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Welcome to the **August 2010** edition of **Tricor Roots InTouch**. This newsletter is aimed at keeping our Clients, Friends, Partners & Associates updated on what is happening in the world of Enterprise Governance.

Tricor Roots Consulting hosts highly successful Q-RADAR Trailblazer Alumni 2010 Conference

TRC recently hosted the 2010 Q-RADAR Trailblazer Alumni Conference on 28th July 2010. The event focused on the challenges faced by Directors and other key stakeholders within an organization and how an Integrated Performance Management & Enterprise Risk Management framework can support an effective Governance process. Scroll down below to find out more about the event.

Congratulations to SYARIKAT TAKAFUL MALAYSIA BERHAD for winning the 2010 Award for most Advanced Implementor of the Q-RADAR System

We wish to extend our congratulations to Syarikat Takaful Malaysia Berhad for winning the 2010 Award for the most Advanced Implementor of the Q-RADAR system. The Q-RADAR system has now been successfully deployed and embedded within all key operations across the Group. Scroll down below to find out more about the Award.

Winner of Inaugural Special Risk Icon Award – Mohd Radzuan Bin Mohamed

In recognition of individual excellence in Enterprise Risk Management, Tricor Roots, for the first time awarded a **"SPECIAL RISK ICON AWARD"** – awarded to Mohd Radzuan Bin Mohamed, who is the Assistant General Management – Risk Management Division of Syarikat Takaful Malaysia Berhad. This is a special award and is well deserved.

We hope you enjoy this Newsletter, and as always, please do not hesitate to contact us should you have any queries. We love to hear from you.

Your Trusted Business Advisor,

Tricor Roots Consulting Executive Team

1. Tricor Roots Consulting hosts highly successful Q-RADAR Trailblazer Alumni 2010 Conference



On 28th July 2010, Tricor Roots Consulting successfully hosted the 2010 Q-RADAR Trailblazer Alumni Conference. The Alumni Conference was attended by over 150 participants from many of the leading organizations in Malaysia and Singapore, representing our largest ever Conference gathering. There was a host of International Speakers as well as Risk Professionals at the Conference to share practical ERM & Performance Management implementation challenges and strategies used. These included:

1. Margaret Chin, MD of Tricor Roots Consulting
2. Mike Gray, Independent Director and Advisor to Tricor Global
3. Chia Nam Toon, CFO & Vice President, Portfolio, Asset and Risk Management, Ascendas Pte Ltd
4. Mohd Radzuan Bin Mohamed, Assistant General Manager - Risk Management Division, Syarikat Takaful Malaysia Bhd

There are various presentations including discussion on challenges faced by Directors, ERM and Performance Management implementation experiences, including critical success factors for building an effective Risk Management culture within the organization.

Amongst the presented topics:

- Margaret shared on how the Black Swan changes the perception of Risks, and how this should be addressed and tackled as part of an effective Risk Management initiative.
- Mike Gray spoke about the challenges faced by Directors, particularly Independent directors, and how an effective Governance, Risk & Compliance function can assist Directors to effectively carry out their duties

- Chia Nam Toon shared on the need to focus or anchor Risk Management in the areas where the bulk of the risk of the business resides to build buy-in and support. In the case of Ascendas as a property company, this resided in the business investment and development process. He also spoke of the need to keep the risk information focused to ensure key risk issues were addressed without overloading management with work.
- Radzuan shared the implementation steps that he has taken in Takaful Malaysia in the area of ERM, including focus on building continuous Risk Management education and embedding Key Risk Indicators and Digital Assurance to create a culture of Risk Awareness and accountability.



Sharing of best practices at the 2010 Alumni Conference

Kenneth Chin, CEO of Tricor Roots Consulting presented a session on the latest development in the Q-RADAR V7.1 system, as well as sharing the latest approaches used by TRC Clients to embed Performance Management & Risk Management in all aspects of operations. This includes:

- Using full-multilingual support to enable the rollout of Q-RADAR to multiple countries
- Techniques for embedding Risk Management into the Business Planning process in a practical manner
- Using a structured Risk Management process to calculate Risk Premium in investment/ project evaluation
- Integration of Key Risk Indicators and Key Performance Indicators with live back-end systems for real-time reporting

For the first time, Tricor Roots also conducted a series of technical sessions on specific topics that is structured to enable Q-RADAR users to immediately implement. These included:

1. Top Management Dashboard – using Q-RADAR to monitor and warn of emerging “Black Swan” risks

Margaret Chin spoke about the challenge to identify emerging risk issues and how to communicate them across the Organization. Part of the tools to assist this process is the use of Key Risk Indicators as well as a “Push Risk” function with Q-RADAR to actively communicate latest risk happenings across the organization and further challenge line management to consider new and emerging risk issues.

2. How to create high impact and effective Integrated Performance and Risk Management reports for the Board and Senior Management team.

