

Vision into Action: the National Marrow Donor Program

Early in 2007, National Marrow Donor Program®/Be The Match Registry® (NMDP) leaders Gordy Bryan, Chief Financial Officer, and Michael Boo, Chief Strategy Officer, began looking for a new and different way of thinking about long-term strategy in order to make sure that NMDP was capable of delivering 10,000 transplants per year by 2015. “Business as usual” would not get the program where it needed to be.

As the senior management team evaluated options to integrate broader strategic metrics with the existing strategic business plan, the Balanced Scorecard approach emerged as a leading candidate during an assessment of planning models. It was valued because it:

- Encouraged development of strategic themes and provided the ability to focus on areas where long-term continuous improvement is needed.
- Portrayed strategic objectives on a strategy map that would be easily understood by all employees and stakeholders.
- Assured that the organization focuses on a more balanced set of strategic objectives and measures, adding the Customer/Stakeholder and People/Knowledge/Technology perspectives to the financial and process perspectives that were already on solid ground.
- Enabled leadership to track strategic objective performance over the long term rather than only tracking the status of supporting projects and initiatives.
- Created a framework for the prioritization of projects, initiatives and funding opportunities based on contribution to and support of strategic objectives.
- Facilitated a “learning organization” where corrective actions could be implemented in cases where objective targets are not being met.

The NMDP planning team looked at a number of planning models, including Balanced Scorecard, Six Sigma, Lean and TQM and concluded that the Balanced Scorecard approach provided the most versatile and relevant framework for future growth and organizational development.

Strategic Planning and Scorecard Development

After selecting the Balanced Scorecard framework and the Balanced Scorecard Institute for guidance, NMDP began their planning effort with a comprehensive organizational assessment and strategy development effort. After conducting a traditional SWOT analysis, NMDP evaluated and redeveloped their mission, vision and strategic themes. The new mission, We save lives through cellular transplantation – science, service, and support, was found to “capture and communicate more directly why we exist, and it clearly articulates the three ways that we are able to save lives,”



Meeting the Need for 10,000 Transplants by 2015

The new strategic planning and performance management effort, dubbed **Vision into Action**, has driven creative thinking around how to dramatically improve the efficiencies and cost effectiveness of many internal systems and delivery processes, and get people thinking about how NMDP could **more than double transplant volumes within 5 years.**

by NMDP CEO, Dr. Jeffrey Chell. The results-oriented vision statement that was developed, *Meeting the need for 10,000 transplants per year by 2015*, was described by Michael Boo as a “great tool to get people thinking about how we will more than double our current transplant volumes in a relatively short time.”

Four strategic themes were identified, and objectives for each were identified and mapped across the four balanced scorecard perspectives. Then the four theme maps were combined into a single NMDP strategy map that included all relevant components from each theme. This NMDP strategy map and scorecard is comprised of 13 strategic objectives, 46 strategic measures, and seven strategic initiatives (visit www.balancedscorecard.org to see the NMDP strategy map). Once the pieces were in place, a concerted communications plan was implemented to help employees and other stakeholders understand and execute the new strategy. This was an extremely integral step in the roll-out that provided transparency and generated excitement around the benefits of this effort.

A key step in organizational alignment with a balanced scorecard is cascading, where the organizational scorecard is translated into department and support unit scorecards. All departments at the NMDP developed department objectives, measures and initiatives. The department cascading efforts provided a number of benefits to the organization, including the clear articulation of how each department contributes to organizational strategy and ultimately the NMDP Mission, a tool for each department to prioritize initiatives and activities and a common format and mechanism for reporting department performance to officers and senior management.

Now departments use strategy maps to guide staff meeting discussions on performance measures and a performance management software system is being used to facilitate discussion around corrective action for underperforming areas.

“All business cases, or requests for funding, must be submitted with clear, tangible descriptions of how the effort will impact Vision into Action strategic objectives,” explained Michael Boo. “Once all business cases have been submitted to the officer group for final approval, they are prioritized in order of their impact on Vision into Action strategic objectives.”

The use of the balanced scorecard at NMDP in this transparent and disciplined manner, with full visible support from executive leadership, has made NMDP a truly strategy-focused organization.

©2009 Balanced Scorecard Institute, a Strategy Management Group company. All rights reserved. Do not copy without permission.

About National Marrow Donor Program®/Be The Match Registry®

The National Marrow Donor Program® (NMDP), a nonprofit organization, is the global leader in providing bone marrow and umbilical cord blood transplants to patients in need. As Be The Match®, we operate the Be The Match Registry®, the world’s largest listing of potential marrow donors and donated cord blood units and raise funds to help provide transplants to all patients through the Be The Match Foundation®. They also match patients with donors, educate health care professionals and conduct research through our research arm, the Center for International Blood and Marrow Transplant Research® (CIBMTR), so more lives can be saved.



About the Balanced Scorecard Institute (BSI)

BSI provides consulting, training, and professional certification services to organizations worldwide related to strategic planning, balanced scorecard, KPI/performance measurement, and strategic project management.



“All business cases, or requests for funding, must be submitted with clear, tangible descriptions of how the effort will impact Vision into Action strategic objectives.”

- NMDP Chief Strategy Officer
Michael Boo