Furniture Touch Up Business Complete Course

Work, Money & Place | Local review edition v2 | November 20, 2026

Begin with the five-step route and keep fictional examples separate from your own evidence.

Small cosmetic pencil touch ups

Minwax Blend-Fil Pencil #3 only: shallow cosmetic marks on eligible finished wood. No structural repair or restoration.

Begin with permitted practice using suitable compatible borrowed supplies or a minimum sample kit before commercial equipment purchases.

Begin learning with L01. Check conditions and demand in L02 before buying or accepting paid work.

Five steps to a readiness decision

1. Narrow the cosmetic service — L01 / F01. One eligible surface, selected task and explicit boundaries.

2. Check operating conditions and demand — L02, L03 / F02, F03. Unsent demand experiment and dated local operating checks.

3. Complete permitted rehearsal — L04, L05, L06, L07 / F04, F05, F06, F07. Documented eligible sample and real selected-method observations.

4. Build an independent estimate and precise approval — L08, L09, L10 / F08, F09, F10. Full owner-cycle cost, conditional customer quote and separate trial/visible approvals.

5. Decide readiness and close the complete cycle — L11, L12, L13, L14 / F11, F12, F13, F14. Observed limited result, handoff, cash/stock reconciliation and evidence-based next decision.

Stop at missing conditions or evidence. The route is a study order, not permission to sell or perform unverified work.

A selected pencil-only cosmetic improvement to one or two shallow scratches on the low-contact vertical face of sound modern movable interior solid-wood furniture with documented stain and cured clear finish. Selected teaching system: Minwax Blend-Fil Pencil #3; no new coating, sanding, heat or solvent.

Study the written lessons in order, then use the blank forms and your own-business planner inputs. Exercises include reasoned worked answers. A paper course is not a credential or practical qualification.

515 minutes (8 hours 35 minutes) of lesson study and written exercises. Additional physical practice, competent instruction and local research depend on evidence; no fixed practice-hours claim is made.

How to begin

Start with demand and a narrow service definition before buying a kit. The service-specific lessons connect a realistic customer need to source-limited physical work, full-cycle costs and honest acceptance.

This is a complete business and task-planning course, not a trade credential. Actual permitted practice and competent help where needed are prerequisites to paid work. Fictional cases and illustrations are not field validation.

Use the neutral form labels and hints for your own business; the filled examples are separately labeled fictional. Keep all sample outreach unsent unless you later choose to use it within an authorized, ready operation.

First action: Read L01–L03 and complete F01–F03 with a narrow task, a demand experiment and actual operating unknowns before any stock purchase.

Estimate before actual accounting

Use the independent Estimate sheet before setting a price or receiving money. Every required driver must be known, including confirmed numeric zero. Its conservative arithmetic floor includes a fee-rounding allowance; it is not a market price or readiness proof. Keep the accepted plan in a dated Baseline, then record Quantity, Stock, Your order and one-order Cash actuals separately. Your order C39 links the independent estimate and never requires actual price, receipts or refunds. Marketing ratios require all three matching funnel counts. Earlier-order refunds need their own dated order record; never charge them to this order.

Stock scans all eight own-business slots, including opening units and rows after a gap. Confirm the number of filled rows in Stock C23. A mismatch or partial row withholds totals J34 and K34; zero is valid only when no rows are filled. Complete every required zero in a used row.

Your order C19 is only the actual fee withheld from service receipts. It cannot exceed those receipts. Record a genuine additional processor bank debit paid in C47 with its reason, date and statement reference in C48; confirm 0 when none. It is included once in management cost and linked Cash49. Unknown or unreconciled fee data blocks a successful result. Refundable-security fees remain separate in the rental workbook.

L01 Define a small cosmetic service you can actually demonstrate

Choose and validate a bounded service. Study and exercise allowance 30 minutes.

Produce: A narrow offer with explicit entry conditions and referrals

Use forms F01.

Sell a bounded appearance improvement

A customer notices two pale scratches across the front apron of a modern console. The useful starter job is a limited cosmetic improvement to those identified marks, after assessment and permission. It is not a promise to make every piece look new. Your first offer should name the surface, damage, product family, viewing conditions and exclusions so a customer can decide whether it solves their problem.

This course selects shallow cosmetic scratches on sound, modern, movable, interior solid-wood furniture that is already stained and clear finished. The teaching product is Minwax Blend-Fil Pencil #3, product code 11003 / packaged product 110036666. The fictional case uses a documented Puritan Pine stain beneath an existing satin polyurethane finish. The product is intended for stained and finished wood [S01]; that statement does not certify this specific customer item. The work still requires documentation, an authorized appearance trial and demonstrated skill.

Keep the boundary visible

Offer one or two mapped shallow scratches on a low-contact vertical apron or side face. The small teaching allowance is an original business boundary, not a manufacturer maximum dimension. Do not

turn a pencil fill into a strength repair. Loose joints, a split leg, wobble, rot, swelling, lifted veneer, flaking finish, broad abrasion, heat or water rings, unknown prior coating, outdoor furniture and food-contact surfaces stay outside this starting offer. Built-in cabinets, floors and trim also stay outside this movable-furniture course.

Antiques, valuable or culturally significant furniture, uncertain age and suspected hazardous coatings require an appropriate specialist. No scratching, sanding, stripping, solvent identification or spray work is taught. EPA identifies old furniture refinishing as a possible lead exposure activity [S06]; this does not mean every old item contains lead or that this course qualifies a lead assessor.

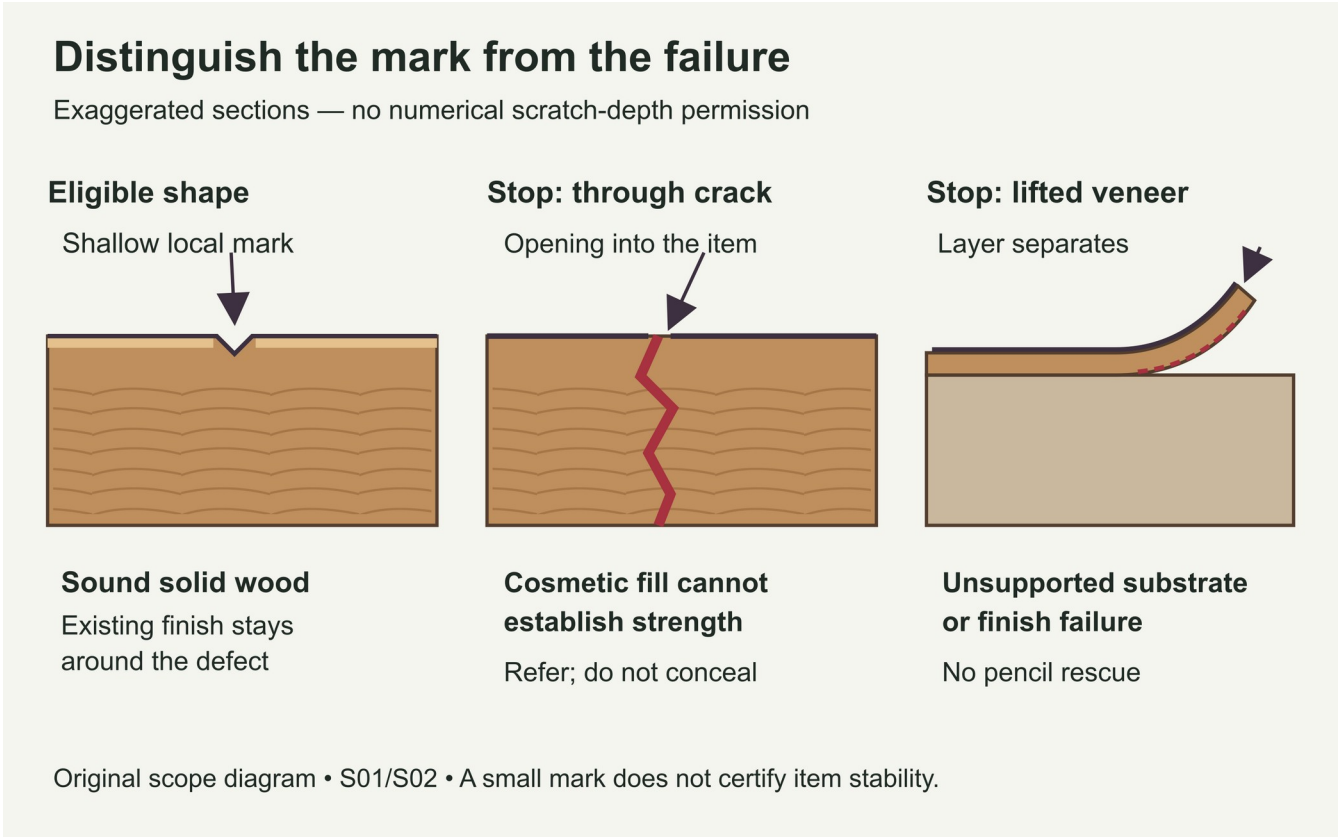
Write the result before the method

A useful result statement is: reduce the pale contrast of the two agreed scratches on the front apron; the original grain interruption and a slight sheen difference may remain visible under angled light. The customer will inspect the actual piece in normal room light and from the agreed side view. Do not use a percentage improvement, invisible-repair claim or durability term that you have not established.

Your readiness evidence must come from permitted practice, not from reading this course or copying its fictional case. If you cannot reliably keep the work within the mapped marks, remove excess without changing the surrounding finish and explain the result honestly, remain in practice. You can still investigate demand and prepare your operating records without accepting a repair.

Produce the first offer

1. Complete F01 with one surface and one product, not a broad repair menu.
2. Write three decline examples and the specialist category each needs.
3. List your current evidence gaps and choose the next permitted practice task.



Geometry is exaggerated and has no numerical scratch-depth permission. A pencil is a cosmetic fill, not a strength repair. Sources S01/S02; course scope is narrower than manufacturer product marketing.

Practice

Would a loose dining chair with one pale scratch belong in this starter service?

Worked answer

No. A cosmetic mark does not remove the unresolved structural problem. Decline treatment and refer the stability concern; do not sit on, load-test or fill the chair to imply it is safe. A sound modern console apron with documented finish is a different inquiry, still subject to the remaining gates.

Sources: S01, S06. Full links and limits are in the source register.

L02 Check demand before buying a repair kit

Choose and validate a bounded service. Study and exercise allowance 35 minutes.

Produce: A two-week, unsent demand experiment and a stop-before-purchase decision

Use forms F02.

Find the problem in your actual area

Start with recent, specific needs: a movable wood console scratched during a move, a secondhand dresser with two small pale nicks, or a staging piece whose owner accepts a visible improvement. Ask what happened, what the surface is, who owns it, the deadline and what alternative the person is considering. A like, a compliment on a sample or a general wish to restore old furniture is not a qualified inquiry for this service.

Possible channels are permission-based neighborhood noticeboards, community reuse groups where service inquiries are allowed, and introductions requested from local movers, organizers or secondhand furniture sellers. Ask a host whether the narrowly described service is appropriate before posting or handing over a sample card. Do not imply a referral relationship or contact a shop on the learner's behalf. All messages in this course are drafts; nothing has been sent.

Use truthful sample copy

Unsent profile example: "Apron & Grain Cosmetic Care — limited mobile touch-ups for small scratches on sound modern stained and finished solid-wood furniture in a confirmed Portland service area. Photo screening and on-site assessment precede any approved pencil-fill work. Color contrast may improve; grain, sheen and close-up marks can remain. No antiques, structural repair, built-ins, stripping or spray refinishing. Please send a whole-item photo, one detail and any finish record. Training samples are clearly labeled. hello@apronandgrain.example.invalid." This fictional profile is a complete specimen, not a claim of a registered business or proven skill.

Unsent permission inquiry: "May I ask whether your board accepts a small notice about limited cosmetic scratch touch-ups on modern movable wood furniture? I am checking local needs before purchasing stock. I would label practice images and describe the limits. There is no request to endorse the service." Unsent customer follow-up, only after they requested information: "Thanks for the photos. Is the console solid wood, and do you have its finish record? I can assess the two apron scratches, but cannot promise an invisible result. If that limited improvement is useful, may I explain the assessment and quotation process? If not, I will close the inquiry."

Run one measurable test

Fictional plan: days 1–2 define the offer, boundaries and a unique inquiry code; days 3–4 request posting permission from two relevant hosts; days 5–7 use only permitted notices and reply to people who opted in; days 8–10 screen photos and record accepted or declined needs; days 11–12 follow up once with people who asked; days 13–14 close the log and compare the funnel. Put no paid repair on the calendar until legal, practice and insurance gates are met.

For a simulated completed campaign, $60 spending generated six unique qualified inquiries and two first paid bookings attributable to that same campaign. Cost per lead is $10, booking conversion is 2/6, and cash acquisition cost is $30 per acquired customer. Ninety campaign labor minutes valued at $34/hour add $51; fully loaded acquisition cost is ($60+$51)/2 = $55.50. These are invented outcomes, not evidence of demand. If zero bookings occur, report no acquired customers and an undefined CAC; do not divide by one or blend unrelated referrals.

