THE 80/20 INSTITUTE

Larkspur Precision

SIOP Book

November 16, 2026

The period shown on this page. 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.

SIOP. Demand $10,865,581. Supply $10,253,633. Inventory $9,840,079. Gap $611,948. Forecast miss 7.3% across July 2025 through October 2026. 7 proposals. $6,895,860. A dollar reaches the Profit Bridge only when the owner approves a measured effect. November 2026. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

Executive pack

November 2026 for Larkspur Precision.

Demand, supply, and inventory are one plan. A dollar in this book is proposed. It is not posted to the Profit Bridge.

Monthly cycle

This month's cycle

Step	Owner	Date	Status	Decision
Product and portfolio review	Anita Rao	2026-11-03	Decided	Skids and vessels are the core. Spare kits do not earn a new bay.
Demand plan	Tom Reyna	2026-11-05	Late	Waiting on the owner.
Supply and capacity plan	Devon Walsh	2026-11-07	Decided	Build heat-exchange bundles only against a named order.
Pre-SIOP financial and inventory reconciliation	Irene Kowalski	2026-11-13	Open	Waiting on the owner.
Executive SIOP sign-off	Carla Bennett	2026-11-18	Held	Waiting on the owner.

Eighteen-month plan

Consensus plan by product family. Units and dollars.

Demand, supply, and inventory

Family	Month	Demand units	Demand $	Supply units	Supply $	Inventory units	Inventory $
Process skids	November 2026	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	December 2026	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	January 2027	7	$2,800,875	7	$2,800,875	10	$4,001,250
Process skids	February 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	March 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	April 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	May 2027	9	$3,601,125	9	$3,601,125	10	$4,001,250
Process skids	June 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	July 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	August 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	September 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	October 2027	9	$3,601,125	9	$3,601,125	10	$4,001,250
Process skids	November 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	December 2027	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	January 2028	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	February 2028	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	March 2028	8	$3,201,000	8	$3,201,000	10	$4,001,250
Process skids	April 2028	8	$3,201,000	8	$3,201,000	10	$4,001,250

Family	Month	Demand units	Demand $	Supply units	Supply $	Inventory units	Inventory $
Pressure vessels	November 2026	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	December 2026	23	$1,840,000	23	$1,840,000	20	$1,600,000
Pressure vessels	January 2027	22	$1,760,000	22	$1,760,000	20	$1,600,000
Pressure vessels	February 2027	23	$1,840,000	23	$1,840,000	20	$1,600,000
Pressure vessels	March 2027	24	$1,920,000	24	$1,920,000	20	$1,600,000
Pressure vessels	April 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	May 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	June 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	July 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	August 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	September 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	October 2027	25	$2,000,000	25	$2,000,000	20	$1,600,000
Pressure vessels	November 2027	24	$1,920,000	24	$1,920,000	20	$1,600,000
Pressure vessels	December 2027	23	$1,840,000	23	$1,840,000	20	$1,600,000
Pressure vessels	January 2028	23	$1,840,000	23	$1,840,000	20	$1,600,000
Pressure vessels	February 2028	24	$1,920,000	24	$1,920,000	20	$1,600,000
Pressure vessels	March 2028	23	$1,840,000	23	$1,840,000	20	$1,600,000
Pressure vessels	April 2028	24	$1,920,000	24	$1,920,000	20	$1,600,000
Heat-exchange bundles	November 2026	11	$1,707,200	9	$1,396,800	13	$2,017,600
Heat-exchange bundles	December 2026	11	$1,707,200	9	$1,396,800	11	$1,707,200

