Islam Zidan
Cost Analysis & KPI Dashboards

CASE STUDY · MANUFACTURING

The bigger branch sold 6× more.
It kept a third of the margin.

How a monthly income statement per branch showed management that sales volume was hiding a margin problem, and where it came from.

4.9%
net margin of the plastics branch on SAR 3.5 M of sales

15.7%
net margin of the packaging branch on SAR 0.57 M

SAR 340
plastics net profit in February, down from 41,842 in January



Figures are from the actual engagement (Jan–Apr 2026). The company is not named.

EXECUTIVE SUMMARY

Plastics brought the sales. Packaging brought the margin.

01

Situation

A company with two industrial branches, plastics and packaging, each with separate accounts in the system. Management needed a clear monthly income statement comparing them.

02

Finding

Plastics sold SAR 3,520,472 against SAR 570,727 for packaging, but kept 4.9% as net profit versus 15.7%. In February, plastics expenses doubled to SAR 77,412 and returns reached SAR 50,292.

03

Decision

Review plastics pricing, returns and the February expense spike, and track net margin per branch every month, not sales.

Net profit margin by branch (Jan–Apr 2026)



Plastics branch: net profit by month (SAR)



February alone: plastics expenses of SAR 77,412 (about SAR 40K in other months) and returns of SAR 50,292.

APPROACH

Two income statements, one view.

2

branch income statements

From revenue to net profit in accounting order, month by month.

3

analysis views

Overview, expenses by category, and a searchable account statement with PDF export.

1

month filter

Pick any months and every statement and chart recalculates.



F	E	D	C	B	A
			من النظام - حركة الحسابات يناير-ابريل (لا تعدل)		
مر	البيان	دائن	مدين	اسم الحساب	رقم القيد	
فر			1630.2	وقود وزيوت	1000	01/01/2
الة	فاتورة		7,380.48	تكلفة المبيعات	1001	2026-01
	قيد تسوية		4388.86 ر.س	تكلفة البضاعة	1002	15-1
فر	سند صرف		4825.16	بنزين سيارات	1003	22/01/2
فر	راجع		2,647.51	رواتب	1004	2026-01
الة			5775.24 ر.س	بنزين سيارات	1005	8-1
	فاتورة		3811.86	تكلفة البضاعة	1006	15/01/2
فر	قيد تسوية		4,540.49	اجور عمال	1007	2026-01
فر	سند صرف	35706.59		حساب المبيعات	1008	1-1
الة	راجع		1187.73	تكلفة المبيعات	1009	08/01/2
		15429.11		حساب المبيعات	1010	2026-01
فر	فاتورة		2667.29 ر.س	نقل بضاعه	1011	22-1
فر	قيد تسوية		8916.02	تكلفة المبيعات	1012	01/01/2
الة	سند صرف	36,028.85		مبيعات	1013	2026-01
	راجع	31420.52		مبيعات	1014	15-1
فر			2843.43	بنزين سيارات	1015	22/02/2
فر	فاتورة		3,593.02	ايجار مستودع	1016	2026-02
الة	قيد تسوية		1124.25 ر.س	بنزين سيارات	1017	8-2
	سند صرف	17595.08		حساب المبيعات	1018	15/02/2

Before: account balances exported from the system per branch (illustrative shape of the raw data).



After: an interactive income statement comparing both branches.

Questions management can now answer in seconds

- Which branch really makes money, not just sales?
- What caused the February drop in plastics, and is it fixed?
- How much do returns cost each branch?
- Which expense categories grow faster than sales?

IMPACT & NEXT STEPS

Small margin gains on the big branch matter most.

Plastics net margin	Net profit (SAR)	Added profit (SAR)	Change
Today · 4.93%	167,580	—	—
6%	204,113	+36,533	**+22%**
8%	272,151	+104,571	**+62%**
10%	340,188	+172,608	**+103%**

Illustrative scenario: plastics net sales for Jan–Apr held constant.

Decision after the findings

A price and cost review for plastics, a returns investigation, and a monthly net-margin check per branch.

The 7-day method I use with any company

Day 1
Collect
3 to 6 months of data, as Excel files or system reports.

Days 2–4
Clean & link
Accounts, items and months reconciled into one model.

Days 5–7
Dashboard
Margins, expenses, budgets and alerts in one view.

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.

Website
islamzidan.com/en/manufacturing/

Live demo
islamzidan.com/live/pl_en.html

WhatsApp
+966 53 521 2052

Book a 30-min call
cal.com/islamzidan/30min