Larkspur Precision

Board pack

November 29, 2026

The periods shown in this report. PGOS, from the company file.

The 80/20 Institute

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Findings

Sample company. These aren't your numbers.

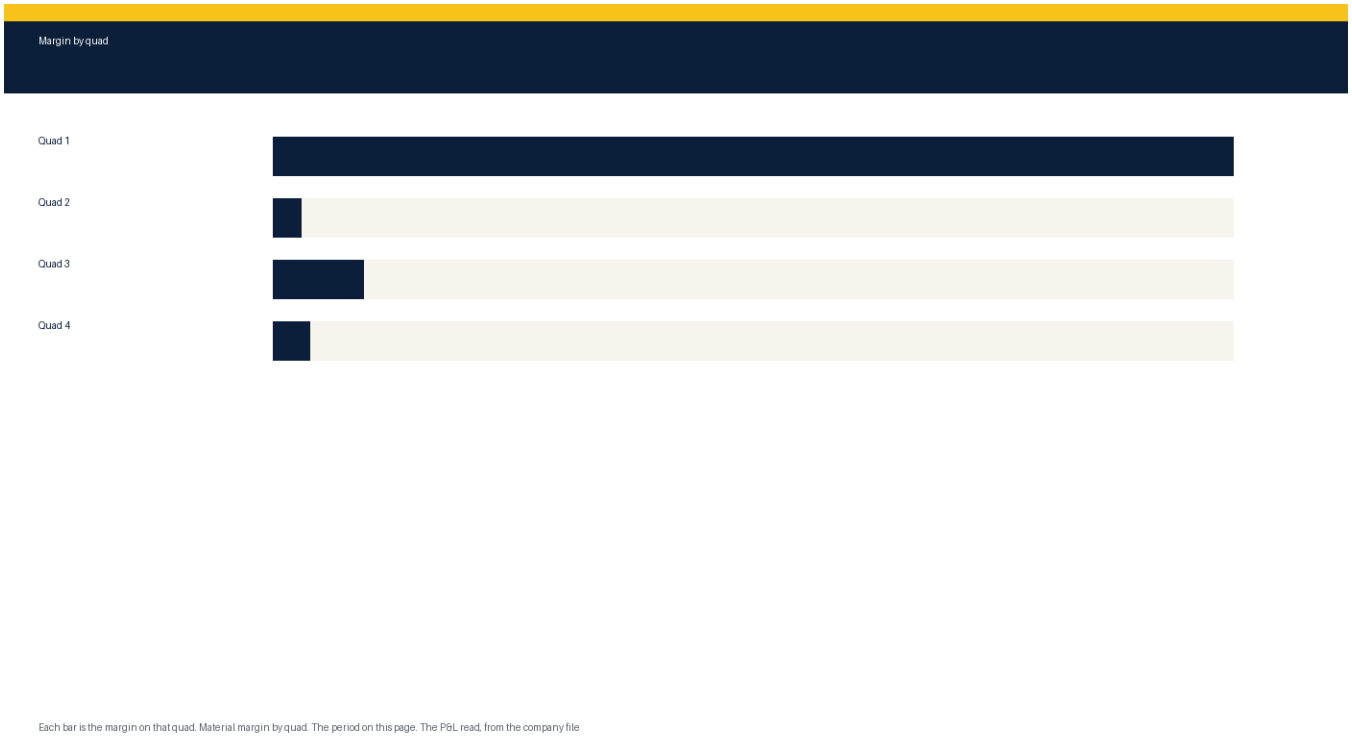
Larkspur Precision. About $12M of sales in the latest full year, as of September 30, 2026, and about 60 people.

Right to Grow is 1.63.

Quad 1 is 76.9% of sales.

Quad 4 is 9.0% of sales ($1.1M).

Overhead is 19.4% of sales ($2.3M).



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	$9.2M	76.9%	$5M	54.6%	7	5
Quad 2	A customers buying B products	$760.2K	6.3%	$146.7K	19.3%	7	19

Quad	Meaning	Sales	Share	Margin	Margin %	Customers	Products
Quad 3	B customers buying A products	$927.2K	7.7%	$475.2K	51.2%	10	5
Quad 4	B customers buying B products	$1.1M	9.0%	$194.4K	18.0%	35	20

Profit Bridge

Sized plan $491K. Counted once from sourced lines. The line total matches.

