

# **RSA**Conference2016

San Francisco | February 29 – March 4 | Moscone Center



Connect **to**  
Protect

SESSION ID: PROF-M01

## **So You Want to Run Your Own Security Business?**

**Doug Landoll**

CEO  
Lantego  
@douglanoll

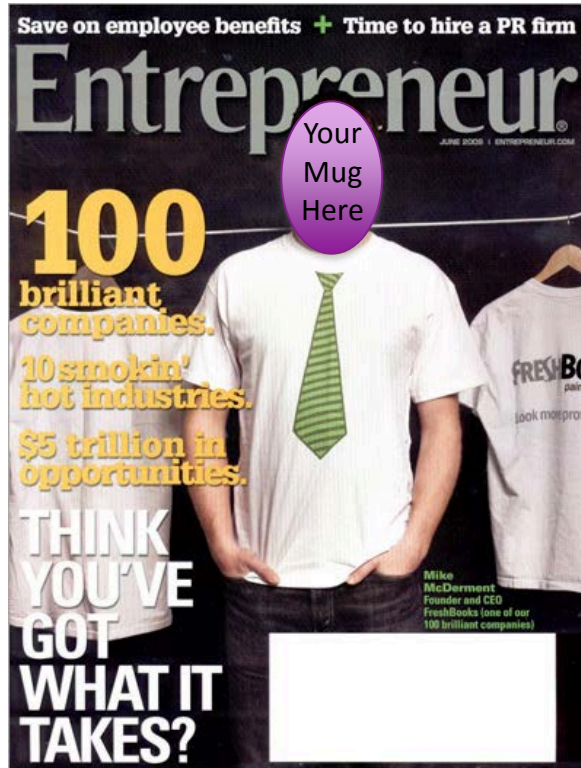


#RSAC

# Entrepreneurship: The Dream



#RSAC



dreamstime.com

# Entrepreneurship: The Nightmare



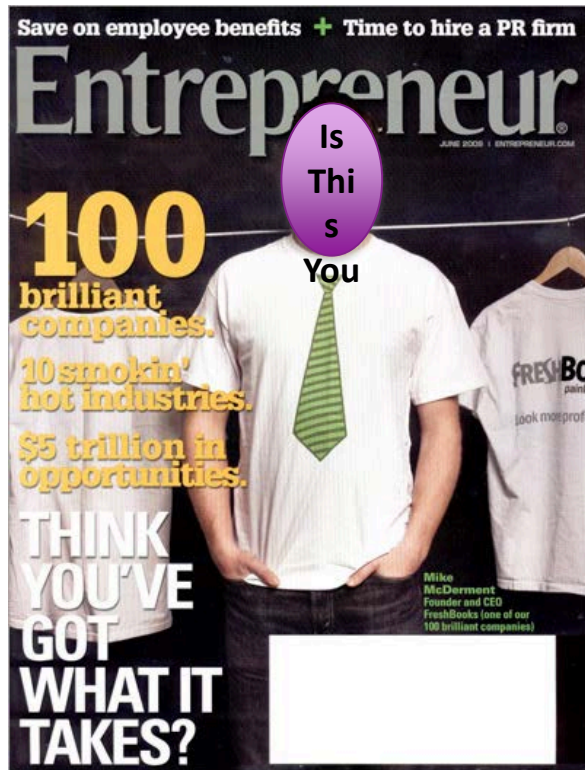
#RSAC



# How to Succeed at Owning Your Own



#RSAC



- Why do you want it?
- Do you really want it?
- Do you have what it takes?
- What are the obstacles and how do I avoid them?

# How to Succeed at Owning Your Own



#RSAC

- Why do you want it?
  - Flexibility, Freedom, Growth
  - Do you already have it? “Intrepreneur”
- Do you really want it?
  - Responsibility, Competition, Change, Red Tape, Failure
- Do you have what it takes?
  - Energy, Tenacity, Control



