

BRENDA A POPE, BSc, MBA, CISA, FCMC

Independent Consultant

Technology Integration and Management
Digital Strategy and Transformation
IT Strategy, Architecture and Governance
Strategic Planning
Change Management
Information Risk Management

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Rolling Hills
St. George, BB19238
Barbados, West Indies

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Leader in technology-enabled and digital transformation, business performance improvement, IT and strategic business planning across the Caribbean.

Consultant and advisor for governments and public sector clients, and private sector clients in insurance, banking, finance, health, education, hospitality, manufacturing, transport and social security.

Management consulting strategist with a demonstrated track record in client transformational and change management assignments, and organisational, process and technology improvement.

Recognised expert in ICT, information security and risk management.

Regional Thought-Leadership presenter and contributor on ICT and organisational transformation and performance improvement.

Nationality

- Antigua (by birth)
- Barbados (citizen)

Business and Community Affiliations

- Director, selected International Business companies across multiple sectors
- Director, Global Integrated FinTech Solutions
- Director, International Women's Forum (Global Board)
- Director and Founding President, Barbados Chapter of International Women's Forum
- Director, Caribbean Institute of Certified Management Consultants – Barbados Chapter
- 2nd Vice Chair, Royal Commonwealth Society (Barbados Branch)
- Chairperson, Sport for Life! (Barbados)
- Trustee, Sport Legacy Foundation, UK
- Member, Barbados Chamber of Commerce and Industry (BCCI) Digital Societies Committee
- Member, Institute Assessment Panel, International Council of Management Consulting Institutes (ICMCI)
- Member, Information Society of Barbados
- Member, Rotary Club of Barbados
- Past President, Caribbean Institute of Certified Management Consultants (CICMC)
- Past member, Editorial Board Business Barbados
- Past member of Barbados Advisory Committee for development of NVQ in IT Module for the Technical and Vocational Educational & Training Council (TVET)
- Past President and first female president, Rotary Club of Barbados
- Past Chair, Information Technology Advisory Committee to the Barbados Ministry of Education on computer technology in education (EDUTECH2000)
- Past member, BIBA committee for economic impact of International Business sector
- Past member, Barbados Family Planning Association

Education and Professional Qualifications

COLLEGE OF MANAGEMENT, BRUNEL UNIVERSITY, UNITED KINGDOM (1999)

Masters in Business Administration (Distinction)

MCMASTER UNIVERSITY, ONTARIO, CANADA (1979)

B.Sc. Honours (First Class), Applied Mathematics and Computer Science

CARIBBEAN INSTITUTE OF MANAGEMENT CONSULTANTS (CIMC) (2021)

Fellow Certified Management Consultant (FCMC)

INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES (ICMCI) (2018)

ISO 20700 Accredited Trainer

CARIBBEAN INSTITUTE OF CERTIFIED MANAGEMENT CONSULTANTS (CICMC) (2008)

Certified Management Consultant (CMC)

INFORMATION SYSTEMS AUDIT AND CONTROL ASSOCIATION (ISACA) (1999)

Certified Information System Auditor (CISA)

2020	Incus Academy - Certificate in Data Analytics
2014	Canadian Management Association – Strategy Maps
2010	Harvard Business School, Boston – Driving Corporate Performance: Aligning Scorecards, Systems and Strategy
2009	SAP Project Implementation, Barbados
2008	KPMG, London, UK – Helping People Buy – train the trainer
2006	KPMG, Toronto – Change Management – train the trainer
2005	KPMG, Miami – Business Process Improvement/Reengineering – train the trainer
2001	KPMG, Barbados – Business Process Re-engineering – train the trainer
2000	Windows Security Audit
2000	Internet Risk Management

Special Honours and Awards

- **2012 - Information Society of Barbados:** in recognition of contributions made to the growth and development of information technology in Barbados over 30 years
- **1975 - Barbados Scholarship:** based on A Level results

Other Professional Memberships

PROJECT MANAGEMENT INSTITUTE (PMI)

Member

CHARTERED MANAGEMENT INSTITUTE (CMI)

Member

INFORMATION SOCIETY OF BARBADOS (ISB)

Member

Professional Experience

CONSULTBP

Managing Director and Principal Consultant

Principal Responsibilities

- Managing director of the independent consulting company specialising in technology-enabled transformation and strategic organisational performance improvement.
- Delivery of key aspects of all projects, including sales, marketing, planning and budgeting, project management and assignment execution.

