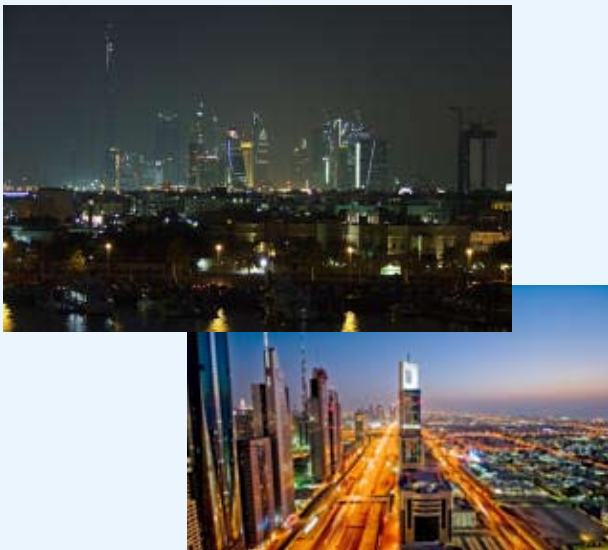


RA2020: Revenue Assurance for the Next Generation and Beyond

Dubai • 31 Oct - 11 November 2010

New classes with MORE Options!

22 Days of Different, New, Intensive Training Options Available during these 2 weeks!



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www.ra-academy.org/revenue_assurance_training_events/Middle_East_2/revenueassurancetraining.asp

Week 1: 31 Oct - 4 Nov 2010

- RA101 –RA2020: 5G Revenue Assurance and Beyond
- RA102 –Revenue Foundation: Assuring Networks and Managing CDRs (Mediation, Postpaid)
- RA103 –Revenue Defense: Protecting Interconnect (SIMBoxes, Bypass, Margins)
- RA104 –Revenue Innovation: Maximizing Prepaid, Content, and New Product Development
- RA105 –Revenue Implementation: Making Roaming and Convergent Billing Work

Week 2: 7 - 11 November 2010

- RA201 –Revenue Engineering I: Harnessing the Telco Money Machine
- RA202 –Revenue Engineering II: Ruling in a Land Where Revenue is King
- RA203 –Revenue Management I: Clarifying your Vision, Organizing your Tools
- RA204 –Revenue Management II: People and Politics
- RA205 –Revenue Freestyling: 3G, 4G, xG (GPRS, M-Banking, and more)

1-Day RA Crash Courses

- RA410 –Executive RA Overview Crash Course (31 Oct)
- RA411 –Postpaid Billing Assurance Crash Course (1 Nov)
- RA412 –Prepaid Billing Assurance Crash Course (3 Nov)
- RA413 –3G Assurance and M-Banking Crash Course (11 Nov)

2-Day RA Master Classes

- RA420 –Interconnect Billing Assurance Master Class (1-2 Nov)
- RA421 –Roaming Assurance and Convergent Billing MC (3-4 Nov)
- RA422 –Revenue Engineering Master Class (7-8 Nov)
- RA423 –Revenue Assurance Manager Master Class (9-10 Nov)

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About GRAPA Certification

The GRAPA Certification and Training Program represents a revolutionary approach to the professionalization of revenue assurance in the telecommunications industry.

The population of revenue assurance professionals come from a diverse background. Some are accountants and financial experts by profession. Others have moved into the job from operational control areas like billing or network. Still others have come from fraud or overall management.

The “Next Generation Revenue Assurance Professional” is an expert of the highest caliber. Combining expertise in network operations, accounting, finance, operational controls, forensic analysis, compliance management and business process reengineering, these professionals represent the “cream of the crop” of modern telecommunications professionals.



The GRAPA Certification and Training program was created to accomplish several objectives:

- First – to pull these diverse collections of expertise and knowledge under a single, cohesive and comprehensive “body of knowledge”.
- Second – to organize that knowledge and offer it as a series of high impact, highly practical workshops that facilitate the gaining and sharing of practices between individuals
- Third – to establish a set of criteria for the certification of the students’ mastery of that knowledge and to help them gain their hard-earned recognition of that accomplishment

*The GRAPA Certification program includes Training, Testing and Experience Verification.
For more information visit us at www.ra-academy.org

Any student who attends one or more of GRAPA's RA2020 Crash Courses or Masterclasses will be eligible for certification credit. Students attending these 1-2 day courses will receive Certificates of Participation that demonstrate what certification curriculum was covered. In order to achieve certification as a Revenue Assurance Practitioner, 40 hours of training must be completed, in addition to completion of testing and work verification. Certification as a Master of Revenue Assurance Management requires 80 hours of training, in addition to testing and work verification.

