THE 80/20 INSTITUTE

Larkspur Precision

Strategy Deployment Book

November 29, 2026

The period shown on this page. PGOS, from the company file.

The 80/20 Institute

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Anita Rao

Sample company. These aren't your numbers.

- One new offer for core accounts — On track.
- Write the stop rule before the next offer is funded — Not started.
- Take dead items off the quote form — On track.
- Product work for Larkspur Precision.
- End two money-losing items. Product work for Larkspur Precision.
- New offer the core accounts asked for. Product work for Larkspur Precision.
- Floor price on custom work. Product work for Larkspur Precision.
- Price book the sellers use. Product work for Larkspur Precision.
- Catalog cleanup of dead items. Product work for Larkspur Precision.
- Stop rule written before the next offer. Product work for Larkspur Precision.
- Dead items off the quote form. Product work for Larkspur Precision.

Quarterly milestones

Milestone
Owner named and the first check written
Mid-quarter review with the numbers
Owner named and the first check written
Mid-quarter review with the numbers
Owner named and the first check written
Mid-quarter review with the numbers
Quarterly review 2026-10-16.

Scorecard

Measure	Goal	Current
Single-source items	under 9.5	8.17
Dead catalog items	under 6.5	5.59
New offer pipeline	1.5	1.02

Measure	Goal	Current
Unprofitable items	under 4.5	3.87
Engineering days on a quote	under 12.6 days	13.4 days

Weekly check-in agenda

Item
Scorecard: owner, goal, on track or off track
The Critical Few: On track or Off track
Headlines: customer and employee
Issues: identify, discuss, solve
To-dos: owner and due date
Check-in: write what you decided

Carla Bennett

- One-page pack signed for the last month — On track.
- Red scorecard rows have an owner — On track.
- Ceo work for Larkspur Precision.
- One-page pack for the last closed month. Ceo work for Larkspur Precision.

Quarterly milestones

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Scorecard

Measure	Goal	Current
Decisions written	2.5	2.7

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Devon Walsh

- On-time delivery back to the goal — On track.
- Exit the unprofitable tail — Off track.
- Second quote on the top two vendors — On track.
- Name the step that sets the promise date — Off track.
- Hold a weekly look at scrap or callbacks — On track.
- Second source named for the single-source part — Not started.
- Operations work for Larkspur Precision.
- On-time recovery on the late jobs. Operations work for Larkspur Precision.
- Tail-customer exit list. Operations work for Larkspur Precision.
- Callback or rework review. Operations work for Larkspur Precision.
- Overtime cap on the largest crew. Operations work for Larkspur Precision.
- Vendor bid on the top spend. Operations work for Larkspur Precision.
- Second source for the single-source part. Operations work for Larkspur Precision.
- Freight allowance rules. Operations work for Larkspur Precision.
- Constraint on the promise date. Operations work for Larkspur Precision.
- Second source for the part that stops the line. Operations work for Larkspur Precision.

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Scorecard

Measure	Goal	Current
On-time delivery	97.5%	98.5%
Callbacks or rework	under 7.0%	6.0%
Inventory or parts turns	4.9	5.29
Safety near misses logged	6.5	6.17
Recordable incidents	under 0.5	0.53
First-pass yield or first-time fi x	94.5%	95.5%
Vendor bids opened	2.5	2.7
Unprofitable customers	under 7.5	7.95
Backlog weeks	2.5 to 6.5	6.74
Scrap or warranty	under $24,840	$26,330
Schedule adherence	91.5%	92.5%
First-pass weld	95.5%	96.5%

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Check-in: write what you decided

Irene Kowalski

- Gross margin holds at the year plan — On track.
- Receivables inside terms — On track.
- Close the month by the eighth working day — On track.
- Cash and the covenant on the first page — On track.
- Finance work for Larkspur Precision.
- Weekly cash and receivables. Finance work for Larkspur Precision.
- Overhead freeze on open reqs. Finance work for Larkspur Precision.
- Month-close checklist. Finance work for Larkspur Precision.
- Discount leakage report. Finance work for Larkspur Precision.
- Inventory or parts turns. Finance work for Larkspur Precision.
- Covenant and cash on page one. Finance work for Larkspur Precision.
- Overhead accounts that do not serve the core. Finance work for Larkspur Precision.

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Scorecard

Measure	Goal	Current
Revenue	$3,000,000	$3,112,702

Measure	Goal	Current
Gross margin	48.8%	48.8%
Overhead	under $582,000	$603,864
Overhead share of sales	under 19.4%	19.4%
Right to Grow	2	1.63
Quad 4 share of sales	under 10.0%	9.0%
Receivables past terms	under 13.5%	14.3%
Month close day	6.6 days to 9.6 days	8.1 days
Cash collected this week	$318,462	$406,125
Freight given away	under $16,560	$14,242
Backlog dollars	$662,400 to $1,159,200	$1,382,760
Gross profit	$1,464,900	$1,519,933
Contribution after overhead	$882,900	$916,068

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Marcus Hale

- A backup named for each lead seat — On track.
- Open seats in the largest crew — Off track.
- Finish the quarterly reviews that are still blank — Not started.
- Decide the seat that has stopped growing — Off track.
- People work for Larkspur Precision.
- Backup chart for lead seats. People work for Larkspur Precision.
- Hiring plan for the open crew. People work for Larkspur Precision.
- Quarterly reviews finished. People work for Larkspur Precision.
- Stay interviews in the largest department. People work for Larkspur Precision.
- Trainer for the new hires. People work for Larkspur Precision.
- Talent review that ends in a decision. People work for Larkspur Precision.

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Scorecard

Measure	Goal	Current
Overtime share	under 10.5%	9.0%
Open seats	under 4.5	3.87

Measure	Goal	Current
Reviews finished	93.5%	94.5%
Voluntary turnover	under 14.5%	20.6%
Training hours	118 hours	81 hours

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Operations

- Set order minimums and setup charges on small runs — Off track. Set order minimums and setup charges on small runs

Quarterly milestones

Milestone
Set order minimums and setup charges on small runs
Quarterly review 2026-10-16.

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Sales

- Reprice custom jobs quoted below true cost — On track. Reprice custom jobs quoted below true cost
- Give freed machine hours to repeat work for top customers — On track. Give freed machine hours to repeat work for top customers

Quarterly milestones

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Reprice custom jobs quoted below true cost
Give freed machine hours to repeat work for top customers
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Tom Reyna

- Hold the price floor on core accounts — On track.
- Visit every core account this quarter — On track.
- Forecast only deals with a date and a way out — On track.
- Name the wallet the largest account buys elsewhere — Not started.
- Walk away from the quote below the floor — Off track.
- Sales work for Larkspur Precision.
- Reprice the three deepest discounts. Sales work for Larkspur Precision.
- Monthly call plan for core accounts. Sales work for Larkspur Precision.
- Walk-away rule on one-off quotes. Sales work for Larkspur Precision.
- New-account list for the core line. Sales work for Larkspur Precision.
- Quote desk standard reply. Sales work for Larkspur Precision.
- Contract renewal calendar. Sales work for Larkspur Precision.
- Win rate by quad on the forecast. Sales work for Larkspur Precision.
- Wallet map for the ten largest accounts. Sales work for Larkspur Precision.

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Scorecard

Measure	Goal	Current
Quote cycle days	under 4.8 days	4.1 days
Core accounts covered	92.5%	70.3%
Discount beyond the floor	under 8.5%	9.0%
Price book compliance	88.5%	84.5%
Win rate on core quotes	38.5%	41.6%

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