



The Demand Diagnostic

Is it a sales problem or a demand problem?

A practical self-assessment for healthcare commercial leaders.

Michael Colling-Tuck

Founder, AGENCY Medical Marketing | Author, It's Not a Sales Problem

WHAT'S INSIDE

01

The Core Question

Demand problem vs sales problem: a clear definition

02

The Three Signs

How to spot a demand problem before it costs you

03

The Funnel Diagnostic

Rate your pipeline stage by stage in under 5 minutes

04

Your Action Plan

A structured next-steps template to take away

8 pages

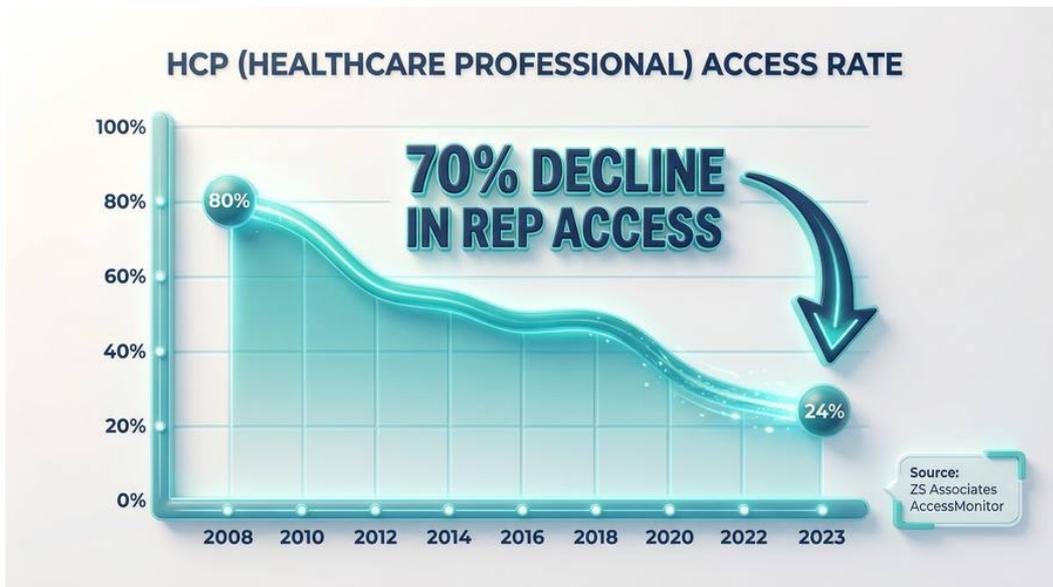
Complete diagnostic

5 mins

To complete

47

Launches behind this framework



The Core Question

Before you hire another rep, run another training programme, or redesign your CRM, you need to answer one question: Is this a sales problem, or a demand problem?

Most healthcare commercial leaders assume it's a sales problem. They're usually wrong.

DEMAND PROBLEM

Prospects don't know you exist, don't understand what you do, or don't see why they should care.

Fix: Marketing, content, visibility

SALES PROBLEM

Prospects know you exist but won't engage, won't convert, or churn after first contact.

Fix: Sales process, skills, tools

The problem: Most organisations treat demand problems with sales solutions.

More reps. More calls. More training. None of which works if the market doesn't know you exist.

This diagnostic will tell you which problem you actually have.



Sign 1: Reps can't book meetings
High activity, low access



Sign 2: Pipeline thin at the top
Not enough new opportunities entering



Sign 3: New hires don't change the numbers
The problem follows the person

2 or more checked = DEMAND PROBLEM

The Three Signs You Have a Demand Problem

Sign 1: Your reps are working hard but results are flat
High activity, low conversion. Calls are made, emails are sent, but meetings aren't happening.
→ *If prospects aren't responding, they don't see the relevance. That's a demand problem.*

Sign 2: You win when you get in front of people, but can't get in front of them
Your close rate is fine. Your pipeline is empty. The bottleneck is access, not ability.
→ *Access problems are demand problems. Demand generation creates inbound access.*

Sign 3: Your brand is invisible outside your existing customer base
Search for the problem you solve. If you don't appear, neither do you to your prospects.
→ *Invisible brands rely entirely on outbound. That's expensive, slow, and fragile.*

****Quick check:**** Ask your last 10 lost prospects why they didn't buy.
If the answer is 'we didn't know you existed' or 'we went with someone we already knew':
→ **You have a demand problem, not a sales problem.**



Diagnostic Part 1: Where You're Losing People

Rate each stage 1–5 (1 = broken, 5 = excellent). Be honest.

