MANDIANT®

Inside Sales Training Manual

July, 2013

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Inside Sales Representative (“ISR”) Role Overview

What does Mandiant do?

Mandiant focuses on targeted intrusions called the Advanced Persistent Threat.

The Advanced Persistent Threat is typically state sponsored espionage. Here, a foreign government monitors sensitive communications at a governmental agency or a private sector organization. Their goal is to steal intellectual property for anything of interest, with the end result being either the advancement of their economy and/or defensive capabilities.

Both public and private sector organizations are targeted. Certain countries will steal IP on behalf of not only their government, but also for their private sector. For example, if a large company in China is doing business with a large American company, reading the American company's email can yield a lot of sensitive information.

If a foreign country's energy sector needs to speed up its R&D efforts so they are on par with the US, their government will steal valuable IP from the American company and give it to their energy companies. In China, civilian hackers and directly employed hackers are well integrated.

For additional information please see our ISR Product & Competitive Overview

What does the Inside Sales Team do?

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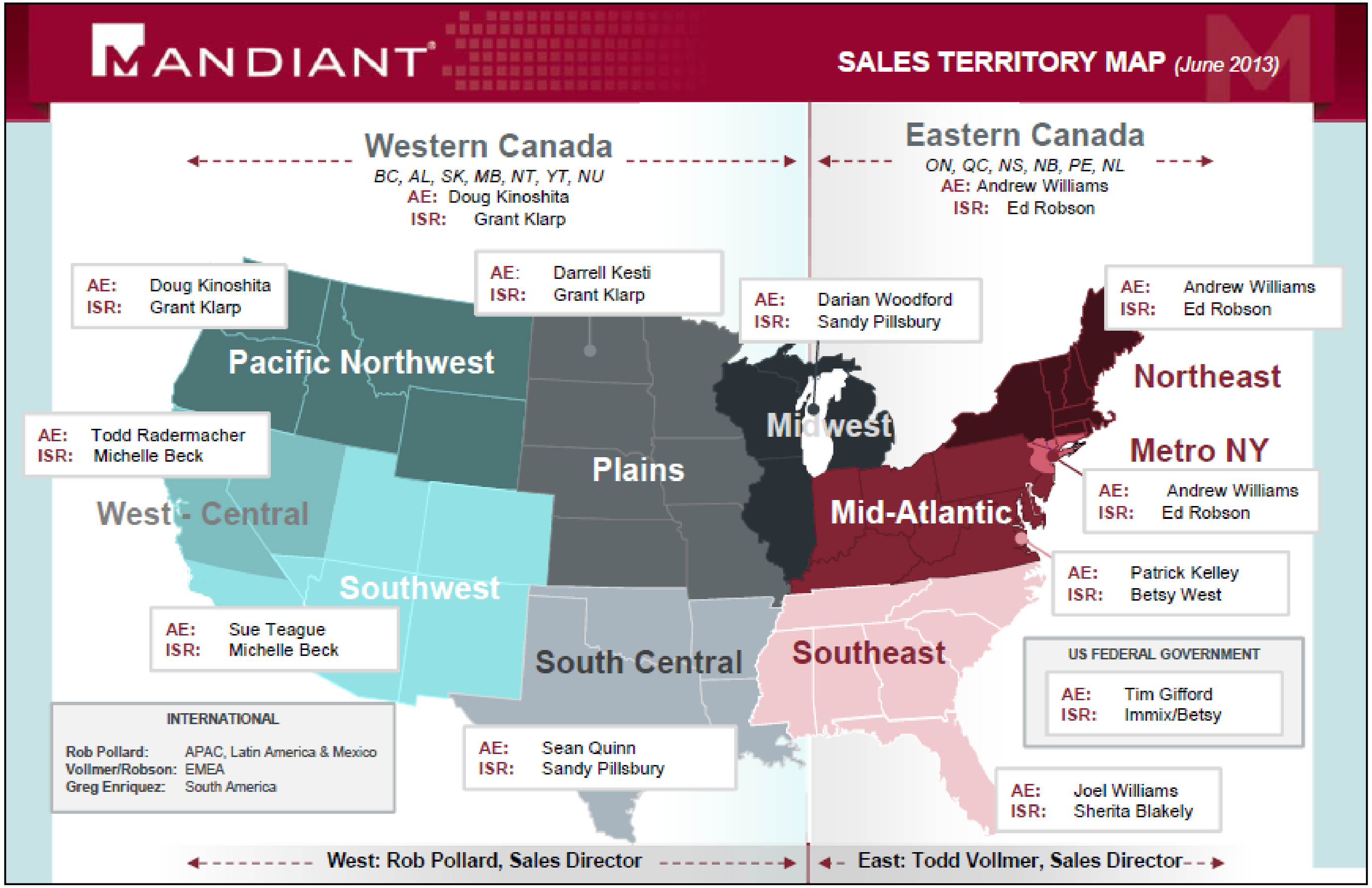
- Use SalesForce.com ("SFDC") as our CRM system
  - Maintain exceptional data quality within SFDC
- Set high quality meetings for our Account Executives ("AEs") using the following call priorities:
  - Follow up on past calls to existing leads
  - Review and call select, Inbound Marketing Inquiries
  - The accounts and key security contacts for each ISR territory can be found at: https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst0 and https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst2.
  - There are a number of different lists on these two SF pages. Please locate the list(s) in your specific territory or territories. The lists will be in the format: LST Territory Name 10x10. For example LST North East 10x10 will be the 10x10 company and key contacts for the North East territory
  - A current territory map can be found on the next chart
  - See chart XX for an explanation of the 10x10 target market list
- We <u>do not sell</u> our products & services over the phone

