and considerations are central.

(Frydlinger, 2015, pp. 175-180).

The principles must voluntarily be adopted by all the partners involved. Adopting the principles does not mean inventing them but discovering and formalising them. According to Frydlinger, failure to adhere to the principles can lead to an abrupt decline in the trust between the partners, posing a potential threat to the partnership (Frydlinger, 2015, pp. 175-176).

3.3 The 12 ailments

For the introduction of the 12 ailments, Vitasek points out that "the most powerful law of the universe is the law of unintended consequences," which is the guiding star for the 12 ailments and what the partners can avoid if following the methodology correctly (Tennessee, n.d. a). The 12 ailments relate to perverse incentives, which is a term for an incentive that has the opposite effect of what is intended (Vitasek, et al., 2013, p. 25). Not following the five rules presented earlier in the theory will typically lead to the following ailments (Tennessee, n.d. a):

1. Penny wise and pound foolish
2. The outsourcing paradox
3. The activity trap
4. The junkyard dog factor
5. The honeymoon effect
6. Sandbagging
7. The zero-sum game
8. Driving blind disease
9. Measurement minutia
10. The power of not doing
11. New sheriff in town
12. Strategic drift

The *pennywise and pound foolish* relates to the customer procuring goods or services based purely on cost. The customer often proclaims to have an outsource “partnership” but is focused solely on beating up the supplier´s services on price. With this ailment, the customer often views outsourcing as a “quick fix” and as a solution to resolve balance sheet problems (Tennessee, n.d. a).

The *outsourcing paradox* is the ailment where the customer develops a “perfect” set of tasks, frequencies, and measurements, and the work is tightly defined. This way of managing is, according to Vitasek, “destined to fail”. The customer has a “perfect” system that is not designed by the provider of the services, which in theory, should be the expert. If the services aren’t delivered solely as it was designed to be, the supplier is to blame (Tennessee, n.d. a).

The *activity trap* is familiar to the traditional transactional model, which often can be inadequate. The activity trap relates to the service provider being paid for every transaction, whether it´s needed or not (Tennessee, n.d. a). Examples of such are given in Figure 7.

Buying company using 3rd party logistics services	Service providers typical reaction under a Transaction-based Model
I forecast over	We charge you to store and count your product monthly… the more you have the more we make
I forecast under	We charge rush fees to expedite your products to market
I manage my suppliers poorly	Your suppliers caused us to rework your product into new packaging. We have to charge you more money to rework
Inventory working capital is killing me	We don’t own your inventory…we just provide services to you. Actually, we like when you have too much because we charge to hold it
I specified the wrong shipping requirements	We ship as we are told. You didn’t tell us about the special label

Example shown is for Supply Chain, but this applies across all disciplines

Figure 7 - Illustrates how the activity trap works (Tennessee, n.d. a)

The junkyard dog factor is the ailment where the customer's employee will monitor and stake their territorial claim to certain processes. This is often a result where employees' recent work will transit to the service provider and where the employees still feel the need to monitor and control the service. This can occur with the employees who are asked to help write the statement of work, and this ailment can often result in two sets of overhead costs (Tennessee, n.d. a).

The honeymoon effect is the initial attitude that the partnership is successful, but where the satisfaction level will decrease as the partnership progresses. The service provider often strives to meet the levels outlined in the contract but will have little or no incentive or motivation to raise the service levels or try to decrease the prices. This ailment can also have a negative impact on frequently meeting and discussions in the partnership, as the partners will see no need to have frequent meetings as everything goes as planned. This can eventually lead to a lack of engagement and will result in inadequate deliveries (Tennessee, n.d. a).

The ailment called *sandbagging* relates to customers hammering the supplier for more next quarter or next year, which results in suppliers holding back some of the short-term improvements. This can create perverse incentives for the supplier and would not be efficient in the partnership (Tennessee, n.d. a).

The zero-sum game originates from Western philosophy with the saying, “for me to win, you must lose”. Individuals or organisation that work together to solve a problem usually delivers a better solution or product compared to working separately or against each other. The ailment *outsource paradox* is one of the ailments that usually stand in the way, where the customer does not allow the providers to bring proactive and innovative solutions to the table (Tennessee, n.d. a).

Driving blind disease is the ailment regarding the metrics and service level agreements. The metrics and service level agreements aren´t measured correctly, which can result in the *watermelon effect.* This effect is a metaphor for watermelons that are green on the outside and red on the inside, as the partners aren’t measuring what they are looking for (Tennessee, n.d. a).

Measurement minutia is the ailment where the partners measure everything. The parties should rather select a few key performance indicators, which are the most important and critical to measure, as very few partners have the diligence to actively manage all the metrics that are created (Tennessee, n.d. a).

The power of not doing is an ailment where the partners establish measurements for the sake of measuring, where it loses its purpose as the partners fail to use the measurements to manage the business. It´s all about the metrics, and the result is a lack of improvement or effective change (Tennessee, n.d. a).

The ailment *new sheriff in town* often occurs when a new senior manager joins one of the companies in the partnership and wants to change the ways of working. The implementation of the Vested methodology in the companies depends on a smaller organisational change with the onboarding of the staff. For a new sheriff/leader to join, one of the companies should require education and an understanding of Vested before considering if the person is fit for the work. The lack of onboarding a new sheriff/leader can cause challenges (Tennessee, n.d. a).

The last ailment is *strategic drift,* which occurs when the partners don't work together to maintain their relationship. This can often occur after the first outsourcing deal has been successful. The supplier can often overlook priorities and begin to drive solutions to problems, which can result in the customer thinking the supplier is not proactive. In the worst case, this can also result in the customer seeking new suppliers as they think the supplier doesn´t deliver the services as first agreed (Tennessee, n.d. a).

3.4 Organisation innovation

To achieve and create innovation, it requires many coordinated efforts of different stakeholders and integration of activities, as well as specialist functions and knowledge domains. An organisation´s ability to innovate and take chances is a pre-condition for the successful utilisation of new technologies and inventive resources (Lam, 2020, pp. 163-164).

Alharbi et al define innovation by seeing it in the context of added value linked to organisational performance and activities. Innovation in organisations refers to the creation or adoption of new functions - which are new to the organisation. Alharbi et al indicate that the key to organisational innovation is new ideas or a new way of thinking that can help transform functions into something that adds value. Increasing value linked to innovation is not necessarily linked to increased earnings for an organisation. It can also increase value for the social aspect of an organisation (Alharbi, et al., 2019) (Thiis, 2022).

According to Fenker, flexibility in the organisation is considered to be important for Facility Management to manage organisational change (Alexander, et al., 2004, p. 33). In the light of organisations adapting to innovation, Lam refers to Burns and Stalker´s (1961) two types of organisations, *mechanistic* and *organic* organisations. The *mechanistic* one is more rigid and hierarchical, well-suited, and has stable conditions. The *organic* is more fluid in the set of arrangements and can adapt to conditions such as rapid change and innovation. Lam discusses that these structures can co-exist, and neither is necessarily right nor wrong, but this organisation theory can help us understand the contemporary challenges that many organisations are facing (Lam, 2020, p. 165).

3.5 Joint/co-management

Røiseland & Vabo define co-management as the non-hierarchical process by which public and/or private stakeholders and resources are coordinated and given common direction and meaning. Co-management involves several different (but equal) actors cooperating and interacting toward a common task. Røiseland & Vabo refer to three aspects of joint management; interdependence, the way decisions are made, and planned and goal-oriented activity (Røiseland & Vabo, 2016, p. 21) (Thiis, 2022).

Interdependence means that the actors can only carry out an activity if it is done jointly. Different actors have different resources and knowledge, and the dependence can vary, but the main idea is that you will be able to achieve more together than alone (Røiseland & Vabo, 2016, p. 22). The second aspect is how decisions are made, and there is not full cooperation and equality among the stakeholders if one actor alone is to have the power to make decisions. The idea with this aspect is that decisions should be based on discourse and negotiations and that the decisions are something that all stakeholders can stand behind (Thiis, 2022).

Incentives, soft management tools, and management are what Røiseland & Vabo refer to as important tools behind the management of joint management. The last aspect, planned and goal-oriented activity, represents the idea that there must be a targeted activity that one works towards. Objectives, means, strategies, and activities must be determined and coordinated. These are organisational processes that mean that you can quickly associate co-management with an organisation, but it stands out because there is a looser structure in co-management (Røiseland & Vabo, 2016, pp. 22-23) (Thiis, 2022).

Aarsæther et al discuss co-management by referring to Healey (2010), who calls it "making sense together". There are cooperative coalitions, where both public and private stakeholders work together towards a common goal (Aarsæther, et al., 2018, p. 81) (Thiis, 2022).

3.6 Sustainability

The Brundtland Commission´s report “Our Common Future”, presented back in 1987, was revolutionary on a global basis, where for the first time, global guidelines for sustainability were laid down. The Commission´s definition of sustainable development is *“sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”* (WCED, 1987, p. 42). The core of sustainable development is social, economic, and environmental dimensions which must be considered equal (Finansdepartementet, 2005).

The United Nations (UN) has developed sustainable development goals, which is the world´s joint plan to eradicate poverty, fight inequality, and stop climate change by 2030. The Norwegian government´s parliamentary notice, “Mål med mening” (translated: Goals with meaning) 2020-2021, says that all parts of society must contribute. The parliamentary notice also points out that civil society, the private sector, academia, and authorities need to rethink, mobilize resources, and deliver solutions (Moderniseringsdepartement, 2020-2021, p. 8).

3.7 Sourcing

In NS-EN-ISO 41011:2017, resource selection-sourcing is defined as a process that finds, evaluates, and engages internal and/or external service providers to deliver a service or products that must satisfy a specification (Haugen, et al., 2020, p. 146). The organisation must decide whether it would be more efficient to provide the services within the organisation (in-sourced/in-house) or if the services should be procured from external suppliers (outsourced) (Alexander, et al., 2004, p. 104) (Thiis, 2022).

Haugen et al indicate that sourcing involves mapping the needs, analysing and assessing quality, as well as supplier selection both internally and externally, to check this against quality requirements. This will also help shape delivery agreements and/or SLAs (Haugen, et al., 2020, p. 146) (Thiis, 2022).

3.7.1 Outsourcing

Organisations will always be faced with the decision of whether to expend resources to create an asset, product, or service internally or externally (Power, et al., 2006, p. 3). Outsourcing relates to the act of transferring work, some rights, and responsibilities to someone else (Power, et al., 2006, p. 2). In NS-EN-ISO 41011:2017, outsourcing is defined as establishing an arrangement where an external company performs parts of a company's function or process (Haugen, et al., 2020, p. 123). When an organisation chooses to outsource services, they retain the strategic level internally but outsources both the tactical and operational aspects to a service provider. The management in the organisation defines goals and frameworks for the agreement with the service provider, and then it is expected of the service provider to follow up on this agreement and deliver the services (Haugen, et al., 2020, p. 123) (Thiis, 2022)

The cost, both real (salary) and opportunity (such as time, attention, and effort), are important factors when deciding to outsource or not (Power, et al., 2006, p. 2).