# Soft vs Hard Start



#RSAC

## ■ Soft Start

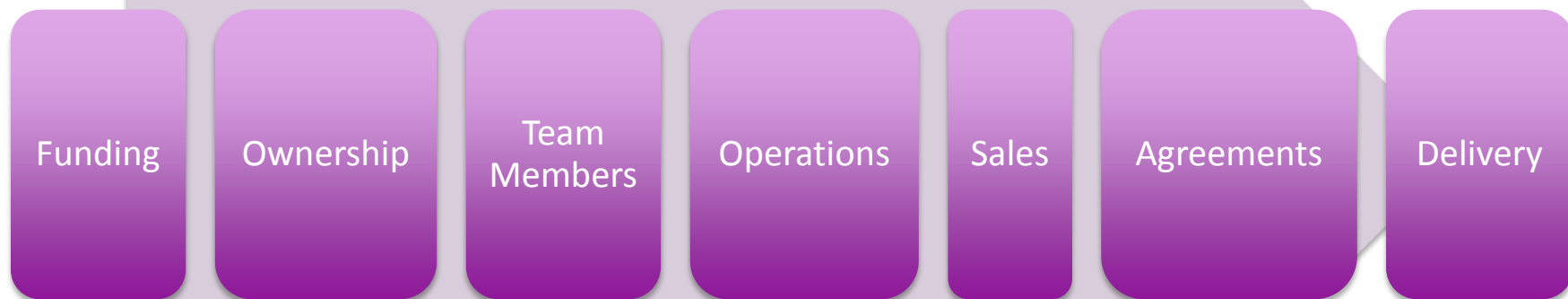
- Good employee
- Learn
- Internal Entrepreneur
- Work for small business

## ■ Hard Start

- Pre-load
  - Finances
  - Define Service Niche
  - Plan
    - Business plan
    - Identify potential customers
- Launch

