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MASTERCLASS · SALES SUMMIT 2026

Agentic AI rewiring complex indirect sales

How Agentic AI helps you master dealers and distributors, configured products and tenders.



Agentic for Enterprise. · Thorit GmbH · Lars Ørhøj Lauridsen

INTRODUCTION · THE SPEAKER

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Lars Ørhøj Lauridsen

Senior Principal Consultant and Director Nordics, Thorit. Based in Aarhus, Denmark.



Working in B2B since
1990

Building on HubSpot CRM since
2013

Working with Claude AI since
2024

Working with Lovable prototypes since
2026

FOCUS

Enterprise CRM · Revenue architecture · Agentic AI solutions

FUN FACT

At Aarhus University in the 1980s, Lars wrote an assignment arguing that AI based on neural networks would never work: computer power could never match the brain. He now helps build AI agents for a living. Forecasting did not make the CV.

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We turn enterprises agent-native.

Thorit is the AI & CRM consultancy for the agent-native enterprise. Founded in 2012.

Agentic AI as an Enabler

Software agents that act on goals, not just respond to clicks.

HubSpot at the Core

The agent layer runs on HubSpot and the systems you already have.

Operational Excellence

From first strategy to managed service. We build the agent layer, then operate it.

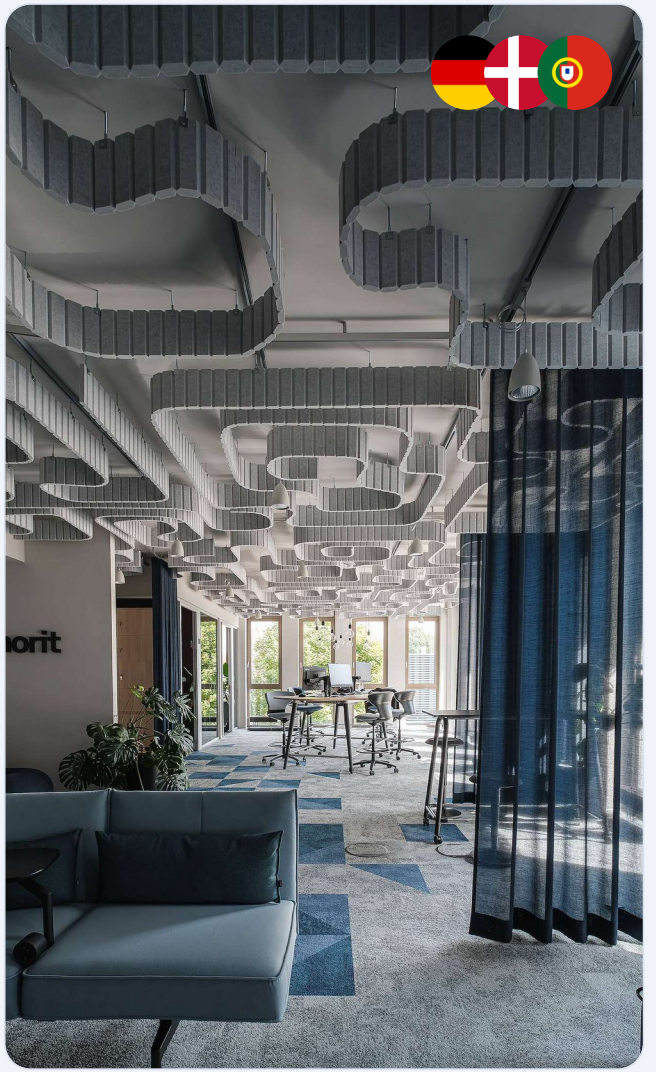
Partnership & Trust

Measurable outcomes, transparent collaboration, sustainable growth.

PARTNERS

HubSpot Solution Partner

Lovable Partner



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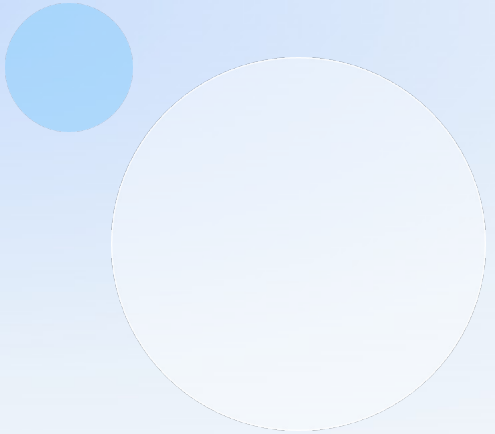
THE QUESTION

Why are we always so focused on the processes within direct sales?

Maybe because they are the easiest to measure.



DIRECT SALES · THE BUYER

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Buyers have moved, and generic outreach is punished.



Gartner, 2025

61%

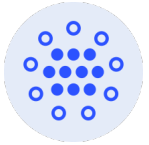
of B2B buyers prefer to buy without a sales rep



Gartner, 2025

73%

avoid suppliers that send irrelevant outreach



Forrester, 2026

13 + 9

people inside and influencers outside each buying decision

Sources: Gartner sales survey, June 2025 (n=632); Forrester, The State of Business Buying 2026

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FOR A SALES LEADER

Buyers research alone, decide in large groups, and block anything generic.