4 RESULTS

The results chapter is structured into three distinct parts. The initial section outlines the five rules necessary for the partners to successfully establish a Vested agreement, including the prerequisite steps and associated processes. The subsequent part examines notable highlights from the practical implementation of the Vested agreement. Finally, the third part provides a summary of critical factors to consider during the implementation process, including the most essential do's and don'ts.

4.1 The five rules

The process of going through the five rules was conducted through full-day workshops. Due to strict restrictions imposed by Covid, it was not possible to hold physical meetings for these workshops. As a result, all workshops were conducted virtually using Teams with 28 individuals. Throughout a span of 6 months, a total of 52 full-day workshops were conducted to complete the process.

Through the Vested methodology, it is recommended to include neutral party facilitators in the discussions. Equinor brought in two persons from the company Cirio, certified as Deal Architects in Vested. The facilitators carried out the entire process and led the workshops. It varied how proactive they were in the workshops and the facilitators were more proactive when there were challenges or situations where the partners disagreed. The facilitators were also valuable when the different partners had questions and wanted clarity, both on the process itself and in ongoing discussions between the partners.

From the overview presented in Interview objects, the respondents that participated in the workshops were: Company Representative from Equinor, Contract Owner from Equinor, Procurement Category Lead from Equinor, Sales Director from ISS, and Lawyer and facilitator from Cirio.

By adapting to the five rules, the partners are supposed to change to the *What´s in it for WE?* mindset. This mindset is vital for the forming and architecture behind a collaborative and trusting process and, later – a relationship. The interviews with Equinor, ISS, and Cirio have given insight into the process and results of following the five rules.

4.1.1 Rule 1 - Outcome-based VS. Transaction-based business model

Through this rule, the tasks for the workshops are to create business outcomes and visions, individually and together. Eventually, the visions will be discussed together, and with the support of the facilitators from Cirio, this will result in a shared business outcome. In the workshops for rule 1, the constitution for the partnership is created.

As indicated in the background, Equinor going Vested, questionnaires and workshops were carried out with ISS before entering the Request for Partner process to delve into and address matters of relationships and trust. The outcome of these played a significant role in the decision-making process of selecting ISS as the preferred partner to advance the subsequent process. Equinor got to know several of the values for ISS and where ISS stands on the business outcome. In the workshops for rule 1, the partners were to agree on shared business outcomes and visions jointly.

Initially, in one of the first workshops, the Contract Owner from Equinor refers to the director of ISS, saying, "Is Equinor truly prepared for a Vested process?". The Company Representative from Equinor points out that traditional contracts within Equinor are often power based, with an evident difference between the two roles, customer, and supplier. It was essential to get rid of this attitude towards the new agreement.

While following the five rules, all participants in the workshop attended Vested introduction courses to become more familiar with the methodology and the rules to get to Vested. The Company Representative from Equinor emphasise that it was important to set the scene and agree on what they wanted to achieve, and not the least - to earn trust.

Flexibility concerning cost and innovation was also significant for Equinor in the workshops for rule 1. Therefore, it was essential to discuss and agree on the importance of these two key elements as part of the vision in the agreement, according to the Company Representative from Equinor.

The vision the partners agreed upon was:
Together we shape attractive and sustainable workplaces with safety and care for our people.

The Sales Director from ISS emphasises the cultural understanding between the partners as crucial and the need for ISS to adapt to Equinor´s culture. ISS knew when they entered the agreement with Equinor that this contract would be different from any previous contract they have held. From experience, ISS was familiar with Equinor's position as a demanding customer and observant that they couldn´t come in and do whatever they wanted. This proved to be important, especially for ISS employees set to work at Equinor´s locations. It was discussed early on to find a balance where the partners had to adapt to each other´s culture.

4.1.2 Rule 2 - Focus on the what, not the how

This rule shifts the partnership's focus from how the supplier delivers the services to what the customer wants to achieve. The supplier, which is the expert on the services, should be the one to decide how the services are delivered. The workshops regarding rule 2, are concerned with agreeing and understanding what Equinor needs in services and how ISS wants to deliver them.

According to the Procurement Category Lead from Equinor, *focus on the what and not the how,* was quite simple but simultaneously tricky. Within a traditional contract, the taxonomy for what services is to be delivered tends to be very comprehensive, with much detail on what is to be done and how. Compared to the taxonomy of a traditional contract, it is much less detailed in Vested, still a lot of work was put into it.

The University of Tennessee has many tools to support companies in a Vested process. In the taxonomy tool for rule 2, it says:

- Identify the processes and break them down to a level that is sufficient to assign responsibility for each one.
- Recognize that processes will change as they are improved.
- Use the worksheet provided in the tool, or develop your own template, to record the results.

The tools also point out that the taxonomy is a joint exercise between the partners. Equinor and ISS used the taxonomy with a spreadsheet in the workshops for rule 2, inspired by the tool provided by UoT. The spreadsheet included the various locations, the volume, what needs to be done, who is responsible, what is involved, and how to measure it.

For example, for cleaning, an essential service in Equinor´s locations, the taxonomy is defined, and the partners fill out who is responsible for each task. An example is given in Figure 8:

Process level 2	Process level 3	Vestified "what"	Responsibility			Roles
			Company	Contractor	Landlord/ other third parties	
Cleaning						
	handling internal Company approval prosess					
		seek approval for routines/ processes related to Covid 19 and future pandemics (business continuity)	*Yes*			
		Approval of new chemicals, and ensure registration in chess	*Yes*			
	Handling internal stakeholders					
		Dialog with location manager	*Yes*			
		Information on insight (approved by COM)	*Yes*			
	Standard cleaning					
		The office should be clean, tidy and give a professional impression.		*Yes*		
	Periodic cleaning					
		The office should be clean, tidy and give a professional impression.		*Yes*		
	Cleaning on-demand					
		The office should be clean, tidy and give a professional impression.		*Yes*		

Figure 8 - The taxonomy for cleaning between ISS and Equinor

This is the description of how Equinor wants the cleaning:

The offices should be clean, tidy and give a professional impression.

The canteen is also an important service that ISS provides at Equinor´s locations. Example of how the canteen services is described in Figure 9:

Process level 2	Process level 3	Vestified "what"	Responsibility			Roles
			Company	Contractor	Landlord/ other third parties	
All food, drinks and catering needed for Company's end-users during working hours.						
Canteen services						
	Handling internal stakeholders					
		Dialog with internal stakeholders regarding pricing and soultion in canteen (Location Manager, AMU) as proposed by NOBIS/ Contractor	*Yes*			
	3rd party contractors					
		Contact with contractors on agreements managed by Company (Ex. Norrøna)	*Yes*			
	Lunch	User pay for the food (model for this)				
		Healthy and nutritious food and drinks served in a sustainable way		*Yes*		
	Lunch 24/7 solution					
		Healthy and nutritious food and drinks served in a sustainable way		*Yes*		
	Breakfast					
		Healthy and nutritious food and drinks served in a sustainable way		*Yes*		

Figure 9 - The taxonomy for canteen services between ISS and Equinor

This is the description of how Equinor wants the food:

Healthy and nutritious food and drinks served in a sustainable way.

In addition to *what,* in the taxonomy and which one of the partners is responsible for the task, there is also a comment section with key elements, suggestions, and takeaways from the contractor. There is also a *why* where the partners have filled in the *why* regarding the desired outcomes and objectives. Further, there is an overview of which locations need the different services that ISS provides.

The Company Representative from Equinor compares the *what* and *how* with delivering a car to a garage, it would be unnatural to tell a mechanic how to repair your vehicle - the *how* is the expert's knowledge.

Equinor was excited to go from a traditional to an almost free-flow agreement regarding how the tasks would be carried out, according to the Procurement Category Lead from Equinor. For example, several employees in the company were previously solely supposed to follow up that the supplier delivered the correct services and check that the delivery was consistent with the requirements and taxonomy.

The Company Representative from Equinor argues that Equinor gives a great deal of control to the supplier. The partners had some discussions during these workshops concerning how the services should be delivered. The partners reached an agreement, and there was neither resistance nor disagreement, but there was a need for the partners to be engaged in these workshops to get a sufficient result.

According to the Key Accountant Director from ISS, Equinor could objectively release all the tasks and leave everything to ISS, but that wasn't the desire of ISS, nor does the Key Accountant Director from ISS think Equinor would want that entirely. It is a balancing act without free flow, but you let the delivery expert decide how it should be delivered. The Sales Director from ISS also saw it as beneficial that Equinor still has some control mechanism.

The agreement is very open and free, but it is reassuring for both partners that Equinor has some control-related restrictions. The secret lies in the fact that there will not be any enormous consequences if mistakes are made due to the control instances.

4.1.3 Rule 3 - Clearly defined and measurable desired outcomes

As the rule indicates, this is where the partners define desired outcomes and agree upon how the desired outcomes, goals, and values should be measured. The partners set KPIs, service levels, and operative metrics within these workshops.

Many of the desired outcomes had already been addressed during the ongoing workshops in the Request for Partner process. As a result, there was a significant pre-established agreement among the partners when they entered the workshops for rule 3. Furthermore, several of the proposals in the workshops in the Request for Partner process were similar to what the partners ended up with. The Procurement Category Lead from Equinor points out that reaching an agreement on desired outcomes was surprisingly easy but emphasised that it was due to the right people being involved in the process. During the workshops for rule 3, the participants were divided into two or three groups, each presenting their distinct proposals. Subsequently, the facilitators from Cirio took an active role in reconciling and integrating these proposals.

The Sales Director from ISS indicates that a lot of trust was built in the workshops for rules 1, 2 and 3. Especially after rule 3, ISS began to feel confident that the agreement would be signed, as ISS felt they were reconciled with Equinor.

Within rule 3, Equinor and ISS jointly agreed on a vision, five desired outcomes and objectives as outlined in Figure 10:

Vision What do we want to achieve with the collaboration?	**Desired Outcomes** What shall we do to achieve this?	**Objectives** HOW do we achieve these outcomes?
Together we shape attractive and sustainable workplaces with safety and care for our people.	1. Ensure that we are always safe, based on vision zero and a positive safety culture.	1.1 Create a safe and healthy working environment by prioritizing safety first.
		1.2 Ensure compliance in Security deliveries.
	2. Achieve and continiuously improve a positive experience for current and future end-users.	2.1 Create a great workplace experience for all our end-users, throughout the workday.
		2.2 Achieve a highly attractive and satisfying workplace for our employees and contractors to retain and attract talent.
	3. Ensure a reduction of total cost of ownership in our partnership throughout the contract life cycle.	3.1 Deliver a sustainable total cost of ownership reduction and optimize value throughout the contract life cycle.
	4. Accelerate a sustainable delivery, through smarter and greener solutions.	4.1 Develop and deliver on a common Sustainability Roadmap to continuously reduce the environmental impact.
		4.2 Ensure social responsibility compliance of the Supply chain.
		4.3 Ensure social responsibility towards our People and Society.
	5. Develop and grow a Partnership with a "What's in it for WE" mindset.	5.1 Improve and grow our Relationship (Nobis).
		5.2 Educate and onboard all relevant employees and stakeholders.
		5.3 Create a proactive and aligned safety culture, through words and actions, on all levels.