Make the purchase decision

Before stock purchase, require specific evidence that people want the narrow improvement at a price that covers your independently estimated full cycle, plus permitted successful practice and verified operating conditions. If most requests are antiques, large table refinishing or invisible repairs, revise or abandon this starter offer. Keep costs at the research stage until that decision. Case F's organic referral is separate from this campaign and is not counted among its two bookings.

The campaign's 90 marketing minutes cover notice preparation, host-permission work and campaign tracking. They exclude the order-specific inquiry and administration already counted in Case F's 240-minute cycle; do not charge the same activity twice. At the same scope and price, $55.50 fully loaded acquisition cost reduces the organic job's $60.86 pre-reserve contribution to $5.36 before reserve and negative $9.64 after the $15 reserve designation. These are rounded scenario values. Wait or revise the

campaign, price or offer unless documented repeat contribution or another justified improvement supports further spending; hypothetical repeat customers do not close the gap.

Keep the first practice purchase small

Before commercial equipment or a full color assortment, seek permission to use a suitable documented practice sample and to borrow matching labeled materials and suitable protection. Keep the actual product instructions/SDS available; unknown or unlabeled leftovers do not meet the entry gate. If borrowing cannot satisfy those conditions, use only the minimum sample materials necessary for one permitted rehearsal before deciding on commercial capital. No supplier, purchase or permission is provided here.

The fictional $40.50 stock purchase and $165 reusable-kit purchase in Case F illustrate a later commercial ledger, not a required beginner shopping list. First test whether you can control the selected pencil/rag method on the permitted sample, and whether qualified customers want that narrow result. A customer's console is never your first practice sample. Return to F02 with a wait, revise or evidence-based next-step decision.



Original request-screening illustration. The scratch is exaggerated and unmeasured; it does not validate a finish, product color, practical method or customer result.

Practice

A notice gets 30 likes, three antique inquiries and no qualified bookings. Is the test positive?

Worked answer

No. None of those results establishes a paying customer for the selected modern-furniture task. Record zero qualified bookings, no computable CAC and the antique mismatch. Ask narrower questions or stop; do not buy a large color assortment on the strength of likes.

L03 Verify the local operating conditions and customer authority

Choose and validate a bounded service. Study and exercise allowance 35 minutes.

Produce: A dated local permission and coverage checklist with unresolved items held

Use forms F03.

Separate the permissions

Use the Portland, Oregon example only as a worked location. Business registration, tax registration, zoning, authority to work on a particular item, chemical handling and insurance are separate questions. A business tax account is not a trade qualification. Confirm the real work address, storage address, business name, business structure, travel area and actual activities before relying on a rule.

Oregon requires registration when a business operates under an assumed name [S08]. Portland says businesses operating in the city and/or Multnomah County must register for a Revenue Division account within 60 days. Its business license tax does not authorize otherwise prohibited work [S07]. This course does not determine every license or tax filing for you. Record the agency, page, date, actual activity description and the unresolved question in F03.

Keep the example movable

Oregon CCB describes its general licensing boundary as compensated construction activity involving improvements to real property [S09]. This course keeps built-ins, floors, doors and architectural trim out of scope. That boundary is a reason to describe the actual activity precisely, not a blanket exemption letter for every service called furniture repair. If the item is attached, the activity changes, or the agency classification is unclear, hold that work and obtain an applicable determination before taking payment.

For an actual home base, Portland distinguishes Type A activity with no employees or customers coming to the site from Type B customer or employee visits. Type A needs no home occupation permit but still follows zoning rules [S10]. Do not interpret this as approval for your storage, a workshop, customer drop-offs or chemical quantities. This starter is mobile; it does not collect customer furniture or invite customers home. Lease, association, fire/storage and local waste conditions still require checking from the real arrangement.

Confirm authority and coverage

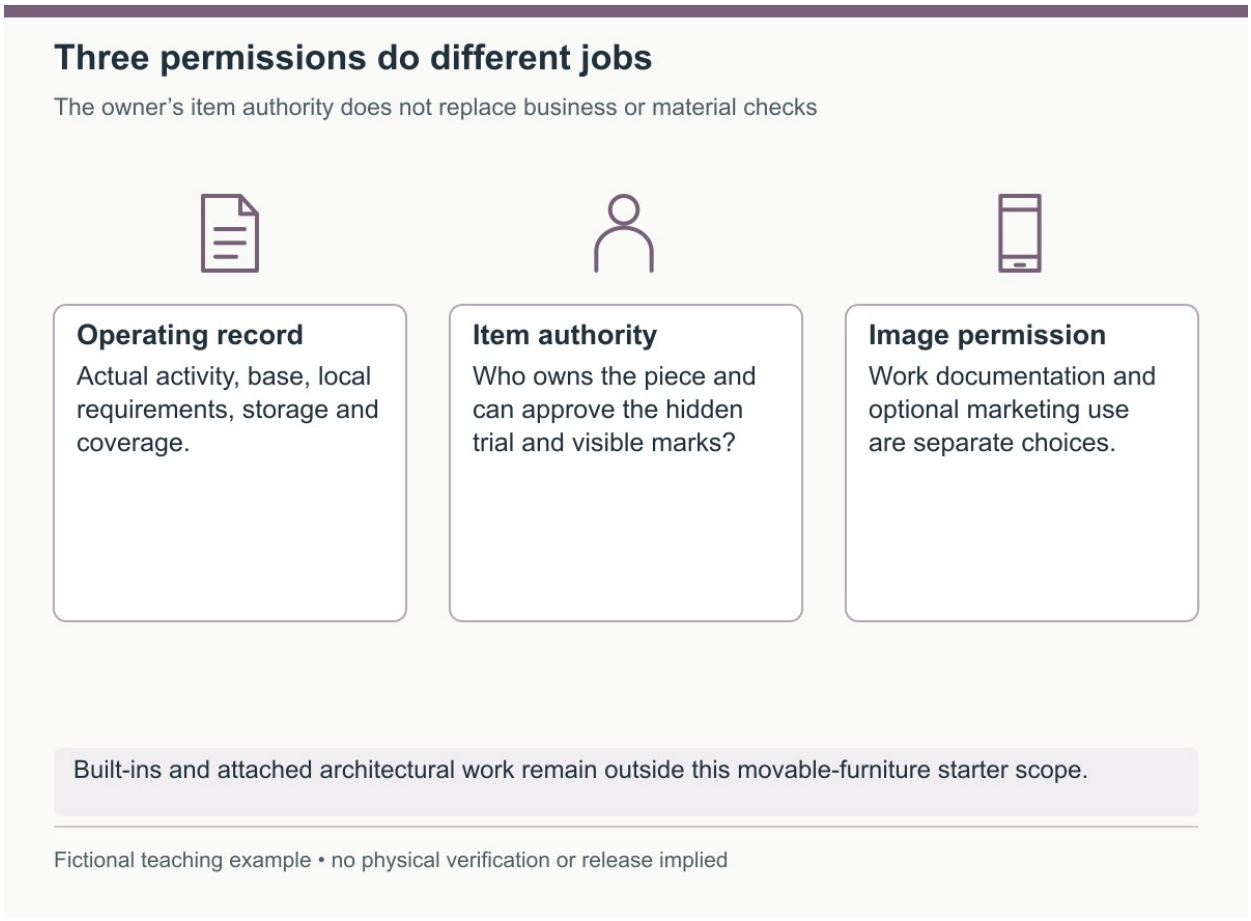
Ask whether the inquirer owns the item or has documented authority to approve its alteration. A renter cannot automatically approve a landlord’s furnished table; an employee may lack authority over a business asset. Record who can authorize the hidden trial, the visible marks and the agreed price.

Obtain separate, optional permission for marketing photos. Work documentation permission does not authorize advertising use.

Describe the exact operation to an appropriate insurance professional: work in homes, accidental damage to surrounding finishes, the item being worked on, completed work, transport, exclusions for surface treatments and business vehicle use. Keep the written response and policy terms. Do not claim that general liability automatically covers the article in your care or your own workmanship. If relevant coverage or an affordable way to bear the risk is unresolved, do not accept a customer's furniture as practice.

Plan the consumer terms

Oregon's home-solicitation law has a specific buyer-initiated personal-property repair exception and a condition concerning additional sales at the home [S11]. Doorstep solicitation and added services can change the situation. Before using a real agreement, establish which rules and notices apply to your sales route. The fictional case involves a customer-requested, narrowly specified repair with no upsell; its free cancellation policy does not waive statutory rights. Keep unresolved legal wording out of live customer use until it is reviewed for the actual jurisdiction.



Original responsibilities diagram based on the lesson. It creates no license exemption, property authority, insurer approval or marketing consent.

Practice

Can you treat a scratched built-in cabinet under the movable-furniture example because the owner requests it?

Worked answer

No. The item and activity fall outside this course boundary. The CCB page does not furnish an exemption for that task. Refer or separately verify licensing, capability, coverage and the applicable agreement before offering built-in work.

Sources: S07, S08, S09, S10, S11. Full links and limits are in the source register.

L04 Screen photographs and map the actual defects

Assess, select and rehearse the supported task. Study and exercise allowance 40 minutes.

Produce: An item-specific intake and defect map with go, hold or decline status

Use forms F04.

Ask for evidence that changes the decision

Request a whole-item image, a side view showing legs or supports, a detail of each proposed mark with a scale nearby, and the maker or finish label if available. Ask the approximate age, ownership, damage cause, previous repair or polish, room use and desired result. Ask whether the piece is stable in normal use, without asking the customer to perform a load test. Photographs support screening; they cannot identify an unknown clear coating by appearance.

Use defect identifiers: A for the longer front-apron scratch, B for the shorter scratch, C for a tiny existing underside mark suitable for a separately authorized trial. Record dimensions only as observations. Case F's fictional marks are A 32 mm long and B 18 mm long; those lengths are not a manufacturer size limit. No depth number is invented because the selected instructions supply no numerical depth qualification.

Distinguish a surface mark from a repair problem

Look at the whole item before the close-up. A shallow pale line within an intact field differs from a crack extending through an edge, an opening joint, lifted veneer or swollen substrate. You are screening for a cosmetic task, not certifying the item's load capacity. If you see structural movement, a damaged support or uncertain stability, stop handling it and refer. Do not press a crack closed to see whether the pencil could hide it.

Finish peeling, softness, widespread whitening, sticky residue, wax or polish history, unknown paint and apparent laminate create a hold or decline. A pencil marketed for stained finished wood does not prove compatibility with a printed woodgrain film. Do not sand an edge or use a solvent to identify it. Ask for credible documentation, narrow the task to something supportable, or decline. No customer deadline justifies inventing a substrate identification.

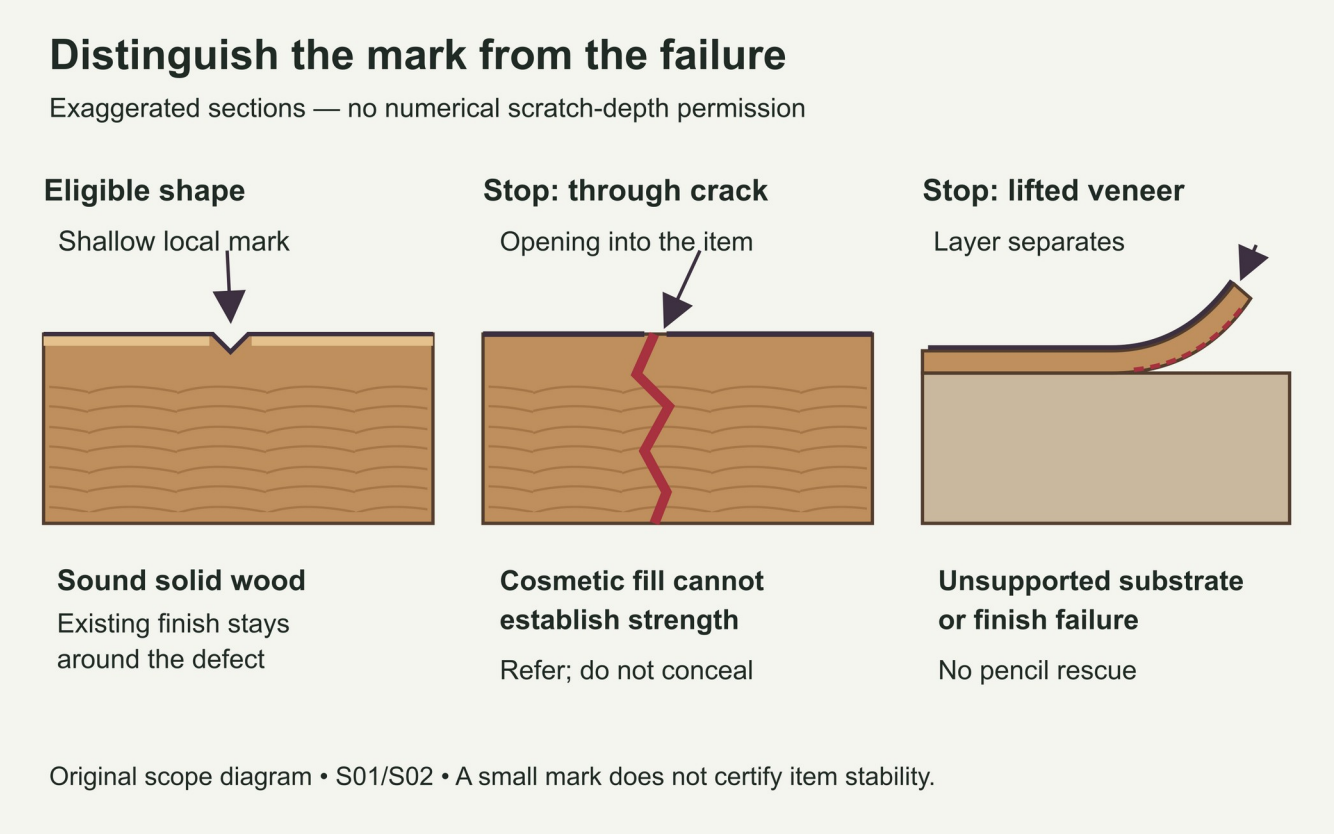
Map the work rather than promising a whole piece

On a simple drawing, identify the front, left and right as viewed from the customer's normal position. Mark each defect, the hidden trial location and existing unrelated dents. Describe the field surrounding the scratch: intact, dry, free of apparent contamination, and consistent with the documented finish. Note what cannot be established. A clean-looking photograph is not a clean-and-dry assessment in person.

