Small Event Rentals Business Worked Case

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All people, measurements, evidence and outcomes are fictional teaching examples.

Fictional Case R: four tables and twenty-four chairs

A complete fictional hire with real learner gates still required

All people, records, dates, measurements, permissions, setup observations, bookings, costs and outcomes below are fictional teaching examples. No customer, venue or vendor was contacted; no equipment was purchased, inspected or field-tested. The simulated future dates demonstrate a record, not a real event or permission.

Morgan Hale requests four tables and twenty-four chairs for a November 28, 2026 gathering at the fictional Cedar Room in Portland. This is a fictional organic referral, separate from the acquisition pilot. It proves no real demand. The teaching fleet is T01–T04 Lifetime 80797 commercial automatic-locking tables and C01–C24 Lifetime 42830 commercial nonfolding stacking chairs. Real units, labels, current supplied instructions, recall review and permitted supervised practice remain mandatory learner evidence; no course case releases them. The completed-hire money branch below is conditional on all real practical and operating gates being satisfied; F10 deliberately shows the learner's unresolved exact-unit evidence as HOLD. It does not invent a verified 80797 demonstration. Its hypothetical paid-reservation branch assumes those prior competence gates are met before payment; later dispatch checks address the specific load, condition and venue. The learner may not copy that assumption to accept money.

Venue and availability assumptions

The fictional paper venue is a 20-by-30-foot indoor ground-floor room, with a measured-for-the-exercise 5-foot clear double-door opening. Four 6-by-2.5-foot tables form two columns/two rows, six chair symbols per table, three on each long side and none at ends. The diagram reserves a 3-foot trial occupied/pulled-out chair zone beyond each long side, a 4-foot center route and a 5-foot-deep clear approach at the door end. These are paper geometry assumptions, not manufacturer chair dimensions or code permissions. Real occupied movement, door operation, exits and fire equipment need actual measurement and venue/authority review. Twenty-four proposed places are not occupancy, accessibility or permit approval.

R-001 blocks the entire four-table/twenty-four-chair fleet from November 27 at 9:00 a.m. through November 29 at 3:00 p.m., including preparation and reset. The event is November 28. Other committed booking R-002 blocks all four tables and twenty-four chairs from November 29 at 4:00 p.m. through November 30 at 4:00 p.m. Base intervals have a one-hour gap. Actual simulated surfaces are observed dry at 2:00 p.m. November 29 and released at 3:00 p.m. Those clock times are fictional observations, not a drying instruction. If release slips to 6:00 p.m., the same fleet overlaps R-002 for two hours. No spare stock is assumed.

Independent estimate before choosing the customer price

The original prequote estimate is 330 owner minutes at $30/hour, or $165. Other costs are a fictional fixed $250 transport crew allowance including its van, helpers and their labor for delivery and collection; $12 owner-car fuel; $4.88 stock use/loss; $10 nonfuel owner vehicle use; $35 equipment allocation; and $15 overhead. Prefee estimated cost is $491.88. A management target of $30 reserved cash and about

$100 remainder, with invented 3% service processing plus $0.30 for each of two payments, gives ($491.88+$30+$100+$0.60)/0.97 = $641.731958762887. The business chooses $650, then itemizes that fictional package. No market rate or earnings claim is made.

Riley fixes the original internal plan on November 20 before issuing the quote: price $650, owner time 330 minutes and cost $511.98 including $20.10 fees. “Plan fixed” records the owner’s dated assumptions; it is not customer acceptance, a paid reservation or dispatch release. Later simulated preparation/reset each take fifteen extra minutes, giving actual 360 minutes, $180 owner value and cost $526.98. Keep that $15 variance beside the original plan. The separate sixty-minute unused capacity buffer is not labor or drying permission.

