

NORTH AMERICAN CYBERSECURITY COUNCIL - NACC

B U S I N E S S P L A N

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Goals

Helping our members build industry leading cybersecurity best practices by offering world-class resources that are easily available and readily accessible.

Mission Statement

To **inform, educate, and empower** our valued members on the current and emerging cybersecurity landscape.

INFORM. EDUCATE. EMPOWER.

Here's what we can all agree on when it comes to cybersecurity:

- It's advancing at unprecedented levels.
- Threats are growing larger in scale each year.
- It's a rapidly changing, complex environment.

Inform. Offer organizations expert guidance, recommendations, and support.

Educate. Provide organizations with a wealth of expert knowledge regarding today's current and emerging cybersecurity issues, trends, threats, and best practices.

Empower. With the knowledge accumulated, give organizations the power they need to make the best decisions for their organizations.

While North America has its fair share of organizations, groups, and trade shows that focus on emerging businesses, the NACC stands front and center. We are the leading voice when it comes to existing and emerging issues and best practices with today's growing and complex cybersecurity challenges.



Executive Summary

The North American Cybersecurity Council is a bold proposition to aggregate marketing offerings into a single, world-class organization which will serve as the nation's leading advocate and partner for organizations to overcome emerging cybersecurity challenges. Through providing education and resources, the NACC can inform and empower organizations to build best practices into their businesses. To date, no organization is able to meet the growing needs of businesses facing mounting ambiguity and stakes in the realm of cybersecurity. As laws, regulations, and policies develop to meet the challenges of increasingly sophisticated threats, many organizations have been left behind in understanding how to build the programs they need in order to protect themselves. The NACC aims to be a one-stop-shop for such organizations through offering core services and products through our membership tiers. In exchange for annual membership, members will be able to access our best-in-business training, experts, reports, and our world-class resource portal to help them build better cybersecurity programs. Members will also be able to access other services in the future, including consulting, advocacy, in-depth research, and referrals to help connect them with experts in the field of information security, cybersecurity and data privacy. These core offerings and services from a single organization is an unprecedented opportunity for businesses to get access to the resources and expertise they need to protect their business from emerging, persistent, and sophisticated threats. The NACC is designed to fill that market need through making information security, cyber security, and data privacy resources accessible and available at a low membership price.

While the NACC offers a unique opportunity and value-proposition through its selection of core offerings, its business model is tried-and-true. Many industry professional organizations are primarily membership based, with members able to access organizational resources and expertise. The strength of this business model is that it can scale very quickly if the organization can offer strong products at a good price point and develop an effective marketing plan. What makes the NACC different is the strength and variety of its core offerings to meet industry needs. The core offerings of the NACC are designed to provide a high return-on-investment to its members through making resources understandable and accessible. Through online distribution methods, the NACC will be able to quickly expand to long-term viability by bringing in annual members who need access to the NACC's products and services. Memberships provide a reliable source of passive profit which can be used to improve and add more services and offerings to address emerging industry challenges. With sufficient start-up capital, the NACC will be able to quickly build the starting team and infrastructure base to get our offerings to market by the end of 2021. We will then be able to scale rapidly through profit generated by membership fees. We assume an initial starting budget of about \$2.5 million USD per year and are seeking an initial investment of \$10 million USD to build the NACC's base. With our price model for memberships, the NACC can easily reach self-sustainability in two years through signing up around 1100 corporate members. With a solid technical and business infrastructure underlying the core offerings of the NACC, we think such a goal is more than achievable and we expect to reach even higher membership numbers given the strength of our core offerings. The NACC represents a massive, untapped market potential to improve North America's cybersecurity posture through industry engagement and coordination.

Company Description

The NACC is an organization based out of Austin, Texas and organized as a Delaware LLC. It has two founding members, Charles Denyer and Nate Woodford. For the last two decades, Mr. Denyer has worked with hundreds of US and international organizations in helping them obtain a true competitive advantage with cybersecurity, data privacy, and regulatory compliance. Mr. Denyer is also a frequent guest speaker to organizations all throughout North America, while also providing essential national security, cybersecurity and advisory services to some of the world's most recognized brands.



Mr. Woodford is an attorney who has spent his career working for start-ups and defense contractors in the space and aerospace industries, focusing both on regulatory compliance and corporate practice, and helping these organizations navigate the developing cybersecurity regulatory landscape and building their programs from scratch. On top of his Juris Doctorate, Mr. Woodford also has a Master of Laws in Space, Cyber, and Telecommunication Law and a Master of Professional Studies in Cybersecurity Strategy and Information Management. Focusing on how lawyers need to understand the technical aspects of the policies they create and the advice they give, Mr. Woodford brings an interdisciplinary approach to information security, cybersecurity, and data privacy to the NACC.



Together, Mr. Denyer & Mr. Woodford bring a wealth of industry knowledge and expertise as well as insight into the unique challenges faced by companies looking to build their information security programs, as well as the challenges faced by students and industry professionals. This insight and experience led to the formation of the NACC, as a way to help build and empower organizations, students, and professionals to learn about information security, how it impacts businesses, and give them the tools and resources to improve themselves and their organization's knowledge and expertise in information security.

Austin is also arguably the hottest tech town in America, and it's only beginning to see its true potential. With the move of Tesla to Austin, coupled with huge, secondary locations for the likes of Apple, Google, Facebook and many other Silicon Valley companies, having the corporate headquarters for the NACC is an incredibly advantageous location. Technology is fast becoming a leading sector in Texas, and Austin will continue to lead the charge for the entire Lone Star State, and North America.

