
Fuel Station Operations Training Course: Forecourt Performance, Fuel Margin and Wetstock Control

22 – 26 November 2026
Doha





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Programme Summary

Fuel station operations is the subject of this one-week training course for station, area and retail network managers, ending in a station improvement plan for one site. Forecourt results depend on margin discipline, stock accuracy and safe working, yet these are often managed in separate reports and checked only when a loss appears. The programme links performance baselines, fuel margin control, wetstock reconciliation and forecourt safety, with each tool applied to the participant's own network. Mars Training Centre UK delivers this programme on fuel station operations to mixed-organisation cohorts.

The Business Case

A fuel retail network earns its return one site at a time. Where margin is reviewed late, stock losses are explained away and safety checks are routine paperwork, small leaks add up across hundreds of forecourts. Managers who compare sites on one baseline, reconcile stock every day and walk the forecourt with a hazard map can act before a loss or an incident grows.

- Site Margin Quality: Improves as pricing, shop mix and promotions are reviewed against a common bridge.
- Stock Loss Exposure: Falls as daily reconciliation exposes delivery and dispensing variances early.
- Forecourt Incident Risk: Falls as hazards, drills and contractor rules are checked on every site.

Principles and Evidence Base

- Wetstock reconciliation: Comparing tank dips, pump sales and deliveries day by day shows where fuel is lost and frames Session 3.
- Margin bridge analysis: Splitting site margin into price, cost, volume and shop mix sets the priorities in Session 2.
- Hazard mapping: Marking ignition sources, vapour areas and traffic routes on a site plan structures the safety review in Session 4.

Intended Participants

- Retail network managers who set standards for a group of fuel stations.
- Area managers who review results and coach site teams.
- Station managers who run daily forecourt operations.
- Operations and supply leaders who own delivery and stock records.
- Health, safety and quality leads who audit forecourt practice.

Typical functions include retail operations, supply and logistics, finance and safety teams in oil companies, independent dealers and fuel retail groups.



Learning Outcomes

1. Participants will be able to construct a performance baseline that compares stations on one set of measures.
2. Participants will be able to analyse fuel margin by price, cost, volume and shop mix.
3. Participants will be able to evaluate wetstock variances and decide where to investigate.
4. Participants will be able to diagnose forecourt hazards and weak points in emergency readiness.
5. Participants will be able to design shift cover and skills plans for busy and quiet periods.
6. Participants will be able to justify a station improvement plan to network leadership.

Programme Structure

Day 1: Fuel Station Operations Scope and Performance Baseline

Which measures show how a forecourt site is really performing against its role in the network?

- Station Performance Baseline
- Site Role Profile
- Daily Operating Rhythm Chart
- Customer Journey Walk Sheet
- Network Variance Dashboard

Day 2: Fuel Margin and Pricing Control

How do purchase cost, pump price and shop mix combine into site margin?

- Fuel Margin Bridge
- Pump Price Review Sheet
- Shop Mix Contribution Table
- Promotion Impact Check
- Margin Leakage Register

Day 3: Wetstock Reconciliation and Stock Control

How are tank, pump and delivery records matched to find losses early?

- Daily Wetstock Reconciliation Sheet
- Delivery Receipt Check
- Variance Trend Chart
- Loss Investigation Path
- Stock Control Routine



Day 4: Forecourt Safety and Staffing

How are fire and explosion risk, shift cover and staff skills kept under control on site?

- Forecourt Hazard Map
- Emergency Response Drill Plan
- Shift Cover Planner
- Cashier and Attendant Skills Matrix
- Contractor and Delivery Control Rules

Day 5: Applying the Tools to One Station

Do the baseline, margin, wetstock and safety tools form one working improvement plan?

- Applying the Session 1 Station Performance Baseline
- Using the Session 2 Fuel Margin Bridge
- Testing the Session 3 Daily Wetstock Reconciliation Sheet
- Checking the Session 4 Forecourt Hazard Map
- Completing the Station Improvement Plan

Methodology

The programme uses a case analysis method built on anonymised station results, delivery records, reconciliation sheets and incident reviews from fuel retail networks. Participants work in peer groups on their own sites and receive written facilitator feedback on each exercise set.

- Suggested activity: Tracing a repeated stock variance back to a delivery or dispensing cause.
- Suggested activity: Rebuilding a falling site margin into price, cost and shop mix effects.
- Suggested activity: Walking a forecourt plan to find the hazards a new attendant would miss.

Capstone Output

Each participant completes a station improvement plan for one site. It holds a station performance baseline, a fuel margin bridge, a wetstock reconciliation routine, a forecourt hazard map and a shift cover plan. The plan is used at work to set site targets, schedule checks and brief the area manager before the next review cycle.

Frequently Asked Questions

Is fuel station operations suitable for managers new to forecourt work?

Yes. Fuel station operations assumes some retail or site experience and builds baseline, margin, stock and safety skills step by step.



Which tools does fuel station operations use for stock control in this programme?

Fuel station operations here uses a daily wetstock reconciliation sheet, a delivery receipt check and a variance trend chart, so losses are found early and traced to their cause.

How is the plan from fuel station operations used at work?

You use the station improvement plan to set site targets, schedule reconciliation and safety checks, assign owners and brief the area manager on margin, stock and incident risk.

How does fuel station operations differ from general retail management training?

Fuel station operations centres on fuel margin, wetstock, deliveries and forecourt hazards, while general retail management training centres on merchandising, customer service and shop staffing alone.