Family	Month	Demand units	Demand $	Supply units	Supply $	Inventory units	Inventory $
Heat-exchange bundles	January 2027	10	$1,552,000	9	$1,396,800	10	$1,552,000
Heat-exchange bundles	February 2027	11	$1,707,200	9	$1,396,800	8	$1,241,600
Heat-exchange bundles	March 2027	11	$1,707,200	9	$1,396,800	6	$931,200
Heat-exchange bundles	April 2027	11	$1,707,200	9	$1,396,800	4	$620,800
Heat-exchange bundles	May 2027	11	$1,707,200	9	$1,396,800	2	$310,400
Heat-exchange bundles	June 2027	12	$1,862,400	9	$1,396,800	0	$0
Heat-exchange bundles	July 2027	12	$1,862,400	9	$1,396,800	0	$0
Heat-exchange bundles	August 2027	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	September 2027	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	October 2027	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	November 2027	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	December 2027	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	January 2028	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	February 2028	10	$1,552,000	9	$1,396,800	0	$0
Heat-exchange bundles	March 2028	11	$1,707,200	9	$1,396,800	0	$0
Heat-exchange bundles	April 2028	11	$1,707,200	9	$1,396,800	0	$0
Piping spools	November 2026	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	December 2026	17	$1,208,887	17	$1,208,887	7	$497,777
Piping spools	January 2027	17	$1,208,887	17	$1,208,887	7	$497,777
Piping spools	February 2027	18	$1,279,998	18	$1,279,998	7	$497,777

Family	Month	Demand units	Demand $	Supply units	Supply $	Inventory units	Inventory $
Piping spools	March 2027	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	April 2027	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	May 2027	19	$1,351,109	19	$1,351,109	7	$497,777
Piping spools	June 2027	19	$1,351,109	19	$1,351,109	7	$497,777
Piping spools	July 2027	19	$1,351,109	19	$1,351,109	7	$497,777
Piping spools	August 2027	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	September 2027	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	October 2027	19	$1,351,109	19	$1,351,109	7	$497,777
Piping spools	November 2027	19	$1,351,109	19	$1,351,109	7	$497,777
Piping spools	December 2027	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	January 2028	16	$1,137,776	16	$1,137,776	7	$497,777
Piping spools	February 2028	17	$1,208,887	17	$1,208,887	7	$497,777
Piping spools	March 2028	18	$1,279,998	18	$1,279,998	7	$497,777
Piping spools	April 2028	19	$1,351,109	19	$1,351,109	7	$497,777
Spare kits	November 2026	47	$1,090,212	34	$788,664	26	$603,096
Spare kits	December 2026	45	$1,043,820	34	$788,664	15	$347,940
Spare kits	January 2027	44	$1,020,624	34	$788,664	5	$115,980
Spare kits	February 2027	43	$997,428	34	$788,664	0	$0
Spare kits	March 2027	45	$1,043,820	34	$788,664	0	$0
Spare kits	April 2027	47	$1,090,212	34	$788,664	0	$0
Spare kits	May 2027	49	$1,136,604	34	$788,664	0	$0
Spare kits	June 2027	50	$1,159,800	34	$788,664	0	$0

Family	Month	Demand units	Demand $	Supply units	Supply $	Inventory units	Inventory $
Spare kits	July 2027	47	$1,090,212	34	$788,664	0	$0
Spare kits	August 2027	46	$1,067,016	34	$788,664	0	$0
Spare kits	September 2027	47	$1,090,212	34	$788,664	0	$0
Spare kits	October 2027	49	$1,136,604	34	$788,664	0	$0
Spare kits	November 2027	48	$1,113,408	34	$788,664	0	$0
Spare kits	December 2027	44	$1,020,624	34	$788,664	0	$0
Spare kits	January 2028	43	$997,428	34	$788,664	0	$0
Spare kits	February 2028	44	$1,020,624	34	$788,664	0	$0
Spare kits	March 2028	47	$1,090,212	34	$788,664	0	$0
Spare kits	April 2028	48	$1,113,408	34	$788,664	0	$0
Field install	November 2026	17	$1,587,171	17	$1,587,171	12	$1,120,356
Field install	December 2026	16	$1,493,808	16	$1,493,808	12	$1,120,356
Field install	January 2027	15	$1,400,445	15	$1,400,445	12	$1,120,356
Field install	February 2027	15	$1,400,445	15	$1,400,445	12	$1,120,356
Field install	March 2027	16	$1,493,808	16	$1,493,808	12	$1,120,356
Field install	April 2027	17	$1,587,171	17	$1,587,171	12	$1,120,356
Field install	May 2027	17	$1,587,171	17	$1,587,171	12	$1,120,356
Field install	June 2027	17	$1,587,171	17	$1,587,171	12	$1,120,356
Field install	July 2027	16	$1,493,808	16	$1,493,808	12	$1,120,356
Field install	August 2027	16	$1,493,808	16	$1,493,808	12	$1,120,356
Field install	September 2027	17	$1,587,171	17	$1,587,171	12	$1,120,356
Field install	October 2027	17	$1,587,171	17	$1,587,171	12	$1,120,356
Field install	November 2027	16	$1,493,808	16	$1,493,808	12	$1,120,356