DIRECT SALES · THE SELLER

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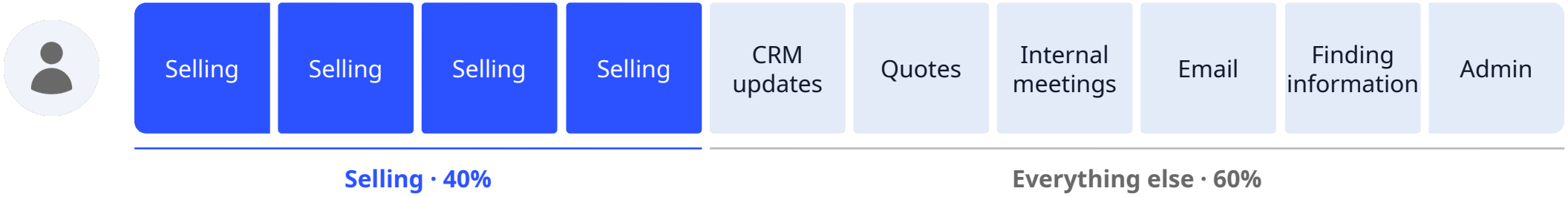
Sellers still spend most of their week away from selling.

A seller's week, in ten half days. Salesforce State of Sales, 2026: 40% selling, 60% everything else.



Winning by Design

20 to 30%

of the week a seller spends with customers

Winning by Design

540+ hours

a year that AI can return to every seller

THE 3X SELLER

"AI cannot replace your sellers. It can give them back their time." That covers direct sales. The indirect channels need the same focus.

Sources: Salesforce State of Sales, Feb 2026 (n=4,050); Winning by Design, The 3X Seller (figures as published, no source given)

DIRECT SALES · THE PLAYBOOK

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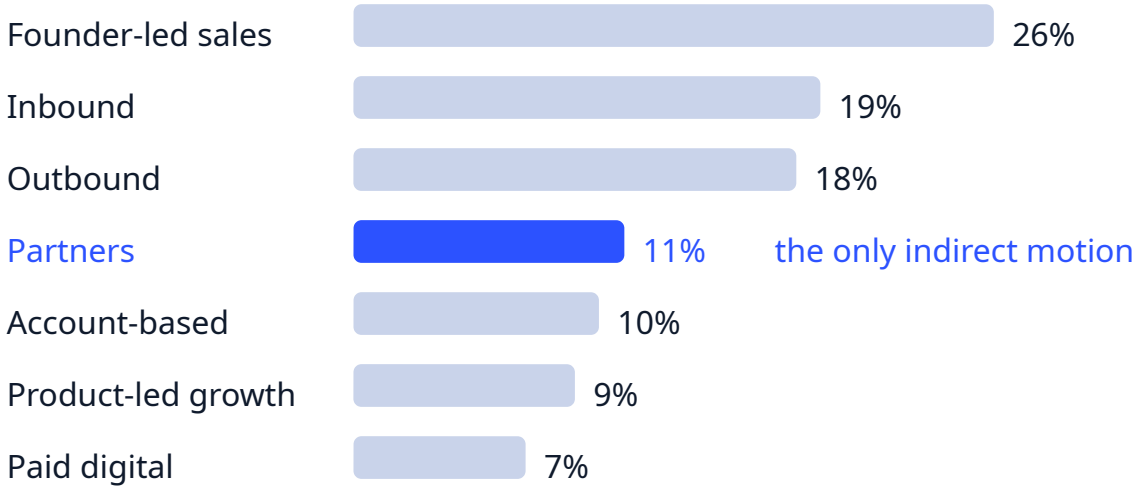
The inspiration for your GTM playbook is built for direct sales.

The 7 main B2B GTM motions in 2026: primary motion, share of companies



NOT ON THE LIST

- Dealer and distributor sales
- Quoting configured products
- Tenders and public projects

AI IMPACT

43% of GTM teams now see a big impact from AI, up from 24%. The playbook still skips the motions where industrial revenue moves.

Source: Kyle Poyar and Maja Voje, The 2026 State of B2B GTM Report, Growth Unhinged, October 2026

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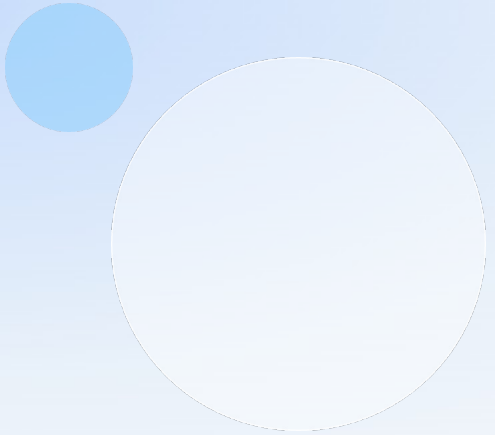
MY BOLD STATEMENT OF TODAY

The motions that are hardest to measure often hold the biggest gains.



TRANSITION · BEYOND DIRECT SALES

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Agentify the other motions too.

Many companies have more motions than direct sales, and still run them by hand. They deserve the same focus.

TODAY'S AI FOCUS

Direct sales

The seller, supported by AI: the 3X Seller.

THE NEXT FOCUS · WHAT THEY SHARE

- **Many parties** between you and the buyer
- **Rules and documents** that only a few experts master
- **Run by hand** on email and spreadsheets

In one word: complexity.

