

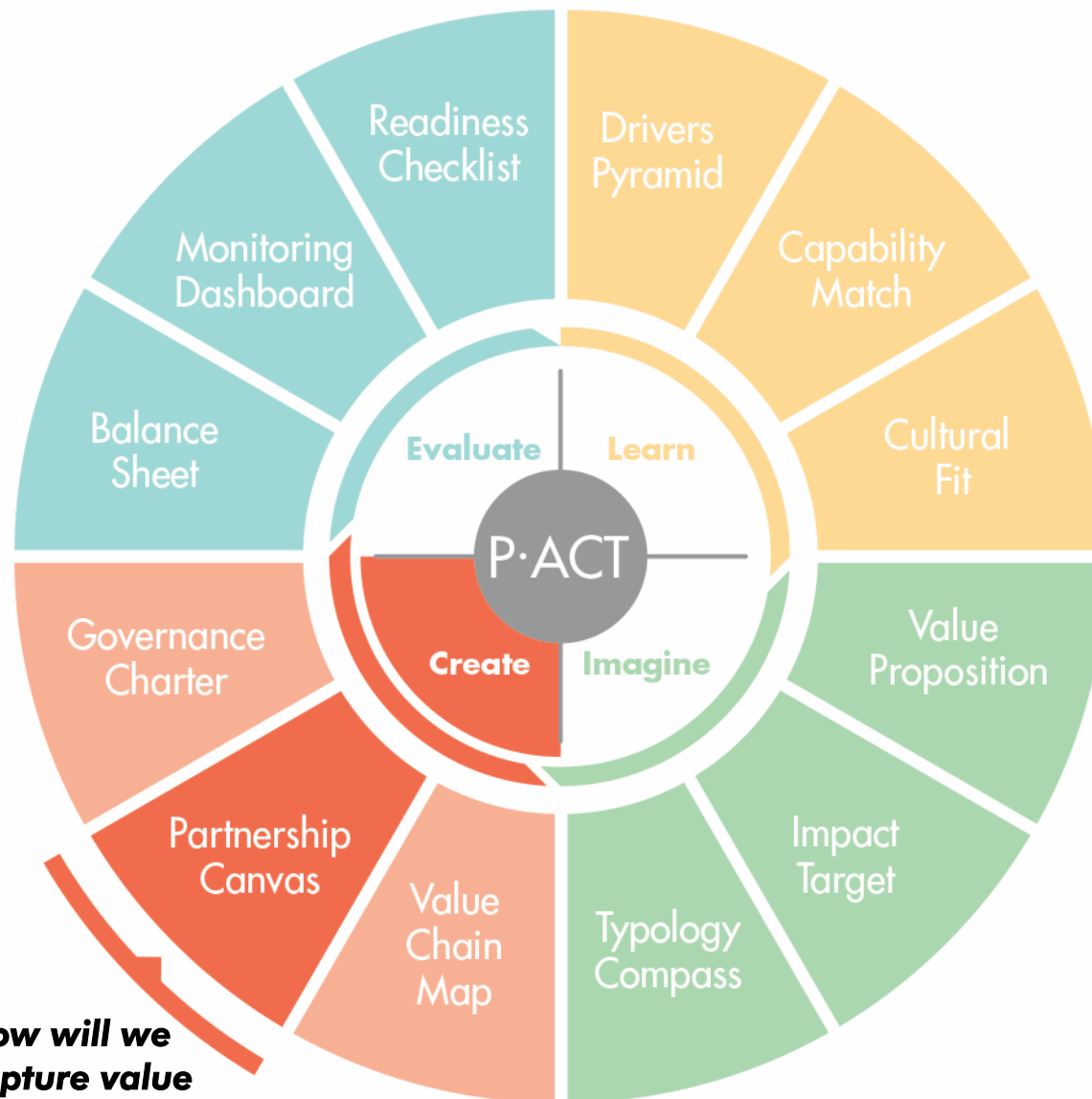
# Partnership Canvas

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***How will we  
capture value from  
the partnership?***

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P·ACT



**How will we capture value from the partnership?**

- Pre-requisite tools:**
- Capability Match
  - Value Chain Map

- Next tools:**
- Governance Charter
  - Balance Sheet

# Partnership Canvas

## *How will we capture value from the partnership?*

Partners need to understand how the collaboration will affect their business model and how it will generate value for their own organization. It is equally important for each partner to be transparent about its understanding and expectations of how its organization will generate value from the partnership. This tool enables partners to clarify these expectations and define the partnership activities that will result in value creation for both partners.

**Partnership Canvas** [Mural template](#)

Tool source:  
Adapted from the [Partnership Canvas](#)



## **Why should we use it?**

To establish how the partnership will generate value for each partner.



