

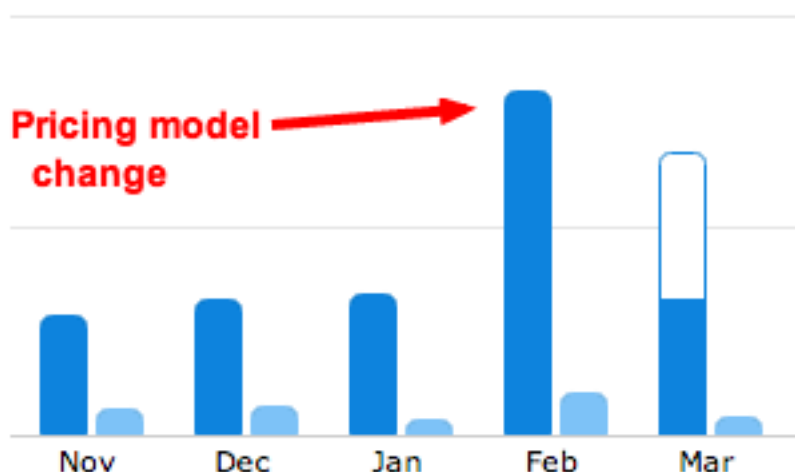
Freelance Pricing Handbook



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Foreword

I've talked to many freelancers, and people who aspire to become freelancers, and one of the questions I hear more often than anything is "How much should I charge?" You may also not be sure how to bill your clients. Should you charge them by the hour? Maybe you should bill them a flat rate instead. It's a difficult question, and it's one that has a huge affect on your bottom line. I wanted to share with you a chart from an inflection point in my freelance career:



This graph shows a point when I changed my pricing structure. The blue bar represents how much I invoiced each month. I was able to achieve an over 100% increase in revenue by changing how I structured my billing, without changing the kinds of services I offered. I hope I can help you do the same.

In this guide I'll not only help you figure out *how much* to charge, but *how* to charge it. I'll talk about finding your rate, how to structure it, and how to productize your services in order to increase your revenue even further.

This book is also not just designed to be read. Each chapter will have action steps for you to take at the end of each chapter. Take some time and work through these exercises. These exercises aren't throw away homework or something you are doing for practice; they are designed to give *you* something you can take away and apply to your freelance business. I can't tell you a number to charge, you need to take a look at your services, your business, your potential clients, and figure it out for yourself.

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Chapter 1: Finding Your Rate

The first thing we are going to do in this book is calculate your **base hourly rate**. This doesn't have to be the rate you bill for, but it will be a number that you will use in calculating your rate. Below are some techniques you can use to calculate this rate.

Salary-based Pricing

This is the simplest technique. Look at the salary you *would* make if you did what you are doing as a freelancer if you worked a full time job doing the work in your area. The way you would figure up your effective hourly rate as a salary employee would be to divide that number by 2,000. Instead, we are going to divide it by 1,000. The reason for the difference:

- As a freelancer, you are self employed and carry a heavier tax burden (this may vary if you live outside the US).
- You won't be billing for all of your hours. You will have overhead that you have to work. Most full-time freelancers only bill between 20 - 30 hours a week.
- You don't receive vacation, benefits, or sick days.
- You are taking on more risk as a freelancer. You don't have a steady salary, and that risk is factored into the price. Your clients also have less risk hiring on a freelancer instead of an employee, so they should pay a premium for that privilege.

So, if you are a developer that currently makes \$60,000 per year and want to start freelancing, you should have a base hourly rate of \$60.00. If you are *really* good at what

you do, I would divide by 500 instead, which would be a rate of \$120.00/hour . This will give you an idea of an acceptable range of rates.

