

Research Synopsis

Title:

CFA Performance Monitoring & Scorecard Evaluation

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Introduction

Strong supply chain systems are essential to pharmaceutical companies' ability to stay in compliance with regulations and guarantee on-time product delivery. Because they manage stock movement, documentation, and compliance at the regional level, Carrying and Forwarding Agents (CFAs) are essential to this ecosystem.

CFA performance is frequently tracked informally using verbal feedback and out-of-date Excel sheets, despite their crucial importance. Such disjointed oversight can result in stock losses, delayed dispatches, and compliance violations in an industry subject to stringent audit trails and regulatory scrutiny.

The goal of this study was to create a structured CFA Performance Scorecard that would help pharmaceutical supply chains make better decisions, promote operational accountability, and close the visibility gap..

Main Research Question

How can structured, KPI-based performance monitoring improve the operational efficiency and compliance of CFAs in pharmaceutical supply chains?

Supporting Sub-Questions

1. What are the current practices for monitoring CFA performance in pharma companies?
2. Which operational parameters are most critical for evaluating CFA performance?
3. How can a scorecard-based system be designed and deployed across multi-location CFA networks?
4. What impact does the implementation of a CFA Scorecard have on key operational metrics?
5. How do CFA managers and supply chain leaders perceive the effectiveness of such a tool?

Objectives of the Dissertation

- To study existing CFA performance monitoring practices.
- To develop a structured CFA Scorecard based on relevant KPIs.
- To pilot and evaluate the impact of the scorecard at 22 CFA locations.
- To gather practitioner feedback on scorecard implementation and usability.
- To recommend a scalable monitoring framework for pharma CFAs.

Materials and Methods

1. Research Design:

Applied research using a mixed-method approach: qualitative (interviews) + quantitative (data analysis).

2. Data Sources:

- Primary: Structured interviews and surveys with supply chain professionals.
- Secondary: SAP reports, audit documents, dispatch records from Corona Remedies Ltd.

3. Tools Used:

- Excel-based scorecard template
- SAP analytics
- Thematic coding for qualitative inputs

4. Sample Framework:

22 CFAs of Corona Remedies Ltd., and 20 supply chain professionals from multiple pharma companies.

5. Ethical Considerations:

Internal data used with permission; confidentiality maintained throughout.

Data Analysis Plan

Thematic analysis of interviews to identify operational gaps and expectations.

Scorecard development using SAP-based KPIs.

Pre-post analysis of scorecard scores over three months.

Feedback evaluation from CFA managers and HO teams.

Implications of the Research

This study introduces a practical, scalable approach to improving CFA oversight in pharma distribution. By implementing a KPI-based monitoring framework, companies can:

- Increase CFA accountability
- Reduce compliance errors
- Benchmark performance across locations
- Enable proactive management

It supports the shift from reactive to preventive supply chain management in Indian pharmaceutical logistics.

Weekly Plan

Week 1: Induction and problem statement finalization

Week 2: Interviews with SCM professionals

Week 3: Literature review and SOP study

Week 4: Development of CFA Scorecard (draft)

Week 5: Data extraction from SAP and reports

Week 6: Scorecard pilot at 5 CFA sites

Week 7: Full-scale scorecard roll-out at 22 CFAs

Week 8: Review of scorecard results

Week 9: Feedback collection from users

Week 10: Data analysis and findings documentation

Week 11: Final dissertation writing

Week 12: Report submission and viva preparation