## **What will we accomplish?**

Gain deep understanding of our respective business models and priorities

Agree on what each partner will contribute to and gain from the partnership

Assess how the partnership activities will affect our respective business models

## Step-By-Step

Step 1



Step 2



Step 3





## Step 1:

# Share business models and priorities

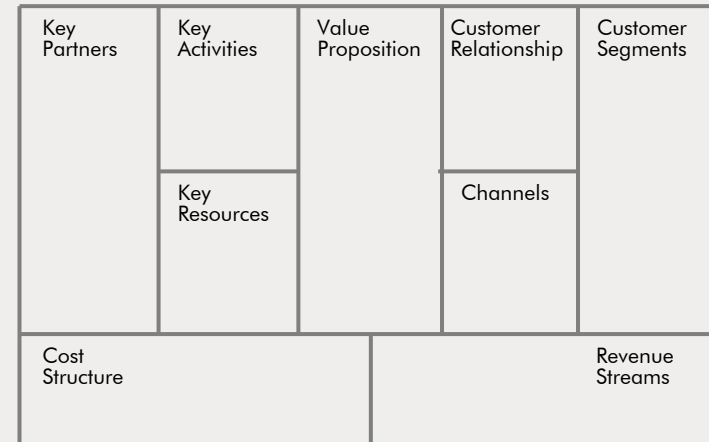
**1.1** Individually fill in your **Business Model Canvas** (developed by Alex Osterwalder of [Strategizer](#)), then come together and share it with your partner.

For non-business organizations like NGOs or government units, you can still use the Business Model Canvas (BMC) to describe your organisation's revenue and operational model. For a deeper understanding of how the BMC can apply to NGOs and other non-business entities, use the [adapted BMC](#) developed by Bryann Alexandros & Skylance.

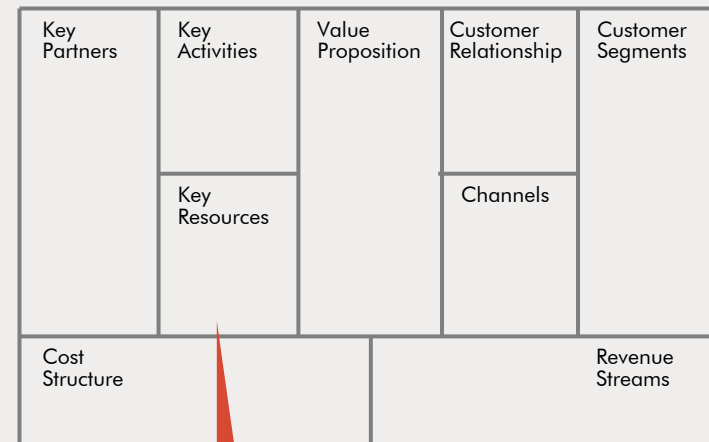
**1.2** Discuss the following questions to identify and share your priorities:

-  What are your most pressing organizational priorities?
-  How do your priorities relate to your motivations for partnership?