Territory Map



How do we Represent Ourselves?

- **Accountability**: We hold ourselves accountable for our own performance. We bring solutions, not problems, to management
- **Focus**: We have a well defined target market and the focus accounts therein (our 10 x 10 Extended Spreadsheet) and are dedicated to improving market penetration each and every day
- **World class execution**: In every activity we perform, we strive for perfection
- **Teamwork**: We are always available to willingly help our teammates, our AE counterparts and anyone else in the Company requiring our support
- These four ISR Principles apply to how we represent ourselves both inside and outside of the Company

What are our Standards of Performance

- **Calls per day**: A minimum of 25 proactive, high quality, outbound calls per day within our target market. This equates to 125 calls per week, 500 calls per month and 1,500 calls per quarter
- **Meetings per week**: A minimum of 3 sales qualified meetings per week. This equates to 12 meetings per month and 36 meetings per quarter
- **Prospecting Effectiveness Ratio**: Maintain a prospecting effectiveness ratio of 2.4% or better. The prospecting effectiveness ratio is the number of meetings you set divided by the number of calls you make in a given period (week, month, quarter)
- **Work day**: A minimum workday of 9:00 – 5:00; longer when required
- **Meetings**: All team & company meetings start on time & end on time.
- **Investments**: We will invest in you by providing the training & coaching required to place you in a position to be successful. You must be willing to make investments in yourself by taking advantage of non-required, Mandiant & outside training opportunities

Inbound Marketing Leads and Expected Actions

What are Inbound Marketing Inquiries?

- Mandiant's marketing team produces ~1,500 – 2,000 inbound inquiries per month
  - Emails, webinars, events, site downloads, etc.
- After you make all of your follow up calls, your Inbound Marketing Inquiries are your next priority
- You will receive a "New Leads Report from Yesterday" each morning in email format
  - The report can be reviewed as an email or directly in SF
- A sample of a New Leads Report is presented on the next chart

Sample New Leads Report

Lead Status	Lead Stage	Lead Score	First Name	Last Name	Company	Title
Lead Owner: Betsy West (161 records)						
Open	Untouched	D4	Donna	Torrie	Babcock & Wilcox Company	IT Project Manager
Open	Untouched	-	AJ	Beard	Sila Solutions Group	Project Manager
Open	Untouched	C4	Daniel	Hay	ING DIRECT	Security Team Leader