The NACC will be able to leverage our physical location by creating meaningful, lasting, and longstanding relationships with many of Austin's – and Texas' – leading companies. But the growth in Austin – and Texas – isn't just limited to technology. Scores of other industries are coming also, giving the NACC even more visibility and opportunities when compared to other

physical locations. As Austin continues to grow in stature, so will the NACC, making our location in Austin a solid choice, both short-term and long-term.

Market Analysis



In terms of market analysis, the need for such an organization such as the NACC has never been greater. Organizations are under constant assault from growing cybersecurity threats, yet these very organizations have inadequate staff and resources for protecting their infrastructure. What's worse, organizations are also unsure of where and who to turn to for cybersecurity help. The threats are only going to increase in terms of regularity, forcing organizations to get serious – once and for all – about cybersecurity.

With the growth of the Internet of Things (IoT) and Artificial Intelligence (AI), cybersecurity now affects almost every facet of our life. Because of this, a need exists for such an organization to help promote and foster cybersecurity awareness in every aspect. Many of today's current cybersecurity organizations only offer a few of the countless products and services envisioned by the NACC. Moreover, these organizations only cater to a specific industry size, profile, or niche, thereby failing to address the concerns of the broader business community.

As our research has shown, when looking across the spectrum of current cybersecurity organizations, not a single provider exists that offers what the NACC seeks to offer. Our comprehensive set of products and services will greatly compliment a marketplace that is growing at an astonishing pace each year. The global market for cybersecurity software is predicted to grow from \$183.2 billion in 2019 to \$230 billion in 2021, attaining a 12% CAGR in the forecast period.

Concerning the broader IT market, for which cybersecurity is clearly a part of, Gartner is projecting total worldwide IT spending to reach \$3.92 trillion in 2021, up 6 percent compared to 2020 when organizations paused IT spending in certain areas due to the global COVID-19 pandemic.

Additionally, according to Gartner, all IT spending market segments will return to growth this year in contrast to 2020 when each segment saw overall sales drop single digits. This illustrates a robust need for an industry spanning organization like the NACC who can provide full spectrum services for organizations of all sizes. By bringing together members and stakeholders from industry, government, and education and providing them targeted, high value resources, the NACC has a chance to make an enormous impact on the market.

Competitors

The following organizations are looked upon by the NACC as viable entities offering a varying degree of products and services relating to the broader cybersecurity market. Because of the NACC's unquestioned confidence in our business plan, we see these entities not in terms of competitors, rather, organizations that are providing potential like-minded offerings:



www.cyber-center.org



www.isaca.org



www.issa.org



www.knowbe4.com

None of these organizations can provide the full-spectrum service that the NACC aims to provide, but has demonstrated expertise in various areas. The NACC views these organizations as partners, potential customers, and content providers who can help grow the NACC's offerings and services in exchange for providing them a broader customer base to access.

Strategic Partners

In keeping with the NACC's values of education, information, empowerment, and access, the NACC views developing strategic partnerships across industry government, and higher educations as paramount to developing and maintaining world-class expertise in cybersecurity. The NACC aims to bring together a diverse array of stakeholders at all levels of maturity, size, and sophistication to create a true forum for advancing the country's collective understanding of cybersecurity issues and best practices in the emerging threat environment. Some of the key stakeholders include:

- **Fortune 500 companies.** Texas is home to many Fortune 500 companies, including Exxon Mobil, AT&T, Phillips 66, Valero Energy, Dell Technologies, Sysco, Energy Transfer, American Airlines Group, and ConocoPhillips. These companies have established Texas offices and several other companies like Apple, Tesla, and BAE Systems are building or will build facilities in Austin, Texas. These companies provide strategic value to the NACC in two ways. First, these companies face a massive amount

of cybersecurity threats everyday due to the value of their business and assets. The NACC's membership model can help lower the cost of access to cybersecurity resources and expertise to these companies, so they make a natural customer base for the NACC. Second, the NACC can partner with these companies to define baseline best practices for other customers and begin to build a network of business mentors and exemplars for other businesses on 'how to do' cybersecurity well.

- **Small and Medium sized businesses.** Small and Medium sized businesses traditionally struggle with meeting cybersecurity standards and building strong programs. In our experience, this is due mostly to a lack of expertise and program maturity rather than a fundamental disparity in resources. The NACC's founding members have much experience in helping small to medium sized businesses build stronger cybersecurity programs. These businesses will provide a robust customer base and will be key strategic partners in expanding the NACC's reach and impact into the North American supply chain.
- **Defense contractors and the Defense Industrial Base.** With the Cybersecurity Maturity Model Certification (CMMC) being implemented by the Department of Defense, all defense contractors and companies servicing the DIB will need resources and expertise in cybersecurity to continue to do business. This represents both a massive business opportunity for the NACC and a large number of partners to bring in outside expertise and opportunities for our members. .
- **Certified Third Party Assessment Organizations.** With the CMMC being implemented over the next five years and hundreds of thousands of government prime and subcontractors in need of third party certification, there will be many C3PAOs coming into businesses to provide the critical assessment services. These organizations will be natural partners and customers for the NACC.
- **Cyber Insurance Providers.** One of the NACC's long-term goals is to tie our certification model with discounted rates from insurance providers as a service to our members. The global cyber insurance market size is expected to grow to USD 20.4 billion by 2025 from 7.8 billion in 2020. This is a rapidly expanding market as companies realize the need to cover the risk of cybersecurity incidents and data breaches with insurance policies, liability protection, and indemnification. Much like other insurance markets, we believe that testing and certifications (e.g. the NACC's Cybersecurity "Seal of Approval" Certification for Businesses) can provide value through proving to insurers that holders of the certificate are at lower risk and thus should be charged lower premiums. The benefit of lower premiums will also incentivize members to pursue certification. The insurance providers would then be natural partners for the NACC in building content and resources as they get the benefit of an expanded customer base, while members get the benefit of liability protection and lower insurance premiums.
- **Policy Think Tanks and Advocacy Organizations.** One of the NACC's long-term goals is to become one of the nation's leading voices for policy development in information security, cybersecurity, and data privacy. Lobbying and policy development are not within the NACC's planned core competencies in the initial phases of the organization's development, so building partnerships with Think Tanks and other Advocacy organizations will be important to expanding the NACC's footprint.

