The Islamic University of Gaza

Faculty of Information Technology

الجـامعـــــــــة الإســـــلاميـة بغـزة

كليــة تكنولوجيـا المعلومـات

PharmaConnect Gaza

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1. Executive Summary

PharmaConnect Gaza is a digital healthcare startup addressing the critical medicine access crisis in the Gaza Strip. With over 2.1 million residents facing severe shortages 63% of essential medicines unavailable and only 13 out of 36 hospitals partially operational patients struggle to find and receive necessary medications. Traditional pharmacy visits, informal donation networks, and humanitarian distributions are fragmented, inefficient, and insufficient to meet urgent needs.

Our platform provides a mobile and web-based solution that connects patients, pharmacies, healthcare providers, and humanitarian organizations in real time.

Key features include smart medicine search, availability tracking, interactive maps, price comparison, reservation and delivery options, alternative medicine recommendations, and a verified community donation system. Designed to operate in low-connectivity environments with an Arabic-first interface, PharmaConnect ensures access even under crisis conditions.

Market Opportunity: Gaza's healthcare market segments into chronic disease patients (40%), acute care (30%), specialized treatments (20%), and maternal/child care (10%).

Our primary target is approximately 350,000 chronic disease patients whose uninterrupted medication access is critical. The total addressable market is estimated at $9–15 million annually, representing a portion of Gaza's broader unmet pharmaceutical demand of $40–60 million.

Projected market share growth ranges from 0.3% in Year 1 to 1.2% by Year 3, reflecting a measured expansion strategy focused on building pharmacy partnerships and community trust.Business Model: PharmaConnect generates revenue through delivery fees, pharmacy subscriptions, transaction commissions, and partnerships with NGOs and humanitarian organizations.

The platform is projected to reach operational sustainability by end of Year 1, with net profit margins growing to 40-45% by Year 3 as the user base expands and fixed costs are

absorbed across higher transaction volumes.Competitive Advantage: No direct digital competitors exist in Gaza.

PharmaConnect formalizes existing informal channels with a verified, crisis-resilient, community-trusted system. Offline-first functionality, Arabic interface, integrated logistics, real-time availability, and donation management create strong entry barriers and high adoption potential.Team: The founding team combines expertise in healthcare, technology, and operations:

Layal Al-Husseini – pharmacy and healthcare provider relations

Mozon El-Shawwa – technology and platform development

Heba Shalayel – operations, pharmacy coordination, and logistics

Vision & Impact: PharmaConnect aims to ensure reliable, affordable access to essential medicines for all Gaza residents, bridging fragmented supply chains and supporting humanitarian efforts. Immediate focus is on crisis response, with medium- and long-term goals to expand into comprehensive healthcare coordination, creating a sustainable digital backbone for Gaza's healthcare system.

2. Industry Analysis

The pharmaceutical and healthcare logistics sector is a critical global industry undergoing rapid digital transformation. In the MENA region, the digital health market is projected to reach **$36.9 billion by 2030**, driven by increased technology adoption and rising healthcare demand. In Gaza, the ongoing war and infrastructure collapse have fragmented medicine supply chains, making platforms like PharmaConnect essential for efficient coordination and access.

• Industry size, growth rate, and sales projections.

The global healthcare supply chain management market is expected to grow from **$3.95 billion in 2025** to **$6.32 billion by 2034**, at a CAGR of **5.35%**. This reflects a global shift toward efficient medical logistics—a trend that becomes a matter of survival

in   crisis   zones   like

Healthcare Supply Chain Management Market Size 2025 to 2034 (USD Billion)
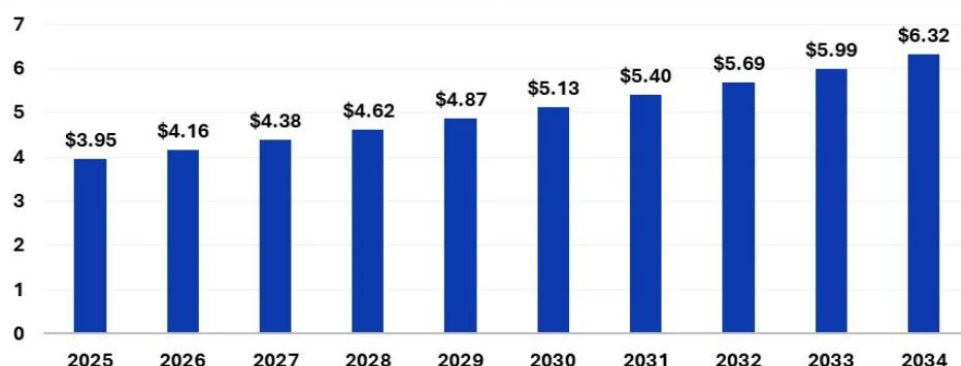
The global healthcare supply chain management market size is predicted to increase from USD 3.95 billion in 2025 to approximately USD 6.32 billion by 2034, expanding at a CAGR of 5.35% from 2025 to 2034.

Gaza.

Source: https://www.precedenceresearch.com/healthcare-supply-chain-management-market

- Industry structure.

Gaza's pharmaceutical distribution is highly fragmented, with no centralized digital coordination system. The market operates through disconnected channels:

- International Humanitarian Organizations (70–80%) WHO, UNRWA, Red Cross/Crescent Deliveries are irregular and subject to border restrictions No real-time inventory tracking
- Ministry of Health Facilities Central warehouses are depleted Distribution is emergency-driven only No functional logistics network
- Private Pharmacies (~180 functioning) Inconsistent supply and price volatility No coordination between locations
- Informal Networks Family and community donation initiatives Unverified, unorganized, and inefficient

Critical Gap: No digital platform exists to coordinate inventory, track distribution, or connect patients with available medicines across these fragmented channels.