Partner



Us



Example

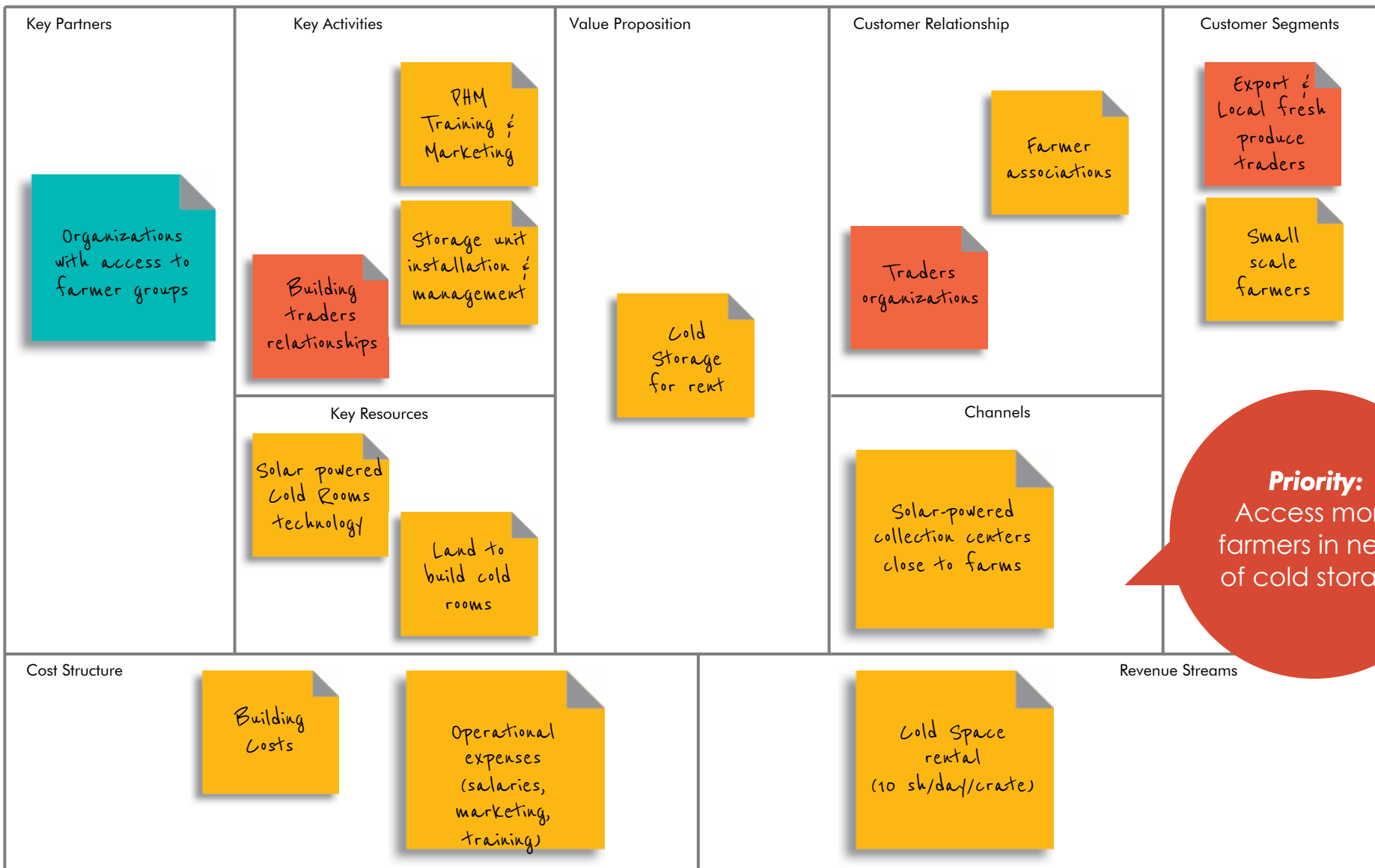
# Solar Freeze

**Partner 1**

Expressions Global: supplies affordable piped water for irrigation to rural smallholder farmers in Kenya.

**Partner 2**

Solar Freeze: Provides renewable energy-powered mobile cold storage units to rural smallholder farmers in Kenya.



