Independent Barber Business Worked Case

Work, Money & Place | Local review edition v2 | November 21, 2026

All people, businesses, licenses, permissions, observations, documents, measurements, evidence and outcomes below are fictional teaching examples. No actual client work, legal determination, demand or physical assessment took place.

River Bench Barber complete fictional week

Business and permission assumptions

Avery Reed is assumed to be an already qualified and currently licensed California barber. River Bench Barber is an invented independent business at Chair 2 inside the invented River Bench Shop in Sacramento. Establishment authorization, municipal requirements, insurance and classification review are assumed valid solely to practice the workflow. No real license number, address or legal determination is asserted.

The initial menu is one adult dry uniform guard maintenance haircut. Avery controls service prices, bookings, clients and direct payments under a reviewed fictional rental arrangement. Chair rent is $220 per week; laundry costs $20. Six access periods allow twenty-four released sixty-minute slots. A cheaper chair with imposed rates and centralized appointments is held for classification review.

Demand and buying decision

Avery reviews comparable public menus and permission-based feedback before a four-week chair trial. Existing authorized referrals and returning clients form the base teaching cohort. No real demand result or outreach is claimed. A separate campaign exercise uses $60 cash and 180 owner minutes for twelve inquiries, six bookings and four completed new clients. Cash CAC is $15; full CAC is $33.75. It is not charged to the base week.

Avery uses an existing supported kit and buys only whole-pack replenishment stock in this case. Equipment purchase is zero. Fixed exclusions cannot be overridden by approval fields. Real individual, location, equipment and practical requirements must be verified before an actual trial.

Independent estimate and accepted weekly plan

Before choosing price, Avery estimates twenty completed sixty-minute blocks = 1,200 minutes, plus travel 180, opening 120, closing 120, administration 120 and follow-up 60 = 1,800 minutes. Owner value is $750. Add cash job costs $252, stock consumption $11.30, vehicle allocation $15, equipment allocation $10 and overhead $25: total $1,063.30 before processing.

With fictional fees of 3% plus $0.30 per receipt, twenty receipts, a $30 reserve and a desired $100 remainder after reserve, required weekly sales are $1,236.3917526, or $61.8195876 per service. Avery chooses $65, subject to actual acceptance. The frozen November 15 plan is twenty services, $1,300 revenue, 1,800 owner minutes, $45 fees, $1,108.30 management cost, $191.70 result before reserve and $161.70 after reserve.

Complete fictional customer confirmation

RB-020, version 1, is issued November 15, 2026, valid through November 16, for Jordan Ellis’s November 17 appointment at 10:00 a.m. Provider: River Bench Barber, Avery Reed, avery@riverbench.example.invalid. Location: fictional Chair 2 inside River Bench Shop in Sacramento;

no active address is represented. Included: adult dry uniform guard maintenance haircut, consultation, result check and a sanitary station cycle. Excluded: shampoo, skin fade, razor, beard, chemical and medical services. The sixty-minute chair block includes twenty minutes of reset after the client leaves. Service $65, tax $0, total $65, due after delivery; no deposit or mandatory tip.

Cancel or rebook without charge before work; no-show fee is zero. A late arrival may need a later appointment; sanitation is never reduced. Scope or price changes require a new supported agreement before work. Concerns receive a reply within two working days and a review of the agreed result. A reasonable correction is not automatically new paid work; applicable rights remain. Fictional Jordan replies on November 15: I agree to RB-020 as described for November 17 at 10:00 a.m. Photo and publication are declined. One service check is accepted; ongoing marketing is not authorized. No real approval or message exists.

Prepare consult perform and release

The example uses US Wahl Super Taper model 8400 with compatible guide 3354-1300 marked 1/8 inch. Exact physical unit operating instructions are required in real practice. The fact sheet identifies the product; it is not a complete manual or practical assessment. Avery confirms suitable hair and skin, the desired uniform length, natural hairline, an agreed test area and the right to stop, then sanitizes hands and uses a clean cape and neck barrier.