- Nature of participants.
  - Healthcare Providers: Partially operational hospitals, NGO-supported clinics, field hospitals
  - Pharmaceutical Distribution: ~180 pharmacies, international NGOs, restricted importers
  - Technology Sector: Emerging local tech initiatives, telecom providers
  - Strategic Partners: Mobile payment systems, logistics networks, humanitarian organizations
- Key success factors.

  To succeed in Gaza's crisis environment, a digital medicine coordination platform must offer:

  - Crisis-Resilient Infrastructure

  Offline-first functionality, SMS backup, low-bandwidth sync, decentralized data storage

  - Community Trust and Accessibility

  Arabic-first interface, intuitive UX for all literacy levels

  Transparent tracking to prevent hoarding and exploitation

  Free access to essential coordination features

  - Strategic Partnerships

  Collaboration with humanitarian organizations and Ministry of Health

  Integration with pharmacy networks and community organizations

  - Regulatory Compliance

  Adherence to Palestinian health regulations and international humanitarian standards

- Humanitarian Focus

Prioritization for chronic diseases, children, and emergencies

Non-exploitative pricing and resource optimization algorithms

- Industry trends.

  - Crisis-Driven Digital Transformation: Digital platforms become essential infrastructure in conflict zones

  - Telemedicine and Remote Healthcare: Remote consultations become essential with limited hospital capacity

  - Community-Based Medicine Sharing: Informal donation networks emerge organically, requiring digital organization

  - Mobile-First Healthcare Solutions: Technology must function in low-connectivity environments with damaged infrastructure

- Long-term prospects.

  - Immediate Term (Current Crisis): Emergency coordination tool for extremely limited medicine supplies

  - Medium Term (Post-Ceasefire Recovery: Integral to healthcare system reconstruction and pharmacy network management

  - Long Term (Sustainable Growth): Comprehensive healthcare coordination system, potentially expanding to broader Palestinian territories

Sustainability Factors:

- Persistent demand for reliable medicine access

- Growing digital adoption in healthcare

- Potential for NGO and governmental institutional support

- Scalability to other crisis-affected regions

3. Company Description

- Company description.

PharmaConnect Gaza is a healthcare technology startup offering a comprehensive digital medicine management platform tailored to Gaza's unique healthcare challenges. The platform connects patients, pharmacies, healthcare providers, and humanitarian organizations through an integrated digital ecosystem designed to function reliably in crisis conditions.

The Problem We Solve: Gaza's pharmaceutical distribution system suffers from severe fragmentation. As of January 2025, only 13 out of 36 hospitals are partially functional, and 63% of essential medicines are unavailable. Patients face long, unsuccessful searches across disconnected channels. Our platform creates real-time visibility of medicine availability across participating pharmacies, enabling efficient resource allocation and last-mile delivery for over 2.1 million residents.

Our Solution: A mobile and web-based application that allows patients to:

- Search for medicines by name or prescription photo
- View real-time availability across pharmacies
- Compare prices and reserve medicines
- Arrange delivery or pickup
- Receive alternative medicine recommendations
- Track personal medicine history and receive availability alerts
- Access a verified community donation system

The platform is Arabic-first and optimized for low-connectivity environments, including offline functionality and SMS-based communication.

- Company history.

PharmaConnect Gaza was conceived in direct response to the collapse of Gaza's healthcare infrastructure due to war and blockade. The founding team—local professionals in healthcare and technology—identified the urgent need for a unified digital solution to address medicine shortages and distribution inefficiencies.Mission statement.

Mission & Vision

Mission: To connect patients, pharmacies, and healthcare providers in Gaza through a unified digital platform, ensuring reliable and affordable access to essential medicines.

Vision: To become Gaza's leading digital healthcare infrastructure, ensuring that no patient is left without access to life-saving medications.

• Products and services.

Core Product: Digital Medicine Management Platform Key Features:

- Smart search and prescription upload
- Real-time availability and location mapping
- Price comparison and reservation system
- Alternative medicine suggestions
- Medicine history tracking and alerts
- Verified donation coordination

Supporting Services:

- Digital inventory tools for pharmacies
- Real-time data sharing with Ministry of Health and NGOs
- Coordinated delivery logistics
- Community donation system

Together, these services form a crisis-resilient ecosystem for medicine access and distribution.

• Current status.

Development Stage: Concept and planning phase, backed by extensive research and stakeholder engagement.

Work Completed:

- Market research and needs assessment
- Business model and feature set development
- Preliminary financial projections
- Identification of potential partners

Ongoing Activities:

- Finalizing business plan and pitch materials
- Preparing legal registration and compliance
- Recruiting core team members
- Seeking seed funding ($80,000 for Year 1 operations, with potential for additional rounds as the platform scales)
- Engaging pilot pharmacy partners
- Exploring infrastructure options

Launch Timeline: Pending funding, platform development and pilot launch are projected within 6–9 months.

- Legal status and ownership.

Legal Entity: Will register as a Limited Liability Company (LLC) under Palestinian Authority law within the first 3 months of operation. Ownership Structure:

- Founding Team: 60% equity
- Employee Stock Option Pool: 15%
- Investor Equity: 25% (final shares based on roles and contributions)

Governance:

- Board of Directors: 3 founders + 2 investor representatives
- Advisory Board: Experts in healthcare, technology, and humanitarian fields
- Management Team: CEO, CTO, COO, Head of Partnerships, Head of Community Engagement

Regulatory Compliance:

- Ministry of National Economy registration
- Ministry of Health licensing
- Data protection and financial services compliance
- Formal agreements with regulated healthcare entities

Intellectual Property:

- Proprietary software, algorithms, database structures
- UI/UX designs and brand trademarks

- Key partnerships (if any).