Left Hand Side

Right Hand Side

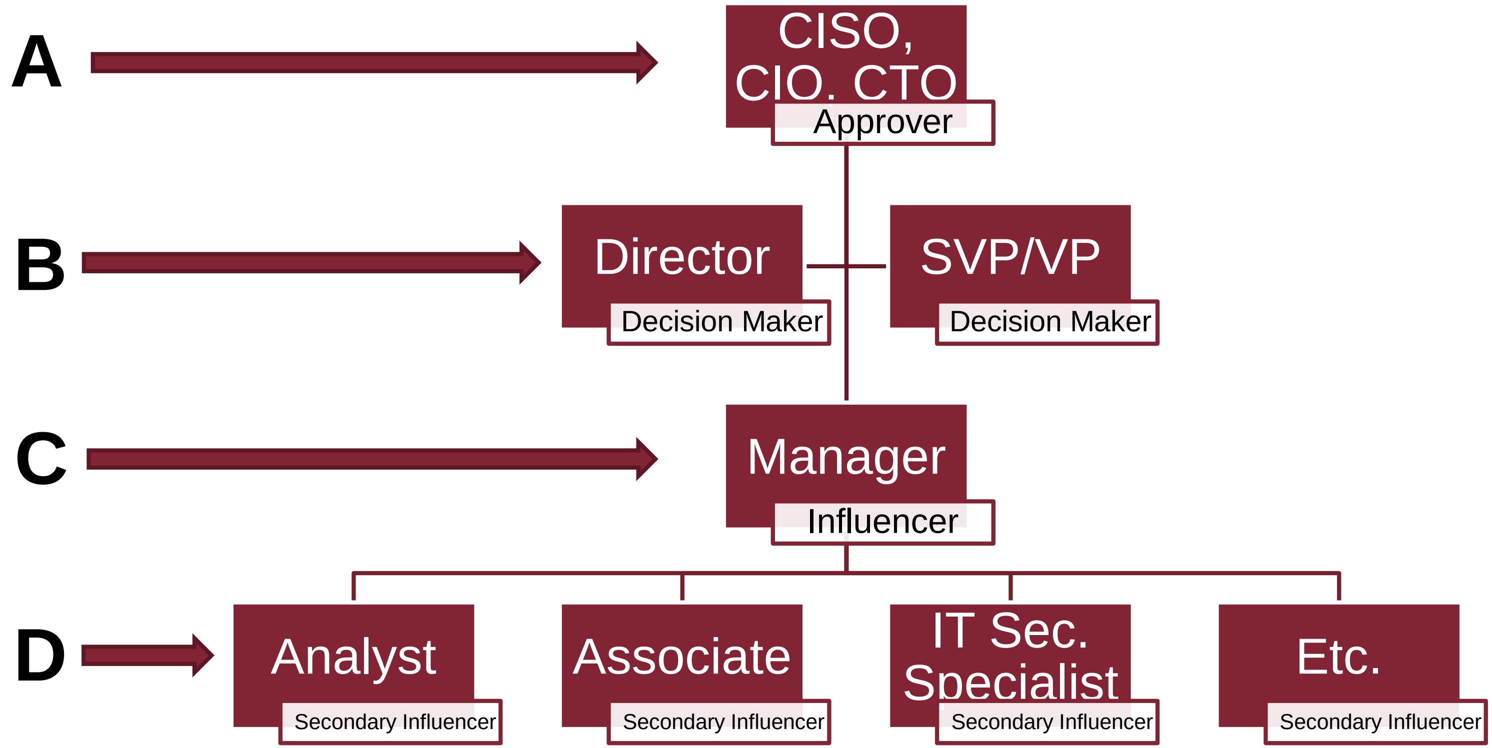
Email	Phone	State/Province	Campaign Name	Lead Source Most Recent
dmtorrie@babcock.com	330-860-1241	OH	EML M-Trends 2012	Email
abeard@silasg.com	425-237-0339	WA	EML M-Trends 2012	Email
dhay@ingdirect.com	3028880784	PA	EML M-Trends 2012	Email

Any columns you are unfamiliar with are discussed in the New Leads Report, Salesforce.com Training Manual

