THE 80/20 INSTITUTE

Larkspur Precision

Pricing Playbook

November 29, 2026

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

The 80/20 Institute

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How to read this page

Sample company. These aren't your numbers.

Pricing. Planned pocket change $122.7K. Actual Not recorded. Variance Not recorded. A blank actual is not filled in. The five-year pricing figure stays on its own and is not added to these moves. 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.

The ten steps

784 invoice lines. The list-to-pocket identity holds.

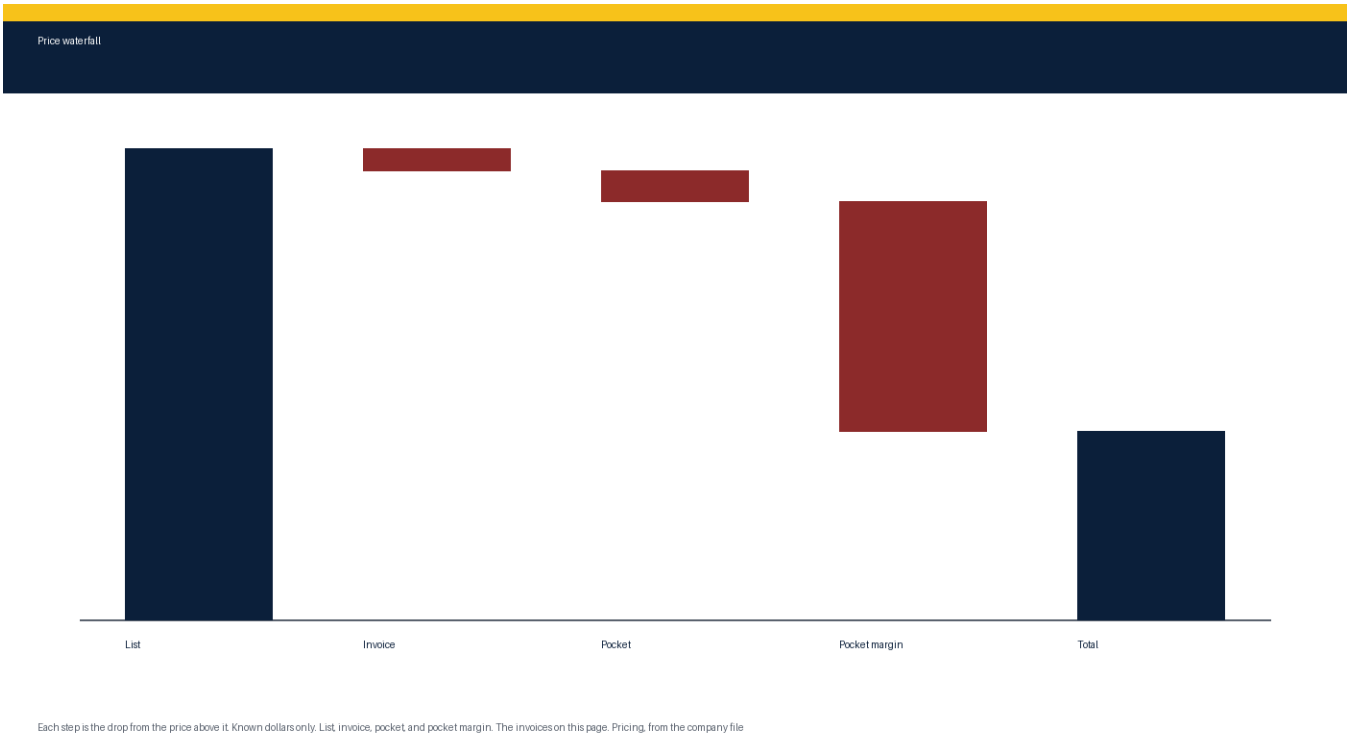
Get Paid

Step	Name	Status
1	Own the price	On track
2	Pull the invoices	On track
3	Walk the waterfall	On track
4	Draw the corridor	On track
5	Sort the book and set the tar gets	at_risk
6	Read the market	Not started
7	Build the price book	at_risk
8	Size the moves	On track
9	Make the calls	Not started
10	Hold the line	Not started

Walk the waterfall

784 invoice lines. The list-to-pocket identity holds.

784 invoice lines.



Each step is the drop from the price above it. Known dollars only. List, invoice, pocket, and pocket margin. The invoices on this page. Pricing, from the company file

Own the price

Price owner: Tom Reyna.

