HJC

Arbonics™

CASE STUDY · THE SCALE · 2024–25

Arbonics

Forest carbon · Backed by Plural · Head of Sales & New Markets

~€10M
in estimated contract value won in 12 months, on the company's own model

€0.1M → €5.4M
sales a quarter in nine months (37×)

75 → 16 days
the average sales cycle

2 → 12
sales team hired and trained, SDRs and AEs in every market

Before

Three generalist salespeople, each working alone on round-robin inbound leads of poor quality. Outbound was meant to happen, but nobody knew how or who to target. The CRM was half-filled and nothing was documented. A new product in a traditional market, sold to people with a few hectares of forest on the side, on a long contract nobody wanted to sign.

What I did

- Qualified up. Small plots took as long to close as large ones, so we moved from part-time landowners to businesses and professional owners. For a team hungry for any sale, that was a real cultural shift.
- Used data to find the land that would qualify, found who owned it, and went to them with outbound.
- Sold it as an investment: return on investment, and carbon credit income on top of a forest they were already growing, with models that showed the return.
- Replaced a long 50-year contract with a one-page first step. Same commitment, but the owner kept control and could pull out. The detail moved to a second contract once the land was agreed.
- Rebuilt the team around an SDR and an AE in every market, plus a key account manager, a team lead, a head of expansion and quality checks on every deal. Grew it from 2 to 12, and moved from Pipedrive to HubSpot as one source of truth.
- Built an enterprise function from scratch, selling to investment funds across markets, which already think long-term about land and saw carbon credits as a new revenue stream. Senior meetings came faster, and several funds signed, each bringing roughly 700 to 5,000 hectares over time.
- Launched new markets with people on the ground: legal checks and an early outreach plan in each, and in Sweden a local partner who already knew most of the landowners, on shared commission.

After

I led the sales function as quarterly sales grew 37× in nine months: about €10M in estimated contract value won in 12 months, on the company's own model. In Latvia, where we piloted the SDR and AE split, the average deal grew from about 5-10 hectares (~€5k–€10k*) to around 70 (~€70k*) at its peak. The average sales cycle fell from 75 to 16 days. 85% of everything Arbonics had ever sold was won while I led sales.

Estimated contract value uses Arbonics' own model of about €1,000 per hectare contracted. Quarterly sales grew from 144 to 5,393 hectares in nine months.

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