Complete fictional customer confirmation R 001

Fictional sender: Clear Room Event Furniture, proprietor Riley Chen, bookings@clearroom.example.invalid. Customer: Morgan Hale, morgan.hale@example.invalid. Venue: Cedar Room, Portland, Oregon; authorized contact Dana Brooks, venue@cedarroom.example.invalid. R-001 is issued November 20, 2026; offer and provisional hold expire November 23 at noon. All times are Portland local time. Morgan’s November 21, 5:30 p.m. email accepts conditional terms. The reservation is confirmed only when the first service payment arrives within the stated offer period. Equipment, practical, transport and venue release remain necessary before dispatch. Condition photos yes; marketing photos no.

Supply four matching Lifetime 80797 automatic-locking tables, T01–T04, and twenty-four matching Lifetime 42830 nonfolding chairs, C01–C24. Hire use is November 28, 10:00 a.m. through collection November 29, 10:00 a.m. Delivery is November 28, 9:00–10:00 a.m.; place only in the venue-authorized indoor ground-floor layout. Collection is November 29, 10:00–11:00 a.m. The fleet block is November 27, 9:00 a.m. through November 29, 3:00 p.m. for preparation through actual release. Included work is preparation, competent transport, agreed placement, count/condition handoff, collection and reset. No stairs, unassessed long carry, outdoor work, tents, powered equipment, event management, occupancy/accessibility approval or unapproved customer reconfiguration is included.

Fictional itemization: tables 4 × $25 = $100; chairs 24 × $5 = $120; delivery/collection $250; setup, inspection and reset $180. Service subtotal $650.00 USD; Oregon general sales tax $0.00; service total $650.00. First service payment $325 is due November 23 at noon; remaining service balance $325 is due November 27 at 5:00 p.m. Separate refundable security $150 is also due November 27 at 5:00 p.m., with a known fictional transfer fee of $0. Total customer cash due before dispatch is $800: $650 service and $150 protected refundable liability, never $800 revenue or an extra reserve.

Fictional original terms: cancellation before dispatch returns all service payments and security; the business bears original processing fees. After dispatch, access failure, early termination, changes or a concern require a fair documented resolution under applicable rights. No extra work/charge without approval. Damage is not automatic security forfeiture; any justified charge is separately evidenced, agreed and invoiced with actual tax/fee treatment. Operator error is assessed without automatically billing the customer. Included follow-up is November 30; statutory rights remain intact. Missing a payment or critical dispatch gate means HOLD and an agreed resolution, not automatic forfeiture.

Fictional actual-payment ledger: service $325 received November 23 at 10:00 a.m., confirming the reservation before noon; service $325 received November 27 at 3:00 p.m.; security $150 received separately November 27 at 3:05 p.m. Thus $800 has been paid by November 27, with only $650 service revenue and $150 owed back while held. In the conditional undamaged-return branch, security $150 is returned November 29 at 3:15 p.m. after closeout, leaving $0 security liability and $650 service receipts. No real approval or transfer exists.

Preparation transport and supported setup

The simulated owner checks IDs, condition, actual mechanism/source match and the recall review. Real learner units have not been acquired or cleared. Ordinary maker-supported cleaning uses mild dish soap, warm water and a damp cloth [S04C]. This is no disinfection claim. Dirty returns remain separate; questionable units are quarantined. Cleaned units release only after actual dryness and condition evidence.

The source check establishes auto-lock product identity, not a verified 80797 close-view folding manual. The commercial completion branch conditionally assumes that matching current instructions, competent demonstration and recorded actual-unit lock/support close views resolve setup and folding before dispatch. The learner's PR-R01 remains HOLD until that real evidence exists. Historical family movement and the original schematic are not qualification; no red-tab steps, force values, hand positions, proof load or repair are invented.

Fictional TR-R01 names V01, driver Quinn Shaw and helper Sam Reed; $250 includes van/crew labor for both delivery and collection. The V01 worksheet assumes a 900-lb combined occupant/cargo limit: occupants 360 + fleet/kit 410 + other items 40 = 810 lb, leaving 90 lb. These are invented teaching measurements, not actual van ratings or Lifetime weights. Fictional VL-R01 marks separate gross/axle and loaded-opening/fit checks PASS; LP-R01 retains V01/load/restraint records and Quinn's final recheck at 8:20 a.m. November 28. The actual learner must obtain real evidence; the course supplies no securement design.

