Keel & Crane Supply

# Assessment findings

November 29, 2026

The period on this page. The P&L read, from the company file.

The 80/20 Institute

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# How to read the opportunity

Sample company. These aren't your numbers.

Your Growth Opportunity Assessment: $2.25M. A starting point for review, not a guarantee. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

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# How to read this page

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Quads

| Quad | How to read it | Margin |
|---|---|---|
| Quad 1 | A customers buying A products. The big number is this quad's share of sales. Margin is what those sales keep. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. | $18.1M |
| Quad 2 | A customers buying B products. The big number is this quad's share of sales. Margin is what those sales keep. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. | $261.6K |
| Quad 3 | B customers buying A products. The big number is this quad's share of sales. Margin is what those sales keep. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. | $1.6M |
| Quad 4 | B customers buying B products. The big number is this quad's share of sales. Margin is what those sales keep. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. | $481K |

# How to read these figures

Right to Grow. Right to Grow is material margin divided by people cost. Industrial distribution uses 2.5 before adding people. The line on this page is 2.50. Right to Grow is 1.71. Need to Simplify. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. Ratio 1.71.

Overhead. Overhead is people cost above direct labor, plus other overhead. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. Overhead $10.9M.

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# How to read the cut list

Quad 4 is 12.1% of sales. Smallest first. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

Share 12.1%. Sales $9.1M.

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Quad 4 cut list

| Kind | Name | How to read it |
|---|---|---|
| Customer | Bramble Facilities 61 | Bramble Facilities 61. Revenue $10.3K. Margin -18.0%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Customer | Ostler Packing Hall 73 | Ostler Packing Hall 73. Revenue $10.3K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Customer | Hest Glass Works 85 | Hest Glass Works 85. Revenue $10.3K. Margin -18.0%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Customer | Hest Glass Works 65 | Hest Glass Works 65. Revenue $11.7K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |

| Kind | Name | How to read it |
|---|---|---|
| Customer | Jasper Grain House 77 | Jasper Grain House 77. Revenue $11.7K. Margin -18.0%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Customer | Bramble Facilities 81 | Bramble Facilities 81. Revenue $13.2K. Margin -18.0%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Product | Renewal kit | Renewal kit. Revenue $22.2K. Margin 7.5%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Product | Shim pack 13 | Shim pack 13. Revenue $177.7K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Product | Shaft sleeve 19 | Shaft sleeve 19. Revenue $196.8K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |

| Kind | Name | How to read it |
|---|---|---|
| Product | Chain reel 10 | Chain reel 10. Revenue $209.5K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Product | Contactor 16 | Contactor 16. Revenue $218.4K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Product | Bearing kit 21 | Bearing kit 21. Revenue $224K. Margin 16.2%. Quad 4 cut list. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |

# How to read the pricing targets

Modeled gross-margin targets by quad. Quad 1's own step is 100 basis points and does not, by itself, open a pricing focus area. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

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Pricing targets

| Quad | How to read it |
|---|---|
| Quad 1 | Quad 1. Now 32.4%. Target 32.4%. Gap 0.0 points. Jan 15–Dec 15, 2025. Quads come fr om the invoice file. The profit and loss state ment is the sum of those invoices. Realizatio n 80.0%. |
| Quad 2 | Quad 2. Now 5.7%. Target 32.4%. Gap 26.7 points. Jan 15–Dec 15, 2025. Quads come fr om the invoice file. The profit and loss state ment is the sum of those invoices. Realizatio n 62.0%. |
| Quad 3 | Quad 3. Now 30.3%. Target 32.4%. Gap 2.1 points. Jan 15–Dec 15, 2025. Quads come fr om the invoice file. The profit and loss state ment is the sum of those invoices. Realizatio n 80.0%. |
| Quad 4 | Quad 4. Now 5.3%. Target 5.3%. Gap 0.0 p oints. Jan 15–Dec 15, 2025. Quads come fro m the invoice file. The profit and loss statem ent is the sum of those invoices. Realization 80.0%. |

# How to read the five-year picture

This year's model of possible improvement. It is a starting point for review, not a guarantee. The assessment model is not the plan. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

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Five-year picture

| Line | How to read it |
|---|---|
| Trailing EBITDA | Trailing EBITDA is $5.5M. This year's goal. J an 15–Dec 15, 2025. Quads come from the i nvoice file. The profit and loss statement is t he sum of those invoices. |
| Pricing | Pricing is $698.6K. This year's goal. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |
| Overhead efficiency | Overhead efficiency is $678.1K. This year's goal. Jan 15–Dec 15, 2025. Quads come fro m the invoice file. The profit and loss statem ent is the sum of those invoices. |
| Growth | Growth is $873.3K. This year's goal. Jan 15 –Dec 15, 2025. Quads come from the invoic e file. The profit and loss statement is the su m of those invoices. |
| Modeled improvement | Modeled improvement is $2.25M. This year' s goal. Jan 15–Dec 15, 2025. Quads come fr om the invoice file. The profit and loss state ment is the sum of those invoices. |
| This year's goal | This year's goal is $7.7M. This year's goal. J an 15–Dec 15, 2025. Quads come from the i nvoice file. The profit and loss statement is t he sum of those invoices. |
| Next-four-quarter goal | Next-four-quarter goal is $8M. This year's go al. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices. |