Figure 10 - The main vision, desired outcomes and objectives (NOBIS, n.d.)

The vision that the partners agreed upon, was:
Together we shape attractive and sustainable workplaces with safety and care for our people.

Moreover, the desired outcomes are categorized into five components that outline the achievements the partners are expected to accomplish. Additionally, as depicted in Figure 10, there are specific objectives that further dissect the desired outcomes into more detailed sub-goals.

4.1.4 Rule 4 - Pricing model with incentives that optimise the business

Neither Equinor nor ISS were willing to disclose details from the pricing model due to confidential information and calculations. However, the partners have publicly stated that the total contract value is calculated to be more than NOK 5.5 billion over a ten-year timeframe.

The partners have nevertheless shared information about the pricing model related to the process for the collaboration and how the partners reached an agreement in the process through the workshops for rule 4. There seems to be a joint agreement among all the respondents that rule 4 was the most demanding process among all the five rules.

It also appears that in previous contracts, the supplier has received an invoice per service/delivery, and where it is based on a fixed price. However, the pricing model through

Vested is based on Equinor, covering all costs associated with operating the agreement. This also applies to expenses such as vacation money and telephone, according to the Operation Manager from Equinor.

The Operation Manager from Equinor gives the example that in the past, employees on the switchboard were paid for each telephone that came in. It will, according to the Contract Owner from Equinor, then be challenging to embrace and appreciate fewer phone calls as this service would be paid less if the supplier found an innovative way to get fewer calls. The Operation Manager points out that if ISS chooses to develop an innovative idea through this pricing model, such as saving one employee on the switchboard, then ISS and Equinor will share the savings. This would not have been possible with the conventional contract Equinor previously had, where payment is made per activity. The Company Representative from Equinor points out that with Vested and rule 4, it is not called *price* but the *pricing model*, where the *model* is the key to success.

According to several interviewees, one of the reasons why the pricing model was challenging to agree on was that the pricing model was one of the latest rules to be negotiated. In the past, people tended to focus on the price itself when negotiating a contract. This is not done through the Vested methodology because there is no climate for discussing the pricing model so early as the whole negotiation is to be based on relationship and trust.

The Lawyer and facilitator from Cirio had to say "trust the process" several times especially when questions about the pricing model came up. Nearly all workshop participants expressed curiosity about when they should initiate discussions about the pricing model. However, they were provided with limited information about the subsequent steps, as their focus was solely directed towards the respective rule at hand. It was emphasized that price should not form the foundation for workshop discussions pertaining to rules 1, 2, and 3.

Initially, there were plans to conduct 10 workshops for rule 4. However, due to the attendance of 28 individuals, organising these workshops became challenging. The Company Representative from Equinor recognized that it was unnecessary for all 28 participants to discuss the pricing model in detail during all 10 workshops, considering its complexity and comprehensive nature compared to other rules. To address this, the solution involved forming specialized sub-teams focused solely on delving into the intricate details of the pricing model, while the employees of Equinor exclusively worked with spreadsheets related to the pricing model.

The Sales Director from ISS indicates that they worked intensively on the pricing model and that there were not necessarily "boxing gloves" and major disagreements but that both partners surprised each other positively and negatively. The Sales Director also points out in that context that no one ever closed the door or that major disagreements arose that tested the relationship.

The Operation Manager from Equinor argues that when the day comes when FM in Equinor receives directives from higher up in the organisation to cut costs, it can possibly trigger additional discussions and challenges in terms of implementing cost reduction measures. The Operation Manager from Equinor is concerned that customer satisfaction may decrease if the partners are directed to reduce costs. On the day this should possibly occur, the Company Representative from Equinor emphasises that it will be a partnership discussion and that it will not be as challenging as if there had not been a focus on trust and relationship.

4.1.5 Rule 5 - Insight vs. Oversight governance structure

Regarding rule 5, the workshops focused on the structure and processes governing the partnership after the contract award. The partners must meet a consensus on the governance structure and the number of planned meetings to discuss the current situation of the partnership and agreement. The governance must be in the thread with the guiding principles set in rule 3. The importance of the governance structure is to maintain the partnership after an intensive period with all the workshops, as it is easy to assume that everything with the agreement is satisfactory.

According to the report commissioned by Equinor from EY regarding the previous agreement with the FM vendor, the contract initially had a relationship-based approach. However, as the contract progressed, it transitioned towards a more control-based and conventional framework. In an initial discussion with Vitasek, one of the founders of the Vested methodology, it becomes evident that skipping rule 5 is considered "common" as it may not appear as crucial. However, the lack of emphasis on governance can lead to significant consequences in the subsequent development and execution of the agreement, potentially shifting towards a power-based dynamic.

The Company Representative from Equinor points out that both Vitasek and the facilitators from Cirio were clear that this was an important rule not to skip, and the partners appreciated this. It may be easy to ignore because of the time and energy spent on rule 4, and rule 5 may seem less important when you have gone through all the other rules. The Company Representative from Equinor indicates that this is a significant rule and that it is what makes the agreement and cooperation work.

According to the Procurement Category Lead from Equinor, rule 5 is closely linked to rule 3, the desired outcomes. In rule 5, you must manage and follow up on the goals set in rule 3. In addition, roles, responsibilities, and mandates are placed in the workshops for rule 5. Finally, different areas, such as tactical and strategic, as well as what should be on the agenda at all the meetings, are set. The Procurement Category Lead from Equinor asserts that the workshops conducted from rules 1 to 4 serve as the foundational framework, whereas rule 5 assumes a critical role in facilitating the post-agreement effectiveness.

The Company Representative from Equinor highlights the established agreement for regular tactical meetings, initially scheduled monthly, later adjusted to bi-monthly, where the partners in the tactical team would meet physically. In these meetings, it will be discussed how the agreement is going. In addition, there is a “check act” twice a year, where what doesn´t work will be addressed and discussed. Furthermore, there is a digital meeting in the tactical team every two weeks to discuss any challenges. There is also something called «Two in a Box», with subject managers from both Equinor and ISS that meet more frequently. The Company Representative from Equinor indicates that the facilitators from Cirio were very satisfied with the commitment to regular meetings and governance in general. “Check act” is not recommended in the Vested model, but an act Equinor wanted in addition to what was recommended, also being embraced by ISS and the facilitators.

The Sales Director from ISS indicates that, especially within rule 5, they have managed to identify the *´we´* and not the *´they´* and *´us´*. The Key Accountant Director from ISS and the Sales Director from ISS both agree that it is not up for discussion to consider reducing the governance, and the same occurs in the interviews with the interview objects from Equinor. Both partners were satisfied with the amount of governance set in the workshops for rule 5.

4.2 The Vested agreement in practice

The journey to reach an agreement spanned a duration of over 6 months, with many resources and complex workshops nurturing trust and relationships between the partners. First, the partners had to go through all the rules, which is the foundation for the Vested methodology. Then, a lot of work involved the onboarding process for the employees, with the mindset *What´s-in-it-for-WE*. After landing the agreement on June 30, 2021, and starting the onboarding process, a new journey was ahead: to see how the agreement worked in practice.

In the following part, I will look closer into the onboarding process concerning the onboarding of all employees involved in the agreement. Further on, the «Two in a Box» concept and Team board meetings for governance will be presented. In addition, there will be examples of innovation that have taken place after the agreement was set.

4.2.1 Onboarding

The onboarding process involved getting the entire management team and employees to change to a Vested mindset. Previously, employees from both the customer and supplier side had work tasks based on a power-based agreement. After the agreement was set, the employees within FM had to change their mindset. Several interviewees refer to the saying “change the people or change the people” when it relates to the onboarding process to have a Vested mindset.

At Equinor, workshops were held with relevant managers, and it was required to go through Vested introduction courses delivered by UoT. In addition, at the start of the agreement, there was always a separate section on the agenda in the management meetings where key employees gave information about Vested and the progress of the agreement. ISS had a different lead on transition/onboarding with knowledge sharing to employees in all subject areas, according to the Key Accountant Director from ISS. Equinor and ISS also had a “road trip”, where the tactical team travelled around to the different locations to give information about the new agreement and how it worked. An internal website called NOBIS was also published and gave employees the opportunity to learn more about the new agreement and how it differed from the old one. The website also has information about the vision, desired outcomes and objectives that were agreed upon in the agreement.

During the interviews with Equinor interviewees, the topic of the onboarding process was raised, specifically regarding potential improvements. A noteworthy observation emerged, revealing that several of the interviewees expressed a desire for a more extensive onboarding period. The majority of the onboarding phase primarily focused on knowledge dissemination and the cultivation of a collaborative partnership mindset, emphasizing the relationship between Equinor and ISS. Such efforts require time and maturation.

Another thing that emerges as potential for improvement is that the employees could have used the NOBIS website more. Many of the operational staff are very good at their job but do not have the remaining capacity and time needed to learn about the new agreement from a website, according to the Key Accountant Director from ISS. As of today, it is agreed that the Sales Director from ISS will travel around and review the knowledge of Vested at all locations to give them an even better onboarding. The Key Accountant Director from ISS discusses how no one is stronger than the weakest link and that although those on the tactical and strategic teams are well acquainted with the Vested model, it is just as crucial that middle managers and employees at the locations know them.

4.2.2 New employees working close to the agreement

One of the ailments that Equinor and ISS have been aware of in particular is the *new sheriff in town*. In the introduction course, it was recommended that Equinor and ISS had clear measures in place whenever new managers started to work close to the agreement.

The Contract Owner from Equinor argues that providing thorough training and onboarding to new employees who will work closely toward the agreement is extremely important—especially for managers. The Company Representative from Equinor emphasises that Equinor has placed significant focus on this aspect. For instance, when ISS has introduced new employees to participate in the Vested process, Equinor has raised it as a risk and ensured that it remained a focal point on the risk board.

The Contract Owner from Equinor also points out that the agreement sets out how ISS and Equinor will handle new employees. There must be a mutual agreement between Equinor and ISS when a new employee is brought in which will work closely with the agreement. Neither ISS nor Equinor can take anyone in without consulting the other partner first. The Contract Owner from Equinor points out that this is entirely new for Equinor, as the organisation in the past has been able to choose precisely who they want without taking considerations towards the supplier.

