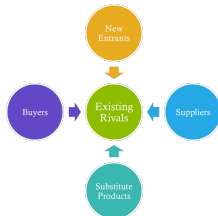


Historic House Museums: A Reinventing Process

Prepared by Max A. van Balgooy, June 12, 2015

Five Forces Affecting Strategy



1. Existing Rivals
2. New Entrants
3. Substitute Products
4. Customers
5. Suppliers

“The Five Competitive Forces that Shape Strategy” by Michael Porter in *Harvard Business Review* (1979, 2008).

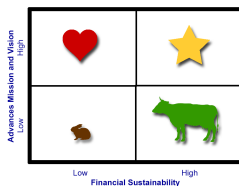
On Competition by Michael Porter (Harvard Business School, 2008)

Unique Value Proposition



1. Which audiences are you going to serve?
2. Which needs are you going to meet?
3. What relative price will provide acceptable value for your audiences and acceptable profitability for the museum?

Understanding Michael Porter: The Essential Guide to Competition and Strategy by Joan Magretta (Harvard Business Review Press, 2012)

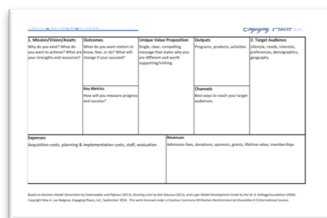


Double-Bottom-Line Matrix

1. Financial Sustainability
2. Advances Mission and Vision

Adapted from the “Growth Share Matrix” developed by the Boston Consulting Group (BCG) (1970).

Planning Canvas



1. Problem
2. Customer segments
3. Channels
4. Unique Value Proposition
5. Unfair advantage
6. Key metrics
7. Cost structure
8. Revenue streams

Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers by Alexander Osterwalder and Yves Pigneur (2010).

Running Lean: Iterate from Plan A to a Plan that Works by Ash Maurya (2012).