



*Why Relationships Matter: Bridging the Gap
Between U.S. CISOs and Israeli Security Vendors*

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T.E.N.



My Journey



- **Started career in marketing in 1993.**
- **Life Changing Decision to Move to Atlanta in 1994**
- **Started my career in the InfoSec industry in 2000**
 - *Director of Product Marketing: Secureworks*
 - *Director of Marketing: Lancope*
- **Founded three companies: Executive Alliance, T.E.N., and ISE[®] Talent**
- **Created the ISE[®] Award Program Series**
- **2012 Recipient of a 4th Congressional District of Georgia Citation**
- **Today: Highly sought-after speaker for numerous events on Information Security, Women in Business, and Technology!**



Relationships: The Quick Facts

Top Takeaways Today:

- Get to know your target's company and their specific needs is more important than general, blanket sales pitches.
- Successful sales means building relationships with their teams in the long-term, not the short-term.
- The buying cycle for a security team may not always operate or be as short as you expect.
- Relationships are the key to success.





Joe Bennett, former VP & CISO, Hertz Corporation

“If you walk in and say, ‘What’s your top risk?’ The answer is: you. Thank you for coming, don’t let the door hit you on the way out.”



Getting to Know Your Buyers: The Reality



- The quickest way to scare off a CISO from speaking with your company is a cold open.
- Quick, to-the-point outreach from vendors rarely work as well as you'd like.
- **CISOs aren't as interested in working with vendors who want to move fast and talk little.**
- You will never meet a harder sale than a security executive—**unless you know how to approach them correctly.**



The Average CISO: Typical Profile

- **Current Typical American CISO:**
 - Male, white, 50s, experience and knowledge gained on the job, built teams from scratch
- **Next Gen American CISO:**
 - Young, diverse, educated beforehand with degrees and certifications, taking over teams vs. building them
- The CISO's main responsibility is to protect information assets in a **cost-effective manner**, based on **business impact** and **risk level**.





The Average CISO: Hurdles to Cross



- **Regulation & Privacy Laws** affect everyday decisions.
 - GDPR
 - California Data Privacy Act
- **Reporting lines** are critical and vary in each organization.
 - Can be any structure, with any number of people: from the CIO, to a VP of security, to the Board, and so on.
 - Higher-ups are going to be involved in evaluating the risks and rewards of clearing budgets.



The Average CISO: Varying Approaches

- The fine details of a CISO's duties can vary from company to company, industry to industry, and even year to year.
- Your role as a vendor is to enable their business rather than be a hurdle they need to overcome.
- **There is no one-size-fits-all approach to establishing connections with CISOs and their teams.**

One size does not fit all!