When the question of a new sheriff in town is raised in an interview with ISS, Key Accountant Director from ISS points out that this is at the top of the agenda. The Key Accountant Director from ISS sees this ailment in the context of the relationship between the partners and that bringing in the right people who work for the Vested agreement is imperative.

4.2.3 «Two in a Box»

Røiseland & Vabo define co-management as the non-hierarchical process where stakeholders and resources are coordinated and given common direction and meaning. Co-management involves several different (but equal) stakeholders interacting toward a common task, and Røiseland & Vabo refer to three aspects within joint management; interdependence, the way decisions are made, and planned and goal-oriented activity (Røiseland & Vabo, 2016, p. 21). Frydlinger argues that there should be individual-to-individual communication within the Vested methodology, where there are employees responsible for an area/service from both the customer and supplier, communicating and corresponding together (Frydlinger, 2015, pp. 238-239).

Cooperation between Equinor and ISS is not only at the tactical and strategic level. It is also dependent on employees who collaborate interdisciplinary more frequently. Previously with a transactional contract, Equinor had employees who followed up that the supplier delivered the services as written in the contract. With the Vested agreement, the employees must have equal control with ISS according to the principle of *what* and not *how*.

With the concept of «Two in a Box», specialists from ISS and Equinor work together on specific services delivered. «Two in a Box» is operational and strategic. On an operational level, they have more frequent contact with each other. The Sales Director from ISS indicates that they were initially uncertain about how they should have day-to-day and individual-to-individual governance. The partners identified roles and mandates and concluded that «Two in a Box» was a sufficient solution. Those who sit «Two in a Box» must have completed one or two introductory Vested courses to understand the mindset and values underlying the agreement.

Challenges may arise, and through the agreement, they have agreed on measures to make. If a challenge were to occur on the operational level, it would first be discussed in «Two in a Box» before it goes on to the operation managers of those sitting in «Two in a Box». If it escalates further, it will be taken to the tactical level. The way forward is then strategic as the last level, where also Cirio can enter as a neutral party. The Operation Manager from Equinor indicates that this has yet to occur and that challenges are usually always resolved on the operational level between those sitting in «Two in a Box».

If errors, deficiencies, or requests for improvement occur, it will be discussed in «Two in a Box», specifically for that service. The Company Representative from Equinor indicates that this has worked well and that service measurements show increased satisfaction after introducing this. The interviewees from Equinor were asked if it was challenging for the employees to go from following up on the services to a more detailed level with «Two in a Box» and having a much greater focus on collaboration. Company Representative from Equinor says it varies slightly from person to person, and some employees may find it somewhat challenging to let go of control. It has been a rapid change in the everyday work life for Equinor´s employees, but with time and maturity, it has become a much better and successful collaboration.

4.2.4 Team board meetings

To ensure good follow-up of the services daily, it was decided to have Team board meetings every morning with those who work on the operational level. At the various locations, Team board meetings are held every morning at 9 am. The Team board meetings are an initiative after the Vested agreement was signed. At the meetings, there are middle managers for all services provided by ISS and their head manager. In addition, ordinary employees who work within the various services are also invited in turn.

The Team board meeting is divided into four parts. The first part is the customer journey, where all participants can give feedback. There are also reflections after the previous week and a review of the KPIs from the agreement between ISS and Equinor.

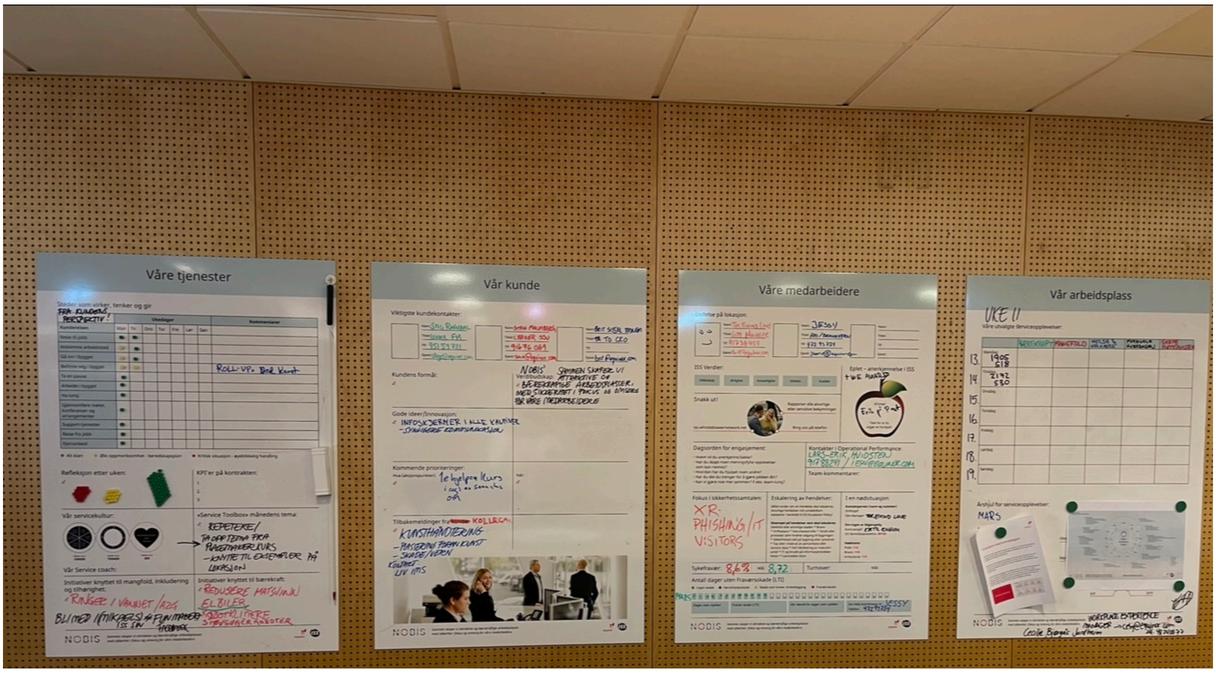
The second part looks at the customer, Equinor, and the contact persons from Equinor. The contact persons from Equinor also attend Team board meetings whenever time and opportunity. In this section, there is also a review of the customer´s purpose and values and a section with feedback from Equinor. There is also an opportunity to bring up ideas/innovation and upcoming priorities.

The third part concerns ISS´s employees at that specific location. NOBIS and ISS´s values are also brought up and reminded. A review of sickness absence is also discussed, and if it is high, possible reasons and measures will be discussed.

The last part on the agenda for the Team board meeting is the specific location and focus areas such as sustainability, diversity, health, and well-being, simplifying everyday life, and creating meeting places. There is always room for the participants in the meeting to make suggestions and discuss.

Through observation of Team board meetings at various locations, there was variation in employee participation. Still, there was a commitment and discussion around each part of the agenda. For example, during one Team board meeting close to Mother´s Day, the employees discussed measures to give extra attention to all the women in the building. There were many suggestions, and it felt like they were taken seriously, and measures were taken immediately.

Picture 1 - The agenda of the Team board meeting in Bergen 07.03.2023.



Picture 2 - The agenda of the Team board meeting in Stavanger 14.03.2023.

Both Picture 1 and Picture 2 illustrate the division of the four agenda steps for the Team board meetings into separate blackboards. Each of the four blackboards is deliberated upon during every meeting.

After observing the Team board meetings in Bergen, Stavanger, and Trondheim, I asked several participants who attended the meetings about their thoughts on daily morning meetings with a set agenda. Everyone seemed very positive, creating greater cohesion across the various services. By inviting operational staff, there was also an increased insight into the agreement between ISS and Equinor. The Team board meetings also helped encourage discussions around innovation and what can be done better, where both ISS and Equinor win. Previously, there was less focus on encouraging innovation as the service provider did not directly benefit from it, considering Equinor's employees were the primary beneficiaries. However, there has been a positive shift in this mindset, with a renewed focus on fostering innovation that is mutually beneficial for both partners.

4.2.5 Innovation

Alharbi et al define innovation by seeing it as added value linked to organisational performance and activities. Innovation in organisations refers to the creation or adoption of new functions – which are new to the organisation (Alharbi, et al., 2019). According to Fenker, flexibility in the organisation is an important means for FM to manage organisational change (Alexander, et al., 2004, p. 33). Lam refers to Burns and Stalker´s (1961) two types of organisations, mechanistic and organic. The mechanistic one is more rigid and hierarchical, well-suited, and has stable conditions. The organic is more fluid in the set of arrangements and can adapt to conditions such as rapid change and innovation (Lam, 2020, p. 165).

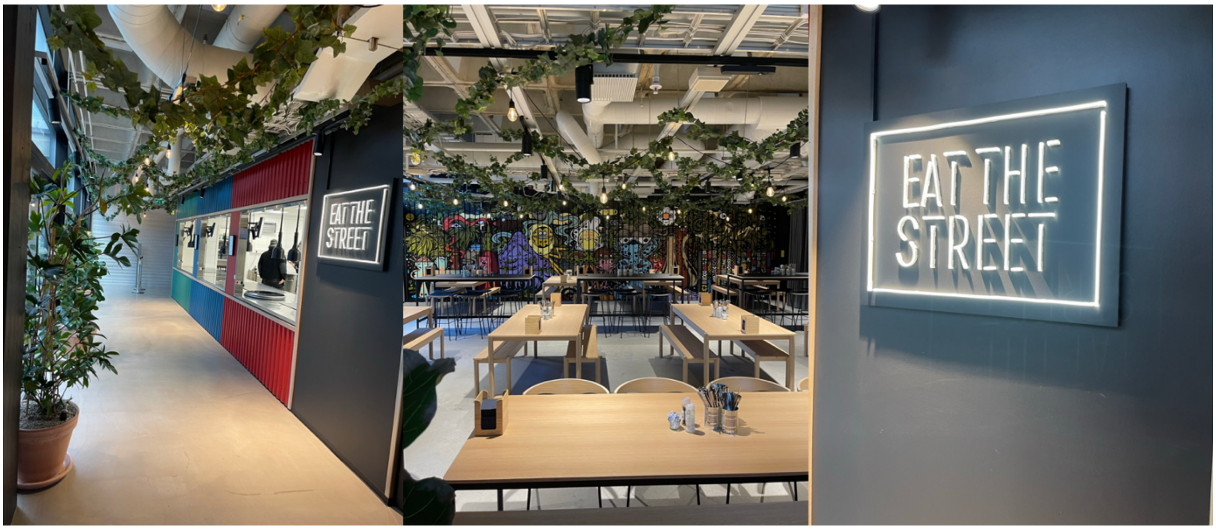
According to the Contract Owner from Equinor, it is common for transactional contracts to have details about innovation and improvement but with no results. As a result, there is no motivation for the supplier, resulting in the buyer not getting any incentives either. This was an important reason for Equinor when they chose the Vested model, as it also allowed the supplier to develop innovative ideas.

