

of design experience. You already had the ability to create value for your clients. And now, after being in business for a while, you've got references you can build on. You've also had the chance to see the impact your projects have had. I'm sure it's far greater than you expected. Think of the value you created for that health start-up. That's an impressive story that you can use to move away from charging based on time to charging based on value."

Steve nodded. Karen was right—his experience with the start-up was something he could leverage. At least for project work. "But what do you do for ongoing service?"

"I charge a recurring fixed fee. Depending on the client, it could be \$500 per month. Or \$1,000 per month. Or whatever is appropriate for the value I'm delivering."

Steve recalled a time when he ended up doing way more maintenance for a client than he'd estimated. "But what if you have to spend 25 hours on one client that month? If you're only charging them \$500 your hourly rate is \$20."

"You're stuck on time, aren't you?"