Roland Cloutier, Corporate VP & CSO, ADP

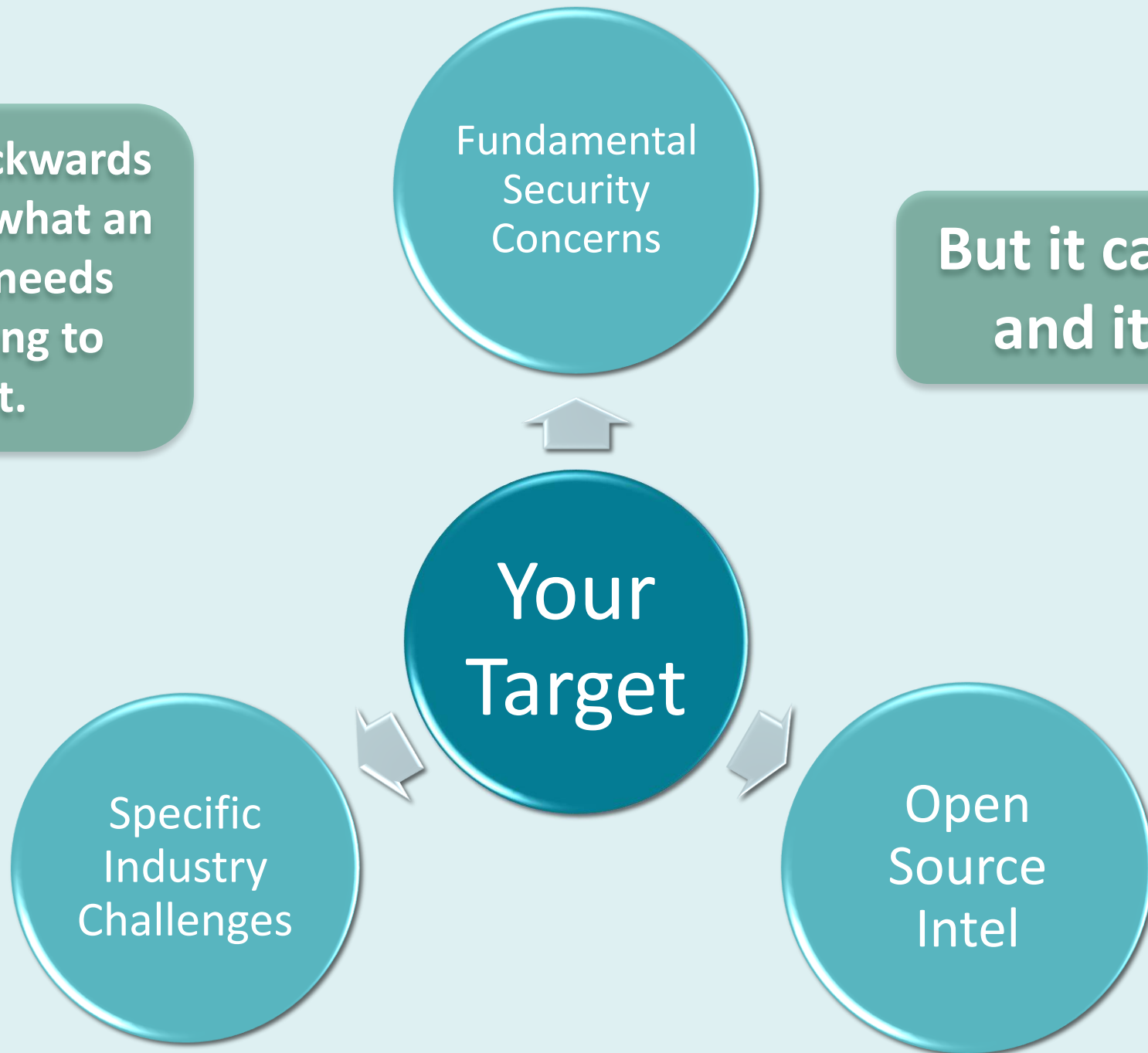
“What can make a vendor successful is being willing to work with and educate my team about how to use their solution effectively—teach us something that we don’t know.”

Get To Know Your Target



- CISOs often don't have the time or resources to determine if your solution can meet a need in their organization.
- **You need to do that legwork for them.**
- Two key factors in this process:
 - Researching their needs from multiple angles.
 - Understanding the function of and value in their security team.

**It can seem backwards
to understand what an
organization needs
without talking to
them first.**



**But it can be done,
and it pays off.**



Scott Bonneau, Vice President of IT, Keurig Dr Pepper Inc.

“I ask two questions to potential vendors: ‘What problem are you trying to solve?’ and ‘What segment of the market do you compete in?’ That can, right away, tell me how valuable your solution will be to my company and what we need.”



Get To Know Your Target: Their Needs

- Even if you only start with small details, you show CISOs you are willing to work for a relationship.
- You need to **directly** answer how your solution fits their specific needs.
- CISOs want to simplify their security stack, not complicate it.
- This can help you differentiate yourself from your competition.





Devon Bryan, Executive VP & CISO, U.S. Federal Reserve System

“We have a group of rock stars supporting us, influencing our day-to-day decisions. I encourage you to show them the same degree of care as if they were us—because we definitely won’t be making investment decisions without them.”

Understand Their Security Team



Relationships don't begin and end with the CISO.

- Establishing trust and rapport with **their team** is just as important.
- A CISO may be in control of budget discussions with the board, but they won't purchase anything without their team's approval first.
- Treat their team's opinion and value as highly as you would a CISO's, if not more so.



Understand Their Security Team

- **Most importantly: Don't bypass the team in an attempt to talk to the CISO—it won't work in your favor.**
- CISOs are often so busy they won't have time for you, even if they wanted to.
- Learn to understand the value in the team. That is where your sales relationship is going to take shape.





Paul Morris, CISO & Executive Director for Information Assurance & Cybersecurity Division, U.S. TSA

“Have you ever sold to the government before? The pipeline is not going to fit your sales compensation log. We’ll spend a year chasing down a solution, getting management on board, building a spending plan, and then next year, we’ll finally implement.”

Buying Cycles: Slow 'n' Steady



- For better or worse, buying cycles for your targets are not going to be as quick as anyone would like—you or the CISO.
- Cycles will vary, which can mean changing your sales strategy in the long-term to match pace with your targets.
- **Polite** persistence is key in overcoming the fluctuating nature of buying cycles.