2017-PRESENT

2017-present

GLOBAL INTEGRATED FINTECH SOLUTIONS (GIFTS)

Chief Project Officer

Principal Responsibilities

- Linking projects with business strategy and driving efficiencies and linkages between projects
- Oversight of project implementation and management of resource requirements across project portfolio
- Project management and assignment execution including changes to project scope

2018-PRESENT

2018-present

ENERGY RISK INDEMNITY REINSURANCE INC

Chief Executive Officer (ag) (Part time consulting assignment)

Principal Responsibilities

- Supervising local activities associated with merger with another offshore reinsurance company (completed in January 2020)
- Oversight of ERI company staff and operations in Barbados
- Mentoring of the Barbados office team
- Communicating with the board, principals and overseas teams from the Company's parent group
- Recommendation, development and implementation of process improvements

2019-2021

May 2019-Jan 2021

KPMG BARBADOS**1996–2017****KPMG BARBADOS***Partner, Management Consulting***1999–2017****Principal Responsibilities**

- Specific responsibility for all Management Consulting services encompassing Business Performance, HR and Change Management and all ICT and Information Risk Management (IRM) services.
- Led and managed the delivery of key aspects of all MC projects undertaken, including sales and marketing, planning and budgeting, personnel and project management and assignment execution.
- Responsibility for the Barbados Information Risk Management (IRM) practice with emphasis on Cyber and network security, including security audits and reviews.
- Overall firm marketing and CSR initiatives (1999–2015).

Significant Accomplishments

- Grew the MC practice in Barbados by 200% during the period 2000 to 2017.
- Involved in IRM in the area of Internet Security and the deployment of secure intranets and extranets in public and private sector clients.
- Successfully bid and won a number of larger projects (US\$0.5M-US\$2.5M) during the period 2013–2017.

KPMG ISLANDS GROUP (KIG) – (encompassing 17 English-speaking island nations on both sides of the Atlantic)*Head of Management Consulting***2010–2017****Principal Responsibilities**

- Growth and development of the MC practice across KIG
- Building relationships in MC practices across KIG to create more awareness of MC opportunities across other functions and jurisdictions in KIG.
- Support and drive local and KIG initiatives leading to MC revenue growth.
- Deepen MC relationships between KIG and EMA practices.
- Encourage and support delivery of regional training for MC professionals.
- Support and drive recruitment and capacity building initiatives.

Significant Accomplishments

- Spearheaded growth of the MC practice in KIG by 300% from US\$2.6M in 2011 to US\$8M in 2017.

KPMG BARBADOS*Senior Manager, Information Technology***1996–1999****Principal Responsibilities**

- Delivery of all ICT and IRM projects undertaken, including marketing, business development, proposals, planning and budgeting, personnel and project management, and service delivery.
- Oversight of all Information Risk Management (IRM) assignments including security audits and reviews.
- Delivery to a range of public and private sector clients in areas including banking, general insurance, health, tourism, hospitality and transport. Services covered the entire gamut of IT services from IT strategy, IT architecture, information security reviews to technology management and implementation

Significant Accomplishments

- Compiler/contributor to KPMG's weekly IRM columns "e-Secure": Advocate Business Monday (January–July 2002) and "IRM insights" (2000–2001).
- Raised profile of IT department locally and regionally.

SYSTEMS CARIBBEAN LIMITED**1979–1996***Business Manager***1994–1996****Principal Responsibilities**

- Strategic Planning, Financial Reporting, HR Management, Administration
- Day-to-day management of the company with particular reference to finance, internal operations and human resource development.
- Specialist IT strategy consultant in the information technology services (ITS) division.

