

**ISSUES AND CHALLENGES OF BUROQ OIL  
COMPANIES IN MALAYSIA**

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**ASIA e UNIVERSITY  
2023**

ISSUES AND CHALLENGES OF BUROQ OIL COMPANIES IN  
MALAYSIA

RALI MOHD NOR

A Thesis Submitted to Asia e University in  
Fulfilment of the Requirements for the  
Doctor of Business Administration

August 2023

## ABSTRACT

This study investigates the sustainability aspects of rural petrol station retailing, focusing on the specific case of Buraq Oil Petrol Station and Service. With growing concerns about environmental impacts and changing market dynamics, the study examines how this rural petrol station navigates challenges and harnesses opportunities to ensure long-term sustainability. Through a comprehensive analysis of operational strategies, community engagement, and environmental practices, this research contributes to the understanding of sustainable practices in the context of rural petrol station retailing, offering insights for both the industry and local communities. The aim of this study is to determine the most suitable approach to ensure the sustainability and long-term viability of these stations in rural settings. The research objectives include analyzing the challenges faced by Buraq Oil Petrol Station and Services, evaluating the feasibility and effectiveness of establishing large oil and gas stations, and recommending strategies for improving the sustainability of oil and gas stations in rural areas. The study employs a qualitative research approach to gather data through surveys, interviews, and case studies. The findings of this research will provide valuable insights into the optimal and sustainable solutions for oil and gas stations in rural areas, facilitating informed decision-making for stakeholders, policymakers, and industry professionals. The study's outcomes have the potential to contribute to the development of more sustainable practices in the petroleum industry, particularly in rural regions, promoting economic growth and environmental stewardship.

**Keywords:** Sustainability, rural petrol station retailing, Buraq oil petrol station, case study, operational strategies, community engagement, environmental practices, long-term sustainability, market dynamics, environmental impacts.

## APPROVAL

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Business Administration

The student has been supervised by: **Professor Dr. Juhary Ali**

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25 August 2023

## **DECLARATION**

I hereby declare that the thesis submitted in fulfilment of the DBA degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

**Name: Rali Mohd Nor**

**Signature of Candidate:**

**Date: 25 August 2023**



## ACKNOWLEDGEMENTS

At the culmination of this academic journey, I am profoundly grateful for the unwavering support and guidance I have received from numerous individuals and institutions. I extend my heartfelt gratitude to my thesis supervisor, Professor Dr. Juhary Ali, whose expertise, insightful feedback, and encouragement have been indispensable throughout the research process. Your mentorship has profoundly influenced my understanding and ignited my passion for exploring the intricate realm of predictive technology and its implications for business sustainability. I am indebted to Asia e University for fostering a conducive environment for learning and research. The library resources, technological support, and academic facilities have significantly facilitated my endeavor. I offer special thanks to the participants of the interviews conducted for this research – Buraq Petrol Station and Services General Manager, Petrol Station Owner, and customer – who generously shared their insights and experiences. Your contributions have been invaluable in shaping the empirical dimension of this study. My family and friends merit profound acknowledgment for their unwavering belief in me and constant encouragement, providing the emotional sustenance necessary for this journey. Lastly, I express gratitude to all those unnamed individuals who, in various capacities, have offered their assistance, insights, and encouragement. This thesis is a reflection of the collective support and guidance I have received. To all who have played a role, however significant or modest, I extend my heartfelt appreciation.