Healthcare Sector:

- Ministry of Health – regulatory coordination and emergency data sharing
- 10–15 pilot pharmacies committed to platform integration
- Preliminary discussions with 5+ clinics and hospitals

Technology & Infrastructure:

- Local telecom providers – data packages and SMS integration
- Cloud infrastructure providers – scalable hosting
- Payment gateway companies – mobile payment integration

Logistics & Delivery:

- 2–3 local delivery companies – partnership framework established

- Community-based volunteer delivery network – in development

Humanitarian & Funding:

- Initial conversations with 3–4 international NGOs
- Engagement with impact investors
- Grant applications submitted to humanitarian tech programs

4. Market Analysis

Current Healthcare Crisis

Gaza's healthcare system, serving over **2.1 million residents**, is under unprecedented strain. As of January 2025:

- Only **13 out of 36 hospitals** remain partially functional
- **94% of facilities** are damaged or destroyed
- **63% of essential medicines** are unavailable, with **37% at zero stock levels**
- Over **885 healthcare workers** have been killed (as of September 2024)

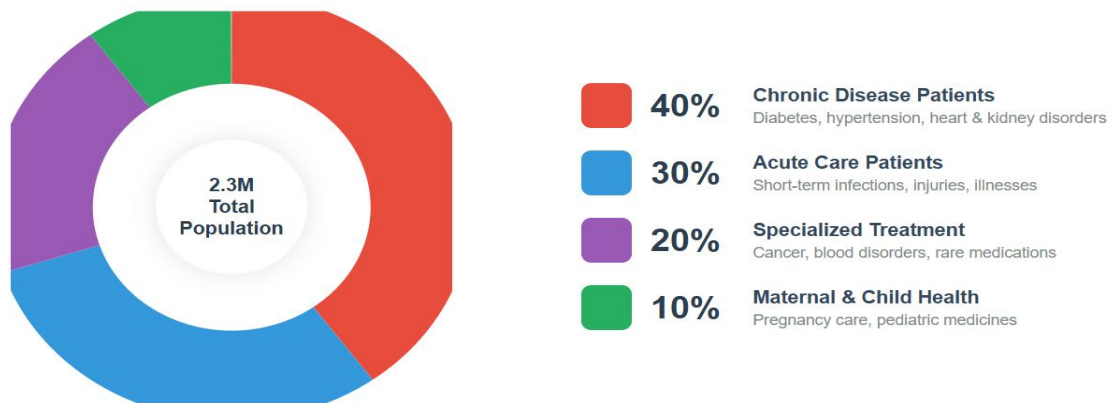Estimated **unmet pharmaceutical demand**: $40–60 million annually

Medicine and Consumables Availability (2025)
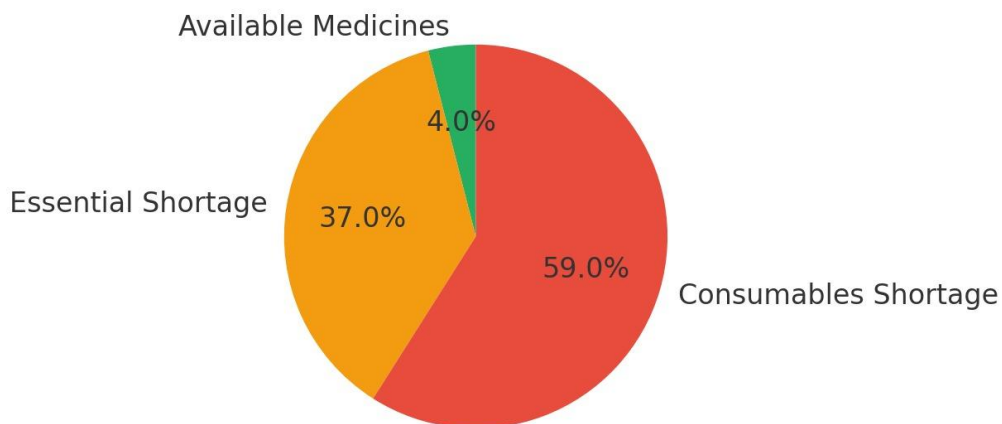
- Market segmentation and target market selection.

  Gaza's healthcare market (2.3 million residents) segments into:

  By Patient Type:

40%	**Chronic Disease Patients**	Diabetes, hypertension, heart & kidney disorders
30%	**Acute Care Patients**	Short-term infections, injuries, illnesses
20%	**Specialized Treatment**	Cancer, blood disorders, rare medications
10%	**Maternal & Child Health**	Pregnancy care, pediatric medicines

2.3M Total Population

  By Income Level:

  - North Gaza: Severely affected by war and genocide, critically low medicine availability, most pharmacies destroyed or non-operational

  - Gaza City: Historically concentrated pharmacy locations, massive displacement with repeated evacuation orders

  - Central Gaza: Lower pharmacy density, major displacement camp area

  - South Gaza: Extreme overcrowding due to forced displacement, pharmacies operating under severe resource constraints

  By Geographic Distribution:

  - North Gaza: Most critically affected, majority of pharmacies destroyed or non operational

  - Gaza City: Historically concentrated pharmacy locations, massive displacement with repeated evacuation orders

- Central Gaza: Lower pharmacy density, major displacement camp area

- South Gaza: Extreme overcrowding due to forced displacement, severe resource constraints

Primary Target Market:

PharmaConnect primarily targets the 350,000 chronic disease patients in Gaza those suffering from diabetes, hypertension, heart disease, and kidney disorders who require continuous and uninterrupted access to medication. This segment is the most critical because any disruption in treatment can lead to life-threatening consequences. Their predictable, recurring demand ensures consistent revenue, while their urgent needs create strong advocacy potential and open opportunities for partnerships with NGOs.

