



FIELD NOTES / 06 / ENTERPRISE VALUE

One enthusiastic user is not an enterprise deal.

Find the person who will use it, the person who will argue for it, the person who can fund it and the people who can approve or stop the purchase.

WHAT YOU WILL DO

Map who uses the product, supports the purchase, controls the budget and approves the decision. Resolve the missing names with the buyer.



SOURCE



INSIGHT



APPLICATION

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Find out who can make the purchase happen

If you sell SaaS to larger companies, “they love the product” is an incomplete deal update. Who is they? A daily user can explain the problem beautifully and still have no budget, no authority to sign and no access to the person who does. Their enthusiasm is useful. It is not a purchase process.

You need to understand five jobs: using the product, arguing for the purchase internally, approving the budget, authorising the agreement and checking technical requirements. One person may do several jobs; some organisations add procurement or other reviewers. The point is to discover this buyer’s actual process, not to fill five boxes with impressive job titles.

A fictional account with one excited user

Imagine Maya, an operations analyst at a fictional company. She tries your handover software and likes having a clear owner for each task. She says her colleagues would love it. Your account note currently reads “strong interest, enterprise potential”. What you actually know is that one user likes one workflow. You have not established an enterprise purchase.

Ask Maya who is responsible when handovers go wrong and whether they would join a discussion. She introduces Owen, the operations director. Owen describes missed handovers delaying client launches and agrees to organise a meeting about fixing them. That action makes him a potential champion: someone willing to help the organisation buy, rather than merely praise the product.

Put a name beside each buying job

In this invented account, Maya is the user; Owen is the prospective champion; Priya, VP of operations, owns the budget; Dana, the COO, must authorise an annual software agreement; and Noor, the IT lead, must review how customer data will be handled. These responsibilities are example assumptions. Confirm the real ones directly or through an authorised introduction.

Write down what each person needs. Maya wants an easier handover. Owen needs evidence that teams will use the agreed process. Priya needs a costed proposal. Dana needs the agreed scope and commercial terms. Noor needs the technical and data information. Sending every person the same feature deck leaves their actual questions unanswered.



Ask for evidence of a path to purchase

Owen's first useful action is arranging the meeting with Priya. At it, Priya confirms that her approved budget could cover an illustrative £24,000 annual purchase, subject to a successful evaluation and the company's approvals. That is more useful than Owen guessing she will find the money. It is still a conditional budget indication, not an order.

Then ask how approval works: what must the evaluation demonstrate, who reviews the proposal, who can authorise that amount and what documents must be completed? Ask Noor what information is needed and when the review can happen. Record unanswered questions as unknown. Do not promote a guessed signing date into the forecast just because the quarter is ending.

Help the champion do a specific job

Give Owen a short proposal he can use: the handover problem, the teams affected, the planned evaluation, the price and the decision needed. Agree who will present it and which people must attend. Ask whether it accurately reflects his organisation's priorities. A champion needs a defensible case, not homework disguised as another thirty-slide presentation.

Suppose Noor says the data review needs additional technical answers. Bring the right colleague into that conversation and adjust the next steps. Do not ask Maya to reassure everyone that security will be fine. Keep her involved as the user while asking each decision-maker about their own responsibility. Avoid going around your contact with a surprise executive email.

Replace the hopeful update with an honest one

The account update can now be specific: Maya wants the workflow; Owen has arranged the budget discussion; Priya has indicated conditional funding; Dana's authorisation is pending; Noor has outstanding technical questions. The next meeting will agree the evaluation and resolve those questions. Anyone reading that update can see both the opportunity and the work remaining.

This buyer map is GTM Architect's proposed approach, with fictional people and figures; the reference is historical further reading. Your next action: choose one supposedly promising enterprise deal and write the actual names against those buying jobs. Leave unknowns blank. Ask your contact for the next introduction or process detail that will close the most important gap.



Map the people who can buy

Use one live account. One person may hold several roles. The fictional names below are example answers; leave your own unknowns visible.

Type into the fields, or print. Save a copy to retain your answers.

01 User and problem

Who will use it, and why? Example: Maya needs clear handover owners.

02 Internal champion

Who will help it get bought? Example: Owen arranges the budget meeting.

03 Budget owner

Who can fund it, with what conditions? Example: Priya; evaluation pending.

04 Final authorisation

Who approves the agreement? Example: Dana, after scope and terms review.

05 IT and other reviewers

Who can stop approval? Example: Noor needs answers about customer data.

06 Next confirmed step

What meeting or answer comes next? Record the owner and agreed date.

Describe what each person has confirmed and what remains unknown. Forecast the purchase using the buyer's actual approval process, not one user's enthusiasm.



Read further. Know the limits.

SOURCE 01 / FIRST-PERSON PRACTITIONER INTERVIEW; HISTORICAL CASE

Inside Figma's early days: How to build a world-class sales org | Kyle Parrish (VP of Sales)

Kyle Parrish, interviewed by Brett Berson / First Round Review / 2024-01-11

Historical operator interview retained as further reading on product users and a developing sales organisation. No named-company practice or revenue result is asserted in this edition. The buyer map and all example people are original GTM Architect illustrations; no fresh source-support check was performed.

<https://review.firstround.com/podcast/inside-figmas-early-days-how-to-build-a-world-class-sales-org-kyle-parrish-vp-of-sales/>

OUR GUIDANCE. YOUR COMPANY'S NUMBERS.

The article and worksheet are original GTM Architect guidance. References above are background reading, not proof that our proposed approach will produce a particular result. Source dates and limitations are preserved.

Rewritten 6 October 2026. Worked examples are fictional and use illustrative assumptions, not industry benchmarks. Named companies and publishers have not endorsed these guides.

Use the worksheet with one real task, deal or customer. Replace the example assumptions with your own information before acting.