Ask the customer what would count as useful improvement. If they require a seamless factory appearance under a phone flashlight at every angle, explain that this narrow pencil service cannot establish that outcome. Quote only the agreed mapped marks after the remaining gates. Preserve original images; compare consistent viewpoints without filters, selective lighting or edits that hide a defect.

Use three decisions

Go to assessment means the evidence suggests an eligible task and the customer accepts the limits; it is not permission to apply. Hold means information such as finish identity, contamination or approval is missing. Decline means the observed task lies outside the service. Record why and the next useful action. Case F's fictional initial photos support assessment of A and B, while the hidden trial C remains subject to separate consent and actual on-site condition review.



Geometry is exaggerated and has no numerical scratch-depth permission. A pencil is a cosmetic fill, not a strength repair. Sources S01/S02; course scope is narrower than manufacturer product marketing.



AI-generated fictional assessment illustration, visually reviewed by the production owner. It does not depict a verified Minwax package, identified finish, approved compatibility, completed technique or real customer work.

Practice

The photo shows a shallow-looking line on a woodgrain laminate and the customer says any brown pencil is fine. What changes?

Worked answer

The selected system covers the documented stained/finished solid wood task, not this laminate. Record a decline or separate-system referral. Customer willingness does not establish technical compatibility. Do not test the selected pencil on the visible laminate to discover whether it works.

Sources: S01, S02. Full links and limits are in the source register.

L05 Read the selected product system without inventing a recipe

Assess, select and rehearse the supported task. Study and exercise allowance 40 minutes.

Produce: A product and finish record that distinguishes sourced instructions from limits

Use forms F05.

Match the physical package to the record

Use Minwax Blend-Fil Pencil #3, SDS product code 11003 and packaged identifier 110036666, as the selected teaching material. Its SDS identifies #3 for the Ipswich Pine / Puritan Pine color family [S04]; the name is a color-selection starting point, not a promise that aged wood or every stain lot matches. Photograph or transcribe the actual label, lot where provided, color and condition. Do not substitute a liquid stain marker, wax from an unmarked container, burn-in stick or a different pencil and retain these instructions.

The authoritative application is deliberately small. Manufacturer directions say choose the color, work the pencil into the imperfection, and wipe away excess with a rag [S01]. The manufacturer-authored technical sheet adds a clean, dry surface and places staining, sealing or topcoating before the pencil [S02]. Its printed date is 04/07. We accessed this sheet through a retailer mirror after the manufacturer's linked document endpoint failed; we do not claim a newly revised sheet or manufacturer approval of the fictional furniture.

Use the actual source boundary

The manufacturer product guide lists the pencil as ready for immediate use [S03]. This is a pencil-specific statement, not a schedule for stain, polyurethane, filler, adhesive or another product. The selected service applies no new stain or clearcoat. Already cured surrounding finish is an entry condition. If the label on your purchased package differs or requires something not established here, hold the work and reconcile the current package and manufacturer instructions before proceeding.

The sources do not give a universal scratch depth, pressure, application angle, number of passes, temperature or quantified long-term adhesion test for your item. This course invents none. The diagrams exaggerate the cross section to explain the task. Practice controls how precisely you can keep the pencil within the defect; it does not create a manufacturer specification. Stop if the area cannot be treated and excess removed using only the supported pencil-and-rag method.

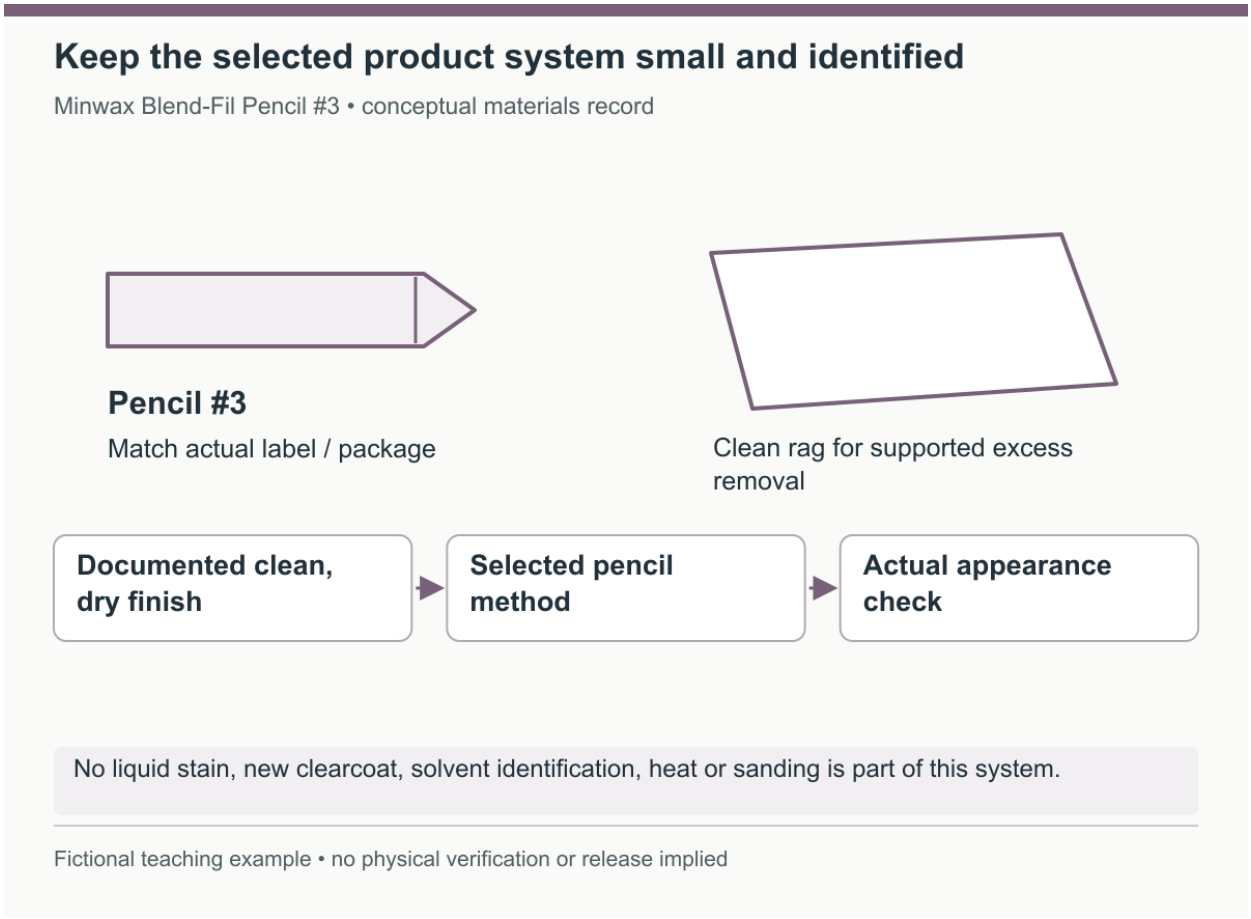
Keep compatibility and cleaning honest

The entry task is an already clean, dry, documented stained and clear-finished wood surface. We do not teach a universal cleaning recipe or solvent finish-identification test. If the item is greasy, recently polished, sticky, damp, coated with unknown residue, or has unknown prior repair, hold or refer. The technical sheet mentions mineral spirits for cleanup; that does not authorize wiping a customer's unknown finish with solvent. This course excludes solvent cleanup and overcoating.

A permitted hidden appearance trial repeats the same supported application on an existing hidden shallow mark. It is an original conservative operating gate, not a manufacturer-validated compatibility assay. It can reveal immediate color mismatch, smear or an adverse visible change. It cannot prove long-term chemical compatibility or durability. Where manufacturer guidance or competent assessment is still needed, a pleasing trial does not release the hold.

Save an auditable method record

1. Record package identity and the source dates in F05.
2. List the documented substrate, prior stain and clear finish; label uncertain information.
3. Write exactly what you will do, and what remains unsupported.
4. Keep the current label and SDS accessible during practice and any later authorized work.



Conceptual product-system illustration. It specifies no application angle, pressure, passes, scratch-depth limit, cure time or product substitution.

Practice

Can you add polyurethane over the filled scratch because the original piece has a polyurethane finish?

Worked answer

No. This course's selected task ends with pencil fill and excess removal. It supplies no overcoat procedure or compatibility authorization. Adding a clearcoat changes the system, appearance and drying requirements; hold it for separate verified instructions and demonstrated capability.

Sources: S01, S02, S03, S04. Full links and limits are in the source register.

L06 Set up a protected controlled household work area

Assess, select and rehearse the supported task. Study and exercise allowance 35 minutes.

Produce: A checked site and kit plan with safe stop conditions

Use forms F06.

Prepare for the actual material

Read the actual package and the matching SDS before arranging a practice site. The #3 SDS dated May 19, 2024 is manufacturer-authored, version 10, accessed through a retailer mirror [S04]. It calls for labeled original storage, hygiene, suitable ventilation and risk-based protection. Follow its sections on

handling, exposure controls and disposal. No single glove, mask or open window is declared sufficient by this course. If you cannot assess or meet the relevant conditions, obtain competent help and do not begin.

The selected operation has no spray, heating, sanding, mixing or liquid solvent. Keep those materials out of the job kit so they do not become an improvised rescue. Keep the pencil identified, with its package and source record. Protect it from high heat and open flame as its technical sheet directs [S02]. Keep food, drink, children and pets away from the work zone. Handwashing and a practical response plan must be available before handling material.

Protect without damaging the surrounding finish

Use a clean, stable surface for your kit and a clean protective sheet for the floor beneath the work. Keep the sheet and cloths free of grit. Do not tape masking material to an unknown finish or drag a dirty blanket across the furniture. This starter does not move heavy furniture or remove components. If the target mark cannot be reached safely while the piece remains in place, revise access with the customer or decline.

Arrange light so you can see the entire defect and the adjacent finish. Keep a normal room-light view for appearance acceptance and a movable inspection light for seeing residue or surface change. Avoid cords across walking paths. Establish a clear boundary around the work and one place for used cloths. A customer leaning over the pencil or a pet passing under your arm is a reason to pause and restore control.