Fictional route plan RTE-R01 assumes a dry level ground-floor route, 5-ft clear double-door opening, no stairs and 25-ft carry, with Dana as access contact and Quinn/Sam with a matching cart. These are proposed case facts; actual inspection, handling demonstration and coverage records remain unsupplied learner gates. In the conditional completed-hire branch, dispatch and handoff count all T01–T04 and C01–C24 clean/dry, and Morgan/Dana accept the same 28 units and condition. Riley travels separately on four 20-minute car legs, $12 fuel cash and $10 nonfuel allocation. No real crew, vehicle, practical qualification or coverage is established.

Separate no-dispatch branch: at 8:15 a.m. November 28, the planned restraint evidence or competent driver is absent. Riley marks HOLD and drafts an update to Morgan/Dana, then verifies a supported alternative or agrees cancellation/refund under F07. No owner-car, unassessed trailer or customer pickup substitute is assumed. The already-paid $800 cannot release the load or convert $150 security into revenue. No customer message is sent by this course.

Return quarantine branch and security settlement

Collection November 29 confirms all IDs and undamaged condition in the base simulation. The matching breakdown and verified crew-loading plan precede the owner's return. Returned stock enters the uninspected zone, then supported cleaning, inspection and actual drying; none moves straight into ready stock. Twenty-five actual follow-up minutes on November 30 are owner labor, but do not extend the physical fleet block.

The $150 security is returned after undamaged inspection and records on November 29. Immediately before return, the bank would contain $150 more, but the matching liability must remain protected. No damage charge or forfeiture occurs. If C07 instead has a crack, quarantine it, preserve the before/after evidence and discuss an appropriate assessment and resolution without assuming blame. Twenty-three eligible chairs leave R-002 short one. No verified substitute or subrental is assumed; resolve the affected customer commitment before dispatch.

Whole packs capital and management allocation

Fictional new fleet capital is four tables × $95 = $380 plus twenty-four chairs × $45 = $1,080, total $1,460 cash. A $290 handling kit is already owned, so no new cash is paid for it. Dividing each basis by fifty assumed complete hires gives $29.20 fleet use plus $5.80 kit use = $35 per hire. This is a management assumption, not tax depreciation, proven durability or guaranteed service life. This fictional new-purchase scenario follows the demand/logistics gate. A learner should first try available suitable equipment through permitted rehearsal; no actual $1,460 purchase, loan, paid subrental permission or demand validation is implied.

Whole-pack stock is: 24 fluid ounces mild soap for $3.60, four ounces used costing $0.60; 100 cloths for $8, twenty used costing $1.60; twenty bags for $6, two used costing $0.60; 100 gloves for $12, four used costing $0.48; and 100 labels for $5, twenty-eight used plus four lost costing $1.60. Purchase is $34.60; use/loss $4.88; remaining inventory $29.72. These are fictional accounting quantities, not a cleaning dilution, dosage or PPE selection.

Actual fees bank cash and economic result

Two $325 service receipts at the invented 3% plus $0.30 terms cost $10.05 each, total $20.10. Security uses a separately verified zero-fee assumption in this fictional case; real security fees must be entered explicitly, including a known zero. Service receipt fee fields exclude security. Refunded security principal never reduces service revenue, and any actual security processing fee is counted once as a cost and bank outflow.

Actual cost is $262 cash job + $4.88 stock + $10 vehicle + $35 equipment + $15 overhead + $180 owner value + $20.10 service fees + $0 security fees = $526.98. Revenue $650 gives $123.02 before the $30 reserve and a $93.02 management remainder. Opening bank $3,500 − fleet $1,460 − stock $34.60 − job $262 + service $650 − fees $20.10 = $2,373.30. Security +$150 −$150 has zero final movement and zero closing liability. The reserve stays inside bank, leaving $2,343.30 unreserved. No owner draw or personal tax estimate is made.