## Example

# Expressions Global

**Priority:**  
Increase the  
volume and  
quality of supply,  
to attract to  
export traders



**Worksheet 1:**

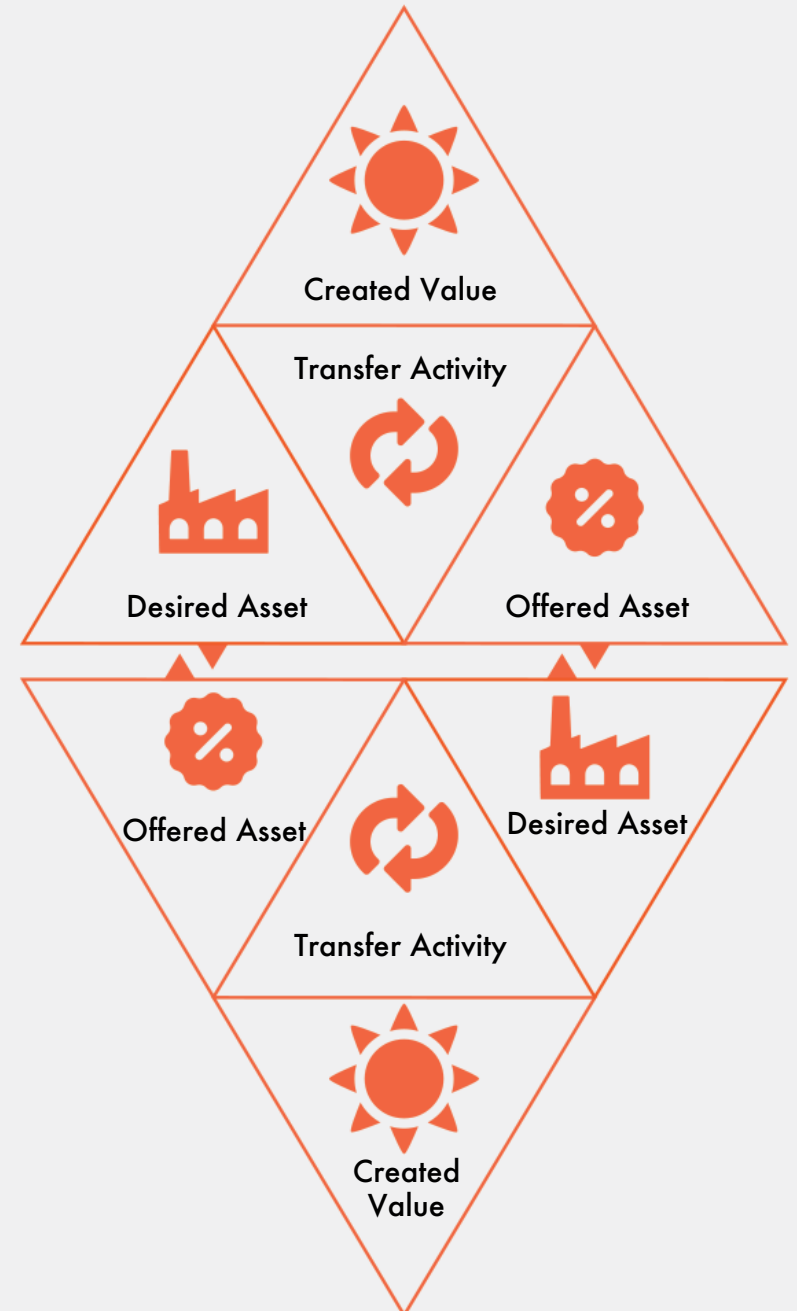
# Business Model Canvas

<b>Key Partners</b>	<b>Key Activities</b>	<b>Value Proposition</b>	<b>Customer Relationship</b>	<b>Customer segments</b>
	<b>Key Resources</b>		<b>Channels</b>	
<b>Cost Structure</b>			<b>Revenue Streams</b>	