- **Government Agencies.** The NACC is all about expanding access to cybersecurity resources and expertise for its members, and this includes helping industry and companies build relationships with government regulators and policy setters, including the Department of Homeland Security, Department of Defense, Federal Bureau of Investigation, Federal Trade Commission, Department of State, Department of Commerce, and the Securities Exchange Commission. U.S. Government agencies have developed different cybersecurity standards, policies, and regulations, but have not developed a good framework for industry engagement, preventing the “whole of country” approach to cybersecurity that U.S. government policies say is necessary to secure U.S. interests against Advanced Persistent Threats. The NACC will be the bridge between government agencies and industry to provide a framework for the dialogue and coordination that needs to occur in order to secure American businesses from emerging cybersecurity threats.
- **Educational Institutions and Nonprofits.** As part of its goal to educate and inform, the NACC plans to be extensively involved in education and student engagement. The NACC plans to offer both student and university membership tiers and specific services to students. This engagement is important to train the next generation of cybersecurity experts who will need to fill the growing need for organizations and businesses to have cybersecurity professionals on staff. The NACC will need to partner with universities, educational institutions, and nonprofits to help build these educational programs and student resources.



The NACC's membership model and diverse offerings provide a versatile platform for coordination between industry, government, and educational stakeholders to build a truly world-class

organization which promotes the strength of American business through educating and empowering organizations and individuals to build better cybersecurity programs.

Value Proposition

One-of-a-kind. No other organization provides the variety, strength, and depth of expertise and resources that the NACC can bring to the table. Our offerings are designed to meet industry and individual need, cutting out extraneous services and offerings for which other organizations charge a high price.

First to Market. There is no question the market is moving towards an organization like the NACC. The industry need is too high for the vacuum to remain unfilled. The NACC has the in-road to be the first to market and become a leading organization in the country's information security field.

One-stop-shop. The NACC's resource portal and other offerings are designed to be a one-stop-shop for its members. While other organizations can provide select services, no other organization can claim to be the same targeted selection of products and services that individuals and organizations need to build their knowledge based and improve their programs.

Return-on-investment. Other organizations charge obscene amounts of money for consulting fees, training, seminars, or other resources. By providing access to these resources through a membership service, the NACC drastically lowers the cost of access for these resources, which provides a high rate of return-on-investment for both organizations and individuals.

World Class Resources and Expertise. The founding team brings together truly world-class expertise and experience. Most of the resources which will be accessible through the NACC resource portal have been drafted by Mr. Denyer over his career helping organizations build better cybersecurity programs. Through Mr. Denyer, the NACC has access to over 5000 pages of policy documents which will be made accessible to its members. This is a truly world-class offering that both organizations and individuals will find value in using.

Corporate Membership

Research shows that organizations are unclear as to many facets relating to the broader topic of cybersecurity. From training to obtaining world-class documentation, understanding emerging cybersecurity threats – and more – organizations would greatly benefit from membership to the NACC. With a corporate membership, organizations will have access to a wide range of NACC resources. Additionally, corporate membership pricing would be scaled based on company size. Currently, the NACC envisions the following corporate membership types:

- 0 – 50 employees
- 51 – 100 employees
- 100 – 250 employees
- Over 250 – 1,000 employees
- Over 1,000 employees (generally tailored towards publicly traded companies)

Individual Professional Membership

If there is one thing every business professional is demanding – regardless of industry or sector – it's having a sound understanding of today's current and emerging information security, cybersecurity, data privacy, and compliance issues. An individual membership to the NACC affords professionals access to a world-class resource portal with thousands of pages of documents, training & workshops, and much more.

Currently, the NACC envisions the following individual membership types:

- One (1) Professional membership category.
- Price: \$199.00

Student Membership

Industry forecasts show an incredible demand for cybersecurity professionals, and with the current shortage of IT experts, the demand will only increase.

Currently, the NACC envisions the following Student membership types:

- One (1) student membership category.
- Price: \$59.00

University Membership

Institutions of higher education will be offered membership to the NACC. Membership effectively allows a university's respective student body to have an individual membership, along with access to a job bulletin board, forum, and other resources.

Currently, the NACC envisions the following university membership types:

- Membership based on size of student body, for which a university can purchase blocks of approximated student memberships for which they envision for their respective student body.

Non-membership

Non-members will be able to access the public facing content and social media sites of the NACC. The ultimate goal for nonmembers is to use our public, no-cost content to generate interest and upsell them into membership tiers or other services. Our goal is to sell something to every individual who visits our website, whether that be future interest, membership, or additional services. We want all visitors to take away something of value to them, so our content is designed to generate interest and investment by nonmembers in the NACC with the ultimate goal of converting them to full membership to access our other offerings, products, and services.

