Larkspur Precision

First hour

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
Close the pricing gaps	Close the pricing gaps. Quad 2 gross margin is 35.3 pts under its modeled target (19.3% now, 54.6% modeled). Jan 15–Dec 15, 2025 . Quads come from the invoice file. The profi t and loss statement is the sum of those invo ices.
Earn the right to grow	Earn the right to grow. Right-to-Grow is 1.63 (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.
Zero-Up the overhead	Zero-Up the overhead. Overhead is $2.3M (19.4% of sales) for the period that opened th is area. The latest closed quarter is $603,86 4 (19.4% of sales). Jan 15–Dec 15, 2025. Q uads come from the invoice file. The profit a nd loss statement is the sum of those invoic es.

First hour

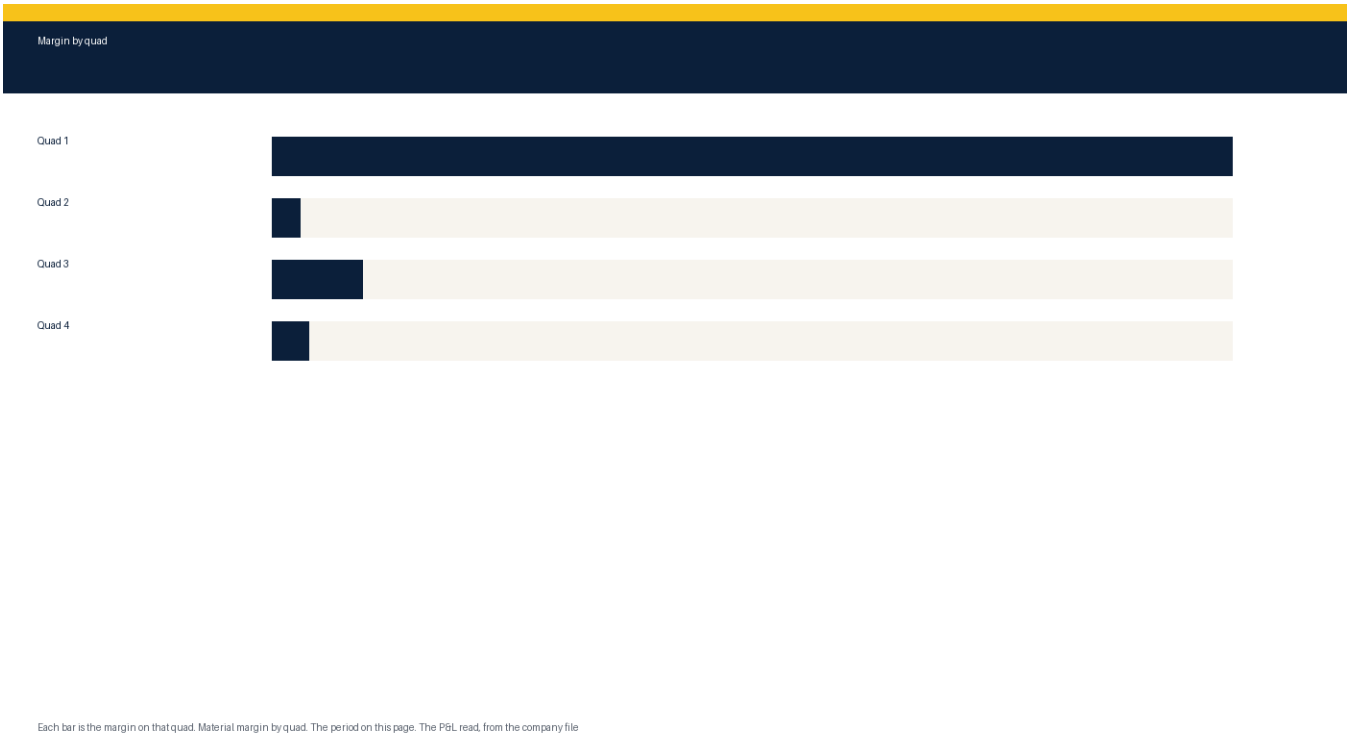
Larkspur Precision. About $12M of sales in the latest full year, as of September 30, 2026, and about 60 people.

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

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	
Receivables inside t erms	Irene Kowalski	On track	
A backup named for each lead seat	Marcus Hale	On track	
Open seats in the lar gest crew	Marcus Hale	Off track	
One new offer for co re accounts	Anita Rao	On track	
Second quote on the top two vendors	Devon Walsh	On track	

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	
Cash and the coven ant on the first page	Irene Kowalski	On track	
Finish the quarterly r eviews that are still b lank	Marcus Hale	Not started	
Decide the seat that has stopped growing	Marcus Hale	Off track	
Write the stop rule b efore the next offer i s funded	Anita Rao	Not started	
Take dead items off t he quote form	Anita Rao	On track	
One-page pack sign ed for the last month	Carla Bennett	On track	
Red scorecard rows have an owner	Carla Bennett	On track	
Second source nam ed for the single-sou rce part	Devon Walsh	Not started	
Walk away from the quote below the floor	Tom Reyna	Off track	

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	