Authority ladder

Role	Room off the floor
Seller	up to 2.0% off the floor
Sales manager	up to 5.0% off the floor
Price owner	up to 12.0% off the floor

Draw the corridor

Pocket-price band

Product	Low	High
Adapter plate	$900	$6,372
Bearing cap	$1,125	$2,034
Bearing cap 02	$984	$3,982
Bracket kit	$900	$6,372
Bushing set	$803	$6,372
Custom one-off job	$984	$6,372
Gear blank	$1,190	$4,903
Gear blank 02	$1,627	$6,567
Impeller blank	$787	$6,372
Machined flange	$1,232	$4,623
Machined flange 02	$1,298	$5,974
Manifold block	$900	$6,075
Manifold block 02	$625	$7,388
Prototype part	$1,858	$6,372
Pump housing	$679	$2,714
Pump housing 02	$1,627	$13,415
Renewal kit	$119	$467
Rush repair part	$1,001	$7,168
Shaft assembly	$1,170	$4,903
Shaft assembly 02	$1,176	$6,969
Small-batch fitting	$1,627	$7,168
Valve body	$1,157	$4,483
Valve body 02	$1,627	$7,965
Weldment frame	$2,019	$5,575
Weldment frame 02	$984	$2,987

Sort the book

Customers and products

Name	Kind	Invoice	Pocket	Pocket margin
Bramble Facilities 01	Customer	$2.2M	$2.1M	$1M
Pellam Grain House 02	Customer	$2M	$1.8M	$875.7K
Northwick Packing Hall 03	Customer	$1.7M	$1.5M	$742.4K
Calder Clinic Plant 04	Customer	$1.4M	$1.3M	$610K
Hest Glass Works 05	Customer	$1.1M	$1M	$495.3K
Morrow Facilities 06	Customer	$840.5K	$781.8K	$372.5K
Quinlan Grain House 07	Customer	$747.1K	$689.8K	$324.4K
Sable Packing Hall 08	Customer	$733.8K	$674.8K	$322K
Vesper Glass Works 10	Customer	$98.2K	$98.2K	$15.6K
Linden Clinic Plant 19	Customer	$83K	$83K	$20.2K
Ostler Packing Hall 13	Customer	$81.2K	$81.2K	$22.8K
Hest Glass Works 25	Customer	$81.1K	$81.1K	$23.7K
Jasper Grain House 17	Customer	$70.8K	$70.8K	$20.6K
Pellam Grain House 22	Customer	$68.8K	$68.8K	$14.9K
Bramble Facilities 21	Customer	$66.5K	$51.2K	$7,669

Name	Kind	Invoice	Pocket	Pocket margin
Tern Clinic Plant 09	Customer	$64.3K	$64.3K	$20.3K
Marlow Glass Works 20	Customer	$62.8K	$62.8K	$15.5K
Tern Clinic Plant 29	Customer	$62.5K	$62.5K	$20.4K
Ives Facilities 16	Customer	$60.6K	$60.6K	$7,972
Weldon Facilities 11	Customer	$59.4K	$59.4K	$12K
Northwick Packing Hall 23	Customer	$55.3K	$55.3K	$12.8K
Sable Packing Hall 28	Customer	$52.5K	$52.5K	$9,838
Morrow Facilities 26	Customer	$43.3K	$43.3K	$8,071
Fenwick Clinic Plant 14	Customer	$43.1K	$43.1K	$5,565
Harlow Glass Works 15	Customer	$39.2K	$39.2K	$6,538
Yarrow Grain House 12	Customer	$38.2K	$38.2K	$7,108
Kestrel Packing Hall 18	Customer	$34.7K	$34.7K	$7,937
Calder Clinic Plant 24	Customer	$30.4K	$30.4K	$4,716
Quinlan Grain House 27	Customer	$24.7K	$24.7K	$1,741
Bramble Facilities 41	Customer	$9,287	$7,521	−$432
Harlow Glass Works 35	Customer	$8,756	$8,756	$2,198

Name	Kind	Invoice	Pocket	Pocket margin
Ostler Packing Hall 33	Customer	$6,410	$6,410	$2,416
Jasper Grain House 37	Customer	$4,985	$4,985	$1,296
Yarrow Grain House 32	Customer	$4,615	$4,615	$1,010
Kestrel Packing Hall 38	Customer	$4,038	$4,038	−$238
Ives Facilities 36	Customer	$2,499	$2,499	$664
Fenwick Clinic Plant 34	Customer	$2,249	$2,249	$599
Pellam Grain House 42	Customer	$2,002	$2,002	−$400
Linden Clinic Plant 39	Customer	$2,000	$2,000	−$400
Marlow Glass Works 40	Customer	$2,000	$2,000	−$400
Machined flange	Product	$2.1M	$2.1M	$1.1M
Gear blank	Product	$2.1M	$2.1M	$1.1M
Shaft assembly	Product	$2M	$2M	$1.1M
Pump housing	Product	$2M	$1.2M	$262.4K
Valve body	Product	$2M	$2M	$1.1M
Pump housing 02	Product	$252.2K	$252.2K	$66.8K
Small-batch fitting	Product	$170.2K	$170.2K	$42.2K
Prototype part	Product	$166.7K	$166.7K	$39.8K
Custom one-off job	Product	$110.3K	$110.3K	$27.1K

