Islam Zidan
Cost Analysis & KPI Dashboards

CASE STUDY · FUEL RETAIL

SAR 6.2 million in sales. 1.5% left as profit.

How one dashboard showed a station owner that the problem was never sales. It was expenses that consumed 82% of gross profit.

82%
of gross profit consumed by operating expenses

1.5%
net profit margin on SAR 6.2 M of sales

8.5%
gross margin, thin by nature in fuel retail



Figures are taken from the actual engagement. The client is not named and confidential details were removed.

EXECUTIVE SUMMARY

The station was busy, but not profitable enough.

01

Situation

A station selling three fuel grades (91, 95 and diesel) with sales above SAR 6 million. Net profit did not reflect the volume, and nobody could say which product or expense was responsible.

02

Finding

Gross margin was a thin 8.5%. Operating expenses of SAR 437,955 absorbed 82% of gross profit, leaving SAR 94,265 of net profit.

03

Decision

Stop chasing volume. Review expenses line by line and set a monthly cap for every line.

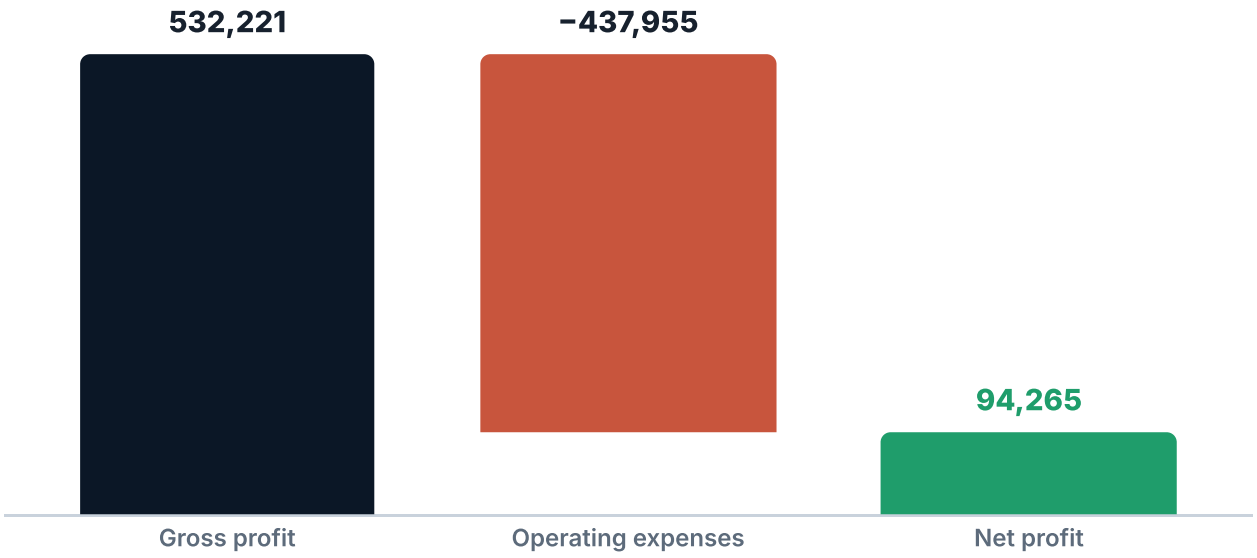
Where every SAR 100 of sales goes



Fuel cost 91.5 Operating expenses 7.0 Net profit 1.5

Expense and profit segments drawn at 3× width for legibility.

From gross profit to net profit (SAR)



Every additional SAR 10,000 of expenses removes about 11% of net profit.

APPROACH

One dashboard instead of dozens of monthly sheets.

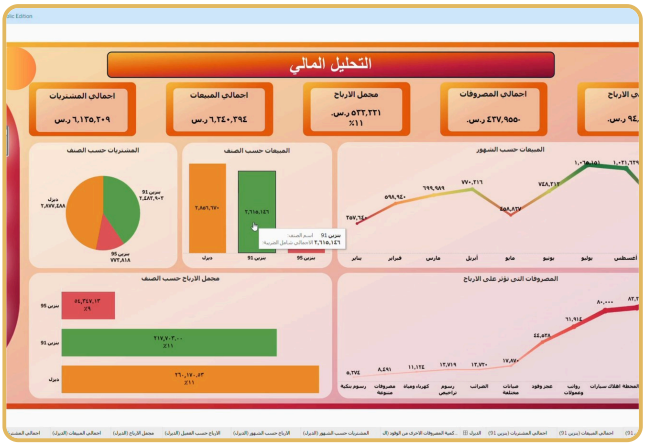
31
Tableau worksheets
An overview dashboard plus one dashboard for each fuel grade (91, 95, diesel).