In this presentation, Kenneth Chin spoke about the internal “customers” of Risk Management and Performance Management, from the Board through to Line Management. The presentation went about sharing on the difference in needs and how to extract the key reports directly from the Q-RADAR System.

3. Using Key Risk Indicators (KRIs) for proactive monitoring of risks within Q-RADAR.

Lastly, James Fong shared specifically on how Key Risk Indicators within the Q-RADAR is a fundamentally important function to track and monitor risks, particularly against clearly defined Key Performance Indicators (KPIs). The use of KRIs will enable organizations to quickly identify declining trends and put into practice strategies that will mitigate such exposures. James also shared on how KRIs in the current version is able to draw data directly from back-end systems to have a truly automated KRI monitoring structure.

Tricor Roots Consulting is proud to bring the latest global knowledge in ERM and Performance Management to Malaysia.

2. Syarikat Takaful Malaysia Berhad is the winner of the 2010 Award as the most Advanced Implementor of the Q-RADAR System

Tricor Roots Consulting is pleased to announce that Syarikat Takaful Malaysia Berhad (“Takaful Malaysia”) is the winner of the 2010 “Most Advanced Implementor of the Q-RADAR Award”. Takaful Malaysia has demonstrated excellence in Risk Management since it first started using the Q-RADAR system. As part of its effort to embed ERM within the organization, Takaful Malaysia has developed an entire Risk Management ecosystem that included integrating Q-RADAR with:

- A structured Continuous Professional Development (CPD) program to develop ERM capabilities within the organization
- Developing an internal Intranet Portal that focuses on communicating key learning and best practices on ERM
- Developing key ERM reports for Organization-wide use
- Using Key Risk Indicators to proactively track and monitor risks across the organization

Inaugural Award of Special Risk Icon for individual excellence in Enterprise Risk Management

Tricor Roots Consulting also wishes to congratulate **EN. MOHD RADZUAN BIN MOHAMED** from Takaful Malaysia for receiving the inaugural **SPECIAL RISK ICON** Award as the individual that has demonstrated excellence in Enterprise Risk Management within their organization. Radzuan has consistently applied passion, embedded best practices and implemented measures to bring about enterprise-wide acceptance and awareness of Risk Management across his Organization. Radzuan has also contributed to the enhancement of Q-RADAR.



En. Mohd Radzuan Bin Mohamed with En Zakaria Ismail, the Chairman of the Risk Management Committee at STMB and Mrs Margaret Chin at the award ceremony

Tricor Roots is proud to have worked with Syarikat Takaful Malaysia Berhad to establish the Q-RADAR program in its ongoing goal towards building excellence across its business.

Previous Winners:

2009 - CIMB Bank

2008 - Kumpulan Wang Simpanan Pekerja (KWSP)

3. Critical Emerging Strategic Performance & Risk Issues

To better support our clients, we have outlined below recent global strategic performance and risk issues. The information contained is based on sources we believe to be reliable, but we do not guarantee its accuracy. Tricor Roots Consulting does not have any ownership over this information, nor does it represent our opinion.

Singapore central bank censures DBS for technical glitch

By Agence France-Presse, Updated: 8/4/2010

Singapore's central bank said Wednesday it had censured DBS Group Holdings, Southeast Asia's biggest lender, for a technical glitch that caused a breakdown in banking services last month.

The Monetary Authority of Singapore (MAS) said it had instructed DBS Group Holdings to set aside an extra 230 million Singapore dollars (170 million US) in regulatory capital for operational risks.

It comes after last month's technical glitch affected normal banking transactions such as withdrawing cash from automated teller machines (ATMs), online banking services and electronic payment for purchases at retail outlets.

"This incident has revealed weaknesses in DBS Bank's technology and operational risk management controls," the monetary authority said in a statement.

"MAS has censured DBS Bank for the shortcomings and inadequate management oversight by the bank of its outsourced IT systems, networks, operations and infrastructure that resulted in the widespread system outage on 5 July."

MAS said DBS had failed to adequately oversee maintenance and operational practices and controls employed by IBM, the US technology giant contracted to manage the systems.

Click [here](#) to find out more.

About Tricor Roots Consulting (Previously known as Roots Consulting)

Tricor Roots Consulting is an established and vibrant organization incorporated in 1999 with the mission: Sharing a Passion for Excellence.

Our vision is to be a global consulting firm backed by innovative software solutions. We are highly focused towards assisting Organizations and Individuals to achieve their potential for Excellence. Tricor Roots Consulting has vast experience in providing training and consultancy services in the field of Governance, Risk & Compliance ("GRC") which includes Performance Management advisory for numerous public listed and many more non-listed companies in the Asia Pacific region from a diverse range of industries.

In addition, since the release of the **Q-RADAR System** in September 2001, over 350 companies in the Asia Pacific region have successfully leveraged on the system as part of the Performance Management & Risk Management Framework Implementation.

For more information, please log on to www.tricor-roots.com

Tricor Roots Consulting is part of the Tricor Group of companies. To find out more, go to www.tricorglobal.com.