In addition to this core group, the platform also serves 50,000-70,000 specialized treatment patients (such as cancer and rare blood disorder cases), more than 1 million families with children who regularly require pediatric medicines and maternal care, and approximately 3,000-5,000 healthcare providers who play a key role in influencing patient adoption through their recommendations.

- Buyer behavior.

  Patients identify medicine needs through prescriptions (60%), chronic refills (25%), acute symptoms (10%), or preventive care (5%). Traditional search involves visiting 3-5 pharmacies physically (2-4 hours) with frequent failure.

  Key Behavioral Insights:

  - 60% are highly price sensitive with 10-15% savings influencing decisions.

  - Trust relies heavily on family/neighbor recommendations and ratings.

  - 70%+ have smartphones but unstable connectivity requires offline functionality.

  - 99% prefer Arabic interface.

- Strong community solidarity culture responds positively to donation features.

- Medicine searches are urgent, requiring fast, intuitive interfaces

- Competitor analysis.

  While no direct digital competitors exist, patients currently solve medicine access through multiple informal channels. Our platform formalizes and optimizes these existing behaviors rather than introducing entirely new habits

  Indirect Competitors:

  - Traditional pharmacy visits (95%+ market): Time-consuming, no price comparison, frequent failures.

  Strategy: Collaborate with pharmacies don't replace them

  - Social media networks & whatsapp (~20% usage): Unverified information, disorganized.

  Strategy: Formalize and organize community shared information

  - Humanitarian distribution (~15-20%): Limited variety, unpredictable.

  Strategy: The platform partners with these organizations to facilitate access to medicine

Competitive Advantages: Real-time verified availability, comprehensive pharmacy network coverage, price transparency, integrated logistics, crisis-resilient design with offline functionality, formalized donation system, and unified ecosystem integration.

Entry Barriers: Pharmacy relationships, obtaining regulatory approvals, crisis expertise, community trust, and limited funding make it difficult for new competitors to enter the market.

- Estimate of the firm's annual sales and market share.

PharmaConnect aims to capture a meaningful portion of Gaza's unmet pharmaceutical demand. With an estimated Total Addressable Market of ₪30–50 million (~$9–15 million), the platform targets gradual market share growth: approximately 0.3% in Year 1, 0.6% in Year 2, and 1.2% by Year 3, reflecting realistic expansion as the pharmacy network grows from 20 to 60 partners and community trust is established.

5. The Economics of the Business

The economic model of Pharmaconnect Gaza is designed to balance profound social impact with financial sustainability in Gaza's constrained healthcare market. It operates as a medium-margin, medium-to-high volume business, leveraging its digital platform to create network effects that connect patients, pharmacies, and donors. Revenue is generated through multiple streams linked to platform activity, while costs are optimized through scalable technology and strategic partnerships. Achieving break-even is pivotal for proving viability and ensuring long-term service delivery where it's needed most.

Revenue drivers and profit margins.

Primary Revenue Streams:

1. Delivery Fees: A fixed fee is charged per order fulfilled via the integrated logistics network. This stream provides consistent, transaction-based income directly tied to platform activity.
2. Pharmacy Subscriptions: Monthly subscription fees for pharmacies to be listed on the platform. Tiers could include:
   - Basic: Listing, basic inventory update.
   - Premium: Enhanced visibility, advanced analytics on medicine demand, integration with the emergency alert and donation system.
3. Transaction Commissions: A small commission (e.g., 2-5%) on the value of each medicine sale processed through the platform. This aligns our success with that of our pharmacy partners.

4. Partnerships and NGO Support: Grants and service fees from NGOs, international aid organizations, or the Ministry of Health to manage specific programs, such as the verified medicine donation system or for providing aggregated data on medicine shortages. This is a key driver for social impact and financial stability.

Profit Margins:

- We project gross profit margins to be between 20% - 30% after the initial operational phase.
- We project net profit margins to grow from break-even in Year 1 to approximately 40-45% by Year 3 as the user base expands and fixed costs are absorbed across higher transaction volumes.
- The highest-margin streams are expected to be pharmacy subscriptions and commission fees, as they have low variable costs.
- Delivery fees will have a lower margin due to associated variable costs (fuel, driver salaries) but are essential for driving volume and user adoption.
- The donation system is not a direct profit center but strengthens community trust, increases platform engagement, and can be partially funded by partners, covering its operational costs.

- Fixed and variable costs.

Fixed Costs (Operate regardless of transaction volume):

- Salaries: Core team (developers, operations manager, support staff).
- Technology & Infrastructure: Cloud hosting services (AWS, Google Cloud), software licenses, API costs (e.g., for maps/payments), and platform maintenance.
- Marketing & Outreach: Digital marketing campaigns, community engagement programs.

- Administrative Overheads: Rent for a small office, utilities, legal and accounting fees.

Variable Costs (Fluctuate with the number of orders/transactions):

- Logistics Costs: Fuel, vehicle maintenance, and per-delivery payments to drivers/logistics partners.
- Payment Gateway Fees: A percentage of each online transaction processed.
- Customer Support: Costs associated with handling user inquiries, which may increase with user base.
- Server Costs: While partly fixed, they will scale upwards with significant increases in user traffic and data.

- Operating leverage and its implications.

Pharmaconnect Gaza has a moderately high degree of operating leverage. This means a significant portion of our costs (software development, salaried staff, marketing) are fixed. The implications are:

- Post-Break-Even Profitability: Once the break-even point is surpassed, each additional sale will contribute significantly to profits because the variable costs per transaction are relatively low. This makes the business highly scalable.
- Initial Vulnerability: Before reaching break-even, the fixed costs represent a financial risk. During the start-up phase, careful cash flow management is critical.
- Strategy: Our focus is on rapidly growing the user and transaction volume to cover our fixed costs as quickly as possible. The multi-revenue stream model is designed to accelerate this process.