Cost-Plus Pricing

Cost plus pricing is the way that many manufactured products are priced. You figure out how much it would cost to make something, then add in some profit, and then charge that. For freelancing, instead of looking at the cost of production, you are going to look at your cost of living. For example, let's say it costs you \$3,000 a month to live and keep your business going. You plan on getting in 25 billable hours a week, or 100 hours a month. That means that the cost of an hour to you is \$30. You could set your hourly rate to \$60.

Competitor Based Pricing

If you know of similar freelancers in your area, look at what they are charging. This can give you a good idea of what the competition looks like and where you can set your pricing. Don't automatically decide that you have to go *lower* than them just because you are new. If you can provide an equal amount of value, then charge the same rate. If you think you can outperform them, consider charging more.

Value Based Pricing

Basing your pricing on value is the most complex way to find a rate, but can also lead you to selling your services at a higher rate. Value based pricing is taking **cost-plus pricing** and flipping it on its head. Instead of looking at how much our services cost, adding some

profit, and charging that number, we are going to look at *how much value we provide to clients*, figure out a rate based on that, and confirm that the amount of money we would make from that is enough to cover our expenses and have some profit left over.

Let's say you are selling someone on a website redesign for an online store. You believe that your redesign could increase their conversions by 10% over the next year. Let's then say that this store does \$100,000 a year in sales. That means that your work will net them a value of \$10,000. Now, economics will tell you that any rational business owner should be willing to buy your services for \$9,999 or less with that kind of offer, but it's not quite that simple. There are few other things to consider:

- **The time-value of money.** You are asking for \$9,999 now in order to make it back over the course of the year.
- **The risk of the project.** You likely can't guarantee 10% in one year. You want to make sure that your work is still a win for the client even if you aren't 100% on target. If you raised conversions by 8%, that's still a step up for your client, but if you charged them just under the return, it would be a loss in their books.

My general rule of thumb is that once you've established the value of a service, your price for that service should be anywhere from 10% - 50% of that value, depending on how much risk is involved on the client's part, and how much work is involved on your part.

Now, you may provide services in a line of work that doesn't directly affect the bottom line in such a manner. That doesn't mean you can't apply value based pricing principles. Two other ways you can provide value is by **saving time** and **reducing risk**.

Time savings are one I find myself talking about often, since I work in software development and love finding ways to automate processes. I've called myself a "Job Destroyer" before. Saving a client (or a client's employees) time can easily be tied to money as well. I doubt a client would willingly share an employee's salary with you, but you can make an educated guess as to the cost of an employee:

- First, get an estimated salary. You can just guess, or use a service like Glassdoor (<http://www.glassdoor.com/index.htm>) to approximate the number. In this example, let's say that an employee has a salary of \$50,000.
- Secondly, we are going multiply that number by 2.7¹. This is to factor in all of the other costs of that employee. Now we have an employee that costs \$135,000 a year.
- Now, let's break that down into an hourly rate. The easiest calculation would be to say salary / 2000, or 50 weeks at 40 hours per week. However, I feel like 1500 may be a better estimate if we want to go by productive time, since I don't believe anyone is truly and consistently productive for eight hours a day. Between those two numbers, we have an hourly range of value of \$67.50 to \$90.
- Now let's apply this formula. If we find a way to save an employee two hours of work a week, then over the course of a year that software would provide up to \$9,000 in value. If that same software could provide the same savings to 10 employees, then that number would be \$90,000. This is why being able to save time is so valuable to clients.

Reducing risk is the most abstract of the three, and can be harder to pin an exact number on. Software projects are inherently risky, and anything you can do to reduce that risk is valuable to the client. An example of this in consumer sales is money-back guarantees. By making that guarantee, the product is more valuable since you know that if you are not satisfied you can get your money back.

¹ <http://web.mit.edu/e-club/hadzima/how-much-does-an-employee-cost.html>

Action Steps

Calculate your salary based rate. If you currently have a full time job, you can use that. If not, use a service such as glass door to look up jobs in your area, or ask one of your friends in a similar field if you think they would be willing to share that information. If you can't do any of these, just make an educated guess.

