THE 80/20 INSTITUTE

Larkspur Precision

CEO Book

November 29, 2026

This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026. Profit Bridge, from the company file.

The 80/20 Institute

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How to read this page

Sample company. These aren't your numbers.

Value. Baseline $1.3M. Goal $1.7M. Sized plan $491K. Projected EBITDA $1.8M. Recorded $192.2K. Recorded is what has already posted, and it is not this year's goal. Ahead $91K. A blank actual stays blank. 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 profit picture

Sized plan $491K. Counted once from sourced lines. The line total matches.

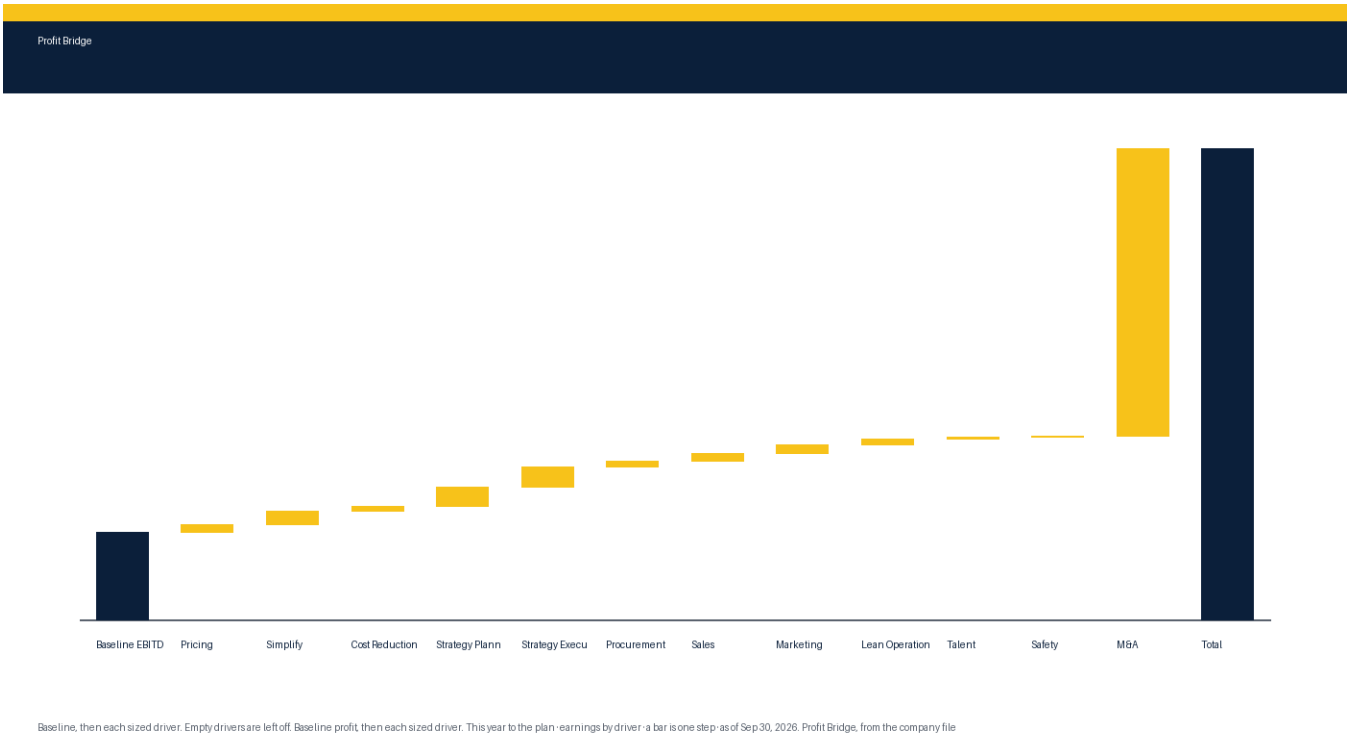
Baseline EBITDA $1.3M.