HYBRID WORKFORCE

Agents carry the complexity. People carry the relationships.

THE THREE MOTIONS FOR TODAY

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Hands up if one of these is part of how you sell.



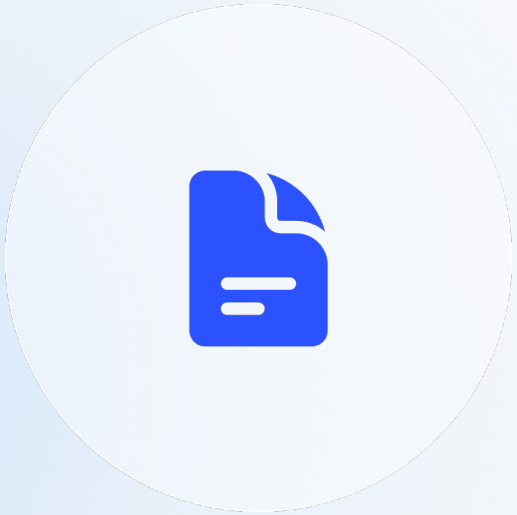
Dealers and distributors

Your lead, their sale.



Configured products

Thousands of rules per quote.



Tenders and public projects

Long documents, fixed deadlines.

BEYOND DIRECT SALES · WHERE AI PAYS MOST

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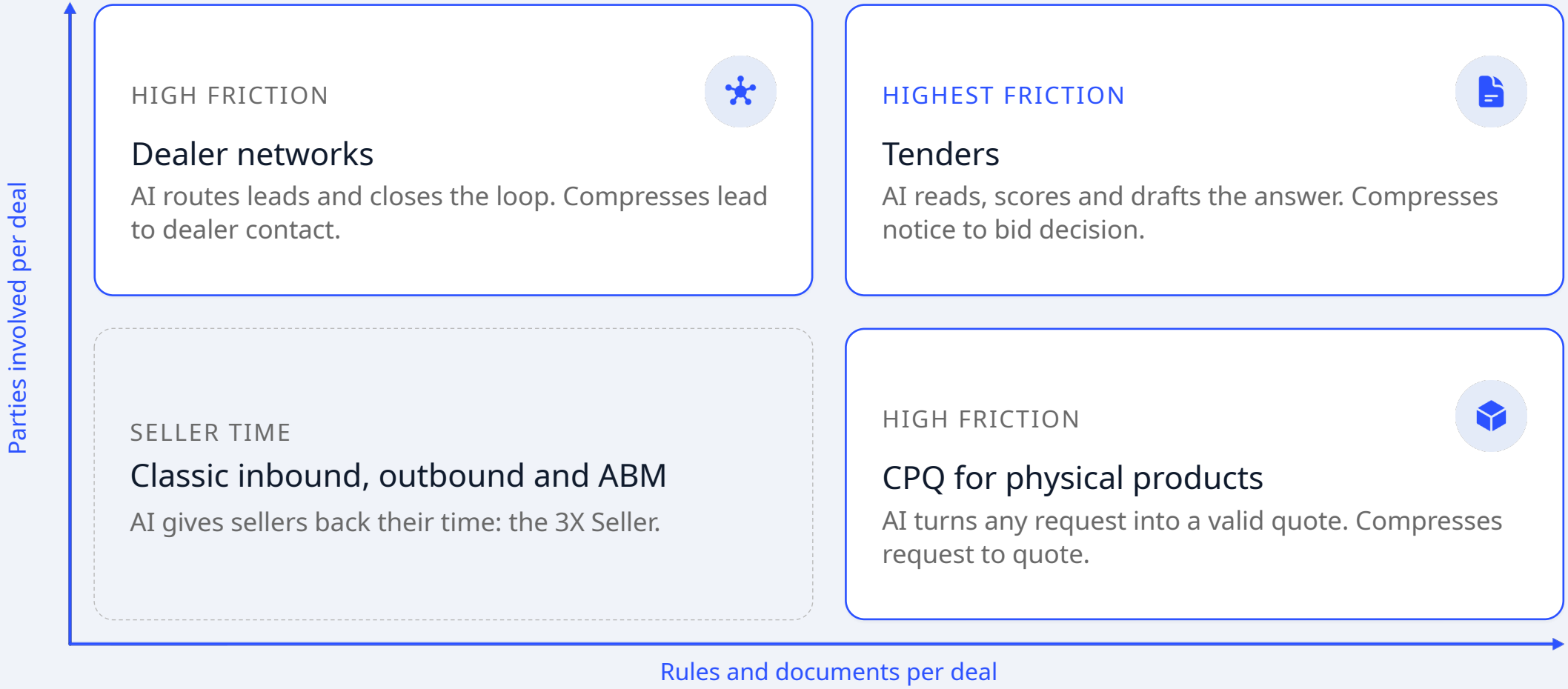
AI pays most where parties and rules multiply.



THE THREE MOTIONS · VOLUME AND FRICTION IN DACH AND THE NORDICS

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Three motions, real money, and real friction.

MOTION 1

Dealers and distributors

Your lead, their sale.

€1.7T

flows through German wholesale and distribution a year.

€178B

Danish wholesale turnover in 2022, a record.

MOTION 2

Configured products

Thousands of rules per quote.

83%

of industrial products are configured or engineered to order.

71%

of manufacturers and distributors need a day or more per quote (US, 2025).