Adverse and acquisition decisions

A separate valid $100 service refund, with original $20.10 processing retained and no added refund fee, gives bank $2,273.30, profit $23.02 and after-reserve remainder negative $6.98 before correction costs. A full $650 service refund leaves bank $1,723.30 and economic loss $526.98 before further costs. Refunds above the $650 service receipts are held for error or separate compensation classification. Returning the $150 security is not a service refund.

If a separate security-payment method charges $4.80 while $150 is held, protect the full $150 principal and record $4.80 fees once. Management remainder and unreserved cash each fall by $4.80; the fee does not reduce the refundable liability. Do not hide it in service receipt fees or add it twice.

A separate completed fictional fourteen-day campaign spends $48, generates six unique qualified inquiries, two first bookings and two paying customers. Its 120 marketing minutes at $30/hour add $60. Cash cost per lead is $8; conversion 2/6; cash CAC $24; fully loaded CAC $54. Organic Case R is excluded. Marketing labor excludes order-specific intake already in the owner cycle. At the same actual scope and price, $123.02 contribution before reserve less $54 acquisition cost leaves $69.02 before reserve and $39.02 after the $30 reserve. These invented economics merit a bounded further test only after real willingness and readiness exist; they do not prove demand or repeat revenue.

Full owner cycle

Stage	Minutes	Evidence
Inquiry, quote and administration	30	Complete inquiry, itemized conditional quote and authority records.
Availability and venue planning	25	Tag-level blocked intervals and venue/access/layout review.
Preparation, cleaning, inspection and IDs	60	Actual preparation uses sixty minutes, fifteen above the baseline forty-five.
Outbound delivery travel	20	Owner car leg one; crew carries fleet under its separate all-in plan.
On-site setup and handoff	45	Matching table setup, chair placement, count/condition and use handoff.
Return travel after delivery	20	Owner car leg two.
Outbound collection travel	20	Owner car leg three.
Collection count and breakdown	35	Authorized access, ID count, condition, matching breakdown and crew handoff.
Return travel after collection	20	Owner car leg four.
Reset cleaning and inspection	40	Actual reset uses forty minutes, fifteen above baseline twenty-five; passive drying separate.
Records and security settlement	20	Closeout, $150 security return and protected-liability settlement.
Actual included follow-up	25	November 30 concern conversation actually used; not added to fleet-blocked time.

Total owner minutes: 360. Contingency capacity is separate unless actually used.

Complete financial reconciliation

Measure	USD
Service price	$650.00
Gross invoice	$650.00
Assumed payment fees	$20.10
Owner time value	$180.00

Measure	USD
Job cash excluding purchases	$262.00
Consumed and lost stock	$4.88
Nonfuel vehicle use	$10.00
Equipment allocation	$35.00
Overhead allocation	$15.00
Total management cost	$526.98
Result before reserve	$123.02
Separate business reserve	$30.00
Remainder after reserve	$93.02

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.

Bookings scans every slot. Confirm the filled row count in C22, use unique booking IDs and resolve every partial record. Cancelled records use active 0 and retain their complete dates and units. Dates block preparation through collection, inspection, cleaning and dry release; no availability result authorizes an unready unit.

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.

Changes and stop decisions

Reset release extends from 15 00 to 18 00 on November 29

Resolve R-002 before another promise; all fleet overlaps 16:00–18:00 and no spare stock is assumed.

No automatic late charge; agree a fair supported service resolution.

Alternate C07 crack after return

Quarantine; twenty-three eligible chairs leave R-002 short one. Document evidence and resolve the commitment.

No automatic security forfeiture. Any justified charge is separately evidenced, agreed and invoiced.

Preparation and reset each exceed baseline by fifteen minutes

Record actual 360 minutes beside baseline 330; retain the accepted estimate.