Accidental Launches

# Still Here? OK Let's Do This!





# Avoid Landmines – Find Gold

#RSAC

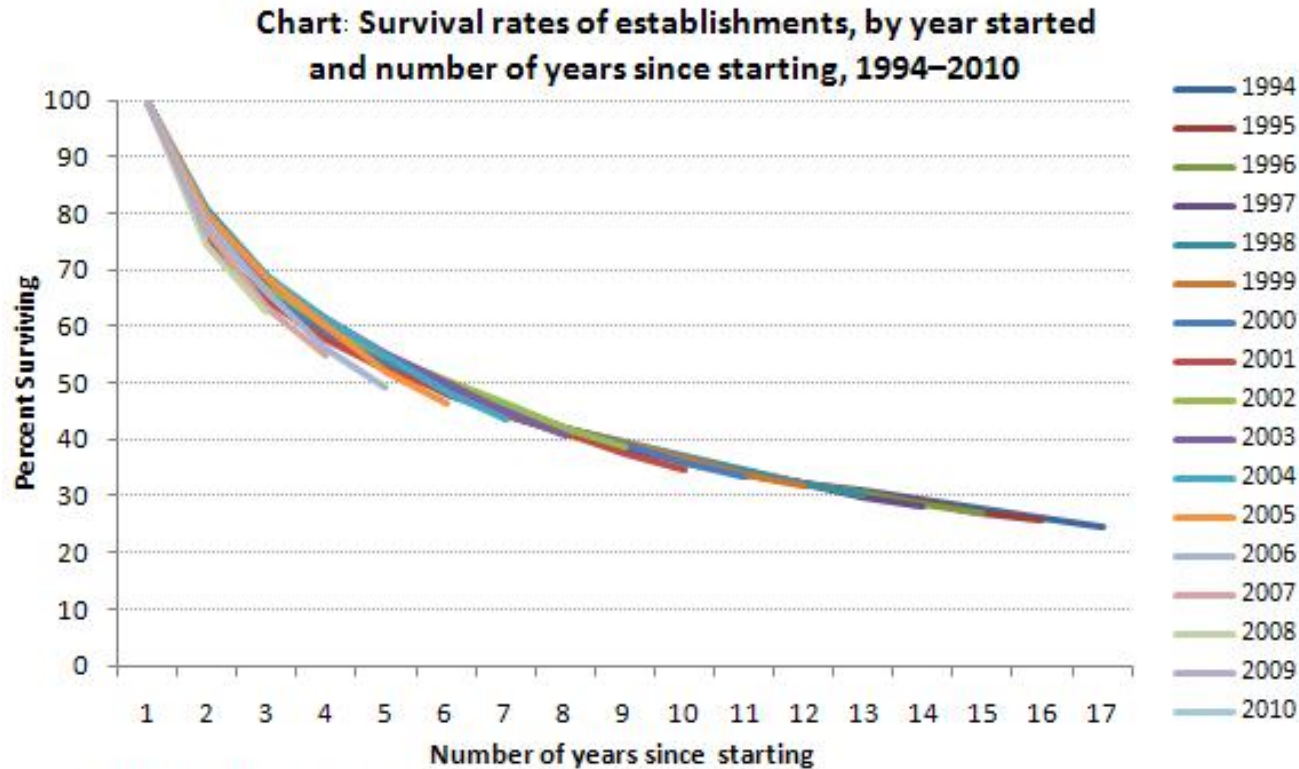




# The Chance of Success...



#RSAC

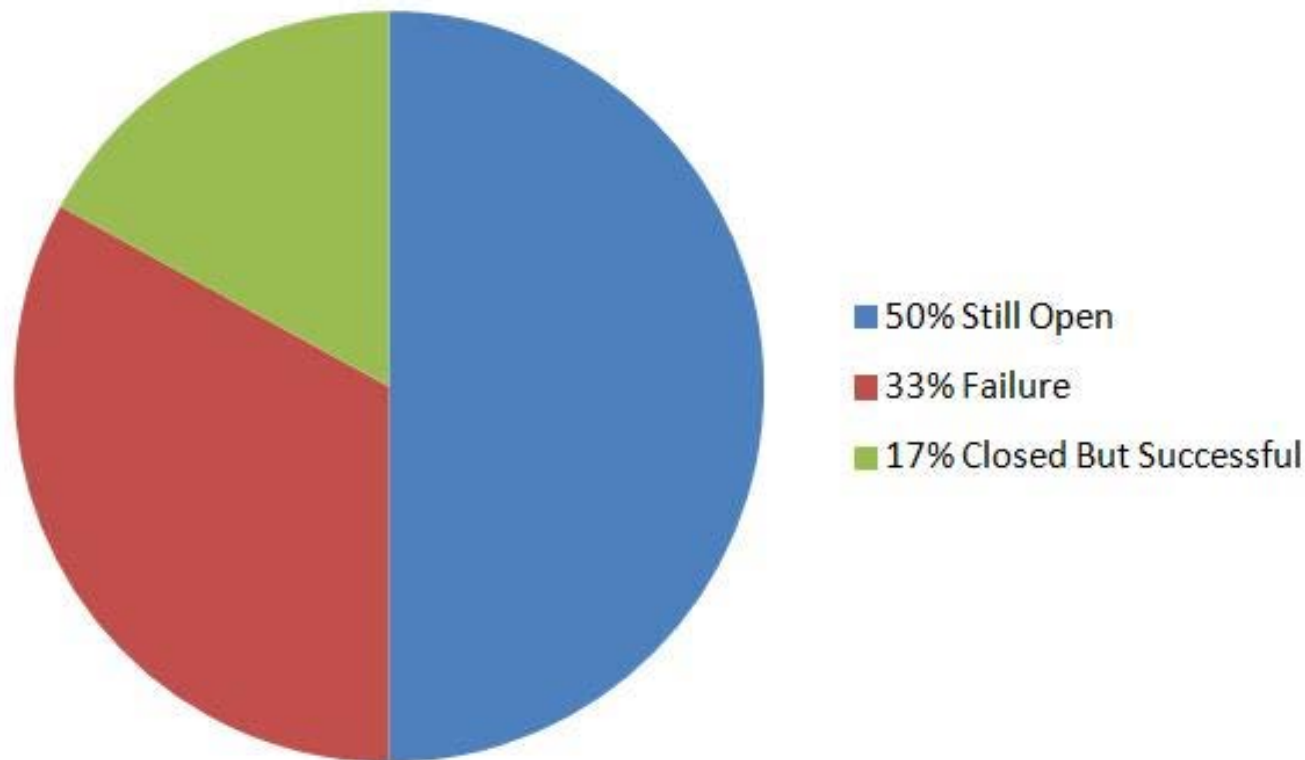


Source: U.S. Bureau of Labor Statistics

....is actually pretty good



#RSAC

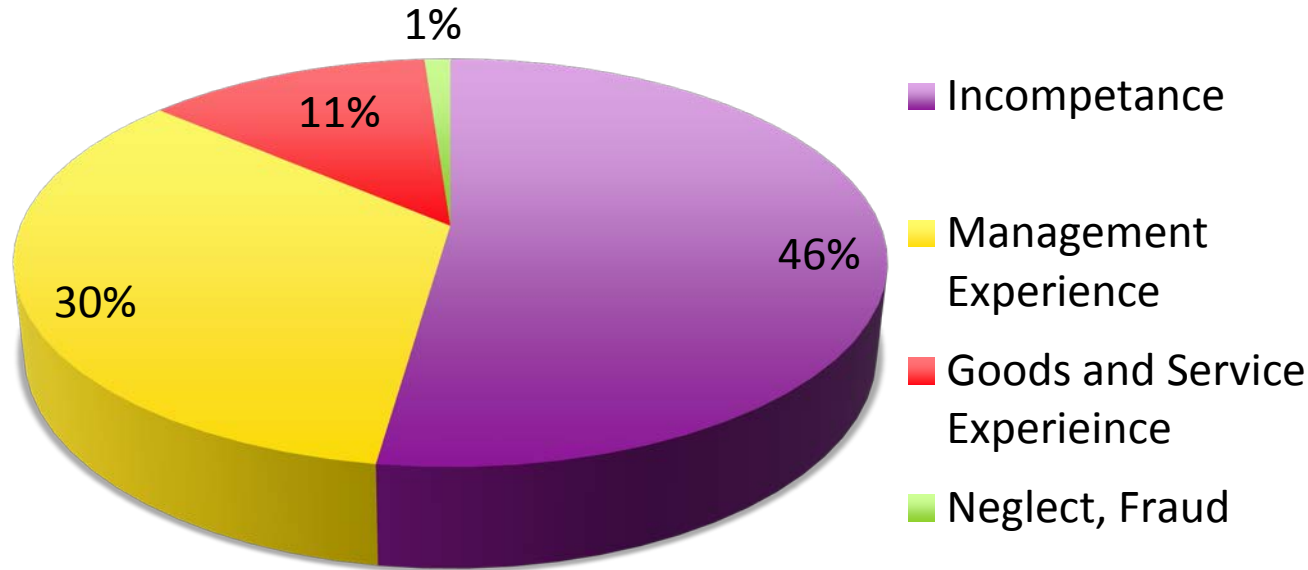


# Avoid Landmines – Find Gold



#RSAC

**Major Cause of Small Business Failures**



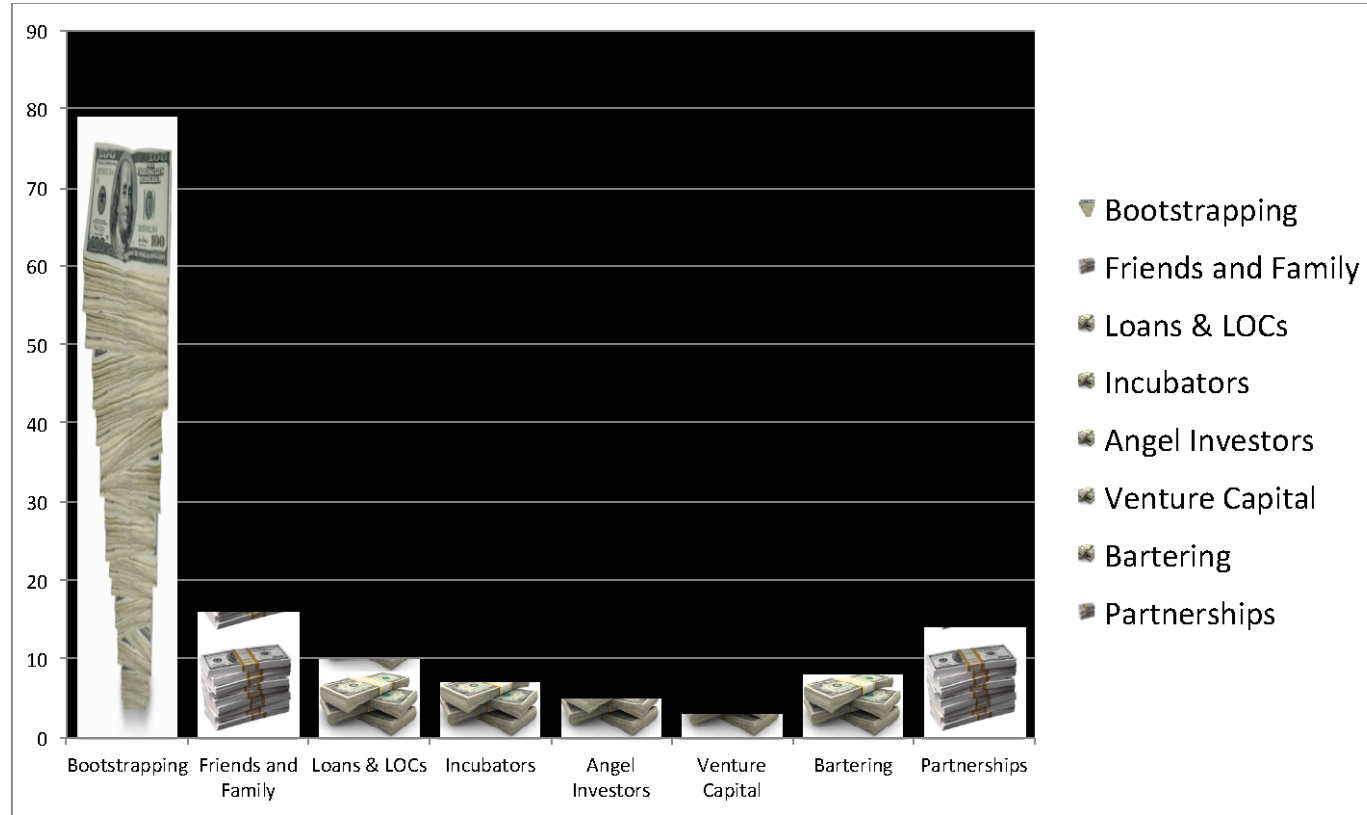


- Assess