- Start-up costs.

Initial seed funding will be allocated to cover one-time costs to launch the platform:

- Product Development: Initial agile software development and platform design.
- Initial Marketing & Launch Campaign: Creating awareness and attracting the first users and pharmacy partners.
- Legal & Regulatory Fees: Obtaining necessary approvals from the Ministry of Health and other bodies.
- Basic Office Setup & Equipment: Computers, phones, and initial operational supplies.
- Contingency Fund: A buffer for unforeseen expenses (highly crucial in the Gaza context).

- Break-even chart and calculations.

  The break-even point is the moment where total revenue equals total costs (both fixed and variable).

  - Assumptions (Illustrative):
    - Fixed Costs per Month: $2,041 (Based on Year 1 operating costs $20,000 + marketing $3,000 + depreciation $1,500 = $24,500 annual ÷ 12 months)
    - Average Revenue per Order (from delivery fee + commission): $3
    - Average Variable Cost per Order: $1.5
  - Formula:
   Break-even Quantity (Number of Orders) = Total Fixed Costs / (Average Revenue per Order - Average Variable Cost per Order)
  - Calculation:
    $2,041 / ($3 - $1.5) = $2,041 / $1.5 = 1,361 orders per month (approximately 16,332 orders annually).

  PharmaConnect Gaza needs to process approximately 1,361 orders per month (45 orders per day) to cover all its costs and start generating a profit. This target is

achievable within Year 1 given the projected 2,500 annual orders, positioning the platform for profitability as adoption scales.

Break-even Chart:
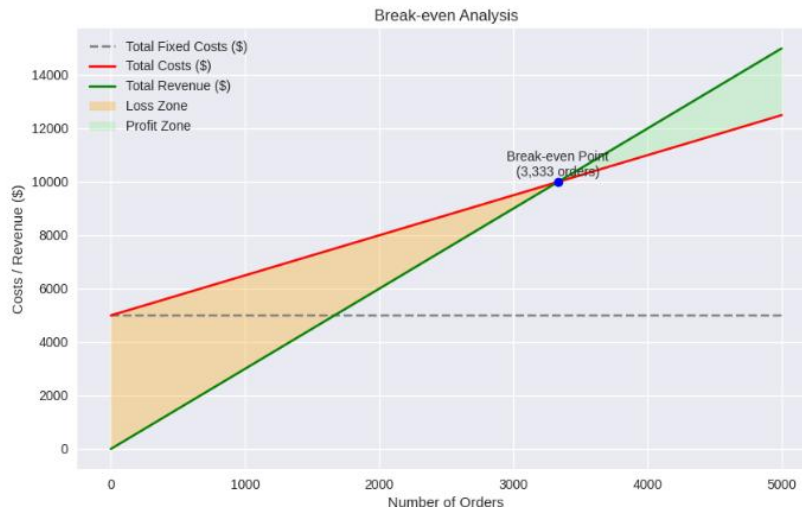
6. Marketing Plan

- Overall marketing strategy.

  Pharmaconnect Gaza will employ a community-centric, digitally-driven marketing strategy focused on building trust and demonstrating tangible value in a constrained market. Our approach centers on four core pillars, each with defined success metrics to ensure measurable impact:

- Educational Marketing: Positioning ourselves as healthcare accessibility advocates.
  - Success Metric: Number of educational workshops conducted; % of workshop attendees who become active platform users.

- Relationship Marketing Building strong, long-term partnerships with pharmacies and healthcare providers.

- Success Metric: Pharmacy partnership renewal rate; number of consistent patient referrals from healthcare providers.

- Social Proof Marketing: Leveraging user testimonials and success stories to build credibility.

  - Success Metric: Conversion rate of users who engage with testimonials; number of user-generated success stories.

- Impact Marketing: Highlighting our social mission and quantifiable community benefits.

  - Success Metric: Media coverage value; funds raised through NGO partnerships linked to campaign messaging.
- Our positioning statement: "The most trusted digital healthcare partner for reliable medicine access in Gaza."

Points of differentiation:

- The only integrated platform connecting patients, pharmacies, and donors in a unified ecosystem.
- Real-time availability tracking with intelligent alternative suggestions.
- A verified community donation system fostering medicine solidarity.
- An Arabic-first, low-digital-literacy friendly interface designed for inclusivity.

- Product, price, promotions, and distribution.

Product Strategy:

- Core Product: Reliable medicine access and availability information
- Actual Product: User-friendly mobile and web platform with real-time tracking
- Augmented Product: Delivery service, donation system, emergency alerts, price comparison

- Future Extensions: Telemedicine integration, chronic disease management programs

Pricing Strategy:

- Freemium Model: Free basic services for patients with premium features for pharmacies
- Pharmacy Subscriptions: Tiered pricing ($20-50/month) based on services
- Transaction Fees: 2-5% commission on sales processed through platform
- Delivery Fees: Subsidized flat rate with partner support for low-income users
- NGO Partnerships: Grant-funded services for vulnerable populations

Promotional Strategy:

- Digital Marketing:
  - Social media campaigns (Facebook, Instagram) focusing on patient success stories
  - Search engine optimization for "medicine availability in Gaza"
  - WhatsApp business channel for direct patient communication
- Community Outreach:
  - Partnerships with healthcare providers for patient referrals
  - Pharmacy onboarding workshops and training sessions
  - Community health centers as physical touchpoints
- Awareness Campaigns:
  - "Know Your Medicine Rights" educational workshops
  - Emergency medicine availability alerts during crises
  - Success stories of medicine donations impacting lives
- Public Relations:
  - Features in local healthcare publications
  - Partnerships with Ministry of Health for official endorsements
  - Media coverage of platform impact metrics

Distribution Strategy:

- Direct-to-Consumer: Mobile app and website accessible via smartphones
- Pharmacy Partnerships: On-site QR codes and promotional materials
- Healthcare Provider Integration: Doctor referrals and prescription integration
- Community Access Points: Tablets at health centers for digital literacy support
- Offline Support: Telephone hotline for non-digital users

- Sales process (or cycle).

