

# Selling Security to Management

Helping management to understand the importance of security and commit to investing in risk protection.

# Agenda

- The Management Perspective
- Becoming a Salesman
- Knowing your Audience
- A process for success
- Creating and delivering an effective presentation
- The process for success

# The Management Prespective

# Why management is right.

- The job of management is to maximize:
  - ❑ Profitability
  - ❑ Market penetration
  - ❑ Profitability
  - ❑ Market influence
  - ❑ Profitability
  - ❑ Increased Revenue
  - ❑ Profitability

# The problem with the message:

- “We need to protect ourselves against the next worm or software exploit by implementing stricter OS hardening policies across the enterprise”  
–*Security Professional*
- “They want to spend a lot of money to lower productivity and they don’t even know what they are protecting us from.”  
--*Management*

# The problem (from the management perspective)

- Security professionals are seen as “No” people
  - Too risky
  - Insecure
- Security spending does nothing to help the bottom line (directly)
- Selling insurance against an unknown threat

# Becoming a Salesman

# Selling Vs. Being a tech guy

- How do you know that a stateful inspection filtering firewall is worth \$5,000 more than a router with ACL's?
  - ❑ You **don't** have time to train
  - ❑ You **do** have time to sell



# The Paradox...

- Ease of use (Productivity)
- Low Cost (Profitability)
- Security (Risk Management)

# Your Challenge:

- You need management to concede Productivity or Profits

# Know your Audience

# CEO/President/General Manager

- These people are responsible for the overall management of the company, division, subsidiary, etc. These people will have a varied background, but they typically come from the operations or finance areas and have shown a broad base of knowledge regarding the industry and the organization. Their focus will be on the big picture and they will rely on the other executives to provide their own perspective based on their area of expertise. Their interest will be in determining if the definition of the problem is appropriate, the analysis of the possible solutions are well thought out, and the recommendations make sense based on the analysis presented.

# CFO/VP of Finance/Division Controller

- These people are responsible for the financial well being of the organization. To dispel a popular myth, they are not always just “bean counters” concerned with every last expenditure. These people are also responsible for ensuring that the controls of the systems (manual and automated) are adequate. As such, you should make sure that your presentation provides information regarding how your recommendations improve the control environment.

# CIO/VP IS/Director IS

- You should already have a good idea of this person's role in the organization and this person should be your champion during the presentation. It is important that this person review and comment on your presentation prior to the actual meeting. This person can add insight into the internal politics between the previously mentioned players and can help you adjust your language so that it plays better to the audience.

# Preparing a Presentation

# Presenting and Persuading

- Formal Presentations
- Informal presentations



# Preparing for the Presentation

- Analysis – Who are they? How many will there be?
- Understanding – What is their knowledge of the subject?
- Demographics – What is their age, sex, educational background?
- Interest – Why are they there? Who asked them to be there?
- Environment – Where will I stand? Can they all see and hear me?
- Needs – What are their needs? What are your needs as the speaker?
- Customized – What specific needs do you need to address?
- Expectations – What do they expect to learn or hear from you?

Be ready to answer the following questions:

- How does that help the business?
- What is the return on this investment?
- Could we accomplish this with less?

# The Process

# Get involved.

- Your first step is to get involved with the business in order to understand the playing field and how your organization operates. Information security involves virtually every aspect of an organization, so learn how all of the departments and teams contribute to the business. This will help show that you understand the needs of the business and that you're interested in contributing to the bottom line.

# Establish your credibility.

- In order to gain the respect of upper management, you must prove your credibility. To start with, a positive attitude and lots of self-confidence are essential. You have to be technically savvy and a good salesperson, and you must expose your knowledge and experience to position yourself as a person of value. Show them that you understand the basic tenets of information security, and this will do wonders to build your reputation. After all, that is what people remember you by.

# Speak on their level

- They don't want to hear technical talk -- just common language that makes business sense, which they can relate to. You must be able to educate upper management on what their information systems are up against and what there is to lose. Perform an information risk assessment and show them the results. Give them hard facts on what information threats and vulnerabilities exist and what computer attacks are occurring around the world. Whenever possible, do not use general statistics, but rather tailor the information for your industry or organization. Your goal here is to help them make informed business decisions.

# Show value

- Make information security a high value, yet low risk, proposition. If you can show that money, time and resources being spent on information security are worthwhile, you'll reduce the perceived risks and increase your chances of getting more support in the future. You must be able to show what has been accomplished.

# Document, Document, Document

- Create ongoing reports to management regarding the state of information security. Give them examples of how their systems will be secured from known attacks. Show what federal regulations will be met as a result of good information security practices. You can even show how information security can play a role in, and even make or break, the success of new projects.



# Get Results!

- Give upper management tangible results for all information security purchases. For example, you can demonstrate how your new intrusion-prevention or content-filtering software stopped the latest malicious code attack on the Internet. Prove the financial benefits by showing what this has cost other organizations and how much your organization will save by being proactive. You can even talk about bandwidth savings and increases in employee productivity by implementing and enforcing your organization's security policies.

# Help the Business

- Show that information security does not have to be a hindrance to the business. Show them case studies and your own examples of how it can be a business enabler and integrated with the organization's mission. Be a good listener and treat concerns and objections as requests for more information. Be prepared to respond to these issues appropriately and prove to them that information security is better than the alternative.

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# Questions?

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