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<tr>
<td>9:30AM - 9:40AM</td>
<td>Introducing the Innovator and Entrepreneur Seminar</td>
<td>Cecilia Mariner</td>
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<td>9:40AM - 10:25AM</td>
<td>How to Find the Money</td>
<td>Gene Teare, Enrique Salem, David Blumberg, Adi Sharabani</td>
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<td>10:30AM - 11:10AM</td>
<td>How to Rise Above the Noise</td>
<td>Kris Lovejoy, Malcolm Harkins, Mike Volpe</td>
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<td>Mark Kraynak, Barmak Meftah</td>
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HOW TO FIND THE MONEY

MODERATOR: Gené Teare
Head of Content, Crunchbase
@geneteare

PANELISTS:
David Blumberg
Founder and Managing Partner
Blumberg Capital
@davidblumberg

Enrique Salem
Managing Director
Bain Capital Ventures
@EnriqueSalem

Adi Sharabani
SVP Modern OS Security
Symantec
@adisharabani
# Agenda

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SESSION ID: SEM-M05

HOW TO RISE ABOVE THE NOISE

MODERATOR:  Kris Lovejoy
CEO
BluVector, Inc.

PANELISTS:  Malcolm Harkins
Chief Security & Trust Officer,
Cylance

Mike Volpe
CMO,
Cybereason
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HOW TO GET THE CISO’S ATTENTION

Jim Routh
CSO
Aetna
@jmrouth1
Why Early Stage Companies?

- I want to keep my day job
- I think of 3 things everyday that I can do to avoid getting fired for a major breach

This is Ellen
Why Early Stage Companies?

- **Mature Security Firms with market share lead must:**
  1. Serve the requirements of the broadest part of the enterprise market
  2. Meet investor, shareholder expectations for growth
  3. Be enterprise ready at scale

---

Enterprise security requirements

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Product development
Why Early Stage Companies?

• Early Stage Security Firms must:
  1. Hunt for use cases
  2. Do whatever it takes to make the first account successful
  3. Use the success to grow accounts and use cases

  \[ \textbf{Identification} \]

  \[ \text{Proof of Concept} \]
  \[ \text{Engineering Adjustments} \]

  \[ \text{Proof of Concept 2} \]
  \[ \text{Engineering Adjustments} \]

  \[ \textbf{Deployment} \]
The Implications of ESCs?

- **CISOs must:**
  1. Get technical
  2. Avoid delegation
  3. Provide feedback early and often

- **ESCs- early stage companies must:**
  1. Work with the CISO
  2. Get technical
  3. Share progress on the thinking behind the approach to solve the problem
The CISO Shopping List

- Every CISO develops a mental shopping list of interests
  1. Influenced by threat landscape trends
  2. Influenced by articles read
  3. Influenced by other CISOs
- The list is refined over time and subject to change

Shopping List

1. Upgrade endpoint protection
2. Identify authentication controls that enhance the consumer experience
3. Identify a data protection solution
4. Do a red team review
5. Identify a new threat intelligence source
6. Implement a dev/sec/ops tool
The Drivers for the Shopping List

- Shifts in threat actor tactics
- Evolving leading practices
- Changes to the business strategic direction
Jim’s Shopping Lists

2016 Shopping List
1. Authentication control risk engine that takes unlimited attribute input
2. Framework for changing authentication controls across channels
3. Phishing type 3 control using cloud and ML
4. Dev/Sec/Ops container security capability

2017 Shopping List
1. Homomorphic encryption hybrid model
2. SOC orchestration capability
3. ML enhanced endpoint protection
4. Cloud configuration scanning tool
5. ML enhanced DLP capability
### Jim’s Shopping List 2018

<table>
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<tr>
<td>1. Phishing type 4 control</td>
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<td>2. ML enabled eGRC capability with data ingestion (NIFI like) capability and algorithm manipulation for reporting</td>
</tr>
<tr>
<td>3. ML tool to improve effectiveness of a SOC analyst</td>
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<tr>
<td>4. Data science curriculum for security professionals</td>
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### Rationale

1. *Phishing emails coming from compromised email accounts are rising rapidly*
2. *eGRC today is 100% keyboard entered, we run 590 control standards on a platform designed for 100*
3. *SOC resources are capital intensive- instead of hiring more SOC analysts, I want to give better tools to the SOC analysts we have*
4. *We developed our own curriculum, I’m seeking one to offer different levels of courses with eLearning capability with content updated regularly*
Procurement Techniques