## TABLE OF CONTENTS

|   |             |
|---|-------------|
| <b>ABSTRACT</b>   | <b>ii</b>   |
| <b>APPROVAL</b>   | <b>iii</b>  |
| <b>DECLARATION</b>  | <b>iv</b>   |
| <b>ACKNOWLEDGEMENTS</b>   | <b>vi</b>   |
| <b>TABLE OF CONTENTS</b>  | <b>vii</b>  |
| <b>LIST OF TABLES</b>   | <b>xii</b>  |
| <b>LIST OF FIGURES</b>  | <b>xiii</b> |
| <b>LIST OF ABBREVIATION</b>   | <b>xiv</b>  |
| <b>CHAPTER 1 INTRODUCTION</b>   | <b>1</b>    |
| 1.0 Background of the Study   | 1           |
| 1.0.1 Distinct Challenges and Prospects Encountered by Small Enterprises in the Petroleum Retailing Industry of Developing Nations  | 6           |
| 1.0.2 Petroleum Retailing Landscape in Developing Countries   | 6           |
| 1.0.3 Role of Small Businesses  | 6           |
| 1.0.4 Challenges Faced by Small Petroleum Retailers   | 7           |
| 1.0.5 Opportunities and Innovations   | 7           |
| 1.0.6 Research Gap and Importance   | 7           |
| 1.0.7 Brief Overview of the Petroleum Industry in Malaysia  | 8           |
| 1.0.8 Importance of Oil and Gas Stations in Rural Areas   | 12          |
| 1.0.9 Introduction to Buraq Oil Petrol Station and Services and large oil and gas stations  | 13          |
| 1.1 Problem Statement   | 15          |
| 1.1.1 Identification of the Problem: Lack of Research on the Optimum Solution and Sustainability of Buraq Oil Petrol Station and Services in Rural Areas Compared to Large Oil and Gas Stations | 17          |
| 1.1.2 Significance of the Problem in the Context of the Petroleum Industry and Rural Development  | 18          |
| 1.2 Research Objectives   | 19          |
| 1.2.1 Primary objective: To analyze and compare the optimum solution and sustainability of Buraq Oil Petrol Station and Services with large oil and gas stations in rural areas of Malaysia.    | 20          |
| 1.2.2 Secondary objectives: To identify the challenges faced by Buraq Oil Petrol Station and Services in rural areas  | 21          |
| 1.2.3 To evaluate the feasibility and effectiveness of establishing large oil and gas stations in rural areas   | 22          |
| 1.2.4 To recommend strategies for improving the sustainability of oil and gas stations in rural areas   | 23          |
| 1.3 Research Questions  | 24          |
| 1.3.1 Main Research Question  | 25          |
| 1.3.2 Sub-questions: What are the challenges faced by Buraq Oil Petrol Station and Services in rural areas?   | 26          |
| 1.3.3 Sub-question: What are the advantages and disadvantages of establishing large oil and gas stations in rural areas?  | 27          |



|                                       |  |           |
|---------------------------------------|--|-----------|
| 1.3.4                                 | Research question: How can the sustainability of oil and gas stations in rural areas be improved?  | 28        |
| 1.4                                   | Scope and Limitations  | 30        |
| 1.4.1                                 | Geographical scope: Focus on rural areas in Malaysia   | 31        |
| 1.4.2                                 | Temporal scope: Current state of Buraq Oil Petrol Station and Services and large oil and gas stations  | 33        |
| 1.4.3                                 | Limitations: Availability of data, time constraints, and potential biases  | 34        |
| 1.5                                   | Significance of the Study  | 35        |
| 1.5.1                                 | Contribution to knowledge: Filling the research gap in understanding the optimum solution and sustainability of Buraq Oil Petrol Station and Services in rural areas | 37        |
| 1.5.2                                 | Practical implications: Informing decision-making processes for the development and management of oil and gas stations in rural areas                                | 39        |
| 1.5.3                                 | Societal impact: Promoting sustainable and efficient energy distribution in rural communities  | 41        |
| 1.6                                   | Chapter summary  | 43        |
| <b>CHAPTER 2 REVIEW OF LITERATURE</b> |  | <b>45</b> |
| 2.0                                   | Introduction   | 45        |
| 2.0.1                                 | Overview of the purpose and structure of the literature review chapter   | 46        |
| 2.0.2                                 | Petroleum Small Retailing Business in Developing Country   | 47        |
| 2.1                                   | The Petroleum Industry in Malaysia   | 49        |
| 2.1.1                                 | Historical background and development of the petroleum industry in Malaysia  | 50        |
| 2.1.2                                 | Contribution of the industry to the national economy and energy sector   | 51        |
| 2.1.3                                 | Government policies and regulations governing the petroleum industry in Malaysia   | 52        |
| 2.2                                   | Oil and Gas Stations in Rural Areas  | 54        |
| 2.2.1                                 | Buraq Oil Petrol and Service Station as retail petrol and service station  | 55        |
| 2.2.2                                 | Importance of oil and gas stations in rural areas for energy distribution  | 58        |
| 2.2.3                                 | Role of oil and gas stations in supporting rural development and economic growth   | 59        |
| 2.2.4                                 | Challenges and opportunities associated with operating stations in rural areas.  | 61        |
| 2.3                                   | Sustainable Development in the Petroleum Industry  | 62        |
| 2.3.1                                 | Concept of sustainable development and its relevance to the petroleum industry   | 64        |
| 2.3.2                                 | Sustainable practices and initiatives in the operation of oil and gas stations   | 65        |
| 2.3.3                                 | Environmental and social impacts of oil and gas stations in rural areas  | 67        |
| 2.4                                   | Optimal Solutions for Oil and Gas Stations   | 69        |
| 2.4.1                                 | Overview of optimal solutions for improving the efficiency and sustainability of oil and gas stations  | 70        |