How we Process Inbound Marketing Leads

- Our target market is defined as any company with > $200M in sales
- Our 10x 10 territory lists in SalesForce reflect the priority accounts within our target market
  - Page 1: https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+
  - Page 2: https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst1
- The 10x10 target account list will be discussed in more depth on chart
- Your task is to review the New Leads report and call those inquiries that you believe will help you penetrate your 10x10 account list(s). Please prioritize accordingly:
  - Always call the A & B inquiries within your 10x10 account list(s)
  - Call the C & D inquiries at your discretion to the extent you believe these leads will help you penetrate your 10x10 account list(s)
  - How we determine our A,B,C & D designations is presented on the next chart

Lead Score v Contact Title



Do Not Call Lists

- Do not call into existing Mandiant customers or Business Partners
  - A Mandiant customer/partner list can be found at: https://na4.salesforce.com/00O60000002kzel
- Do not call into any company where there is an existing opportunity
  - A current pipeline list can be found at: https://na4.salesforce.com/00O60000002ki1I
- Inquiries relating to customers and existing opportunities should be transferred to the appropriate AE
- Inquiries related to Business Partners should be transferred to the Director of Channels
- How to transfer leads can be found in the How to Transfer Leads Salesforce.com training manual
- Do not call into companies that are outside of our target market unless specifically directed to do so by the AE(s) you work with.
  - Our target market is all companies with sales >= $200M
- You may also receive a specific do not call list from the AE(s) you work with

How to Follow Up on Inbound Marketing Inquiries

- All called leads should enter our “Initial Follow Up Cadence”
  - Day 1: Call & email
  - Day 3: Call
  - Day 5: Call & email
- If our Initial Follow Up Cadence does not yield results, place lead into our Long Term Follow Up Cadence
  - The Long Term Follow Up Cadence is discussed on chart
- Recommended scripts & emails are provided on the next chart

Inbound Marketing Lead Scripts, Short Term Follow Up Cadence

The Extended 10 x 10 Matrix, our Target Market & Expected Actions

What is the Mandiant Target Market?

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The Mandiant target market is any company that has annual gross sales of $200M or more.

There are instances where an AE may ask an ISR to investigate accounts with less than $200M in sales. This is OK as long as the AE asks you to do so.

The reason you may be asked to do this is because certain territories have a much larger number of accounts with sales > $200M and others have much less.

The AE may direct an ISR to call on accounts with < $200M in sales because their may not be a sufficient number of accounts to reach their sales goal only calling on accounts with greater than $200M in sales.

The reason we restrict our target market to $200M in sales or greater is because companies with less than $200M in sales may not be able to afford Mandiant solutions and/or they may not have the security infrastructure to support Mandiant solutions even if they could afford them.

The accounts and key security contacts in your target market by territory can be found at:

https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst0 and https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst2.

What is the Extended 10x10 spreadsheet?

The Extended 10x10 spreadsheet is a spreadsheet that contains the 11 industries we believe have the highest propensity to buy our solutions (Note: The spreadsheet used to have 10 industry sectors, hence the name 10x10, but then we added an 11^{th}.). The industries included in the 10x10 spreadsheet can be seen here.

Note that we restricted the 10x10 spreadsheet to a specific number of accounts for each industry sector. For example, the Defense sector includes 29 companies and has a lower boundary of $200M, our target market boundary. The reason we used a lower boundary of $200M is because it yielded only 29 companies, a manageable number of accounts. The Financial Services sector has a lower boundary of $1B. This is because if we lowered the boundary to $200M it would yield an unmanageable number of accounts. The lower boundary of $1B yields 162 account, again a manageable number.

The sum of the accounts in the spreadsheet is 1,300 representing the 1,300 highest priority accounts in our target market.

This does not mean you can't call on companies below the lower boundary for a sector; you can. Its just that these companies are not in the spreadsheet to have the spreadsheet result in a manageable number of accounts.

