

**TABLE 4.14 PESTEL Model: Financial Stability of a Museum over the Next Five Years**

Samantha Chmelik, *Museum Operations, A Handbook of Tools, Templates, and Models*, (Rowman & Littlefield, 2017), page 51.

<b>Environmental Factor Category</b>	<b>Specific Environmental Factor</b>	<b>Current Impact</b>	<b>Current Response</b>	<b>Future Impact</b>	<b>Future Response</b>
<b>Political</b>	Congress eliminates tax deductions for museum contributions.	Donations decrease.	Eliminate the language about tax deductions on fundraising solicitations.	Donations continue to decrease.	Lobby lawmakers to reintroduce the tax deduction.
<b>Economic</b>	Macroeconomic growth and wages are flat.	Visitation and membership renewals also remain flat.	Monitor the situation and respond if visitation and/or membership decrease.	Visitation and membership do decrease.	Prices could be changed. The museum could expand its marketing and advertising to new audiences.
<b>Social</b>	Visitors are in older demographic groups.	Grandparents, rather than parents, are bringing children to the museum.	Create programs and membership categories to appeal to these visitors.	Visitation by adults ages 25 to 55 declines.	Research ways to increase visitation from the 25-to-55 age group.
<b>Technological</b>	The cost and obsolescence rate of technology are increasing.	Equipment is upgraded more often, which strains the budget.	Hire an IT consulting firm to establish an upgrade schedule and budget estimates.	Revamp the entire IT infrastructure.	Move to a cloud- or internet-based system rather than on-site servers.
<b>Legal</b>	Part-time hours have changed because of ACA.	Part-time staff members are working fewer hours.	A workload assessment will be completed in a few months.	Usage and number of part-time staff may change.	Additional part-time staff could be hired; some current part-time staff could become full-time.
<b>Ecological</b>	Improve energy efficiency.	The current level of energy costs is too high.	An energy audit will be conducted.	The energy costs may require too much of the budget.	A new HVAC system may be needed.