

“Sure,” Steve said.

“Do you think it would make more sense to charge a fixed fee that represents the value of the impact your websites have on your clients?”

“Well, I do mostly charge fixed fees—”

“But those fees are based on a multiple of your hours, right?”

“Right,” he said.

“I’m talking about fixed fees based on value, not time.”

“I guess I’m not sure what you mean by value.”

“The value of what I do,” Karen said, “is based on the impact I can have on my client’s business. Impact is how they value my services. So I look at pricing from their point of view. They don’t hire me to design a website for the sake of designing a website. They hire me to design a website that’s going to help them grow their business. I find when I look at it like that—from their perspective—it’s clear I’m not selling time. Instead, I’m selling a solution that is going to make an impact for my client and achieve some business objective.”