

“A friend of mine who is a marketing consultant likes to ask, ‘How much is a client worth to you?’ Usually the answer is more than the cost of her services. So if she can help the business get even one more client, it’s worth it to hire her.

“By taking this approach, my friend is able to make an intangible benefit real. That’s how you want to handle benefits that are hard to measure. Sometimes it helps to ask: ‘What does success look like to you? How are you going to know you’ve achieved what you want?’ I had one client tell me that he’d know the project was successful if most of his clients thought his website was beautiful. He’d kept hearing that people thought his current site was ugly. So that’s what he really wanted—to change the perception. Going from 25% of people loving his website to 75% was something he could measure, and something he could put a value on. He also knew that a more beautiful site would increase referrals and, therefore, business.”

“What if the client can’t put any value on your service? Does that ever happen?”

“Yes,” Karen said. “Sometimes the client’s business objectives don’t actually warrant much investment in