## Step 2:

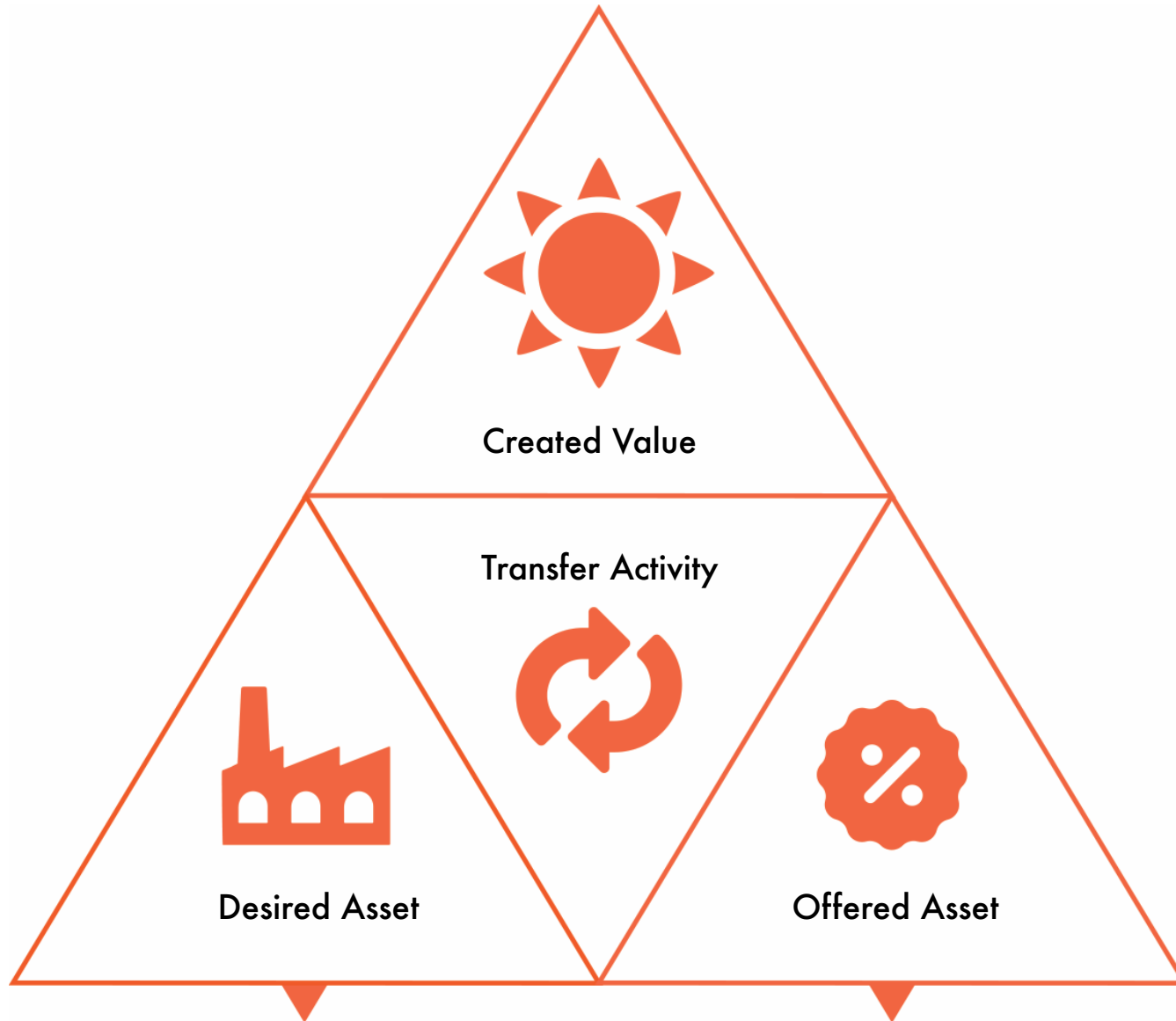
# Define partnership activities

- 2.1** Individually, fill in the Partnership Canvas from the perspective of your organization:
- **Created Value:** What value do you need to create for your organization? This value should correlate to one of your priority areas.
  - **Desired Asset:** What capabilities or resources do you need from your partner?
  - **Offered Asset:** What capabilities or resources can you offer your partner in exchange?
  - **Transfer Activity:** What activities are needed for the partners to transfer the desired assets to each other? The transfer activities should logically lead to the new value created.
- 2.2** Together, compare canvases, connect, complete and discuss the following questions:
- ❓ Is there a match between what is desired by each partner versus what each partner is willing to offer?
  - ❓ Is there alignment on the value exchange activities?
  - ❓ Are these one-off or limited time exchange activities, or are they recurring?
  - ❓ Does the partnership create important value for each partner?



