Keel & Crane Supply

Lean Operations

November 29, 2026

The period shown on this page. PGOS, from the company file.

The 80/20 Institute

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On time and quality

Sample company. These aren't your numbers.

The same standard as the board pack, for July 2026–September 2026.

Board pack. Earnings are $1,401 behind plan. −$1,401. July 2026–September 2026. File period Jan 15–Dec 15, 2025. The pages in this pack use this quarter. They are not added again. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

On time and first-pass quality, April–September 2026. Goal 95% on time and 98% quality.

A blank stays off. Nothing here posts.

On time and quality

Month	On time	Quality
Apr	91%	97%
May	92%	97%
Jun	90%	96%
Jul	93%	98%
Aug	94%	98%
Sep	95%	98%

How to read this page

Lean Operations. 4 of 8 streams support 82% of known profit. The bottleneck on Core pick face is Queue. Planned $600.0K. Actual $460.5K. Variance −$139.5K. On the Profit Bridge: $600.0K from 4 posted savings. A kaizen dollar is separate from Cost Reduction and Procurement. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

How to run Lean Operations

Find the waste and the bottleneck in the few streams that hold the profit. Only an approved, measured savings reaches the Profit Bridge, and it is never a Cost Reduction cut or a Procurement save.

- Rank the streams that hold the profit. Name the sites, lines, warehouses, or crews. Rank them by the profit they support. The Core is the few streams that hold the profit. A stream with no profit figure stays unknown.
- Walk the flow. Write the steps you can see: work time, wait time, and work in process. Mark the bottleneck. If the steps are missing, the stream still opens and says so. The picture invents no times.
- Name the waste in plain words. Waiting, movement, extra stock, rework, over-processing, over-production, unused skill, and extra motion. Each note has a stream, an owner, and a date. A note becomes an improvement event only when a person types the charter.
- Write the standard and stand up the board. The current best way on a Core stream has a pace, an owner, and a review date. The daily board shows today's measures, today's problems, and today's actions. A missed review is a flag. Neither one is a dollar.
- Charter the improvement event. The event has a problem, a target, an owner, a date, and a plan for how the savings will be measured. Tie it to a Critical Few objective when one exists. The lesson for this work is Kaizen.
- Approve only a measured savings. An expected dollar is a check. It posts on the new path only after it is measured, approved by the lean owner, and not already a Cost Reduction cut or a Procurement save. Operating measures are never turned into a dollar.

Flow and stream rank

4 of 8 streams support 82% of known profit.

This is the profit the stream supports. It is not a Lean dollar.

Value streams

Stream	Band	Profit supported	Bottleneck	Wait	Work	Capacity
Core pick face	Core	$26.2M	Queue	39	38	
Core ship lane	Core	$14.4M	Queue	39	38	
Fast movers	Core	$7.8M	Queue	39	38	
Replenishment	Core	$5.2M	No bottleneck is named	39	38	
Receiving dock	Middle	$4.6M	Queue	69	26	
Bulk rack	Middle	$3.2M	Queue	39	38	
Long-tail pick	Middle	$2.6M	Queue	69	26	Do not add capacity
Returns bench	Tail	$1.3M	No bottleneck is named	39	38	

Value stream steps

Steps in the order on the file. The named bottleneck is marked. A blank work time stays unknown. It is not zero. Nothing here posts.

6 more streams stay on the screen.

Core pick face

Step	Work	Wait	Jobs waiting	Mark
Core pick face r elease	12	4	2	
Queue	2	18	6	Bottleneck
Do the work	16	3	3	
Check	5	6	2	
Hand off	3	8	4	

Core ship lane

Step	Work	Wait	Jobs waiting	Mark
Core ship lane r elease	12	4	2	
Queue	2	18	6	Bottleneck
Do the work	16	3	3	
Check	5	6	2	
Hand off	3	8	4	

Which step holds the wait

The days on this flow. Wait at each step. Each bar is one step. A step with no wait figure stays off. A loss stays off. The longest bar holds the most wait. Nothing here posts.

Each bar is the wait already typed for that step. The unit is the one you typed. This page does not invent one. A blank wait stays off. It is not stored as zero. A loss stays off. A known zero stays on the chart. The longest bar holds the most wait. The chart shows the eight largest. The rest stay on the flow. Nothing posts.

Nothing here posts.

32 more steps stay on the flow.

Wait by step

Step	Wait
Long-tail pick · Queue	48
Receiving dock · Queue	48
Bulk rack · Queue	18
Core pick face · Queue	18
Core ship lane · Queue	18
Fast movers · Queue	18
Replenishment · Queue	18
Returns bench · Queue	18

Profit by stream

Jan 15–Dec 15, 2025. Profit supported by each stream on the current book. Each bar is one stream. A stream with no profit figure stays off. The longest bar holds the most profit.

Each bar is the profit the stream is tied to. It is not a Lean dollar, and it does not post. A stream with no profit figure stays off. A known zero stays on the chart. The longest bar holds the most profit.

Nothing on this chart posts.

Profit supported

Stream	Profit
Core pick face	$26.2M
Core ship lane	$14.4M
Fast movers	$7.8M
Replenishment	$5.2M
Receiving dock	$4.6M
Bulk rack	$3.2M
Long-tail pick	$2.6M
Returns bench	$1.3M

Waste and bottlenecks

Notes are in plain words. Nothing on this list is a dollar.

17 more notes stay on the screen.

