

Writing a Business Plan for a New Pharmacy Service

By putting their plans in writing before implementing new services, pharmacists are more likely to attain long-range goals and achieve success.

Reviewed by Randy McDonough

A business owner who fails to plan, plans to fail.

Covello and Hazelgren¹

In the past decade, pharmacists have begun offering an expanding array of patient care services, from self-care counseling and medication therapy management (MTM) to specialized services, such as diabetes education and immunization programs.²⁻⁴ Having identified a compelling area for a new patient care service, many pharmacists are understandably eager to leap ahead to implement it. However, before moving forward with service delivery, pharmacists are advised to engage in an essential but often overlooked preparatory step: developing a business plan.

A business plan is a formal document that fleshes out the details of a business idea—in this case, a new or expanded pharmacy service. It specifies the components of a business strategy, including the mission statement, external and internal environments, and opportunities and threats to the practice. A business plan has been likened to a “current and

futureistic x-ray of the business.”⁵ It gives readers a picture of the pharmacy’s current practice and operations, then articulates a vision for the future. A well-constructed plan precisely defines the proposed pharmacy service, states its exact mission and goals, and provides a clear but flexible road map for implementation and evaluation. It is wise to develop a formal business plan before a new venture is started or a major new initiative is launched.

A thoughtful business plan serves several important functions—it is a communication tool, a management tool, and a planning tool. If a bank loan will be needed to finance a new pharmacy service, a business plan usually is required to demonstrate the financial feasibility and merits of the venture. However, even when external investors are not needed, a business plan offers many benefits. During the process of writing the plan, the pharmacist-author must clearly formalize the concept and implementation of the new service to foresee possible roadblocks—and devise routes around them—before start-up.

A business plan is a powerful communication tool. It can be used to convey the goals, mission, and operating plan for the pharmacy service with employees and senior management. The plan also can be used to help develop partnerships with external stakeholders, such as physicians who are considering a collaborative relationship with the pharmacy as well as employers who may want to purchase pharmacy services as a health benefit for workers.

This article provides an overview of the key steps in writing a business plan, with an emphasis on planning for pharmacy-based services.

Preparing to Write a Business Plan

Every year, approximately one million new businesses are started in the United States. However, only 200,000, or one in five, survive until their fifth anniversary.⁶ In many cases, lack of planning is a primary reason for these business failures. Common reasons for failure to plan include a lack of time and the notion that simply having a good entrepreneurial idea in one’s mind is sufficient. For pharmacists whose daily responsibilities do not involve much writing, another

Learning Objectives

After reading this article, the pharmacist will be able to:

- ▲ Explain the purpose of a business plan and name three functions for which it can be used.
- ▲ List the core components of a typical business plan.
- ▲ Explain the difference between a market analysis and a marketing strategy.
- ▲ Describe the financial statements and projections that are usually included in a business plan.
- ▲ Discuss the uses of the business plan after it is written.

How To Develop A Business Plan For Pharmacy Services

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Table of Contents How To Develop A Business Plan For Pharmacy Services

1. Understanding the eBook How To Develop A Business Plan For Pharmacy Services
 - The Rise of Digital Reading How To Develop A Business Plan For Pharmacy Services
 - Advantages of eBooks Over Traditional Books
2. Identifying How To Develop A Business Plan For Pharmacy Services
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an How To Develop A Business Plan For Pharmacy Services
 - User-Friendly Interface
4. Exploring eBook Recommendations from How To Develop A Business Plan For Pharmacy Services
 - Personalized Recommendations
 - How To Develop A Business Plan For Pharmacy Services User Reviews and Ratings
 - How To Develop A Business Plan For Pharmacy Services and Bestseller Lists

5. Accessing How To Develop A Business Plan For Pharmacy Services Free and Paid eBooks
 - How To Develop A Business Plan For Pharmacy Services Public Domain eBooks
 - How To Develop A Business Plan For Pharmacy Services eBook Subscription Services
 - How To Develop A Business Plan For Pharmacy Services Budget-Friendly Options
6. Navigating How To Develop A Business Plan For Pharmacy Services eBook Formats
 - ePub, PDF, MOBI, and More
 - How To Develop A Business Plan For Pharmacy Services Compatibility with Devices
 - How To Develop A Business Plan For Pharmacy Services Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of How To Develop A Business Plan For Pharmacy Services
 - Highlighting and Note-Taking How To Develop A Business Plan For Pharmacy Services
 - Interactive Elements How To Develop A Business Plan For Pharmacy Services
8. Staying Engaged with How To Develop A Business Plan For Pharmacy Services
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers How To Develop A Business Plan For Pharmacy Services
9. Balancing eBooks and Physical Books How To Develop A Business Plan For Pharmacy Services
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection How To Develop A Business Plan For Pharmacy Services
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine How To Develop A Business Plan For Pharmacy Services
 - Setting Reading Goals How To Develop A Business Plan For Pharmacy Services
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of How To Develop A Business Plan For Pharmacy Services
 - Fact-Checking eBook Content of How To Develop A Business Plan For Pharmacy Services
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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