Devon Bryan, Executive VP & CISO, U.S. Federal Reserve System

“If there is a [groundbreaking] technology that we believe is going to transform what we have to do for our organization on a day-to-day basis, many of us have leverage we can pull to accelerate those conversations within our organizations.”



Buying Cycles: Risk vs. Reward

- CISOs aren't against buying new solutions. In fact, they **need** them.
- They want to work with you, but they just can't do it with a rapid two-week purchase.
- CISOs have to consider the risks in everything their team does in the organization, and a product is a potential risk.
- **If they can trust you, they can trust your product.**





Building Relationships: Honest Connections Pay Off



- The effort required on the front end to earn a customer's trust isn't going to happen through a week, or even a month.
- The most successful solution providers achieve widespread customer relationships through **dedication**.
- Once you've learned all about your customers, you can finally shake your customer's hand.



Kevin McKenzie, VP & CISO, Dollar Tree Stores

“I’m not looking for a product; I’m looking for a long-term relationship that I take with me no matter where I go, especially if they’ve helped me be successful. So build the relationship first before you try and sell the product.”



Building Relationships: Events Are The Key To Success

- **The most valuable option you can utilize: Events.**
- You don't have to chase customers down—they're already in town, at the event, with the expectation that they'll be connecting and learning from executives and solution providers alike.
- Don't just be a seller, be a *friendly face*.





Joey Johnson, CISO for Premise Health

“I’ve attended RSA® Conference for nine years. In those nine years I’ve almost never gone to the expo floor.”



Go Beyond The Big Conferences



- It is always valuable for your team to be in town when large industry conferences and events go down.
- However, you need to go **beyond** simply setting up a booth at these larger events.
- Executives acknowledge and appreciate the vendors who **host their own events** during the same weeks—they know you are investing money, manpower, and time to host these events.



Shelbi Rombout, SVP & Deputy CISO, MasterCard

“What [T.E.N.’s events bring] to the table—that’s where the relationship starts with me. The clients they bring are the ones I connect with the best and who tend to be the most long-lasting.”



Go Beyond The Big Conferences: Examples

- As an example, our company, T.E.N., hosts events during RSA® and during Black Hat®. We call these our ISE® VIP Programs.
- We handle organizing the event, but each one is **sponsored** by a solution provider like you.
- These events have ISE® VIP Hosts and ISE® VIP Panelists—typically target our current customers of the sponsor—who become the “face” of their event.





Another Example: Meet Your Customers In Their Location



- You can also look into hosting events outside of conference season in target areas.
- T.E.N. hosts **sponsored** ISE® Private Dinners all throughout the year, every year, in 48 locations.
- Executives acknowledge the investment sponsors put into these dinners. They look forward to ending a workday with a networking and fine dining event to wrap up their evening.



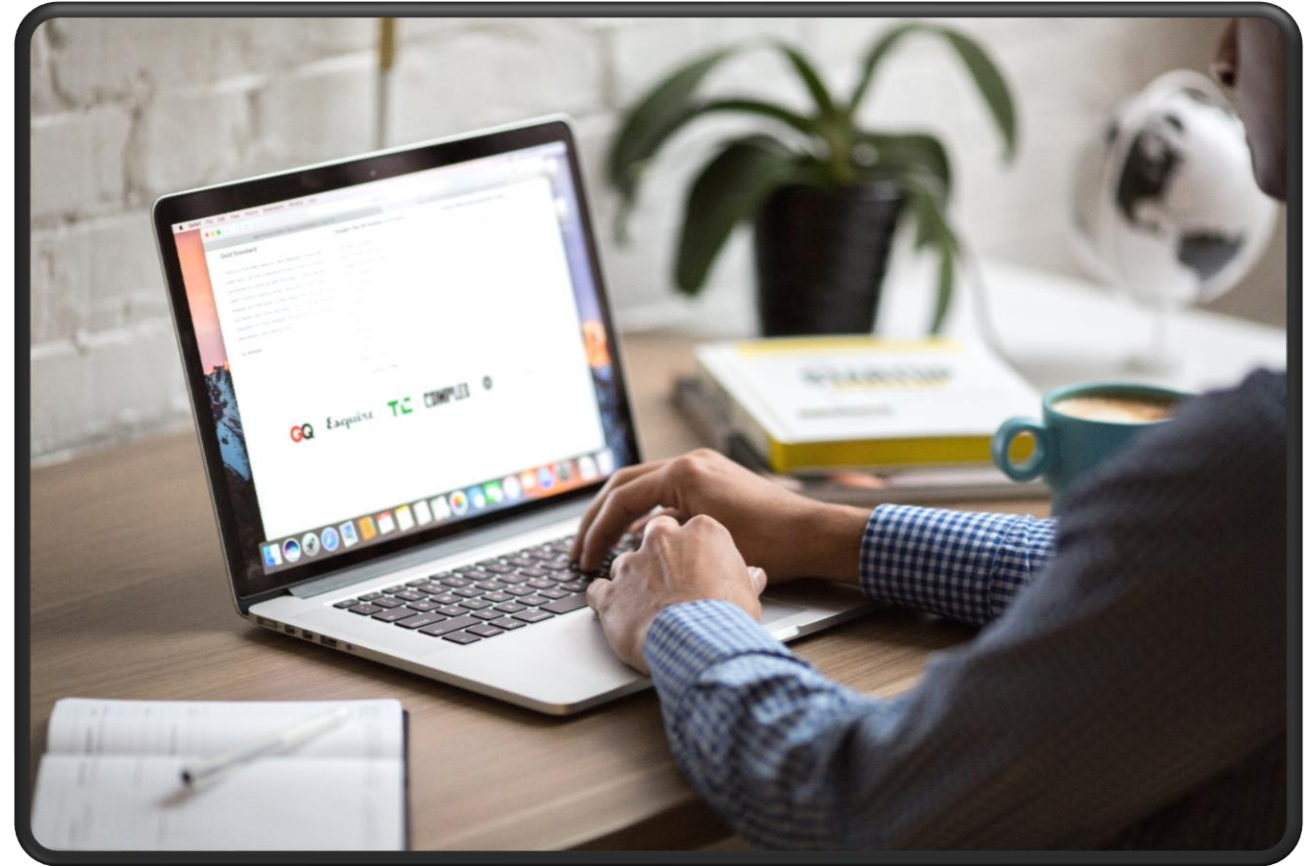
John Masserini, Global CISO of Millicom International Cellular

