Keel & Crane Supply

Findings Book

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

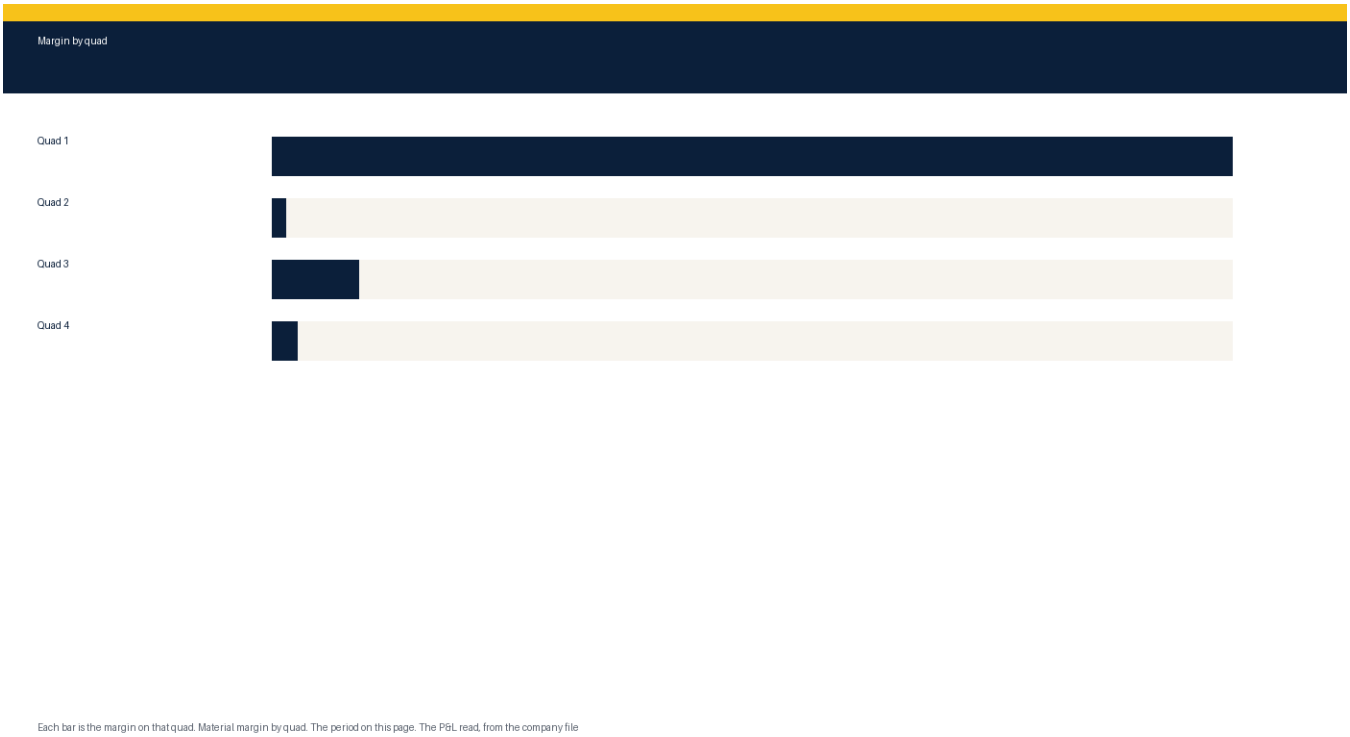
Keel & Crane Supply. About $75M of sales in the latest full year, as of September 30, 2026, and about 56 people.

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