Industry	# of companies	Lower boundary
Defense	29	$200M
Financial Services	162	$1B
Technology	187	$200M
Manufacturing	109	$5B
Energy	119	$1B
Media	100	$200M
Healthcare	154	$1B
Pharmaceutical	49	$200M
Insurance	146	$750M
Utilities	107	$200M
Telecom	94	$200M
Other	44	N/A

The 10x10 spreadsheet can be found at:

What to do with the accounts in the 10x 10 spreadsheet

- After you have completed your follow up calls (1st priority) and inbound marketing inquiry calls (2nd priority), the accounts and prospects in the 10x10 spreadsheet are your 3rd priority
- Remember, before making any calls, you must eliminate all companies that are existing customer and all companies where there is an active pipeline opportunity. These companies can be found at:
  - Customers: https://na4.salesforce.com/00O60000002kzeI
  - Pipeline opportunities: https://na4.salesforce.com/00O60000002ki1I
  - **Special note**: For our purposes, a "customer" is defined as any company that has not done business with Mandiant in one year from the date you are going to make your call. This applies irrespective of the size of the past client relationship
- To avoid confusion, the accounts in the 10x10 have been classified as "Y", "Next 15" and "More". This is to avoid confusion with our lead scoring system of A, B, C & D
  - "Y" accounts are those accounts that are the 10 largest accounts in an industry sector
  - "Next 15" accounts are those accounts that are the 11th – 25th largest accounts in an industry sector
  - "More" accounts are those accounts that are the 26th largest or greater in a given industry sector as portrayed in the 10x10 spreadsheet
- A segment of the 10x 10 spreadsheet for one ISR is presented on the following page

Sample Segment of the 10x10 for one ISR

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Company Name	Revenue ($ million)	Primary Industry	ISR	Territory	OSR	10 x 1
Aetna Inc.	33,780	Health Insurance Carriers	BW	Metro NY	CR	Y
Sprint Nextel Corporation	33,679	Wireless Network Operators	BW	Metro NY	CR	Y
Xerox Corporation	22,626	Information Technology Services	BW	Metro NY	CR	Y
CIGNA Corporation	21,998	Health Insurance Carriers	BW	Metro NY	CR	Next 15
The Hartford Financial Services Group, In	21,859	Property/Casualty Insurance Carriers	BW	Metro NY	CR	Next 15
Pitney Bowes Inc.	5,278	Printing & Imaging Equipment Manufacturing	BW	Metro NY	CR	Next 15
Federal Reserve Bank	5,000	Federal Government	BW	Federal	TG	More
People's United Financial, Inc.	1,360	Banks & Credit Unions	BW	Metro NY	CR	More
The World Bank	0	Federal Government	BW	Federal	TG	More

What to do with the accounts in the 10x 10 spreadsheet (P2)

- After eliminating existing customers and existing opportunities, call the companies in the order indicated
  - “Y”s first, “Next 15”s second, “More”s third
  - Within each category, call the largest company first, the second largest company second and so on until you reach the end of your list
- When you are ready to call your first company, go to your territory campaign in SF. It is highly likely the contacts you need will already be in your territory campaign
  - You can access the territory campaigns here: https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst0 and https://na4.salesforce.com/search/SearchResults?searchType=1&sen=701&setLast=1&sbstr=LST&search=+Go%21+#hst2.
  - Your job is to select three contacts from the campaign for a given company. These contacts should be the contacts you believe have the highest propensity to purchase Mandiant solutions
  - Once selected, your contacts should be put through the Short Term Cadence first (chart 15) and then the Long Term Cadence discussed on the next chart