Family	Month	Demand units	Demand $	Supply units	Supply $	Inventory units	Inventory $
Field install	December 2027	15	$1,400,445	15	$1,400,445	12	$1,120,356
Field install	January 2028	15	$1,400,445	15	$1,400,445	12	$1,120,356
Field install	February 2028	16	$1,493,808	16	$1,493,808	12	$1,120,356
Field install	March 2028	16	$1,493,808	16	$1,493,808	12	$1,120,356
Field install	April 2028	16	$1,493,808	16	$1,493,808	12	$1,120,356

Forecast accuracy and bias

Accuracy is the average absolute miss. Bias above zero means the forecast ran high.

Trailing closed months

Family	Months	Accuracy miss	Bias
All families	96	7.3%	1.8%
Process skids	16	12.6%	12.6%
Pressure vessels	16	5.9%	-5.9%
Heat-exchange bundles	16	8.9%	8.9%
Piping spools	16	3.1%	-3.1%
Spare kits	16	7.0%	7.1%
Field install	16	6.2%	-6.2%

Capacity

Constraints

Constraint	Family	Demand	Limit	Status	Note
Bay hours for process skids	Process skids	8	11	Open	Process skids has room this month.
Bay hours for pressure vessels	Pressure vessels	25	28	Tight	Pressure vessels is inside the limit, with little room left.
Bay hours for heat-exchange bundles	Heat-exchange bundles	11	9	Over	Heat-exchange bundles demand is past the limit. The buy plan cannot close it alone.
Bay hours for piping spools	Piping spools	18	27	Open	Piping spools has room this month.
Bay hours for spare kits	Spare kits	47	34	Over	Spare kits demand is past the limit. The buy plan cannot close it alone.
Bay hours for field install	Field install	17	18	Tight	Field install is inside the limit, with little room left.

Plan, actual, and capacity

November 2025 through October 2026. Each point is the demand plan, the actual demand, and the capacity limit.

Nothing here posts.

Closed months

Month	Plan	Actual	Capacity
November 2025	$11,109,216	$10,785,581	$12,427,370
December 2025	$10,890,405	$10,495,659	$12,427,370
January 2026	$10,204,793	$9,776,439	$12,427,370
February 2026	$10,758,595	$10,378,156	$12,427,370
March 2026	$11,129,461	$10,749,022	$12,427,370
April 2026	$11,203,523	$10,879,888	$12,427,370
May 2026	$11,439,667	$11,044,921	$12,427,370
June 2026	$11,637,749	$11,186,199	$12,427,370
July 2026	$11,401,220	$11,020,781	$12,427,370
August 2026	$11,246,020	$10,865,581	$12,427,370
September 2026	$11,203,523	$10,879,888	$12,427,370
October 2026	$11,439,667	$11,044,921	$12,427,370

Buy plan

Suppliers are the names already on the Procurement file.

Buys

Family	Item	Supplier	Units	Dollars	Need by	Status
Process skids	Process skids replenishment	Alden Plate and Coil	1	$220,069	2026-12-15	Released
Pressure vessels	Pressure vessels replenishment	Bramble Tube Mill	2	$88,000	2027-01-05	Draft
Heat-exchange bundles	Heat-exchange bundles replenishment	Cinder Valve Works	5	$426,800	2027-01-26	Held
Piping spools	Piping spools replenishment	Dune Paint	2	$78,222	2027-02-16	Released
Spare kits	Spare kits replenishment	Elm Fastener	34	$433,765	2027-03-09	Draft
Field install	Field install replenishment	Farrow Motors	1	$51,350	2027-03-30	Held
Process skids	Process skids cover stock	Gable Gauges	1	$220,069	2027-02-15	Held
Pressure vessels	Pressure vessels cover stock	Hearth Welding Gas	1	$44,000	2027-02-15	Draft

Scenarios

Gap is demand dollars minus supply dollars across the eighteen months.