*ITS Manager, Senior IT consultant***1989–1994****Principal Responsibilities**

- Delivery of key aspects of all IT projects undertaken, including sales and marketing, planning and budgeting, personnel and project management. Services covered the entire gamut of IT services from IT strategy and IT architecture through to technology management and implementation.

- Delivery to a range of public and private sector clients in areas such as banking health, manufacturing, commerce, general insurance, social security, and transport.

IT Consultant, Data Centre Manager

1979–1989

Principal Responsibilities

- Delivery of projects spanning software development, implementation and strategy for a wide range of public and private sector clients in the Caribbean.
- Day-to-day running and co-ordination of all SCL data centre activities including identification of clients, production schedules, monitoring of quality output and operators' efficiency and timeliness.

Selected Presentations and Publications

PUBLICATIONS

Absenteeism in the Workplace: Ten Common Reasons ... and Eight Easy Actions to Combat It, Grenada Employer's Confederation, June 2017

Barbados: Where Digital Works, Business Barbados 2017.

Cloud HR: The Future Belongs to the Bold, CICMC Annual Conference magazine, September 2016.

Reaping the Data Dividend: Why Caribbean Banks need to Focus on Analytics, Caribbean Account 2015, Caribbean Association of Banks Inc.

D&A in the Caribbean: Turning Challenges into Opportunities, CICMC Annual Conference magazine, September 2015.

21st Century Trends in HR Management, Employment Compass - Journal of the Barbados Employer's Confederation, 2014.

ICT in Barbados: Enabling Effective Corporate Performance in the Global Space, Business Barbados 2012.

The Balanced Scorecard for Barbados: Strategies for Success, Business Barbados 2011.

ICT – A Vision for Barbados: Six Steps to Success, Business Barbados 2010.

Compiler of CICMC's newsletter "Insights" (May 2009 - May 2012 - every other month)

After Turbulent Times – getting back to Even Keel, Caribbean Association of Indigenous Banks, October 2009

E-Readiness: How Barbados Measures up to the Bar in the 21st Century, Business Barbados 2008.

Information Security: A Fortress against Modern Cyberthreats, Business Barbados 2007.

Telecommunications Developments in Barbados: Mobile Manoeuvrings – The State of Play, Business Barbados 2006.

Compiler of KPMG's weekly column "TechTrendz", Nation Business Monday (March 2004 – December 2005)

Information Under Siege: Managing the Risk of Embracing the Electronic Universe, Business Barbados 2003.

Compiler and regular contributor to KPMG's weekly column "e-Secure": Advocate Business Monday, Jan-July 2002

PRESENTATIONS

Board Diversity: Getting it Right, Caribbean Confederation of Credit Unions (CCCU) 63rd Annual International Convention - Virtual Conference – June 21-24, 2021

Getting Board and Committee Composition Right: Keeping it Diverse - Implications for your Revenues, ROI and Returns, Caribbean Association of Audit Committee Members (CAACM) Annual Conference, Barbados, June 2018

Digitalisation: Implications for Communication, Connectivity and Customer Experience in the Financial Services Industry, BIBA sponsored event, Barbados, November 2017

Make it Count – Claim your Financial Independence, FirstCitizens 5th Annual Women's Conference, St Vincent, June 2017.

The Power of No, Digicel Women in Leadership, Barbados, December 2016.

Barbados at 50: A Balanced Scorecard Assessment, Institute of Chartered Accountants, November 2016.

Tune in to Talent: Is your Talent Strategy on Track? Caribbean Association of Indigenous Banks (CAB), St Lucia, November 2013.

Security and Fraud in an Era of Mobile Banking and Virtual Services Delivery, CAB, Trinidad & Tobago, November 2010.

Building a Legacy – Barbados ... Small Island, Big Dreams, Legacy Lives 2008 International Conference, January 2008.

