THE 80/20 INSTITUTE

Larkspur Precision

Scorecard

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 $268,199. Target $230,769. 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 48.8%. Target 48.8%. 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 22.5%. Target 24.4%. 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 (48.8%), which is 24.4%. Small accounts are every account that is not core.
Days to get paid	How to read this. Days to get paid is 54.0 days. Target 54.0 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 $740,526. Floor $565,694. 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	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 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
Voluntary turnover	42%
New offer pipeline	32%
Training hours	32%
Core accounts covered	24%
Backlog dollars	19%
Right to Grow	19%
Scrap or warranty	6%
Recordable incidents	6%