Certifications

There is a tremendous need for certification as the following statistic validates how certification is often looked upon as an important and necessary element in today's professional workforce.

“93% of IT decision-makers believe a certified team member brings added value above and beyond the cost of certification.” – globalknowledge.com, 2019.

The NACC envisions the following types of core certifications:

- Certified Information Security Professional (CISP)
- Certified Cybersecurity Professional (CCP)
- Certified Data Privacy Professional (CDPP)
- Certified Information Security Legal Professional (CISLP)
- Certified Cybersecurity Insurance Professional (CCIP)

From a content perspective, the above referenced certifications will be aimed at cyber, privacy, and compliance professionals seeking an initial or an additional certification for validating their expertise, as well as providing professionals in related disciplines the opportunity to show their expertise in information and cyber security. The NACC seeks to promote these certifications as top-tier certifications, those on par with existing certificates offered by other organizations.

Foundational Certification - quick 20 question, 60 minute exam.

For individuals just entering into cybersecurity, or who initially do not have the time to pursue one of the NACC's more rigorous certifications, the NACC will thus offer three (3) foundational certificates. These will allow essentially anyone to sign-up – for a small fee – and enroll into such courses:

- Information Security Foundational Certificate (ISFC)
- Cybersecurity Foundational Certificate (CFC)
- Data Privacy Foundational Certificate (DPFC)

Cybersecurity “Seal of Approval” Certification for Businesses

For businesses, generating a record or proof that they meet minimum cybersecurity practices is becoming increasingly important. Vendors and customers are beginning to require proof of minimum competency in cyber security, investors conduct information security due diligence as part of mergers and acquisitions, and regulators are emphasizing minimum competency. With the way the laws and regulations are heading, poor cybersecurity practice could become an area of increased litigation and liability for companies in the future, so we are establishing a base certification for businesses to show they have met minimum practices and done their due diligence as proof to their customers and vendors, investors, and/or regulators. This would be like our Foundational certification, a quick 20 question, 60-minute exam, which gives businesses a pass/fail on minimum cybersecurity practices. This will be available for free to members and at a cost for nonmembers. The goal for this certification to become recognizable throughout the industry as proof of minimum competency, and to encourage those nonmember businesses who fail to become members in order to improve their cybersecurity programs.

Training & Webinars

Webinars are another great avenue for promoting the NACC. As our user base of members grows, this will become a key feature of membership for all (i.e., individual, corporate, university and student). The COVID 19 pandemic has forever changed how America works, pushing webinars into the forefront for training and educational purposes. The goal of the NACC's webinars are to have our subject matter experts deliver high-quality education and training without our valued members leaving their home or office. Additionally, in today's digital world, webinars provide one of the best avenues for communicating and interacting with users.

Security Awareness Training

Every organization - regardless of size, industry, or location - can benefit, and often needs, security awareness training. The NACC seeks to design a comprehensive set of security awareness training courses based on the foundational principles of Information Security, Cybersecurity, and Data Privacy. Each of the courses will be designed with current industry issues, trends, threats/concerns, and best practices. Currently, there are a number of security awareness training providers - however - due to the growing need for such training, the market can easily absorb additional organizations offering such services. Entry point for market penetration for the NACC would be three (3) foundational security awareness training courses, followed up with specific security awareness training courses on a wide range of specific InfoSec, Cyber, and Data Privacy topics. It is important to note that while the NACC promotes itself as a cyber-driven council, there is a tremendous crossover with Information Security and Data Privacy.

Additional topics that would result in specific security awareness training courses include ransomware, malware, phishing, and literally dozens of other courses. There is real potential here to create a massive security awareness training portal that would generate significant revenues for the NACC.

Resource Portal

The NACC will offer a Resource Portal consisting of over 5,000 pages of policy templates, checklists, helpful guides, and so much more.

Specifically, the Resource Portal will include, but is not limited to, the following materials:

- Essential forms and checklist for today's demanding compliance frameworks.
- AWS and Microsoft Azure Cloud computing documentation for building incident response plans, performing risk assessments.
- Industry leading toolkits for today's growing list of compliance regulations and frameworks, including FISMA, DFARS NIST 800-171, CMMC SOC 1, SOC 2.
- Toolkits for 23NYCRR 500, SEC Cybersecurity, GLBA.
- Business Continuity/Disaster Recovery Planning (BCDRP) programs.
- Risk Assessment tools and programs for every major industry/sector.
- Security awareness and training programs for PCI, HIPAA, Banking/Financial.
- Comprehensive PCI DSS compliance toolkit with hundreds of pages of material.
- The world's most in-depth GDPR toolkit containing dozens of policies, forms, and templates.
- Over 600 + pages of the very best ISO 27001/27002 documents.
- More than 100 + stand-alone InfoSec policies.
- And so much more!

Workshops

Workshops – instructional online classes relating to any number of cybersecurity topics – would create immense value to our valued member base. With increasing cybersecurity threats and risks now facing organizations – and with these very organizations having little to no knowledge on cybersecurity best practices – workshops would create tremendous value in terms of an efficient, effective, and productive online learning venue. In terms of structure and content, the NACC workshops would be developed with any number of online course solutions available to the marketplace, allowing for a collaborative learning environment between the NACC and its valued member base. As with anything offered by the NACC, the ultimate goal is to provide unparalleled, expert subject matter content whereby our members perceive value. Workshops would provide such value, and with a plethora of content that can be developed, this strategically important offering must be developed to the fullest extent possible. Additionally, with many of today's online tools, the NACC workshops would be available for view at any time and would also

serve as a significant revenue generator to non-members seeking to learn valuable cybersecurity skills.

