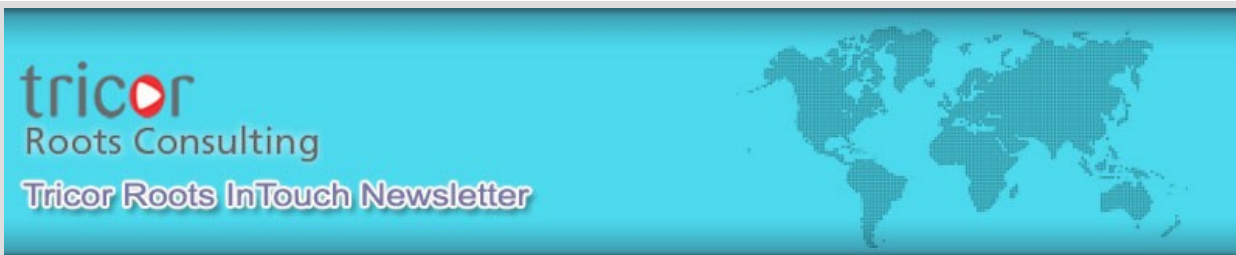


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In this issue	February 2010
<p><b>Headlines</b></p> <p>Tricor Roots Consulting offers FREE Innovation session for Q-RADAR users</p> <p>Critical Emerging Strategic Performance &amp; Risk Issues</p>	<p>Welcome to the <b>February 2010</b> edition of <b>Tricor Roots InTouch</b>. This newsletter is aimed at keeping our Clients, Friends, Partners &amp; Associates updated on what is happening in the world of Enterprise Governance.</p> <p style="text-align: center;"><b>Free Q-RADAR Innovation Session for Q-RADAR System Users</b></p> <p>As part of our strategy to empower users of the Q-RADAR system and ensure clients maximize the benefits of a proactive Risk Management &amp; Performance Management framework, Tricor Roots Consulting will be organizing a series of FREE Innovation sessions on specific areas within the Q-RADAR which can be immediately utilized to maximize the benefit of a robust ERM Framework. The first session is on "<b>Using Key Risk Indicators (KRIs) for proactive monitoring of risks</b>". Read further below to find out more and register today.</p> <p style="text-align: center;"><b>Chinese New Year Greetings</b></p> <p>To all our clients and friends celebrating the upcoming Chinese New Year Festivities, Tricor Roots Consulting wishes you and your loved ones a very Happy Chinese New Year.</p> <p>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.</p> <p>Your Trusted Consultant,</p> <p style="text-align: center;"><b>Tricor Roots Consulting Executive Team</b></p>

## 1. Tricor Roots Consulting offers FREE Innovation session for Q-RADAR users

As part of our ongoing effort to ensure clients are able to maximize the use of the Q-RADAR System, Tricor Roots Consulting is pleased to announce the hosting of our free Q-RADAR User Innovation sessions. These Free innovation sessions are structured specifically to help Q-RADAR users to focus on various areas of the system, and how to apply it successfully in their organizations to give them a head start in building and sustaining an effective ERM & PMS framework.

The first ever Q-RADAR innovation session will be on a hot topic that is on the top of every Risk Management professional: **Using Key Risk Indicators (KRIs) for proactive monitoring of risks**.

The KRI functionality has been available in the Q-RADAR system for a number of years with increasing functionalities giving it the capability of drawing KRI actual values from back-end systems. For the first time, this Q-RADAR Innovation session will focus entirely on the KRI functionalities and how to use it effectively to dramatically enhance your Risk Management program.

### Event Details

**Date:** 15 April 2010

**Time:** 9:30am - 12:30pm

**Venue:** Level 16, The Gardens, North Tower,  
Mid Valley City, Lingkaran Syed Putra,  
59200 Kuala Lumpur, Malaysia

### How much does it cost?

The event is totally FREE, but is only available for Q-RADAR users.

### Who should attend?

All Q-RADAR users, including Risk Management professionals, Audit professionals, Compliance professionals, Line Managers

### In this event you will learn about:

- How are KRIs related to Key Performance Indicators (KPIs)
- How to begin identifying suitable KRIs and link them to the Risks in Q-RADAR
- How to setup the KRIs within Q-RADAR to be able to proactively notify key owners when a risk has been "triggered"
- How to customize the KRI email notifications to suit your organization's needs
- How to use the Q-RADAR to automatically update the actual KRI values from available back-end sources
- How to generate suitable KRI reports and interpret its results

## How to register?

Click [here](#) to download a registration form. If you are unable to download the form, please contact Jaqueline Foo at +603-2264 3888.

This is a one-time event on KRIs and all Q-RADAR users are encouraged to join in. Unfortunately, Seats are limited on a first come first served basis. Due to the limited space, a maximum of 2 registrants from each company is allowed. Register early to avoid disappointment!

## 2. 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.

### Toyota Recall:

### Time to step on the gas of Risk Management?

January 28th, 2010

by Mark Oser

### Supply Excellence

Toyota consistently ranks among the most respected global corporations and is well-known for their manufacturing prowess and strong supplier ties. That's exactly why this week's news about the accelerator problems for 4 million vehicles came as a shock to so many of us. **The impact of this episode will be long-term, far-reaching, and very expensive.**

Supply risk specialists speak often about the three distinct kinds of supply risk (Brand, Commodity, and Disruption). While this episode at Toyota may not have hit a trifecta, they are certainly dealing with an awful daily double. The only thing that might be more expensive than the disruptions in their supply chain could be the hit to their brand.

If you think that only your biggest suppliers need to be involved in a formal supply risk management program (e.g. automated alerts and scorecards populated by both objective and subjective data inputs from various sources as one component) and the rest can be covered with just some historical financial information/ratios, on-time delivery ratios, and maybe an annual business review, think about the fact that **CTS is almost certainly not even in the top 500 of Toyota's list of largest suppliers.**

The important point for you is NOT what happened at Toyota. Toyota will obviously and thankfully weather this storm and, down the road, repair their image.

What matters is this: If an event like this

- Can be linked to a small(ish) supplier
- And cause so much damage
- At the world's most respected auto manufacturer

Then all of us have reason to be very afraid. **Tomorrow morning, we also need to ask some very tough questions** of ourselves and our supply chain and procurement leadership.

1. Are we *really* running a thorough enough risk management process (including Finding risk, Fixing them, and Follow-through on Monitor/Management)? Most organizations only do parts of this 3-step process well or have the proverbial "binder on the shelf" risk assessment that was out of date three minutes after it arrived from the printer.
2. Are we executing this process with *enough* of your supply base? Most organizations execute on just a small slice of strategic suppliers. Most organizations employ some basic supplier stratification measures based on size, but this episode underscores the importance of deploying a more holistic and systematic approach to tiering and managing suppliers that includes risk.
3. Do their people have the *right capabilities* to manage risk across your supply chain? Most organizations do not have both the skills and bandwidth required to conduct risk management at any broad level of activity.
4. Do they access to the right information (i.e. audit trail)? If (when) something is to go wrong, you'll have the information you need *readily available* about the expectations you set with suppliers, how you monitored their compliance, and how you graded them along the way.

Depending on the answers you hear to these questions, you will probably want to take a closer look at that Supply Risk Management that's been on your "nice-to-have" list for such a long time.

There's no telling the final costs associated with a major supply risk event. The only thing you do know for certain is that an ounce of prevention weighs a lot less than a pound of cure.

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

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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](http://www.tricor-roots.com)

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