Keel & Crane Supply

First Hour 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 where to focus

Sample company. These aren't your numbers.

A blank stays off. Nothing here posts.

Where to focus

Area	How to read it
Simplify Quad 4	Simplify Quad 4. Quad 4 is 12.1% of sales ($9.1M), including 72 Quad-4-only customers and 33 Quad-4-only products. Jan 15–Dec 1 5, 2025. Quads come from the invoice file. T he profit and loss statement is the sum of th ose invoices.
Close the pricing gaps	Close the pricing gaps. Quad 2 gross margin is 26.7 pts under its modeled target (5.7% n ow, 32.4% modeled). Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoi ces.
Earn the right to grow	Earn the right to grow. Right-to-Grow is 1.71 (Need to Simplify), and the recent trend is fla t. The benchmark is 2.0. Jan 15–Dec 15, 20 25. Quads come from the invoice file. The pr ofit and loss statement is the sum of those in voices.

First hour

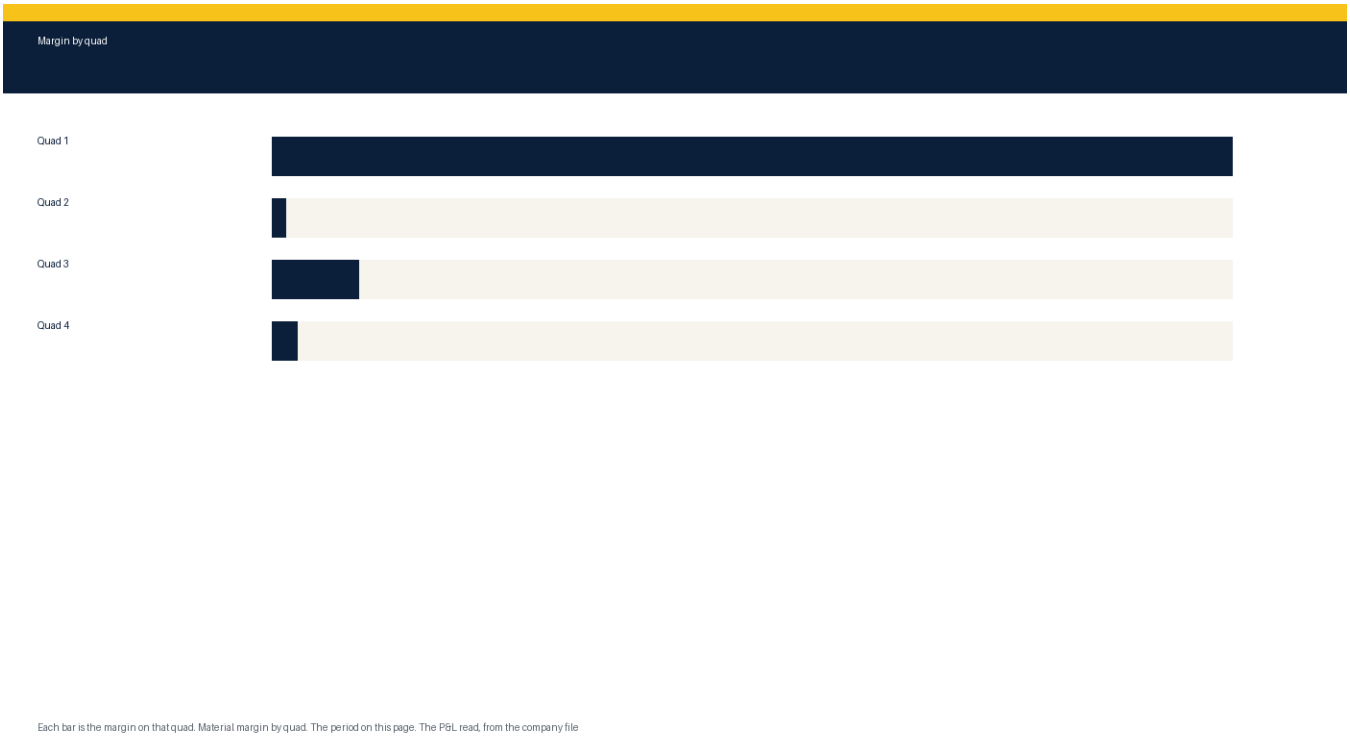
Keel & Crane Supply. About $75M of sales in the latest full year, as of September 30, 2026, and about 56 people.

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

The Critical Few

The Critical Few on track or done: 1 of 3.