The Importance of the Services Industry to Regional Economies: Services Stratagems, Annual BIDC Conference, May 31, 2006.

Electronic Transaction Act - Authentication - The Key to e-Security, Barbados, July 2006

Strengthening Social Security for the Americas – IRM in Social Security, ISSA-CISS Regional Conference for the Americas, Barbados, November 2003.

Managing Information: The Importance of IT to Leadership, Caribbean Women's Network, Barbados, May 2003.

Information Risk Management in a Changing Global Environment, ICAB, Barbados, November 2001.

E-business strategies: Cyber CEO Conference, Belize, April 2001

Risk Management in a Global environment, Caribbean Association of Indigenous Banks, St Lucia, June 2000

Security in E-business: Reaping Rewards by Reducing Risks, Miami, Dec 1999.

Y2K Approaches in Social Security Agencies in the English-Speaking Caribbean, Mexico, March 1999

Selected Assignments

REPRESENTATIVE ICT STRATEGIC AND TRANSFORMATIONAL ENGAGEMENTS

Public sector

- Digital Transformation Consultant – Immigration Department (on-going)
- Development of IT Strategic Plan, Barbados National Insurance Board.
- Preparation of IT Strategic Plan for Barbados National Standards Institute (BNSI).
- Conduct of IT Systems Diagnostic Review at Financial Services Commission of Barbados (FSCB).
- Development of IT Strategic Plan for Customs and Excise and VAT Department, Barbados.
- Development of an IT Strategic Plan for Turks and Caicos National Insurance Board.
- Development of 3-5 year IT strategic plan of IT usage, application and acquisition at Barbados Drug Service.

Private sector

- IT and Digital Transformation and IT integration roadmap at local Barbados credit union.
- IT Infrastructure Assessment and IT Strategy Plan for insurance company operating in 17 Caribbean countries.
- Development of an IT Strategic Plan for the Caribbean Hotel Association (CHA).
- Development of an IT Strategic Plan for a Barbados-based hotel chain.
- Development of an IT Strategic Plan and subsequently software system evaluation and selection at a Barbados headquartered insurance company.

REPRESENTATIVE STRATEGIC PLANNING ENGAGEMENTS

Public sector

- Development of 5-year strategic plan, Barbados Port Inc.
- Development of 5-year strategic plan, Barbados National Insurance Board.

Private sector

- Development of 5-year strategic plan – regional insurance company.
- Development of a 5-year strategic plan – Barbados insurance company.

REPRESENTATIVE ICT REQUIREMENTS AND IMPLEMENTATION ENGAGEMENTS

Public sector

- Business requirements and project management assistance for implementation of enterprise wide SAP financial and operational enterprise wide workflow-enabled social security system at Barbados National Insurance Board.
- Selection /implementation of IT infrastructure at Barbados Tourism Authority.
- Project manager and lead developer for comprehensive software encompassing all functional areas of Social Security and National Insurance for developing countries, and its subsequent implementation in four countries.
- Development of software to support and manage the procedures and processes involved in the selection, procurement, distribution and use of pharmaceuticals in primary health care institutions.
- Recommendations for Electronic Document Management Information System (EDMIS) for Central Planning Division, Government of St. Vincent and the Grenadines.
- Implementation of Enterprise HRMS software (500 employees), Public Sector Civil Aviation Agency, Jamaica.

Private Sector

- Comprehensive review of requirements for the local general insurance industry association, subsequently used to conduct an RFP process to identify new data warehouse system for the local insurance industry.
- Systems analysis and hardware/software selection via Request for Proposals (RFP) for utility bodies including gas, water and electricity.
- Specification and development of a PC payroll package eventually installed in over 200 sites across the Caribbean.
- Regional oil company – Implementation of Enterprise HRMS software for use by 300+ employees across 13 territories in the Caribbean.