Professional Forum

In addition to its Resource Portal, the NACC will provide a professional forum for its members to post questions and discussion topics. This will encourage active discussion and engagement between members and build networking relationships to help get members invested in the NACC's activity.

Publications & Reports

Official NACC Annual (2021) Cybersecurity Handbook

The NACC Annual Cybersecurity handbook will serve multiple purposes. First and foremost, it will offer a comprehensive overview of cybersecurity - in essence - a publication on the broader topic of cybersecurity. This will essentially be similar to an educational publication that is often seen in the marketplace. Second, because of the comprehensiveness of the material, it will serve as the official training guide for all of NACC's certifications. Envision this book to be approximately 500 + pages in length, available for digital download and also sold on Amazon.com, along with being offered to our valued members.

Official NACC Annual (2021) Cybersecurity Report

Key to gaining market penetration, name recognition, and much-need credibility, is the importance of having an annual NACC Cybersecurity report. Many of the country's top cyber organizations in fact have such reports in place. Entities such as FireEye, Voronis, Sophos - and countless other entities - have been able to effectively use such reports for successfully establishing themselves in the marketplace.

Currently, Mr. Denyer has been working on a 2021 Cyber Report - something that can be carried over to the 2022 period, if necessary. The **current report is approximately 15,000 words long and 30 pages in length**. Additionally, once the report is primed and developed for the initial year launch, then only incremental changes are needed for keeping it up-to-date with changing cybersecurity issues.

Alerts & Bulletins

One of the most important measures any organization can undertake in terms of cybersecurity awareness is keeping abreast of current issues, topics, and threats that can severely impact the safety and security of an entity's information systems. Having an alerts & bulletin offering from the NACC would be extremely beneficial to our valued members. Additionally, an alerts & bulletin offering would create additional online visibility for our organization, effectively positioning the

NACC as an expert cybersecurity authority, along with offering a new – and alternative – alerts & bulletin offering when compared to the current marketplace. US CERT has long been the dominant force, providing visitors with a wealth of alerts and related InfoSec and cybersecurity bulletin board offerings.

Additionally, vendors provide security alert notifications, but with limitations. With only one true provider in the marketplace (US CERT), the NACC has a tremendous opportunity for gaining market share in the underserved area of cybersecurity. As the NACC's alerts & bulletin's offering gains ground and online visibility, this in turn should lead to additional opportunities for growing our member base.

Core features of the NACC's alert & bulletin offerings would consist of pulling in RSS feeds from all major technology vendors, in effect, providing up-to-date information on current security patches and other security offerings.

Consulting

With the expertise available from various personnel employed at the NACC, possibilities would exist for potential consulting services, but they would be limited, and would be priced aggressively in terms of fees. While the NACC will advertise such services on its website, it will not actively market them as bandwidth challenges in terms of consultants would prohibit a full-scale consulting model to be built, at least in the near-term. Should revenues from membership and other services allow for building a consulting practice, the NACC would logically investigate such opportunities.

Student & University Services

In addition to the resource portal and other membership benefits, students and universities will have access to specific resources designed to benefit students as they pursue careers in cybersecurity. These include access to an NACC job board, NACC student forum, NACC clubs, NACC mentorship network and other educational resources targeted at students looking to build a career in cybersecurity. The NACC will also be forming a 501(c)(3) nonprofit branch to build and staff these services to expand the range of activities and programs in which students may participate, such as internships, externships, and experiential learning.

Future Services

The first phase of the NACC's business plan is to establish the resource portal which will be accessible to vendors and begin producing content for its members. This includes the training, certification course, annual handbook, and annual report, as well as the education resources like the job board and forum. In the second phase of the NACC's expansion, the NACC will begin adding additional services to scale.

Referrals

One service the NACC plans to pioneer as it expands is a referral service. This service will be an add-on to base membership and will be built from the NACC's members. As the NACC cycles through rounds of certification exams, this will generate a list of organizations and professionals who have been certified as cybersecurity experts. One of the benefits of completing a NACC certification course will be participation in this program. This program will connect organizations and individuals who are looking for cybersecurity experts with NACC certified cybersecurity experts. Since the NACC will already be certifying such experts, the NACC will naturally have access to data points from which the referral program can build. The NACC's business model will create a bank of certified cybersecurity professionals, so it is a natural extension to build a referral service that can connect members looking for cybersecurity professionals with NACC certified professionals. As an add on service, the NACC would charge both those who are looking for a referral and those who would be listed in our referral service. Also, if a successful referral were made, the NACC would charge a certain percentage of the fees charged by the certified professional (for example, a portion of the consulting fee charged by a contractor to a member who was referred to them by our referral service).

One area which illustrates how this service can expand is the area of referrals for legal services. Law firms and solo practitioners are always looking for new clients. The NACC can offer them access to resources, training, and certifications which make the law firm or practitioner a certified cybersecurity professional. This would likely be done through expanding our core certification offerings to offer specific certifications for lawyers (e.g. a basic cybersecurity literacy certification, a cyber law certification, and/or a data privacy law certification). After completion of the certification, the lawyers would be eligible to participate in the referral program. If a member were seeking legal representation in a matter related to information security, the NACC could then connect the member with our bank of certified lawyers and law firms, charging both the referred and referral for the service. If a successful referral is made, then the NACC steps back and a client relationship could form between the member and the certified professional. As part of the referral contract, the NACC would earn a certain percentage of the legal billing to the member. This example illustrates how profitable the NACC can be a facilitator and network for cybersecurity professionals and industry members.