Sales Process for Pharmacies:

- Prospecting: Identify pharmacies with digital readiness and patient volume
- Approach: Demonstrate platform benefits using success metrics
- Demonstration: Show real-time platform functionality with their inventory
- Trial: Offer 30-day free trial with full support
- Conversion: Transition to subscription model with onboarding support
- Retention: Continuous support and feature updates

Patient Acquisition Funnel:

- Awareness: Social media, healthcare provider referrals, community workshops
- Consideration: Platform demonstrations, testimonials, free service offering
- Adoption: Easy registration process, first-order incentives
- Loyalty: Reward system, personalized alerts, excellent customer service
- Advocacy: Referral programs, patient ambassador initiatives

- Sales tactics.

Initial Launch Tactics:

- Early Adopter Program: First 50 pharmacies join with 3-month free subscription
- Patient Referral Bonus: Free delivery for referring 3 new users

- Pharmacy Ambassador Program: Incentives for pharmacies referring other pharmacies
- Crisis Response Activation: Emergency deployment during medicine shortages

Ongoing Sales Tactics:

- Success Metrics Sharing: Regular reports to pharmacies showing increased sales
- Patient Testimonial Campaigns: Real stories driving new user adoption
- Seasonal Promotions: Discounted delivery during high-demand periods
- Loyalty Programs: Points system for frequent users redeemable for discounts

Partnership Development:

- NGO Collaboration: Co-branded initiatives for vulnerable populations
- Healthcare Provider Integration: Seamless prescription upload system
- Ministry of Health Alignment: Official recognition and data sharing agreements

Emergency Marketing Plan:
During internet outages, an SMS-based communication system and posters in hospitals and pharmacies will be activated. Local radio will broadcast important updates.

Psychological Pricing Strategy:
"Pay What You Can" options for delivery fees will enhance accessibility for chronic medication users.

Key Performance Indicators

- User acquisition cost < $2 per active user
- Pharmacy conversion rate > 40%
- Patient retention rate > 80% monthly
- Average orders per user > 2 monthly
- Social media engagement rate > 5%

7. Product (or Service) Design and Development Plan

- Development status and tasks.

  - Current Phase: Advanced prototyping with core features in internal testing
  - Key Completed: Arabic-first UI/UX, backend architecture, basic delivery module
  - In Progress: Payment/map integrations, donation system, security compliance
  - Next 6 Months: Beta launch, user feedback iteration, public release

- Challenges and risks.

  - Infrastructure: Internet/power instability → Offline features & local backups
  - Regulatory: Ministry of Health approvals → Early engagement & legal consultant
  - Adoption: Low digital literacy → Voice-assisted features & support hotline
  - Security: Data protection → Encryption & regular audits
  - Risk Manager appointed for proactive monitoring and monthly reporting

Developer Contingency Plan:

A cross-trained backup developer team will be maintained, with all code regularly updated on secure offline servers.

- Projected development costs.

Category	Cost (USD)
Software Development	$12,000
UX/UI & Testing	$3,000
API Integrations	$2,500
Security & Hosting	$5,500
Contingency Buffer	$2,000
Total	$25,000

Financial Controls: Monthly budget tracking, quarterly reviews, and formal contingency access approval.

- Proprietary issues (patents, trademarks, copyrights, licenses, brand names).

  o Brand: "PharmaConnect Gaza" trademark registration
  o Technology: Source code copyright, algorithm protection
  o Legal: Ministry of Health license, data privacy compliance
  o Assets: Exclusive partnerships, anonymized user data protocols

8. Operations Plan

- General approach to operations.

PharmaConnect Gaza operates through a resilient, adaptive hybrid model that seamlessly integrates digital platform efficiency with decentralized human coordination. This approach is specifically engineered for Gaza's unique operational challenges, including infrastructure limitations, mobility restrictions, and evolving ground conditions. Our operational philosophy centers on maintaining uninterrupted service delivery through a network of distributed teams and robust contingency planning.

Front Stage (Customer-Facing):

  o Digital Interface: User-friendly mobile/web platform for medicine search, ordering, and real-time tracking
  o Multi-Channel Support: WhatsApp Business, dedicated hotline, and community health workers for personalized assistance
  o Transparent Logistics: Live delivery tracking with SMS notifications and alternative pickup points
  o Community Integration: Regular health awareness workshops and pharmacy partnership programs

Back Stage (Core Operations):

- o   Platform Development: Continuous CI/CD pipeline for feature updates and security patches
- o   Data Intelligence: Advanced analytics for demand forecasting and shortage prediction
- o   Quality Assurance: Automated testing protocols and manual quality checks
- o   Compliance Management: Automated reporting tools for regulatory requirements

General Approach to Operations

Our operational model balances technological efficiency with essential human touchpoints. We employ agile methodologies that allow us to adapt quickly to supply chain fluctuations and infrastructure challenges while maintaining consistent service quality through standardized processes and continuous improvement.

- •   Business location.

Our operational deployment employs a sophisticated hub-and-spoke model designed for maximum resilience and geographic coverage:

Primary Operational Hub (Deir al-Balah):

- •   Centrally located within the Gaza Strip, allowing efficient access to northern, central, and southern regions.
- •   Maintains relative infrastructure stability, including electricity and internet, supporting continuous operations.
- •   24/7 customer support center with redundant communication systems
- •   Emergency operations center for crisis response coordination

Distributed Service Nodes:

- •   Northern Gaza Mobile Unit: Flexible team operating from secure temporary locations to serve Jabalia, Beit Lahia, and Beit Hanoun.
- •   Central Gaza Coordination Point: Light operational presence supporting Nuseirat, Bureij, and Maghazi camps.

