

B2B SALES IS ENTERING THE AGENTIC AGE.

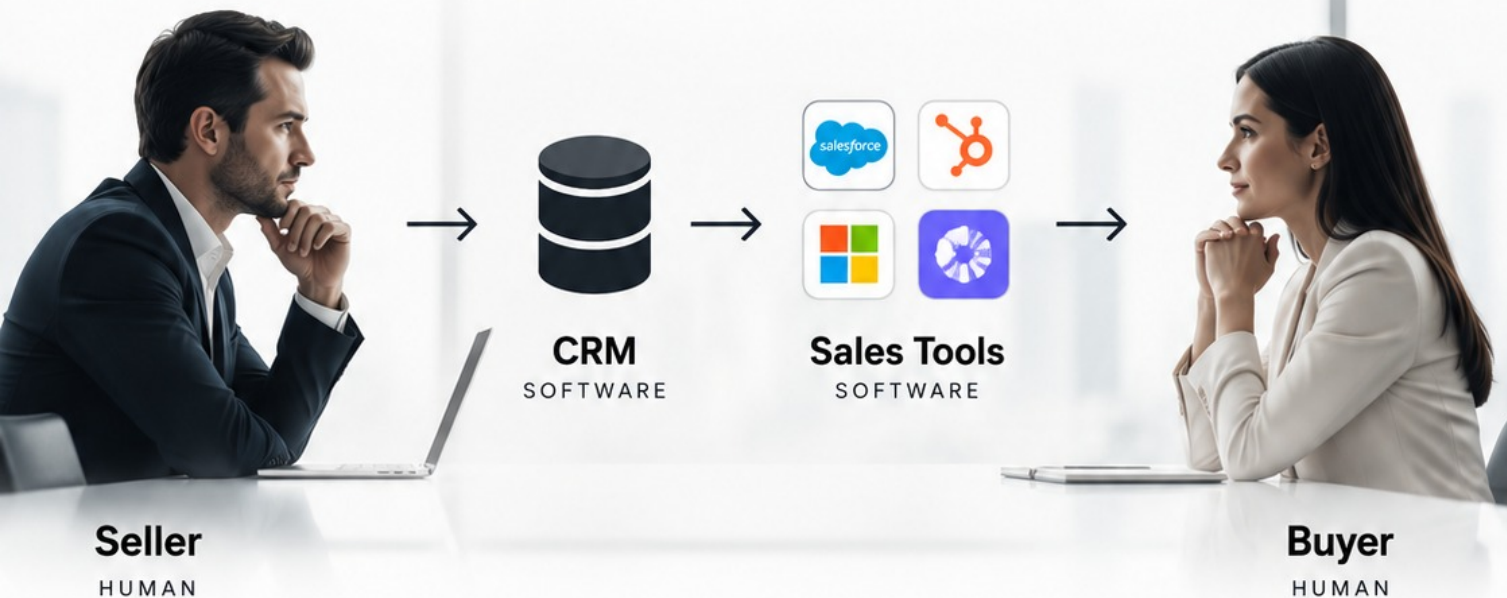
And it changes more
than the tools we use.

ROLAND KÜMIN
NAVIGATING B2B SALES

A MORE INTELLIGENT
WAY TO GROW.

FOR 25 YEARS, THE MODEL WAS SIMPLE.

Humans used software to sell to humans.



We digitised the sales process.
But the human remained the actor.

New tools. More data. Better insights.
But at the core, it was still human to human.

NOW THE ACTORS ARE CHANGING.

AI is no longer just a tool.

It can observe.
Reason.
Decide.
Act.



