

Building a security capability into a business

ATN International had four markets, rising customer demand for security services, and no group-wide capability to deliver them. I architected one from zero, and it became both the group's security backbone and a revenue line.

ROLE

Lead Architect, Product & Delivery

PERIOD

2023 – 2026

CONTEXT

ATN International (Brava Solutions), across Bermuda, Cayman, Guyana and the USA

4

markets served by one capability architecture

10

security services built once, activated to order

Revenue

a cost centre designed to earn from day one

— The situation

A four-market group with no coherent, group-wide cybersecurity capability, at exactly the point where customer demand and regulatory pressure made one strategically necessary. Nothing protected the group's own operations consistently, and there was nothing to sell to customers asking for security services.

— Four markets, one design

The markets wanted materially different amounts of the capability: one wanted all ten services, another two. I built all ten services once, into one shared design, then let each market switch on only what it needed. More mature markets could turn on extra services later with no rebuild.

— Decisions by evidence

Every sourcing decision was scored against independent analyst positioning, commercial model, operational fit and regulatory acceptability in each market, assessed with legal counsel. Each decision and its rationale went to a review board and finance committee in writing.

— What happened after

The frameworks, standards and governance I set were adopted as the group's operating baseline for its security business, and the capability kept generating revenue after I left.

PRACTICE AREAS

Security Strategy

GRC

Product Development

Multi-Market