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AGENCY · DECISION LOG · MEASUREMENT

# Why we re-architected the dashboard before the next hire

How a green dashboard hiding a 35% forecast miss got replaced with three signals that couldn't be faked.

## CLIENT SITUATION

A medical device company missing forecast by 35% on a green dashboard. Activity metrics up year-on-year. Top-of-funnel volume up. Pipeline coverage looked healthy on paper. Leadership was about to approve a third sales hire and a 20% target raise.



# The decision we walked into

## THE QUESTION WE ASKED

Was the dashboard measuring effort, volume, pipeline, or system — and how would we know which?

## THE OPTION WE RULED OUT

Hire the third rep, raise the targets, raise the activity floor. Estimated annual cost: £180k. Estimated likely outcome based on prior two cycles: another miss, another hire, another year lost.



## What we picked, and why

### THE OPTION WE PICKED

A measurement re-architecture. Drop activity metrics from the leadership dashboard entirely. Replace with three signals that survive the Acquisition Test:

- Stage-conversion rate by source (T2 signal)
- Inbound from accounts that never met a rep (T1 signal)
- Win-rate on advocate-referred opportunities (T1 signal)

### WHY

Activity metrics tell you the team is busy. They do not tell you demand is forming. The Sarah-vs-James war story in the manuscript (Ch 2) names the failure mode — same market, same product, three million pounds apart, and the dashboard with more green lost.

Honest signals at T1 cannot be faked. Activity at T4 can be inflated indefinitely.



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## What this teaches

The signal you measure decides what behaviour you reward. Reward activity and you get more activity. Reward inbound from cold accounts and you get a system that compounds.

The cheapest commercial fix in healthcare is often a measurement re-architecture, not a sales hire.