

School Name, Plan Title										
Cover Sheet			1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score		
Company Name, Company Logo, Address and Owner(s) Name(s)			Included	Not Included	1	1	1			
School Name, Advisor Name, Team Captain, and Additional Team Members			Included	Not Included	1	1	1			
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>							Total: Cover Sheet	2	0	

Table of Contents			1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score		
Table of Contents Present and Page Numbers Match			Included	Not Included	1	1	1			
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>							Total: Table of Contents	1	0	

Mission Statement, Vision Statement, Executive Summary			3 Points	2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score
Vision Statement	<i>Describe the long-term goal and aspirational future of the business (what you ultimately hope to achieve).</i>		A clear, concise statement describing the clear and inspirational long-term desired outcome of the pharmacy's existence	Vision Statement is somewhat unclear or lengthy; not both	Vision Statement is attempted but is unclear and lengthy	Vision Statement missing or plagiarized.	3	1	3	
Mission Statement	<i>Explain the business's core purpose, including who you serve, what you offer, and how you deliver value.</i>		A clear, concise statement describing how the borrower's vision will be achieved	Mission Statement is somewhat unclear or lengthy; not both	Mission Statement is attempted but is unclear and lengthy	Mission Statement missing or plagiarized	3	1	3	
Executive Summary	<i>Provide a concise overview of the business plan highlighting key points to orient the reader.</i>		A clear, concise summary that effectively highlights key elements of the business plan	Executive Summary is somewhat unclear or lengthy; not both	Executive Summary is attempted but is unclear and lengthy	Executive Summary is missing	3	1	3	
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>							Total: Mission Statement, Vision Statement, Executive Summary	9	0	

Description of Business			3 Points	2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score
Traditional Products & Services	<i>Foundational pharmacy offerings such as dispensing, OTCs, and immunizations.</i>			Clearly describes services/products with relevant detail on implementation, justification, and community relevance	Mentions products/services but lacks clear explanation, relevance, or implementation detail	Incomplete or inadequate description of products and services offered	2	1	2	
Enhanced Products & Services	<i>These are value-added services like medication synchronization, point-of-care testing, and MTM.</i>						2	1	2	
Niche Products & Services	<i>Specialized and often innovative offering such as compounding, pharmacogenomics, etc. For more information on niche services, contact your CPESN</i>						2	1	2	
Needs Analysis	<i>This section should demonstrate your understanding of the specific healthcare needs in your community and explain how your pharmacy directly addresses those needs. Look at SDOH, local data, or real world observations.</i>		Clearly identifies health or service need(s) within the local community and explains how the pharmacy will meet that need with proposed services	Describes the community but only somewhat connects it to the services offered	Vague or generic discussion of the community with little relevance to pharmacy services	No analysis of community needs	3	1	3	
Location Analysis	<i>This section should evaluate the physical setting of the pharmacy, nearby businesses and healthcare providers, local traffic patterns, and demographic data such as population density and income. It should explain how these factors support the pharmacy's business model and potential for growth.</i>		Thorough analysis that clearly aligns with the business concept and includes all relevant location-specific details	Analysis is generally appropriate but may lack depth or some key data points relevant to the location or business strategy	Analysis is limited or missing key components, with weak or unclear connection to the business's feasibility or location rationale	Location analysis missing or completely inappropriate	3	1	3	
Organizational Chart / Primary Management Structure				Complete and appropriate primary management structure	Incomplete or inadequate primary management structure	Primary management structure missing or completely inappropriate	2	1	2	
Insurance Policies				Complete and appropriate description of insurance policies held by the owner(s)	Incomplete or inadequate description of insurance policies held by the owner(s)	Description of insurance policies held by the owner(s) missing or completely inappropriate	2	1	2	
Security Measures				Complete and appropriate description of security measures	Incomplete or inadequate security measures	Description of pharmacy security measures missing or completely inappropriate	2	1	2	
Legal Structure					Complete and appropriate description of legal structure	Description of legal structure inadequate or missing	1	1	1	
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>							Total: Description of Business	19	0	

Physical Description of Business		3 Points	2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score
Size			Location size is appropriate for planned products and services	Location selected is unjustifiably small or large	No mention of size footage of pharmacy and/or departments	2	1	2	
Floor Plan Drawing or Blue Print* <i>*Record score here, but it is acceptable to find this in Supporting Documents section</i>			Comprehensive, to-scale line drawing or professional blueprint provided.	Floor plan drawing or blue print included but is not to scale or does not appear to be professionally prepared.	No drawing or blue print provided	2	1	2	
Suitability		Location selected is suitable for pharmacy practice and meets Board of Pharmacy physical requirements for community pharmacy.	Location selected is not clearly suitable for pharmacy practice OR description does not address Board of Pharmacy physical requirements.	Location selected is not clearly suitable for pharmacy practice AND description does not address Board of Pharmacy physical requirements.	Location selected is not appropriate for pharmacy practice and does not meet all Board of Pharmacy requirements.	3	1	3	
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>						Total: Physical Description of Business		7	0

