THE WESTON & SAMPSON WAY OF PROJECT MANAGEMENT

Module 1 · Week 1 — Video Script 2 of 3

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Created by AEC LEAD LLC, produced by Zweig Group
For the video production team · not learner-facing

Where the Dollar Goes — The Waterfall, the Rate, and the Multiplier

Target runtime	Learning objective	Interactive companion tie-in
~8:00	Read a billing rate as the firm's entire economic model compressed into one hour: wage → overhead → break-even → target → multiplier — worked with real numbers.	Companion Interactive, Screens 2–3 (Build-a-Rate; The Metrics).

Script

Time	On-screen	Narration (VO)
0:00–0:20	A single number, huge: a sample project's gross revenue (illustrative). It drains into a grey pool labeled "Subconsultants + Reimbursables."	*"Picture a project that bills a client a million dollars. It isn't the number that matters — watch what happens to it."*
0:20–0:55	The grey pool drains away, leaving a smaller blue number: "Net Service Revenue (NSR)."	*"The first chunk out the door was never really ours. What's left is NSR — net service revenue, the number the firm actually plans and staffs against."*
0:55–1:40	NEW graphic with real numbers: "$1,000,000 gross → −$150,000 subs & reimbursables → $850,000 NSR."	*"Say that million-dollar project actually runs $150,000 through subconsultants and reimbursable expenses — pass-through costs that never touch our margin. That leaves $850,000 of NSR. That's the number that matters to Weston & Sampson, not the million."*
1:40–2:15	NEW graphic: "$850,000 NSR → $340,000 Direct Labor → $442,000 Overhead → $68,000 Profit."	*"NSR keeps shrinking. Say $340,000 of that pays direct labor — the people actually doing the work. Overhead — everything else it takes to keep the lights on — runs $442,000 on this job. What's left after both is profit: $68,000. On an $850,000 job, that's about an 8% margin. Thin. That's normal."*

2:15–2:35	Waterfall graphic freezes, rotates 90° into a vertical bar labeled “ONE HOUR.”	*“Now shrink that entire waterfall down into a single billable hour, and you get a rate.”*
2:35–3:35	NEW graphic with a worked example: vertical bar builds — “Wage $43/hr” → “+ Overhead (1.60×)” → “BREAK-EVEN ≈ $111.80/hr.”	*“Say someone’s wage is $43 an hour, and the firm’s overhead factor is 1.60 — that’s $1.60 of indirect cost for every dollar of direct wage. Multiply $43 by 2.60 — the 1 plus the 1.60 — and you get about $111.80. That’s break-even. Bill exactly that, and the hour pays for itself. It earns the firm nothing yet.”*
3:35–4:10	NEW: bar continues building — “+ Profit” → “TARGET ≈ $150/hr.”	*“Add a margin on top of break-even and you get target — say $150 an hour on this example. Everything above break-even is what actually funds growth, bonuses, and the ESOP contribution we talked about in the last video.”*
4:10–4:35	Ratio appears: “Target ÷ Wage = Multiplier” (illustrative, “≈3.49”).	*“Divide target by wage and you get the multiplier — about 3.49 in this example. Illustrative here until WSE’s real numbers are loaded in, but the mechanism is exactly what you’ll use on the job.”*
4:35–5:15	NEW: a PM reviewing a change-order form on screen, hesitating over a signature line.	*“Here’s why this actually matters to you, not just to accounting: every time you discount a fee, waive a scope change, or throw in ‘a few extra hours, no big deal’ — you’re moving that rate the wrong direction. Do it enough, and a profitable project quietly slides toward break-even, or under it.”*
5:15–5:45	NEW: the multiplier number connects outward to three small icons — “Hiring,” “Bonuses,” “Next pursuit.”	*“The multiplier a project actually hits is one of the biggest signals the firm uses to decide what to chase next, who to hire, and where to grow. It’s not an abstract ratio — it’s a scoreboard.”*
5:45–6:05	Text overlay: “A rate isn’t a number HR sets. It’s the whole model, in one hour.”	*“Next time you see a billing rate, don’t read it as a number someone picked. Read it as the entire waterfall, compressed into sixty minutes.”*
6:05–6:35	NEW: brief recap graphic — the full chain, small icons left to right: Gross → NSR → Rate → Multiplier.	*“Gross revenue, NSR, direct labor, overhead, break-even, target, multiplier — that’s the whole chain. Every pursuit decision you’ll make this module runs through this machine somewhere.”*
6:35–7:10	Companion icon pulses: “Build one	*“Go build a rate yourself in the*

	yourself → Build-a-Rate."	*companion — plug in a wage and an overhead factor and watch break-even and target move in real time. Then come back for the last piece of Week 1: how today's pursuit decisions turn into tomorrow's staffing plan."*
7:10–7:35	NEW: the multiplier number morphs into a small stack of pursuit cards, foreshadowing the next video's backlog graphic.	*"Because a rate only means something once it's attached to real, weighted work — which is exactly where we're headed next."*
7:35–8:00	WSE logo lockup, co-brand.	*"See you in the next one." [END VIDEO 2]*