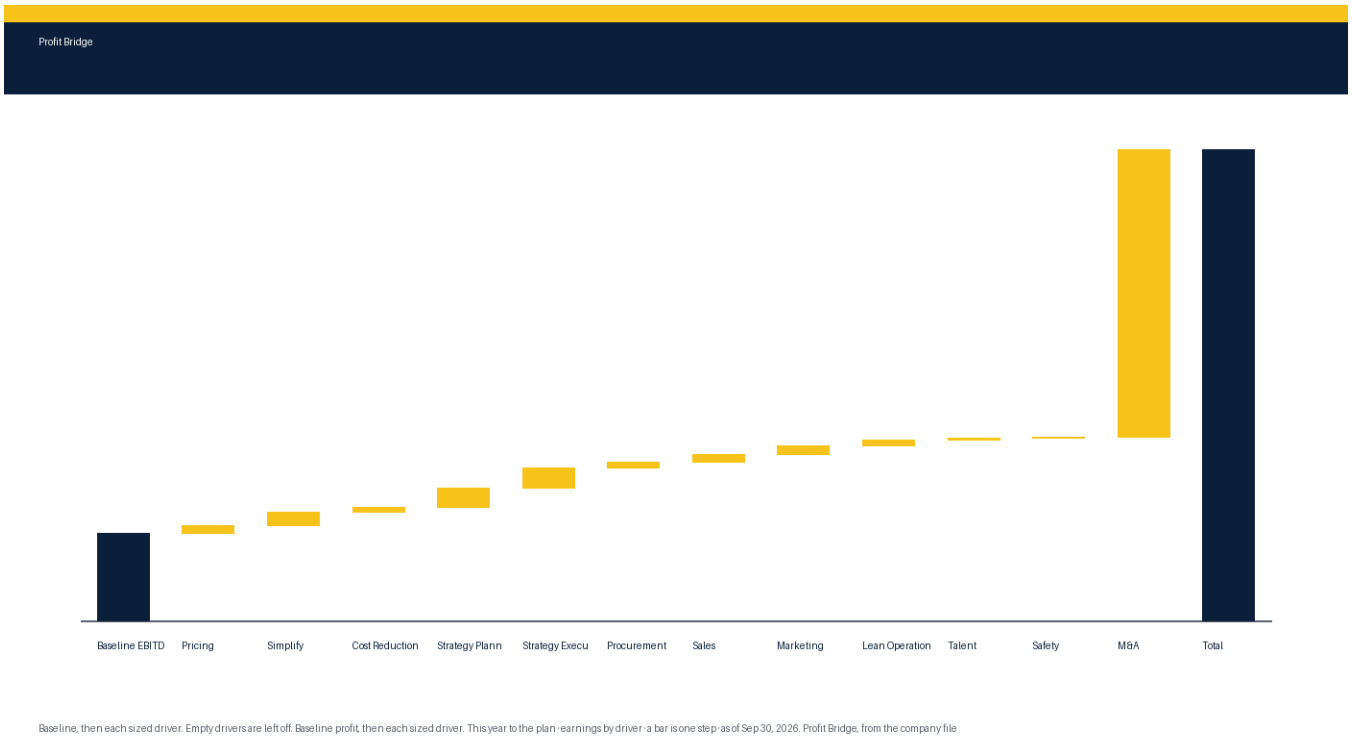
Baseline EBITDA $1.3M.

Sized plan $491K.

Recorded actual $192.2K.

