

Developing a Standardized KPI Framework for a Pharma Company

The client is a global biopharmaceutical company focused on discovering, developing, manufacturing, and delivering innovative medicines and vaccines worldwide. Operating across highly regulated and complex research, clinical, manufacturing, and supply chain environments, the organization must balance speed, quality, compliance, and cost to meet patient needs at scale.

As the client continued to grow and evolve, it faced challenges driven by fragmented processes, inconsistent performance measurement, and limited end-to-end visibility across critical operations. Legacy tools, manual workarounds, and siloed data made it difficult for teams to assess readiness, identify bottlenecks, and proactively manage risk. While individual functions developed local metrics, the lack of standardized KPIs and aligned governance limited leadership's ability to make timely, data-driven decisions.

To address these challenges, the client engaged transformation experts to assess existing processes, data sources, and measurement practices, and to design a structured, sustainable performance framework aligned to enterprise objectives.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY



Life Sciences

PRODUCTS AND SERVICES



Vaccines, Drug Products,
Clinical, Manufacturing

PRIMARY OBJECTIVES

- Develop appropriate and meaningful Key Performance Indicators (KPI)
- Determine targets for each KPI
- Define a reporting structure

RESOLUTION

- Conducted workshops to understand the as-is processes for each department
- Collaborated with the client during workshops to define goals that would orient the KPIs in the same direction
- Presented industry-standard KPI proposals aligned with the department's processes
- Collaborated with the client to customize and define KPIs that serve each department's goals
- Determined targets (*based on historical data provided by the client*) that were challenging enough to drive the business forward while being achievable
- Determined targets for KPIs that did not have historical data based on criticality, variability, and impact
- Supported the identification of where and how the source data would be captured for future trending for KPIs that did not have historical data
- Developed a master tracker to record all KPIs for all departments with color-coded targets incorporated

KEY BENEFITS

- Creates a consistent view of performance across the department, reducing reliance on siloed or anecdotal insights
- Enables leaders to prioritize actions based on objective performance trends rather than intuition
- Helps identify bottlenecks, capacity constraints, and risks early, supporting proactive planning for studies, launches, and supply continuity
- Supports controlled, monitored processes with clear ownership, traceability, and documented performance
- Provides a fact-based foundation to identify trends, root causes, and opportunities for process optimization over time
- Ensures day-to-day operational performance is directly tied to enterprise goals such as speed to patient, quality, and cost efficiency
- Enables consistent evaluation of departments against defined expectations, improving reliability, quality, and cost control



KPIs

- >30 workshops conducted
- >25 KPIs brainstormed
- 18 KPIs developed across 3 departments

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