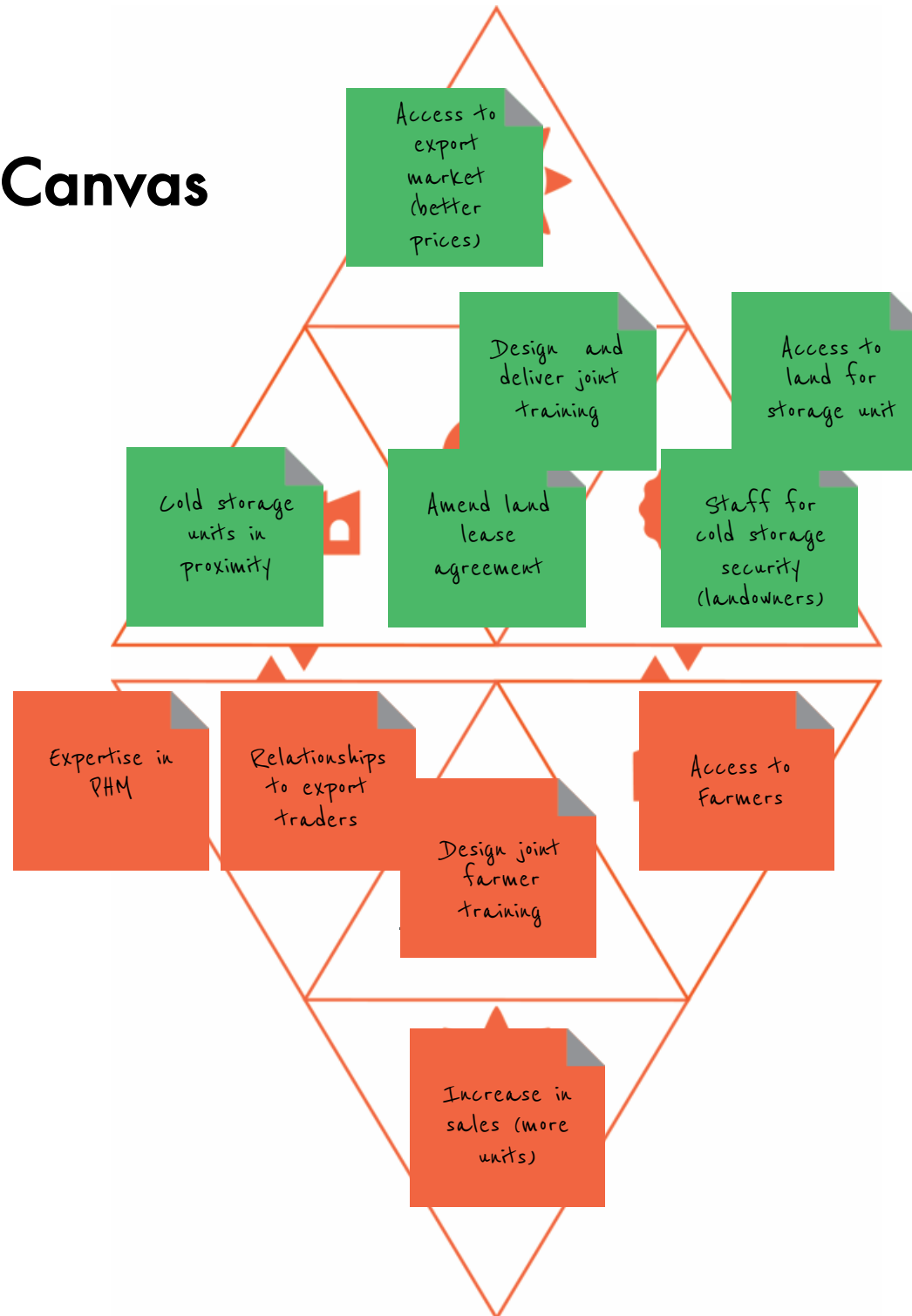


# Partnership Canvas



## Example

# Partnership Canvas



## Partner 1

Expressions Global: supplies affordable piped water for irrigation to rural smallholder farmers in Kenya.

## Partner 2

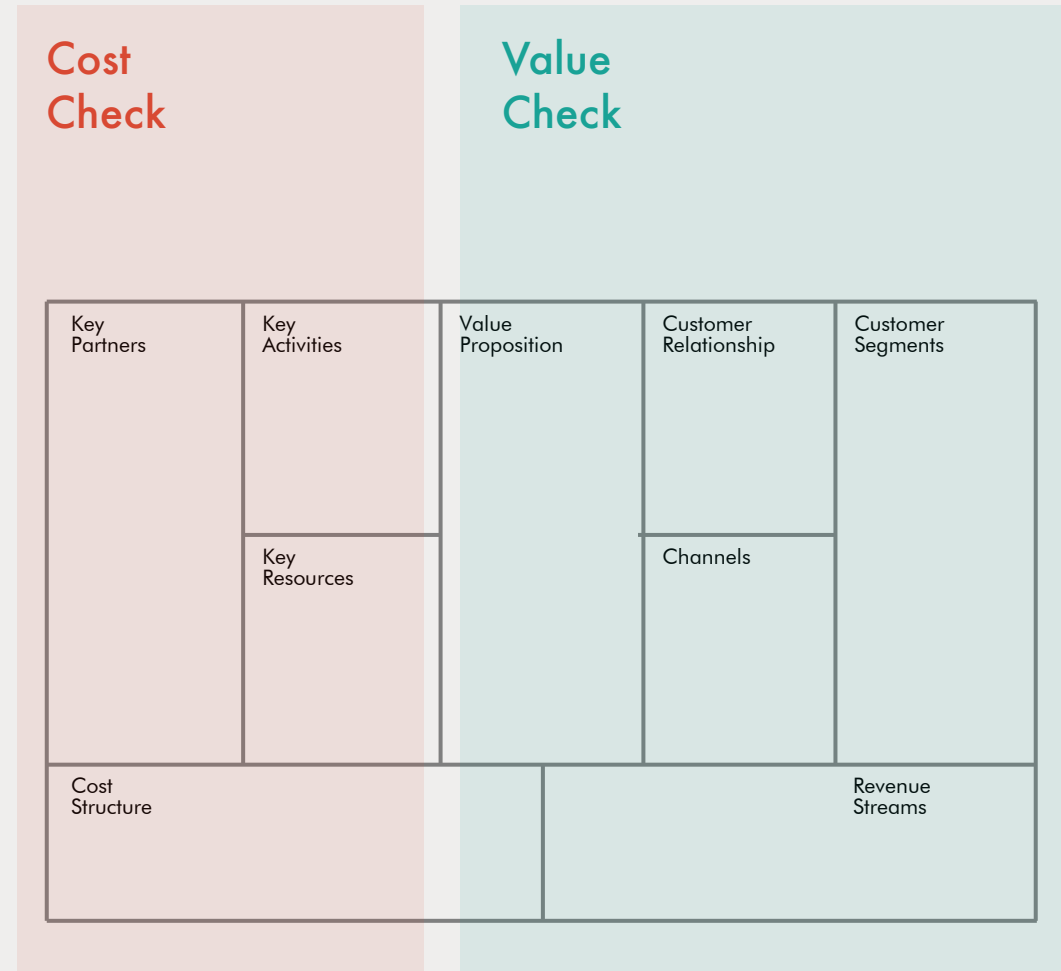
Solar Freeze: Provides renewable energy-powered mobile cold storage units to rural smallholder farmers in Kenya.

[Read more here](#) about the tool application to this case.