Calculate your cost-plus rate. Write up a budget of your monthly expenses if you don't already have one. If you do, be sure to include expenses that you may incur as a freelancer, such as software and office space.

Calculate your competitor-based rate. Some freelancers post their rates on their site, you can use this for information. If not, you could reach out to some freelancers in your area and ask them what they charge. *Don't* use sites like Elance or Odesk to do this. These kinds of marketplaces cause a race to the bottom, and you'll often find freelancers across the world charging less than minimum wage, and we don't want to be one of those freelancers.

Calculate your base hourly rate. Using the information from the three exercises above, decide what your base hourly rate is going to be.

Chapter 2: Billing Structures

There are several different ways you can structure how you bill for the services you charge. Most people seem to think that the only two ways you can charge as a freelancer is by charging by the hour or by charging a price for an entire project. Both of these are good. But they aren't the only way to structure how you bill clients. In this chapter I am going to show you a few more options, along with the pros and cons of these different structures.

Hourly Billing

Hourly billing is the simplest form of billing to implement. With hourly billing you are charging your client as if you were an employee. The downside to this is that you basically *are* an employee for your client. You probably got into freelancing because you wanted to be your own boss, not because you wanted five of them. The other downside to hourly billing is that I don't feel it aligns your interests with the client's. When you bill hourly, you are punished for efficiency. If you find a way to get four hours of work done in two, it will cost you money. On the client side, it is their best interest for you to work as quickly as possible, even at the cost of quality. The upside is that hourly billing spreads the risk out fairly evenly. You get paid for time worked. No questions asked.

Flat Rate Billing

Also commonly called “billing by the project”. Flat rate billing is another popular option. Flat rate is simple to understand. You will provide X work, and you be paid \$Y dollars for it. For larger projects, flat rate billing may also come with milestones. For example, you and the client agree on a half way point, and you receive 50% payment once that point is reached, and then 50% upon completion. The downside to flat rate billing is that it is more risky to you. The upside is that it is less risky for the client, and can therefore be more profitable to you. When charging a flat rate, it is good to play it safe and make sure that you set deadlines out far enough in the future that you can hit them reliably. If you think something will take 40 hours, don't promise to deliver it in a week. Instead, promise to deliver it in two or three. This way if something takes longer than expected, or there are unforeseen problems or changes that come up, you will still be able to hit your deadline. The other downside to flat rate billing is that it can lead to inflexible projects. This may be fine for smaller amounts of work, but I would not send out a flat rate for six months of work. In large projects, things tend to change. Once you have agreed to a scope in flat rate project, you have three things you can say to a client:

1. "I can't/won't do that, because it is not in the agreed upon scope." This is a phrase clients never like hearing.
2. "I can do that, but because it is not in the agreed upon score it's going to cost extra." This approach means more red tape for both of you, and more cost for the client.
3. "I'll do that for free." Clients **love** to hear this line, but is a one way ticket to getting yourself taken advantage of.

Because of this, flat rate billing does have some big risks and adds a lot of overhead to a project.

Daily & Weekly Billing

Daily billing is similar to hourly billing, you are simply increasing the amount of time you are billing for. This is a common billing technique for photographers and videographers who have to be on site for a day. When it comes to daily billing, some people may ask questions like “What’s in a day? Does it mean 8 hours?” no it doesn't. A day is whatever you and your client agree upon. For example, a photographer may charge \$800/day, and that includes post production work. A developer may charge \$800/day and that means he is available by phone or email 9am - 5pm, and spends 5 hours of that day coding. Daily billing isn't common in some fields, so some clients may not like this structure, or they may not understand it. One benefit that it has over hourly billing is that it is more consistent. It also abstracts away how the work gets done, and your clients can be focused on *what you produce* instead of *how long you spend producing it*.