The Critical Few

Item	Owner	Status	Target
Raise prices on low-margin small accounts	Sales lead	On track	List the small accounts below the margin line.
Serve small accounts at lower cost	Operations lead	Watch	List small accounts that order by phone.
Sell more top products to top customers	Customer service lead	Not started	Name the top products the top customers do not buy yet.
Hold the price floor on core accounts	Luis Ortega	On track	
Visit every core account this quarter	Luis Ortega	On track	
On-time delivery back to the goal	Nina Petrov	On track	
Exit the unprofitable tail	Nina Petrov	Off track	
Gross margin holds at the year plan	Elliot Marsh	On track	
Receivables inside terms	Elliot Marsh	On track	
A backup named for each lead seat	Grace Okonkwo	On track	
Open seats in the largest crew	Grace Okonkwo	Off track	
One new offer for core accounts	Ben Ito	On track	
Second quote on the top two vendors	Nina Petrov	On track	

Item	Owner	Status	Target
Forecast only deals with a date and a wa y out	Luis Ortega	On track	
Name the wallet the l argest account buys elsewhere	Luis Ortega	Not started	
Name the step that s ets the promise date	Nina Petrov	Off track	
Hold a weekly look a t scrap or callbacks	Nina Petrov	On track	
Close the month by t he eighth working da y	Elliot Marsh	On track	
Cash and the coven ant on the first page	Elliot Marsh	On track	
Finish the quarterly r eviews that are still b lank	Grace Okonkwo	Not started	
Decide the seat that has stopped growing	Grace Okonkwo	Off track	
Write the stop rule b efore the next offer i s funded	Ben Ito	Not started	
Take dead items off t he quote form	Ben Ito	On track	
One-page pack sign ed for the last month	Dana Voss	On track	
Red scorecard rows have an owner	Dana Voss	On track	
Second source nam ed for the single-sou rce part	Nina Petrov	Not started	
Walk away from the quote below the floor	Luis Ortega	Off track	

Scorecard

Measures

Measure	Owner	Goal	Current	Owner read
Revenue	Elliot Marsh	$18,750,000	$19,493,063	
Gross margin	Elliot Marsh	27.3%	27.3%	
Overhead	Elliot Marsh	under $2,730,000	$2,838,190	
Overhead share of sales	Elliot Marsh	under 14.6%	14.6%	
Right to Grow	Elliot Marsh	2.5	1.71	
Quad 4 share of sales	Elliot Marsh	under 10.0%	12.1%	
On-time delivery	Nina Petrov	91.0%	86.9%	
Callbacks or rework	Nina Petrov	under 1.0%	1.1%	
Quote cycle days	Luis Ortega	under 2.4 days	2.1 days	
Core accounts covered	Luis Ortega	86.0%	87.0%	
Discount beyond the floor	Luis Ortega	under 2.0%	1.7%	
Receivables past terms	Elliot Marsh	under 7.0%	6.0%	
Inventory or parts turns	Nina Petrov	8.4	5.71	
Overtime share	Grace Okonkwo	under 4.0%	4.2%	
Open seats	Grace Okonkwo	under 8	8.48	
Reviews finished	Grace Okonkwo	87.0%	88.0%	
Voluntary turnover	Grace Okonkwo	under 8.0%	6.9%	

Measure	Owner	Goal	Current	Owner read
Safety near misses logged	Nina Petrov	10	10.8	
Recordable incidents	Nina Petrov	under 4	3.44	
First-pass yield or first-time fix	Nina Petrov	88.0%	66.9%	
Vendor bids opened	Nina Petrov	6	5.7	
Single-source items	Ben Ito	under 13	13.78	
Dead catalog items	Ben Ito	under 10	8.6	
New offer pipeline	Ben Ito	5	5.4	
Price book compliance	Luis Ortega	82.0%	83.0%	
Unprofitable customers	Nina Petrov	under 11	9.46	
Unprofitable items	Ben Ito	under 8	11.36	
Month close day	Elliot Marsh	4.2 days to 7.2 days	7.4 days	
Cash collected this week	Elliot Marsh	$1,067,308	$1,871,619	
Win rate on core quotes	Luis Ortega	32.0%	34.6%	
Training hours	Grace Okonkwo	122 hours	132 hours	
Backlog weeks	Nina Petrov	6 to 10	8	
Scrap or warranty	Nina Petrov	under $83,250	$71,595	
Freight given away	Elliot Marsh	under $55,500	$78,810	

Measure	Owner	Goal	Current	Owner read
Decisions written	Dana Voss	6	5.7	
Order fill rate	Nina Petrov	93.0%	88.8%	
Lines shipped per order	Nina Petrov	6.4	6.91	
Dead stock	Ben Ito	under $208,125	$178,988	
Branch promise kept	Luis Ortega	90.0%	91.0%	
Gross profit	Elliot Marsh	$5,124,375	$5,327,454	
Contribution after overhead	Elliot Marsh	$2,394,375	$2,489,264	