Company Representative from Equinor argues that, among other things, the ailment “activity trap” puts an end to innovation, as you pay for every activity within the delivered service. This is attempted to be avoided in the Vested model. When the buyer pays for each service and requests the supplier to innovate in a way that eliminates the need for the service, it can result in a loss of income for the supplier. Company Representative from Equinor says that the pricing model between Equinor and ISS now has incentives for innovation, where both partners win.

Through visiting the various office buildings in Stavanger, Trondheim, and Bergen and with observation, insight was given into how the innovation has manifested itself through the new agreement.

In Trondheim, in the office buildings at Rotvoll, ISS suggested getting digital payment solutions so employees could pay for lunch quickly via their mobile phones. They still have one employee sitting in the till, but it still reduced the need for more employees. Initially, the costs allocated for staffing expenses were redirected to support the new payment solution. Once the costs associated with this solution were covered, the resulting savings from the reduced staffing needs were shared equally between Equinor and ISS.

In Stavanger, at the headquarters at Forus, they have several canteens. However, one of the canteens required an upgrade, and due to the impact of Covid, it remained closed even after the employees returned to the offices. In light of the need for an upgrade, a decision was made to introduce a new concept in conjunction with the new agreement with ISS. ISS proposed "Eat the street", a concept of street food, which offers a variety of menus (see Picture 3). ISS got approval to implement the idea and renovated the canteen to fit the concept. It didn´t take long before this was the most visited canteen at Forus among Equinor´s employees.



Picture 3 - From the concept "Eat the street" at Forus.

In Bergen, the previous FM vendor introduced a coffee bar that quickly gained popularity among employees at the location. With the implementation of the Vested agreement and its flexible price model, it became possible to lower the prices of certain items. In addition, ISS and Equinor offered employees courses and certifications to become baristas. The combination of reduced prices and skilled employees in the coffee shop has resulted in high satisfaction among Equinor's employees.

Efforts have been made to tackle the problem of food waste, including a notable initiative introduced by the previous FM vendor and maintained by ISS. This initiative involves displaying a sign that shows the quantity of food wasted in the previous week (see Picture 4). By keeping this sign and regularly updating it, ISS aims to raise employee awareness about food waste and foster a culture of sustainability. The goal is to encourage more conscious consumption practices among employees and reduce overall waste.

Picture 4 -The sign of food waste.

In addition to the initiatives targeting food waste, ISS implemented a "Too Good to Go" concept at the offices in Bergen (see Picture 5). This involves packing leftover food from the canteen into food boxes and selling them at a discounted price. This initiative has been highly successful and is widely embraced by employees. It particularly benefits individuals with busy schedules, as it alleviates the stress of cooking dinner at home by providing a convenient food box option.

Picture 5 - The "too good to go" concept in Bergen.

4.2.6 User survey 2022

No specific user surveys were carried out before Equinor and ISS entered into the Vested agreement, hence difficult to measure the exact improvement (or dissatisfaction). Two major surveys were conducted for Equinor´s employees in 2022. Based on the surveys conducted in 2022, Equinor assumed that they would have had a score of around 3.65 before the Vested agreement was signed. The two surveys were sent out to 10,000 employees, and over 40% answered. The user surveys from 2022 show an overall score of 3.93, which is an increase from the 3.65.

EES 2022 SUMMARY | **KEY RESULTS OVERALL AVERAGE 2022**
HIGH AND LOW SATISFACTION

TOUCHPOINTS	SCORE 2022-1	SCORE 2022-2	DIFF	AVERAGE 2022
Arriving at work	4,28	4,24	-0,04	4,26
Entering the Building	4,42	4,42	0	4,42
Being in the buidling	4,17	4,22	0,05	4,20
Taking a break	3,59	3,64	0,05	3,62
Working in the Building	3,69	3,73	0,04	3,71
Going for Lunch	3,95	3,93	-0,02	3,94
Having meeting, conferences & events	3,83	3,99	0,16	3,91
Support Services	3,72	3,78	0,06	3,75

Average overall score all locations 2022
3,93

NOBIS *Together we shape attractive and sustainable workplaces with safety and care for our people.*

equinor ISS

Figure 11 - Score of the user surveys from Equinor in 2022.

Figure 11 shows the results from the two user surveys that were carried out in 2022. The table shows increased customer satisfaction among Equinor´s employees. The Operation Manager argues that the score from the table is not exclusively due to ISS being the supplier. The Operation Manager argues that several measures were also taken by Equinor in 2022, to make the office spaces more attractive after covid. These measures were taken to get more employees back to the office. The measures include painting, buying new and more modern furniture and installing several mobile focus rooms. The Operation Manager believes these measures have had an impact on the increase in the score and that it is not exclusively ISS with the delivery of services that is behind it. It is therefore discussed whether the increase in the score can be a good combination of both the Vested agreement but also the measures taken by Equinor before entering the new agreement.

4.3 Highlights of the *getting to Vested*

Equinor's transition from traditional contracts to relationship-based contracts within the FM sector represented a significant milestone for the organisation. Basing a contract heavily on trust and a relationship with another organisation is, in many ways, scary. Nevertheless, Equinor has learned a lot from the process, and several points stood out: lessons learned and what they would do differently if they did the process again. The experiences are many and have also been passed on to the executive management at Equinor.

A helpful experience is that switching to a Vested model requires both partners to be open and transparent on all levels, including cost. It is also imperative that both partners are ready for such a process and that they have enough people involved with the right mindset to make this happen. It is also vital that the partners have enough resources in terms of time and can set aside enough time for all the workshops they have to go through. The Lawyer and facilitator from Cirio indicate that both the partners had individuals that were seen as Vested Champions, which means there were individuals that were focused and motivated on maintaining the Vested principles.

Equinor also points out that it is essential to choose the right facilitator to get through the process. Company Representative from Equinor points out that the facilitators were a very important resource, both as "standing neutral" in discussions and also to ensure progress in the process.

The facilitators took charge of the meetings, offering valuable guidance and direction to ensure that the partners achieved the steps and rules during the various workshops. The Contract Owner from Equinor argues that having facilitators and neutral party had a unique effect. The Company Representative from Equinor emphasises that having facilitators greatly influenced the process and acknowledges that it was beneficial for the partners not to bear the sole responsibility for navigating the necessary steps. This approach ensured effectiveness and smooth progress throughout the process. The transparency wouldn´t be the same if one of the partners were responsible to lead the process.

"Focus on the total cost of ownership (TCO) and margins, not supplier cost and price list" is one of the quotes from Equinor´s experience. As previously mentioned, the pricing model in rule 4 was one of the most complex and challenging processes the partners had to go through. Emphasising the big picture is crucial, as paying for each individual activity can steer them back toward a traditional contract. By shifting the focus to the total cost, there is a greater opportunity for innovation and the emergence of new ideas from ISS. This broader perspective fosters a more collaborative and forward-thinking approach.

Another important experience is continuous follow-ups to ensure that senior stakeholders are onboarded in the process. Especially those who have been used to traditional contracts for a long time will be dependent on gaining enough knowledge about how important it is to follow and understand the new mindset and agreement. It is important to not underestimate this need, according to the Operation Manager from Equinor. The Operation Manager from Equinor is one of those who was not involved during the process of getting to the agreement but was introduced to it after the agreement had been signed. The Company Representative from Equinor argues that great focus was placed on this. There was also a strong focus on employees involved in the Vested agreement having to be onboarded well enough before they became involved. It emerges in interviews with those from Equinor that there were some challenges related to stakeholders who did not have the right mindset. The most important thing was identifying these and trying to onboard them to a greater extent. The Vested agreement is challenging if not everyone is on board with the principles of transparency, trust, and equal relationship.

Another experience Equinor is bringing up is the importance that Equinor must focus on *what* Equinor need and the fact that the supplier must be allowed to decide how it is delivered. Vested´s framework is based on full cooperation and how there should be gain and flexibility for both partners. This framework, according to the Vested model, will contribute to innovation and the mindset of "win together and lose together".

4.3.1 Compatibility and trust assessment

In September 2022, a Compatibility and trust assessment (CaT) was conducted and facilitated by Cirio. The assessment was developed by Jerry Ledlow PhD and Karl Manrodt, PhD to measure the strength of business relationships. The assessment was used as a tool for showing where Equinor and ISS had gaps in compatibility and trust. The survey was given to 15 employees within FM from Equinor and ISS, and the survey asked a variety of questions with a focus on five dimensions. The five dimensions are proven to be associated with healthy trading partner relationships; trust, innovation, communication, team orientation and focus.

The structure of the assessment provided a 360-degree "two world view" of the relationship, where Equinor responded to their own organisation and their perspective of ISS, and the same for ISS. The survey asks the participants to rank statements related to the relationship on a scale from "not at all" to "always". The response rate was 100% from both ISS and Equinor.

The result from the assessment is confidential and cannot be disclosed in detail, but overall, the assessment shows the relationships is healthy with all five dimensions falling in the healthy range. This is positive but also gives the partners a heads-up that there is still an opportunity for improvement. The Contract Owner from Equinor argues that the score given from the assessment is excellent, bearing in mind that the assessment was performed one year into the contract.

At the end of the survey, respondents were also asked to list three adjectives to describe their feelings about the partnership. The following word cloud combines all of the adjectives given:

Figure 12 - Respondent´s adjectives of the relationship between Equinor and ISS

The size of the adjectives in Figure 12 depends on how many times the word has been given by the respondents. As seen, adjectives such as *Cooperative, Good, Open, and Innovation* have been given more frequently than others. It is also interesting to see the adjective *Challenging* has been given more frequently than others. Several of the interviewees have pointed out that there have been some challenges, especially the entirely new way of having a business relationship.

4.3.2 Pitfalls

In addition to Equinor having collected the most important experiences from the Vested process, Equinor has also identified what is called the *Don´t - dos*. As with the experiences, this has also been passed on to the executive management in Equinor as it may become relevant later to use a Vested model for contracts in other parts of Equinor.

Firstly, Equinor has identified that one should not start a Vested process if you're not ready for it. All stakeholders involved in the process must be aware of how extensive and complex the process can be and must be prepared to embrace principles such as trust and transparency. It is imperative to familiarise with what the Vested model is.

Secondly, one should not skip education, relatable to the first identification of pitfalls. The employees need to be well educated in the Vested methodology, so it won´t prevent progress when the process begins. Equinor points out how helpful it was that all the participants in the team had taken the introductory course and that this made it much easier to put theory into practice.