This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026

Profit Bridge, from the company file



Baseline, then each sized driver. Empty drivers are left off. Baseline profit, then each sized driver. This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026. Profit Bridge, from the company file

Baseline, then each sized driver. Empty drivers are left off. Baseline profit, then each sized driver. This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026. Profit Bridge, from the company file

Profit Bridge

Source	Plan	Actual	Status
Pricing	$122.7K	Not recorded	at_risk
Simplify	$195.4K	Not recorded	at_risk
Cost Reduction	$69.9K	Not recorded	at_risk

Source	Plan	Actual	Status
Strategy Planning	$286K	$234K	On track
Strategy Execution	$295.3K	$198K	On track
Procurement	$91.2K	$91.2K	On track
Sales	$117.8K	Not recorded	at_risk
Marketing	$117.2K	Not recorded	at_risk
Lean Operations	$96K	$73.7K	On track
Talent	$25.6K	$16.1K	On track
Safety	$13K	$11.2K	On track
M&A	$4.3M	$4.2M	On track

Initiatives

Initiatives

Initiative	Owner	Plan	Actual
Reprice custom jobs quoted below true co st	Sales	Not yet sized	Not recorded
Set order minimums and setup charges o n small runs	Operations	Not yet sized	Not recorded
Give freed machine hours to repeat work for top customers	Sales	Not yet sized	Not recorded
Hold the price floor o n core accounts	Tom Reyna	Not yet sized	Not recorded
Visit every core acco unt this quarter	Tom Reyna	Not yet sized	Not recorded
On-time delivery bac k to the goal	Devon Walsh	Not yet sized	Not recorded
Exit the unprofitable tail	Devon Walsh	Not yet sized	Not recorded
Gross margin holds at the year plan	Irene Kowalski	Not yet sized	Not recorded
Receivables inside t erms	Irene Kowalski	Not yet sized	Not recorded
A backup named for each lead seat	Marcus Hale	Not yet sized	Not recorded
Open seats in the lar gest crew	Marcus Hale	Not yet sized	Not recorded
One new offer for co re accounts	Anita Rao	Not yet sized	Not recorded
Second quote on the top two vendors	Devon Walsh	Not yet sized	Not recorded

Initiative	Owner	Plan	Actual
Forecast only deals with a date and a way out	Tom Reyna	Not yet sized	Not recorded
Name the wallet the largest account buys elsewhere	Tom Reyna	Not yet sized	Not recorded
Name the step that sets the promise date	Devon Walsh	Not yet sized	Not recorded
Hold a weekly look at scrap or callbacks	Devon Walsh	Not yet sized	Not recorded
Close the month by the eighth working day	Irene Kowalski	Not yet sized	Not recorded
Cash and the covenant on the first page	Irene Kowalski	Not yet sized	Not recorded
Finish the quarterly reviews that are still blank	Marcus Hale	Not yet sized	Not recorded
Decide the seat that has stopped growing	Marcus Hale	Not yet sized	Not recorded
Write the stop rule before the next offer is funded	Anita Rao	Not yet sized	Not recorded
Take dead items off the quote form	Anita Rao	Not yet sized	Not recorded
One-page pack signed for the last month	Carla Bennett	Not yet sized	Not recorded
Red scorecard rows have an owner	Carla Bennett	Not yet sized	Not recorded
Second source named for the single-source part	Devon Walsh	Not yet sized	Not recorded
Walk away from the quote below the floor	Tom Reyna	Not yet sized	Not recorded

Scorecard

Measures

Measure	Owner	Goal	Current	Owner read
Revenue	Irene Kowalski	$3,000,000	$3,112,702	
Gross margin	Irene Kowalski	48.8%	48.8%	
Overhead	Irene Kowalski	under $582,000	$603,864	
Overhead share of sales	Irene Kowalski	under 19.4%	19.4%	
Right to Grow	Irene Kowalski	2	1.63	
Quad 4 share of sales	Irene Kowalski	under 10.0%	9.0%	
On-time delivery	Devon Walsh	97.5%	98.5%	
Callbacks or rework	Devon Walsh	under 7.0%	6.0%	
Quote cycle days	Tom Reyna	under 4.8 days	4.1 days	
Core accounts covered	Tom Reyna	92.5%	70.3%	
Discount beyond the floor	Tom Reyna	under 8.5%	9.0%	
Receivables past terms	Irene Kowalski	under 13.5%	14.3%	
Inventory or parts turns	Devon Walsh	4.9	5.29	
Overtime share	Marcus Hale	under 10.5%	9.0%	
Open seats	Marcus Hale	under 4.5	3.87	
Reviews finished	Marcus Hale	93.5%	94.5%	
Voluntary turnover	Marcus Hale	under 14.5%	20.6%	