Research & Advocacy

The NACC plans to become the leading voice in North America on cybersecurity issues. Cybersecurity is increasingly driven by policy and regulations as laws begin to catch-up with the unique technological problems of the digital economy revolution. The NACC believes that part of being a world-class organization which empowers its members to build better cybersecurity programs is understanding and shaping the emerging issues and laws which affect the standards and practices our members must pursue to protect their own and the country's interests from cybersecurity threats. This requires having a research and advocacy capability to connect with legislators and regulators so that our members have insight and input into the formation and reformation of cybersecurity laws, regulations, and policies. This is not a service the NACC will

offer immediately, but we consider it a core competence that is a high priority to develop in Phase 3 and beyond of the NACC's growth plan. This will also likely require the NACC establishing a presence in Washington D.C. at some point in the future.

Content



One of the most effective, long-lasting – and credible strategies – for creating brand awareness for any type of organization is developing well-written, thoughtful, professionally developed content. Content, in its most simple format – consists of blogs, white papers, case studies, press releases, guest bloggers, along with proven strategies for creating massive amounts of content. While the NACC will be publishing an annual cybersecurity handbook and an annual security report, additional measures are needed for ensuring content is produced on a regular basis and syndicated throughout various online platforms.

The more users find and engage with the NACC's content, the more opportunities the NACC will develop in terms of converting online searchers into paying members, or at a minimum, having users sign up for NACC's products and services offerings.

The goal of content is simple – convert online searchers to members, and with a healthy mix of blended content types (those discussed earlier), the NACC can achieve widespread success in terms of growing the organization's online presence. The various types of content to be developed by the NACC will consist of the following:

Blog: One of the most fundamentally important measures in keeping members abreast of the NACC's activities is a blog. Blog content will be researched, written, published – and syndicated onto other platforms – by NACC's in-house content writers. Additional benefits of blogging include capturing the audience of a wide range of online users searching for topics relating to the broader subject of cybersecurity. Blogs are often referred to as the lifeline and the bread and butter of an

organization's online presence. The greater number of blogs posted, the more avenues of opportunities for generating conversion with online users.

The NACC content team would be engaged in a heavy blog campaign, turning out approximately three (3) to five (5) blogs a week, as this will be necessary for creating our online presence. Additionally, the NACC's blogs will adhere to a carefully crafted strategy that includes the use of long-tail keywords, minimum blog length (700 – 1,200 words), infographics, and related Call-to-Action (CTA) measures.

Many notable organizations have built a strong online presence with a well-developed blogging strategy, the very strategies that will be employed by the NACC.

White Papers: Content developed specifically for white papers is yet another excellent avenue for creating a strong online presence for the NACC. With such a vast number of topics to write on when looking at the broader subject of cybersecurity, the NACC's in-house development team will be tasked with developing an aggressive white paper content development strategy. Much like blogging, the NACC will produce and publish white papers on a consistent basis, helping keep our valued members abreast of current cyber issues, while also driving additional online users to the NACC's website. White papers do take additional time to develop in comparison to blogs, and are also generally longer in length, thus, the NACC will seek to publish one (1) white paper per week from our in-house content developers.

Press Releases: Because of the algorithm ranking afforded to many of the top public relations firms that offer press releases packages, the NACC will seek to publish relevant press releases on a consistent basis. As the NACC products and services offering grow, press releases will be a fundamentally important component of helping drive additional online visibility to our organization. When written, distributed, and syndicated correctly, press releases can generate a significant number of new visitors to the NACC's website, with – once again – the potential to convert such users into paying members, or for other ancillary services.

Guest Bloggers: Another excellent avenue for generating content and online visibility for the NACC is offering opportunities for guest blogging. With specific guidelines established, guest bloggers can add a tremendous amount of content for the NACC. And with a win-win scenario – the NACC is given content and the guest blogger is growing his/her brand – guest blogging is one of the fastest, most affordable, and easiest ways for developing content. Similar to that of other avenues of content, the NACC's in-house content specialists (i.e., content developers, proofreaders, etc.) will work with guest bloggers on a regular basis.

Podcast: Podcasts are one of the fastest growing content platforms, thus, the NACC will actively be developing our own podcast channel covering a wide range of cybersecurity related topics. Additionally, hosting other podcasters on the NACC podcast, along with being selected as a guest on other podcasts, will help in creating yet again additional online brand awareness. Charles Denyer will take the lead in terms of podcasting as the main voice for the NACC. As with any

content platform, consistency is the key to success, thus, Mr. Denyer will conduct, at a minimum, one podcast a week on a selected cybersecurity topic.

Prizes: Yet another avenue for generating additional content is prizes. Offering up today's latest tech gadgets - such as iPads, MAC computers, etc.) is a great way to obtain literally hundreds of articles on topics related to the broader subject of cybersecurity.

Marketing Plan



Key to both short term and long-term success of the NACC is a comprehensive, across the board marketing campaign, one that delivers a constant stream of material to a wide spectrum of digital and traditional media outlets. By combining both media outlets, the NACC can pursue blanket coverage for all areas needed for creating visibility, brand awareness, and ultimately, membership enrollment and retention.

Pay-per-Click Marketing: Using Google Pay-per-click - and other related marketing strategies - will be critical to driving additional brand visibility online. Specifically, a well-developed and well-executed PPC campaign can target any number of competitive, long-tail keywords related to the broader topic of cybersecurity.