## Step 3:

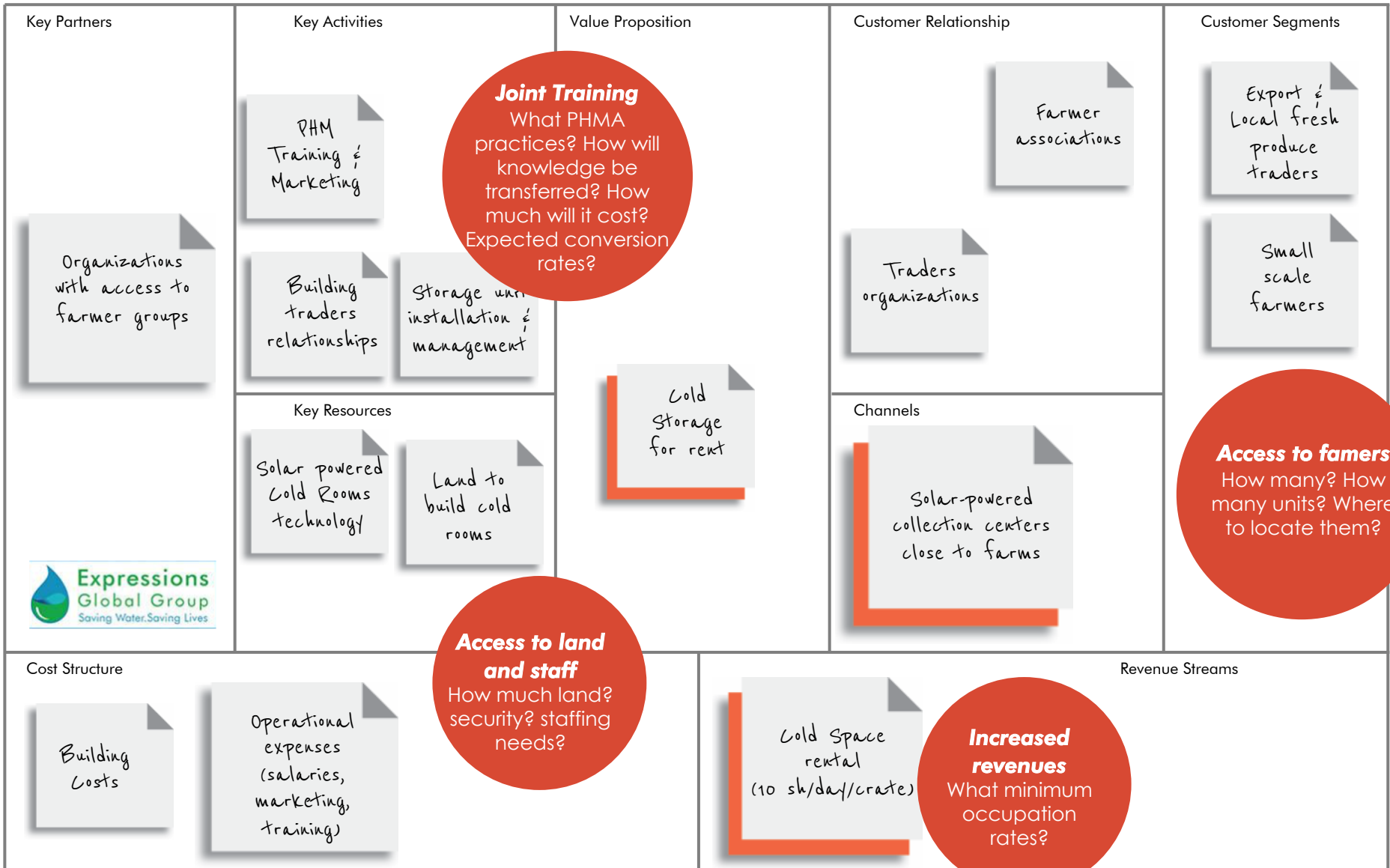
## Evaluate implications on business models

- 3.1** To understand how the partnership activities will affect your respective organizations, go back to your respective BMCs and attempt to integrate the agreed upon exchange activities and the newly captured value. Make a note of any questions that you need to clarify with your partner.
- 3.2** Reflect individually on the implications of these new elements on your organization's BMC.
- **Value check:** How will the value created and accessed assets affect your organization's value proposition and revenue model? (right side of the BMC)
  - **Cost check:** How will the exchange activities affect your organization's activities, resources and cost structures? (left side of the BMC)
- 3.3** Share and discuss these implications together. Document what each partner needs to do to build their capacity in order to engage in the partnership.



