Comfort Pro Heating & Air

Product Management Book

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 this page

Sample company. These aren't your numbers.

Product line. Planned Not yet sized. Actual Not recorded. Variance Not recorded. Ship 0. Kill 6. Existing product margin stays on Simplify. 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 line

15 products on the line, 3 families. Simplify keeps the placement. This page reads it. Vitality is 15.0 percent.

Vitality is 15.0 percent It is not a posted dollar.

The placement of a product stays on Simplify.

- Products on the line: 15.
- Families: 3.
- Offerings being ended: 5.
- Ideas: 6 at Stopped, 3 at Build, 3 at Launch, 6 at Idea, 1 at Business case, 1 at Definition, 1 at Test / pilot, 1 at After-launch review
- Ship: 0. Kill: 6.

Portfolio status mix

Ship is an idea that was accepted. Kill is an idea that was killed or already stopped. Neither posts a dollar.

Status mix

Status	Count
Ship	0
Kill	6
Park	0
Open	16

Product-line rationalization

Complexity cost. Every extra product name costs a quote, a bin, a drawing, and a mistake. The tail of the line looks small in revenue and large in the time it takes from the people who serve the vital few. Count the names. Do not invent a dollar for complexity removed. The margin already sits on Simplify.

Tail sunset checklist. Name the product and the owner. Name the substitute the customer can buy. Record the last order date, then stop taking the order. Run out the inventory you already hold and do not buy more. Tell the accounts that still order it. Write the way back if a named account cannot switch. Sign it. This checklist posts no dollar.

Launch versus kill. Accept an idea only when the customer sentence is clear and a named person will own the next piece of work. Park it when the timing is wrong, and write the date you will look again. Kill it when the evidence says stop, and do not keep spending. A kill and a ship both belong on the status mix so the line does not hide what you stopped.

Workbench

Quad and the Simplify decision are read only.

Which product holds the sales

This year.

Products on the file

Product	Family	Quad	Simplify decision	Revenue	Launch year	Vitality	On the line
Renewal kit	Renewal	Quad 4	starve	813	2014	Not in the score	end
Callback visit	Catalog tail	Quad 4	keep	9,902	2014	Not in the score	end
Thermostat install	Catalog tail	Quad 4	exit	10,708	2014	Not in the score	end
System replacement	Catalog tail	Quad 4	reprice	10,843	2014	Not in the score	end
Small one-off job	Catalog tail	Quad 4	starve	11,049	2014	Not in the score	end
Duct cleaning	Catalog tail	Quad 4	keep	11,090	2014	Not in the score	end
Maintenance plan	Core line	Quad 1	reprice	865,412	2019	Not in the score	keep
Furnace repair	Core line	Unknown		Unknown	2019	Not in the score	keep
AC repair	Core line	Unknown		Unknown	2019	Not in the score	keep
Water heater replacement	Catalog tail	Unknown		Unknown	2014	Not in the score	end
Drain cleaning	Catalog tail	Unknown		Unknown	2014	Not in the score	end
Pipe repair	Catalog tail	Unknown		Unknown	2014	Not in the score	end
Light commercial rooftop service	Catalog tail	Unknown		Unknown	2014	Not in the score	end
After-hours emergency call	Catalog tail	Unknown		Unknown	2014	Not in the score	end
Diagnostic only	Catalog tail	Unknown		Unknown	2014	Not in the score	end

Sales

Product	Sales
Maintenance plan	$865.4K
Duct cleaning	$11.1K
Small one-off job	$11.0K
System replacement	$10.8K
Thermostat install	$10.7K
Callback visit	$9.9K
Renewal kit	$813

End of an offering

Ending a product records the last order date and stops new orders after that date. It does not post a dollar to the Profit Bridge. The margin on a product already in the file stays on Simplify, so this step does not add a second savings number.

Endings

Product	Substitute	Run-out	Notice	Way back	Last order	Signature
System replacement	Maintenance plan	Sell what is on the shelf, then stop quoting it.	Tell the accounts that ordered it in the last year.	If a named account cannot switch, ship the substitute at the old price for one quarter.	2026-01-20	Signed
Water heater replacement	Maintenance plan	Sell what is on the shelf, then stop quoting it.	Tell the accounts that ordered it in the last year.	If a named account cannot switch, ship the substitute at the old price for one quarter.	2026-02-20	Not signed
Drain cleaning	Maintenance plan	Sell what is on the shelf, then stop quoting it.	Tell the accounts that ordered it in the last year.	If a named account cannot switch, ship the substitute at the old price for one quarter.	2026-03-20	Signed
Pipe repair	Maintenance plan	Sell what is on the shelf, then stop quoting it.	Tell the accounts that ordered it in the last year.	If a named account cannot switch, ship the substitute at the old price for one quarter.	2026-04-20	Not signed
Light commercial rooftop service	Maintenance plan	Sell what is on the shelf, then stop quoting it.	Tell the accounts that ordered it in the last year.	If a named account cannot switch, ship the substitute at the old price for one quarter.	2026-05-20	Signed

Ideas

The customer sentence comes first. A flag does not stop the idea.