- Khan Yunis Support Office: Partnership-based facility for southern central operations.
- Rafah Service Node: Local collaboration hub for southernmost coverage.
- Community Access Points: Partner pharmacies and health centers across all regions serve as digital access and support stations.

Infrastructure Architecture:

- Cloud Infrastructure: Multi-region cloud servers with automatic failover capabilities
- Network Redundancy: Multiple internet service providers with satellite backup
- Field Operations: Mobile teams equipped with portable connectivity solutions
- Secure Storage: Distributed document and equipment storage facilities

- Facilities and equipment.

Our operational infrastructure incorporates a comprehensive equipment strategy designed for reliability and mobility:

Technology Infrastructure:

- Enterprise-grade cloud servers with encrypted databases
- Automated backup systems with geographic redundancy
- Hybrid power solutions including solar generators and battery banks
- Network equipment supporting 4G/LTE and satellite connectivity

Field Operations Equipment:

- Ruggedized tablets and smartphones with military-grade protection
- Portable power banks and solar charging equipment
- Secure communication devices including satellite phones
- Emergency response kits with first aid and safety equipment

Partner Integration Suite:

- Pharmacy onboarding kits featuring pre-configured tablets
- Comprehensive training materials and operational guidelines
- Technical support equipment and troubleshooting tools
- Branded materials for consistent service presentation

Office and Administrative Infrastructure:

- Modular office equipment designed for rapid deployment
- Secure storage solutions for sensitive documents
- Emergency supply inventory for business continuity
- Communication and collaboration tools for distributed teams.

9. Management Team and Company Structure

The management team of a new venture typically consists of the founder or founders and a handful of key management personnel. Items to include in this section:

Management team.

PharmaConnect Gaza was founded by three co-founders:

- Layal Al-Husseini – Co-founder, focusing on building relationships with pharmacies and healthcare providers
- Mozon EL-Shawwa – Co-founder, leading the development of the digital platform and managing the technical side.
- Heba Shalayel – Co-founder, responsible for daily operations, coordination with pharmacies, and delivery services

The founders bring together complementary skills in healthcare, technology, and operations, giving the team a strong base to run the project effectively.

Board of directors (if you have one).

At this stage, the company does not have an external board of directors. The three co-founders make decisions together. In the future, as the company grows, a formal board

will be formed, including healthcare experts or investor representatives, to provide guidance and oversight.

Board of advisors (if you have one).

The company does not currently have an advisory board. However, there are plans to form one in the future, bringing in experts in healthcare, technology, and logistics to support the team with advice and mentorship.

Company structure.

Right now, the company operates as a lean startup. The co-founders cover the main executive roles: CEO, CTO, and COO. Decisions are made collectively and quickly to adapt to market needs

As the company expands, the structure will develop into a more functional model with specialized departments such as:

- Technology & Product Development: platform development, user experience, and quality assurance.
- Operations & Logistics: medicine availability coordination, delivery network, and donation system.
- Marketing & Community Engagement: user acquisition, brand building, and community initiatives.
- Customer Support & Partnerships: patient and pharmacy support, partnerships with the Ministry of Health, NGOs, and others.
- Finance & Administration: financial planning, accounting, legal matters, and HR.

This structure reflects both the company's current stage and its long-term vision for sustainable growth and scalability.

10. Overall Schedule

An overall schedule outlines the key milestones needed to successfully launch Pharma Connect Gaza. This schedule is important because it shows that the management team understands the sequence of critical steps required to bring the venture from idea to market. A clear and realistic timeline also increases investor and stakeholder confidence in the team's ability to execute the business plan.

Milestone	Target Timeline	Description
Incorporating the Venture	Month 1–2	Register the company legally, obtain licenses, and complete all official documentation.
Completion of Prototype	Month 3–4	Develop and finalize the digital platform MVP (medicine search, availability, delivery, donations). Internal testing with select pharmacies.
Rental of Facilities	Month 3–4	Secure office space and minimal facilities for operations, support, and technical staff.
Obtaining Critical Financing	Month 2–6	Secure seed funding from NGOs, grants, and impact investors to cover startup expenses.
Starting Operations	Month 5	Launch beta operations: integrate partner pharmacies, activate delivery logistics, and onboard early users.

Obtaining the First Sale	Month 6–7	Record the first paid order via the platform, validating the business model and confirming operational flow.
Full Public Launch	Month 6	Launch the platform to the wider public with marketing campaigns, endorsements, and outreach programs.

The following Gantt chart provides a visual overview of the project milestones and their expected timelines.