  - Current Finances & Benefits
  - Financial Goals
- Prepare
  - Payoff Bad Debt
  - Plan Retirement & College
  - Shrink Current Spend
  - Build Reserves

# Funding Your StartUp



#RSAC



# Who Owns This Thing?



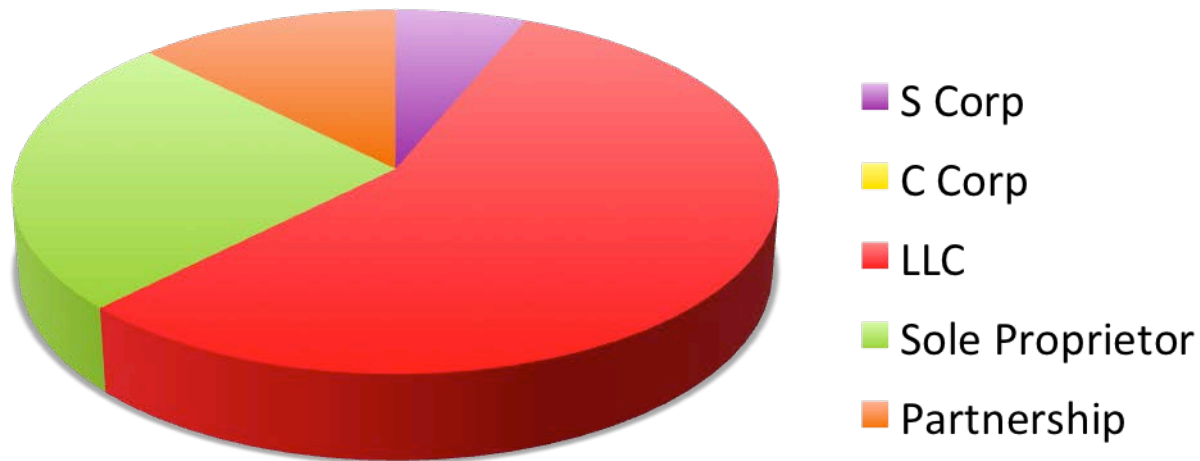
#RSAC

	Liability Protection	Taxes	Owners & Stock	Notes
S Corp	Business is resp. for debts and lawsuits	1X (wages)	<ul style="list-style-type: none"> <li>• Resident ind.</li> <li>• Equal</li> </ul>	<ul style="list-style-type: none"> <li>• Qtrly, Annual State &amp; Federal reporting</li> <li>• Raise money by selling shares</li> <li>• Deduct benefits from taxes</li> <li>• Transferable</li> </ul>
C Corp		2X	Equal stock	
LLC (sole)		1X (Self)	<ul style="list-style-type: none"> <li>• No restrictions</li> <li>• single</li> </ul>	
LLC (partnership)			<ul style="list-style-type: none"> <li>• No restrictions</li> <li>• variable</li> </ul>	
Sole Prop.	Personal resp. for debts and lawsuits	1X		
Partnership		1X	General: Equal	• General or Limited