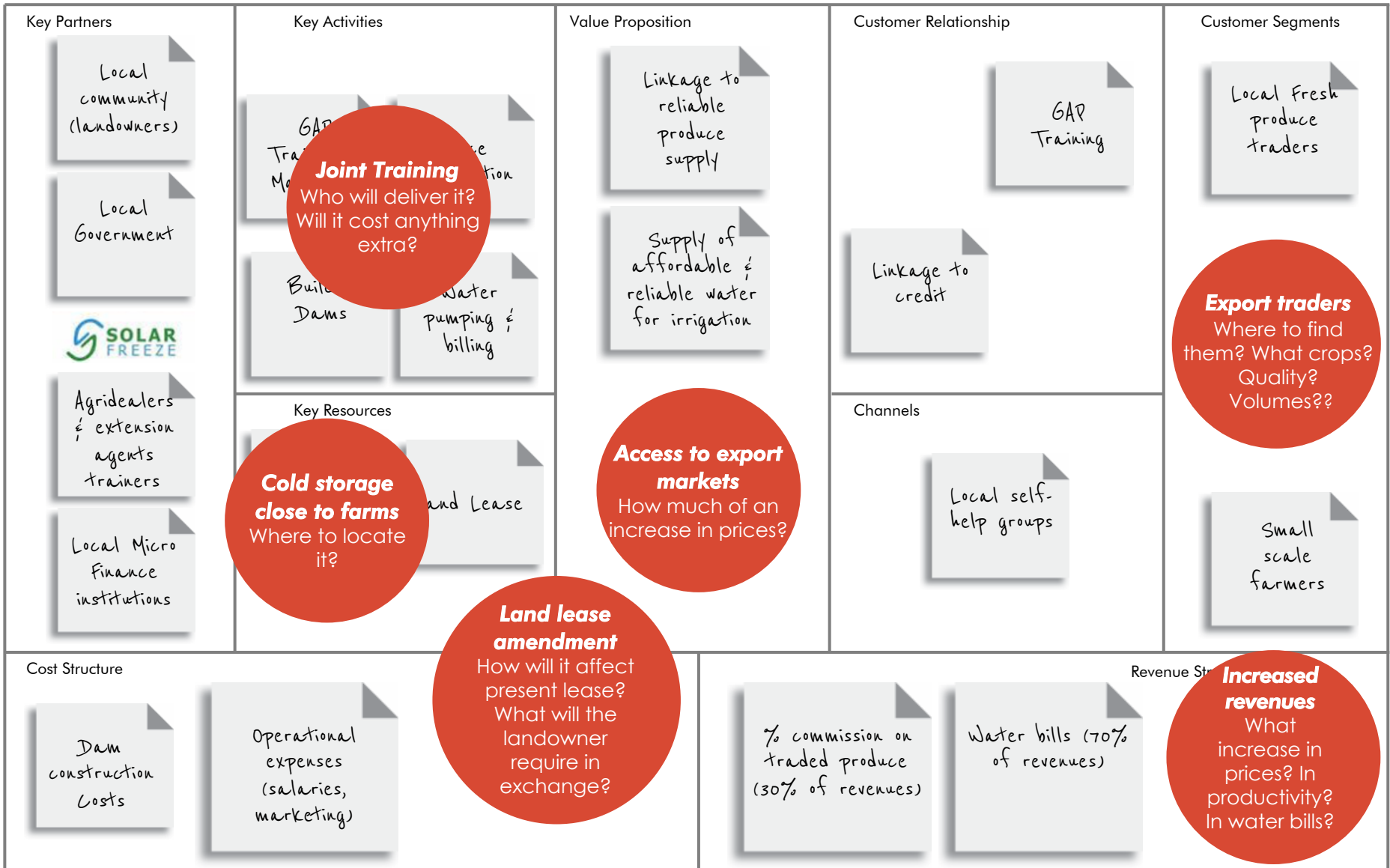
Example

# Solar Freeze



Example

# Expressions Global



# Facilitation tips

## Step 1

### ***Individual brainstorming + Sharing***

- This tool is designed to be used by only two partners. In the case of partnerships involving more partners, consider using it in pairs of partners from within the group.
- If possible, have the partners fill in their BMC in advance of the workshop. Otherwise plan for an extra 20 min to do this individually.
- Encourage partners to ask clarification questions when the BMCs are being presented.
- Point out any similarities in the partners' BMCs or priorities.

## Step 2

### ***Individual brainstorming + Sharing + Collective reflection***

- Print or take a picture of the partnership canvas and give it to each participant to use in future conversations, if needed.

## Step 3

### ***Individual reflection + Sharing + Collective reflection***

- Make sure the partners address all questions on each other's lists.
- Have a few questions from your own analysis ready to prompt constructive dialog and raise important issues.