MOTION 3

Tenders and projects

Long documents, fixed deadlines.

€500B

German public procurement a year. SE €90B, NO €73B, DK €51B.

25%

of Danish summer tenders in 2026 had deadlines in the holidays.

THE COMMON GAP

Most of it still runs on email and spreadsheets.

Only 25.8% of EU enterprises use CRM software. Even in Finland, Europe's leader, half run without one.

Sources: BGA 2024 (Destatis); DI Handel; BearingPoint GEXSO; Aleran and TrendCandy, July 2025 (n=200); OECD via WEKA; KFST; Upphandlingsmyndigheten; DFØ; Dansk Erhverv, Oct 2026; Eurostat 2023. Nordic figures converted to euros.

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FROM FRICTION TO PROOF

The money is real. The friction is real. Now let us see what changes when agents carry the complexity.

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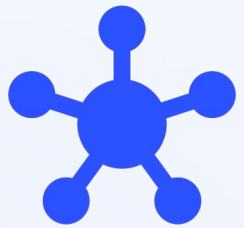
DEALERS AND DISTRIBUTORS

Your lead, their sale. What happens in between decides the deal.



MOTION 1 · WHERE MOST MANUFACTURERS START

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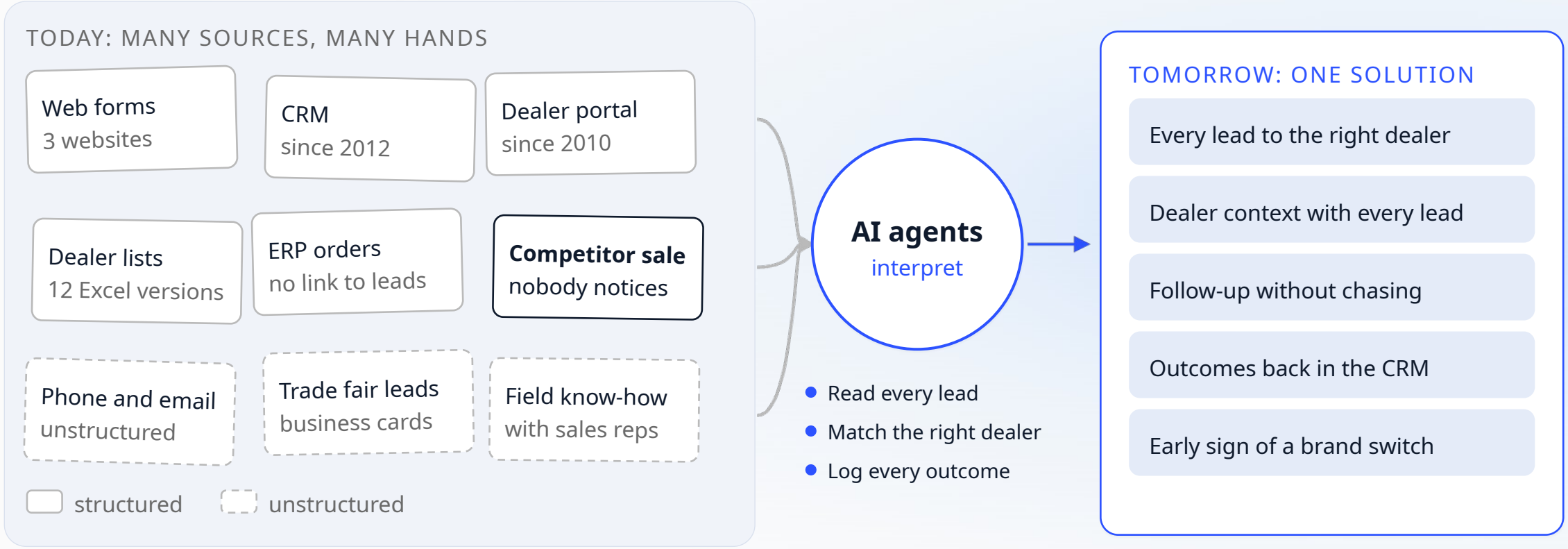
Leads go out to dealers. Nobody sees what comes back.



THE SHIFT

Leads stop disappearing. Agentic tools route them, follow up, and bring the outcome back to the CRM.

MOTION 1 · SELLING THROUGH DEALERS

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Lead input, dealer output, AI in between.