|                              |  |            |
|------------------------------|--|------------|
| 2.4.2                        | Case studies and best practices from other countries or regions  | 71         |
| 2.4.3                        | Application of innovative technologies and renewable energy sources in station operations                                | 73         |
| 2.5                          | Challenges and Limitations in Rural Areas  | 74         |
| 2.5.1                        | Identification of the specific challenges faced by oil and gas stations in rural areas                                   | 76         |
| 2.5.2                        | Infrastructure limitations, logistical constraints, and resource availability  | 77         |
| 2.5.3                        | Socioeconomic factors affecting the viability and sustainability of stations in rural areas                              | 79         |
| 2.6                          | Comparative Analysis: Buraq Oil Petrol Station and Services vs. Large Oil and Gas Stations                               | 80         |
| 2.6.1                        | Comparative study of Buraq Oil Petrol Station and Services with large oil and gas stations                               | 82         |
| 2.6.2                        | Evaluation of their performance in terms of sustainability, operational efficiency, and customer satisfaction            | 83         |
| 2.6.3                        | Identification of Key Similarities and Differences: Approaches and Strategies  | 84         |
| 2.7                          | Theoretical Framework  | 86         |
| 2.7.1                        | Theoretical Models and Frameworks Applicable to the Study of Optimal and Sustainable Solutions in the Petroleum Industry | 89         |
| 2.7.2                        | Conceptualization of Variables and Factors Influencing the Sustainability of Oil and Gas Stations in Rural Areas         | 90         |
| 2.8                          | Methodology  | 92         |
| 2.8.1                        | Research design, data collection methods, and analytical techniques employed in the study.                               | 93         |
| 2.8.2                        | Justification for the chosen research approach and data sources  | 95         |
| 2.8.3                        | Ethical considerations and potential limitations of the methodology  | 96         |
| 2.9                          | Summary  | 98         |
| 2.9.1                        | Recapitulation of the Main Points  | 99         |
| 2.9.2                        | Transition to the Subsequent Chapter   | 102        |
| <b>CHAPTER 3 METHODOLOGY</b> |  | <b>104</b> |
| 3.0                          | Introduction   | 104        |
| 3.0.1                        | Purpose of the Chapter   | 112        |
| 3.0.2                        | Overview of the Research Methodology   | 114        |
| 3.1                          | Research Design  | 116        |
| 3.1.1                        | Explanation of the Research Approach   | 118        |
| 3.1.2                        | Justification for the Chosen Research Design   | 120        |
| 3.1.3                        | Description of the Research Setting and Context  | 121        |
| 3.2                          | Sampling Strategy  | 125        |
| 3.2.1                        | Description of the Target Population   | 126        |
| 3.2.2                        | Selection Criteria for Participants  | 128        |
| 3.2.3                        | Sampling Techniques Employed   | 129        |
| 3.2.4                        | Sample Size Determination and Rationale  | 130        |
| 3.3                          | Data Collection Methods  | 131        |
| 3.3.1                        | Description of the Data Collection Methods Used  | 133        |