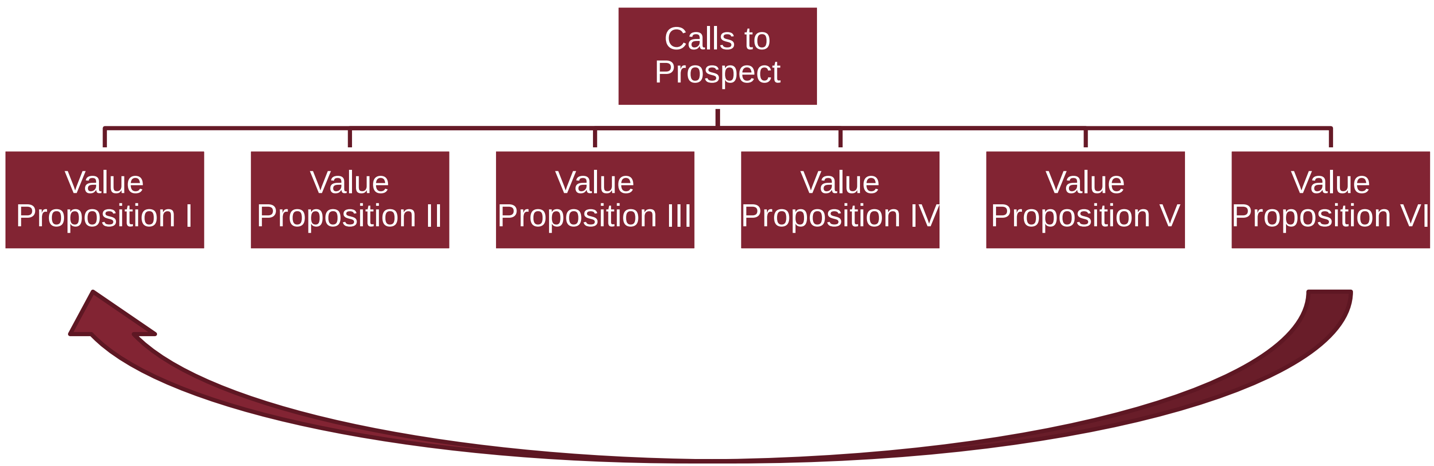
Long Term Follow Up Cadence

Account category	Call cadence	Calls per year
Y	1 call per quarter	4
Next 15	1 call every four months	3
More	1 call every six months	2

Note: Each executive contact at an account gets called according to the cadence above. Remember we are targeting for 3 executive level contacts at each account we call.

A picture version of the Long Term Cadence is presented on the next chart.

Long Term Follow Up Cadence



The frequency between calls is determined by the Long-Term Follow Up Cadence shown on the prior chart. The key to the Long Term Cadence, as well as the key to the Short Term Cadence, is to change your value proposition each time you call. Value propositions and their related scripts and emails are presented on chart 32.

Important Notes

- Your inbound marketing leads should support your 10x10 calling efforts
  - Most of the inbound marketing leads you call should relate to companies on your 10x10 list
- Your 10x10 contacts are the best contacts in the market. Continue to cultivate these contacts using our Long Term Follow Up cadence, irrespective of how long it takes to get a meeting
- Most, if not all, of your 10x10 contacts should be in SF, eliminating the need for data input. To the extent a contact you are looking for is not in SF, please locate the contact using RainKing, our primary market intelligence tool
  - For RainKing training please contact Meredith Kohut at MKohut@rainkingonline.com

Prospecting Scripts & emails for use in either the Short Term or Long Term Follow Up Cadence

Prospecting Plays - Economic Buyer

Value Proposition	Product	Explanation
Organizational risk	All Products	Cyber security is listed as a major risk in most 10Ks
ROI	All Products	Improve ROI on security investments
Financial loss	All Products	Loss of R&D efforts, financial resources & valuable IP
Reputational Risk	All Products	Companies do not want security breaches to become public knowledge
Theft of Assets & IP	MIR	Minimize the time it takes to discover a security breach
Reduce cost of Response	MIR	

Economic Buyer = CIO, CISO, VP, Director

Corporate links to use with emails

http://www.mandiant.com/
Web site home page.

http://www.mandiant.com/company/
Mandiant is the ONLY information security company that can both tell a company when it has been compromised and tell what the material impact of the breach is.

https://www.mandiant.com/resources/m-trends/
M-Trends® Reports (2010 – 2013)

http://intelreport.mandiant.com/
Mandiant’s APT1 report; Exposing One of China's Cyber Espionage Units

https://www.mandiant.com/resources/analyst-research
Analysts’ Research Reports

https://www.mandiant.com/blog/
M-Munitions™ Blog

http://www.mandiant.com/news/in-the-news/
Mandiant in the News

Product links to use with emails

https://www.mandiant.com/products/
Mandiant Product Overview

http://www.mandiant.com/products/mandiant-platform/security-operations
MANDIANT FOR SECURITY OPERATIONS does automatic host triaging (1,000s of endpoints investigated in minutes), based on alerts from your network and SIEM devices (including ArcSight, FireEye, Palo Alto and WildFire), and lets you remotely contain compromised machines.

