

# Alliance

## Business Model Checklist

Give your project a name:

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### Partners

- Who are the alliance partners?
- How are they similar, compatible, different?
- How do partners enter and exit?
- What do partners contribute?
- What do they get in return?
- What are their key competences?
- ...

### Legal entity

- What is the legal entity?
- How are shares divided?
- Who bears the risks?
- Do we have a legal agreement?
- Who do clients contract with?
- What is the alliance exit strategy?
- Do you operate within legal boundaries?
- ...

### Organization

- How is the organization structured?
- Which key people are involved?
- What are their roles & responsibilities?
- How do you fill in support functions?
- ...

### Clients

- Who are the alliance's clients?
- How will you reach them?
- How will you convince them?
- How are leads shared between partners?
- How are existing clients of partners being leveraged?
- ...

### Vision & goals

- What are the mission & vision?
- What are the 1y,3y,10y goals?
- What is the alliance's offer?
- How do you differentiate in the market?
- Which hurdles could stop you from reaching your goals?
- ...

### Values

- What are the shared values?
- What do these values mean?
- How do you communicate them?
- Is there a cultural fit between the partners?
- Is there enough trust?
- ...

### Governance

- How are decisions made?
- By the alliance and/or the individual partners?
- Who can make which decisions?
- Which decision platforms do you need?
- How are decisions reinforced?
- ...

### Processes

- How do you organise key processes: sales, operations, distribution, service, payment...?
- Do they interact with in-house partner processes?
- Is supporting technology needed?
- How do you manage IP?
- ...

### Finance

- What is the cost structure?
- What are the income targets?
- What are partners' financial contributions?
- Are all partners financially strong?
- What is the short-long term P/L?
- Are partners' financial return expectations aligned?
- ...

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Key elements of a business model for consortia, open innovation partnerships, joint ventures and other alliances

Partners

Legal entity

Organization

Clients

Vision & goals

Values

Governance

Processes

Finance