Summary of Loan Request		1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score		
Name of Applicant(s), Name of Business, Date of Loan Request		Included	Not Included	1	1	1			
Terms of Request & Repayment: Amount of Loan Request		Included	Not Included	1	1	1			
Terms of Request & Repayment: Interest Rate (percentage and fixed or variable)		Included	Not Included	1	1	1			
Terms of Request & Repayment: Term		Included	Not Included	1	1	1			
Terms of Request & Repayment: Amortization		Included	Not Included	1	1	1			
Terms of Request & Repayment: Monthly Payment		Included	Not Included	1	1	1			
Cash Injection		Included	Not Included	1	1	1			
Collateral		Included	Not Included	1	1	1			
Statement of Personal Guarantee		Included	Not Included	1	1	1			
Estimated Market Value of Business or Capitalization		Included	Not Included	1	1	1			
Debt Service Coverage Ratio		Included	Not Included	1	1	1			
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>						Total: Summary of Loan Request		11	0

Marketing Plan		3 Points	2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score
Marketing Materials	<i>This is a great area to be creative in. Try using tools like Canva and photoshop to create some marketing materials for your pharmacy.</i>	Thorough and appropriate description of adequate marketing materials that align with the pharmacy's brand and services.	Description of marketing materials present but lacks clarity, depth, or relevance.	Description of marketing materials present but inadequate	Description of marketing materials absent	3	1	3	
Marketing Activities	<i>Outline the key tactics your pharmacy will use to reach and retain patients, emphasizing the strategy behind each activity and how it supports your overall business goals.</i>	Thorough and appropriate description of planned marketing tactics with clear rationale for how each supports patient engagement and business goals.	Description of activities is present but lacks detail or strategic explanation.	Description of marketing activities and tactics present but inadequate	Description of marketing activities and tactics absent	3	1	3	
Marketing Budget	Scored in Financial Documents Section								
<i>If team is graded less than the maximum possible, please use the gray space to provide feedback to team:</i>						Total: Marketing Plan		6	0

Financial Documents			4 Points	3 Points	2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score	
Projected Sales	<i>i.e., real life financials from 1 store or averages from industry or local sources. Did the team take into account controlled prescription percentages, list niche revenue opportunities, detailed breakdown of sales categories-pricing models beyond the P&L or sales based med sync increased revenue?</i>		Projected sales volume is accurately calculated and based on clearly stated, fiscally sound assumptions. (possible 3-4 points)		Projected Sales Volume is not accurately calculated OR is not based on clearly stated, fiscally sound assumptions (possible 1-2 points)		Projected Sales Volume is not accurately calculated AND is not based on clearly stated, fiscally sound assumptions	4	1	4		
Projected Expenses	<i>Outline the anticipated costs of operating the pharmacy keeping in mind payroll, operating expenses, ect.</i>		Projected expenses including payroll with job descriptions are accurately calculated AND based on clearly stated, fiscally sound assumptions. Anticipated expenses are an accurate reflection of the cost of operating a community pharmacy (possible 3-4 points)		Projected expenses including payroll with job descriptions are not accurately calculated OR not based on clearly stated, fiscally sound assumptions. Expenses are not an accurate reflection of the cost of operating a community pharmacy (1-2 points)		Projected expenses including payroll with job descriptions are not accurately calculated AND not based on clearly stated, fiscally sound assumptions. Expenses are not reflective of the cost of operating a community pharmacy	4	1	4		
Cash flow Projection (budget)	<i>Forecasts cash inflows and outflows over time to determine how long it will take to break-even.</i>		Cash flow projection is accurately calculated, comprehensive and shows a reasonable prediction of time to break-even (possible 3-4 points)		Cash flow projection is not accurately calculated OR does not show a reasonable prediction of time to break-even. Cash flow projection is not comprehensive (possible 1-2 points)		Cash flow projection is not accurately calculated and does not show a reasonable prediction of time to break-even. Cash flow projection is not comprehensive	4	1	4		
Inventory Evaluation	<i>Details what inventory is purchased, how it will be managed, and ordering. Should include opening inventory estimates.</i>		Comprehensive description of inventory to be purchased, detailed plans for future inventory management; includes analysis for opening inventory and net terms if a start-up pharmacy	Description of inventory to be purchased present but contains few details for management; includes analysis for opening inventory OR net terms if a start-up	Description of inventory to be purchased present but contains no details for future management		Missing or inadequate evaluation of inventory to be purchased. Management plans may be present or absent	3	1	3		
Cost per Square Foot Evaluation	<i>Assess estimated rent or real estate cost per square foot and its impact on the pharmacy's financial sustainability. Should show the location cost is reasonable compared to projected revenue and overhead.</i>		Cost per square foot is accurately calculated and is a reasonable contribution to overhead (possible 2-3 points)		Cost per square foot is not accurately calculated or is not a reasonable contribution (too expensive for projected sales/break even, too expensive relative to comparables) to overhead		Cost per square foot is not accurately calculated and is not a reasonable contribution to overhead	3	1	3		
Pro Forma Income Statement	<i>Presents a 3-year projection of revenue, expenses, and net income. Helps assess long-term financial viability.</i>					3-year pro forma income statement is accurately calculated	3-year pro forma income statement is missing or inaccurate	1	3	3		
Marketing Budget	<i>Breaks down planned spending and marketing efforts. Should align with promotional strategy and justify costs.</i>		Sufficient marketing budget for planned materials and activities (possible 2-3 points)		Marketing budget present but costs not accurate or insufficient reasoning given for expenses.		Marketing budget absent	3	1	3		
If team is graded less than the maximum possible, please use the gray space to provide feedback to team:										Total: Financial Documents	24	0