Avery uses demonstrated controlled technique in small overlapping sections, checks comfort and tool condition, inspects the front, sides, back and crown, and shows Jordan the back with a hand mirror. No skin fade or razor outline is added. Jordan accepts the fictional result. Used tools are segregated. Compatible comb C02 is cleaned and dried, enters the EPA 954-11 solution at 10:40 a.m., completes contact at 10:50, and is rinsed, dried and stored by 10:53. It could not serve a 10:47 client. Electrical tools follow a compatible California section 980 spray or wipe procedure; they are never immersed.

Week output and complete owner time

November 16–21 has twenty-four released slots, twenty-two bookings, twenty completed services and two no-shows. Booking utilization is 91.67%; completed-slot utilization is 83.33%; completion among bookings is 90.91%. The two never-booked slots are not additional working commitments in this fixture.

Actual owner time is travel 180 + opening 120 + consultations 100 + cutting 500 + result checks 100 + payment and rebooking 100 + full reset 400 + no-show idle time 120 + closing 120 + administration 120 + follow-up 60 = 1,920 minutes. This is 32 hours, valued at $800 using $25/hour. Required contact time overlapping compatible reset tasks is not counted twice. The 120 idle minutes were not included in the 1,800-minute plan.

Receipts stock bank and result

All twenty completed services pay $65 by card and settle during the week, each with a fictional $2.25 fee. Earned revenue is $1,300; fees are $45; bank receipts are $1,255. RB-020 settles as $62.75, linked to its $65 receipt and $2.25 fee. Base confirmed zeros are tips, retail sales, customer tax, prepayments, refunds, equipment purchases, tax remittances and owner draws.

Opening bank $1,000 + gross receipts $1,300 − fees $45 − cash job payments $252 − stock purchases $57 = closing bank $1,946. Cash job cost consists of chair rent $220, laundry $20 and fuel $12. Stock consumption is $11.30 and closing stock is $45.70. Owner value $800, vehicle allocation $15, equipment $10, overhead $25 and fees $45 bring total management cost to $1,158.30. The result is $141.70 before reserve and $111.70 after a separate $30 designation. Actual cost is $50 above plan; time is 120 minutes above plan.

Separate changes failures and prepaid variant

A skin fade request is declined or referred. Setting a request to Approved never permits excluded work. A missed patch within the agreed maintenance result is corrected without a new fee if safe and agreed. A seven-minute immersion record is retained as a failed attempt and cannot release the tool; complete a compliant process with new actual times.

Separate P-001 variant: $25 is prepaid on November 16 for November 23 service, with zero earned revenue in the measured week. A November 18 refund request and November 19 initiation do not reduce bank cash or the $25 liability. A valid $25 bank posting on November 20 does. Actual original fees remain separate. These events do not change the base week.

A lower-demand variant has fifteen completed services across the same six open days. It retains 1,920 owner minutes, $252 cash job costs, $15 vehicle, $10 equipment and $25 overhead. Fees are $33.75. Stock consumption is $9.225 because six fresh concentrate batches remain fixed. Earned revenue $975 − management cost $1,144.975 = −$169.975, rounded to −$169.98 before reserve; after $30 reserve, −$199.98. This is a separate modeled variant, not actual history.

Follow up and decide

Avery’s sixty weekly follow-up minutes are used for permitted service checks and closed concerns, not a guarantee of future clients. Rebooking is optional. Actual return visits must be observed later; no lifetime value is invented.

The fictional business reviews its four-week trial, cash risk, booking losses and service quality without shortening hygiene. Reading this course does not establish real paid-work readiness. Continue only with actual permission, competence, tool and product compatibility, practical assessment and affordable risk. Otherwise hold or revise the trial, resolve customer obligations and stop responsibly.