Weekly billing structures fall somewhere between billing based on time and billing based on project. Weekly billing means find a scope for a project for a fixed amount of time, and then delivering them at that time. For example, I may tell a client that X,Y, and Z will be completed on their project by 3pm on Friday. Then I deliver that, and we can discuss what will be delivered the next week. You could also have several weeks or months planned out in advance.

Action Steps

Choose an hourly, daily, and weekly rate. You can use your base hourly rate as a start. Also decide what your daily and weekly rates would be, and remember that you won't be working 8 hours in a day. I still use my base hourly rate when calculating daily and weekly

rates. You can track your time for a few weeks to see how many billable hours you usually work and base your rates off of that. For example, I charge a day rate of 5x my hourly rate, and a weekly rate of 20x my hourly rate.

Decide which billing structure you would prefer using. You don't always have to stick to one (we will talk about experimentation and testing later). But it's a good idea to have a preferred method in case anyone asks.

Chapter 3 : Productized Services

As a freelancer, you don't always have to use time as a metric for how much you bill your clients. In this section, I want to tell you about some ways that you can frame your services as a product and sell them that way.

What is a “productized service”? Think of it as shrink wrapping your services into a package that can easily be sold and re-sold. The issue with selling services is that there is a low ceiling. There are a finite number of hours in a month, and you can only work so many of those before your productivity, health, and sanity begin to suffer. By creating productized services, you can bolster the offerings you make to clients while finding a way to scale up your business even further.

When pricing these services, your base hourly rate should be the *minimum* you are willing to accept for these arrangements. If your rate is \$50, and you sell a retainer that could take you anywhere from 10 to 30 hours a week, then the lowest you should be willing to sell it for is \$1,500. These are also a great candidate to apply some of the principles of **value based pricing** that we talked about earlier.

Monthly Retainers

Retainer agreements are standing agreements that you make with clients that are usually paid on a month-to-month basis. There are two kinds of retainer agreements, **time based** and **service based**. Time based means that you reserve a certain amount of time of them during that month. For example, you will do 10 hours of work for them if they request it

during that month. Service based means that you have a standing agreement of work that will be delivered. If you a copywriter, you may offer to write one article for their blog per week, and set up a retainer based on that scope of work.

A retainer can be something that you have fixed packages for, or it can be something that you negotiate on a client by client basis. It is debatable as to whether or not you should be willing to drop your hourly rate for time based retainers. On the one hand, the money is guaranteed while the amount of work isn't, along with the fact that they are paying in advance, so a discount seems reasonable. Just make sure the discount is not below your floor we discussed earlier. A counter argument would be that if a client has already agreed to a rate at your work previously, they would agree to a retainer rate at the same price. This depends on your clientele.

Consultation Meetings

Selling consultation meetings is a way to sell clients on a small service instead of a large one. While you may sell a client on a project that could take weeks or even months to complete, a consultation meeting is something that you can finish in an hour or a day. Find something that you usually talk to clients about, and make it a stand alone product you can sell. Here are a couple of examples:

- **Revise Express** : Nick Disabato offers a full report and plan on how to run split tests on your site for \$749²
- **No-fluff website review from CopyHackers** Joanna Weibe sells a review of your website for \$1,177³.

² <http://draft.nu/revise/express/>

³ <http://copyhackers.com/product/formal-website-copy-review-with-joanna-wiebe/>

Notice how both of these offers come with a report, and come with actionable steps and value that the client can take away from these meetings. Giving your client something besides your time, such as a PDF, makes the consultation feel much more like a product.

The great benefit to these types of meetings is that they can also help you sell your other services. A client may be nervous about buying 8 weeks of your time, but they may feel better about only buying a single day. If your productized services are smaller than your usual engagements, they can be used as a tool to build client trust, and can act as a funnel that drives clients to purchase your larger, more expensive services. How many people do you think hire Nick to run their split testing campaigns, or Joanna to re-write the copy on their website?