https://www.mandiant.com/products/mandiant-platform/intelligent-response
MANDIANT FOR INTELLIGENT RESPONSE scales your most qualified security expert to investigate 1,000s of endpoints and scope the impact of an incident.

https://www.mandiant.com/products/managed-defense/
The combination of the network- and host-based visibility available with MANDIANT MANAGED DEFENSE enables Mandiant's MCIRT® analysts to see "attackers in motion" and "attackers at rest".

https://www.mandiant.com/products/intelligence-center/
A subscription-based product that provides access to information, tools and contextual analysis about the tactics, intent and behavioral patterns of advanced threat groups.

https://www.mandiant.com/services/threat-assessments/
Our THREAT ASSESSMENT service helps organizations evaluate if they have been compromised by advanced attack groups and if attackers are currently active in their environment.

News/videos links to use with emails

http://awards.scmagazine.com/mandiant
Mandiant named 2012 and 2013 SC Magazine Security Company of the Year

To learn more about Mandiant, please view this brief video:

http://www.youtube.com/watch?v=cJX4vQ3oXTw
Anatomy of a cyber attack

http://www.youtube.com/watch?v=Q-m-6AfqDec&list=UUexu0DP7VKdDByusuTA53FQ
Mandiant Product and Solutions Overview

http://www.youtube.com/watch?v=aFnh5HKWHbU
Allegations of China's Hacking

Prospecting Plays - Economic Buyer

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Value Proposition	Product	Explanation
Organizational risk	All Products	Cyber security is listed as a major risk in most 10Ks
ROI	All Products	Improve ROI on security investments
Financial loss	All Products	Loss of R&D efforts, financial resources & valuable IP
Reputational Risk	All Products	Companies do not want security breaches to become public knowledge
Theft of Assets & IP	MIR	Minimize the time it takes to discover a security breach
Reduce cost of Response	MIR	

Economic Buyer = CIO, CISO, VP, Director

Prospecting Plays – Technical Buyer

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Value Proposition	Product	Explanation
ROI	All Products	Improve ROI on security investments
Context	MIC/MSO/MCA	Receive context on new threats
Efficiency	MIC/MSO/MIR	Improve efficiency of security analysts & IR responders, enhanced SOC effectiveness
Business disruption	All products	Reduce business disruption
Number of incidents	MSO/MCA	Reduce number of security incidents, audit existing security measures
Speed & Scale	MIR/MMD	Rapidly sweep thousands of endpoint Easy to scale
Easy to implement	MMD/MSO/MIC /MCA	Limited training, no infrastructure investment (MCA)

Technical Buyer = CISO, CTO, VP, Director (IR, CIRT, SOC)

Prospecting Plays – End User

Value Proposition	Product	Explanation
Preparation	MIC	Prepare for groups that are most likely to target you
Prioritize	MIC/MSO	Understand and prioritize your response
Access	All Products	Quick access to timely information
Speed	MSO/MIR/MMD /MCA	Analyze & scope suspected incidents faster, clear events faster, reduce time to contain incidents
Easy to implement	MMD/MSO/MIC /MCA	Limited training, no infrastructure investment (MCA)