Full owner cycle

Stage	Minutes	Evidence
Travel for six working periods	180	Decision time and vehicle planning; not a tax deductibility claim
Opening and daily batch preparation	120	Six opening records and fresh daily solution batches
Consultations and draping	100	20 × 5 minute consultations
Supported haircut delivery	500	20 × 25 minute services
Result checks	100	20 × 5 minute reviews
Payment and optional rebooking	100	20 × 5 minute handoffs
Complete station and tool reset	400	20 × 20 minute full reset blocks
Committed no-show time	120	Two 60-minute blocks not reusable
Closing and storage	120	Six closing records

Stage	Minutes	Evidence
Booking records reconciliation and administration	120	Actual record work
Permitted service follow-up	60	Actual used follow-up time

Total owner minutes: 1920. Contingency capacity is separate unless actually used.

Complete financial reconciliation

Measure	USD
Service price	$1,300.00
Gross invoice	$1,300.00
Assumed payment fees	$45.00
Owner time value	$800.00
Job cash excluding purchases	$252.00
Consumed and lost stock	$11.3
Nonfuel vehicle use	$15.00
Equipment allocation	$10.00
Overhead allocation	$25.00
Total management cost	$1158.3
Result before reserve	$141.70
Separate business reserve	$30.00
Remainder after reserve	$111.70

Amounts are fictional teaching assumptions. Stock and total management cost show up to six decimals to expose allocation precision. Final results use full-precision costs and round half up to cents. Reserve is a cash designation, not an expense. Owner value and allocations are not bank payments. Other taxes and actual business-level overhead remain separate.

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 Cash C49. Unknown or unreconciled fee data blocks a successful result.

Changes and stop decisions

Request for skin fade

Decline or refer outside fixed launch scope even if customer agrees.

No service or fee earned from excluded request.

Seven minute immersion record

Hold tool and repeat a compliant complete process; use prepared replacement or delay.

No fictional lost-time fee imposed on client.

Own missed patch within agreed result

Reasonable safe correction within original service, consent required.

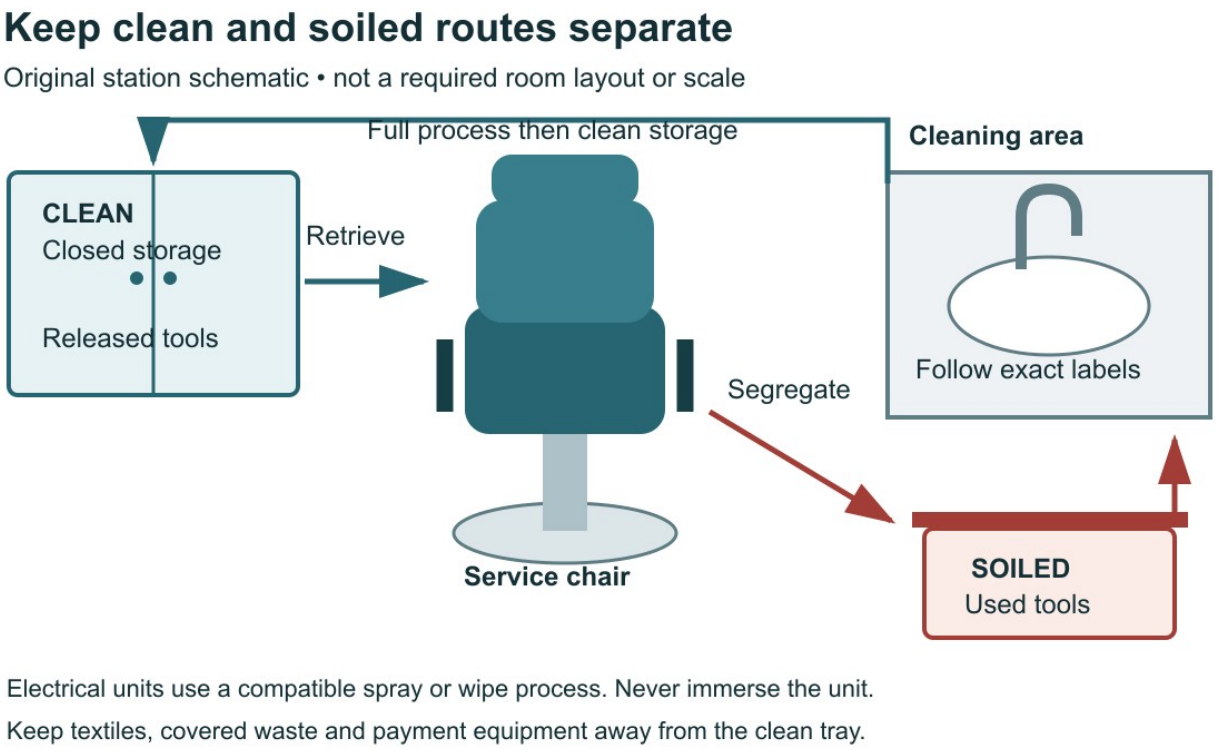
No automatic new paid change.

