AENTHOS

EXECUTIVE GUIDE

Build, buy or do nothing: how to decide

Criteria to decide whether a technology need calls for a new solution, a connection between systems, or no intervention at all.

By Jacinto Loayza, founder of AENTHOS · October 26, 2026

Almost every conversation about technology starts from the assumption that the answer will be to build, buy or integrate something. Treating that assumption as automatic is where projects that should never have existed begin.

The first question

Before proposing a solution, the question is not what can be built, but whether there is a sufficient reason to intervene.

When the problem is not technological

What looks like a technology problem can in fact be:

- a process problem;
- a data problem, with data captured wrongly from the start;
- an operating volume that does not yet justify automation.

Calculate before building

Before starting, estimate the return: how often the process occurs, how long it takes each time, and what it will cost to maintain what is built. We have seen organizations invest months of development in automating a process that happened five times a month and took twenty minutes each time.

When there is a reason to intervene

If intervention is justified, the scope must address the cause, not the symptom. Two examples of our approach:

- Information scattered across systems that do not talk to each other: connect the existing systems, without replacing them.
- Repetitive tasks within a decision process: automate them without touching the specialist's decision.

The criterion

Judgment is not measured by how many projects are executed, but by how often the right recommendation — build or not build — turned out to be the one the business actually needed.

Online version: https://www.aenthos.co/en/resources/build-buy-or-do-nothing-how-to-decide/