Measuring Equivalent Booking

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Compare Deal Terms on an Equivalent Booking Basis

Equivalent Booking is the Pams measure used to compare Bookings fairly when deals have different commercial terms. Rather than treating every recorded Booking as directly comparable, Pams evaluates each Booking against a common reference based on **Reference Commission/Margin**.

A recorded Booking reflects the value captured for a specific deal. That deal may have its own **Agreed Commission**, **Margin**, **Commission (%)**, and commercial arrangement. Two deals can therefore have the same recorded value while producing very different expected earnings for your agency. Looking only at the recorded Booking can make one sales result appear equal to another when the commercial return is not equal.

Use **Equivalent Booking** when you need to answer performance questions such as:

- Which salesperson or Sales Team produced the stronger commercial result?
- Did Bookings improve from one period to another after allowing for different commission or margin terms?
- Is a large deal genuinely stronger than a smaller deal with a better commission or margin?
- How much progress has been made toward a **Booking Target** on a comparable basis?

The reference rule provides the shared baseline for this comparison. Pams uses the applicable **Reference Commission** or **Reference Margin** to translate the recorded Booking into an Equivalent Booking value. The result lets you compare deals as though they were assessed using the same commercial benchmark.

Keep the three values separate in your review:

- **Booking** is the recorded value of the deal.
- **Deal terms** are the commercial details that apply to that deal, including its Agreed Commission or Margin.

- **Equivalent Booking** is the comparable value after Pams applies the selected reference basis.

[SCREENSHOT: A booking performance view showing Booked, Equivalent Booking, Agreed Commission, Margin, and Reference Commission/Margin values.]

Equivalent Booking does not replace the original Booking. It gives you a second, more consistent view for performance measurement when deal terms differ.

Identify the Deal Terms That Affect Your Comparison

Before comparing Bookings, review the commercial terms attached to each deal. The most important values for Equivalent Booking are the deal’s **Agreed Commission** and **Margin**, together with the **Reference Commission/Margin** used as the common basis.

A deal with a high recorded Booking may not produce the same commercial result as another deal of the same value. For example, one Sales Job may carry a stronger Agreed Commission, while another may depend on a different Margin. If you compare only the Booked amount, the difference in commercial structure is hidden. **Equivalent Booking** makes that difference visible by assessing both deals against the same reference.

For every Booking you plan to include in a comparison, check that you can identify:

- The recorded **Booked** value.
- Whether the Booking is based on commission, margin, or both as shown in the deal’s commercial details.
- The applicable **Agreed Commission** or **Margin**.
- The **Reference Commission** or **Reference Margin** used for the comparison.
- The reporting period in which the Booking is being measured.
- Whether the Booking relates to **For Own Jobs** or **For Principal Jobs**, where this distinction matters to your performance review.

The comparison period is important because commercial terms can vary over time. If all Bookings in a monthly review use the same reference basis, they can be compared directly. If the reference basis changed between periods, identify that change before drawing conclusions from the Equivalent Booking totals.

Use the recorded Booking to understand the value secured. Use the commercial terms to understand the conditions under which it was secured. Then use Equivalent

Booking to separate real performance movement from differences caused only by commission or margin terms.

[SCREENSHOT: Commercial details for a Sales Job showing Agreed Commission, Commission (%), Margin, and Reference Commission/Margin.]

Choose the Reference Rule for Each Performance Comparison

Start each comparison with a clear performance question. The question determines the reference rule you should use. For example, you may want to compare two Sales Teams, review performance against a **Booking Target**, or compare the current period with an earlier period.

Choose one common reference basis before reviewing the figures. In Pams, this basis is represented through **Reference Commission** and **Reference Margin**. Use the reference that reflects the standard commercial benchmark for the comparison you are making.

When selecting the basis, keep these points in view:

- For a commission-focused comparison, use a consistent **Reference Commission** across every Booking included.
- For a margin-focused comparison, use a consistent **Reference Margin** across every Booking included.
- If you are reviewing a mixed portfolio, make sure the selected **Reference Commission/Margin** reflects the basis agreed for that performance view.
- Do not change the reference values after reviewing only part of the comparison set. A changed reference makes the resulting Equivalent Booking values inconsistent.