Stage	Question	Rating (1-5)
Awareness	Do prospects know you exist before your rep contacts them?	_____
Visibility	When they search for solutions, do they find you?	_____
Positioning	Do they see you as relevant to their specific situation?	_____
Interest	Are they consuming your content unprompted?	_____
Engagement	Do they respond when you reach out?	_____
Conversion	Do engaged prospects become customers?	_____

If your lowest scores are in Awareness, Visibility, or Positioning:

→ **This is a DEMAND problem. Fix marketing before fixing sales.**

If your lowest scores are in Engagement or Conversion:

→ **This is a SALES problem. Focus on execution and skills.**



Part 2: The True Cost of Your Current Model

Complete this calculation to understand your actual cost per meaningful meeting.

- Total annual cost per rep (salary + bonus + car + travel + training + management overhead):
 £ _____
- Planned calls per year:

- Actual meaningful meetings per year (not attempts, actual meetings):

- Cost per planned call (A ÷ B):
 £ _____
- Cost per meaningful meeting (A ÷ C):
 £ _____

BENCHMARKS:

- Industry average cost per meaningful meeting: £100–£300
- If your number is above £300: Your model is inefficient
- If your number is above £500: Your model is broken

The question: Would investing some of this in demand generation produce more meetings at lower cost?



What to Do Next

IF YOU HAVE A DEMAND PROBLEM:

- Audit your visibility: Search for the problems you solve. Do you appear?
- Evaluate your content: Is it earning attention or just existing?
- Check your digital presence: Does your website qualify prospects or confuse them?
- Map the journey: What would a prospect encounter before your rep calls?
- Calculate the investment: What would it cost to create inbound demand?

IF YOU HAVE A SALES PROBLEM:

- Analyse top performers: What do they do differently?
- Document the process: Is your actual sales process captured anywhere?
- Check messaging: Can a new hire deliver your pitch after one read?
- Evaluate tools: Does your team have what they need for each sales situation?
- Review coaching: Is there ongoing support, or just annual training?

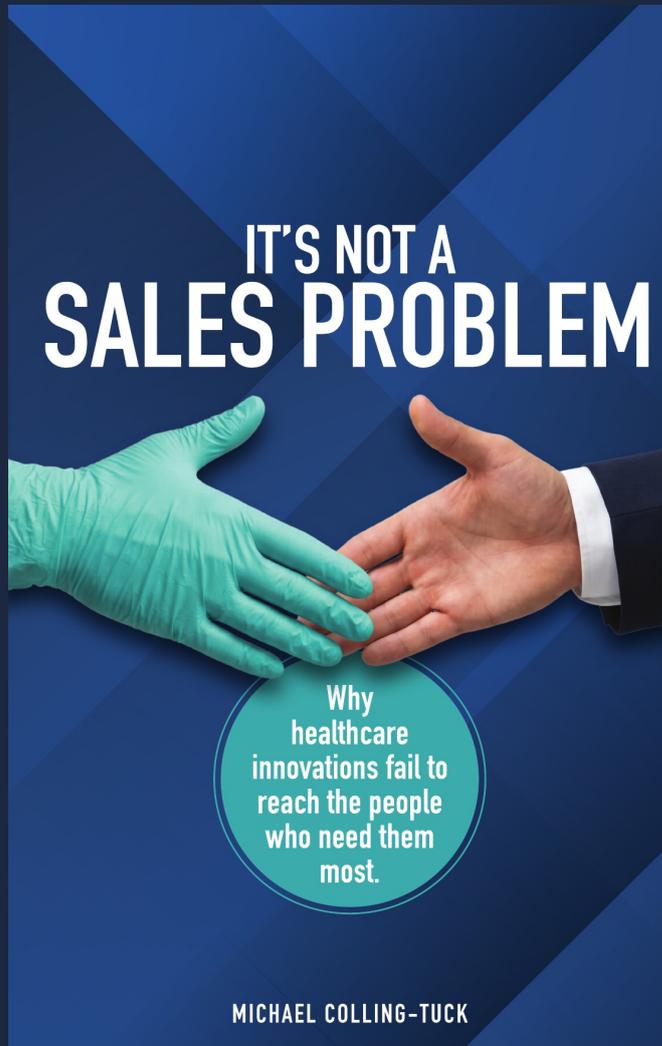


Your Action Plan

Based on your diagnostic results, list your priority actions below.

#	Action	Owner	Deadline
1
2
3
4
5

Notes:



Coming 16th March 2026

Available on Amazon

[Pre-order on Amazon →](#)

*The complete guide to diagnosing and fixing demand problems
in healthcare commercial teams.*

AGENCY
HEALTHCARE DEMAND GENERATION