End Users = Analysts & Managers

Other Excellent Statistics to Use

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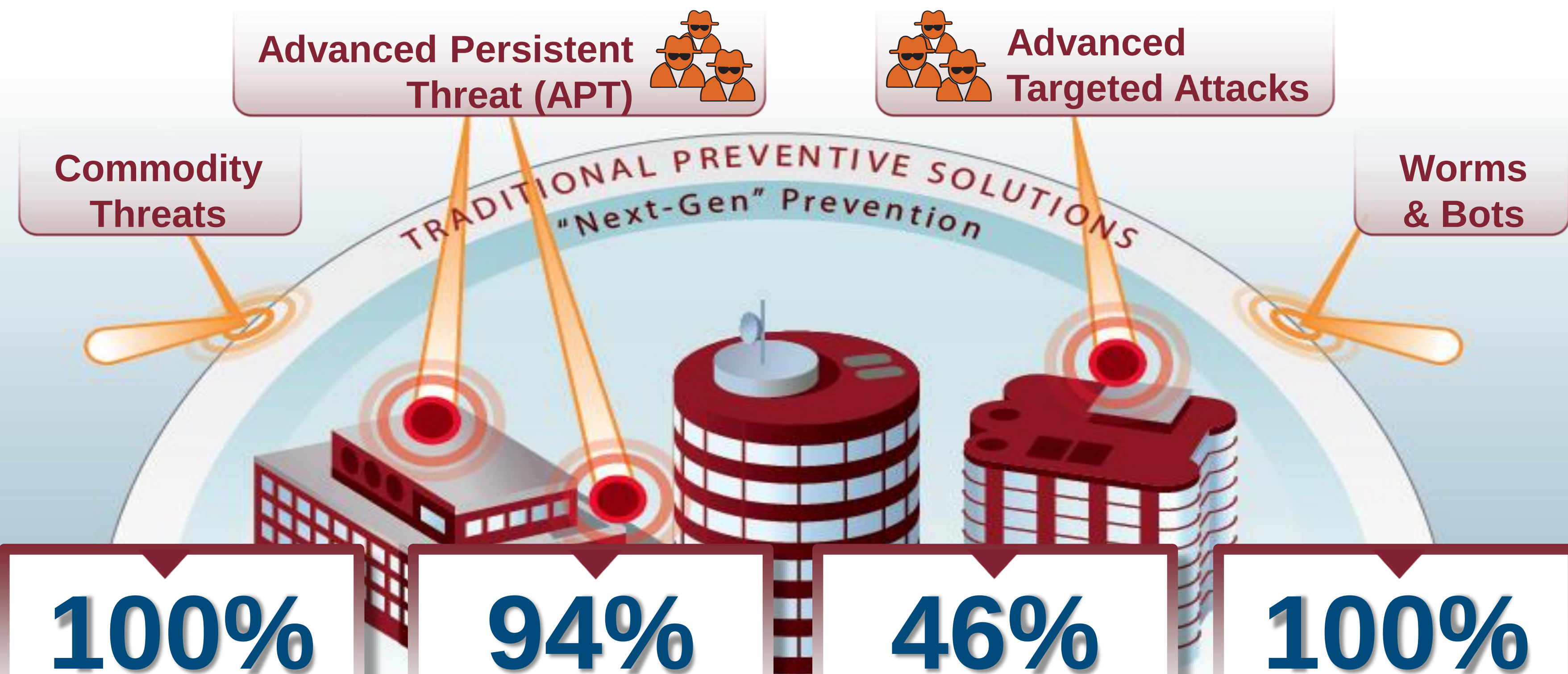

100%
Of Victims Had Up-To-Date Anti-Virus Signatures

94%
Of Companies Learned They Were Breached from an External Entity

46%
Of Compromised Systems Had No Malware on Them

100%
Of Breaches Involved Use of Stolen Credentials

Source: Mandiant M-Trends 2012

Other Important emails

C-Level Event Calling Scripts

Objection Handling - MIR

Objection Handling - MCIRT

Non Product Specific Objections

Important Objection Handling Tips

Objection Summary

Face to Face Objections	Telephone Objections	
Price Objection ▪Statement -Your price is too high ▪Responses -Value -Total cost of ownership	**Competition** ▪Statement -We're happy with our current provider ▪Responses -Compliment -Supplement	First
Will it work? ▪Statement -Do you have experience in our industry? -We've had bad experiences with your co. in the past ▪Response -Use relevant customer reference stories	**Not now** ▪Statement -No need, interest or budget -Send something in mail ▪Response -Use questions to get appt.	Second

Objection Summary

- There are only four objections
- The key to objection handling is to be prepared
- Try to turn around each objection twice
- Put the prospect back into our Long Term Follow-Up Cadence
- Use a follow up email to support or reinforce your position
- The objective is to get an appointment for your AE

Objection Handling – The Basics

Other Useful Objection Handling Scripts