For example, if you are reviewing actual performance against a Sales Target for one quarter, apply the same reference basis to all Bookings included in that quarter. If you are comparing two periods, confirm that the same basis is used in both periods. If it is not, clearly identify the different basis before comparing totals.

Record the selected reference rule with the analysis. Where you use a **Note**, include the reference type and value used, such as whether the review is based on **Reference Commission** or **Reference Margin**. This gives managers and reviewers a clear basis for checking the result later.

A reference rule is not a statement that every deal has identical terms. It is the shared benchmark that makes different deal terms comparable.

Calculate and Compare Equivalent Booking Results

Once you have identified the applicable deal terms and selected one reference basis, use **Equivalent Booking** as the main measure for comparison. Pams uses the recorded Booking together with the applicable commercial terms and the selected **Reference Commission/Margin** to present a comparable Booking value.

Review the figures side by side:

- Use **Booked** to see the value recorded for each deal.
- Use **Equivalent Booking** to compare the commercial strength of those Bookings on a shared basis.
- Use **Agreed Commission** and **Margin** to understand why a Booking may differ from its Equivalent Booking value.
- Use **Reference Commission** and **Reference Margin** to confirm that all results use the same benchmark.

When you review a Sales Team, a salesperson, a Principal portfolio, or a reporting period, compare the **Equivalent Booking** values before deciding which result performed better. This prevents a large Booking with weaker terms from being treated as automatically stronger than a smaller Booking with more favorable terms.

Equivalent Booking is especially useful when reviewing progress against a **Booking Target**. A target comparison based only on recorded Bookings can be affected by the mix of commercial terms in the period. A comparison based on Equivalent Booking shows progress using the agreed reference basis instead.

Use one reference rule for the full comparison set. For example, if you compare all Bookings for a month, every included Booking should use the same Reference Commission or Reference Margin. This creates a consistent total that can be compared with another month, another Sales Team, or another Principal portfolio.

[SCREENSHOT: A performance comparison showing Booked and Equivalent Booking values for several Sales Jobs under one shared reference basis.]

Do not interpret Equivalent Booking as a replacement for the recorded value. It is the value to use when the purpose is like-for-like performance comparison.

Interpret Changes Between Raw and Equivalent Booking

A difference between **Booked** and **Equivalent Booking** shows the effect of applying the selected **Reference Commission/Margin** to the terms of a deal. The difference does not, by itself, mean that the deal is good or poor. It shows that the deal's actual commercial terms are different from the common benchmark used for the comparison.

Use both values to understand what changed:

- A higher **Booked** value shows that more recorded value was secured.
- A higher **Equivalent Booking** value shows stronger performance on the shared commercial basis.
- A change in **Agreed Commission** or **Margin** can cause Equivalent Booking to change even when the recorded Booking is similar.
- A change in the mix of deals can cause total Equivalent Booking to move differently from total Booked value.

For example, a reporting period may show an increase in Booked value because it includes several high-value deals. If those deals have different commission or margin terms from the previous period, the Equivalent Booking result may show a smaller increase, no increase, or a different pattern. This means the recorded value changed, but the comparable commercial performance did not move in the same way.

Likewise, a period with lower recorded Bookings may still show a strong Equivalent Booking result if the deals secured during that period have more favorable terms relative to the selected reference basis.

When presenting results to a manager, Sales Team, or Principal, show both measures together:

- Present **Booked** when discussing the recorded value of secured business.
- Present **Equivalent Booking** when discussing fair performance comparisons, target progress, and trends across different deal terms.
- Present the selected **Reference Commission/Margin** so the basis of the comparison is clear.

This approach keeps the discussion focused on actual sales activity while avoiding conclusions based solely on differences in commercial structure.

Validate Equivalent Booking Comparisons Before Reporting

Before using Equivalent Booking in a Sales Target review, dashboard discussion, or report, validate the Bookings included in the comparison. A reliable comparison depends on complete deal terms and one clearly defined reference basis.