Name	Kind	Invoice	Pocket	Pocket margin
Machined flange 02	Product	$96.2K	$96.2K	−$7,120
Weldment frame	Product	$94.9K	$94.9K	$19.9K
Adapter plate	Product	$94.9K	$94.9K	$22.6K
Shaft assembly 02	Product	$94.7K	$94.7K	$23.7K
Valve body 02	Product	$92.6K	$92.6K	$22.9K
Rush repair part	Product	$85.3K	$85.3K	$20.4K
Impeller blank	Product	$73.3K	$73.3K	$18.1K
Bracket kit	Product	$73K	$73K	$18.3K
Manifold block	Product	$71.8K	$71.8K	$17.6K
Bushing set	Product	$61K	$61K	$14.6K
Gear blank 02	Product	$57.8K	$57.8K	−$7,070
Bearing cap 02	Product	$57.6K	$57.6K	−$8,742
Renewal kit	Product	$52.8K	$52.8K	$12.9K
Weldment frame 02	Product	$51.6K	$51.6K	−$6,993
Manifold block 02	Product	$47.3K	$47.3K	−$4,971
Bearing cap	Product	$35.8K	$35.8K	$9,366

Build the price book

Floors

Product	Floor	Source
Adapter plate	$2,936	Suggested from the corridor midpoint
Bearing cap	$1,336	Suggested from the corridor midpoint
Bearing cap 02	$1,536	Suggested from the corridor midpoint
Bracket kit	$1,986	Suggested from the corridor midpoint
Bushing set	$1,396	Suggested from the corridor midpoint
Custom one-off job	$2,936	Suggested from the corridor midpoint
Gear blank	$2,194	Suggested from the corridor midpoint
Gear blank 02	$2,349	Suggested from the corridor midpoint
Impeller blank	$2,466	Suggested from the corridor midpoint
Machined flange	$2,633	Suggested from the corridor midpoint
Machined flange 02	$2,554	Suggested from the corridor midpoint
Manifold block	$4,110	Suggested from the corridor midpoint
Manifold block 02	$2,226	Suggested from the corridor midpoint
Prototype part	$4,211	Suggested from the corridor midpoint
Pump housing	$1,300	Suggested from the corridor midpoint

Product	Floor	Source
Pump housing 02	$6,117	Suggested from the corridor midpoint
Renewal kit	$277	Suggested from the corridor midpoint
Rush repair part	$2,018	Suggested from the corridor midpoint
Shaft assembly	$2,281	Suggested from the corridor midpoint
Shaft assembly 02	$2,007	Suggested from the corridor midpoint
Small-batch fitting	$4,367	Suggested from the corridor midpoint
Valve body	$2,120	Suggested from the corridor midpoint
Valve body 02	$3,027	Suggested from the corridor midpoint
Weldment frame	$2,877	Suggested from the corridor midpoint
Weldment frame 02	$1,781	Suggested from the corridor midpoint

Size the moves

Plan is the sum of sized moves. Actual is the pocket change on a later invoice file. A blank actual is not filled in. The five-year pricing figure stays on its own and is not added to these moves.

Moves

Move	Change	Break-even
Price book	1.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Pump housing	2.2%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Valve body	2.6%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Shaft assembly	3.0%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Machined flange	3.4%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Gear blank	3.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Bearing cap	1.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Weldment frame	2.2%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Manifold block	2.6%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.

Move	Change	Break-even
Bushing set	3.0%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Impeller blank	3.4%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Adapter plate	3.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Bracket kit	1.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Prototype part	2.2%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Custom one-off job	2.6%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Rush repair part	3.0%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Small-batch fitting	3.4%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Pump housing 02	3.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Valve body 02	1.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Shaft assembly 02	2.2%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Machined flange 02	2.6%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.

Move	Change	Break-even
Gear blank 02	3.0%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Bearing cap 02	3.4%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Weldment frame 02	3.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Manifold block 02	1.8%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Renewal kit	2.2%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Pump housing	2.6%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.
Valve body	3.0%	Sized from the invoice book. Volume to hold is reviewed a t the monthly price meeting.

Make the calls

Customer letters are off.

PGOS does not email the letter. Download it and send it yourself.