15
interactive actions
Click a month, product or account and the whole dashboard filters to it.

2
views beyond the P&L
Profit by customer, and fuel leaving the station without a sale (shortage and internal use).

	A	B	C	D	E	F
		المحطة - مشتريات ومبيعات ومصاريف 2024 (ملف المحاسب)				
		عينة توضيحية لشكل البيانات الخام قبل التحليل — تنبيه: جميع الأرقام والأسماء في هذا الملف افتراضية لأغراض العرض والتوضيح فقط، ولا تمثل أي شركة حقيقية				
	الشهر	البيان	الصنف	الكمية	المبلغ	ملاحظات
	يناير	مشتريات	91	لتر 119,300	244,565.00	
	1/2024	مبيعات وقود	بنزين 91	117700	256586	من ارامكو
	2024-01	فاتورة مشتريات	احمر	م3 44.8	ر.س 98,112	
	يناير 24	مبيعات	95	لتر 44,400	103,452.00	راجع الفاتورة
	يناير	مشتريات وقود	سولار	172900	267995	
	1/2024	فاتورة مبيعات	ديزل	م3 168.3	ر.س 279,378	
	2024-01	ايجار المحطة	-		4500	تحويل
	يناير 24	صيانات مختلفة	-		ريال 950	
	يناير	كهرباء وماء	-		3100SR	
	1/2024	اهلاك سيارات	-		18500	نقدي
	2024-02	مشتريات وقود	بنزين 91	128500	263425	
	فبراير 24	فاتورة مبيعات	اخضر	م3 126.5	ر.س 275,770	من ارامكو
	فبراير	مشتريات	95	لتر 32,200	70,518.00	
	2/2024	مبيعات وقود	بنزين 95	32800	76424	راجع الفاتورة
	2024-02	فاتورة مشتريات	ديزل	م3 159.1	ر.س 246,605	
	فبراير 24	مبيعات	ديزل	لتر 161,800	268,588.00	
	فبراير	صيانات مختلفة	-		ريال 3,100	
	2/2024	ايجار المحطة	-		2300SR	نقدي
	2024-02	رسوم تراخيص	-		18500	تحويل
	فبراير 24	رواتب وعمولات	-		ريال 12,000	

Before: monthly Excel sheets per fuel grade, with no single view (illustrative shape of the raw data).



After: one dashboard, filterable by month, product and account.

Questions the owner can now answer in seconds

- What is the margin of each fuel grade this month, and how did it move?
- Which expense lines grew faster than sales?
- Which customers bring the most profit, not just the most volume?
- How much fuel left the station without a sale?

IMPACT & NEXT STEPS

Small cuts in expenses move net profit sharply.

Expense reduction	Annual saving (SAR)	Net profit (SAR)	Change in net profit
Today	—	94,265	—
5%	+21,898	116,163	**+23%**
10%	+43,796	138,060	**+46%**
15%	+65,693	159,958	**+70%**

Illustrative scenario: sales and gross profit held constant

Decision after the findings

Review expenses line by line and set a monthly cap for each line, instead of focusing on growing sales.

The 7-day method I use for any station

Day 1
Collect
3 to 6 months of sales, purchases and expenses, as Excel or system reports.

Days 2–4
Clean & link
Products, accounts and months reconciled into one model.

Days 5–7
Dashboard
Margin per product, expense ratio, customers and shortages.

Day 7
Report & meeting
A short PDF of findings and a walkthrough with management.



See it on your own numbers

Islam Zidan

Chief Accountant · Cost Accounting Manager · Financial Analyst

13+ years across fuel retail, contracting, manufacturing and trading in Saudi Arabia. I turn scattered Excel files into dashboards that show where profit is made and where it leaks. NDA available on request.

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