
Contents

	<i>Introduction</i>	<i>xv</i>
	<i>Preface to the Second Edition</i>	<i>xvii</i>
	<i>Acknowledgments</i>	<i>xix</i>
CHAPTER 1	The Concept of Fees	1
	<i>Will People Actually Give Me Their Money for My Advice?</i>	
	The Ethical Nature of Capitalism	2
	The Mercedes-Benz Syndrome	5
	The Importance of Buyer Commitment, Not Compliance	9
	Critical Steps for Buyer Commitment	11
	The Buoyancy of Brands:	
	How Brands Help Fees	12
	Creating Shared Success	15
	Chapter ROI	18
	<i>Interlude: A Case of Bottom-Line Blindness</i>	<i>21</i>

CHAPTER 2

The Lunacy of Time-and-Materials Models 23

Who Wants to Be as Dumb as a Lawyer?

- Supply-and-Demand Illogic 25
- Ethical Conflicts of Interest and Other Small Matters 28
- Limiting Profits, or Why Not Just Forget *Domani?* 32
- Why Lawyers and CPAs Do So Poorly 35
- Educating the Buyer Incorrectly 37
- Chapter ROI 39

CHAPTER 3

The Basics of Value-Based Fees 41

It's Better to Be an Artist Than to Be an Engineer

- Focusing on Outcomes, Not Inputs 42
- The Fallacy and Subversive Nature of "Deliverables" 45
- Quantitative and Qualitative Measures and Criteria 49
- Measuring the Unmeasurable 52
- Serving the Client's Self-Interest 54
- The Subtle Transformation: Consultant Past to Client Future 56
- Perpetual Motion, Perpetual Progress 58
- Chapter ROI 60

Interlude: The Case of the Annoying Accountants 61

CHAPTER 4

How to Establish Value-Based Fees 63

If You Read Only One Chapter . . .

- Conceptual Agreement: The Foundation of Value 64

Establishing Your Unique Value	68
Creating the “Good Deal” Dynamic	72
The Incredibly Powerful “Choice of Yeses”	75
Some Formulas for the Faint of Heart	79
Chapter ROI	82

CHAPTER **5**

How to Convert Existing Clients 85

Correcting Your Own Mistakes

Setting Priorities Among Existing Clients	86
Offering New Value	90
Finding New Buyers Within Existing Clients	94
Finding New Circumstances	97
What If Clients Resist Conversion?	99
Abandoning Business	101
Chapter ROI	103

Interlude: The Case of the

<i>Loaded Loading Dock</i>	105
----------------------------	-----

CHAPTER **6**

The Fine and High Art of Using Retainers 107

It's Just the Smarts, Stupid

Optimal Conditions for Retainer Arrangements	108
Choosing Time Frames and Creating Realistic Expectations	113
Organizing the Scope and Managing Projects Within the Retainer	116
Capitalizing on Retainer Relationships	119
Aggressively Marketing Retainer Relationships	121
Chapter ROI	124

Ethics and Fees, Fees and Ethics:

<i>A Midbook Practicum</i>	127
----------------------------	-----

CHAPTER 7	Seventy Ways to Raise Fees and/ or Increase Profits Immediately 141 <i>Act Today and Receive the Bass-o-Matic Free of Charge!</i> Chapter ROI 159 <i>Interlude: The Case of the Rebounding Retainer</i> 161
CHAPTER 8	How to Prevent and Rebut Fee Objections 163 <i>Since You've Heard Them All Before, How Can You Not Know All the Answers?</i> The Four Fundamental Areas of Resistance 165 Maintaining the Focus on Value 170 Boring In on the Subject 173 Offering Discounts 176 Using "Smack to the Head" Comparisons 177 Ignoring the Competition 179 Chapter ROI 181 <i>Interlude: The Case of the Perverse Purchasing Agent</i> 183
CHAPTER 9	Setting Fees for Nonconsulting Opportunities 185 <i>How to Make Money While You Sleep, Eat, Play, and Make Money Elsewhere</i> Keynote Speaking: Don't Charge for Your Spoken Words 186 Highly Leveraged Practices for Working with Bureaus 190 Products 192

	Exploring New Lucrative Fields	196
	And Now for Some Perspective	202
	Chapter ROI	204
CHAPTER 10	Fee Progression Strategies	205
	<i>Why You Fall Behind When You Stand Still</i>	
	Entry-Level Fees	206
	Transition to a “Going Concern”	209
	Transition to Word-of-Mouth	211
	Transition to the Brand Phase	213
	Transition to the Ultimate Consultant	217
	The Book’s ROI: Alan’s Axioms for the “Good Deal”	219
	<i>Interlude: The Case of the Fee Feng Shui</i>	225
CHAPTER 11	Technology and Fees	227
	<i>Greater Wealth in the Brave New World</i>	
	The Service Enhancement	227
	The Publishing Prerogative	230
	The Remote Consultant	233
	Passive Income	236
	The Bottom Line	238
	Chapter ROI	240
APPENDIX A	Questions for Qualifying the Economic Buyer	241
APPENDIX B	Questions for Establishing Business Objectives	243

<u>APPENDIX C:</u>	Questions for Establishing Measures of Success	245
<u>APPENDIX D:</u>	Questions for Establishing Value	247
<u>APPENDIX E:</u>	Questions for Assessing Personal Value Contribution	249
<u>APPENDIX F:</u>	The Difference Between Inputs and Business Outputs	251
	<i>Index</i>	253