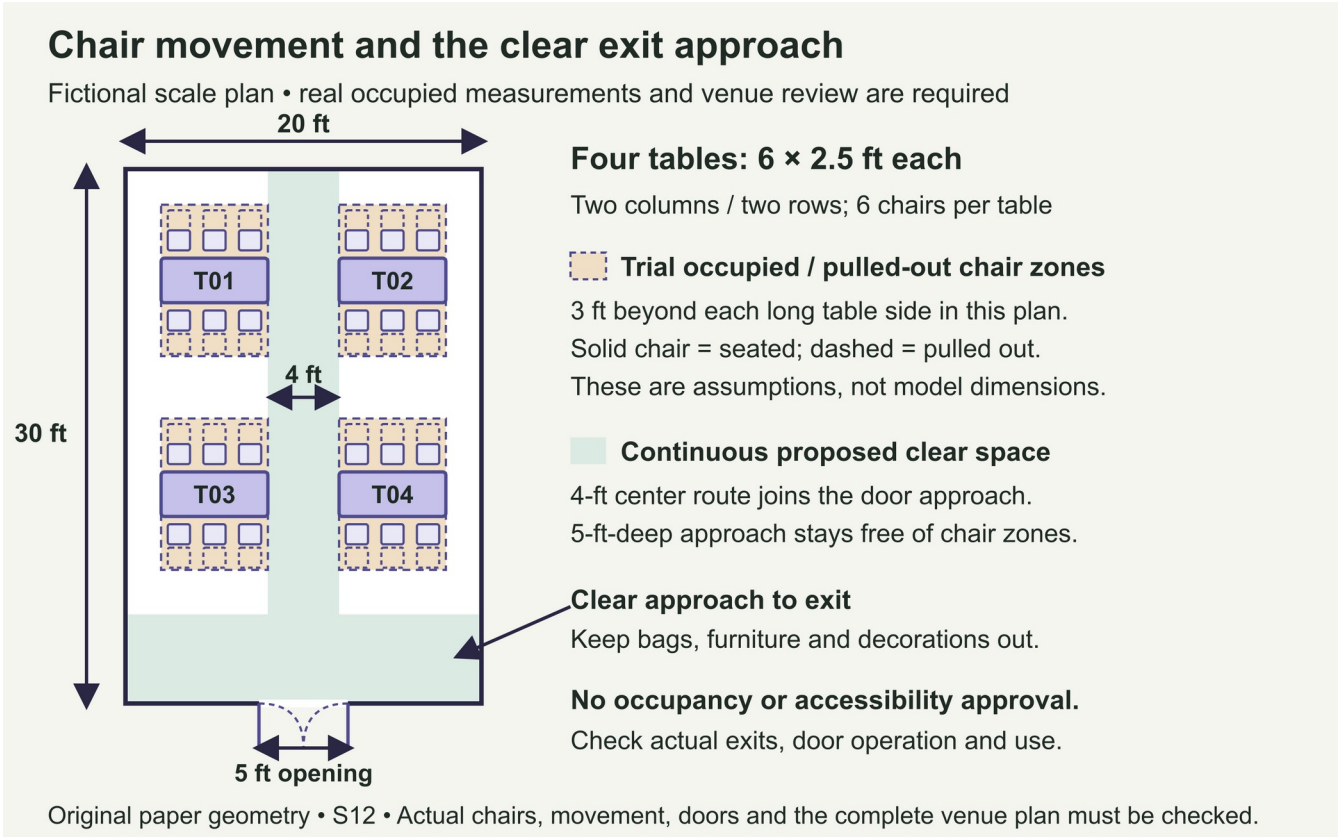
Owner cost rises $15; full economic cost changes from $511.98 to $526.98.

Separate valid 100 dollars service refund

Retain original $20.10 processing; security settlement remains separate.