Gap by family

Family	Consensus gap	Upside gap	Constrained gap
Process skids	$0	$0	$0
Pressure vessels	$0	$0	$0
Heat-exchange bundles	$5,587,200	$8,380,800	$8,380,800
Piping spools	$0	$0	$0
Spare kits	$5,126,316	$7,469,112	$6,378,900
Field install	$0	$560,178	$560,178

Largest gap

Eighteen months. Each bar is demand minus supply for one scenario. A surplus stays off. A blank stays off. A known zero stays on. The longest bar is the largest gap. Nothing here posts.

Each bar is demand minus supply over eighteen months. A surplus, where supply is larger than demand, stays off. A blank stays off. A known zero stays on the chart. Two scenarios with the same name stay apart. The longest bar is the largest gap. The chart shows the eight largest. The rest stay on the list. Nothing posts.

Nothing here posts.

Unmet demand

Scenario	Gap
Upside	$16,410,090
Constrained	$15,319,878
Consensus	$10,713,516

Decisions

Decisions

Decision	Owner	Date	Status	Proposed $	Follow-through
Build process skids only to the booked load.	Anita Rao	2025-09-18	Kept	$1,600,500	Not filed
Review pressure vessels before the executive meeting.	Tom Reyna	2025-10-18	Open		Not filed
Move the heat-exchange bundles change to the next month.	Devon Walsh	2025-11-18	Slipped	$931,200	Not filed
Leave piping spools on the current plan.	Irene Kowalski	2025-12-18	Declined		Not filed
Build spare kits only to the booked load.	Carla Bennett	2026-01-18	Kept	$115,980	Not filed
Review field install before the executive meeting.	Anita Rao	2026-02-18	Open		Not filed
Move the process skids change to the next month.	Tom Reyna	2026-03-18	Slipped	$1,600,500	Not filed

Decision	Owner	Date	Status	Proposed $	Follow-through
Leave pressure vessels on the current plan.	Devon Walsh	2026-04-18	Declined		Not filed
Build heat-exchange bundles only to the booked load.	Irene Kowalski	2026-05-18	Kept	$931,200	Not filed
Review piping spools before the executive meeting.	Carla Bennett	2026-06-18	Open		Not filed
Move the spare kits change to the next month.	Anita Rao	2026-07-18	Slipped	$115,980	Not filed
Leave field install on the current plan.	Tom Reyna	2026-08-18	Declined		Not filed
Build process skids only to the booked load.	Devon Walsh	2026-09-18	Kept	$1,600,500	Not filed
Review pressure vessels before the executive meeting.	Irene Kowalski	2026-10-18	Open		Not filed

Profit Bridge proposals

These amounts are proposed. Nothing in this section is posted to the Profit Bridge.

Proposals

Decision	Amount	Profit Bridge
Build process skids only to t he booked load.	$1,600,500	Not posted
Move the heat-exchange bu ndles change to the next mo nth.	$931,200	Not posted
Build spare kits only to the b ooked load.	$115,980	Not posted
Move the process skids cha nge to the next month.	$1,600,500	Not posted
Build heat-exchange bundle s only to the booked load.	$931,200	Not posted
Move the spare kits change t o the next month.	$115,980	Not posted
Build process skids only to t he booked load.	$1,600,500	Not posted

Product and portfolio review

Quad 1 is the core volume. Quad 3 and Quad 4 are the tail.