Check each Booking against the following points:

- Confirm that the recorded **Booked** value is the value you intend to measure.
- Review the deal's **Agreed Commission**, **Commission (%)**, and **Margin** where these are relevant to the Booking.
- Confirm the **Reference Commission** or **Reference Margin** used for the comparison.
- Verify that every Booking in the comparison uses the intended **Reference Commission/Margin**.
- Check that the Bookings belong to the correct reporting period, Sales Team, Principal, or other group being reviewed.
- Identify Bookings with incomplete commercial details before including them in a total.

Avoid adding together Equivalent Booking values that were produced using different reference rules unless the report clearly separates the groups and explains the basis used for each one. A combined total is only meaningful when its underlying values were assessed consistently.

If you review results across periods, retain the reference basis used for each period. Include the selected **Reference Commission** or **Reference Margin** in the **Note** or supporting review material. This makes it possible for another reviewer to understand why the Equivalent Booking figures were produced and to reproduce the same comparison later.

When results are shared through **Business Analysis**, a dashboard, or a performance report, distinguish clearly between **Booked** and **Equivalent Booking**. Label the measure being discussed so readers know whether they are seeing recorded deal value or normalized performance value.

A validated Equivalent Booking comparison gives management a dependable basis for reviewing Booking progress without allowing varying deal terms to distort the result.

Overview

Pams uses **Equivalent Booking** to give sales agencies, trading teams, and hybrid businesses a consistent way to assess Booking performance across deals with different commercial terms. This is particularly important when your team manages a mixture of Principal Sales Jobs, own-product sales, and projects with different **Agreed Commission** or **Margin** arrangements.

The measure supports a more meaningful review of:

- **Booking Target** achievement.
- Salesperson and **Sales Teams** performance.
- Principal portfolio performance.
- Performance trends across reporting periods.
- The difference between recorded deal value and comparable commercial contribution.

Equivalent Booking works alongside, rather than instead of, the **Booked** value. The Booked value remains important for understanding the recorded value of sales activity. Equivalent Booking is the measure to use when comparing results that may have been created under different deal terms.

For instance, a team may secure two Sales Jobs with similar Booked values. One may carry a higher Agreed Commission, while the other may have a different Margin. Viewing only the Booked amounts does not show the difference in their commercial outcome. Reviewing **Equivalent Booking** with a shared **Reference Commission/Margin** gives both results a common comparison basis.

This page focuses on how to interpret and validate that comparison. It does not replace the work of defining targets. For guidance on creating and maintaining targets before measuring progress, see Managing Booking Targets.

[SCREENSHOT: A target and performance view showing Booking Target, Booked, Equivalent Booking, Reference Commission, and Reference Margin.]

Use Equivalent Booking whenever the question is about comparable performance rather than the recorded value of an individual deal.

Prerequisites

Before reviewing Equivalent Booking, make sure you have the Booking information and commercial terms needed for a meaningful comparison. You do not need every Sales Job in Pams to use identical terms, but you do need a clear common basis for the group of Bookings you want to assess.

Prepare the following information:

- The Sales Jobs, Principal records, Sales Teams, or reporting periods you want to compare.
- The recorded **Booked** values for the selected deals.
- The applicable **Agreed Commission** or **Margin** for each Booking.
- The **Reference Commission** or **Reference Margin** that will be used as the common reference rule.
- The purpose of the comparison, such as target progress, period performance, Sales Team comparison, or Principal portfolio review.
- The period boundaries for the review, so that Bookings are grouped consistently.

If you are measuring achievement against a target, first confirm that the relevant **Booking Target**, **Sales Target**, **Team Target**, or **Target and Budget** view reflects the period and group you are reviewing. For target setup and maintenance, use Managing Booking Targets.

Do not begin with a total and then try to explain it afterward. First decide which Bookings belong in the review and which **Reference Commission/Margin** will apply. This avoids mixing Bookings that were assessed using different commercial baselines.

Where a Booking has incomplete commission or margin information, review the commercial details before using its Equivalent Booking value in a comparison. Incomplete terms make it difficult to determine whether the result is comparable with the rest of the group.

After you have established a consistent basis, continue to Reviewing Sales Performance to use Booked and Equivalent Booking results in a wider performance review.