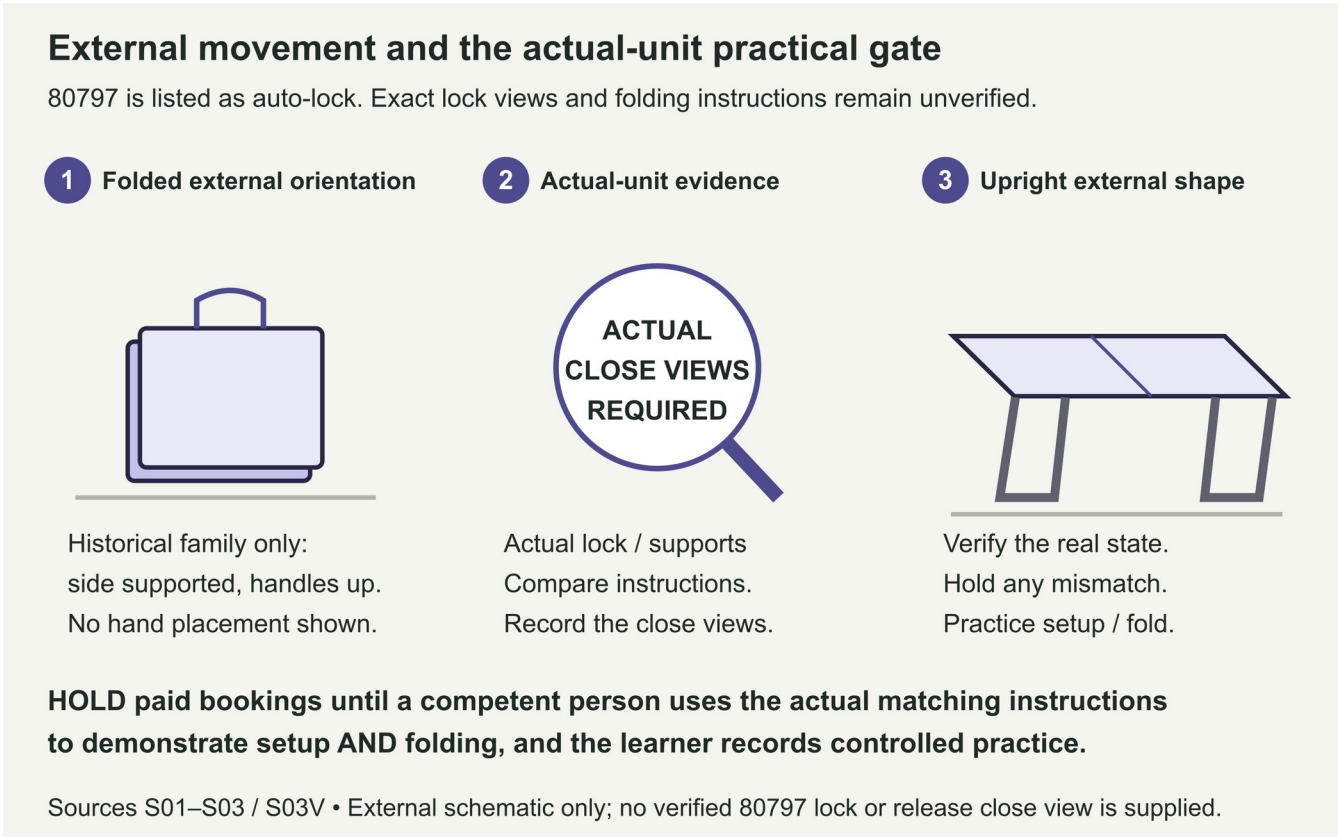
Bank $2,273.30, contribution $23.02, after-reserve remainder negative $6.98 before added costs.