Separate 25 dollars prepayment cancellation variant

Track request initiation and bank posting independently; no service earned.

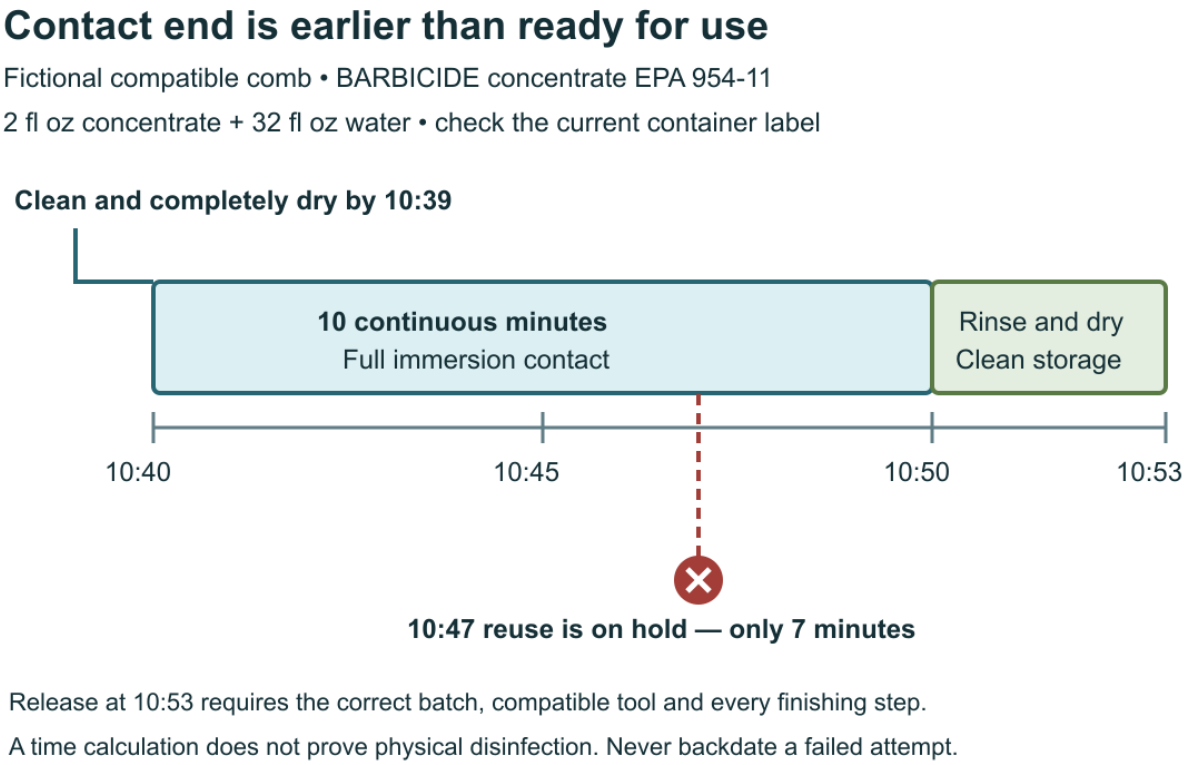
The $25 liability remains until a valid refund posts. Actual original processing fees are retained separately.

