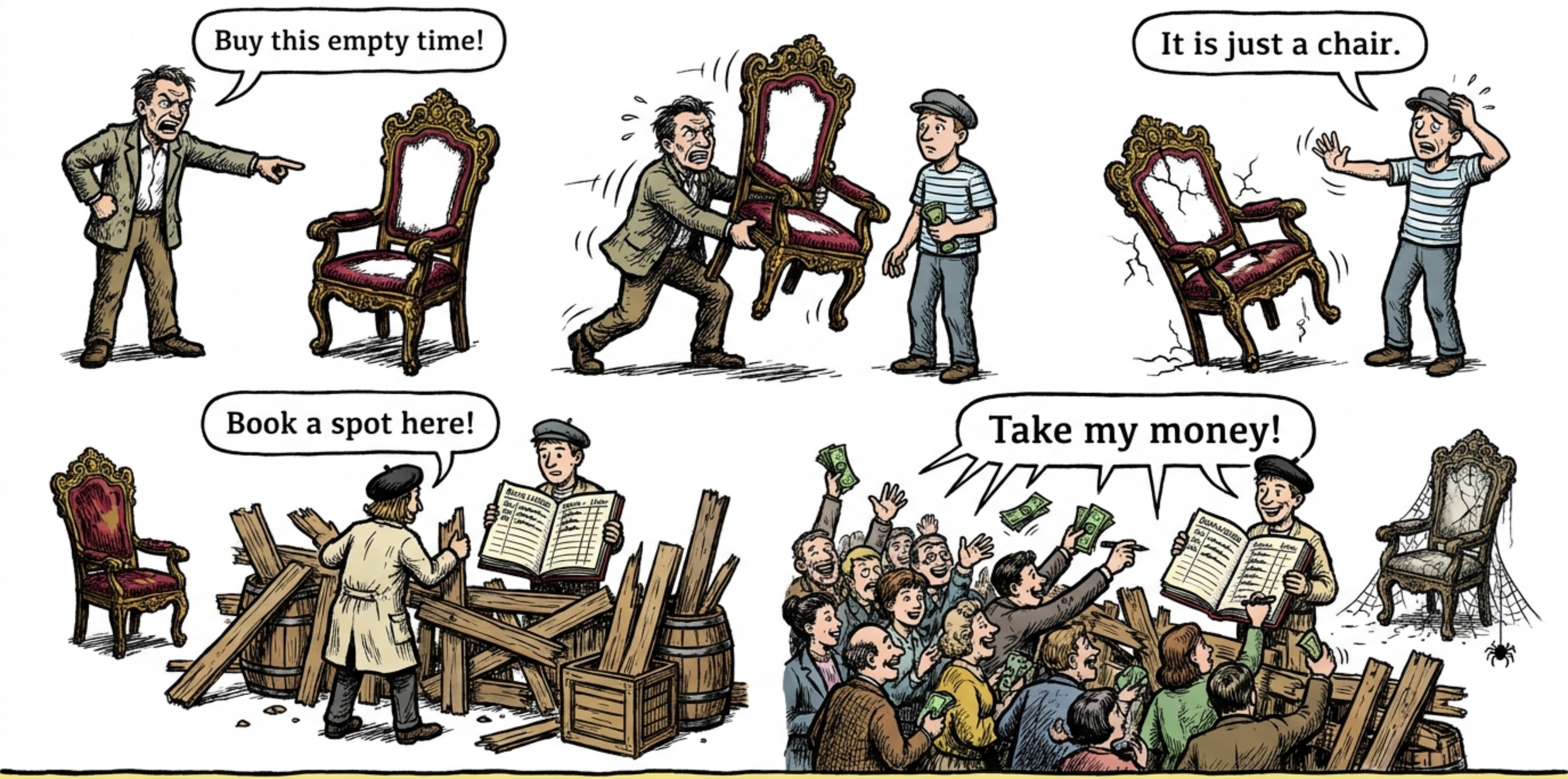

Guest residencies succeed by selling booked appointment capacity rather than empty chair time.

Furniture sales remain an entirely separate profession.