PharmaConnect Gaza - Overall Schedule (Gantt Chart)
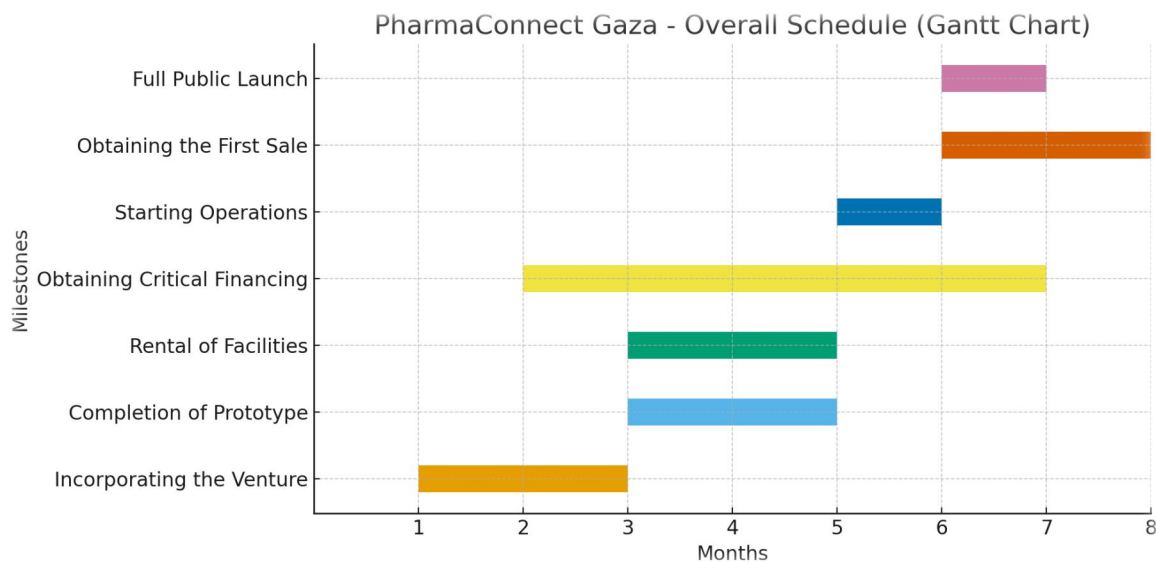
11. Financial Projections

The final section of a business plan presents a firm's pro forma (or projected) financial projections. Items to include in this section:

Sources and uses of funds statement

Sources	Amount (USD)
NGO/Grant funding	$60,000
Founders' equity	$10,000
Potential micro-loan	$10,000
Total Sources	$80,000

Uses	Amount (USD)
Platform development & IT infrastructure	$25,000
Operations & logistics setup	$15,000
Staff salaries (Year 1 core team)	$20,000
Marketing & community outreach	$10,000
Operational reserve	$10,000
Total Uses	$80,000

Assumptions sheet.

- - 20 pharmacies onboarded in Year 1, scaling to 40 in Year 2 and 60 in Year 3.
- - Subscription fee: $25 per pharmacy/month.
- - Delivery fee: $2.5 per order (2,500 orders Year 1 → 6,000 Year 2 → 12,000 Year 3).
- - 5% commission on pharmacy transactions (average order value $100).
- - Operating expenses grow by ~15% annually.
- - Depreciation of IT/equipment: $3,000 per year.

- - Tax rate: 16%.

Pro forma income statements.

Item	Year 1	Year 2	Year 3
Pharmacy subscriptions	6,000	12,000	18,000
Delivery fees	6,250	15,000	30,000
Transaction commissions	12,500	30,000	60,000
Total Revenues	24,750	57,000	108,000
Operating costs (staff, utilities, logistics)	20,000	30,000	45,000
Marketing & outreach	3,000	7,000	12,000
Depreciation	1,500	2,000	3,000
Total Expenses	24,500	39,000	60,000
Net Income	250	18,000	48,000

pro forma balance sheets.

Assets	Amount
Cash	$60,250
IT infrastructure & equipment	$19,500
Total Assets	$79,750

Liabilities & Equity	Amount

Liabilities (loan & obligations)	$10,000
Equity (founders + grants + retained earnings)	$69,750
Total Liabilities & Equity	$79,750

Pro forma cash flows.

Item	Amount
Opening Cash Balance	$80,000
Inflows (revenues)	$24,750
Outflows (expenses excl. depreciation)	$24,500
Net Cash Flow	+$250
Ending Cash Balance	$80,250

Ratio analysis.

- Operating Margin (Year 1): ~1% (break-even achieved).
- Break-even Point: End of Year 1 ($\approx$ 2,500 orders + 20 pharmacies).
- Gross Margin (Year 3 projected): ~55%.
- Current Ratio (Year 1): >5 (strong liquidity from NGO funding).

GROWTH & SCALABILITY OUTLOOK

By Year 3, revenues are projected to exceed $100,000 annually with positive net income. The model allows expansion beyond Gaza to the West Bank, potentially doubling revenues if an additional $50,000 external funding is secured.

Core Strategy

Business Mission	Basis of Differentiation
To connect patients, pharmacies, and healthcare providers in Gaza via a unified digital platform, ensuring reliable and affordable access to essential medicines.	*Unique real-time availability, alternative suggestions, integrated delivery, and community-driven solutions (donations, emergency alerts).*
Target Market	**Product/Market Scope**
Patients in Gaza needing reliable access to medicines, alongside local pharmacies and healthcare providers.	*Digital medicine management and logistics for the Gaza healthcare sector, with future expansion to the West Bank and other constrained markets*

Financials

Revenue Streams

Income from delivery fees (per order), monthly pharmacy subscriptions, small commissions on transactions , Partnerships and NGOs support

Cost Structure	Financing/Funding
Expenses include software development/maintenance, logistics fleet, staff salaries, operations, and marketing.	*Seed funding from grants, NGOs, and impact investors for launch.*

Resources

Core Competency	Key Assets
Integrating complex logistics with user-friendly digital solutions in a constrained environment. Expertise in local healthcare, advanced algorithms, and community engagement.	*Proprietary Digital Platform, regulatory approvals, strategic partnerships, skilled human capital, user data/analytics, brand trust, and secure cloud infrastructure.*

Operations

Product (or Service) Production	Channels
In-house Agile software development, leveraging cloud services. Potential future outsourcing for specialized tasks.	*Direct-to-Consumer (app/web), direct pharmacy sales, healthcare provider partnerships, community outreach, and digital marketing.*
	Key Partners
	Local pharmacies, healthcare providers, Ministry of Health, logistics companies, telecom providers, payment gateways, NGOs, technology infrastructure providers