Selling to the C-Suite
As Managing Director & CEO of Newcastle Consulting, LLC – a Risk Management Consultancy - Kelly draws upon more than 30 years of public and private sector experience as a Chief Security Officer; an international, physical security operations practitioner; and a security risk management advisor. In these capacities he has led multi-national security risk management operations and complex physical security programs that have enabled executives to focus their organizations on core competencies where they can achieve definable advantages and add value to their client base thus facilitating and protecting strategic advantages they have in the marketplace.

Kelly is currently a Council Vice President for ASIS International overseeing Councils as Defense & Intelligence, Executive Protection, Global Terrorism, Political Instability & International Crime. He further serves as a member on the Commission for Standard & Guidelines for ASIS International.
Objectives:

✓ Defining C-suite roles and buying personas
✓ Researching the C-suite
✓ Creating the right mindset
✓ Leveraging the network
✓ Establishing credibility
✓ Developing Business Cases that allow for justification for security projects.
✓ Understand the key items that should be included and define how a cost-benefit analysis can supports the business case.
✓ Share real-world examples of how security directors have successfully received approvals from top-level executives.
Who’s in Today’s C-Suite?

Goals of every C-suite position either directly or indirectly recognizes the four P’s:

✓ People,
✓ Productivity,
✓ Performance, and
✓ Profitability.
Managing the external environment’s macro trends effectively demands on unprecedented level of cross-functional vision, connectivity, and collaboration from C-Suite Leaders.

Top Executives must play together as a team while also leaving their own functional teams, all in harmony.

This approach enables the C-Suite to understand the many impacts that external forces have on and within the organization – not just on single functions – and plot coordinated, agile response.
<table>
<thead>
<tr>
<th>Financial Drivers:</th>
<th>Operational Drivers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>If your solution positively affects financial or industry drivers, you will get the executive’s attention.</td>
<td>Look at how you can help executives do a better job of making, quality-controlling, selling, and delivering their business plan.</td>
</tr>
<tr>
<td>Supplier Drivers:</td>
<td>Business Partner Drivers:</td>
</tr>
<tr>
<td>How can your product or service help the executive become a better supplier, or better manage their own suppliers?</td>
<td>How can you become a business partner that provides solutions through access to your network of people, partners, and affiliates who can add value.</td>
</tr>
</tbody>
</table>
Customer Drivers:

How can you help them maintain and grow their existing customer base?

Competitor Drivers:

How can you share ideas and help them see how other companies are solving the same competitor drivers they face.

Regulatory Drivers:

Companies must operate under new regulations designed to maintain stability in financial markets that are already under pressure, and to protect shareholder interests by restoring investor confidence.

Can you help?
The new model is necessary to help leaders understand, manage, and respond to the complex social capital issues that organizations face.

The symphonic leadership model is vital for growth.

Disruption hasn’t gone underground. Instead, it’s emerging as a capability incumbents are ready to embrace.

In the end of Competitive Advantage, analysis shows that companies that perform well in the long term successfully balance stability with dynamism.
We have to accept that the C-suite is changing.

The C-suite is collaborating more than ever, and this will continue to evolve.

Our customer conversations must think beyond a one-decision-maker mindset.

Evolution of the C-Suite
Why Are We Selling to the C-Suite?

• To Make an Early Impact
• To Make a Large Sale
• To Expedite the Sale
Focus on the Power of THREE

✓ What does the C-suite leader think about on his or her drive to work each morning?

✓ What keeps the C-suite leader up at night?

✓ What are CHALLENGES to their buying personas?
✓ Your Message begins the moment you enter the room.

✓ Body Language
  o Walk in with Confidence
  o Avoid Fidgeting
  o Maintain Eye Contact
  o Observe

✓ Reason to Listen
  o Within the first 8 words, I’ve decided whether or not to keep listening.

The First Five Minutes
Question: Where Does this Leave Us?

- There is NO TRUST without RISK.
- Those who avoid risk lose priceless trust-building opportunities.
- Those who master risk taking learn what is paradoxically the greatest risk mitigation Strategy.
A Security Story?

