

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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| | | Alternative Coverage High | Alternative Coverage Low | Alternative Coverage High | Alternative Coverage Low |
| 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 POSTION: 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.