Supporting Documentation			1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score				
Personal Financial Statement			Personal Financial Statement provided for all buyers (allowed to be fictitious)	Not Included	1	1	1					
References			Accurate and appropriate footnotes or references	Not Included	1	1	1					
Lease or real estate title (or purchase agreement)			Lease or real estate title (or purchase agreement) provided	Not Included	1	1	1					
Blue print or floor plan drawing	Blue print or floor plan drawing graded in Physical Description section											
If team is graded less than the maximum possible, please use the gray space to provide feedback to team:										Total: Supporting Documentation	3	0

Feasibility / Ability to Implement			4 Points	3 Points	2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score	
Current Pharmacy Marketplace	<i>This section is how well the plan reflects current trends and realities in the pharmacy industry. Include relevant data and make reasonable, evidence-based assumptions about the future.</i>		The information presented in the document reflects current pharmacy marketplace; assumptions or projections for the future are reasonable anticipated changes (possible 3-4 points)		The information presented in the documents reflects the current pharmacy marketplace but makes assumptions on unreasonable predictions of the future marketplace	The information presented in the documents reflects the current pharmacy marketplace but makes poor assumptions on unreasonable predictions of the future marketplace	The information presented in the documents does not reflect the current pharmacy marketplace and makes assumptions on unreasonable predictions of the future marketplace	4	1	4		
Lender Appeal					I would be willing to invest in this company based on this loan application. Based on this loan application the buyer(s) are very unlikely to default on the loan.	This is a good loan application. Though I would not personally invest, based on the loan application the buyer(s) are very unlikely to default on their loan.	I would not be willing to invest in this company. Based on this loan application the risk for default on the loan is too great.	2	2	4		
If team is graded less than the maximum possible, please use the gray space to provide feedback to team:										Total: Feasibility / Ability to Implement	8	0

Originality & Creativity		2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score		
Innovation in Pharmacy Practice		Document describes innovative, new products or services to pharmacy market with a clear vision for continued ability to adapt to future changes in pharmacy scope of practice and regulatory environment	Document describes innovative products or services but is not poised to respond readily to future changes in pharmacy scope of practice and regulatory environment.	Document is completely unoriginal or plagiarized	2	1	2			
Creativity of Business Plan		Document describes unique, thorough and creative approach to new business or updating current business	Document shows creative approach to new business and/or updating current business, but financial or future considerations are not included	Document is completely unoriginal or plagiarized	2	1	2			
Competitive Edge		Plan's originality and creativity shows competitive edge over other pharmacies in same market (possible 1-2 points)		Plan's originality and creativity does not show competitive edge over other pharmacies in same market	2	1	2			
If team is graded less than the maximum possible, please use the gray space to provide feedback to team:							Total: Originality & Creativity		6	0

Neatness / Professionalism		2 Points	1 Point	0 Points	Max Points	Weight	Max Points with Weight	Score		
Spacing, font and margins		Spacing, font and margins are legible and appropriate		Margins exceed 1 inch or are less than 0.25 inches. Line spacing is excessively large or too compressed. Font size is excessively large or too small.	1	1	1			
Organization of Plan		Document is logically organized according to rubric (possible 1-2 points)		Document lacks logical organization or does not follow order of rubric	2	1	2			
Spelling, Grammar and Syntax		Document spelling, grammar and syntax reflect collegiate or professional author.		Document has one or more misspellings OR shows poor grammar and/or syntax throughout.	1	1	1			
If team is graded less than the maximum possible, please use the gray space to provide feedback to team:							Total: Neatness / Professionalism		4	0

Additional Comments:

Domain	Max Points with Weight	Team Score
Cover Sheet	2	0
Table of Contents	1	0
Mission, Vision, Executive Summary	9	0
Description of Business	19	0
Physical Description of the Business	7	0
Summary of Loan Request	11	0
Marketing Plan	6	0
Financial Documents	24	0
Supporting Documents	3	0
Feasibility / Ability to Implement	8	0
Originality & Creativity	6	0
Neatness / Professionalism	4	0
Total	100	0
FINALS SCORE:		0

Please note, your feedback is a critical part of this competition. Grades without any feedback will be sent back. Any questions about the rubric or feedback should be emailed to studentaffairs@ncpa.org