

What to Measure in a Sales Operation—and Why It Isn't Activity

How we think about sales tracking, and how the model fits the way your company actually runs.

Sooner or later, most operators ask about tracking activity — calls made, emails sent, quotes built per day. It's a natural instinct, and the goal behind it is the right one: knowing whether your people are actually producing. But counting activity almost always works **against** that goal. We've built TBN around a different model — and here's the reasoning, plus how it fits inside your operation.

1 · COUNTING ACTIVITY REWARDS THE WRONG THING

Activity tracking measures motion, not results. It rewards the rep who looks busiest, not the one who delivers. In motorcoach, that's even more dangerous: the calls and the back-and-forth emails usually exist *because the system forced them*.

Five calls to lock one booking reads like a productive day. It's actually a failure — the intake broke down five times. Count that activity and you've rewarded the breakage, and built an incentive to keep it alive.

2 · IT FIGHTS THE PLATFORM IT RUNS ON

TBN's whole direction is to *remove* that friction — turn an email or a spreadsheet straight into a quote or a booking. "Quotes built per day" is a number the platform is built to drive toward near-zero effort.

Reward the activity while the system automates it away and you have two forces pulling opposite directions — paying bonuses for work the platform was designed to eliminate.

3 · ACTIVITY IS WHAT YOU MEASURE BEFORE YOU HAVE A SYSTEM

You count calls when you don't yet know what drives success — you're hunting for the signal. That's fine, briefly. Once you know what works, you stop counting motion and measure two things:

Are they working the plan? (yes / no)

Did the outcome match expectation?

That loop is self-correcting. Plan worked + good result → scale it. Plan worked + bad result → the *plan* is wrong, fix it. Plan ignored + bad result → now it's a people conversation, and you have the evidence. Activity tracking collapses all of that into one number that tells you nothing.

4 · WHAT TO MEASURE INSTEAD

- **New vs. repeat / contract revenue** — who's hunting vs. farming the existing book.
- **Sale price vs. suggested price** — selling value, or buying the deal with discounts.
- **Customer-experience adherence** — read against repeat business, not task counts for their own sake.

And the mechanism that makes price discipline automatic: give reps a discount band (say 5%) they can use without approval — but every dollar of discount comes out of *their* bonus first. When the discount is their money, holding price stops being a rule and becomes the obvious choice.

5 · IT CLARIFIES THE TWO JOBS IN YOUR SHOP

This surfaces what most operations blur: there is a **sales job**, and there is a separate, legitimate, permanent **data-management job** — gathering, quoting, keeping the system clean.

The mistake isn't having both. It's measuring the data-manager like a struggling salesperson, and the salesperson like an underperforming data-manager. Separate them and both finally become legible — and activity tracking is the thing that keeps them blurred.

The bottom line: measure whether the *system* is working and whether the *business* is winning — not whether people look busy. Activity tracking optimizes for the job your best people should be moving away from. The model above is the one TBN is built to run, and we're glad to help you shape it to fit your company.