Thirdly, is not to skip the formal gate reviews. A gate review is a checkpoint where the partners decide whether the project is worth going ahead with. The partners must consider the previous processes they have undertaken, which in this case are the workshops. If they have not reached the necessary goals, the process should stop. This is an assessment the partners must make individually and together with the facilitators. Carefully considering whether it is worth going ahead will reassure both partners, as a lot of resources are used to carry out the process. The partners must document and agree on what they have agreed upon. Often to avoid having to start a discussion later, with uncertainty about what the partners agreed on. Throughout the process, there was a common steering committee with senior representatives from both ISS and Equinor, that had managers responsible for the Vested process to present current status and results throughout the process. Dedicated exit- and entry meetings within the steering committee took place after every rule, being a prerequisite to entering the next stage. As depicted in Figure 13, Equinor implemented planned gate reviews following the completion of each rule.

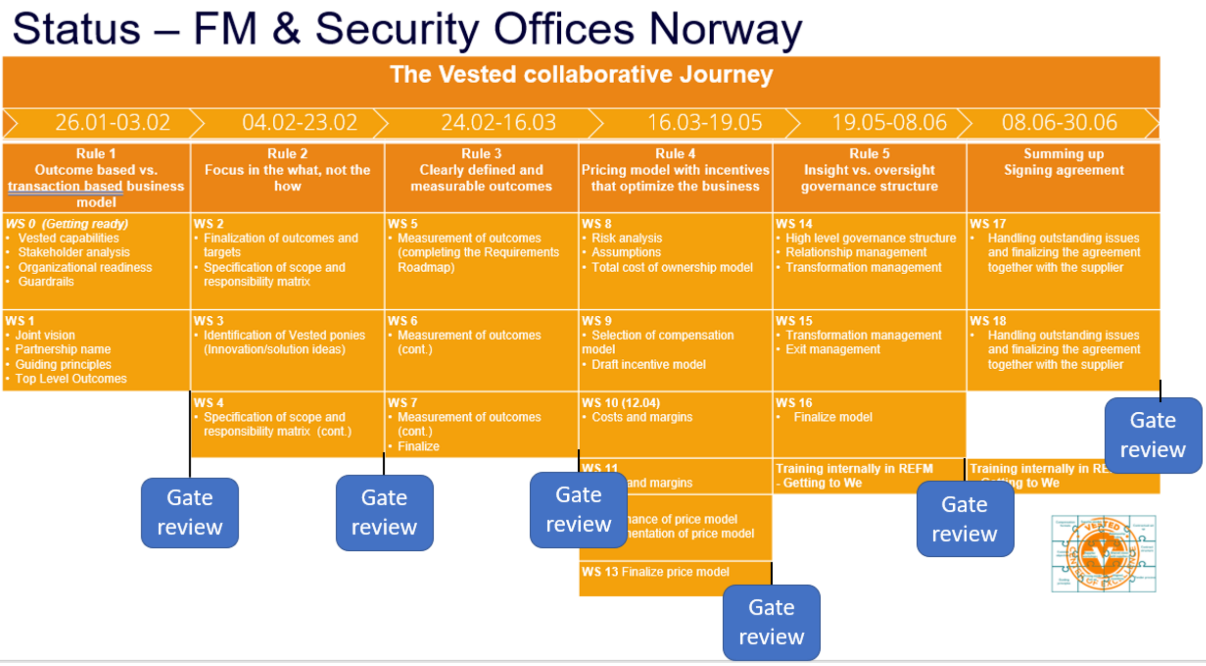


Figure 13 - Equinor´s agenda for gate reviews

The last *don't - dos* that Equinor has identified is not to let go of the agreed governance when things are going well. It is typical for teams with a high level of trust and alignment after the workshops to be tempted to calm down on this as soon as everything is going well. It is easy to think that there is no need for several regular meetings if there are no specific challenges to work on. However, regular meetings are more than just addressing challenges; the partners will also create alignment on priorities and initiatives relevant to innovation.

4.3.3 Reorganisation process

By moving to a relationship-based business model, there will be changes in the organisation and how the employee's work. The question of whether a reorganisation process (RP) should have occurred was raised in several interviews with the interviewees from Equinor. No RP was carried out at Equinor, and there are divided opinions on whether this should have been done. The Operation Manager argues that some employees have completely different tasks and working days than they were previously used to, as they previously worked with a traditional contract. From a management perspective, they are satisfied, but the further down the organisation you go, there are elements of dissatisfaction and a desire to return to the old model of closer follow-up on the FM supplier. The Operation Manager indicates that this has come to light in dialogue meetings with employees.

By switching to a Vested agreement, much more responsibility was given to the supplier, which was previously the responsibility of employees in Equinor. The Operation Manager indicates that it should be considered to a greater extent how big of a consequence it could be for Equinor´s employees and that measures should be considered for their employees. If the process was redone, the Operation Manager argues that a RP should have been included in the total package when switching to a Vested agreement.

The Contract Owner from Equinor argues that the Vested agreement and new work tasks were a topic raised with the organisation's relevant union representatives. All compositions were assessed, and the conclusion at the time was that an RP was not necessary. The Contract Owner from Equinor identifies what he believes may be the reason why someone has expressed a need for RP. Equinor implemented the Vested agreement with a four-month overlap with the old supplier, and this is believed to be too fast. An RP requires more time and would be extensive in addition to the transition to the new agreement.

The Contract owner from Equinor also asserts that there was a perception amongst senior management that some employees were nearing retirement age, and therefore no need for an RP, however this assumption proved to be inaccurate. It is evident that employees chose to extend their working lives beyond the expected retirement age, contrary to the managers' initial expectations. Essentially, The Contract Owner believed that these natural departures would likely resolve the need for the RP.

5 Discussion

The discussion chapter deals with the results that emerged through the interviews presented in the previous chapter and discusses them against the existing literature and theory that is presented in Chapter 3.

5.1 Trust and relationship

The first research question, in correlation with theory and the results, examines whether it is possible to have an agreement based on trust and relationship.

- To what extent has Vested made it possible to make an agreement based on trust and relationship?

Within the Vested methodology, six guiding principles provide guidance during both the negotiations and contract award process. The guiding principles are reciprocity, autonomy, honesty, loyalty, fairness, and integrity. The six principles have in common a foundation that must be in place to create trust and relationships between the partners.

The first principle – *reciprocity*, is the obligation to return favours and is about give and take within a relationship. The second principle – *autonomy*, is about force and power, where the partners should not force the other to do a certain action. Through the Vested methodology, it is recommended to include neutral party facilitators in the discussion and to manage the entire process of following the five rules. The facilitators from Cirio were in charge of carrying out and leading the process, which ensured that neither of the partners had autonomy over the process. Autonomy can be challenged because Equinor was empowered to choose ISS as the partner or to proceed with someone else. There is, therefore, a power where ISS must go to a greater extent to prove to Equinor that ISS was the right partner to choose. Having that said, we can see through all the rules presented in the results that both partners were obliged to carry out tasks and prove to each other that there were trust and a relationship between them. This can also be confirmed through the gate reviews that were carried out throughout the process. The gate reviews ensured that both partners had to present what was done and the results of the workshops. All the rules, 1-5, had workshops with neutral facilitators from Cirio who ensured that both partners did as the methodology dictates. Through interviews, there is no empirical evidence of challenges related to a power difference between the partners. Instead, it shows that the partners were on an equal footing in the process.

The third principle – *honesty*, is about the partners telling the truth and providing accurate information with good intentions. This principle is difficult to assess correctly, as the partners did not want to discuss this in the interviews. However, one can point to a more significant challenge: the pricing model where ISS is positioned to attach a service that ISS has planned to innovate immediately, with reduced funds. This means that when the contract is written, ISS can innovate away from the service and be left with a profit.

As an illustration, ISS could initially advocate for employing three individuals to operate the canteen. However, after the contract award, ISS may opt for an innovative alternative, such as implementing an app-based solution, which eliminates the need for all three employees. This adaptation enables ISS to generate a surplus, resulting in increased profitability. Equinor will never know whether this was a planned action or whether the innovation was created after the contract award. When this challenge was raised with Equinor, it immediately became clear that this was not something Equinor saw as a challenge, as large parts of the agreement are based on mutual trust. According to the Company Representative from Equinor, such an action is something they would discover, and which could destroy the trust between the partners, and it is not something they spend time or energy worrying about. It also appears from the results that the pricing model was the most challenging rule the partners had to go through but that it never had anything to do with the trust between the partners.

The fourth and sixth principles – *loyalty* and *integrity* are based on valuing the other partner's interests as equally as one´s own and where values and considerations are central. As shown in the results section, ISS has Team board meetings every morning, where they have a separate section on the agenda where they go through NOBIS and ISS´s values to constantly be reminded of what ISS stand for and what they want to achieve. In addition, ISS also has a separate section where they look at the customer´s (Equinor´s) values. This ensures that ISS follows up on the values both ISS and Equinor stand for and that this is the foundation when ISS delivers services.

In addition, rule 1 focuses on the partners discussing the visions and values that both Equinor and ISS stand for and how the partners can create value together. It appears from the rule 1 *outcome-based vs. transaction-based business model,* that ISS knew that Equinor wasn´t just anyone and that the partners had to discuss early on how to find a balance where both partners adapted to the individual culture. ISS provides services at Equinor, and previously, one would have thought that it was ISS that would adapt to Equinor´s values and culture. Now it is just as important that there is room for ISS to bring its values with it. The solution was, therefore, to create common values in addition to creating an equal balance between both partners.

The fifth principle – *fairness*, is about proportionality and relates to the proportion and balance in the relationship. That there should be a balance of the risk of one party and compensation for bearing that risk.

If we win, we win, if we lose, we lose.

The quote is given in the introduction course to the Vested methodology and revolves around the shared risk and reward between the partners. The pricing model is particularly relevant when risk is to be explored. Equinor takes all costs, which means Equinor also carries the risk together with ISS when it comes to costs. As it appears in the theory section, Vitasek argues that traditional contracts focus on risk protection and that this creates adversarial behaviours as perverse incentives. You want to avoid this with the pricing model in a Vested agreement.

Therefore, Equinor takes the risk with cost to stand in the risk together with ISS. Risk and reward are shared to align interests. The idea is that shared incentives should drive innovation and cost-effectiveness. It is evident in the results section that Equinor has chosen to take this risk and that there is no evidence that there is more risk with one party in this relationship.

5.2 Key ailments

The second research question discusses the challenges that follow developing an agreement based on trust and relationship in Vested. This part will focus on the correlation between the results and the 12 ailments in the theory chapter.

- What challenges follow the development of an agreement based on trust and relationship in Vested?

The 12 ailments are ailments that represent common challenges that can arise if not following the methodology and five rules correctly. Vitasek associates these 12 ailments with "the most powerful law of the universe is the law of unintended consequences." The ailments are perverse incentives with the opposite effect of what was intended. With the results, we will identify ailments and examine how Equinor and ISS have tried to prevent them together. Of the 12 ailments, not all will be included in the discussion, only those relevant to what occurs in the result part.

