The Goal of a Project

What Clients Actually Buy

The Real Problem that We Solve

Who Are the "Clients"?

- **High-Level Officials:** CEO, CTO

- **Your Direct Managers and Tech Leads:** most likely your immediate audience

- **Product Owners & Sales Team:** define and sell the vision

- **Real Clients:** the ones who actually pay for your product

You Are a Professional Painkiller

Instead of thinking of yourself as a developer, think of yourself as a professional who **solves** a client's pain.

Your real job is to sell: **UP ReST**

- **U**nderstanding

- **P**eace of Mind

- Risk **Re**duction

- **S**tatus Enhancement

- **T**ime Recovery

1. **U**nderstanding from Problem Translation

Software Engineer as the Translator

- **Understand First:** Clients want you to get what they're *really* after.

- **Avoid Blind Spots:** Developers often jump to solutions too quickly.

- **See the Bigger Picture:** Many "technical" issues are actually business or organizational.

- **Your Action:** Ask for the origin story—how it began, who's involved, why is this important, and the context—*before* giving solutions.

2. Peace of Mind from Reliability

Clients are buying reliability. They want to hand off the problem and trust it will be solved without drama.

- **Real Need:** Clients want confidence you'll stay with them, handle issues smoothly, and not vanish mid-project.

- **Why It Matters:** An unreliable developer creates serious business risk.

- **Value Multiplier:** Reliability is often worth **10x** more than code quality alone.

3. Risk **Re**duction from Certainty

Clients are afraid of looking silly. If the project fails, their reputation is on the line. Your job is to be the safe choice.

- **Real Need:** Clients worry, "If this fails, will I look bad?"

- **Insurance Premium:** They'll gladly pay more to reduce the chance of failure.

- **Modern Tactic:** Use AI to build quick prototypes, lowering risk and reframing the conversation.

4. Status Enhancement from Success

People buy with emotion, then justify with logic. Appeal to their self-interest.

- **Real Need:** Clients ask, "Will this make me look smart to my boss, board, or peers?"

- **Political Reality:** Internal politics often outweigh technical details.

- **Positioning Power:** Win by being the **safe choice**, not the cheapest option.

5. Time Recovery from Freedom

Give your client their life back. This isn't just about efficiency metrics; it's about reducing their mental load.

- **Real Need:** Clients wonder, "How much of my time and energy will this save me?"
- **Hidden Cost:** They want freedom from the management burden of dealing with difficult or unreliable partners.

Worst Case Scenario

- Saying "everything will be OK."

- Do not do anything to make meaningful progress.

- Do not share the progress.

- Giving wrong information about progress to bosses or co-workers possibly with white lies.

- Pointing fingers to others.

Best Case Scenario

- Do something to make sure "everything is OK."

- Make meanginful progress little by little everyday.

- Share any progress you make.

- Giving correct information no matter how it hurts.

- Thinking what went wrong and how could I prevent this from happening.

Recommendations

- Set milestones when you set a deadline.

- Start early to finish early.

- Identify what you don't know as quickly as possible.

- Don't think or complaint before you finish something.

- Make (any) decision and start working, you can change the decision anytime later.