# Who Owns This Thing?



## Company Formation







- Small Business Danger
  - There are available (why are they not currently working?)
  - You are not an expert interviewer or HR
  - Avoid 9-5 employees – find a like mind
- Issues
  - Compensation plans (hourly, salaried, commission)
  - Your business is a RISK to them
  - Termination

# Team Members: Hiring



#RSAC

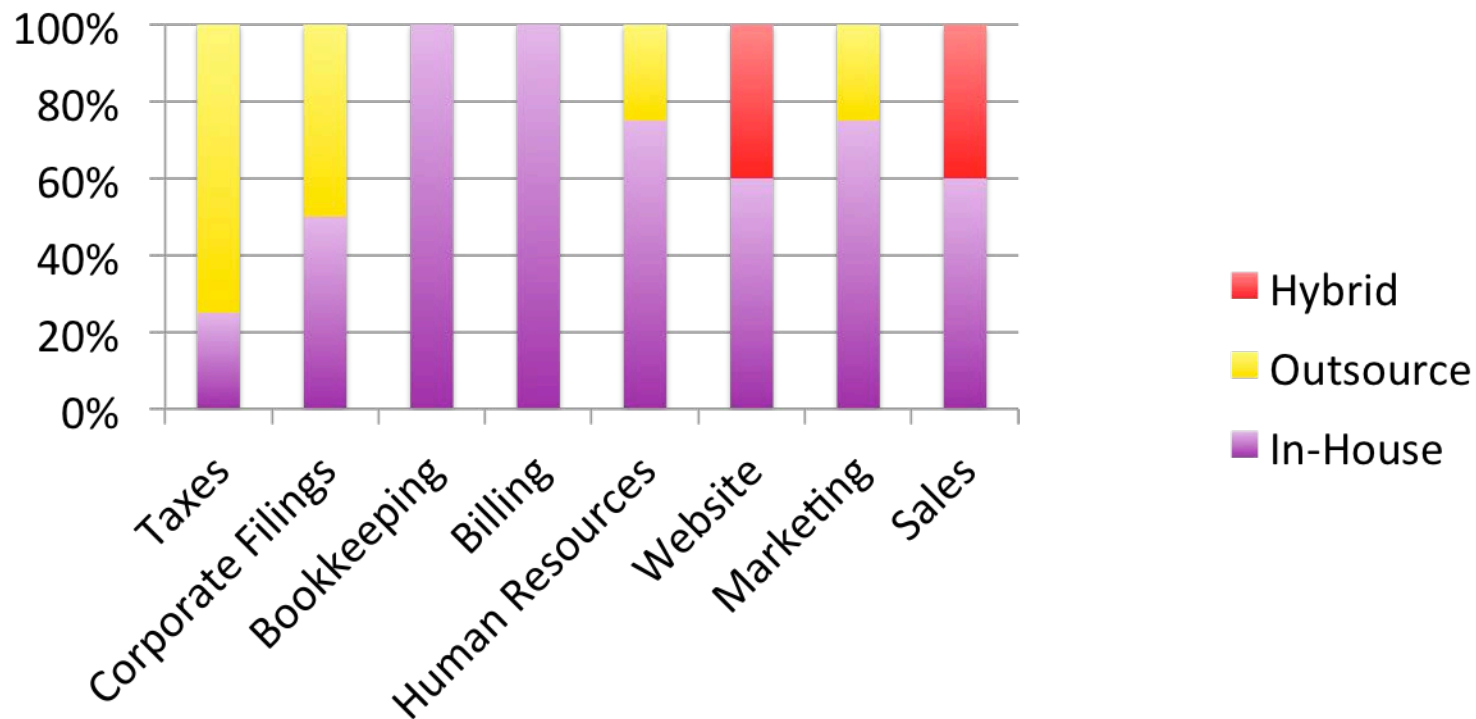
- Employees
  - Responsibility
  - Legal Issues
- 1<sup>st</sup> Hires
  - When: Consultant? Sales?
- All Hires
  - Who?



