

use a cost-plus approach. Arty's hourly rate is \$20. Mack's is \$210. Thing is, they both provide the exact same level of service. Should a client be asked which lifestyle they want to support?"

"No."

"Right. Our clients don't care about our costs. They care about the value we create for them, so that's what we should be asking them to pay for. But just because my clients don't care about my costs, doesn't mean I don't. I do care, very much. Which is why I see it as my job to look for ways to create value for my clients so that I can charge fees that more than cover my costs, making my business profitable.

"Unfortunately," Karen continued, "making a profit is difficult with how you're pricing your services now. You are too vulnerable to a project taking longer than expected, or to droughts. If you go a month or two without making a

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