

MacMillan Matrix

		HIGH PROGRAM ATTRACTIVENESS: “Easy” Program		LOW PROGRAM ATTRACTIVENESS “Difficult” Program	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	Strong Competitive Position				
	Weak Competitive Position				
POOR FIT WITH MISSION AND ABILITIES					

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GOOD FIT with mission and abilities	Strong Competitive Position	1. Compete aggressively	2. Grow Aggressively	5. Support the Best Competitor	6. “Soul of the Organization”
	Weak Competitive Position	3. Divest aggressively	4. Build Strength or Get Out	7. Divest systematically	8. Work collaboratively
POOR FIT with mission and abilities		9. Aggressive Divestment		10. Orderly Divestment	

FIT: Fit is the degree to which a program “belongs” or fits within an organization. Criteria for a good fit include congruence with the purpose and mission of the organization; ability to draw on existing skills in the organization

PROGRAM ATTRACTIVENESS: Program attractiveness is the complexity associated with managing a program. Highly attractive programs have; stable funding, high demand, measurable program results, attract volunteers and resources.

COMPETITIVE POSITION: Competitive position addresses the degree to which the organization has a stronger capability and potential to fund the program and deliver outcomes than competitive organizations.

ALTERNATIVE COVERAGE: Alternative coverage is the number of other organizations attempting to deliver or succeeding in delivering a similar program in the same region.