THE 80/20 INSTITUTE

Keel & Crane Supply

Scorecard Book

November 29, 2026

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

The 80/20 Institute

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How to read the scorecard

Sample company. These aren't your numbers.

A blank stays off. Nothing here posts.

Scorecard

Measure	How to read it
Sales, weekly pace	How to read this. Sales, weekly pace is $1.64M. Target $1.44M. On track. Last 6 weeks · weekly sales, that week's share of the month · as of Sep 30, 2026. The plan target is 2025 sales divided by 52. The value is the latest week's pace.
Gross margin	How to read this. Gross margin is 27.3%. Target 27.3%. On track. 2025 · gross margin on the profit and loss statement. The figure is the 2025 gross margin on the books.
Margin on small accounts	How to read this. Margin on small accounts is 3.9%. Target 13.7%. Off track. Last 6 weeks · margin on accounts that are not core · as of Sep 30, 2026. The plan target is half the 2025 gross margin on this scorecard (27.3%), which is 13.7%. Small accounts are every account that is not core.
Days to get paid	How to read this. Days to get paid is 41.0 days. Target 41.0 days. On track. Days to get paid · receivables divided by a year of sales. The same days the cash page uses. Receivables on the 2025 balance sheet, divided by 2025 sales.
Cash	How to read this. Cash is $4.63M. Floor $714,396. On track. Cash today · the same balance as the cash page · as of Sep 30, 2026. The floor is the cash page floor, about one month of operating cost.

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	

Which number is furthest behind

The latest reading. Each bar is how far a number is behind its goal, as a share of the goal. A number that is ahead stays off. A number on its goal stays as zero. A blank stays off. The longest bar is the furthest behind. Nothing here posts.

Each bar is the share of the goal still missing on the latest reading. Higher is better when the goal says above. Lower is better when the goal says below. A range is behind only outside the two ends. A number that is ahead stays off. A number on its goal stays as zero. A blank reading or a blank goal stays off. Two numbers with the same name stay apart when the owner is different. The longest bar is the furthest behind. The chart shows the eight furthest. The rest stay on the list. Nothing posts.

11 more numbers are behind. They stay on the list.

Behind the goal

Number	Behind
Freight given away	42%
Unprofitable items	42%
Inventory or parts turns	32%
Right to Grow	32%
First-pass yield or first-time fix	24%
Quad 4 share of sales	21%
Open seats	6%
Callbacks or rework	6%