

“Can you show me what you mean?”

“May I tell you a story about how I helped someone who’s not a designer price and position their services? I find it’s helpful to understand how this works for other kinds of businesses, because it’s not just something for designers or techies.”

“Sure.”

“Okay, great. Let me tell you about Tara, my dog walker.”

The transformation of Tara

“A couple of years ago,” Karen continued, “Tara introduced herself to me and offered to walk my German shepherd. She was charging \$15 for a half-hour walk. In our neighborhood that was the going rate for dog walking. I hired her. A few weeks later she told me she might not keep the business going. When I asked her why, she said she was having trouble making ends meet. So I sat down with her and had a very similar conversation to the one we are having now. I tried to show her how she could transform her business by thinking about her clients and their problems, not just how much time she spent walking