"I am convinced that life is 10% what happens to me "and 90% of how I react to it. "And so it is with you, "we are in charge of our attitudes."

- Charles Swindoll

"Ability is what you're capable of doing. "Motivation determines what you do. Attitude determines how well you do it."

- Lou Holtz
Risks You Should Take

✓ Tackle Ambiguity
✓ Acknowledge Uncomfortable Situations
✓ Deliver Bad News promptly and concisely.
✓ Take RESPONSIBILITY for mistakes.
✓ Be willing to Express Emotions.
✓ Share some thing Personal.
High-End Selling

“The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will.” - Vince Lombardi

“Integrity is what we do, what we say, and what we say we do.” - Don Galer

1. Enthusiasm
   ✓ Talk with Passion
   ✓ Maintain Positive Body Language

2. Two-Way Communication
   ✓ Asking the Right Questions
   ✓ Listening
   ✓ Show Your Interest

3. Knowledge with Focus
   ✓ Know Your Executive
   ✓ Know their Business
   ✓ Know their Products & Services
   ✓ Know their Competitor’s Products & Services
   ✓ Know Your Own Products and Services

4. Pragmatism
   ✓ Be realistic about your offering
   ✓ Set Achievable Forecasts.

5. Differentiation
## Four Stages of Sales Proficiency

<table>
<thead>
<tr>
<th>EXECUTIVE’S VIEW OF:</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your Objective</td>
<td>Make a Sale</td>
<td>Make a Contribution</td>
<td>Provide Insight</td>
<td>Provide Leverage</td>
</tr>
<tr>
<td>Your Contribution to the Company</td>
<td>Disruption to the Executive's Business Day</td>
<td>Logical Thinker</td>
<td>Critical Thinker</td>
<td>Strategic Resource</td>
</tr>
<tr>
<td>Your Relationship with the Executive</td>
<td>Intermittent</td>
<td>Interactive</td>
<td>Interesting</td>
<td>Interdependent</td>
</tr>
<tr>
<td>Your Status</td>
<td>Community Supplier</td>
<td>Emerging Resource</td>
<td>Problem Solver</td>
<td>Trusted Advisor</td>
</tr>
<tr>
<td>Access to the Executive</td>
<td>Sent Down</td>
<td>Considered</td>
<td>Occasional</td>
<td>Continual</td>
</tr>
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</table>
Make Your Point

“Don’t tell me things I already know – I’m not only looking for Great Ideas, but for people to bring information and expertise to the table that my team doesn’t already have.”

Be Authentic

Matt Kerbel, CMO of MusclePharm, a lifestyle and sports nutrition company, says that the key to a sales presentation winning him over is the three C’s: CLEAR, CONCISE, and COMPELLING.”

Make Yourself Indispensable

“What problem are we trying to solve?”

Cut the Fat

Need to remember “that every interaction with an executive either enhances or dilutes your credibility. You need to be at the top of your game at all times.”

Demonstrate Consistency
Synopsis

REVIEW

1. Show that you have done your homework.
   • Engage by sharing something of value to the other.

2. Take a Point of View
   • The Advisor part of Trusted Advisor requires that you put a stake in the ground by sharing your ideas, opinions, and perspectives.

3. Speak the Truth ... ALWAYS.
   • Credibility is as much about honesty as it is about know-how.

4. Combine your words with Presence.
   • Offer a firm handshake, make eye contact when culturally appropriate, and keep confident – not arrogant – air.

5. Make lots of Small promises.

6. Be on Time.
   • Be on Lombardi Time
REVIEW

7. Use their Terminology
   7. Reliability is rooted in a feeling of familiarity.

8. Be willing to name the proverbial elephant in the room.
   7. People want to know they can count on you to speak the truth, candidly and respectfully.

9. Listen with EMPATHY.

10. Tell them somethings that you Appreciate about them.
    7. Oftentimes we think nice things that we don’t take the time to express, it only takes a moment to pause and “think out loud.”

11. Address people by name.