“If you really want to get my attention, educate the industry, make a mark on the industry. [...] I spend the better part of an hour over coffee reading industry news. [...] If you have a blog, if I read something about you that sparks my interest, I’ll find you.”



Think Outside The Box: Webinars/Blogs

- **Webinars** and **blogs** allow you to “meet” your customers without necessarily involving a physical presence.
- You can use these opportunities to educate the industry and provide helpful tips to CISOs and their teams.
- Your investment shows your potential customers that you’re willing to spend your resources on becoming a partner to security more than just a mere vendor.





Is The Hard Work Worth It?



- **Short-term** pitches and rushed demos may make you a sale at some point, but it's harder, faster, and more stressful.
- It's the vendors who strive to form bonds, establish trust, fortify their reputation, and widen their net who carve out a spot for them in the entire security industry in the **long term**.
- Root yourself down into the industry's network as a vendor who makes themselves worthwhile and you cultivate years upon years of success down the road.



Is The Hard Work Worth It?

- **Word of mouth** may be one of the most undervalued but overly beneficial keys a solution provider has to not just establish customers, but spread their name to new targets as well.
- **If CISOs like you, they talk about you**, and you earn a positive reputation and referrals.
- Even if you can't attend every single event going on as a sponsor, the word of mouth will go in your stead as **executives** connect with each other and discuss what solutions work for them.



There is value in relationships, even after the sale:

“After purchasing a solution, I have rarely—if ever—had a sales representative follow up with me. I could provide those reps with information on how well a solution is working for them, or how they could better market the solution based on my experience with it, but they don’t ask and therefore miss a valuable opportunity to learn and improve from their own customers.”

-Joey Johnson, CISO, Premise Health



Is The Hard Work Worth It?



- Making your relationships with CISOs more about **invested partnerships** than **quick sales** is also beneficial for your company's product development and marketing.
- **You can work together and learn from your customer to improve your products, marketing, person outreach, and relationships for the future.**



Kevin McKenzie, VP & CISO, Dollar Tree Stores

“We operate in a world of trust, even with vendors. As we change from company to company, the relationship we build with you will follow with us to our next placement. And if we didn’t need your solution in our first company, maybe it will fit in our next—and then we have that relationship with you that we can immediately build upon.”

Understanding, trust, reputation, education, and more are all wrapped up in establishing these bonds with your customers, but they're vital—and they're necessary to speak to the American cyber industry.



Take these steps and you will differentiate yourself from the competition and begin **bridging that gap** between your companies and the executives in the U.S. that you're trying to reach.

Participate in the ISE® Lions' Den & Jungle Lounge - September 25 in Atlanta, GA!



Participate in the ISE® Lions' Den & Jungle Lounge in September!



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SVP, Chief Information
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Thank You! Questions?



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