Packaged Services

Do you find yourself getting a certain kind of job over and over? If so, it may be a good candidate for selling it as a packaged service. A packaged service is an agreed upon scope that is delivered on an agreed upon price point and timeframe. For example, if you design WordPress themes, you may decide that instead of negotiating a price with each client, you could provide a service. For example, instead of saying, “I build WordPress themes at a rate of \$50 an hour.” You would instead say “I build WordPress themes with 10 pages with 2 rounds of revisions and a two week turnaround for \$2,000.” The benefit to this is that clients know what they are getting upfront, and it saves you time in the sales process.

Packaging your services like this is also helpful because unlike billing by the hour, packages like this **incentivize productivity and efficiency**. Using the example above, you may have picked the \$2,000 price point because themes took around 30 - 40 billable

hours to complete, and you based it on your \$50/hour rate. If you find a way to streamline your workflow and re-use assets, you may find a way to get the work done in 15-20 hours. If that's the case, you can still sell the product for \$2,000, since by doing so beforehand you have proven that it is a marketable price to clients, and you have effectively doubled your hourly rate.

Here is a great example of a packaged service called *Impress*⁴. They sell a polished, single page website with a two week turnaround for \$7,500. The landing page can give you some ideas on how to sell such a service.

Action Steps

Write up a monthly retainer brief. Think about some of the clients you have worked for in the past (if you are just getting started, think about the type of clients you would like to work for in the future), and write up a brief about the kind of retainer you would sell them on.

Come up with a packaged service product. Brainstorm some ideas on how you can take services you are currently offering, and come up with a way to create a packaged product or consultation meeting product out of them. It could be something cheap, like a one hour meeting, or a larger project like the *Impress* project mentioned above.

Sell a client on a retainer. If you have an existing client base, retainers should be one of the easiest things to sell. You have a person who has paid for your services before and is happy with them. Is there something you could do for them on a recurring basis to help

⁴ <http://doyouimpress.com/>

them out? Even if they don't buy, trying to sell this will give you invaluable experience and insight into what your clients want.

Chapter 4: Pricing Strategy

We've covered a lot so far. There are probably a lot more ways to price your services than you originally thought (many people think the only option is charging \$X/hour). So now its time to look at all of these options, and decide how to best apply them to your business.

How to Choose the Right Billing Structure

I don't think that any consultant should stick to just one billing structure, unless you work on a narrow type of project. Different projects and different clients will work better with different billing structures. Here is when I would consider each one:

- **Hourly Billing:** For jobs where the scope is unknown and flexibility is needed.
- **Flat Rate Billing:** When the scope of a project can be well defined and the project is small.
- **Daily Billing:** Works well for one day consulting arrangements, and also for projects that you want to commit to part time (such as 2 - 3 days per week)
- **Weekly Billing:** This is my personal favorite. Tends to work well on larger projects, and projects that need flexibility and aren't committed to a hard scope.

By thinking about how you price and position your services, you can come up with plans that can make your scheduling better, and help you price your services more aggressively.

Good Faith Deposits

A common practice among freelancers is asking for what is called a *good faith deposit*. A Good faith deposit is a deposit that is made at the beginning of the sale that shows that the buyer intends on completing the deal. A simpler way to put would be to just call it "money up front." There are a few reasons to ask for a good faith deposit:

- One is to make sure the client is both willing and able to pay you. A deposit up front gives you a chance to hammer any issues with payment early.
- Second is that it will help make sure the client is serious. Clients may drag their feet on responding to your calls and emails, but if they have already invested money then they will take it much more seriously. The psychological difference between a service a client has not invested in and a service they have spent even \$1.00 on is huge.
- Third, the good faith deposit offers you some protection. It's unfortunate, but sometimes people get buyer's remorse, or change their minds, and back out of projects even after they have signed a contract and put a deposit down. In that case, you need some compensation to make up for all of the time you had put into the sale and project up until this point.
- Lastly, it helps your cash flow. Getting paid sooner is always better than getting paid later.