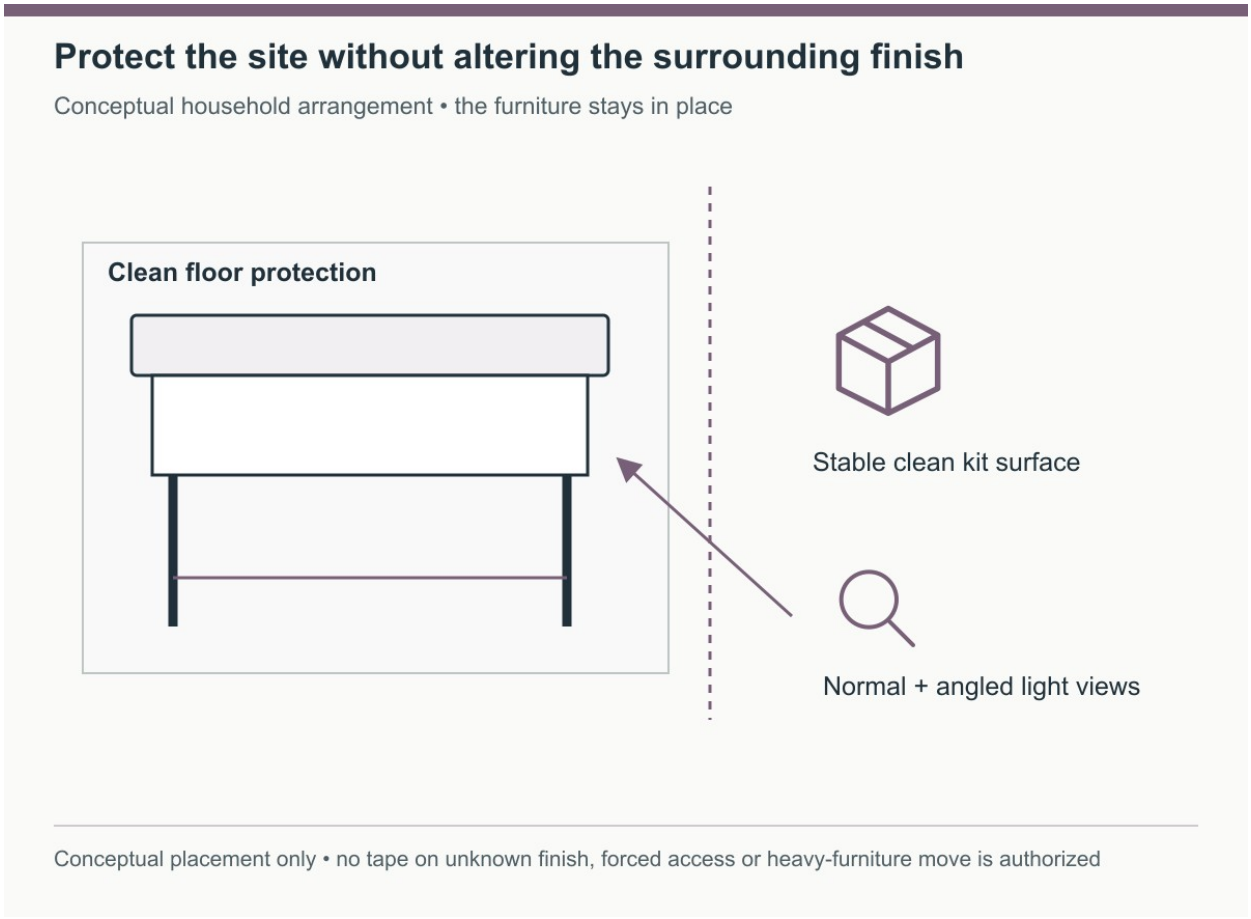
Check before unpacking

At arrival, confirm the person with authority is present or available through the agreed approval route. Ask about new cleaning, polish, damage or moisture since the inquiry. Inspect the whole item before touching the mapped marks. Confirm that finish records correspond to this piece and that the present condition still fits the selected service. Do not make a new scratch for testing. Record the hidden existing mark and its permission separately.

Use a small kit checklist: selected pencil, clean cloths, compatible floor protection, light, defect map, label/SDS, permission record and a place for identified used material. The fictional $165 equipment purchase includes lighting, reusable protective equipment and kit storage; it is a planning assumption, not a shopping recommendation. Stock is accounted for separately. Buy only after demand and competence gates, and check actual prices and suitability yourself.

Close the site responsibly

Keep material out of drains and arrange disposal under the SDS and applicable local requirements [S04]. Do not assume a household hazardous-waste service accepts business waste. This course does not invent a local disposal permission or a rag-storage recipe. If any unplanned solvent or new coating would be needed, stop; the job has left this selected material system. The customer’s table is not the place to improvise a cleaning experiment.



Original non-scale household site illustration. Actual access, material/SDS conditions, authority and compatible protection must be established; no furniture was assessed.

Practice

A customer says they polished the apron this morning. You have the right pencil and a free hour. Proceed?

Worked answer

No. The entry condition is no longer established. Record the new polish information, keep the pencil off the furniture and explain the hold. Do not invent a solvent degreasing step or charge an unapproved extra service to rescue the appointment.

Sources: S02, S04. Full links and limits are in the source register.

L07 Rehearse the complete cosmetic task on a permitted sample

Assess, select and rehearse the supported task. Study and exercise allowance 45 minutes.

Produce: A real practice record and a repeatability decision

Use forms F07.

Practice the work you intend to sell

Find a sound modern solid-wood practice piece or sample with a documented stained and fully cured clear finish, existing small shallow marks and the owner’s written permission to alter them. The sample

should represent the intended surface and use. No practice on valuable furniture, unknown coatings or structural defects. If you cannot obtain a suitable documented sample, continue research; do not turn a customer's item into your first experiment.

The practice outcome must be honest. Record the real sample, date, finish evidence, product identity, observer if any, photographs and exact task. A fictional case in this course is an answer example; it is not your evidence. Course reading time and this lesson's worksheet allowance exclude the actual physical practice sessions you need. Plan separate time until you can demonstrate consistent control and know when to stop.

Use the borrowed-or-minimum-sample route from L02 before commercial capital spending. Record which materials were borrowed with permission and which minimal consumables were actually bought; do not enter the full Case F kit merely to copy the example. Readable matching product/package information, the documented sample and permitted competent guidance remain prerequisites. Failure or missing access means hold and research, not a larger shopping order.

Use the supported physical sequence

First confirm the selected entry conditions and consent. Compare the pencil color against the sample rather than judging only the wrapper. On an authorized existing hidden shallow mark, use the pencil-and-rag method from Lesson 5. Examine the result before authorizing a visible sample mark. The primary-source application stays the same: pencil into the imperfection and removal of excess [S01]. Do not heat it, sand it, add liquid stain, polish the field or spray over it.

Practice keeping the action confined to the small defect while controlling the whole item. Remove excess with a clean rag as directed, observing the adjacent finish. No numerical pressure, stroke count or angle is supplied by the maker; do not fabricate one for consistency. If you cannot achieve the limited result without broad rubbing or a second chemical, record a failed attempt and hold. An instruction to stop is a useful skill result.

Inspect more than the head on color

Compare the untreated and treated marks under the sample's normal-use light and an angled inspection view. Look for visible residue around the mark, a changed sheen field, a dark mismatch, fill standing above the surface or a defect still more conspicuous than the agreed target. These observations are course acceptance checks, not laboratory adhesion, cure, hardness or chemical tests. Do not scrape, tape-pull, wet, heat or abrade the repair to create a home-made qualification test.

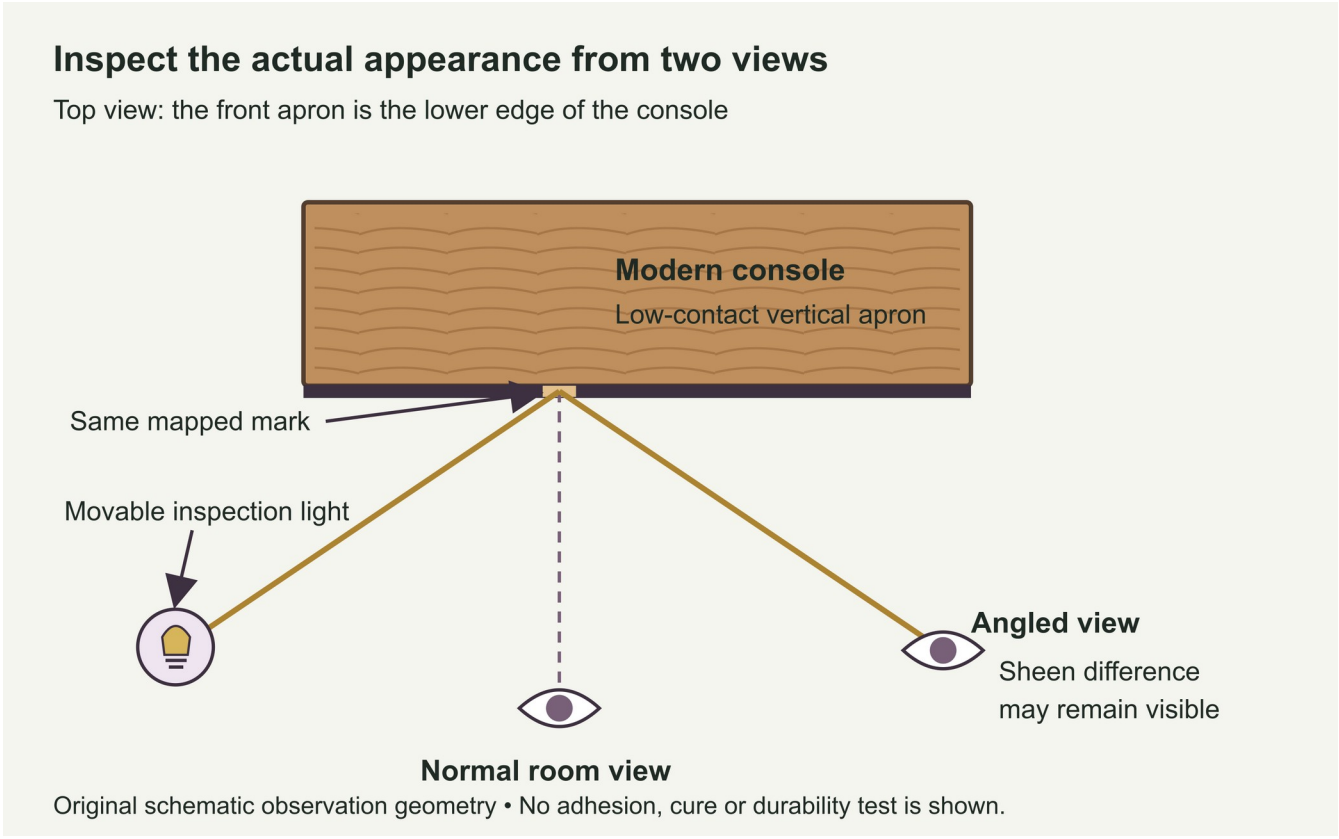
Ask an observer to find the mark in both views and describe it without prompting. The goal is an agreed cosmetic improvement, not to trick the observer. Write the remaining defect plainly. If an observer sees a waxy halo you missed, repeat observation training on a permitted sample, not increasingly aggressive cleaning. If the hidden trial itself changes the surrounding finish, stop and seek competent product-specific assessment.

Decide whether to advance

Complete more than one independent permitted attempt, recording every attempt and failure rather than selecting only your best photograph. The course sets no universal number of successful samples as a license to practice. Advance only when the documented target task is repeatable, the limits are understood, the method and actual package agree, and local and coverage gates are complete. If you cannot assess the finish or remove excess safely, further competent instruction is the next task.



Schematic of S01/S02 application only; no fixed tool angle, pressure, dosage, pass count or new clearcoat is specified.



Original appearance-observation geometry; not a manufacturer-validated compatibility, adhesion or durability test. Customer permission and an eligible documented finish remain necessary.

Practice

Your sample looks good head-on but has a broad shiny halo in side light. Is it a successful rehearsal?

Worked answer

No. The intended improvement includes avoiding an unagreed change around the mark. Save the result as failed or unresolved, stop and seek competent guidance. Do not call a halo normal or add solvent because the base color is close.

Sources: S01, S02, S03. Full links and limits are in the source register.

L08 Build an independent full cycle estimate

Estimate and obtain precise permission. Study and exercise allowance 40 minutes.

Produce: A cost estimate before a customer price is chosen

Use forms F08.

Count the owner s entire job

A pencil may spend only a few minutes in contact with wood, but the owner sells a complete service cycle. Include screening, item-specific research, kit preparation, outbound travel, access, assessment, trial, application, inspection, handoff, return travel, reset, report and follow-up actually used. Keep an unused capacity buffer outside labor. Case F totals 240 owner minutes; its separate 30-minute scheduling buffer is not a costed task or extra income.

Use this independent estimated sequence before choosing a quote: inquiry 20, research 15, preparation 20, outbound 20, access 10, assessment 20, trial 20, application 15, inspection 15, handoff 15, return 20, reset 15, report 15 and follow-up 20 minutes. Every line has an evidence purpose in the case timeline. The 20-minute trial allowance is administrative and hands-on capacity for the authorized trial and discussion; it does not prescribe waiting for a chemical cure.

Separate cash from consumption

At the fictional owner value of $34/hour, four hours are $136. Job cash costs are $6 fuel plus $4 parking. Add $8 nonfuel vehicle use, $6 equipment allocation and $12 overhead allocation as economic costs, without subtracting those allocations again from the bank. Stock is bought in whole packs but expensed economically when consumed or lost. The example purchases one $8.50 pencil, one 20-cloth pack for $12 and one 12-sheet pack for $20, totaling $40.50.

The pencil uses 0.04 of a pencil with 0.01 lost; cloths use three with one lost; protection uses one sheet. These are fictional accounting estimates, not application dosage instructions. Consumption plus loss is $0.425 + $2.40 + $1.66666666666667 = $4.49166666666667. Keep the full unit costs through calculations and round the final currency result to cents, half away from zero. Check real stock use by an appropriate inventory method; do not round a sheet’s unit cost to $1.67 before multiplying.