TOOL

- Executes instructions
- Limited context
- Reactive
- Human in control



AGENT

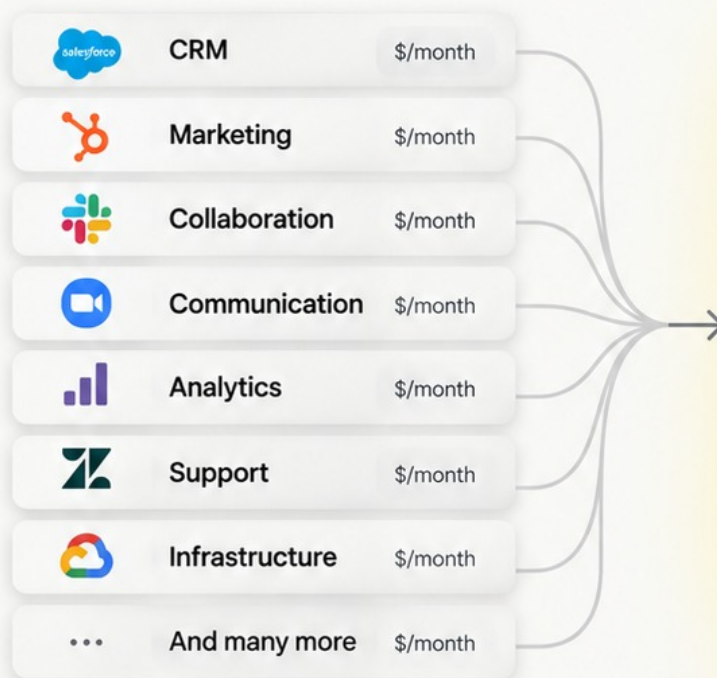
- Understands context
- Reasons across data
- Takes action
- Collaborates with other agents
- Increasingly autonomous

And increasingly, agents will interact
with **other agents.**

WHICH CREATES AN UNCOMFORTABLE QUESTION:

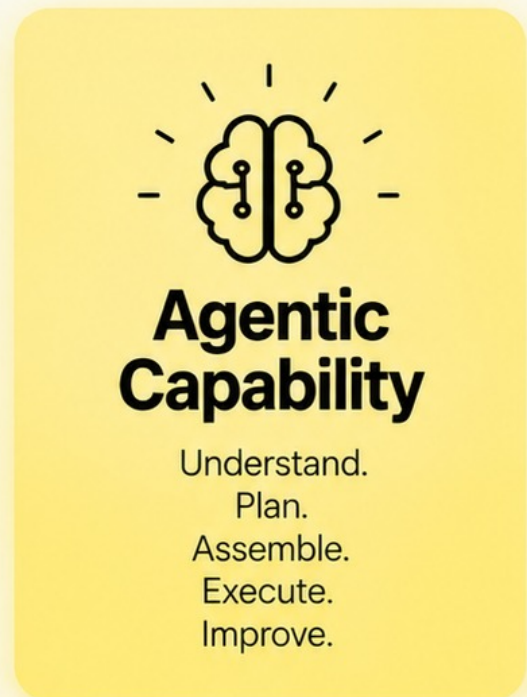
Why are we still buying **every capability** as SaaS?

When AI agents can increasingly manufacture capabilities themselves.



TODAY

We buy many separate applications to get things done.



TOMORROW

Agents can assemble capabilities on demand.

The real question is no longer which tool to buy, but which **capabilities** to own, build or access.

THE QUESTION HAS CHANGED.

~~Which software
should we buy?~~

**What should we
BUY?**

**What should we
BUILD?**

**And what should we
STOP PAYING FOR?**



BUY

Proven capabilities.
Lower risk.
Faster time to value.



BUILD

Differentiating
capabilities.
Full control.
Long-term value.



STOP

Undifferentiated
capabilities.
Legacy costs.
Tools agents can
replace.

The capability — not the application —
becomes the unit of decision.

A SIMPLE DECISION SYSTEM.

THE FIVE TESTS

A practical framework to decide what to buy, build or stop paying for.

01

**LIABILITY**

Who carries the risk?

Build if risk is core to your business.
Otherwise buy.

02

**MOAT**

Does owning it differentiate us?

Build if it creates a defensible advantage.
Otherwise buy or partner.

03

**SPECIFICITY**

How unique is our requirement?

Build if needs are highly specific.
Otherwise buy what already works.

04

**VOLATILITY**

How quickly will it change?

Buy if the technology evolves fast.
Build if stability and control matter more.

05

**BLAST RADIUS**

What happens if we get it wrong?

Buy if the downside is large or systemic.
Build if we can contain and learn.

Not everything should be built.

Not everything should still be bought.