# Business Operations



#RSAC



# What can you charge?



#RSAC



**Uniqueness of Skill  
or Method**

# How to Sell



#RSAC

Recognized Expertise

Placement  
firms

Strong leads /  
connections

Partnerships

Self / Word  
of Mouth

Uniqueness of Skill  
or Method

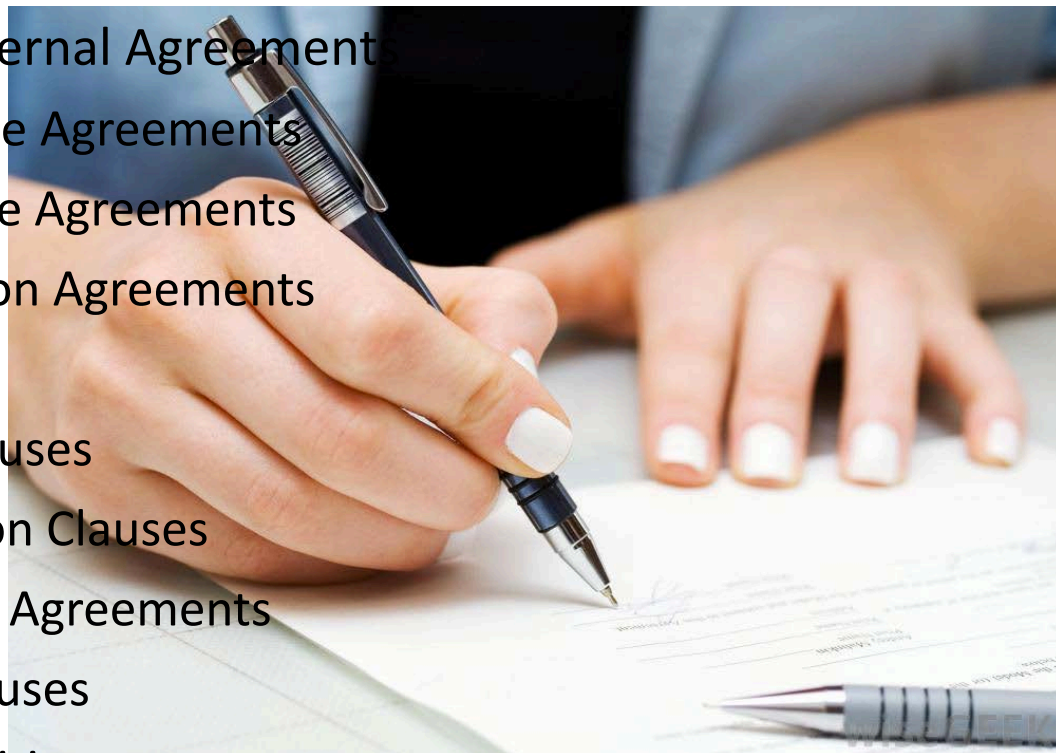
# Factors other than rate



#RSAC

- Net payment
  - Fight for net 30
  - Offer Net 30 10/2
- Larger Organizations = Longer Net
- Retainers / Up front payment
- Net Other Factors
  - Case Study
  - Marketing quotes
  - Reference

- Internal and External Agreements
  - Acceptable Use Agreements
  - Non-Disclosure Agreements
  - Non-Solicitation Agreements
  - Work for Hire
  - Inventions Clauses
  - Indemnification Clauses
  - Non-Compete Agreements
  - Exclusivity Clauses
  - Terms & Conditions





