

T.E.N. & ISE® SALES AND MARKETING BREAKFAST AT RSA® 2018



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Building the Foundation for Security Sales Success: Best Practices for Connecting with Information Security Executives®

Introduction

During T.E.N.'s ISE® Sales and Marketing Breakfast attendees heard from eleven of the most highly respected executives in information security. These seasoned industry leaders discussed their experiences with sales and marketing teams; the impact of their personal teams on solution implementation; the value of connecting with targets at small-scale, high-quality security events; and more. The almost one hundred security vendor representatives in attendance gained valuable insight to help improve their approach to connecting with customers in the future for long-term success.

Moderator



Marci McCarthy
CEO and President of T.E.N.
CEO and Chairman of ISE® Talent

ISE® Panelists



Joe Bennett
VP & CISO
Hertz Corporation



Scott Bonneau
VP, IT Security & Corporate
Functions
Dr Pepper Snapple Group



Devon Bryan
Executive Vice President,
CISO
Federal Reserve System



Pete Chronis
SVP & CISO
Turner Broadcasting
System



Michael Dierickx
Information Security
Officer
Panasonic Avionics



Joey Johnson
CISO
Premise Health



Evette Maynard-Noel
Deputy CISO/Deputy
Associate CIO
U.S. Dept. of Homeland
Security



Kevin McKenzie
CISO & VP of Information
Technology
Dollar Tree Stores



Jenny Menna
SVP of Security
Intelligence, Engagement
& Awareness
U.S. Bank



Dr. Yonesy F. Núñez
SVP/Information Security
Leader - Wholesale &
International
Wells Fargo



Michael Oberlaender
CISO & VP
Tailored Brands



Wayne Proctor
VP, Information Security
WestRock Company

Discussion Summary

BUILD A RELATIONSHIP TO UNDERSTAND YOUR POTENTIAL CUSTOMER'S NEEDS

“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.”

– Joe Bennett, VP & CISO, Hertz Corporation

This year’s panel kicked off the discussions by providing solution providers with a heavy, but vital, piece of advice: form relationships with your potential clients before you attempt your marketing pitch. If you want a high rate of success and client relationships that last for years, you must take the time to learn about who your customers are. **Wayne Proctor, VP, Information Security for WestRock Company**, noted: “If you start off your conversation with ‘Can you please tell me what your risks and priorities are?’ an executive will likely hang up on you. We want to form a relationship with a vendor first before they get into those conversations.”

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.

– Scott Bonneau, VP IT Security & Corporate Functions, Dr Pepper Snapple Group

“Do not focus on the dollar signs right away; focus on the relationship.”

– Michael Oberlaender, CISO & VP, Tailored Brands

For example, researching the company’s main objectives, interacting with their team at events to learn about their needs, and identifying what their current programs are create a better understanding of how your solutions can integrate into their security environment. “We are extremely driven by regulations,” **Jenny Menna, VP of Security Intelligence, Engagement & Awareness with U.S. Bank** noted, “So vendors need to understand what our companies expect of us in building relationships with you.” Meanwhile, another panelist in healthcare noted that have even larger concerns than compliance when purchasing solutions. It just goes to show that knowing what your customer requires, expects, and desires from a solution will expedite your marketing process substantially.

“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.”

– Kevin McKenzie, CISO & VP of Information Technology, Dollar Tree Stores

“If you’re doing great work in organizations, CISOs can really endorse you to other CISOs and companies who can use you. Your reputation is important.”

– Devon Bryan, Executive Vice President & CISO, Federal Reserve System

Creating authentic relationships can take time—but that time, panelists agreed, is an investment in your customers that pays off. Playing the long game is how successful solution providers not only obtain customers, but retain them for years to come. Furthermore, your customer network builds your reputation. **Joey Johnson, CISO for Premise Health**, noted that after purchasing a solution, he has rarely—if ever—had a sales representative follow up with him. He 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 his experience with it, but they don’t ask and therefore miss a valuable opportunity to learn and improve from their own customers. There are countless benefits to forming and maintaining relationships with your customers that will help your team adapt to the industry alongside potential targets for years to come.

SELLING YOUR SOLUTIONS: IT'S NOT YOUR TARGET'S TITLE THAT MATTERS, IT'S THEIR EXPERTISE

“I have a team of specialists that I trust who are empowered to have conversations with vendors and bring back their comments and recommendations. I do not have the time to meet with all of you, so meeting with and getting to know my team is key in getting your foot in the door.”

– Evette Maynard-Noel, Deputy CISO/Deputy Associate CIO, U.S. Dept. of Homeland Security

Titles and roles can vary significantly both on an organizational level and at an industry level. CISO, CIO, VP, Manager, Director, Analyst, Specialist—these titles are common, but can be used very differently depending on the industry, organization, and even country. Regardless, it is very common to hear a sales rep seeking out top executives in a company to speak to. “I only want to speak with the CISO” is almost a catchphrase to many vendors—and yet they struggle to encounter the very executives they want to connect with because, frankly, CISOs can be far too busy to listen to a sales pitch. However, every member of the panel this year agreed that CISOs are not necessarily the key pivotal figures in solution purchasing decisions. **Michael Oberlaender, CISO & VP for Tailored Brands**, stated: “Titles are important to the outside world, but internally, I have specialists who know if a solution will work in our environment. I often tell vendors to treat my specialists as if they were me because they understand the needs and can follow up with you on developing a relationship.” Rather than focusing on the highest tier of leadership in an organization’s security, panelists advised that sales reps should initiate relationships with these second-tier specialists who have a better grasp of how your product will fit their needs—and it can expedite the sales process overall.

