

13TH JUNE 2025



CFA Performance Monitoring & Scorecard Evaluation

PRESENTED BY : BINALI CONTRACTOR

School of Pharmaceutical Management, IIHMR University

Guide: Dr. Ashok Kumar Peepliwal

Organization: Corona Remedies Ltd.

Organization Mentor : Mr. Shalin Modi



Presence:

PAN India with a strong field force and growing exports

Unique Strength:

Fast-growing mid-sized pharma with innovation-focused branded generics

Introduction to the Study

Key Points



Problem Statement

“No standardized system exists to track, benchmark, and improve CFA performance.”

CFAs (Carrying & Forwarding Agents) play a critical role in pharmaceutical supply chains. In India, performance monitoring of CFAs is informal and inconsistent.

Inefficiencies lead to:

Delayed dispatches

Sales losses

Compliance risks

Poor documentation

This study seeks to transform CFA operations by implementing a structured scorecard system using real-time and objective KPIs.

Objectives of the Study

Research Objectives:

Understand current CFA monitoring practices.

Develop a KPI-based CFA Scorecard.

Evaluate the scorecard's impact on operational efficiency

Gather expert feedback on its usability and effectiveness.

Scope:

- Study conducted across 22 CFAs of Corona Remedies Ltd.
- Perspectives from logistics professionals, CFA managers, and SCM heads.

Significance:

- Promotes data-driven decision-making.
- Bridges the gap between execution and evaluation.



Research Methodology



Design

Mixed-method approach
(Qualitative +
Quantitative)

Data Collection

- Interviews with supply chain professionals
- Secondary data from SAP, audit reports, compliance trackers

Sampling

Purposive sampling of experienced SCM professionals from Corona Remedies and others

Tool Development

- Excel-based CFA Scorecard with monthly data inputs from SAP and compliance sheets

Scorecard Dimensions & KPIs



CFA SCORECARD			
Sr No.	KPI	Score	Formula/Explanation
1	Sales Fulfillment & Service Efficiency		
	%Controllable Sales Loss		Total Controllable LoS/Total Order Value
	%Sales Loss CFA Errorr		CFA Error LoS/Total Order Value
	% Dispatch TAT Adherence		No Invoices Dispatched in 2 days/Total no of invoices
	% Dispatch TAT Adherence (Non -MedVol)		No. of Non MedVol Invoices Dispatched in 2 days/Total no of invoices
2	% Finance & Collections Management		
	% Overdue Outstanding		Overdue outstanding / Total outstanding
	% Cheque Bounce Value (CFA error)		Cheque bounce outstanding value (CFA error)/ Total outstanding
3	Inventory Accuracy & Inbound Operations		
	Stock Accuracy		Stock Adjustments Value carried out in the month
	FEFO Compliance		FEFO Compliant Invoices/Total invoices
	GRN Turnaround Time		Average number of days taken for GRN processing
	Claim Rejection Ratio at HO (Expiry/Breakage)		Value of Deduction in Claim (Except Purchase History)/Total Value of Exp/Brk Claim
4	Documentation & Compliance Readiness		
	E invoicing & E Waybill Compliance		No of Invoices without GST Compliance
	Daily IRN Generation & Validation		Count of invoices with valid IRNs generated the same day ÷ Total invoices raised that day
	E-Way Bill Part B Compliance		Count of e-way bills with Part B (vehicle details) updated before dispatch ÷ Total applicable e-way bills
	LR Entry Compliance		Number of dispatches with Lorry Receipt (LR) details entered in SAP ÷ Total number of outward dispatches
	QR Code Dispatch Compliance		Number of invoices with valid system-generated QR codes ÷ Total invoices where QR code was applicable
5	Regulatory & Statutory Compliance		
	Professional Tax Validity		If it is valid and updated,if expired or not renewed
	Trade Licence Validity		If it is valid and updated,if expired or not renewed
	Drug License (DL 20B/21B)		if license is valid and covers all required drugs
	GST Registration Validity		if active GSTIN is registered or not
	FSSAI Licence Validity		If it is valid and updated,if expired or not renewed
	Local Authority Registration Status		If it is valid and updated,if expired or not renewed
	Display of Statutory Registrations		If it is valid and updated,if expired or not renewed
6	Infrastructure, Storage & Safety Standards		
	DG Set Functionality		DG Set Functionality
	Power Backup Availability		Power Backup Availability
	Temperature-Controlled Storage Compliance		Temperature-Controlled Storage Compliance
	Storage Layout: Pallet & Rack Compliance		Storage Layout: Pallet & Rack Compliance
7	Infrastructure, Storage & Safety Standards		
	Market Intelligence Sharing		How efficiently CFA authorities provide market insights to Organization.
	Quality of Stockist Appointments		Score based on feedback from sales & finance.

Primary Research Insights



Findings from 20 Respondents:

- 80% use verbal feedback for performance review
- Only 30% had experience using any CFA scorecard
- High difficulty in tracking:
 - Returns
 - Documentation
 - Inventory adjustments

Hardest Areas to Track at a CFA:

The following areas were consistently marked as challenging to monitor:

- Returns Management (Saleable/Expiry/Breakage)
- Documentation Compliance
- Order Turnaround Time
- Inventory Adjustments

Perception of Scorecard Utility:

- 80% rated it as “very helpful”
- Strong demand for:
 - Surprise audits
 - Virtual audit tools
 - Digital dashboards

The commonly suggested KPIs to track CFA performance included:

- % Orders dispatched within 2 days
- Inventory Accuracy
- Cheque Bounce Incidents
- Number of Returns & Adjustments
- GRN processing time
- E-way bill/GST compliance
- FEFO Compliance

Implementation at 22 CFA Locations



Pilot Duration : Feb – May 2025 (3 months)

Activities Conducted:

- Orientation for CFA teams
- Monthly performance inputs
- HO team reviews and feedback loops

Post-Implementation Results:

- Clear improvement in dispatch timelines and documentation
- Increased CFA self-reporting
- Better communication between HO and CFAs

Impact of the CFA Scorecard



Operational Benefits:

- Real-time visibility into bottlenecks
- Increased accountability and transparency
- Early identification of non-compliance
Reduced blame-shifting; more problem-solving mindset

“In pharma, operational excellence begins with visibility. The CFA Scorecard is a step toward smarter, compliant, and proactive supply chain management.”

THANKS