Organic Search Marketing: Organic search marketing will consist of developing thoughtful, highly relevant blogs and white papers - all posted onto the NACC website. Such content will be developed after conducting extensive keyword research, and will include well-written, carefully curated content that encompasses the following attributes for ensuring high-rankings with Google's ever-changing algorithms:

- Title Tag
- Meta Description
- Meta Keyword

- H1
- 500 - 700 words long
- H1 and H2 Headers used throughout the webcopy
- Link to the online training
- Link to the classroom seminars

Video Marketing: Video marketing, specifically, developing short, succinct, and highly targeted YouTube videos will allow the NACC to create much-needed online visibility. Thus, the NACC will develop a specific YouTube channel, developing videos on a regular basis. Additionally, as part of the NACC's video marketing campaign - and similar to the below referenced social media marketing strategies - video marketing tactics will also include engagement and interaction with similar videos, thus, creating additional online visibility.

Social Media Marketing: The NACC will embark upon a comprehensive social media marketing campaign that incorporates the likes of Facebook, Instagram, LinkedIn, and Twitter. These four (4) social media giants will allow the NACC to capture our intended audiences. Additionally, for each of these respective social media platforms, specific campaigns will be built out that include, but are not limited to, the following (1). Ad spending. (2). Business and event pages (3). Regularly posting of highly relevant NACC content. (4). Engagement and interaction with similar posts and entities for creating additional online visibility.

Operational Plan



The NACC has the potential to scale quickly, but plans to start small to ensure long-term sustainability. The NACC takes a phased approach to operations and development. Phase 1

focuses on building the team and starting offerings, including hiring the initial team, setting up the resource portal, building out our core services, publishing content and ramping up marketing. This phase is about building the infrastructure using our startup funding to enable successful expansion into phase 2.

Phase 2 focuses on expansion and begins when the NACC infrastructure is ready to enter the market. We have aggressive business goals in this phase to scale quickly through our marketing strategy, pursuit of strategic partnerships, generating interest and nonmember traffic, and selling memberships and providing access to our core services and offerings. In this phase, we aim to sign up as many members as possible to generate passive income, build our brand, and prove out the quality and value of our core offerings like the resource portal, training, and certifications. This phase will also see the development of long-term partnerships and expansion of the team to scale with increased operations and revenue. By the end of the second phase, the NACC should reach self-sustaining profitability and begin building some of the other services on top of our core services to enable the NACC to be the dominant market force in our target niche.

Phase 3 focuses on repeatability and consistency. After the initial phase of expansion and signing up members, our goal is to retain a high percentage of these members annually while signing up more members as well. Keeping members invested in the NACC through renewing their annual membership will be the most important factor in guaranteeing long term viability of the NACC's business model. Success in this phase is dependent on retaining old members as well as expanding our memberships numbers, building on strategic partnerships developed in phase 2, and building out future service offerings. We will measure success in this phase through the completion of several cycles of annual membership retention, building or strategic partners, and hitting our content publication and marketing goals.

Phase 4 focuses on maturity and market dominance. In this phase, we plan to build upon the solid foundation developed in the first three phases by leveraging our growing revenue, solid member base, and strategic partnership to expand our service offerings into ambitious new areas like establishing our referral program and beginning to enter the realm of advocacy, research, and policy development. In this phase we move from informing and educating our members to truly empowering them through facilitating coordination and discussions between our industry members and government stakeholders to help drive cybersecurity laws, regulations, and policy development. With the achievement of phase 4, the NACC will reach its initial operational and strategic goals.

Startup Expenses and Capitalization



Personnel

Personnel represent the single biggest start-up expense for the NACC. The NACC needs a team of about a dozen people to establish operations, build content and offerings, and pursue business development and other expansion opportunities.

Management Team

Mr. Denyer will be the Owner, Managing Member, & President of the NACC and will be its face and voice. Mr. Denyer brings decades of experience in cybersecurity to the table along with over 5000 pages of content he has personally created for the resource portal. With his reputation, experience, and connections, Mr. Denyer will helm the NACC and develop its content, resources, and service offerings for members and nonmembers, while also managing the marketing, public relations, and other external facing efforts.

Mr. Woodford will be the Owner, Managing Member, & Director of Operations and Legal for the NACC. Mr. Woodford will bring his experience and knowledge as in-house counsel to handle the

corporate and team infrastructure of the NACC, contracts, and other operational and legal issues. Mr. Woodford will also bring his perspective as a cybersecurity lawyer to help build content from the perspective of law, regulations, and policy.

Together, Mr. Denyer and Mr. Woodford will be jointly responsible for managing the NACC team as well as general business development activities. The planned starting salary for both is \$300k USD.

Business Development

NACC needs at least two business development specialists to solicit members, establish customer relations, and secure income from membership generation. The NACC is targeting two broad sectors: private industry and professional, and universities and students. Each business development specialist will focus on one of these sectors. We expect that the salary for each position will be roughly equivalent of about 75 - 90k, or about 150 - 180k total. Further, we expect to offer a 1% commission to each specialist to incentivize performance and sales.

Customer Relations Manager

The NACC will need a dedicated customer relations manager to interface with our members and provide excellent customer service, including answering questions, resolving issues, and providing advice regarding our offerings and services. We expect that this individual will start at 60 - 75k.

Content Creator

The NACC has a library of over 5,000 pages of industry best policy documents and other resources, which forms the core of our starting membership package. In addition to these documents which will be accessible from our resources portal. The NACC also plans to offer courses and certifications (e.g. CPE, CLE, etc.). This content will need to be generated by a content creator. We estimate that this individual will start at around 60 - 75k.

