

The background of the slide is a composite image. It features a dark, high-angle aerial photograph of a city at night, with numerous lights from buildings and streets. Overlaid on this is a network of glowing white and yellow lines that connect various points across the frame, suggesting a global or digital network. The entire composition is framed by a large, semi-transparent white circle.

# Business Case Study

## Business Analyst at Mabanaft

### **Problem Statement:**

"How can Mabanaft identify gas station acquisitions that align with its strategic growth goals while ensuring financial profitability?"

### **Evaluation Criteria**

#### *Strategic Fit:*

- Alignment with Commercial Road Transport Needs
- Infrastructure & Technological Readiness
- Supply Chain & Logistics Synergy with Mabanaft

#### *Financial Attractiveness:*

- Revenue Potential & Growth Outlook
- Cost Structure & Profitability
- Risk Factors & Long-term Viability





## Evaluation Criteria

### *Strategic Fit:*

- Alignment with CRT Needs
  - Target customer base → commercial vehicles
  - Traffic density & volume
  - Proximity to logistics hubs & major routes
  - Competitor density & market share
- Infrastructure & Technological Readiness
  - Existing infrastructure compatibility (Unmanned station potential)
  - Multi-fuel capabilities (Future-proofing investment)
- Supply Chain & Logistics Synergy with Mabanaft
  - Integration into Mabanaft's fuel supply network
  - Fuel throughput efficiency

### *Financial Attractiveness:*

- Revenue Potential & Growth Outlook
  - Fuel sales volume & pricing dynamics
  - Non-fuel revenue streams (Diversification of income):
- Cost Structure & Profitability
  - Operational cost structure
  - Break-even timeline
- Risk Factors & Long-term Viability
  - Environmental & regulatory risks
  - Lease vs. ownership model

# Comparative Analysis: Unmanned vs. Manned Truck Stops

Factor	Unmanned Gas Stations	Serviced Truck Stops
Target Audience	Commercial trucks, fleets, logistics hubs.	Commercial & private vehicles, rest stop customers.
CAPEX & OPEX	Lower upfront cost due to lack of staff and minimal infrastructure.	Higher capital due to more complex infrastructure (rest areas, maintenance facilities, etc.).
Scalability & Automation	Easier to scale and automate.	More challenging to scale due to reliance on human staff and physical infrastructure.
Revenue Potential	Fuel-only (unless combined with automated food & retail).	Fuel + food + truck parking + maintenance (higher margin).
Infrastructure Needs	RFID/card payment, automation-ready dispensers.	Large-scale rest area, multiple service offerings.
Market Fit for Mabanaft	Best for fleet-focused fuel strategy, in line with Mabanaft's CRT strategy.	Best for sites with high multi-service demand & longer dwell times. Focus on end-consumers.

## Conclusion & Recommendation:

- *Best Strategic Fit:* Unmanned stations with multi-fuel capabilities, located in high-traffic trucking corridors, near Mabanaft's fuel supply network, serving commercial fleets and logistics hubs.
  - *Alternative Consideration:* Serviced truck stops only if they operate as high-revenue multi-service hubs.
- *Investment focus:* Focus on cost-efficient, high-margin sites with strong fuel sales, low operational costs through automation, a fast ROI, and scalable infrastructure for alternative fuels and future automation.