LEAD · **WEB LEAD**

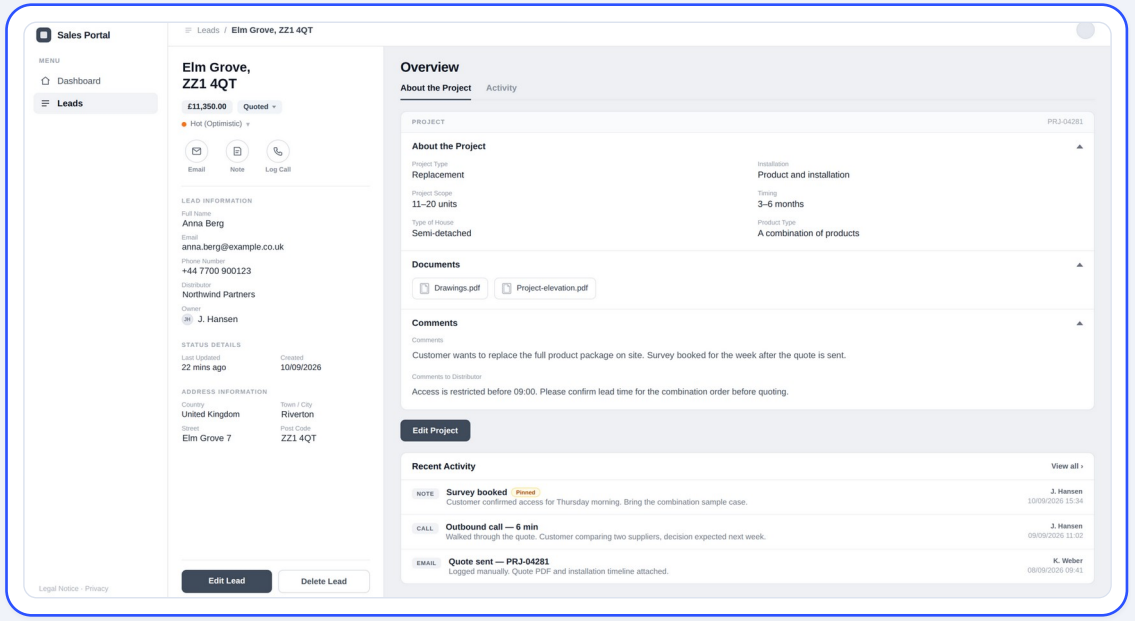
Configurator, form or call. Arrives at the manufacturer, not the dealer.

INTELLIGENCE · **AI AGENT**

Qualifies, enriches and routes the lead. Follows up if the dealer is silent.

ACTION · **RIGHT DEALER ACTS**

Gets context, not just a name. Every outcome flows back to the CRM.



INBOUND

Contact within the hour: nearly 7x more likely to qualify. In 2026, 1 of 114 B2B firms replied within 5 minutes.

OUTBOUND

The dealer network is the target: activate inactive dealers.

THORIT PROOF

Dealer sales portal for a multi-brand manufacturer.

Sources: Oldroyd, McElheran and Elkington, Harvard Business Review, 2011 (7x); Workato lead response test, 2026 (n=114 B2B companies); matelso Lead Management Studie 2024

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CONFIGURED PRODUCTS

Thousands of rules stand between a customer request and a valid quote.



MOTION 2 · WHERE MOST MANUFACTURERS START

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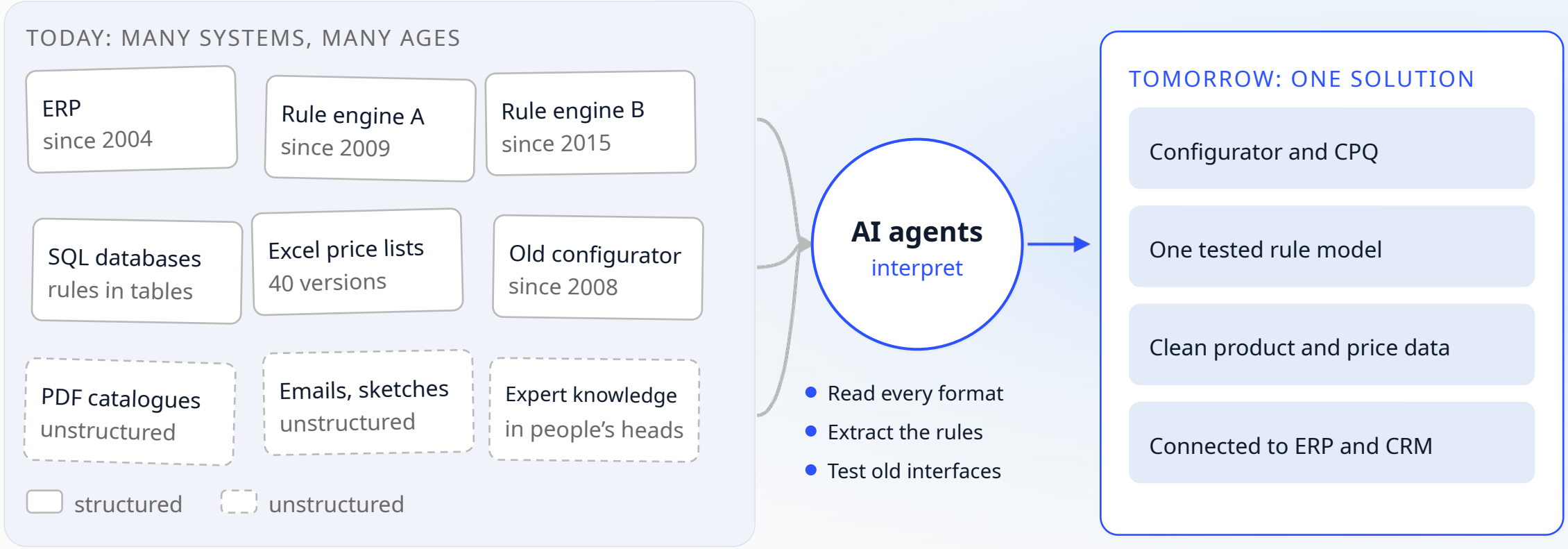
Twenty years of rules, spread across many systems.



THE SHIFT

No big clean-up first. AI reads the old landscape, tests it, and rebuilds the logic as one modern solution.