Choose price after the costs

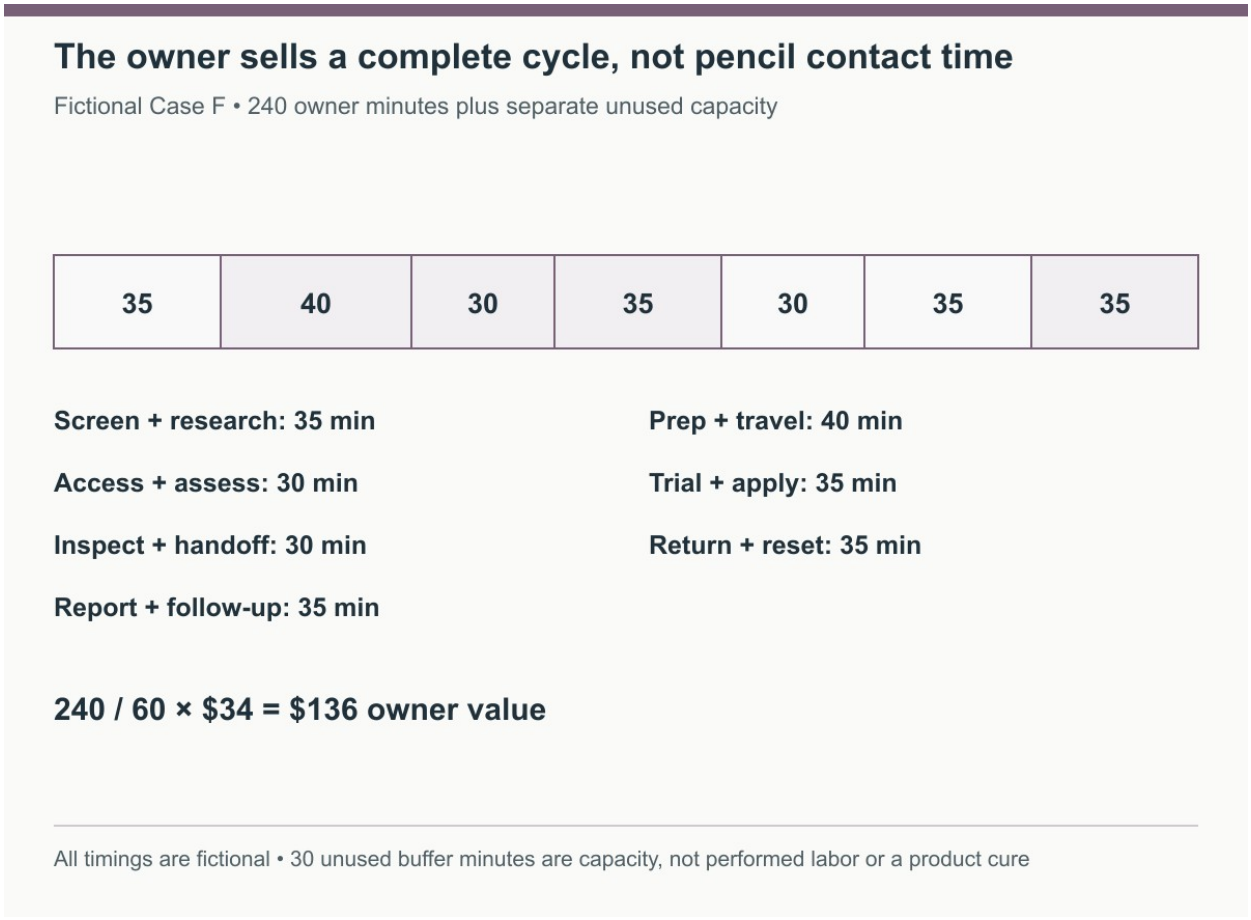
The estimated cost before processing is $176.49166666666667. Suppose management wants a $15 bank reserve designation and about $45 remainder after owner value and all allocations. With invented processing assumptions of 3% of actual gross receipts plus $0.30 for one payment, the planning price is ($176.49166666666667+$15+$45+$0.30)/0.97 = $244.115120274914. Choosing $245 gives an

estimated $7.65 fee and $184.14166666666667 total economic cost. This is an invented example, not a market rate or earnings forecast.

Oregon’s official revenue page says there is no general sales or use/transaction tax [S05]. The local example therefore has $245 service revenue, $0 sales tax and $245 total. Other income and local business taxes are not zeroed by that assumption. Rebuild tax and fee treatment for the real location, including any effect of sales tax on gross-receipt fees. Do not import this zero rate into another state.

Test a change before approving it

If an unplanned second visit adds 60 owner minutes, $3 fuel and $4 nonfuel vehicle cost, the economic cost rises by $41 before any added material or fee. At the same $245 quote, the remainder after the $15 reserve falls from $45.86 to $4.86. An extra visit caused by your own mistake is not automatically chargeable. The cost estimate lets you decide whether to quote, revise the scope before acceptance or decline.



Fictional Case F timeline groups sum to 240 minutes and $136 owner value. They are planning assumptions, not observed procedure timings or a dosage/cure instruction.

Practice

Should the $40.50 stock purchase and $4.49 stock use both be subtracted as economic expenses for Case F?

Worked answer

No. Stock purchase is a bank outflow that creates inventory; consumed and lost stock is the job's economic expense. Counting the whole purchase and its use as job expenses charges the same material twice. The bank and economic views answer different questions.

Sources: S05. Full links and limits are in the source register.

L09 Write an estimate the customer can actually approve

Estimate and obtain precise permission. Study and exercise allowance 40 minutes.

Produce: A complete, conditional customer confirmation with separate trial permission

Use forms F09.

Make the proposal readable

Write who is offering the service, who can authorize it, what piece and marks are included, the exact task, visit arrangement, allowance, exclusions, expected appearance, price, tax, total and payment timing. Explain which conditions can still stop the work. The customer should not discover at the door that the price assumes invisible repair or that a test is an unapproved alteration.

Acceptance of a conditional estimate reserves only the stated appointment and commercial terms. It does not authorize alteration of hidden C or visible A/B. Before C, identify the existing hidden mark and obtain explicit trial-only consent. After C is assessed, show its limitations and obtain separate visible-work approval for named A/B at the agreed amount. Record both decisions even when the same customer gives them; photograph permission authorizes neither treatment. No product approval, compatibility or invisible-result promise is created.

Use the complete fictional specimen

Fictional estimate F-026: Apron & Grain Cosmetic Care, proprietor Maya Ellis, hello@apronandgrain.example.invalid; customer Jordan Avery, jordan.avery@example.invalid; issued November 23, 2026, valid through November 30, 2026. Requested service address is a fictional Portland, Oregon home, recorded privately as Case F. Proposed visit December 3, 2026, 10:00 a.m. Scope: pencil touch-up of mapped shallow scratches A 32 mm and B 18 mm on the front vertical apron of Jordan's modern solid-pine console, fictional model C-42, documented Puritan Pine stain and existing satin polyurethane; Minwax Blend-Fil #3 only.

Allowance: one assessed visit for those two marks, one separately approved hidden existing mark C for an appearance trial, protection, assessment, application, inspection, cleanup, a written handoff and one included follow-up; estimated complete owner cycle 240 minutes with a separate 30-minute capacity buffer. No structural work, finish identification by solvent, stripping, sanding, broad refinishing, overcoat, moving, antiques or an invisible-result guarantee. Intended result: reduce pale contrast; grain interruption and an angled sheen difference may remain.

State money changes and correction

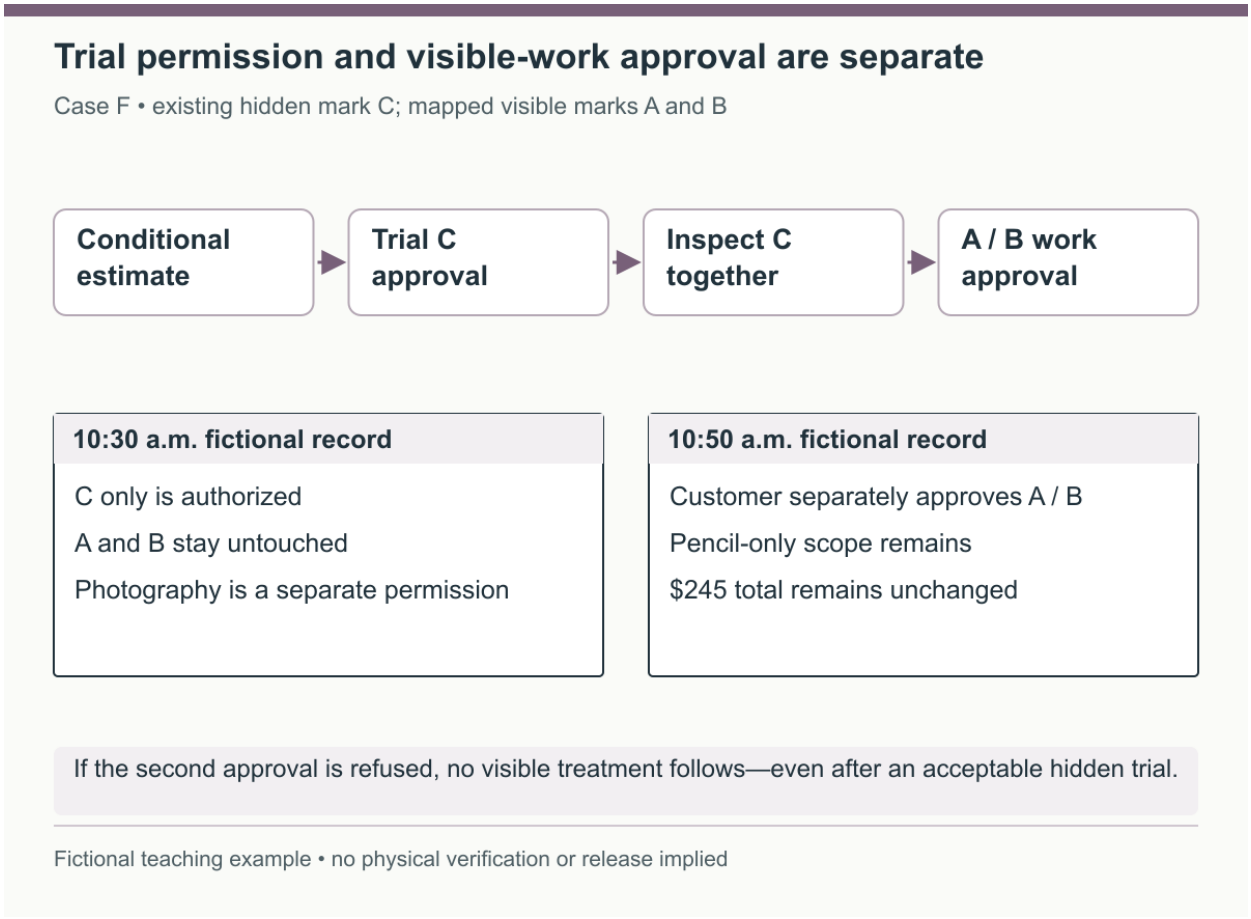
Fictional price: $245 service, $0 Oregon general sales tax, total $245. No deposit. One payment after the agreed limited work and handoff; no extra card surcharge is added in this example. No extra work or additional charge without a new written scope and approval. If assessment or trial fails the entry conditions, stop without applying to A or B; this example charges $0 for that stopped visit. That generous policy is a fictional business choice and its cost must be recorded.

Customer may cancel before work begins without a fee; this example reserves no ordered materials. Applicable statutory cancellation or other rights remain intact. Report a concern promptly; the offered included follow-up is scheduled for December 4. Any operator-caused error will be assessed without automatically billing the customer. Agree an appropriate supported correction or refund; do not promise that additional rubbing, solvent or coating will fix it. This example does not impose a deadline that removes legal rights.

Record the actual fictional status

Fictional approval status: Jordan accepted this conditional estimate by email on November 24, 2026, 6:15 p.m., requested the specified repair visit and authorized documentation photographs only. Trial C and visible treatment A/B remained subject to separate on-site approvals on December 3. Marketing photo permission was declined. No approval, message or job occurred in the real world. F09 preserves neutral fields separately from these complete specimen entries.

In the completed fictional base record, Jordan authorizes C only on December 3 at 10:30 a.m.; A/B remain untouched at that moment. After viewing C in both lights, Jordan separately authorizes A/B pencil-only treatment at 10:50 a.m., unchanged $245 total. A refusal at the second gate means no visible treatment even when the hidden trial looked acceptable.



Original fictional consent sequence. A hidden trial is an operating gate, not proof of long-term compatibility; the diagram creates no actual consent or treatment authority.

Practice

The customer says “while you are here, do the tabletop too.” May the original $245 confirmation be extended verbally?