A common practice on flat rate projects is to ask for 50% up front, and 50% upon completion. If you working on a larger project you may want to set more, smaller milestones, such as 30% up front, 30% at a defined halfway point, and 40% upon completion. If you are billing hourly, daily, or weekly, I find that two weeks pay is a good amount to ask people.

In my experience, the companies that are hardest to get money from are the very small and the very large. Small companies tend to have tighter budgets, and thus they may drag their feet when it comes to payment. Very large companies come with a lot of red tape. They have no problem paying you, but there may be several layers of management between you and accounting that have to sign off. They will pay, it may just be a little while.

Price Negotiation

You will run across clients that will want you to come down on your rate. As a freelancer, it is inevitable. The simplest way to handle it is to simply say no. Some types of clients figure that it never hurts to ask, and if you tell them “My rates are non-negotiable.” It may end the conversation right there. Some clients want to nickel and dime every one they can to save money, and they may not want to hire you if you aren’t willing to negotiate. If that’s the case, and I can’t stress this enough, **let them walk**. Clients like this will become a drain on your business. It’s hard to make money off of people who do not want to spend or invest money.

That doesn’t mean you have to be rigid, there are other ways you can negotiate with clients:

- **Negotiate scope.** Sometimes a client will have a fixed budget, and working with you is simply beyond that. If that’s the case, you can try to find a smaller way to complete the task the client is looking for which will work with their budget. If a client wants a website with 20 pages for \$3,000 and you quote them a price of \$4,000, maybe you can

find a way to trim 5 - 6 of the least effective pages from the project, and sell them a smaller final product at a price that works for them.

- **Negotiate payment terms.** Let's say this same client has a \$3,000 budget, and you had planned on billing them in 3 milestones: one-third payment upfront, one-third halfway through, and one-third upon completion. What you could offer would be to come in at their budget, but with a 100% upfront payment. This way you are getting an increased cash flow and reduced risk in exchange for your reduced rate.
- **Negotiate time line.** A longer time on a project means that you are more likely to be able to deliver on time since you will have more slack time. You could offer to deliver it at a later date so that it is less stressful to you, at a reduced price.

While all of these techniques were examples where a client wanted you to lower your rates, you can flip these on their head as a way to negotiate a **higher** amount as well. Was what you could deliver very under budget? Then maybe it includes a retainer agreement or you deliver something above and beyond what they were originally seeking. If they can't pay upfront, give them a payment plan option that is cheaper in the short term, but more expensive in the long run. Do they absolutely need a project yesterday? Then they can pay a rush fee to have the project delivered sooner.

Remember that negotiation means that *both parties* are getting something. Some freelancers think negotiating means that when someone asks for a lower rate, you say yes. That isn't negotiating, that is **caving in**. It's ok to negotiate sometimes. It is never okay to cave.

If you choose to do these, it's a good idea to have some general rules of thumb available. Some common ones I have heard people use is have a 50% or 100% rush fee, or having a 10% discount for 100% up front payment.

Price Experimentation & Testing

I'm going to let you in on a little secret: I have almost never charged two clients in the exact same way. Even if you apply all the principles in this book, it still won't tell you the perfect price to charge your clients. The only way you can figure that out is to start testing your pricing.

Basically, all you have to do is start quoting different rates and structures to your new leads. If you are currently charging \$50/hour, maybe try \$60/hour or \$1,500/week.

The best time to do this is when you find yourself getting a lot of client work. It's the simple laws of supply and demand. If you are getting a lot of work, then you are in *high demand*. Since the supply of you can't change (again, there are only so many hours in a week), then the market dictates that prices should rise.