MOTION 2 · QUOTING CONFIGURED PRODUCTS

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Configuration request as input, valid quote as output, AI in between.

REQUEST · UNSTRUCTURED INPUT

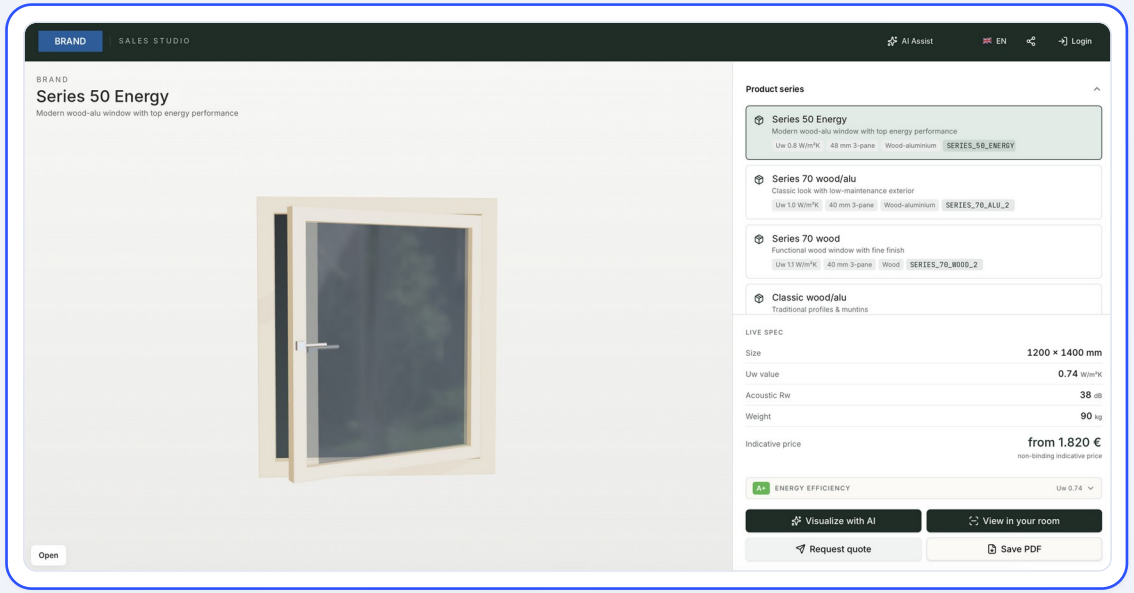
Email, sketch or measurement list, from a dealer or an end customer.

INTELLIGENCE · AI AGENT AND RULE ENGINE

Modern UI for the dealers. Reads the request, applies thousands of product rules, prices from ERP.

ACTION · VALID ERP QUOTATION

Buildable, priced and ready to order.



THORIT PROOF · FEASIBILITY STUDY, MULTI-BRAND MANUFACTURER

17,800
product rules ingested

0
faults in the rule ingestion

10,000
real quotations replicated

2
brands with valid ERP quotations

Source: Thorit CPQ feasibility study, September 2026 (client anonymised)

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TENDERS AND PROJECTS

Long documents and fixed deadlines decide which tenders you win.



MOTION 3 · WHERE MOST MANUFACTURERS START

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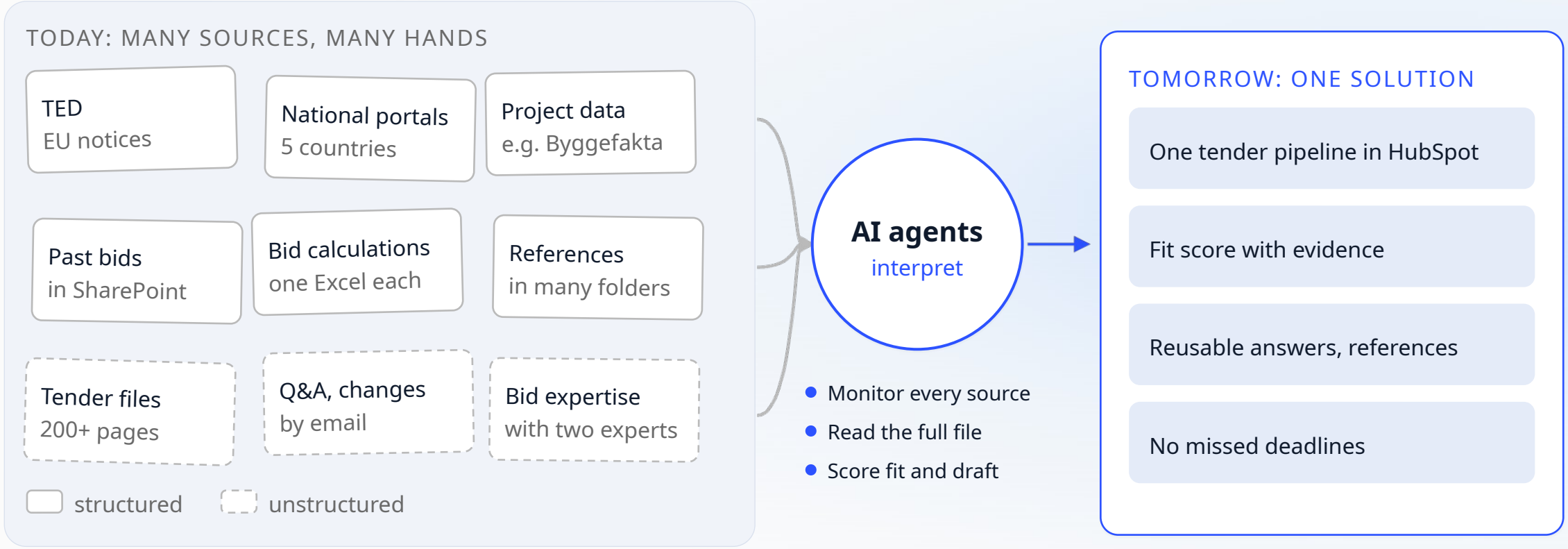
Tenders hide in many portals and hundreds of pages.