Families by quad

Family	Quad	Role	Units	Dollars	Share
Process skids	Quad 1	Core volume	8	$3,201,000	29.5%
Pressure vessels	Quad 1	Core volume	25	$2,000,000	18.4%
Heat-exchange bundles	Quad 1	Core volume	11	$1,707,200	15.7%
Field install	Quad 1	Core volume	17	$1,587,171	14.6%
Piping spools	Quad 1	Core volume	18	$1,279,998	11.8%
Spare kits	Quad 4	Tail complexity	47	$1,090,212	10.0%

Launches and sunsets

Family	Move	Effect	Owner
Field install	Launch	Field install is the launch. It pulls the same weld hours as the skids.	Anita Rao
Spare kits	Sunset	Spare kits beyond the booked machines are the sunset.	Anita Rao

Which quad holds the volume

The period on this page. The current cycle. Each bar is the volume dollars in one quad. A quad with no families stays off. A loss stays off. A known zero stays on. The longest bar holds the most. Nothing here posts.

Quad 1 holds $9,775,369. Quad 4 holds $1,090,212. The table appears when three quads have volume.

Each bar is the volume dollars already rolled into that quad. A quad with no families 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. Nothing posts.

Demand plan

Unconstrained demand beside consensus

Family	Quad	Consensus units	Consensus $	Unconstrained units	Unconstrained $
Process skids	Quad 1	8	$3,201,000	9	$3,601,125
Pressure vessels	Quad 1	25	$2,000,000	28	$2,240,000
Heat-exchange bundles	Quad 1	11	$1,707,200	12	$1,862,400
Piping spools	Quad 1	18	$1,279,998	20	$1,422,220
Spare kits	Quad 4	47	$1,090,212	53	$1,229,388
Field install	Quad 1	17	$1,587,171	19	$1,773,897

Customer demand signals

Customer	Family	Direction	Signal
Bramble Facilities 01	Process skids	up	A named skid order moved from January into December.
Pellam Grain House 01	Pressure vessels	flat	Vessel demand stays on the booked bays.
Northwick Packing Hall 01	Spare kits	down	Spare-kit inquiries cooled. Do not build ahead.

Assumptions

Assumption	Owner	Date
November keeps the price already on the invoice.	Irene Kowalski	2026-11-04
No new line or crew is added inside this month.	Devon Walsh	2026-11-07

Assumption	Owner	Date
The forecast moves only wh en a named customer signal is written down.	Tom Reyna	2026-11-05

Pre-SIOP reconciliation

Inventory turns: 13.3.

Days on hand: 21.

Cash tied up in Quad 3 and Quad 4 this month: $603,096.

On time in full, from shipped units against demand: 100.0%.

This month's working-capital pictures

Picture	Ending inventory	Gap
Consensus	$9,840,079	$611,948
Upside	$9,452,340	$999,687
Constrained	$9,521,928	$930,099

Executive sign-off

Each row is a timestamped receipt. An empty month is left out.

Receipts

Date	Owner	Signed at	What was signed
2026-10-20	Carla Bennett	2026-10-20T15:00:00+00:00	October demand, supply, and inventory were signed as one plan.

Operating playbook

Rank product families by volume. The few that hold about 80 percent are Quad 1, the core. Quad 3 and Quad 4 are the tail: more codes, more setups, and cash that sits still. Name each launch and each sunset before anyone forecasts the month.

Write the unconstrained forecast by family and by quad. Then read the miss and the bias. A forecast that runs high builds stock. A forecast that runs low misses the customer. Log the assumption and the customer signal that moved the number.

Put demand on the plant, the line, the crew, or the warehouse. Utilization past the limit is a bottleneck. Labor hours and supplier lead time are constraints. The choices are make, buy, or shift the work.

Set demand beside supply. Read the gap, the turns, the days on hand, and the cash tied up in Quad 3 and Quad 4. On time in full is a trade against that cash. Pick the picture the company can fund.

One owner signs the month: demand, supply, and inventory, together. Decisions and open issues leave with a name and a date. The receipt is the record. A dollar reaches the Profit Bridge only when that owner approves a measured effect on throughput, working capital, or service level.

- Week 1. Product and portfolio review. Confirm Quad 1 and the tail. Name launches and sunsets.
- Week 1. Demand review. Lock the unconstrained forecast, the miss, and the bias.
- Week 2. Supply review. Name the bottleneck, the labor limit, and the supplier lead time.
- Week 2. Pre-meeting reconciliation. Close the gap, the days on hand, and the cash.
- Week 3. Executive meeting. Sign the one plan. File the issues. Leave with owners and dates.