You may be afraid that by doing this, you could possibly lose some potential clients. I'll tell you something that will quell that fear right now: **This is 100% going to cost you some potential clients.** Feel better? No? Well, look at this way: Salesmen are never batting a thousand, and neither will you. If you have a conversion rate of 30%, then you have a good conversion rate. If you are converting 50% of your leads, then you have a **great** conversion rate.

Think may cost you some clients, but there is always more work out there. Not doing this means you may be charging too little, and all of those hours you worked for a low rate is something you can *never* get back. Besides, if you double your rate and cut your client base in half, then you can either make the same amount of money while working half as

much, or make twice what you were with the same workload. Which would you rather do?

Action Steps

Decide which model to use on what kinds of projects. Write up a document that details when you will use each business model. You may want to bill hourly all the time, or weekly all the time, and that's ok. Just decide how you would like to start pitching your services (remember, you can always to testing and change this later)

Write down your rules of engagement. Write down what you are willing to negotiate on, and what you are not. You should include a “floor” rate, which is something that you will never, ever, ever, go below. Also, if you decide to use them, include rules like the ones mentioned above, such as offering a 10% discount for up front payment.

Chapter 5: Pitfalls to Avoid

I wanted to take a minute to provide you with some words of warning. In this section I want to talk about some things that you should **not** do when it comes to pricing.

The Friends and Family Rate

Working for friends and family is very tricky business, and I would recommend avoiding it. Getting involved in business matters with friends and family can lead to tension and damage relationships. Also, if you are working for your friends and family for free, how much support do you think you will be able to give them once you have paying clients? You may think that by giving them a discount you are doing them a favor, however this also means you have given yourself a financial incentive to not help them. If you do want to work with friends or family, I would recommend setting a rate, and getting them to sign a contract, and then treating them *just like any other client*. It's the only way you can reliably provide a service that is worth while to them.

The Just Getting Started Rate

Many other freelancers are tempted to set their rate very low when they start out, or possibly even do work for free. They think that this is necessary to get their foot in the door, or to build a portfolio. You are still going to find people that do not value your work, and will treat you poorly. You will find people that are penny pinchers that will try every excuse in the book to not pay you, or at least get a discount or delay payment. The point bears repeating, **you do not want this kind of work.**

“Spec” a.k.a. Free Work

Sometimes clients will want you to do 'spec work', or speculative work. This usually means that a client wants you to do a small amount of work for them for free, so they can see if you can handle the work, and that you can deliver work with a level of quality that they find acceptable. If a client ever asks you for this, **run away as fast as you can**. Clients who ask you do free work are either trying to take advantage of you, or don't value what you do, or both. You do not want to work with these kinds of people. No good will come of it.

Spec work is fine if it's done at your usual rate. There is no problem is agreeing to do a small project for a client before a large one, as long as you are still getting paid.

The Charity Rate

Non Profit or community work is a little bit trickier. I would not go out looking for it, but if there a cause or organization in your area that you truly believe in, I would consider doing pro bono work for them. However, the work clearly needs to be scoped out. Once something is free people think they can have as much of it as they want.

Also consider the type of non-profit you are working for. Non-profits are still businesses, and many of them have budgets just like a regular business. I have worked for non-profits before, but they are not treated differently than any other client.

There may also be tax and legal implications involved. Check with a local attorney or tax specialist before agreeing to anything.

Action Steps

I don't have any this time. If anything, this is an inaction step: Don't do any of the things above, ever.

Final Word

I hope you have found this guide helpful. Pricing is a difficult subject, and one that needs some light shed on it.

If you've gone through all of these exercises, you should have a clear idea of how much you want to charge, how to charge it, for now and in the future.

If you still don't understand, or have any questions or comments, please reach out to me at glenn@concordantsolutions.com . If this book does help you find a better pricing strategy, let me know! I would **love** to hear about it.

If you'd like to read more of my articles on freelancing and web development, you can read them over at <http://www.glennstovall.com> .

If you got a lot of value out of the book and think others would too, then feel free to share the book on Facebook and on Twitter.