Worked answer

No. Stop before the added treatment. The tabletop differs in area, use and acceptance needs and is outside this selected starter job. Decline or create a separately verified proposal; do not improvise an upsell at the home. Reconsider sales-route and cancellation requirements if the transaction changes [S11].

Sources: S05, S11. Full links and limits are in the source register.

L10 Perform the arrival assessment and authorized hidden trial

Estimate and obtain precise permission. Study and exercise allowance 35 minutes.

Produce: An item-specific proceed or stop record before visible treatment

Use forms F10.

Reopen the conditions at the site

The estimate is conditional because arrival can change the decision. Verify item, ownership or authority, mapped marks, finish record and intended use. Check that nothing has changed since the inquiry. Observe the whole item and its surrounding finish without loading, flexing or disassembling it. If stability is uncertain, leave it alone and refer. A cosmetic service record does not certify the console as structurally safe.

Record whether the proposed surface is already clean and dry and free of apparent polish or contaminant concerns. If the customer has used an unknown cleaner or the finish appears soft or failing, stop. This course supplies no chemical identification or decontamination method. A customer may still want the appointment to continue; your technical boundary governs. State what is missing and whether a specialist or better documentation could resolve it.

Ask for a specific limited alteration

Use F10 to identify C: an existing shallow underside-apron mark on the same documented finish, reachable without moving or disassembling the piece. The customer must understand that this hidden mark will be altered, and approve its exact location and the limited appearance trial. Never scratch an intact hidden area to create a test. If no suitable authorized location exists, do not assume the visible mark is an acceptable substitute; hold and arrange another justified route. Trial-only approval for C does not authorize A or B. Write “visible work pending” until the separate later decision is recorded.

Apply only the supported method recorded in Lesson 5 to C. Evaluate the color and surrounding appearance. Stop for a new halo, smear, finish change, unworkable excess or an unacceptable dark line. Record what you can actually observe. A satisfactory immediate trial is one gate; it is not proof of long-term compatibility, proof of an unknown coating or permission for a larger repair. Where critical information remains unresolved, keep the hold.

Have the customer judge the real result

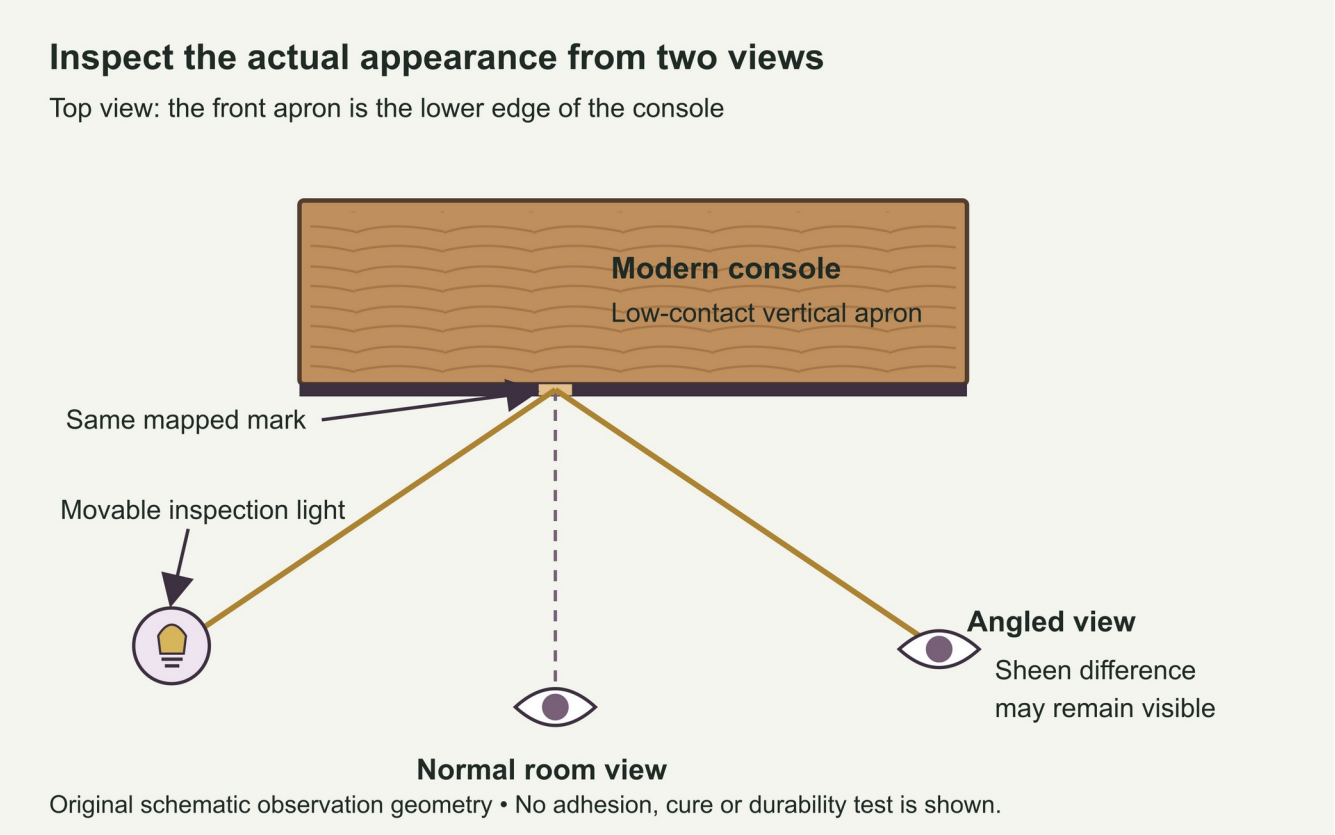
Show C with the customer’s normal room light and an angled inspection view. Explain any visible difference. Ask the customer to confirm whether that limited kind of improvement is useful for A and B. Record their words and the next permission. Consent to photograph the result does not authorize applying to a visible scratch; consent to the trial does not authorize the full visible work.

In the fictional Case F sequence, documentation and condition remain consistent, C shows reduced pale contrast with a slight side-light sheen difference, and Jordan accepts that limitation. Jordan then specifically authorizes the same pencil-only task on A and B at the accepted $245 total. These simulated observations illustrate a decision record. They are not real test data, manufacturer approval or evidence that a learner’s first customer will have the same result.

If the trial is adverse

Keep tools off the visible marks, preserve truthful photos and explain the observation without diagnosing a chemistry you have not established. Do not attempt solvent removal or overcoating as a rescue. Under Case F’s stated stop policy the charge would be $0 and the owner would record the incurred time and costs. Discuss competent assessment or referral; any later corrective process requires its own supported instructions and authorization. A held task is a completed professional decision, even though no repair was sold.

The complete alternative no-sale ledger in Case F and F10 shows the $0 policy with both travel legs, used/lost stock, owner value and cash still recorded. Use that alternative record only if its facts occur; do not replace the successful base example or call the stopped visit free to the business.



Original appearance-observation geometry; not a manufacturer-validated compatibility, adhesion or durability test. Customer permission and an eligible documented finish remain necessary.

Practice

C looks acceptable but the finish record belongs to a different console. Can you proceed because the trial passed?

Worked answer

No. The documented surface condition has not been established for this piece. An immediate appearance trial cannot replace identity evidence or a supported material assessment. Keep A and B untouched and resolve the mismatch or refer.

Sources: S01, S02. Full links and limits are in the source register.

L11 Carry out the two approved pencil touch ups with control

Deliver, inspect and close the whole business cycle. Study and exercise allowance 40 minutes.

Produce: A bounded application record with the surrounding finish preserved

Use forms F11.

Work only on the approved map

Confirm A and B one last time. Protect the floor, keep the work area controlled and have clean cloths available before exposing the pencil. The job is the two identified shallow defects, not every mark visible under your inspection light. Do not add a third touch-up because it looks quick. If the customer points out another concern, park it in the change record without treating it.

The physical method is the manufacturer-supported pencil application and removal of excess described in Lesson 5 [S01]. Use the documented matching pencil and keep your action limited to the imperfection. Do not treat the whole apron as a stain surface. The cross-section drawing explains where fill belongs and why residue outside the mark changes the appearance. It is an original schematic, not a manufacturer diagram or an instruction to use a measured force or angle.

Watch the surrounding surface

After treating A, inspect before starting B. Look at both the mark and the adjacent finished field. Remove excess using the supported rag method, while checking for an unintended change. If broad rubbing would be needed, the pencil cannot be controlled, the mark is more extensive than assessed, or the result develops a halo, stop. Do not keep working merely because the estimate included two scratches.

Keep a clean area of the cloth available so you do not redistribute removed material. This is a cleanliness and observation practice, not a new chemical recipe. Do not add water, polish, oil, abrasive, heat or solvent. The selected process does not use a protective topcoat. A new coat changes the method, visual field and return-to-use conditions. If you think it is needed, stop and refer rather than quietly expanding the service.

Understand what the pencil can change

A shallow scratch can interrupt color, surface continuity and reflected light. Filling and recoloring a small imperfection may reduce the pale line while leaving interrupted grain and a reflection difference. Adding more material cannot recreate wood fibers or prove strength. The business acceptance must remain the limited visual improvement shown by the trial, not a claim that the original finish or structure has been restored.

No numerical dose, scratch depth, pass count, tool pressure or removal time is established for this item. The stock schedule’s fraction of a pencil is a fictional inventory estimate and must never be used as an application quantity. The owner’s fifteen-minute application stage is a fictional labor allowance, not a material timing rule. Practice, conditions, product instructions and the actual result govern whether work can continue.

Finish or stop with a clear record

Record product identity, treated marks, any difference from the estimate and the observed result. In Case F, A and B both show reduced pale contrast and retain a visible grain interruption under side light; no unintended broad sheen field is simulated. If B instead proves unsuitable, record A completed and B stopped and agree the commercial resolution under the approved terms. Do not mark a job fully complete or charge a new repair automatically when one of the mapped marks remains unresolved.



Schematic of S01/S02 application only; no fixed tool angle, pressure, dosage, pass count or new clearcoat is specified.

Practice

A improves; B exposes a longer opening into the edge. What is the next step?

Worked answer

Stop B without filling the opening. A possible crack is outside the selected shallow cosmetic task. Document the changed finding and discuss referral and a fair price resolution. Do not conceal the opening or represent the pencil as structural reinforcement.

Sources: S01, S02. Full links and limits are in the source register.

L12 Inspect hand back and follow up without a false cure promise

Deliver, inspect and close the whole business cycle. Study and exercise allowance 35 minutes.

Produce: A customer-observed acceptance and product-specific use handoff

Use forms F12.

Compare the same piece honestly

Inspect A and B from the agreed normal room view and side view, with the customer present. Keep comparable photographs if authorized. Check that the pale contrast is reduced to the trial's accepted kind of appearance, that surrounding finish has no unagreed visible change, and that visible excess has

been removed. Record remaining grain or sheen differences. Never hide a defect by moving the light, cropping the image or describing only the best angle.

Ask the customer to state whether the limited agreed result has been achieved. Acceptance can be “accepted with the documented angled sheen difference,” “not accepted,” or “partly complete; resolution pending.” Do not prefill the acceptance as successful before they inspect. A customer signature does not replace a supported process or remove their legal rights. Invoice only under the agreed scope and any fair written resolution.

Use the correct return to use gate

The selected manufacturer guide lists this pencil as ready for immediate use [S03]. For this task there is no new liquid stain or clearcoat and therefore no invented overnight cure, recoat or fixed-hour release. The gate is the correctly identified pencil, current package instructions, eligible existing finish, completed supported excess removal, acceptable actual appearance and a clear handoff. If a package differs, a surface remains suspect or a new coating has been introduced, this course cannot release it.

Immediate use does not establish resistance to every cleaner, heat, abrasion, food contact or wet use. No such claim is made. Keep the work on the selected low-contact vertical area. Give the customer the exact product identity and describe the limited cosmetic task. Continue the furniture maker’s established care instructions; if those instructions or a proposed cleaner conflict with the repair product, obtain competent product-specific advice rather than inventing a maintenance recipe.