“Sometimes the members of my team who have been with the company longer than I have will have a better idea of what solutions will work—even if they’re not a CISO.”

– Dr. Yonesy F. Núñez, SVP/Information Security Leader - Wholesale & International, Wells Fargo

Joey Johnson notes that his team would not be happy if he bought a product and brought it to them and expected them to find a way to fit it into their security environment without first allowing them to evaluate it. Instead, he allows his team to first look into a product, and *that* influences Joey’s ultimate decision to purchase the solution. It’s never his decision alone. This is true for all of our panelists, especially those in larger organizations where the CISO plans the overall security strategy, rather than actually doing the implementation of solutions and software.

“Many people at the director and specialist level can bring a lot to conversations at programs and conferences that we may not be able to. They can be far more intelligent about detailed topics than us.”

– Wayne Proctor, VP, Information Security, WestRock Company

Overall, the vital piece of advice from our panelists at this point in the discussion is: Sell your solution to a *team*, not *just* to a CISO. Talk to the CISOs, but also talk to the directors, analysts, and specialists who attend conferences and events because they will most likely be the ones to use your product—and be the key factor in their higher-ups buying the solution. When you expand your target audience, you increase the likelihood of your marketing techniques influencing the right people who expedite your sales process overall—and in the long term, increase your product’s success.

QUALITY OVER QUANTITY: MEET YOUR TARGETS IN SMALLER EVENTS FOR BETTER SUCCESS

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

– Joey Johnson, CISO, Premise Health

Now you know that executives prefer to build relationships with you before you sell, and that you should focus not only on the CISO but on their team members as well—but it can still be a challenge to meet your targets face-to-face. The panelists this year agreed that it’s equally overwhelming for them, and often, they avoid the experience altogether. Jenny Menna also noted that when attending conferences, she focuses on the smaller things (such as panels or sessions) rather than a show floor because they provide her with more education and engagement. One executive even admitted that when he picks up his badge for a major event, he hands it to one of his team members to use, because it is too dense of a floor for him to navigate.

“It is very hard to catch people outside of direct appointments because our schedules constantly change—more so in huge events and on expo floors. However, events like the ISE® Programs and ISE® Private Dinners where executives aren’t nearly as distracted are very valuable because we can focus on you.”

– Jenny Menna, SVP of Security Intelligence, Engagement & Awareness, U.S. Bank

Your best resource to reach them, as Jenny noted, is at much smaller events such as T.E.N.’s ISE® Programs and ISE® Private Dinners. Though the larger events draw in a huge crowd, it may leave you with only one or two substantial connections, and leads that are difficult to follow up on. However, when you attend smaller events with a concentrated crowd, not only do you have fewer follow providers to compete with for attention—you also have targets more likely to speak with you in the private setting. Devon Bryan often tries to meet the “small-time” vendors at larger expo halls to support small business innovation, but they are always shoved in the back of large halls, away from peak visibility. At these smaller events, however, no provider will get lost in the mix, no matter how young they are—executives will have the time, the opportunity, and the willingness to speak with representatives and give those smaller brands a chance to stand out.

“I love being a judge for the ISE® Awards because I can see what products CISOs are using in their organizations and how they work. It can really be valuable for you as a vendor to showcase your customer’s efforts.”

– Joe Bennett, VP & CISO, Hertz Corporation

One of the special features of T.E.N.’s ISE® Program events is the chance to nominate one of your current customers for an ISE® Award. These awards showcase leadership, responsibilities, vision, innovation, results, and more in executives and projects. This provides solution providers with a unique, valuable opportunity—by nominating one of your current customers, you tell that customer that you respect their work with you and are impressed with their use of your solution. But even beyond that, you show the top-tier executives in attendance how your product helped a customer; give your customers the chance to share by word-of-mouth what your solution does in their security environment; and significantly heightens interest in your solutions. This can be the foundational stone that sets your team up for establishing the relationship, trust, and rapport with your targets that our panelists emphasized throughout the entire discussion this year.

“We trust Marci. We have trusted her with our careers. T.E.N. can open doors for you. Establish a relationship with her and she will help you establish a relationship with us.”

– Pete Chronis, SVP & CISO, Turner Broadcasting Systems

Security leaders in this age want the best products for their company, but they won't just purchase those products from anyone. They seek out the providers who are willing to establish true, long-term business relationships; who focus on *all* of their team members, not just the CISO; and who are willing to attend the smaller, but more exclusive events where they know you have both set aside the time to attend and engage with one another. Typical strategies to market your product may work, but following the advice of the very people you sell to will make your marketing strategy work *better*—and lead your team, your product, and your organization down the path to long-term success.

About T.E.N.

T.E.N., a national technology and security executive marketing and networking organization, facilitates peer-to-peer relationships between top executives, industry visionaries and solutions providers in the cyber security industry. Nominated for numerous industry awards, T.E.N.'s executive leadership programs enable information exchange, collaboration and decision-making opportunities for Information Security Executives and cyber security solution providers alike. Its flagship program, the nationally-acclaimed Information Security Executive® (ISE®) of the Year Program Series and Awards, is North America's largest leadership recognition and networking program for security professionals. T.E.N. delivers ISE® Private Dinners across 44 major cities throughout the U.S. and Canada to create even more opportunities for Information Security Executives, professionals and security solution providers to Connect, Collaborate, and Celebrate. For more information, visit <http://www.ten-inc.com>.