THE SHIFT

Every relevant tender found, read and scored before anyone spends an hour on it.

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Project data input, HubSpot output, AI in between.

SOURCE · **PROJECT AND TENDER DATA**

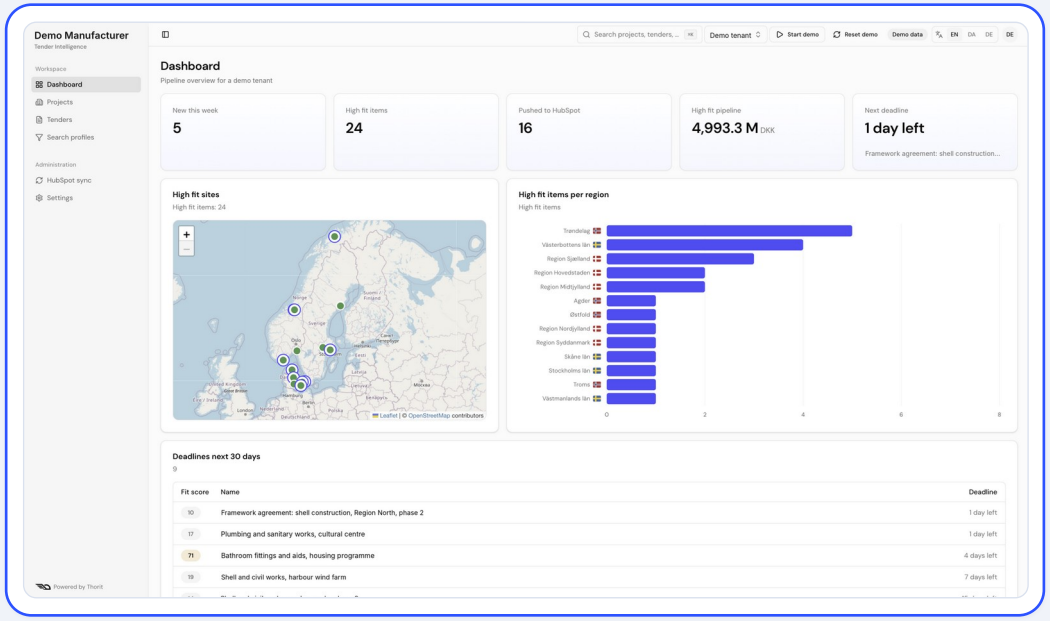
Byggefakta in the Nordics, TED and national portals in DACH.

INTELLIGENCE · **TENDER INTELLIGENCE**

AI fit score from 0 to 100 against the ICP, with the phrases that triggered it.

ACTION · **HUBSPOT**

Project and Tender objects, contacts by role, deals in a Tender pipeline. Status syncs back.



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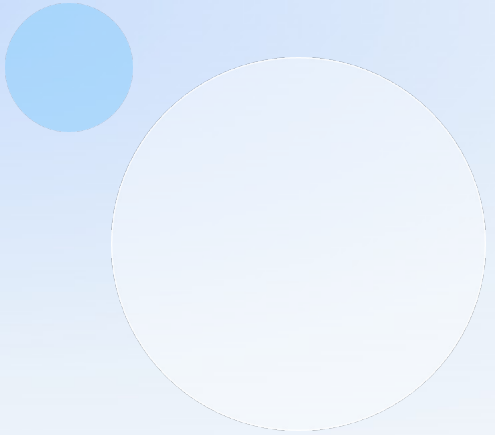
BACK TO OUR QUESTION

Hard to measure does not mean impossible to measure.



MEASURING IMPACT · BOWTIE METRICS PER MOTION

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Measure each motion on volume, conversion, time and trust.

	VOLUME How many	**CONVERSION** How many advance	**TIME** How fast	**TRUST** Human in the loop
Dealers	Leads routed to dealers	Lead to dealer quote, to order	Lead to first dealer contact	Dealers accept routed leads
CPQ	Quotes per expert per week	Quote to order, first time right	Request to valid quote	Experts approve AI quotes
Tenders	Relevant tenders found	Bid decisions to wins	Notice to bid decision	Experts agree with fit score

HOW TO RUN IT

Baseline first ASAP. Quarterly assesments.

Frameworks: Winning by Design Bowtie data model (volume, conversion, time); OKRs; human-in-the-loop acceptance as the trust measure

THE PATTERN · TWO IMPACT MEASURES

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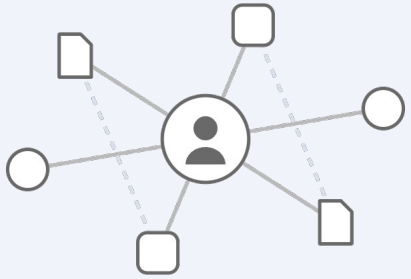
Reduce complexity. Compress time.