Measure	Owner	Goal	Current	Owner read
Safety near misses logged	Devon Walsh	6.5	6.17	
Recordable incidents	Devon Walsh	under 0.5	0.53	
First-pass yield or first-time fix	Devon Walsh	94.5%	95.5%	
Vendor bids opened	Devon Walsh	2.5	2.7	
Single-source items	Anita Rao	under 9.5	8.17	
Dead catalog items	Anita Rao	under 6.5	5.59	
New offer pipeline	Anita Rao	1.5	1.02	
Price book compliance	Tom Reyna	88.5%	84.5%	
Unprofitable customers	Devon Walsh	under 7.5	7.95	
Unprofitable items	Anita Rao	under 4.5	3.87	
Month close day	Irene Kowalski	6.6 days to 9.6 days	8.1 days	
Cash collected this week	Irene Kowalski	$318,462	$406,125	
Win rate on core quotes	Tom Reyna	38.5%	41.6%	
Training hours	Marcus Hale	118 hours	81 hours	
Backlog weeks	Devon Walsh	2.5 to 6.5	6.74	
Scrap or warranty	Devon Walsh	under $24,840	$26,330	
Freight given away	Irene Kowalski	under $16,560	$14,242	

Measure	Owner	Goal	Current	Owner read
Decisions written	Carla Bennett	2.5	2.7	
Schedule adherence	Devon Walsh	91.5%	92.5%	
First-pass weld	Devon Walsh	95.5%	96.5%	
Backlog dollars	Irene Kowalski	$662,400 to $1,159,200	$1,382,760	
Engineering days on a quote	Anita Rao	under 12.6 days	13.4 days	
Gross profit	Irene Kowalski	$1,464,900	$1,519,933	
Contribution after overhead	Irene Kowalski	$882,900	$916,068	

Which dollar KPI holds the actual

This pack. Dollar KPIs on this pack. Each bar is one KPI. A KPI that is not in dollars stays off. A blank stays off. A loss stays off. The longest bar holds the most. Nothing here posts.

Each bar is the actual already named for that dollar KPI. A percent, a count, a day count, and any other unit stay off this chart. A blank actual 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. The chart shows the eight largest. The rest stay on the KPI list. Nothing posts.

Dollar KPIs

KPI	Actual
Revenue	$3.1M
Gross profit	$1.5M
Backlog dollars	$1.4M
Contribution after overhead	$916.1K
Overhead	$603.9K
Cash collected this week	$406.1K
Scrap or warranty	$26.3K
Freight given away	$14.2K

The Critical Few

The Critical Few on track or done: 2 of 3.

The Critical Few

Item	Owner	Status	Target
Reprice custom jobs quoted below true co st	Sales	On track	Reprice custom jobs quoted below true co st
Set order minimums and setup charges o n small runs	Operations	Off track	Set order minimums and setup charges o n small runs
Give freed machine hours to repeat work for top customers	Sales	On track	Give freed machine hours to repeat work for top customers
Hold the price floor o n core accounts	Tom Reyna	On track	
Visit every core acco unt this quarter	Tom Reyna	On track	
On-time delivery bac k to the goal	Devon Walsh	On track	
Exit the unprofitable tail	Devon Walsh	Off track	
Gross margin holds at the year plan	Irene Kowalski	On track	
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A backup named for each lead seat	Marcus Hale	On track	
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One new offer for co re accounts	Anita Rao	On track	
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Item	Owner	Status	Target
Forecast only deals with a date and a wa y out	Tom Reyna	On track	
Name the wallet the l argest account buys elsewhere	Tom Reyna	Not started	
Name the step that s ets the promise date	Devon Walsh	Off track	
Hold a weekly look a t scrap or callbacks	Devon Walsh	On track	
Close the month by t he eighth working da y	Irene Kowalski	On track	
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Finish the quarterly r eviews that are still b lank	Marcus Hale	Not started	
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