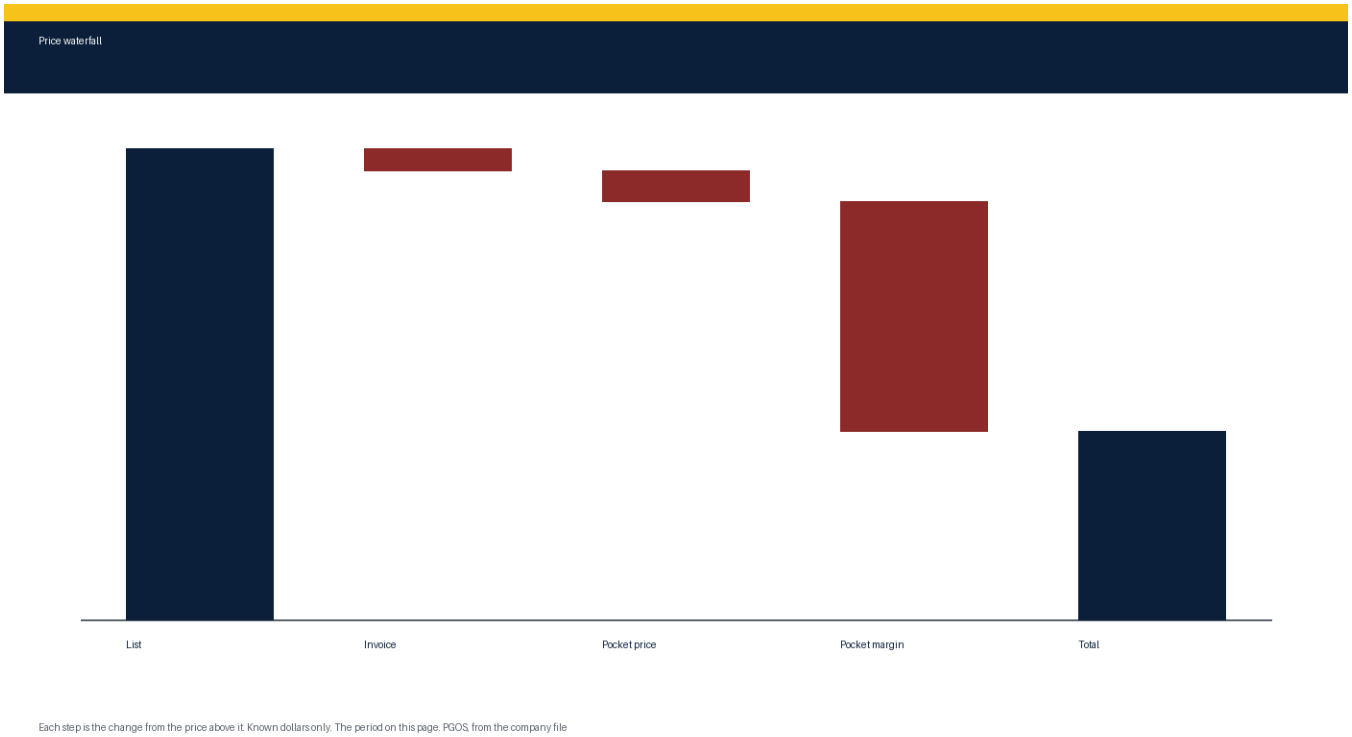
Hold the line

Pocket metrics

Measure	Current	Goal
Pocket margin after givebacks	41.9%	Hold the signed floor
Givebacks as a share of invoice	6.9%	Each giveback type named
Price realization	Not measured	At least 60% of the planned pocket change
Open price exceptions	0	Zero open leaks

Walk the price waterfall

Walk the price waterfall: List $12.56M, then Invoice $12.00M, then Pocket price $11.17M, then Pocket margin $5.03M. The largest named giveback on this file is Volume rebate at $829.9K.



Each step is the change from the price above it. Known dollars only. The period on this page. PGOS, from the company file

Practical levers

Sized moves post once. The five-year pricing figure is not added on top of them.

Realization is measured when a later upload shows the pocket change. A modeled capture rate is not an actual.

Price response: Observed, not proven: other things changed too Not enough evidence. Type the loss rates yourself.

0 open exceptions. Approve one only with the price owner's note, or close it when the leak is fixed.

Levers

Lever
Start with Volume rebate. It is the largest named giveback on this file.
Hold list price. An on-invoice discount is one leak. Do not subtract that same dollar again as a giveback.
Pick the giveback you will not match, and keep it off the next deal.
An exception is approved only when the price owner writes why. Closing it does not post a d ollar.
Realization is the pocket change on the next invoice file divided by the planned change. A m odel is not an actual.
A sized move posts once on the Profit Bridge. The five-year pricing figure is not added again .

Customer letters

Customer price letters are off. Only the named price owner can turn them on. PGOS does not email a customer.

PGOS does not email a customer.