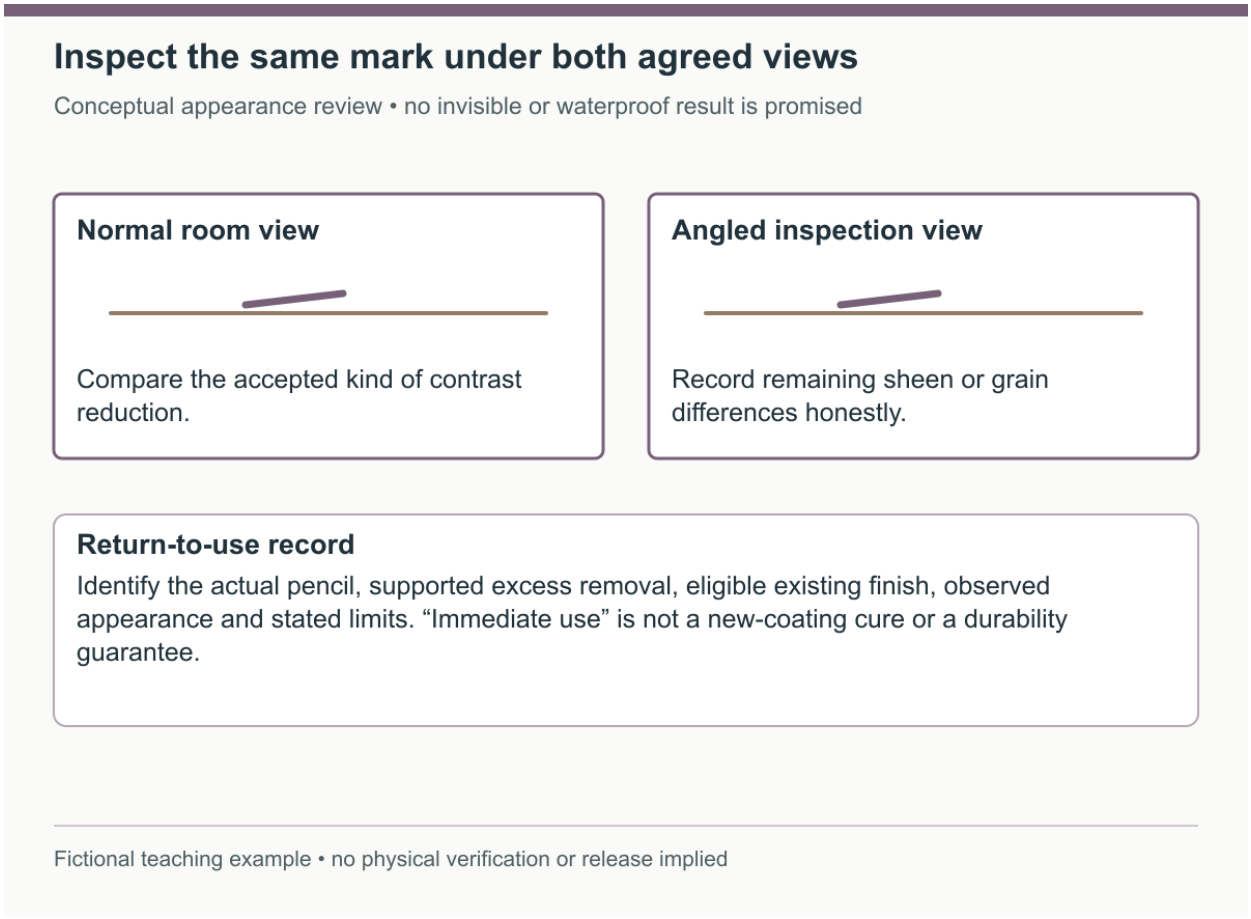
Close the household visit

Remove kit and floor protection without spreading removed material. Recheck the floor and adjacent surfaces with the customer. Confirm that the console remains where it was; this service did not move or test its load capacity. Provide the written task, limitations, payment receipt, concern contact and agreed follow-up. Do not tell the customer that a surface-treatment product warranty covers your labor or the value of their furniture.

Case F records one $245 payment at handoff. Marketing image permission remains declined. The visit ends with the agreed appearance and no durability guarantee. The twenty-minute included follow-up is performed the next day to ask about a concern and explain the record; that date is a fictional service arrangement, not a maker’s cure time. If the customer has no issue, record their actual words without turning them into an unsolicited review or advertisement.

Respond to a later concern

Ask which mark, when the change was observed, what use or cleaning occurred, and for a truthful photograph if appropriate. Do not diagnose blame from a photo. If correction would require an unverified material or a larger finish process, hold and seek competent assessment. Agree a documented correction or appropriate refund rather than repeated unqualified treatment. Record time and cash costs even when your customer is not charged.



Conceptual exaggerated mark, not before-and-after customer evidence. No measured scratch size, durability, waterproofing or cured-coating performance is established.

Practice

May you tell Jordan the repair is waterproof because it is ready for immediate use?

Worked answer

No. Immediate use is the named pencil’s guide statement. It supplies no waterproof, cleaner-resistance, food-contact or restored-factory-finish claim. Record the actual limited result and keep unsupported performance claims out of the handoff.

Sources: S03. Full links and limits are in the source register.

L13 Reconcile stock cash owner value and an adverse outcome

Deliver, inspect and close the whole business cycle. Study and exercise allowance 35 minutes.

Produce: A checked job closeout and unchanged dated baseline

Use forms F13.

Close the stock without paying for it twice

The fictional stock order is $40.50. One pencil remains at 0.95 of its accounting unit after 0.04 used and 0.01 lost; sixteen cloths remain after three used and one lost; eleven protective sheets remain after one

used. Remaining stock value is $36.00833333333333, displayed $36.01. The used/lost stock value is $4.49166666666667, displayed $4.49. Their full-precision sum equals the purchased $40.50.

Fractional pencil consumption is a planning estimate of inventory use, not a dispensing instruction or measured practice result. Real stock counting may differ. A damaged full pencil is a loss, not negative usage or an extra customer charge. Buy whole packs: if the kit needs twenty-one cloths and each pack contains twenty, the purchase quantity is two packs. A twenty-one-cloth requirement cannot be funded as 1.05 retail packs unless the seller actually sells individual units.

Reconcile the bank separately

Opening bank cash $600, less stock purchase $40.50, less equipment purchase $165, less job cash $10, plus gross customer payment $245, less retained processing $7.65, equals $621.85. There is no refund, tax remittance or owner draw in the base case. The $15 business reserve is a designation inside that bank balance, leaving $606.85 unreserved; it is not another bank withdrawal.

Economic profit before reserve is revenue $245 less full economic cost $184.14166666666667, or $60.86 displayed. After the $15 management reserve the remainder is $45.86. These views include $136 owner labor value and the stated allocations; they are not accounting net income or a tax return. Equipment purchase is a cash outflow and the $6 job allocation is economic use; do not claim the whole $165 purchase plus the allocation as this job’s economic consumption.

Model a correction honestly

If the operator later refunds $50 of the $245 receipt, the no-sales-tax example retains $195 revenue. Assume the original $7.65 processor fee is retained and invent no extra refund fee. At otherwise unchanged cost, bank cash falls to $571.85, economic profit before reserve falls to $10.86 and management remainder after reserve is negative $4.14. Any added owner time or correction material lowers it further. This is a separate scenario, not the case’s actual simulated outcome.

For a full $245 refund with the same initial costs, net service revenue is $0 and the bank would be $376.85. A same-order refund greater than the $245 collected is not an ordinary sale reversal: stop the rollforward and investigate a separate compensation payment or data error. Do not manufacture a negative invoice or pretend it reconciles to this order. With sales tax elsewhere, split any valid gross refund proportionally between revenue and tax using the verified local treatment.

Keep the accepted estimate intact

Save the November 20, 2026 baseline price $245, owner minutes 240 and total cost $184.14166666666667 as dated static assumptions. Compare actual time, stock, cash costs and outcomes against that baseline. Do not overwrite the baseline when travel runs late or a correction occurs. The difference teaches whether the task, territory, price or skill needs changing. One profitable fictional order does not validate a business.

A stock purchase and job use reconcile once

Fictional Case F • rounded displayed totals preserve full-precision calculations

Stock view	Value	What it means
Whole purchase	$40.50	One bank outflow creates stock
Used + lost	$4.49	Economic consumption, not another payment
Stock remaining	$36.01	Useful inventory remains after the job

Baseline owner minutes
Keep 240 unchanged. An extra hour means actual 300, not a rewritten plan.

Record the variance
60 min × $34 = $34 added owner value, plus any actual other costs.

Fictional teaching example • no physical verification or release implied

Fictional rounded stock displays: full-precision values reconcile $40.50. Fractional pencil use is an accounting estimate, not a dispensing instruction.

Practice

If the follow-up uses an extra hour to resolve your error, should you change the baseline 240 minutes to 300?

Worked answer

No. Keep baseline 240. Record actual 300 and the additional $34 owner value, plus any other real costs. Compare the variance and revise future estimates separately. Do not bill your own correction automatically or recast the new actual as the original plan.

L14 Make a readiness decision and manage the first limited bookings

Deliver, inspect and close the whole business cycle. Study and exercise allowance 30 minutes.

Produce: A documented launch, practice or stop decision with a controlled next action

Use forms F14.

Use observable release criteria

Readiness means you can show the eligible surface, exact current product, supported method, permitted repeatable practice, observed acceptance and stop decisions. You also need a completed

local-operating record, authority and consent workflow, coverage decision, independently estimated cost and usable confirmation. Reading every page or possessing a kit satisfies none of those physical or commercial gates by itself.

For the selected service, show a real documented sample on sound modern stained and finished solid wood, the same pencil-and-rag sequence, an authorized hidden trial, truthful normal and angled views, removal of excess without an unagreed surrounding finish change, and a handoff that makes no unsupported performance claim. Include failed attempts and what you changed. If the result depends on an improvised solvent, sanding or overcoat, the demonstration does not match this course's starter task.

Choose the next responsible action

Launch only a narrowly screened request that fits the demonstrated task and the real local conditions. If demand exists but technique is inconsistent, remain in permitted practice. If technique is demonstrated but the requested jobs are outside the offer, revise the demand experiment. If legal, storage, disposal or coverage conditions remain unresolved, hold paid work while resolving them. If the fully costed price does not appeal to qualified customers, reconsider the business before buying more inventory.

The five-stage short route is useful when you need a sequence: narrow the service; check conditions and demand; complete permitted rehearsal; build an independent estimate and conditional confirmation; make the readiness decision. Each stage has an output you can inspect. It is not a shortcut past physical competence, current instructions or customer authority. The full lessons remain available when a stage exposes an evidence gap.

Control the first few orders

Screen one request at a time. Keep sufficient time for the whole owner cycle and a separate capacity buffer; do not book three jobs by dividing the day by pencil contact time. In the case, 240 owner minutes plus a 30-minute buffer consumes 270 minutes of planning capacity, with follow-up time allocated separately in the actual calendar as shown. Buffer is unused capacity, not a cure period or paid labor already performed.

Review each completed or stopped order: eligible request, hidden trial, actual accepted result, full time, stock, money, customer concern and referral. A high decline rate may reflect broad advertising rather than a need to widen technical scope. A repeated halo or mismatch is a reason to stop that offer and obtain competent instruction. A repeated unprofitable return visit is a pricing and capability finding, not an invitation to charge every complaint.

Retain a usable foundation

A small service business connects a specific customer need, permission to operate, a demonstrated repeatable task and economics that include the owner's time. Demand is evidence of qualified customers willing to accept the actual result at an informed price, not traffic or an attractive photograph. Maintain the common WMP business reference alongside the service-specific records here.

The fictional Case F is a complete teaching example with one accepted limited result, a declined marketing-photo permission and separate adverse scenarios. It is not a testimonial, real demand, field validation, product approval or a credential. Your next action is the first unmet gate on your own readiness form. Keep messages unsent until you are ready and separately choose to use them; no course completion sends, buys or publishes anything.

Use the first unmet gate as the next action

A fictional accepted job is not your practice record

Evidence area	What your own record must show
Scope	Named modern wood / finish / marks
Practice	Permitted selected method + truthful views
Authority	Hidden trial and visible work approved separately
Business	Operating, coverage, demand and complete cost
Capacity	240 owner min + 30 buffer = 270 planned min

Missing evidence means practice, research, revision or HOLD • no booking, purchase or message is created

Original lesson decision register. It does not certify skill, compatibility, permissions, actual customer demand or readiness to accept paid work.

Practice

You have two promising inquiries but no documented practice on the selected finish. What is the correct next action?

Worked answer

Keep the inquiries as conditional interest, explain that bookings are not open, and obtain permitted documented practice and any needed competent instruction. Do not accept payment or present the fictional case as your portfolio. Demand does not supply the missing technique evidence.

