

this is what the client needed. My next step was to go away and work up a proposal for solutions to hit their goals.”

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“Can you tell me more about your proposal,” Steve asked, “because that’s one area where I’m probably falling down.”

“Sure,” Karen said. “In the proposal, I laid out one option that included various outputs and phases, things like customer research, a website audit, a market analysis, a complete redesign, various tests, and so on. Each element had distinct value. The price of them added together was \$100,000, which was 10% of the total value the client could expect. By the way, the fee I charge will often range from 10% to 20% of the expected value, and usually the difference has to do with the risks involved. In this case, from the client’s perspective, a 10% investment was sound, because they would only have to invest the \$100,000 in the first year to build a website that could generate a million dollars every year thereafter. Even if they only hit \$500,000, they still would have made a sound investment.