Waste log

Stream	Kind	What was seen	Owner	Date	Status
Core pick face	waiting	On Core pick face, core pick face release held work that the next step was not ready for.	Riley Keel	2025-11-09	open
Core ship lane	movement	On Core ship lane, queue held work that the next step was not ready for.	Riley Keel	2026-01-27	turned into an event
Fast movers	extra stock	On Fast movers, do the work held work that the next step was not ready for.	Riley Keel	2026-07-24	closed with no event
Replenishment	rework or defects	On Replenishment, check held work that the next step was not ready for.	Riley Keel	2026-10-03	open
Receiving dock	over-processing	On Receiving dock, hand off held work that the next step was not ready for.	Riley Keel	2026-10-19	turned into an event

Stream	Kind	What was seen	Owner	Date	Status
Bulk rack	over-production	On Bulk rack, bulk rack release held work that the next step was not ready for.	Riley Keel	2025-10-29	closed with no event
Long-tail pick	unused skill	On Long-tail pick, queue held work that the next step was not ready for.	Riley Keel	2026-11-07	open
Returns bench	extra motion	On Returns bench, do the work held work that the next step was not ready for.	Riley Keel	2026-08-12	turned into an event

Improvement events and Critical Few charters

An expected dollar is not on the Profit Bridge until it is an approved, measured savings.

16 more events stay on the screen.

Improvement events

Event	Stage	Owner	Critical Few	Measurement plan
Improve core pick face 1	idea	Riley Keel	No objective	
Improve core ship lane 2	idea	Riley Keel	Reprice the three deepest discounts	
Improve fast movers 3	idea	Riley Keel	Reprice the three deepest discounts	
Improve replenishment 4	idea	Riley Keel	Reprice the three deepest discounts	
Improve receiving dock 5	scheduled	Riley Keel	Reprice the three deepest discounts	
Improve bulk rack 6	scheduled	Riley Keel	Reprice the three deepest discounts	
Improve long-tail pick 7	scheduled	Riley Keel	No objective	
Improve returns bench 8	scheduled	Riley Keel	Reprice the three deepest discounts	

Standard work

Core standards current: 1 of 4.

Standards

Work	Stream	Owner	Reviewed	Current	Adherence
Standard for Core pick face	Core pick face	Riley Keel	2026-05-01	Stale	80.0%
Standard for Core ship lane	Core ship lane	Riley Keel	2026-04-15	Stale	92.0%
Standard for Fast movers	Fast movers	Riley Keel	2026-10-20	Current	Unknown

Daily boards

A missed review is a flag. No action on the board is a dollar.

Recent boards

Site	Date	Reviewed	Open actions
South warehouse	2026-11-13	Reviewed	0
Central warehouse	2026-11-13	Reviewed	0
West warehouse	2026-11-13	Reviewed	0
East warehouse	2026-11-13	Reviewed	1
South warehouse	2026-11-12	Reviewed	0
Central warehouse	2026-11-12	Reviewed	0
West warehouse	2026-11-12	Reviewed	0
East warehouse	2026-11-12	Reviewed	0

Measures and history

Operating measures are a reading of the flow. They are not a dollar.

2025-10 to 2026-11 · order cycle time · one average per month

Each point is the monthly average of the days with a reading. A month with no known day stays off the line.

6 earlier months stay on the screen.

2026-W31 to 2026-W46 · weekly actual · one point per week

Each point is the weekly actual for that week. A week with no actual stays off the line.

8 earlier weeks stay on the screen.

Nothing here posts.

Monthly average

Month	Measure	Average
2026-04	Order cycle time	16.525 hours
2026-05	Order cycle time	15.5191 hours
2026-06	Order cycle time	15.1733 hours
2026-07	Order cycle time	15.595 hours
2026-08	Order cycle time	16.6883 hours
2026-09	Order cycle time	18.1799 hours
2026-10	Order cycle time	19.5335 hours
2026-11	Order cycle time	20.3526 hours

Weekly actual

Week	Weekly actual
2026-W39	18.4948 hours
2026-W40	18.8457 hours
2026-W41	19.1046 hours
2026-W42	19.5072 hours

Week	Weekly actual
2026-W43	19.7007 hours
2026-W44	20.0397 hours
2026-W45	20.2079 hours
2026-W46	20.4973 hours

Weekly review decisions

A decision does not change a dollar.

Read the measure trends.

Read event progress against the Critical Few.

Read which standards are current.

Read measured savings against the expected dollar.

- Replenishment is a Core stream with no named bottleneck.
- Replenishment has no standard.
- Standard for Core pick face is adherence below the line.
- Standard for Core ship lane is stale.
- Improve fast movers 11 is running with no measurement plan.
- Improve replenishment 12 is running with no measurement plan.
- Improve receiving dock 13 is running with no measurement plan.
- Improve receiving dock 21 is done with no measured actual.

Decisions

Decision	Owner	Date
Keep the bottleneck on the Core stream. Do not add cap acity on the tail.	Riley Keel	2026-11-06

Approved measured savings

Lean Operations posts $600.0K.

Legacy rows are labeled. Operating measures stay off the approval list.

Which improvement holds the measured saving

This year.

Measured saving

Improvement	Saving
Improve fast movers 19	$190.7K
Improve core ship lane 18	$158.5K
Improve core pick face 17	$111.3K
Improve replenishment 20	$15.0K

Measured savings

Event	Posted	Assumption	Evidence	Approver
Improve core pick face 17	$111.3K	The measured change holds for a quarter.	Before and after pick audit	Riley Keel
Improve core ship lane 18	$158.5K	The measured change holds for a quarter.	Overtime hours before and after	Riley Keel
Improve fast movers 19	$190.7K	The measured change holds for a quarter.	Callback visits before and after	Riley Keel

Older expected-dollar rows

Event	Expected	Label
Improve bulk rack 22	$139.5K	