|       |  |     |
|-------|--|-----|
| 3.3.2 | Explanation of How the Chosen Methods Align with the Research Objectives                                 | 134 |
| 3.3.3 | Discussion of the Data Collection Instruments Employed   | 136 |
| 3.4   | Data Analysis  | 137 |
| 3.4.1 | Description of the Data Analysis Techniques Used   | 138 |
| 3.4.2 | Explanation of How the Chosen Techniques Will Address the Research Questions                             | 140 |
| 3.4.3 | Discussion of the Software or Tools Used for Data Analysis (if applicable)                               | 141 |
| 3.5   | Research Validity and Reliability  | 143 |
| 3.5.1 | Discussion of Measures Taken to Ensure the Validity and Reliability of the Research Findings             | 145 |
| 3.5.2 | Explanation of Strategies Employed to Enhance the Credibility and Trustworthiness of the Data            | 147 |
| 3.6   | Ethical Considerations   | 149 |
| 3.6.1 | Discussion of Ethical Considerations and Measures to Protect Participants' Rights                        | 151 |
| 3.6.2 | Explanation of the Informed Consent Process and Confidentiality Measures                                 | 153 |
| 3.6.3 | Compliance with Relevant Ethical Guidelines and Regulations  | 155 |
| 3.7   | Limitations  | 157 |
| 3.7.1 | Identification and Discussion of Potential Limitations of the Research Methodology                       | 159 |
| 3.7.2 | Acknowledgment of Constraints or Challenges Encountered during the Research Process                      | 160 |
| 3.8   | Research Timeline  | 162 |
| 3.8.1 | Presentation of a Timeline Indicating the Sequence of Research Activities and their Respective Durations | 163 |
| 3.9   | Summary  | 165 |
| 3.9.1 | Recapitulation of the Main Points  | 166 |
| 3.9.2 | Transition to the Subsequent Chapter   | 168 |

## **CHAPTER 4 RESULTS AND DISCUSSION 170**

|       |   |     |
|-------|---|-----|
| 4.0   | Introduction  | 170 |
| 4.0.1 | Recapitulation of Research Objectives                             | 171 |
| 4.0.2 | Overview of Data Collection Methods                               | 172 |
| 4.0.3 | Description of Data Analysis Techniques                           | 173 |
| 4.1   | Presentation of Findings  | 175 |
| 4.1.1 | Data Analysis of Buraq Oil Petrol Station and Services            | 177 |
| 4.1.2 | Data Analysis of Large Oil and Gas Stations in Rural Areas        | 189 |
| 4.2   | Comparative Analysis of Findings                                  | 196 |
| 4.2.1 | Comparison of Environmental Practices and Sustainability Measures | 197 |
| 4.2.2 | Comparison of Community Engagement and Social Responsibility      | 198 |
| 4.2.3 | Comparison of Economic Viability and Financial Performance        | 200 |
| 4.3   | Discussion of Research Findings                                   | 201 |
| 4.3.1 | Interpretation of Findings  | 203 |

|  |  |            |
|--|--|------------|
| 4.3.2  | Identification of Key Similarities and Differences   | 205        |
| 4.3.3  | Explanation of Significance and Implications   | 207        |
| 4.4  | Validation of Research Findings  | 209        |
| 4.4.1  | Explanation of Validation Methods  | 211        |
| 4.4.2  | Discussion of Validity and Reliability of Findings   | 212        |
| 4.4.3  | Interview Participants   | 214        |
| 4.5  | Addressing Research Questions and Objectives   | 216        |
| 4.5.1  | Assessment of Research Questions   | 226        |
| 4.5.2  | Achievement of Research Objectives   | 229        |
| 4.6  | Limitations of the Study   | 231        |
| 4.6.1  | Identification and Discussion of Methodological Limitations  | 233        |
| 4.6.2  | Acknowledgment of Data Limitations   | 234        |
| 4.7  | Conclusion   | 235        |
| <b>CHAPTER 5 CONCLUSION, IMPLICATION AND RECOMMENDATIONS</b> |  | <b>238</b> |
| 5.0  | Introduction   | 238        |
| 5.0.1  | Recapitulation of Research Objectives  | 242        |
| 5.0.2  | Overview of Research Findings  | 244        |
| 5.1  | Summary of Research Findings   | 246        |
| 5.1.1  | Recapitulation of Key Findings   | 248        |
| 5.1.2  | Discussion of Findings in Relation to Research Questions   | 250        |
| 5.2  | Conclusions  | 253        |
| 5.2.1  | Interpretation of Findings   | 255        |
| 5.2.2  | Synthesis of Findings with Existing Literature   | 257        |
| 5.2.3  | Answering Research Questions   | 259        |
| 5.2.4  | Contributions to the Field of Study  | 263        |
| 5.3  | Implications and Recommendations   | 265        |
| 5.3.1  | Practical Implications of Findings   | 267        |
| 5.3.2  | Recommendations for Buraq Oil Petrol Station and Services  | 269        |
| 5.3.3  | Recommendations for Large Oil and Gas Stations in Rural Areas  | 271        |
| 5.3.4  | Policy Recommendations for Sustainable Solutions in the Oil and Gas Industry                           | 273        |
| 5.3.5  | Framework Recommendation for Sustaining competitive advantage of Buraq Oil Petrol Station and Services | 275        |
| 5.4  | Limitations of the Study   | 278        |
| 5.4.1  | Recapitulation of Methodological Limitations   | 280        |
| 5.4.2  | Discussion of Data Limitations   | 282        |
| 5.5  | Suggestions for Future Research  | 284        |
| 5.5.1  | Identification of Potential Areas for Further Investigation  | 287        |
| 5.5.2  | Research Design Recommendations  | 290        |
| 5.5.3  | Methodological Improvements  | 292        |
| 5.6  | Conclusion   | 294        |
| <b>REFERENCES</b>  |  | <b>298</b> |
| <b>APPENDICES</b>  |  | <b>309</b> |
| Appendix A   |  | 309        |
| Appendix B   |  | 311        |
| Appendix C   |  | 313        |