Clean and soiled station routes



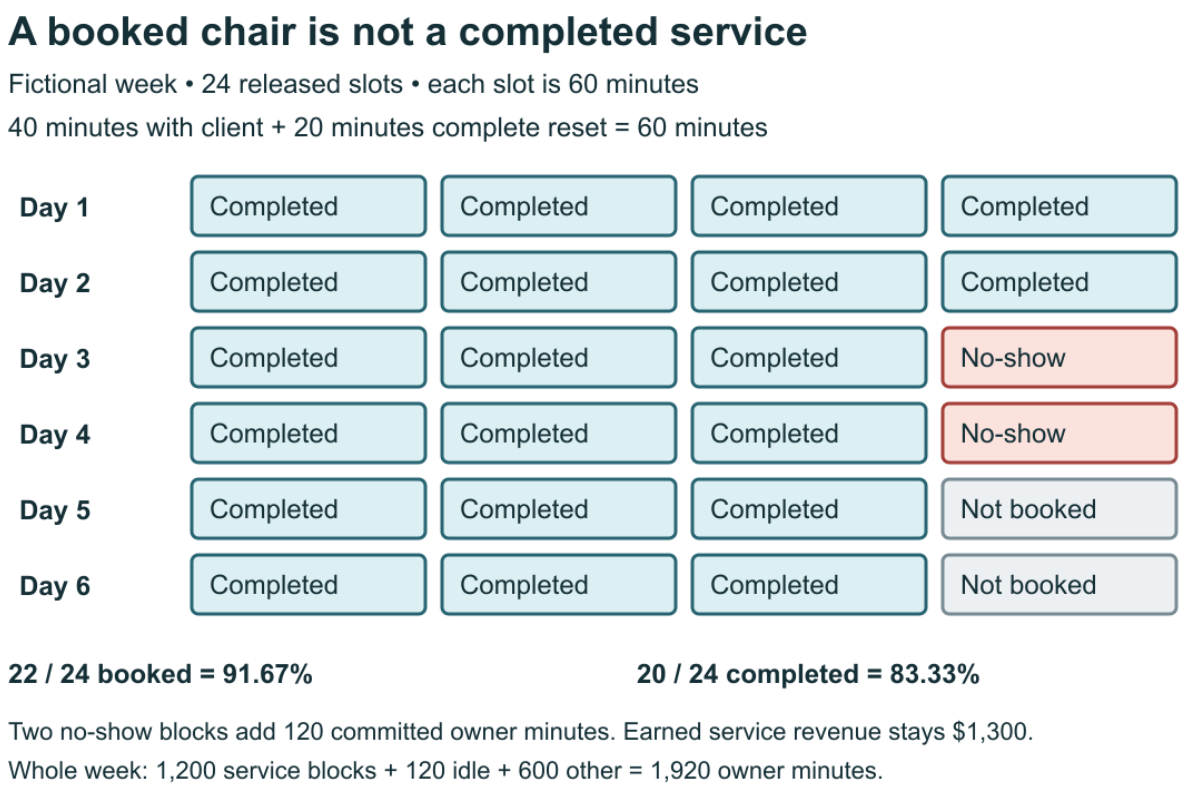
Original schematic, not a required floor plan or a scale drawing. Follow actual California tool handling, storage, facility and label requirements. See S02.

Contact period and actual ready time



Fictional compatible comb example under the selected US EPA 954-11 label and California section 979. Time alone does not prove disinfection. Exact container label governs. See S02 and S08.

Booked and completed chair slots



All counts, durations and outcomes are invented. Every completed block includes a forty-minute client cycle and twenty-minute reset. Lost bookings do not create earned service revenue.