The outsourcing paradox is the ailment where the customer develops a "perfect" set of tasks, frequencies, and measurements, and the work is tightly defined. The customer has a "perfect" system that the provider of the services does not design. If the services aren´t delivered solely as intended, the supplier is to blame. This ailment relates specifically to rule 2, *focus on the what and not the how.* According to the Procurement Category Lead from Equinor, traditional contracts often exhibit a comprehensive taxonomy, encompassing extensive details regarding the tasks to be performed.

Letting go of this control and letting ISS decide how to deliver services was an entirely new experience for Equinor. Still, Equinor tends to avoid it according to the result part. Equinor and ISS chose to use tools provided by UoT to prevent the *outsourcing paradox*. It also appears from the result part that none of the partners wanted Equinor to relinquish control completely. Equinor still has some control mechanisms linked to how the services are delivered, but there is no conflict with the work being tightly defined. As with the example from cleaning, Equinor stated "The offices should be clean, tidy, and give a professional impression", which will not reflect the ailment as a "perfect" set of tasks where the work is tightly defined.

The junkyard dog factor is the ailment where the customer's employee monitors and stakes their territorial claim to specific processes. This is often a result where employees' recent work will transit to the service provider, and the employees still feel the need to monitor and control the service. This challenge can quickly arise, as according to rule 2, *focuses on the what and not the how*, the focus must be on the supplier deciding how the service is delivered. The tasks Equinor´s employees were previously supposed to follow up to a greater extent are now instead to be followed up through «Two in a Box» and the measures set in rule 3, *clearly defined and measurable desired outcomes*. As it appears in the result part, according to «Two in a Box», there are now employees who sit together from ISS and Equinor who will follow up on the services together. The Company Representative from Equinor indicates that it varies from person to person and that some employees have found it challenging to relinquish control.

So far, it does not seem to pose a major problem or significant challenge to the relationship between ISS and Equinor. However, there are some employees who are still in the process of fully transitioning and letting go of the control that Equinor previously held. This observation is particularly evident in the onboarding process, which both Equinor and ISS consider as one of the main elements that could have been approached differently, potentially by allocating more time to the onboarding process. This could have prevented some of Equinor´s employees from still finding it challenging to relinquish control.

The honeymoon effect is primarily directed at the governance, which often can be challenging after going through all the five rules and contract awards. *The honeymoon effect* is the initial attitude that the partnership is successful, but the satisfaction level will decrease as the partnership progresses. The service provider will also often strive to meet the levels outlined in the contract but will need more incentives or motivation to raise the service levels or try to decrease the prices. This ailment can also negatively impact frequent meetings and discussions in the partnership, as the partners will see no need to have frequent meetings. The Company Representative from Equinor refers to both Vitasek and the facilitators from Cirio, which warned the partners not to skip rule 5, *insight vs. oversight governance structure*, where the partner should decide the governance structure. According to what emerges in the result part, the partners agreed on several levels of governance to ensure that it was frequent.

There was also a compatibility and trust assessment, facilitated by Cirio. In the assessment, Equinor and ISS ranked both themselves and each other. This assessment was conducted one year after the agreement was signed, reflecting that the ailments haven´t occurred as an issue. The results show overall that the relationship between Equinor and ISS is in a healthy range.

According to the results related to the innovation, there have been several innovations after the agreement was signed. As the payment solution in the canteen at Rotvoll, the "eat the street" concept at Forus and food waste measures. This reflects that the motivation to raise the service levels and decrease the prices has not been an issue so far in the agreement. There may still be challenges related to this later from the perspective of the pricing model. As the Operation Manager refers, there could be challenges and more discussions if Equinor is told to save money. This could potentially go beyond the motivation of both Equinor and ISS and challenge the ailment of the honeymoon effect.

The last ailment worth discussing is *a new sheriff in town*, which often occurs when a new senior manager joins one of the companies in the partnership and wants to change the ways of working. Through the Vested methodology, it is recommended that the new sheriff/manager should be required to go through education and get an understanding of Vested before even considering if the person is fitted for the position. The lack of onboarding of a new sheriff/manager can cause challenges.

Equinor and ISS were also made aware of this ailment by Vitasek and Cirio. The partners became very observant of this, and clear guidelines were written in the agreement. The guidelines require a good onboarding process for the new manager. It also appears from the result part that both partners must agree that the new manager fits into the team, which reflects the recommendation from the description of the ailment. ISS highlights the top priority given to the assessment of new managers, which is prominently featured on the agenda. Equinor also promptly includes this aspect on the risk board, indicating that both partners acknowledge the significance of this ailment and recognize the potential challenge associated with integrating a new manager who may not align with the methodology.

5.3 Innovation and flexibility

In the research introduction, the Vested model is presented, with particular emphasis on innovation and change. It highlights that the traditional approach to agreements tends to be excessively detailed, which may not align well with the needs of organisations. The Vested methodology takes a different approach, where the agreement is supposed to benefit both partners. The EY report, which assessed Equinor´s previous contract with an FM vendor, highlighted that Equinor was more in the direction of relationship-based agreement, in retrospect of the need for innovation and change. Alharbi et al. define innovation by seeing it as added value linked to organisational performance and activities (Alharbi, et al., 2019). According to Fenker, flexibility in the organisation is an essential means for facility management to manage organisational change (Alexander, et al., 2004).

With the changes that occur daily, both locally and internationally, organisations also need flexibility to adapt. Therefore, the last research question will discuss the results considering innovation and flexibility:

- How has Vested impacted the overall innovation and potential for flexibility within the scope of Equinor´s facility management?

Rule 2, *focuses on the what and not the how,* the taxonomy within the Vested methodology is much less detailed, and ISS decides how the service will be delivered. The purpose is to create incentives for suppliers that make it more motivating to be creative and innovative. In addition, a less detailed taxonomy can help suppliers to adapt to changes and new ways of working more easily.

Consider the scenario where a new, more sustainable cleaning product becomes available at a lower cost. When the taxonomy used is less detailed and ISS is more adaptable to change, it becomes easier for the company to incorporate this new product into their cleaning services. This enhanced flexibility allows them to readily adjust their operations to accommodate new methods and changing circumstances. Furthermore, Equinor's description of the desired canteen service - "healthy and nutritious food and drinks served sustainably" - provides ISS with greater latitude to experiment with new menu options, make changes to existing dishes, and adjust their service approach without encountering issues with Equinor.

The successful implementation of innovative changes relies on Equinor's receptiveness and openness to new solutions, as confirmed by the results, in part 4.2.5. The findings demonstrate multiple instances of rapid innovation and change within the organisation.

The vision that Equinor and ISS created is: “Together, we shape attractive and sustainable workplaces with safety and care for our people”. The focus on sustainability has vastly increased in the last decade, setting new requirements through national legislation and incentives. Changes that can contribute to more sustainable choices also depend on the organisation being flexible and constantly able to think in new ways. The measures such as fronting the amount of food waste and creating “too good to go” solutions so employees can take food home are small changes but could have been more challenging without the Vested approach.

The pricing model that Equinor and ISS have put together through rule 4, *pricing model with incentives that optimise the business,* regulates that Equinor must cover all the costs of ISS. According to the Company Representative from Equinor, Equinor needed to focus on flexibility and that there was a relation between costs and innovation. It emerges from the result part that by covering all the costs, it will be possible to create incentives that, in turn, generate more innovation.

The importance of sustainability also comes into play with the example of a more environmentally friendly cleaning supply that costs less than the conventional option. In a traditional pricing model, it would be more likely for ISS to continue using their existing, costlier supply, as switching to a cheaper alternative would result in lower earnings. However, with the Vested model, the company bears the full cost of the cleaning supplies, and both partners share the profits resulting from cost reductions.

This incentivises ISS to adopt a more sustainable and affordable cleaning supply, as it would lead to shared benefits and cost savings. By prioritising a mutually beneficial approach, Equinor and ISS have created a framework that encourages ISS to make choices that align with the organisation's broader sustainability goals.

Within rule 5 *insight vs. oversight governance structure*, one of the governance measures is to have tactical meetings every other month. The observations from the tactical meeting in March in Bergen show a separate section on day two focusing on change and innovation.

Here, recent changes and measures for innovation are discussed as what has been done since the last meeting. This seemed to be motivating for both ISS and Equinor. In addition, there is governance with «Two in a Box», where there is more regular communication between Equinor and ISS related to specific services. Regular communication and dialogue also create an arena for regularly discussing new ideas, changes, and innovation.

In addition, it also appears that ISS has Team board meetings every morning, which is a measure according to the Vested agreement. This is also an arena for discussing and bringing up new ideas that can create innovation. As it appears from the result part, commitments and discussions were linked to each section of the agenda, including innovation and change.

The result part also provides several examples of how innovation occurred when the agreement was in place. For example, the app solution for the canteen at Rotvoll and the "eat the street" concept in Stavanger. Furthermore, the coffee shop which provides high satisfaction the Equinor´s employees at the Bergen location. Subsequently, canteen employees were allowed to acquire barista certifications, enabling them to broaden their job responsibilities and contribute to the coffee shop's operations. This exemplifies the adaptive nature of the agreement, facilitating changes and enhancing its effectiveness.

Overall, the agreement underpins and reflects the more organic type of organisation that Lam (2020, Burns and Stalkers, 1961) refers to. The more organic organisation is more fluid in its set of arrangements and can adapt to conditions such as rapid change and innovation. The mechanistic type of organisation is more rigid, hierarchical, well-suited, and has stable conditions. The mechanistic type has more similarity to the previous agreement Equinor had with the previous FM vendor, which EY assessed. The examples of innovative solutions through the Vested agreement with Equinor and ISS reflect that together they can adapt to changes and that innovative solutions come to life.

It is common for organisations to have differing opinions about the feasibility of an approach that benefits both partners. However, as demonstrated in Part 3 of the discussion, Equinor and ISS have effectively achieved this balance through their mutually beneficial agreement, which has produced many positive outcomes.

In some cases, employees within organisations may view trust and relationship building as unattainable when pricing is involved, particularly when large sums are at stake. Organisations often face the challenge of deciding whether price or an agreement that prioritises flexibility and innovation is more crucial to their operations. While a complete shift to a Vested approach may not always be necessary, exploring the principles of relationship-based agreements can still help organisations cultivate a stronger emphasis on trust and collaboration with their suppliers.

The future remains uncertain, but more sustainable solutions, innovative ideas, and alternative work methods will continue to emerge. The COVID-19 pandemic and the focus on sustainability have highlighted the need for rapid adaptation and change. Adopting a more relationship-based model can help organisations better navigate such shifts and capitalise on emerging opportunities.

6 Conclusion

This master thesis is a case study on Equinor´s implementation of Vested with ISS within Facility Management. Equinor stands out as one of the few organisations in Norway that has embraced the Vested methodology, transitioning from a power-based to a relationship-based business model.

The research journey commenced when one of Equinor´s FM Operation managers referred to Vested as the “future agreement”. This statement sparked a series of inquiries regarding what, why, and how. The inclusion of key concepts such as relationship, trust, and a mutually beneficial mindset in the context of an agreement challenged conventional notions of what an agreement should entail.