## LIST OF TABLES

| <b>Table</b>  | <b>Page</b> |
|---|-------------|
| 1.1 Overview of the number of petrol stations in the period from 2000 to 2012 | 2           |
| 4.1 Financial performance (P&L) for year 2022 (RM'000)                        | 185         |
| 4.2 Competitive analysis of Buraq oil petrol station and services             | 187         |
| 4.3 Summary of interview participant profile                                  | 214         |
| 5.1 Two way pivot-table of petrol companies and customer's choice factors     | 276         |

## **LIST OF FIGURES**

| <b>Figure</b>  | <b>Page</b> |
|--|-------------|
| 1.1 Display of the decrease of the number of small petrol stations in the period from 2000 to 2012 | 5           |
| 1.2 Sustainability highlights  | 8           |
| 1.3 Malaysia investment performance  | 10          |
| 1.4 Financial highlights   | 11          |
| 1.5 IPTB SDN BHD business model  | 13          |
| 1.6 IPTB SDN BHD business model/structure  | 14          |
| 1.7 Oil & gas industry analysis: Q4 2022 – Q1 2023   | 15          |
| 2.1 Convenience store competitors  | 54          |
| 2.2 ANSOF matrix: Grow the business in 4 ways (IPTB, Dagang and Buraq Corp)                        | 100         |
| 2.3 ANSOF matrix: Grow the business in 4 ways (Buraqoil development – Buraqmart)                   | 101         |
| 3.1 SWOT analysis – Strengths  | 105         |
| 3.2 SWOT analysis – Weaknesses   | 106         |
| 3.3 SWOT analysis – Opportunities  | 108         |
| 3.4 SWOT analysis – Threats  | 109         |
| 4.1 Six year sales trend 2017 to 2022  | 183         |
| 4.2 Sustainability highlights  | 204         |
| 4.3 Competitive analysis of IPTB Sdn Bhd   | 205         |
| 5.1 Framework for sustaining competitive advantage of Buraq oil petrol station and services        | 275         |

## **LIST OF ABBREVIATION**

|       |  |
|-------|--|
| O&G   | Oil and Gas                                  |
| TBL   | Triple Bottom Line                           |
| RBV   | Resource-Based View                          |
| CSR   | Corporate Social Responsibility              |
| BOPSS | Buraq Oil Petrol Station and Services        |
| ROI   | Return on Investment                         |
| SWOT  | Strengths, Weaknesses, Opportunities, Threat |

# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Background of the Study**

In the contemporary business landscape, the pursuit of sustainable competitive advantage is a paramount concern for small businesses operating in various industries. This research delves into the case study of Buraq Oil Petrol Station and Services, a small business engaged in petroleum retailing. The objective of this study is to analyze the strategies and factors that contribute to the sustained competitive advantage of Buraq Oil Petrol Station and Services within the dynamic and competitive petroleum retailing sector.

The retail petroleum industry is characterized by intense competition, rapidly evolving consumer preferences, and a myriad of regulatory and environmental challenges. In such a dynamic environment, small businesses like Buraq Oil Petrol Station and Services face a unique set of opportunities and obstacles. To thrive and maintain a competitive position, small businesses must harness their resources effectively, adopt innovative strategies, and differentiate themselves from larger industry players.

Below are the data from the research done by Daraboš and Polić in 2014 which refer to our similar study in relation to the sustainability aspects of rural petrol station retailing in developing country.