Ideas

Idea	Customer sentence	Path	Current gate	Flags	Decision	Owner	Rationale	Date
Maintenance plan for Bramble Facilities 01	Killed. Bramble Facilities 01 tried Maintenance plan and did not reorder.	Full path	Business case	None				
Furnace repair for Pellam Grain House 02	Slipped. Pellam Grain House 02 still wants Furnace repair, and the date moved.	Full path	Build	None				
AC repair for Northwick Packing Hall 03	Shipped. Northwick Packing Hall 03 is buying AC repair on the current book.	Full path	Launch	None				
System replacement for Calder Clinic Plant 04	Calder Clinic Plant 04 asked whether System replacement can be offered without a second trip.	Faster path	Idea	None				
Water heater replacement for Hest Glass Works 05	Killed. Hest Glass Works 05 tried Water heater replacement and did not reorder.	Full path	Definition	Thin variant of a B product or an ended product.				

Idea	Customer sentence	Path	Current gate	Flags	Decision	Owner	Rationale	Date
Drain cleaning for Morrow Facilities 06	Morrow Facilities 06 asked whether Drain cleaning can be offered without a second trip.	Faster path	Idea	None				
Pipe repair for Quinlan Grain House 07	Killed. Quinlan Grain House 07 tried Pipe repair and did not reorder.	Full path	Business case	None				
Light commercial rooftop service for Sable Packing Hall 08	Slipped. Sable Packing Hall 08 still wants Light commercial rooftop service, and the date moved.	Full path	Build	None				
Duct cleaning for Tern Clinic Plant 09	Shipped. Tern Clinic Plant 09 is buying Duct cleaning on the current book.	Full path	Launch	Thin variant of a B product or an ended product.				
Thermostat install for Vesper Glass Works 10	Vesper Glass Works 10 asked whether Thermostat install can be offered without a second trip.	Faster path	Idea	None				

Idea	Customer sentence	Path	Current gate	Flags	Decision	Owner	Rationale	Date
After-hours emergency call for Weldon Facilities 11	Killed. Weldon Facilities 11 tried After-hours emergency call and did not reorder.	Full path	Definition	None				
Callback visit for Yarrow Grain House 12	Yarrow Grain House 12 asked whether Callback visit can be offered without a second trip.	Faster path	Idea	None				
Small one-off job for Ostler Packing Hall 13	Killed. Ostler Packing Hall 13 tried Small one-off job and did not reorder.	Full path	Business case	Thin variant of a B product or an ended product.				
Diagnostic only for Fenwick Clinic Plant 14	Slipped. Fenwick Clinic Plant 14 still wants Diagnostic only, and the date moved.	Full path	Build	None				
Renewal kit for Harlow Glass Works 15	Shipped. Harlow Glass Works 15 is buying Renewal kit on the current book.	Full path	Launch	None				
Maintenance plan for Ives Facilities 16	Ives Facilities 16 asked whether Maintenance plan can be offered without a second trip.	Faster path	Idea	None				

Idea	Customer sentence	Path	Current gate	Flags	Decision	Owner	Rationale	Date
Furnace repair for Jasper Grain House 17	Killed. Jasper Grain House 17 tried Furnace repair and did not reorder.	Full path	Definition	None				
AC repair for Kestrel Packing Hall 18	Kestrel Packing Hall 18 asked whether AC repair can be offered without a second trip.	Faster path	Idea	None				
Furnace repair, business case	Pellam Grain House 02 asked whether Furnace repair still belongs on the line.	Full path	Business case	None				
AC repair, definition	Northwick Packing Hall 03 asked whether AC repair still belongs on the line.	Full path	Definition	None				
Water heater replacement, test / pilot	Hest Glass Works 05 asked whether Water heater replacement still belongs on the line.	Full path	Test / pilot	None				
Pipe repair, after-launch review	Quinlan Grain House 07 asked whether Pipe repair still belongs on the line.	Full path	After-launch review	None				

Which line holds the margin

The months on this file, Jan 15–Dec 15, 2025. Margin by product line. Each bar is one line. A line with no margin stays off. A loss stays off. The longest bar holds the most margin. Nothing here posts.

Each bar is the margin already named for that product line. The margin stays on Simplify. It is not added here. A blank margin 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 margin. The chart shows the eight largest. The rest stay on the product list. Nothing posts.

Nothing here posts.

Margin by product line

Line	Margin
Maintenance plan	$228.3K
System replacement	$2.0K
Duct cleaning	$1.9K
Thermostat install	$1.7K
Renewal kit	$270

Ideas at each gate

This book. Ideas that have reached each gate.

A count is how many ideas have reached that gate. It is not a posted dollar.

The funnel

Gate	Ideas
Idea	22
Business case	16
Definition	12
Build	8
Test / pilot	5
Launch	4
After-launch review	1

Gates

Maintenance plan for Bramble Facilities 01 is on the full path.

The path

Gate	Current	Status
Idea		red
Business case	Current	red
Definition		Not started
Build		Not started
Test / pilot		Not started
Launch		Not started
After-launch review		Not started

Gate review

Is this worth a serious commitment?

Decision rule: Go only when the evidence is already written.

A green row needs evidence. A go is not taken for you.

Decision log

A signed record stays. A later correction keeps the reason beside it.

Decisions

Gate	Choice	Signed by	Rule written be fore	Why the other choice lost
Business case	stop			

Vitality by year

One year is on file. The line appears when three years have both.

Vitality is the share of sales from products launched in the last three years. A year stays off the line when either total is missing. It is not a posted dollar.

Vitality

Vitality is 15.0 percent.

Vitality is not a posted dollar.