Content Researcher

As part of the content team, the NACC needs a full-time researcher who is plugged into industry and regulatory developments and who can work with the content creator to ensure that the NACC's offering to meet our "industry best" standard. We expect this individual to start at around 60 - 75k.

Copywriter/Proofreader

As the third member of the content team, the copywriter/proofreader will be responsible for ensuring that all content created and published by the NACC is free from copyright and meets the highest editorial standards. This individual will also work to ensure that the NACC's copyright is

protected and the confidentiality and copyright terms of our contracts are maintained by our members. We expect this individual to start at around 60 - 75k as well.

Database Administrator

The NACC will be highly dependent on efficient and accurate database administration. This affects both our core offerings like our resource portal, and also our member databases. This core operational capability underlies much of the NACC's profitability. In addition to running the NACC's database, this role will also likely be primarily responsible for other IT functions until the NACC expands. We expect this individual to start at around 75 - 90k per year.

Graphic Designer

The Graphic Designer position is a cross-responsibility function which works with the content team to design content, and with the marketing specialist to design public materials. This position is necessary to ensure visually attractive content offerings and effective advertising. We expect this individual to start at around 50 - 60k.

Marketing Specialist

In order to scale to Phase 2, the NACC needs to market its services and core offerings. As part of the business development team, the marketing specialist will be responsible for designing and creating advertising, handling public relations, and creating attractive marketing materials. We expect this individual to start at 75 - 90k per year.

Office Manager

The officer manager will be a facility and HR function who manages the facilities and people of the NACC HQ office as well as handle other administrative functions. We expect this individual to start at 50 - 60k per year.

Billing and Accounting

The NACC will need a billing and accounting specialist to handle the books and recordkeeping. We expect this individual to start at 40 - 50k.

Web Developer

The Web Developer will be responsible for creating, maintaining, and improving the NACC website, resource portal, and online offerings in conjunction with the content team. This individual may also be asked to perform basic IT functions. We expect this individual to start at 60 - 75k.

Facilities

The NACC will need a basic corporate office to start up and house the starting team. We would target no more than 5 - 10k per month lease, or 60 -120k over the first year of operations.

Operations & Other Expenses

In addition to personnel and facility expenses, the NACC will have other expenses such as outside counsel, consultants, services, subscriptions, and purchases. The NACC will need an operating budget which can account for these additional expenses.

Financial Plan & Funding Request



Based on our starting estimates of personnel, facility expenses, equal about \$1.5 - 1.7 million USD. If we assume that operating expenses are at least 50% of personnel and facility expenses and assume a Marketing Budget of about \$250k USD, then the NACC needs about \$2.3 - 2.7 million USD in its first year. So, the NACC is targeting to get \$10 million in starting capital to enable the payment of start-up expenses and enable rapid scalability to Phase 2 of Operations and ensure continuity of at least two - three years before achieving self-sustaining profitability. There are several options for raising this money.

- First (preferred) - find public money which can be earmarked in a grant to the NACC to act as start-up capital. Ideally, this grant would come with as few strings attached as possible to allow for maximum freedom of operations.
- Second - pursue private sources of funding through capitalization.
 - 2A - find corporate sponsors who can provide startup capital in return for “founding membership” status and free or reduced cost access to core service offerings and products, or in return for other benefits.

- 2B - Sell LLC ownership interest in return for start-up capital. This is a less preferred option given the administrative hurdles of selling LLC ownership interest.
- 2C - reorganize as a corporation to sell stock ownership to raise start-up capital. This is a less preferred option as it provides less control and management during the critical Phase 1 and Phase 2. This option would be preferred to be exercised in Phase 3 or later as the NACC expands.
- Third - operate on a reduced scale and increased timeline by scaling back core offerings and doing most of the work with a smaller or existing team. This is the least preferred option as it would mean missing the current market opportunity and allow competitors time to adjust and account for the NACC's developing competitive position. It would also reduce the diversity and quality of services and products which could be offered and sold to prospective members, extending the timeline until the NACC reaches self-sustaining profitability.

If the NACC can reach its start-up goal, then it can scale quickly. The start-up funding goal would sustain the NACC until enough members are signed up to generate a profit. Assuming static size and expenses for the first two years and an operating budget of max 2.7 million per year, then the NACC would reach self-sufficiency by signing up about 1100 corporate or university members at \$2499 per year. If the NACC can achieve this membership number within 2 years, then the NACC will have reached self-sustaining profitability and be able to expand into Phase 3.

Appendix 1

Membership Tiers

	Corporate (Tiered)	University (Tiered)	Professional (\$199)	Student (\$59)	Nonmembers (Free)
Webinars	X	X	X	X	-
Workshops	X	X	X	X	-
Resource Portal	X	X	X	X	-
Core Certifications	Discount	Discount	Discount	Discount	-
Cybersecurity “Seal of Approval” Certification	Discount	Discount	Discount	Discount	Market Cost
Annual Handbook	X	X	X	X	-
Annual Report	X	X	X	X	-
Alerts and Bulletins	X	X	X	X	X
Content	X	X	X	X	X
Security Awareness Training	Discount	Discount	Discount	Discount	Market Cost
Job Board	-	X	X	X	-
Professional Forum	X	X	X	X	-
Student Forum	-	X	-	X	-

Consulting	Market Cost	Market Cost	Market Cost	-	Market Cost
Referral Program	*	*	*	*	-
Research	*	*	*	-	-
Advocacy	*	*	*	-	-

Legend

X = included in membership

- = not included in membership

* = future service or additional service (extra charges would apply)

Discount = Membership tier gets access at a discounted rate

Market Cost = available for members or nonmembers at Market Cost