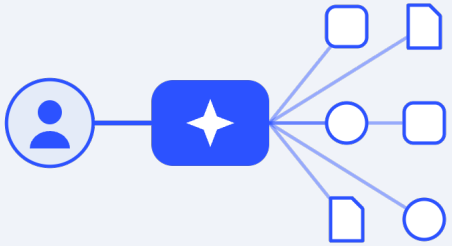
MEASURE 1

Front office complexity reduced

Today: the seller juggles it all



With agents: one handoff



- Fewer handoffs for sellers and dealers
- Rules applied by the system, not the seller
- Documents read by agents, not the sales team

MEASURE 2

Time compressed

Today: many handoffs



With agents: one flow



- Request to valid quote
- Lead to dealer contact
- Tender notice to bid decision

THE POINT

AI does not add a channel. It removes the friction that made these motions slow.

CLOSING THOUGHT · CONTEXT

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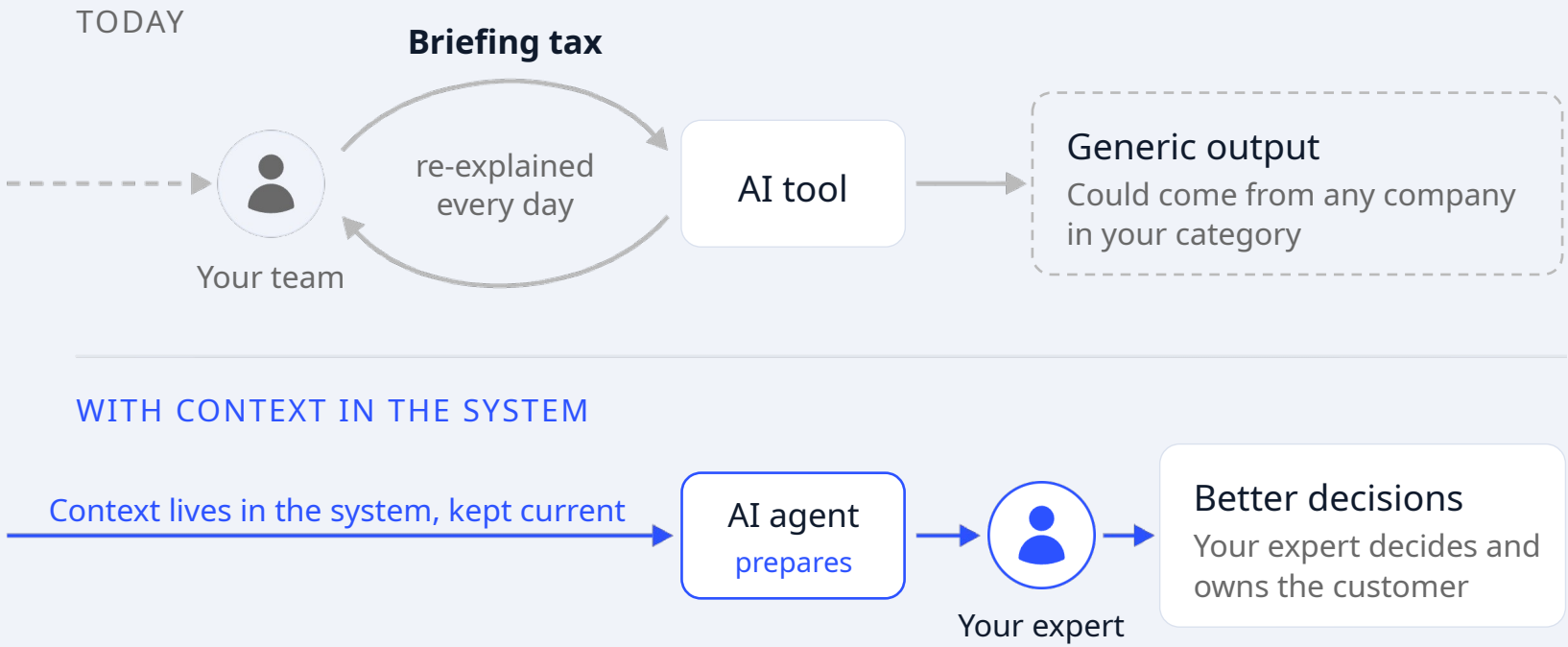
The AI problem is a context problem.

YOUR BUSINESS

- Dealer and lead history
- Product rules and prices
- ICP and past bids

Brand voice · Pricing · Account history · Positioning



FINAL THOUGHT

Complexity is not the obstacle. It is your context. Put it in the system, and your agents and your best people turn it into your advantage.

MONDAY MORNING

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Three questions for your team on Monday.

1

DEALERS

Which of our deals passes through the most hands before a customer signs?

2

CPQ

How many days pass between a customer request and a valid (and correct) quote?

3

TENDERS

Which tender or dealer lead did we lose last quarter without knowing it?

WHAT YOU TAKE HOME

The answers show where you leave money on the table, and where to start.

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THE LEARNING

Your complexity is your moat. You and Agentic AI, together, finally put it to work.

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Thank you.

Let us keep the conversation going.

Lars Ørhøj Lauridsen

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