# Where the business stands

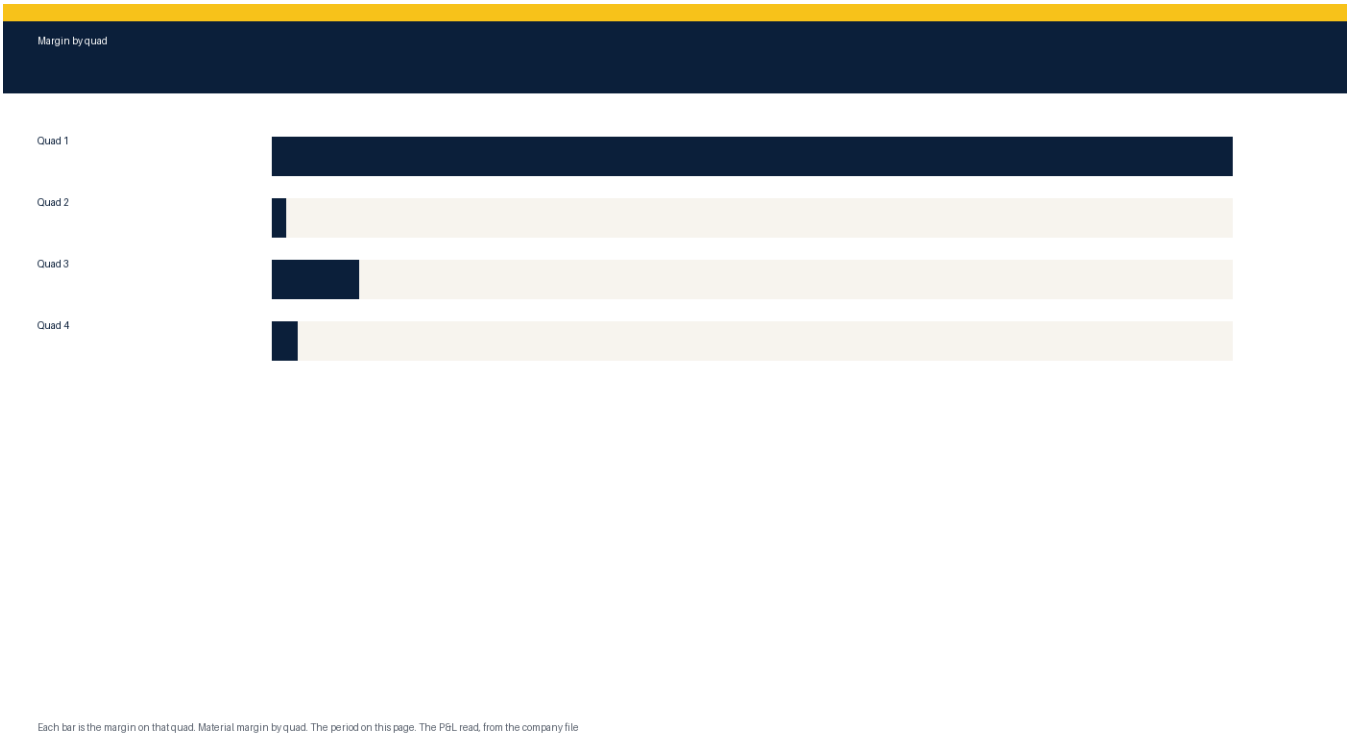
Keel & Crane Supply. About $75M of sales in the latest full year, as of September 30, 2026, and about 56 people.

Right to Grow is 1.71.

Quad 1 is 74.5% of sales.

Quad 4 is 12.1% of sales ($9.1M).

Overhead is 14.6% of sales ($10.9M).




Each bar is the margin on that quad. Material margin by quad. The period on this page. The P&L read, from the company file

Where sales and margin sit

| Quad | Meaning | Sales | Share | Margin | Margin % | Customers | Products |
|---|---|---|---|---|---|---|---|
| Quad 1 | A customers buying A products | $55.9M | 74.5% | $18.1M | 32.4% | 13 | 8 |
| Quad 2 | A customers buying B products | $4.6M | 6.1% | $261.6K | 5.7% | 13 | 25 |

| Quad | Meaning | Sales | Share | Margin | Margin % | Customers | Products |
|---|---|---|---|---|---|---|---|
| Quad 3 | B customers buying A products | $5.4M | 7.2% | $1.6M | 30.3% | 21 | 8 |
| Quad 4 | B customers buying B products | $9.1M | 12.1% | $481K | 5.3% | 72 | 33 |

# Names on the Quad 4 list

Quad 4 names

| Kind | Name | Margin |
|---|---|---|
| Customer | Bramble Facilities 61 | $-1,846 |
| Customer | Ostler Packing Hall 73 | $1,663 |
| Customer | Hest Glass Works 85 | $-1,847 |
| Customer | Hest Glass Works 65 | $1,902 |
| Customer | Jasper Grain House 77 | $-2,110 |
| Customer | Bramble Facilities 81 | $-2,373 |
| Product | Renewal kit | $1,671 |
| Product | Shim pack 13 | $28,840 |
| Product | Shaft sleeve 19 | $31,936 |
| Product | Chain reel 10 | $34,000 |
| Product | Contactor 16 | $35,457 |
| Product | Bearing kit 21 | $36,355 |