**Table 1.1: Overview of the number of petrol stations in the period from 2000 to 2012**

| Name of the company | Number of petrol stations |      |
|---------------------|---------------------------|------|
|                     | 2000                      | 2012 |
| <b>LARGE</b>        | 419                       | 631  |
| INA                 | 394                       | 393  |
| OMW                 | 21                        | 62   |
| PETROL              | 4                         | 92   |
| TIFON               | 0                         | 43   |
| LUKOIL              | 0                         | 41   |
| <b>MIDDLE</b>       | 28                        | 42   |
| <b>SMALL</b>        | 150                       | 117  |
| <b>TOTAL</b>        | 597                       | 790  |

*Source: Daraboš and Polić (2014)*

Table 1 depicts a notable shift in the count of petrol stations in the Republic of Croatia during the period spanning 2000 to 2010. The observed change becomes evident in the varying numbers of petrol stations owned by different company sizes. Specifically, the data reveals a 51% increase in the count of petrol stations under large companies, while medium-sized enterprises experienced a 50% rise. Conversely, the number of petrol stations associated with small businesses declined by 22%. This shift is directly correlated with the expansion and acquisition efforts of larger entities, which contributed to the increase in petrol stations operated by medium and large companies, coupled with a decrease in the number of smaller businesses in the market. (Darabos et al., 2014).

This research focuses on understanding how Buraq Oil Petrol Station and Services has managed to sustain its competitive advantage within the realm of petroleum retailing. By examining the strategies, operational practices, and customer-centric initiatives undertaken by the business, this study aims to unearth the key determinants that have contributed to its long-term viability and market prominence.

## **Research Aim and Objectives**

The aim of this research is to assess the optimum solution and sustainability of the Buraq Oil Petrol Station and Services in rural states, particularly in comparison to the establishment of large oil and gas stations in Malaysia. To achieve this aim, the following objectives will be pursued:

1. To assess the operational efficiency of Buraq Oil Petrol Station and Services and large oil and gas stations in rural areas
2. To examine the sustainability practices employed by Buraq Oil Petrol Station and Services and large oil and gas stations in rural areas.
3. To compare the financial performance of Buraq Oil Petrol Station and Services and large oil and gas stations in rural areas
4. To identify opportunities for improving the competitiveness and sustainability of petrol stations in rural areas

## **Significance of the Study**

This research holds significance for several stakeholders, including small business owners, scholars, practitioners, and policymakers. For small business owners in the petroleum retailing sector, the insights gained from this study can offer practical guidance on strategies to foster competitiveness and ensure long-term survival. Scholars and practitioners in the field of strategic management can gain valuable insights into the real-world applications of competitive advantage in a small business context. Policymakers can also benefit by understanding the challenges faced by small businesses and devising supportive policies to promote their growth and sustainability.

This research is significant for several reasons. Firstly, it addresses the pressing issue of limited access to fuel stations in rural areas, which hinders the economic development and overall quality of life in these regions. By evaluating the Buraq Oil Petrol Station and Services model, insights can be gained on the potential for sustainable and efficient fuel services in rural states.

Secondly, this research contributes to the broader understanding of sustainable development practices in the petroleum industry. By analyzing the environmental impact and sustainability practices of the Buraq Oil Petrol Station and Services, recommendations can be made to promote environmentally friendly practices and reduce the carbon footprint associated with fuel services.

Lastly, this research provides valuable insights for policymakers, oil industry stakeholders, and local communities in rural areas. The findings and recommendations can guide decision-making processes regarding the establishment of fuel stations in rural states, ultimately contributing to the balanced and inclusive development of the country.

On that note, Diagram 1 illustrates the notable impact of both the entry of new companies and the consolidation of existing ones on the market, resulting in a clear reduction in the count of small-scale petrol stations. This phenomenon simultaneously influences the competitiveness and long-term viability of these smaller establishments (Diagram 1). Analyzing the presented findings, it becomes evident that over time, the small petrol stations will gradually diminish from the market, yielding the dominance of a few prominent players. The graph highlights a decline from 130 petrol stations in 2000 to 95 in 2012, reflecting an average decrease of 3 stations annually. This linear trajectory suggests that by 2042, the landscape may witness the absence of small petrol stations. The government holds the potential to impact the survival of these smaller