Sized plan $491K.

Recorded actual $192.2K.

This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026

Profit Bridge, from the company file



Baseline, then each sized driver. Empty drivers are left off. Baseline profit, then each sized driver. This year to the plan · earnings by driver · a bar is one step · as of Sep 30, 2026. Profit Bridge, from the company file

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Profit Bridge

Source	Plan	Actual	Status
Pricing	$122.7K	Not recorded	at_risk
Simplify	$195.4K	Not recorded	at_risk
Cost Reduction	$69.9K	Not recorded	at_risk

Source	Plan	Actual	Status
Strategy Planning	$286K	$234K	On track
Strategy Execution	$295.3K	$198K	On track
Procurement	$91.2K	$91.2K	On track
Sales	$117.8K	Not recorded	at_risk
Marketing	$117.2K	Not recorded	at_risk
Lean Operations	$96K	$73.7K	On track
Talent	$25.6K	$16.1K	On track
Safety	$13K	$11.2K	On track
M&A	$4.3M	$4.2M	On track

The Critical Few

Initiatives

Initiative	Owner	Status	Plan	Actual
Reprice custom jobs quoted bel ow true cost	Sales	On track	Not yet sized	Not recorded
Set order minim ums and setup charges on sma ll runs	Operations	Off track	Not yet sized	Not recorded
Give freed mac hine hours to re peat work for to p customers	Sales	On track	Not yet sized	Not recorded
Hold the price fl oor on core acc ounts	Tom Reyna	On track	Not yet sized	Not recorded
Visit every core account this qu arter	Tom Reyna	On track	Not yet sized	Not recorded
On-time deliver y back to the go al	Devon Walsh	On track	Not yet sized	Not recorded
Exit the unprofit able tail	Devon Walsh	Off track	Not yet sized	Not recorded
Gross margin h olds at the year plan	Irene Kowalski	On track	Not yet sized	Not recorded
Receivables insi de terms	Irene Kowalski	On track	Not yet sized	Not recorded
A backup name d for each lead seat	Marcus Hale	On track	Not yet sized	Not recorded
Open seats in t he largest crew	Marcus Hale	Off track	Not yet sized	Not recorded

Initiative	Owner	Status	Plan	Actual
One new offer f or core account s	Anita Rao	On track	Not yet sized	Not recorded
Second quote o n the top two ve ndors	Devon Walsh	On track	Not yet sized	Not recorded
Forecast only d eals with a date and a way out	Tom Reyna	On track	Not yet sized	Not recorded
Name the wallet the largest acco unt buys elsewh ere	Tom Reyna	Not started	Not yet sized	Not recorded
Name the step t hat sets the pro mise date	Devon Walsh	Off track	Not yet sized	Not recorded
Hold a weekly l ook at scrap or callbacks	Devon Walsh	On track	Not yet sized	Not recorded
Close the mont h by the eighth working day	Irene Kowalski	On track	Not yet sized	Not recorded
Cash and the c ovenant on the f irst page	Irene Kowalski	On track	Not yet sized	Not recorded
Finish the quart erly reviews that are still blank	Marcus Hale	Not started	Not yet sized	Not recorded
Decide the seat that has stoppe d growing	Marcus Hale	Off track	Not yet sized	Not recorded
Write the stop r ule before the n ext offer is fund ed	Anita Rao	Not started	Not yet sized	Not recorded

Initiative	Owner	Status	Plan	Actual
Take dead items off the quote form	Anita Rao	On track	Not yet sized	Not recorded
One-page pack signed for the last month	Carla Bennett	On track	Not yet sized	Not recorded
Red scorecard rows have an owner	Carla Bennett	On track	Not yet sized	Not recorded
Second source named for the single-source part	Devon Walsh	Not started	Not yet sized	Not recorded
Walk away from the quote below the floor	Tom Reyna	Off track	Not yet sized	Not recorded