HJC

CASE STUDY · THE REBUILD · 2026

UXCam

AI product analytics · Backed by Headline · Head of Sales, a six-month engagement

~25 → 40%
inbound leads becoming sales-qualified

1 day → 5 min
first reply to every inbound lead, with AI agents

5 regions
forecast, quotas and performance framework, North America to APAC

Before

Inbound was manual and slow: every lead was checked and enriched by hand, so first replies took about a day. There was no outbound and no clear ICP. The team took any customer, in any market, on any tier, and discounted hard to win. Without a clear view of where the product created most value, nobody had the confidence to hold price. A new AI agent product was about to launch.

What I did

- Went through all the data and spoke to the whole team: which deals closed fastest, which brought the most value, and which customers got the most from the product.
- Found that value grew with scale: companies with large apps and many users saw returns many times their spend, while small accounts took as much effort for a fraction of the revenue.
- Reset the ICP around larger companies with apps, stepped back from markets where deals were small, slow and heavily discounted, and shifted focus quickly when regional demand changed.
- Rebuilt pricing for the AI product: from a model with many variables to a simple usage-based model, priced on AI usage the way the AI model providers price theirs, so it was easier to buy and grew with the value customers got.
- Led the team that built an AI agent on inbound with HubSpot, Claude Code and our own enrichment. Every form fill is researched, enriched, profiled and qualified within minutes, a reply is drafted and a call set up, and the best leads trigger an alert for an SDR to call straight away.
- Then more AI agents around it: one re-engaging old contacts in the CRM, enriching their data and reaching out on trigger points, and one watching known contacts for buying signals.
- Built outbound from scratch, using app store data, Clay and AI to find companies where the product could make a big difference: a largely automated engine with targeted messaging, hitting about 500 accounts and 4,000 contacts a month. Then came a lot of testing and iteration on the message by person, company and timing, with results building over the months after.
- Owned the forecast, and set the quotas and performance framework for the team across five regions, from SMB to enterprise.

After

Inbound leads becoming sales-qualified went from ~25% to ~40%. First reply went from about a day to 5 minutes, which freed the SDRs to focus on outbound.

harry@harryjamescoburn.com · harryjamescoburn.com · linkedin.com/in/hcoburn · Berlin · London