

Executive Summary

The Executive Summary should actually be the last piece of the Business Plan written. It summarizes everything in the plan, but focuses on the following main points:

- **Business Objectives.** A list of 3-4 objectives.
- **Mission Statement.** Should follow this structure "To accomplish _____ by doing _____." Spend time explaining how you'll accomplish your mission.
- **Guiding Principles.** Also known as your "core values." What 3-5 values do you see as the most important for you and your employees to follow?
- **Keys to Success.** List 4-6 keys that will be advantageous to your business model (ie - think location, staff, and other Strengths and Opportunities).

Company Description

Think location, hours, menu, size, etc. Here are some main points:

- **Ownership.** Name the ownership team.
- **Legal Form.** What type of business is it? (ie - sole proprietorship, LLC, partnership, etc.)
- **Start-Up Summary.** How much will it cost to start up this dispensary and where is the majority of that money going to?
- **Location and Facilities.** Where is it located and what characteristics does that location have (population, median income, etc.)

Services

This section explains the operations management of your dispensary. Here are some main points:

- **Daily Operations and Production.** Weekly hours, who is the manager, what does management entail, what does a customer experience look like, etc?
- **Competitive Comparison.** List competitors within close proximity - think 5-10 mile radius.
- **Suppliers.** Where will you get your food? If you're opening a franchise, this will be determined by your brand.
- **Management Controls.** How will you keep track of inventory and manage costs? Who handles that?
- **Administrative Systems.** What type of software will you need to keep your business functioning?
- **Future Services.** Are you planning on having other sources of revenue? What are they?

Market Analysis

Where does your dispensary fit in amongst the grander scheme of competition and data? Here are some main points to consider:

- **Industry Analysis**
 - *Market Size*
 - *Industry Participants*
 - *Main Competitors*
 - *Market Segments*
- **Target Market Segment Strategy**
 - *Market Needs*
 - *Market Trends*
 - *Market Growth*
- **Positioning.** How will you position yourself in your marketing efforts to make yourself different from the rest of your competition?

Marketing Strategy and Implementation

Before you begin marketing your dispensary, you'll need to evaluate yourself so you have a full grasp on your environment and your own specialties. Here's how to do that:

- **SWOT Analysis.** What are your Strengths, Weaknesses, Opportunities, and Threats?
- **Strategy Pyramid.** What's your (A) Strategy, (B) Tactics to achieve that strategy, and © Programs that play out those strategies?
- **Unique Selling Proposition (USP).** What makes you different?
- **Competitive Edge.** What do you have that gives you an advantage against your competition?
- **Marketing Strategy and Positioning**
 - *Positioning Statement*
 - *Pricing Strategy*
 - *Promotion and Advertising Strategy*
 - *Website*
 - *Marketing Programs*
- **Sales Strategy**
 - *Sales Forecast*
 - *Sales Programs*
- **Legal.** What type of business is it? (ie - sole proprietorship, LLC, partnership, etc.)
- **Milestones.** Pick dates to accomplish certain tasks related to opening your dispensary (ie - signing a lease on a building, hiring staff, finishing decor, etc.)
- **Exit Strategy.** How would you get rid of your assets if you had to?

Organization and Management

What does your dispensary look like from a management perspective?

- **Organizational Structure.** How many employees, who will hire them, what does the organizational flow chart look like?
- **Management Team.** Who is on the management team?
- **Management Team Gaps.** What positions need to be filled on the management team?
- **Board of Directors.** Who is on your Board of Directors [if you have one]?

Financial Plan

The final piece is one of the most important pieces: How will you finance your dispensary, and how are you planning on making a profit?

- **Important Assumptions.** Average prices of product, the number of employees you'll hire, average X% increase in revenues, average X% in inflation, etc.
- **Start-Up Costs.** Total costs required to start up with a list of where those costs are coming from.
- **Source and Use of Funds.** Where is the money coming from? Personal funds? Investors?
- **Break-Even Analysis.**
- **Projections**
 - *Projected Profit and Loss*
 - *Projected Cash Flow*
 - *Projected Balance Sheet*
- **Business Ratios**
- **Hourly Labor Schedule**
- **Weekly Sales Projections**