Islam Zidan
Cost Analysis & KPI Dashboards

CASE STUDY · RETAIL

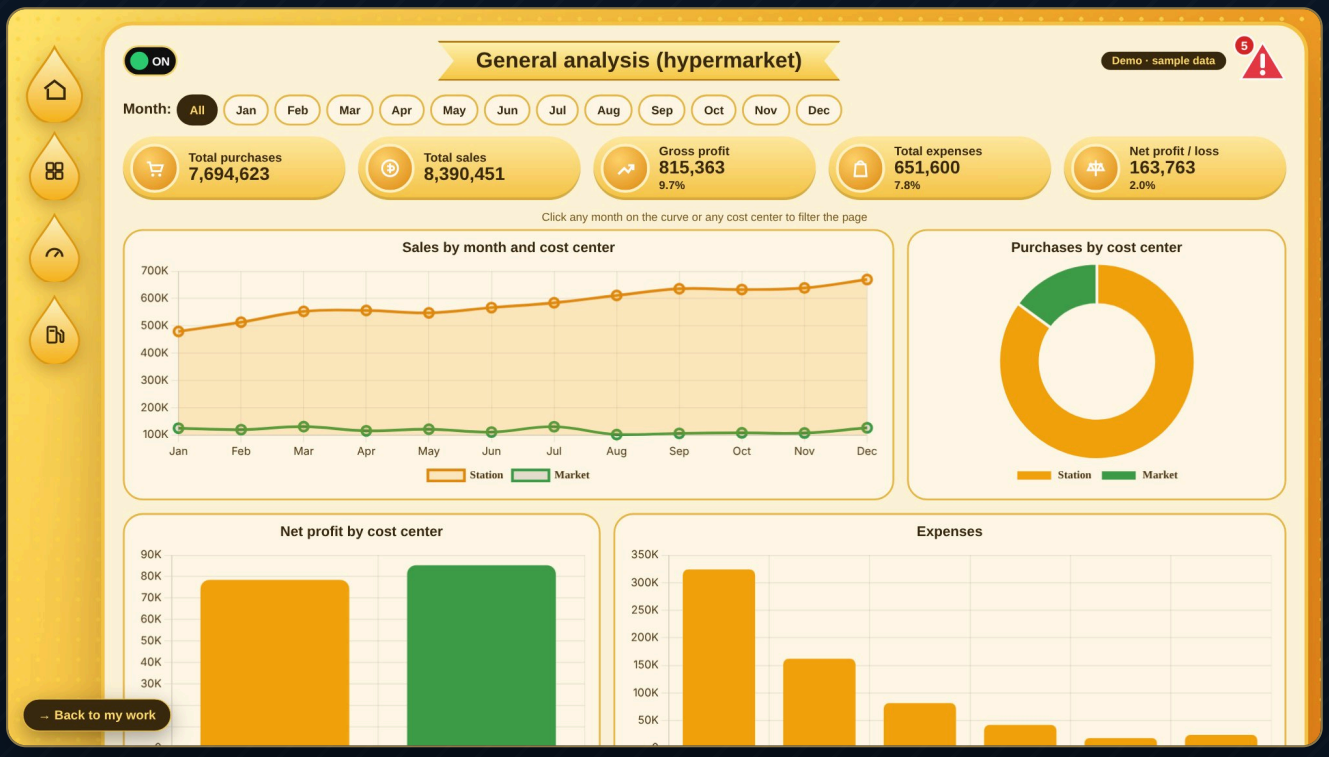
SAR 295,814 gross profit. The market still lost money.

How a multi-page dashboard showed the owner of a station-and-hypermarket complex that the market was losing money, and exactly where to start.

−7,232
SAR net result of the market

50,212
SAR of negative inventory uncovered

79,210
SAR of slow-moving stock tying up cash



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

EXECUTIVE SUMMARY

The market looked busy. The numbers said it was losing money.

01

Situation

A complex with a fuel station and a hypermarket selling thousands of items. The data was in the system, but nobody could see whether the market made money or where it leaked.

02

Finding

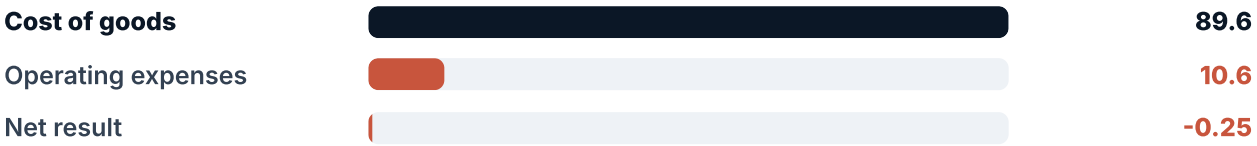
Market sales of SAR 2,847,883 gave a 10.4% gross margin, but operating expenses of SAR 303,046 consumed all of it. The inventory review found SAR 50,212 of negative stock, SAR 5,085 of sales below cost and 19 invoices with no profit.