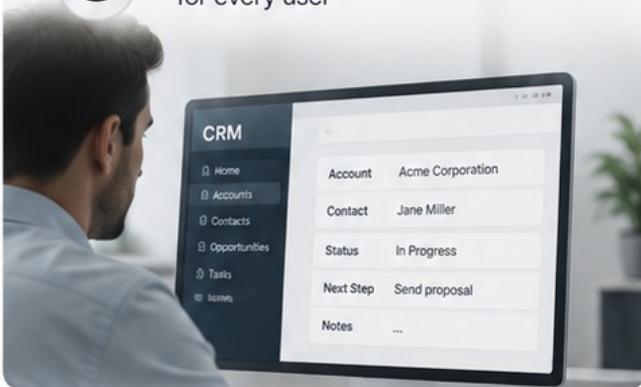
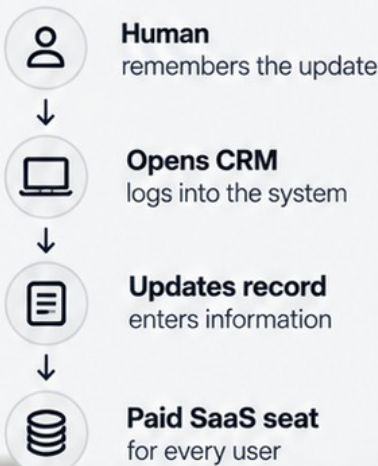


DO YOU REALLY NEED A FULL

CRM seat to update a CRM?

TODAY

A human does the manual work.



AGENTIC

You work naturally. An agent does the rest.



BUY THE CRM.

BUILD THE WINDOW YOU LOOK AT IT THROUGH.

THIS IS BIGGER THAN CRM.

The SaaS stack is becoming a capability stack.

Sales organisations will increasingly have to decide:



OWN

what differentiates them.



BUY

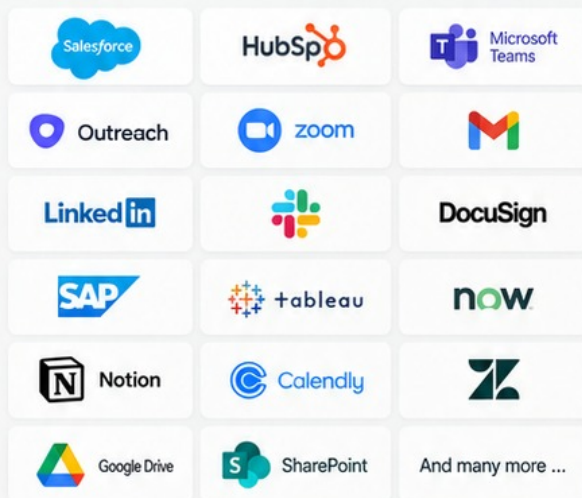
what is irrational to reproduce.



ORCHESTRATE

everything in between.

TODAY: A STACK OF APPLICATIONS



Many tools. Many contracts.
Increasing complexity.

TOMORROW: A CAPABILITY STACK



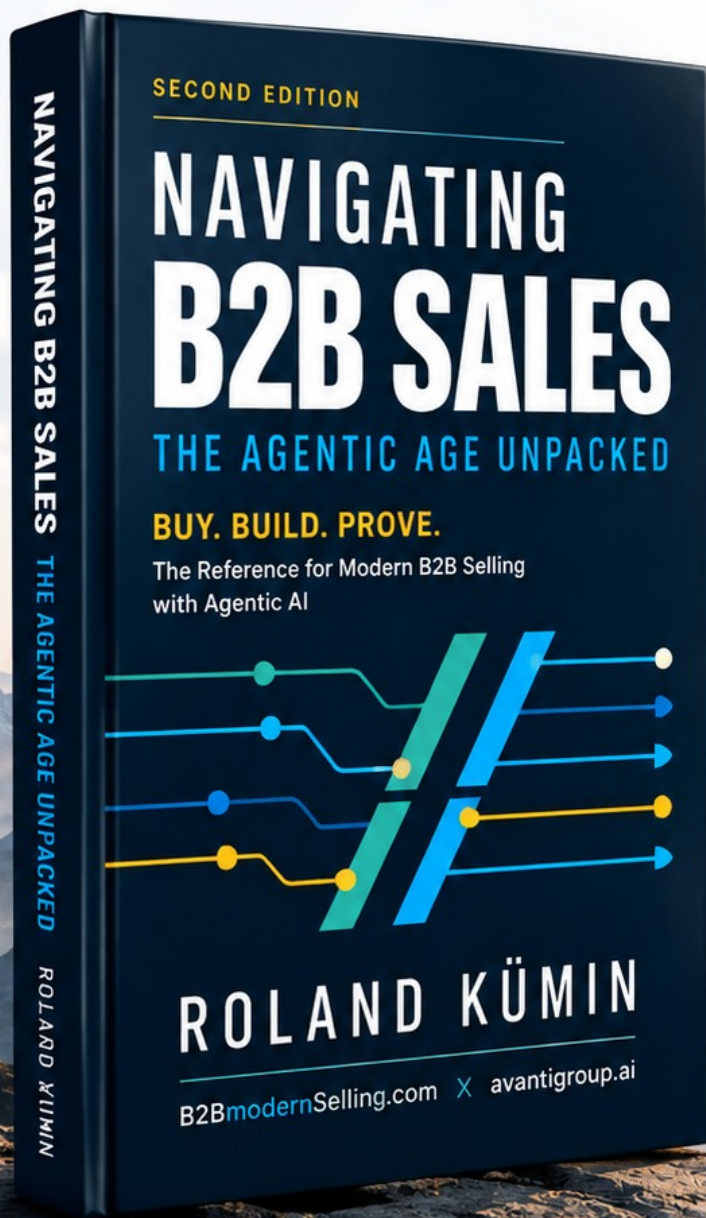
Fewer layers. More value.
Built around outcomes — not tools.