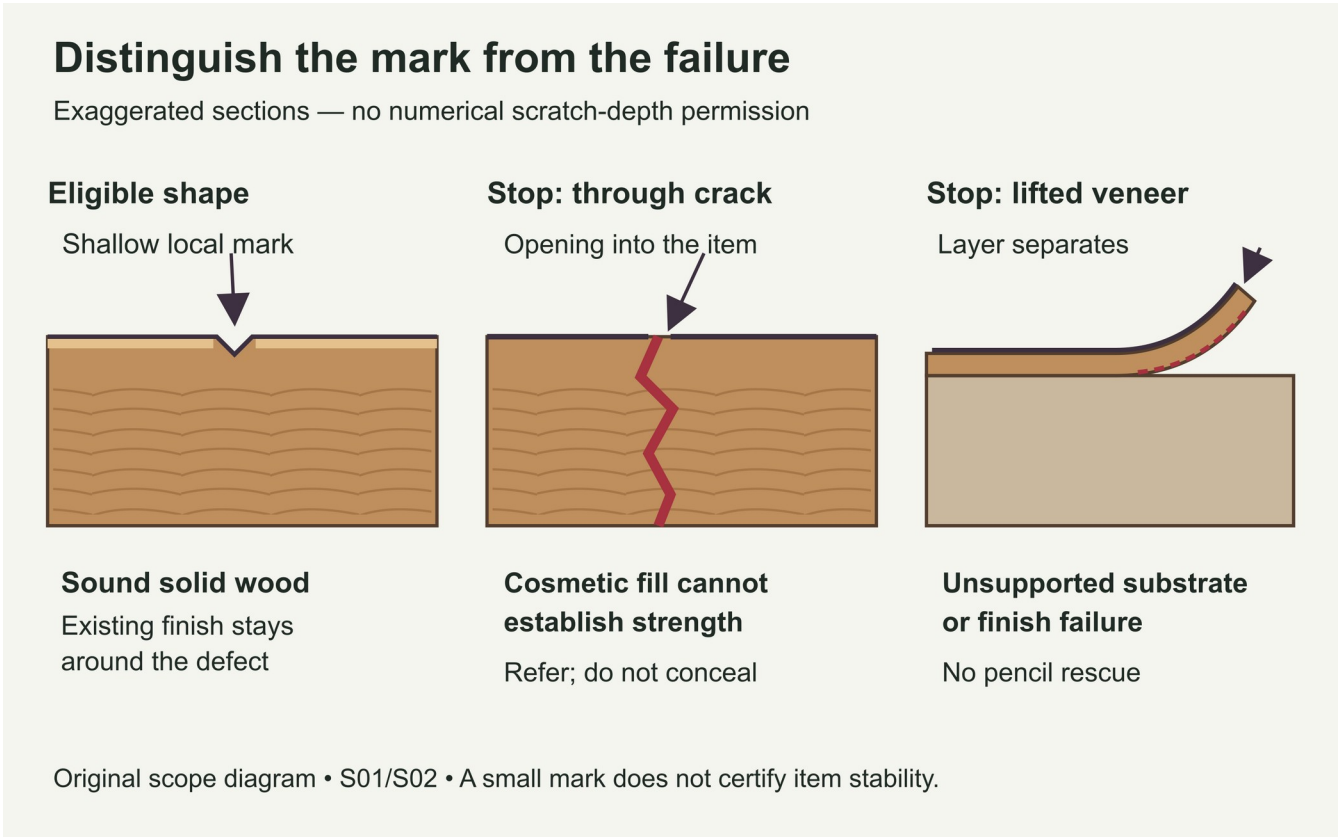
Sources: S01, S02, S03. Full links and limits are in the source register.

One complete readiness decision

- Own narrow eligible task, product identity and documented surface are written; unsupported items are held.
- Own real local registration, licensing/classification, zoning/storage, business waste and coverage decisions are resolved for actual activity.
- Own permitted physical samples demonstrate repeatable selected method and honest stop decisions; fictional examples do not count.
- Demand experiment shows qualified fit at an independently estimated price; likes and unrelated antique requests do not count.
- Whole-cycle estimate includes research, prep, both travel legs, reset/report and actual follow-up; unused buffer is separate.
- Customer has authority, receives complete conditional price/scope/terms and separately approves hidden trial and visible work.
- Normal and angled appearance checks, product-specific use gate and supported concern/correction route can be explained.
- Stock, cash, fee, owner value and allocations reconcile; baseline remains dated/static; no uncontrolled refund or misleading CAC.

Original visual reference

Shallow cosmetic mark versus excluded failures



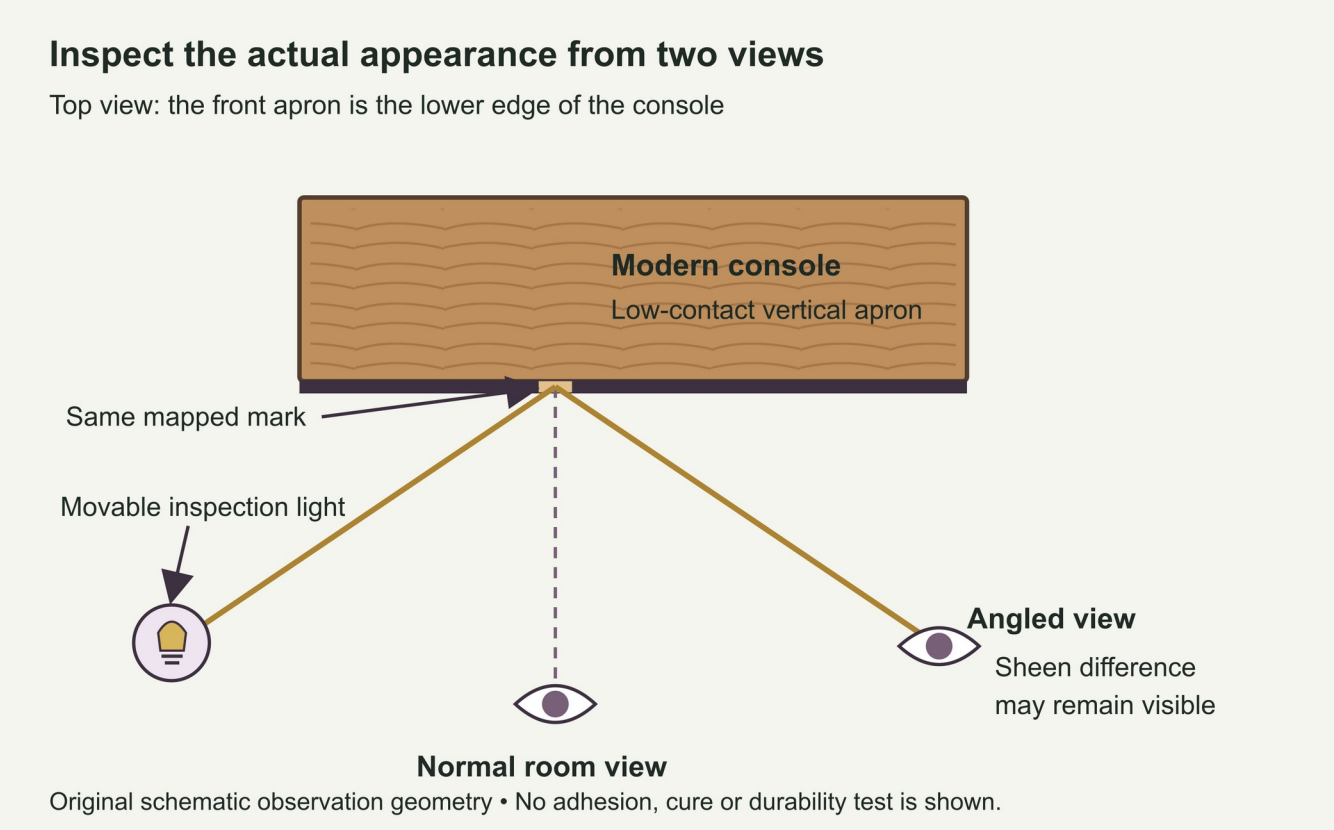
Geometry is exaggerated and has no numerical scratch-depth permission. A pencil is a cosmetic fill, not a strength repair. Sources S01/S02; course scope is narrower than manufacturer product marketing.

Confined pencil fill and excess removal



Schematic of S01/S02 application only; no fixed tool angle, pressure, dosage, pass count or new clearcoat is specified.

Inspect normal and angled views



Original appearance-observation geometry; not a manufacturer-validated compatibility, adhesion or durability test. Customer permission and an eligible documented finish remain necessary.

Fictional cosmetic assessment scene



AI-generated fictional assessment illustration, visually reviewed by the production owner. It does not depict a verified Minwax package, identified finish, approved compatibility, completed technique or real customer work.

Source register

These sources support the identified product, platform and jurisdiction only. Recheck changing rules and exact model instructions before work. Case evidence and illustrations are original fictional teaching material, not field validation.

S01 Blend Fil Pencil product page

Minwax. Checked 2026-11-20. Stained/finished wood scratch/nail-hole product scope; color matching; pencil worked into imperfection and excess removed with rag.

Current page opened 2026-11-20. No numerical depth, force, angle, universal coating compatibility, cure schedule or invisible-result guarantee adopted. Product prose is paraphrased; no artwork copied.

https://www.minwax.com/en/products/maintenance-repair-tools/blend-fil-pencil

S02 Blend Fil Pencil technical data sheet manufacturer authored retailer mirror printed 04 07

Minwax. Checked 2026-11-20. Clean/dry entry condition; staining/sealing/topcoating before pencil; color selection and application; hand hygiene, child/high-heat precautions.

Authentic maker-authored one-page primary document hosted by distributor; opened 2026-11-20. Printed 04/07 is not a2024 revision claim. Manufacturer PDS endpoint linked from its listing failed. No mineral-spirits cleaning of furniture, overcoat procedure, numerical scratch depth or compatibility assay taught.

https://www.paintsundries.com/ASSETS/DOCUMENTS/ITEMS/EN/MIN_027426110038_TECH_0824.pdf

S03 Minwax Product Guide Wood Maintenance Repair Blend Fil Pencil

Minwax. Checked 2026-11-20. Pencil guide listing: ready for immediate use; furniture/stained-finished wood context.

Official source search extract for Blend-Fil section verified 2026-11-20; complete 33 MB PDF open failed due tool size, current catalog download redirect also failed. Immediate use applies to named pencil, not other coatings or waterproofness. Current physical package remains a required gate.

https://www.minwax.com/content/dam/cbg-minwax/footer/Minwax-Product-Guide.pdf

S04 Blend Fil Pencil 3 SDS 11003 May 19 2024 version 10 maker authored mirror

Minwax. Checked 2026-11-20. Exact #3 identity/Ipswich-Puritan Pine color family; sections 7,8,13 storage, hygiene, exposure/protection and disposal framework.

Maker-authored 10-page primary SDS opened 2026-11-20 via retailer mirror; manufacturer SDS endpoint inaccessible. No claim this is the newest package revision, no generic PPE/respirator approval, household waste acceptance, emergency-care tutorial or long-term finish compatibility.

https://assets.paintsupply.com/wp-content/uploads/2016/06/SDS-Minwax-027426110038-123700.pdf

S05 Sales Tax in Oregon

Oregon Department of Revenue. Checked 2026-11-20. Oregon has no general sales or use/transaction tax; supports 0 sales-tax assumption for the local worked service.

Opened 2026-11-20. Does not eliminate income/local business taxes or establish other-state/interstate treatment; no tax exemption certificate invented.

https://www.oregon.gov/dor/programs/businesses/pages/sales-tax.aspx

S06 Reduce the Risk of Lead Exposure at Home

U.S. Environmental Protection Agency. Checked 2026-11-20. Old-furniture refinishing can involve lead exposure; contamination may travel on clothing/equipment.

Opened 2026-11-20. Not all old furniture contains lead; no claim that all movable-furniture work is building RRP work; course excludes suspect coatings and gives no disturbance/test procedure.

https://www.epa.gov/lead/reduce-risk-lead-exposure-home

S07 Business Tax Filing and Payment Information

City of Portland Revenue Division. Checked 2026-11-20. Portland/Multnomah operating businesses register within 60 days; local business tax account does not authorize prohibited activity.

Opened 2026-11-20. No exemption threshold, rate or all-obligations ruling applied. Actual location and activity still govern.

https://www.portland.gov/revenue/business-tax

S08 Answers to Business Registration Questions Registering Your Business Name

Oregon Secretary of State. Checked 2026-11-20. Operating under an assumed name requires registering it; entity/name formalities separate from task permissions.

Opened 2026-11-20. Does not certify fictional name availability, form an entity or determine local permits, insurance or taxes.

https://sos.oregon.gov/business/Pages/faq.aspx

S09 CCB License Do You Need a License

Oregon Construction Contractors Board. Checked 2026-11-20. General compensated construction activity involving real-property improvements is within CCB licensing boundary.

Opened 2026-11-20. No blanket exemption determination for furniture businesses; built-ins and architectural surfaces excluded; unresolved classification held.

https://www.oregon.gov/ccb/Pages/CCB%20License.aspx

S10 Home Occupation Permits Running a business out of your home

City of Portland Permitting & Development. Checked 2026-11-20. Type A no customer/employee visits; no Type A permit required but zoning applies; Type B differs.

Opened 2026-11-20. No actual home storage, chemical quantity, fire/waste, lease or workshop approval; drop-off/workshop models not authorized here.

https://www.portland.gov/ppd/home-occupation-permit

S11 ORS 83 710 83 750 home solicitation sales

Oregon Legislature. Checked 2026-11-20. 83.710(2)(i) buyer-initiated specifically requested personal-property repair exception;83.710(3) additional sales at the home; applicable cancellation/notice regime differs by facts.

2025 Edition current official page opened 2026-11-20. This is a bounded teaching distinction, not a complete compliant contract/notice form or legal ruling for the learner. Fictional no-fee cancellation preserves mandatory rights.

https://www.oregonlegislature.gov/bills_laws/ors/ors083.html