# Three Key Agreement Dangers

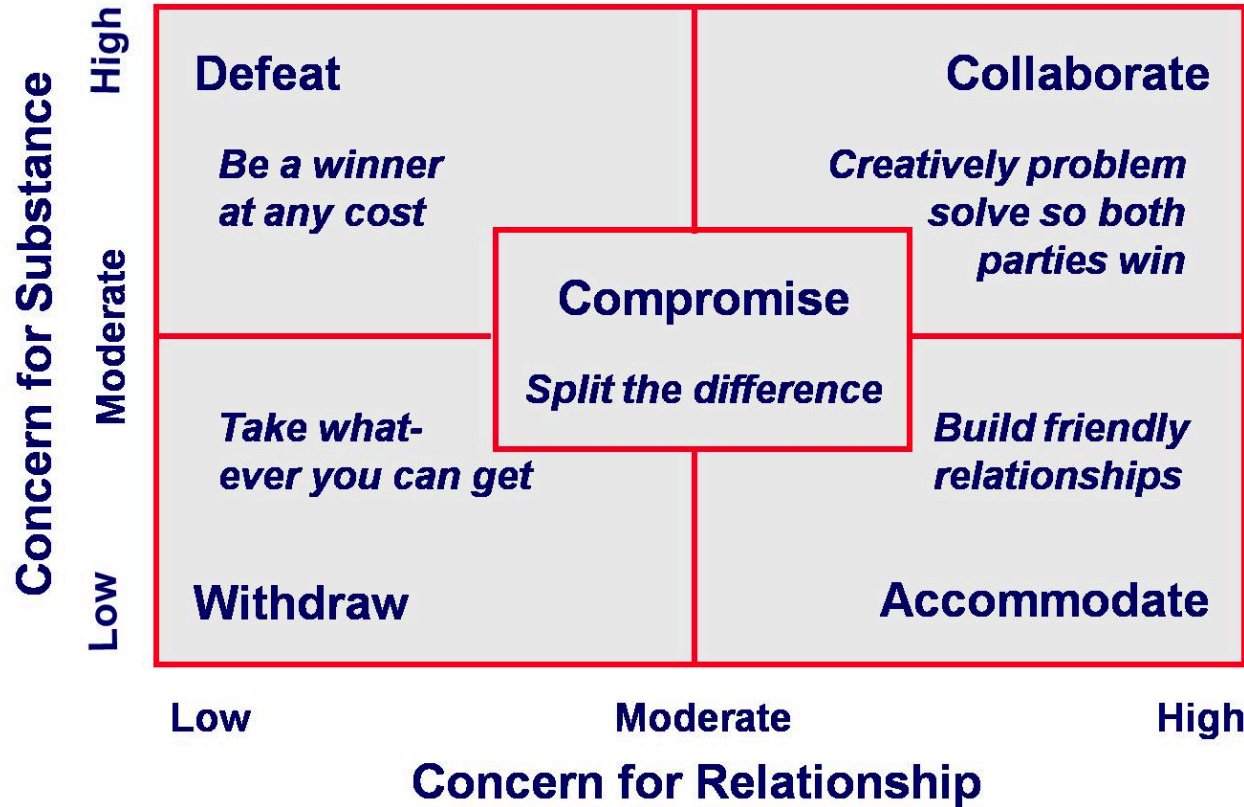


- Indemnify
- Work for Hire
- “Best Effort”
  - Workman-like performance

# Agreements: Negotiation



#RSAC



Thomas-Kilmann  
Conflict Mode  
Model



- Resources
- Scheduling
- Tracking



This is where the  
rubber meets the road.

# Operations Support



#RSAC

Task	In-House	Outsource
Sales	Comp Plan	<ul style="list-style-type: none"><li>• Partnership Agreement</li><li>• Sales Materials</li><li>• Pre-Sales Support</li></ul>
Website	Content	
Human Resources	<ul style="list-style-type: none"><li>• Interviews</li><li>• Salary Review</li></ul>	

# Owner's Isolation Syndrome



## ■ Symptoms

- Slip in sales
- Slip in opportunities
- Operational mistakes
- Loss of key customers
- Loss of key employees

## ■ Cures

- Mentor
- Network
- BoA
- Partner
- Associations

# Apply What You Have Learned Today



- Next week you should take stock:
  - Your Entrepreneur spirit
  - Your current opportunities to learn
  - Your goals

# Apply What You Have Learned Today 2



#RSAC

- If you plan to go forward, within 3 months you should:
  - Review all current employment agreements -> determine appropriate timing
  - Assess finances – get rid of bad debt & shrink spending
  - Research competition & partners – name competitors, pricing, name potential partners
- Within six months you should:
  - Find a mentor
  - Determine initial team and business legal structure
  - Create a business plan (funding, services, management team, marketing, sales, pricing)
  - Create a marketing plan



# Summary



#RSAC



- *“Entrepreneurship is living a few years of your life like most people won’t so you can spend the rest of your life like most people can’t.”*

- Warren G. Tracy’s Student (Anonymous)

Doug Landoll  
[dlandoll@lantego.com](mailto:dlandoll@lantego.com)