Traditional Vendor Criteria

- Market share leader
- Customer testimonials
- Enterprise scalability
- Financial resilience
- Liability insurance protection

Early Stage Vendor Criteria

- Intellectual and technical skill of founder- Ability to attract IT talent
- Willingness to pivot
- Appetite for engineering a use case
- Game-changing potential
Finding Early Stage Companies

*Traditional Vendor Search*
- Magic quadrant analysis
- Customer references
- Articles, conferences
- VARs

*Early Stage Vendor Search*
- Angel investors
- Venture firms
- R&D trips- Silicon Valley, Tel Aviv
- Phone solicitations
Cultivate the Investor Community

Early Stage Vendor Search

- Build relationships and share your shopping list
- Be open to talking to start-up founders
- Offer them advice and feedback

From: Karim Faris  
Sent: Monday, June 15, 2015 10:48:02 PM  
To: Karim Faris  
Cc: Routh, James M  
Subject: Re: ok, i suggest 8:30-11:00am on 8/5. we can catch up for the first 30min, followed by four 30min slots for each of the companies, they’d come by to present and demo. would that work? we can tune the block size and timing depending on your schedule

Karim

---
Karim Faris | karim@gv.com  
Google Ventures | www.gv.com  
1489 Charleston Road | Mountain View, CA 94043  
W. 415-830-5655 | F. 650-469-0687  
On Jun 14, 2015, at 5:58 PM, Karim Faris <karim@gv.com> wrote:  
we should be able to make it work although folks may be at blackhat. let me round the troops up and let you know asap. here are a couple of more companies that may also be of interest:  
• www.fullstory.com : ability to record all sessions to aetna.com in high fidelity for user analytics, customers support, security use cases, etc.  
• www.egnyte.com : secure hybrid cloud storage- ‘glue’ between aetna on premise stores (netapp, emc, etc.) and cloud store of choice, all under IT control.

Re: I’m coming for a visit  
Jim Routh  
June 14, 2015, 2:17 PM  
I use Synack but the others look good. Please make arrangements for a visit Wednesday morning. Will that work?

Also id like to switch to regular email mail: routhj@aetna.com  
On 06/14/15 01:51PM, Karim Faris wrote:  
------------------
Hey Jim, would be great to see you. yes have a bunch that will be of interest and can arrange for an efficient set of meetings. Off the top of my head:

Www.clique.com  
Www.duosecurity.com  
Www.threatstream.com  
Www.synack.com
Create an Innovation Culture

**STEEP Sessions**

- **Security Technology Exploratory Evaluation Process**
  - 90 minute educational weekly sessions
  - Different firm each week
  - No sales, no investor information
  - Focus on the problem statement and architecture
  - Participant feedback required
Apply Portfolio Management and Tech Risk

- Product/Service market value increases with maturity and price follows
- Select technology early and apply rigorous testing while sharing feedback with the vendor
- Be prepared to engineer the solution
Apply a Modified Procurement Process

**R&D Visits**
- Identifying trends
- And early stage companies
- Game-changers

**Agreement**
- Protects both firms
- Facilitates IP sharing

**STEEP Session**
- 20-60 participants
- Education on emerging capabilities
- No sales people, no selling
- Problem statement and the architecture
- Technical depth

**SCARF**
- License agreement for a POC Project

**90 Day POC**
- Proof of Concept Project with iterative testing
Sales Techniques

These work

1. Identifying the problem to be solved in **specific terms**
2. Sharing information about the architecture
3. Sharing technical architecture information in a PDF via email
4. Seeking design partner input
5. Asking co-founder to reach out vs. sales professional

These Don’t

1. Asking for a CISO’s time... “Can you give me 15 minutes?”
2. Establishing a personal rapport without explaining the value proposition or potential use case
3. Making assumptions of enterprise need based on the market
Success Stories
Q&A

routhj@aetna.com

https://www.linkedin.com/in/jmrouth/
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HOW TO BE AN ENTREPRENEUR

MODERATOR:  **Mark Kraynak**
Venture Partner, Aspect Ventures

PANELISTS:   **Barmak Meftah**
President & CEO, AlienVault