03

Decision

Fix the inventory first: post pending purchase invoices and count negative items, reprice loss-making items, and clear slow movers.

Where every SAR 100 of market sales goes



What the inventory review found (SAR)



Cutting operating expenses by just 3% would turn the market's loss into a profit of SAR 1,859.

APPROACH

Every issue with its value, cause and next step.

5
dashboard pages
General analysis by cost center, the market, inventory review, item movement and the station.

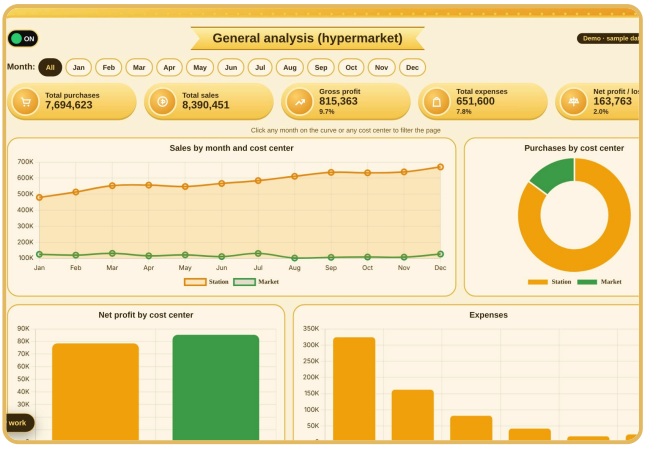
1
alert engine
Every issue is listed with its value, likely cause and recommended action.

3
filters
Month, supplier and item, across all pages.



	G	F	E	D	C	B	A
					الاصناف والمشتريات - الماركت والمحطة (من البرنامج + يدوى)		
					حية لشكل البيانات العام — بيانات افتراضية		
ملاحظة	المورد	السعر	الكمية	الحركة	الصنف	كود	
	مورد 1	30.71	178	بيع	زيت محرك 4 لتر		01/01/
رصيد سال	مورد 1	ر.س 39.02	حبة 112	بيع	مياه 330 مل	627952307416	2025-0
	م 2		كرتون 17	مرتجع	فلتر زيت موتور 4	625715337319	11/01/
سعر البي!	مورد 3	9.05	10	شراء	شيبس كبير	623274737104	2025-0
لم يتحرك		ر.س 21.68	حبة 124	وارد	شيبس كبير		21/01/
	مورد 1		كرتون 173	تالف	فلتر زيت موتور 4	621100567596	2025-0
رصيد سال	مورد 1	9.6	71	مبيعات	مياة 330مل	628456421522	03/02/
	م 2	ر.س 37.77	حبة 142	شراء	شيبس ك	625332037603	2025-0
سعر البي!	مورد 3		كرتون 83	مرتجع	بسكويت شاي		13/02/
لم يتحرك		37.22	14	بيع	فلتر زيت موتور 4	626941381815	2025-0
	مورد 1	ر.س 38.57	حبة -5	وارد	شيبس ك	629228558374	23/02/
رصيد سال	مورد 1		كرتون 201	بيع	عصير برتقال	626514582030	2025-0
	م 2	15.05	217	وارد	سولار		05/03/
سعر البي!	مورد 3	ر.س 30.57	حبة 135	مبيعات	منظف ارضيات	629378857707	2025-0
لم يتحرك			كرتون 98	وارد	بنزين 91	625142576698	15/03/
	مورد 1	22.23	69	وارد	شيبس كبير	622823113237	2025-0
رصيد سال	مورد 1	ر.س 36.18	حبة 9	مبيعات	بنزين 91		25/03/
	م 2		كرتون 216	وارد	بسكويت	623150285436	2025-0

Before: inventory and sales reports exported from the system (illustrative shape of the raw data).



After: one dashboard with active alerts and their values.

Questions management can now answer in seconds

- Is the market profitable after its share of expenses?
- Which items show negative stock, and why?
- Which items are sold below cost?
- How much cash is frozen in slow movers?

IMPACT & NEXT STEPS

From a loss to a profit with a small expense cut.

Expense reduction	Saving (SAR)	Market net result (SAR)	Change
Today	—	−7,232	—
3%	+9,091	1,859	**Loss → profit**
5%	+15,152	7,920	**Loss → profit**
10%	+30,305	23,073	**Loss → profit**

Illustrative scenario: market sales and gross profit held constant for the same period.

Decision after the findings

Post pending purchase invoices and count negative items now, reprice loss-making items, and promote slow movers while cutting their next orders.

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.

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