The research has offered a distinctive perspective into the comprehensive implementation process of the Vested methodology and its subsequent impact on the agreement. Following the methodology, Equinor and ISS engaged in a series of 52-full-day workshops over six months, to implement all five rules. One distinctive aspect of the Vested methodology is the placement of the pricing model, typically a critical element in any agreement, beyond the fourth rule. This means that Equinor and ISS had to navigate through three preceding rules before delving into price discussions. The research highlights the significance of this progressive approach, emphasising the importance of establishing trust and cultivating a relationship between the partners before engaging in pricing model considerations.

Through the exploration of the six principles outlined in the initial research question, it is evident that Equinor and ISS have effectively implemented the principles of reciprocity, autonomy, honesty, loyalty, fairness, and integrity. A crucial factor contributing to this achievement was the involvement of neutral facilitators from Cirio. Despite potential challenges, such as Equinor's advantage in choosing a partner, it seems that no obstacles arose in this regard. Both partners exhibited high motivation to reach an agreement utilising the Vested methodology, dedicating substantial resources to the process.

Naturally, challenges can arise during the implementation process, and valuable lessons can be learned from such experiences. Vitasek and other researchers from the University of Tennessee have identified 12 potential issues, commonly known as "ailments," that may arise if the Vested methodology isn´t followed correctly. While all the ailments have been examined as part of this research, none of them surfaced during the interviews conducted. However, certain topics can still be discussed, as hints of these challenges have been identified or appear to have been actively avoided by Equinor and ISS in their implementation journey.

Based on interviews conducted with key stakeholders from Equinor, ISS, and Cirio, it is evident that all partners have made conscious efforts to actively avoid the identified ailments, demonstrating a strong emphasis on this aspect. All involved partners appear to have exhibited high commitment and motivation to successfully implement the agreement using the Vested methodology. Notably, the neutral facilitators from Cirio were certified as Certified Deal Architects for the Vested methodology. However, it is worth mentioning that key individuals from Equinor and ISS have also obtained this certification, further reinforcing their dedication to the process.

The results clearly indicate that there have been no significant challenges that posed a risk of jeopardising the agreement. This can be attributed to the extensive education undertaken by several key individuals before embarking on the implementation process. Furthermore, it is evident that both Equinor and ISS are taking a proactive approach to prevent potential ailments that can arise during such a process.

The final research question investigates the impact of the Vested methodology on Equinor's ability for innovation and flexibility. Multiple examples illustrate that the model has facilitated ISS, as the supplier, in presenting novel and innovative solutions. The pricing model has played a role in providing motivational incentives, while the collaboration between the partners has effectively implemented these innovative solutions. With the agreement being in place for 1.5 years, the emergence of innovative solutions demonstrates the partner´s joint flexibility in exploring new ideas and finding innovative approaches.

The director of ISS raising the question, "Is Equinor truly prepared for a Vested process?", seems to stem from Equinor's prior experience with power-based agreements. However, this research provides clear indications and examples that both Equinor and ISS were indeed ready for this transformative process. As affirmed by the facilitator from Cirio, both partners had Vested Champions, as there were individuals that ensured the Vested principles were maintained. The endeavour to achieve this outcome involved significant resource allocation, commitment, and motivation. The results stemming from the adoption of the Vested process have been abundant, with the research demonstrating a predominance of positive outcomes.

Is it justifiable to claim that the Vested methodology has been successful for Equinor and ISS? While we have not delved into the specific cost savings achieved through the Vested agreement, the success lies in the effectiveness of a trust-based and relationship-driven agreement. Numerous innovative solutions have emerged as a direct result of the trust, relationship, and flexibility fostered by this agreement. Evidently, these innovative solutions would not have materialised without the unique dynamics facilitated by the Vested approach.

As emphasised in the concluding remarks in the discussion, it should be acknowledged that the Vested methodology may not be the optimal solution for every organisation, despite the notable successes highlighted in this research. While the Vested approach is a prominent agreement model, organisations that do not opt for a complete Vested implementation can still benefit from shifting toward more relationship-based contracts. By adopting a mindset that considers mutual gains, organisations can move away from strictly traditional contracts and embrace a more collaborative approach that prioritises the success of both partners involved. Based on the research, adopting a more relationship-based model will help organisations better navigate such shifts and capitalise on emerging opportunities.

7 Recommendations and opportunities for further research

While this research provides valuable insights into the methodology of Vested and its practical implementation through the Equinor case study, there are still aspects that warrant further exploration. Specifically, this research does not delve into the financial savings associated with Vested agreements, nor does it thoroughly investigate the potential financial demands involved. Examining the overall economic perspective of this agreement model could be an interesting avenue for future investigation, as it would assess whether organisations stand to benefit from transitioning to such agreements. While the research highlights the positive impact on innovative solutions, the financial dimension of the agreement remains relatively unexplored for this research.

The research, conducted 1.5 years after the agreement was signed, reflects a predominantly positive perspective on the agreement's success, as evident from the interviews and results. It would be intriguing to investigate the agreement's dynamics after a longer period, considering the conditions and factors that influence its sustainability. Examining how the partners maintain regular governance and assessing the durability of the trust and relationship over the course of a few years would provide valuable insights into the agreement's long-term effectiveness.

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9 Appendix

9.1 Appendix 1 - Interview guide Equinor

Kan du fortelle om din rolle i Equinor og hvor lang erfaring du har?

Kan du utdype din rolle i implementasjonsprosessen av Vested?

- Hvordan ble *the five rules* følgt opp?
- Arbeidet dere aktivt for å unngå *the 12 ailments?*

(På intervju vil det ble tatt med oversikt over the five rules og the 12 ailments)

Vil du fortelle litt om behovet for å gå over til relajsonsbasert forretningsmodell?

Har du noe tanker om hva som kunne blitt gjort annerledes i implementeringsprosessen?

- Var det noe som hindret optimal utnyttelse?

Request for partner er relevant i denne sammenheng, kan du gå nærmere inn på hvorfor du tror det er viktig?

Hvordan føler du implementeringen av Vested har påvirket den interne organisasjonen?

Vil du fortelle om taktiske møter dere har med Cirio og ISS?

- Hva er ønsket utbytte av det?
- Oppnår dere dette utbytte?
- Hvilke fordeler har det?

Det kommer frem i oppstartssamtalen at det er mange erfaringer å hente fra implementeringsprosessen, har du noen tanker om hva?

Tillit mellom flere parter hvor det er snakk om store og viktige kontrakter er naturligvis noe man ser på som utfordrende, hva er dine tanker rundt det knyttet til ISS?

- Er det faktisk mulig å ha et forhold basert på tillit?
- Hvilke utfodringer er knyttet til det?
- Hvilke fordeler ser du med det?

I NOBIS håndboken er det skrevet ned flere *desired outcomes,* hvordan opplever du som leder at dette blir fulgt opp og fungerer det?

Kan du fortelle om costnad management iht implementasjonsprossesen?

Det kom frem i oppstartssamtalen at prismodellen er ekstremt viktig og at dere brukte mye tid på den, vil du fortelle om prosessen for å komme til enighet?

Gjennom NOBIS har dere utarbeidet seks veiledende grunnprinsipper, som blant annet åpenhet hvor ISS og Equinor skal være ærlige og transparante. Hvordan fungerer dette prinsippet og de andre i realiteten?

Hvis dere skulle gjort hele prosessen på nytt, hva ville du gjort annerledes?

9.2 Appendix 2 – Interview guide ISS

Kan du fortelle om din rolle i ISS og hvor lang erfaring du har?

Kan du utdype din rolle i implementasjonsprosessen av Vested?

- Hvordan ble *the five rules* fulgt opp?
    - Var noen av reglene mer utfordrende å følge enn andre?
- Arbeidet dere aktivt for å unngå *the 12 ailments?*

(På intervju vil det ble tatt med oversikt over the five rules og the 12 ailments)

Vil du fortelle om prosessen for å gå over til Vested?

ISS har jo både tradisjonelle og relasjonsbaserte forretningsmodeller med ulike selskaper, kan du fortelle om forskjellene og hva du tenker fungerer best?

Har du noe tanker om hva som kunne blitt gjort annerledes i implementeringsprosessen?

- Var det noe som hindret optimal utnyttelse?

Hvordan føler du implementeringen av Vested har påvirket den interne organisasjonen?

Vil du fortelle om erfaringsmøtene dere har med Equinor og hvilken nytte det har gitt dere?

I NOBIS håndboken er det skrevet ned flere *desired outcomes,* hvordan opplever du som leder at dette blir fulgt opp og fungerer det?

Gjennom NOBIS har dere utarbeidet seks veiledende grunnprinsipper, som blant annet åpenhet hvor ISS og Equinor skal være ærlige og transparante. Hvordan fungerer dette prinsippet og de andre i realiteten?

Kan du fortelle om onboardingprosessen?

9.3 Appendix 3 – Interview guide Cirio

Kan du fortelle om din rolle i Cirio?
- Hvor lang erfaring har du med Vested?
- Hva var dine tanker rundt Vested før du fikk mer kunnskap om det VS etter?

Hvilken rolle hadde du knyttet til at Equinor og ISS valgte Vested?

Tillit mellom flere parter hvor det er snakk om store og viktige kontrakter er naturligvis noe man ser på som utfordrende, hva er dine tanker rundt dette?
- Er det faktisk mulig å ha et forhold basert på tillit?
- Hvilke utfodringer er knyttet til det?
- Hvilke fordeler ser du med det?

Opplevde du å anbefale noe i prosessen som ikke ble fulgt opp av ISS og Equinor?

Hvis du/Cirio skulle gjort hele prosessen på nytt, hva ville dere gjort annerledes?
- Læringspunkter

Er det noe du syntes fungerte spesielt godt i implementasjonsprosessen?

9.4 Assessment of processing personal data

Sikt

Meldeskjema / Masteroppgave / Vurdering

Vurdering av behandling av personopplysninger

Referansenummer	Vurderingstype	Dato
900863	Automatisk	25.01.2023

Prosjekttittel
Masteroppgave

Behandlingsansvarlig institusjon
Norges teknisk-naturvitenskapelige universitet / Fakultet for arkitektur og design (AD) / Institutt for arkitektur og planlegging

Prosjektansvarlig
Dave Collins

Student
Pernille Bang Thiis

Prosjektperiode
09.01.2023 - 13.06.2023

Kategorier personopplysninger
Alminnelige

Lovlig grunnlag
Samtykke (Personvernforordningen art. 6 nr. 1 bokstav a)

Behandlingen av personopplysningene er lovlig så fremt den gjennomføres som oppgitt i meldeskjemaet. Det lovlige grunnlaget gjelder til 13.06.2023.

Meldeskjema

NTNU

Norwegian University of
Science and Technology