REPRESENTATIVE INFORMATION RISK MANAGEMENT AND INFORMATION SECURITY ENGAGEMENTS

- Directed the reviews of General IT Controls and Application Controls for entities in insurance, banking, government, telecommunications, utility, and other sectors across Barbados and the Eastern Caribbean.
- Reviewed IT systems, procedures and environment at a number of private sector, public sector and statutory organizations. A number of these led to recommendations for the enhancement or implementation of business continuity or existing disaster recovery plan.
- Development of comprehensive disaster recovery plan and accompanying disaster drills for the regional Caribbean Examination Council (CXC) in both Jamaica and Barbados.
- In-depth audit and review of policies and procedures in the IS department of the external telecommunications organization in Barbados.

REPRESENTATIVE FINANCE WITH ICT RELATED ENGAGEMENTS

Public Sector

- Project manager for the implementation of an enterprise-wide financial management system utilising workflow technology in the Ministry of Finance, Barbados. This project spanned all government ministries and departments and provided on-line facilities for revenue and expenditure management for the Government.
- Documentation of business functions and information flows at the Accountant General's Office (ACG), Barbados.
- Financial software system evaluation and selection at Grantley Adams International Airport (GAIA).

Private sector

- Regional airline – implementation of Back Office suite (ERP financial, distribution, HRMS, Payroll, etc)
- Implementation of ERP financial and distribution suite at over 20 organisations in hospitality, transport, education, publishing, development finance and trade facilitation.

REPRESENTATIVE BUSINESS PERFORMANCE, PROCESS REVIEW AND PEOPLE AND CHANGE ENGAGEMENTS

Public sector

- Review of Operations of IT Unit – Barbados Revenue Authority
- Trinidad & Tobago National Insurance - Current State Assessment including review of organisational structures, governance, service delivery model, business processes, application and technology infrastructure and usage.
- Trinidad & Tobago National Insurance – Change Strategy and Communication Plan
- Barbados Statistical Service (BSS) - management skills training in key areas including Strategic and Operational Planning, Managing Communication and Information, Managing Performance, Developing Teams, Problem Solving, Managing Projects, Managing Resources and Building Relationships and Networks.
- Institutional Strengthening – Technical and Vocational Education Council, Barbados.
- Institutional Strengthening – Barbados Vocational Training Board.
- Part of multi-national team documenting information flows and need, and technology status of all the players in the tourism sector for development of an integrated National Tourism Information System for Barbados.
- Change Management Assistance – Barbados Revenue Authority (formed via amalgamation of Land Tax Department; Inland Revenue Department; Customs and Excise Department and Licensing Department).
- Change Management Assistance – Financial Services Commission (formed via amalgamation of Co-operatives Department, Office of the Supervisor of Insurance and Pensions, the Securities Commission), Barbados.
- Change Management Assistance – merger of Barbados National Oil Terminal and National Petroleum Company.
- Institutional Strengthening – Barbados National Insurance Board.
- Institutional Strengthening – Queen Elizabeth Hospital, Barbados.
- Manpower Audit - Ministry of Education, Youth Affairs and Sports in St Vincent - aimed at identifying and recommending measures for strengthening the organisation's management capabilities.

Private sector

- Business Process and Structure Review for Life Division – Barbados insurance company
- Review, examination and documentation of all processes used in examination material preparation, student registration, paper marking, scoring, grading, reporting and policies related to operations of Caribbean Examinations Council (CXC), especially in the context of future technology use.
- HR and manpower audit – Barbados insurance company.
- Payroll process review – Barbados power company.

Lecturing and Training Experience

UNIVERSITY OF THE WEST INDIES - *Part-time lecturer*

1979–1980

Operating Systems for an undergraduate computer science course.

CERTIFIED GENERAL ACCOUNTANT - *Part-time lecturer and tutor*

1979–1983

Information Systems module of the CGA programme for Barbados and the Eastern Caribbean.

SYSTEMS CARIBBEAN LIMITED - *Trainer and Facilitator*

1979–1989

Led numerous seminars on computer appreciation and technology basics for senior management staff of selected private and public sector organisations across the Caribbean.