The new leadership skill is not tool selection.
It is **orchestration**.

IDEAS FOR A NEW REALITY.

NAVIGATING B2B SALES

THE AGENTIC AGE UNPACKED



What happens to B2B sales when AI stops being a tool — and starts becoming an actor?

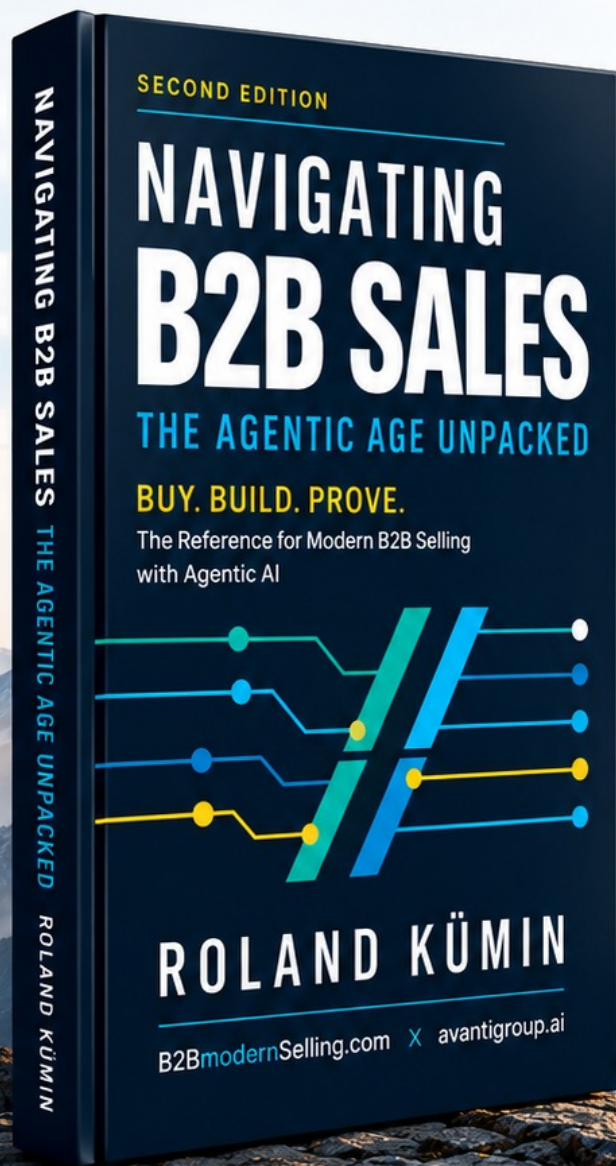
Agentic AI | Modern Selling |
Build vs Buy | Leadership |
GTM Architecture

I wrote this book to explore that question.

ROLAND KÜMIN
NAVIGATING B2B SALES

A MORE INTELLIGENT
WAY TO GROW.

IDEAS TRAVEL FURTHER
WHEN THEY ARE SHARED.



I DECIDED NOT TO SELL IT. I'M GIVING IT AWAY.

Because I believe these ideas
become more valuable
when they travel.

DOWNLOAD THE COMPLETE BOOK — FREE



Scan and read
the book now.



buildorbuy.guru

No paywall. No purchase. Just read it.

ROLAND KÜMIN
NAVIGATING B2B SALES

A MORE INTELLIGENT
WAY TO GROW.