Fictional venue review layout



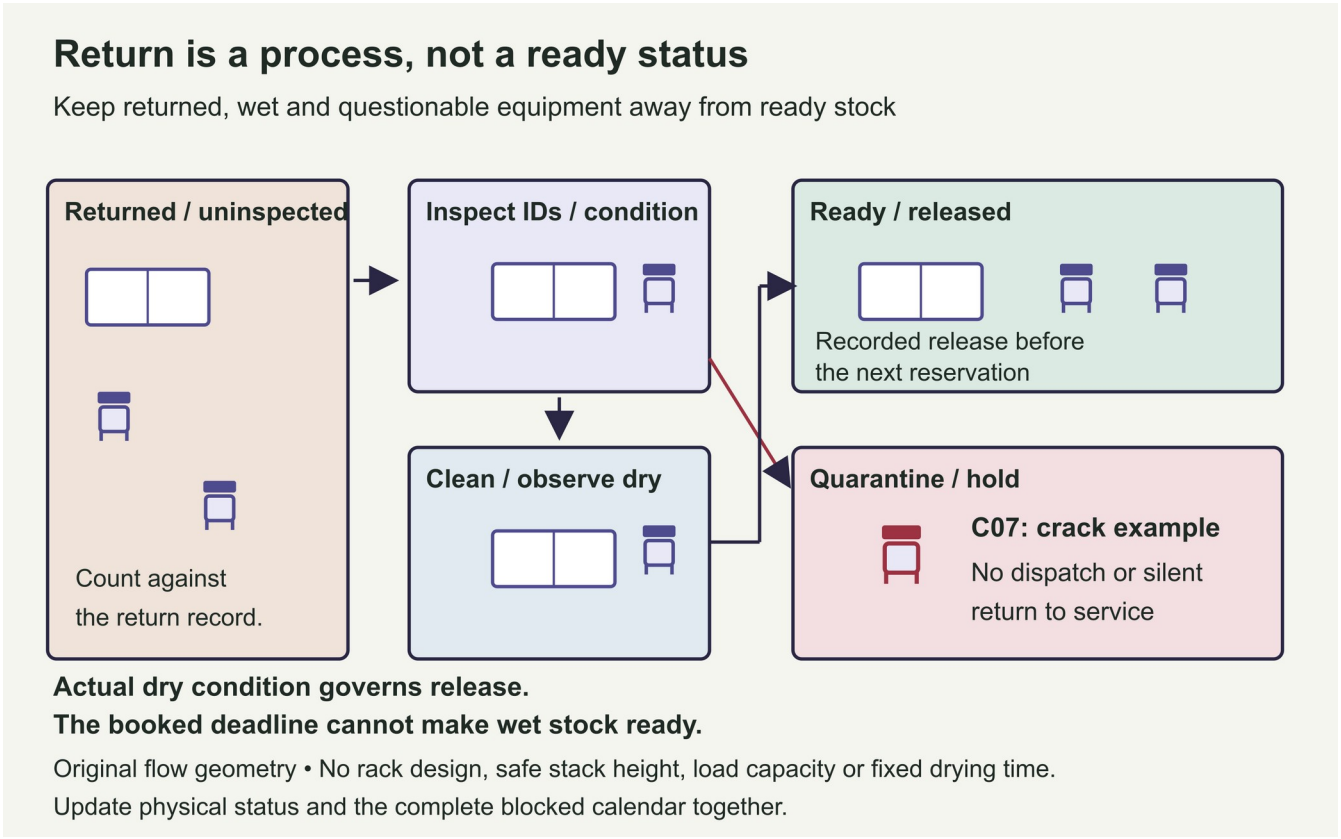
Fictional scale plan: 20 × 30 ft room; 6 × 2.5 ft tables; 3-ft trial chair-use zones on both long sides; 4-ft center route; 5-ft door approach/opening. These are paper assumptions, not actual chair dimensions or compliance approval. Rehearsal, occupied measurements and venue/authority review required.

External table movement and the actual unit practical gate



S01 establishes 80797 auto-lock identity; S02/S03 provide historical/current family guidance only. No verified 80797 internal close view or complete folding method is supplied. HOLD paid setup until actual instructions, original close views and competent setup/fold demonstration resolve the exact unit.

Physical return cleaning ready and quarantine zones



Original inventory flow; no stack height, rack design, load capacity or fixed drying time. Physical readiness and calendar availability must agree.