Core Curriculum (RA Practitioner) Package:

- **RA101: RA2020: 5G RA and Beyond**
- **RA102: Revenue Foundation: Assuring Networks and Managing CDRs (Mediation, Postpaid)**
- **RA103: Revenue Defense: Protecting Interconnect (SIMboxes, Bypass, Margin)**
- **RA104: Revenue Innovation: Maximizing Prepaid, Content and New Product Development**
- **RA105: Revenue Implementation: Making Roaming and Convergent Billing Work**

Revenue Assurance Manager Package:

- **RA201: Revenue Engineering I: Harnessing the Telco Money Machine**
- **RA202: Revenue Engineering II: Ruling in a Land Where Revenue is King**
- **RA203: Revenue Management I: Clarifying your Vision, Organizing your Tools**
- **RA204: Revenue Management II: People and Politics**
- **RA205: Revenue Freestyling: 3G, 4G, xG (GPRS, M-Banking and More)**

These two packages were put together to help students quickly satisfy the formal training component of the GRAPA certification program.

Why You Should Attend

Why should you attend the RAA training events? It's simple. The Revenue Assurance Academy provides RA professionals with the best, most comprehensive, and most authoritative source of information about how revenue assurance is actually practiced by carriers around the world. We do not waste your time with theoretical discussions or examples of how it's done at the one or two exceptions.



People attending the workshops report that they ...

Gain a new appreciation and understanding of what they, as revenue assurance professionals, should be doing and the best way to go about it

Learn industry proven shortcuts and techniques for getting maximum impact

Discover how to increase the success of revenue assurance activities

Develop a more professional image of themselves and their jobs

Learn to avoid the mistakes that others have made in the past

Gain confidence in themselves

Acquire:

- **Professional Advantage**
- **Comprehensive Checklists**
- **Confidence**



Why Send Your Team?

Students return to their organizations ...

- More focused and effective
- More competent and more confident
- With a fresh outlook on the RA Mission

Managers find that after the training students ...

- Have an increased level of professionalism
- Have a better understanding and appreciation of their role within the organization
- Understand how to better coordinate their activities with other departments
- Are able to find new opportunities to reduce leakage and increase revenue recognition
- Can apply knowledge gained from other carriers' examples

CFOs, CEOs, and RA Managers are sending their teams to RAA training for a reason . . . It works!

RAA training has proven to be, by far, the most effective investment you can make for your team and your RA activities

Overview

Discover how the old definition of revenue assurance as the job of “leakage discovery” is being converted into a powerful, proactive part of the modern telco finance team.

This is the first of the standard 5-day sequence of classes to cover the core body of knowledge required to practice and understand the full scope of revenue assurance in telecommunications.

The telco of today, and of the future, is different than the telco’s of yesterday and a growing part of the Telco of the next decade is the increasingly critical role of the Revenue assurance professional. New jobs. New domains. New Responsibilities. An incredible explosion in the expansion of the definition of the revenue assurance professional is what we are talking about as telco’s move from 3G to 4g to 5 G and beyond.

Discover how GRAPA is helping turn Revenue Assurance into one of the most effective revenue maximizing functions within the Telco by providing Revenue Assurance managers with perspectives and techniques that get them focused on real, hard revenue - allowing them to offer significant and immediate value to their telco.

Duration: 1 Day

Who Should Attend?

- Experienced revenue assurance managers, internal auditors, finance executives, or other people associated with RA looking for proven fresh approaches to improving the value of revenue assurance.
- People new to revenue assurance interested in understanding what revenue is really all about.
- People interested in learning how to turn their “old style”, boring revenue assurance into a proactive, problem solving, critical and strategic part of their telco’s management and operational environment.



Key Concepts include:

- Revenue Maximization-Based Revenue Assurance
- Risk-Based vs. Loss-Based Approaches
- Five Levels of “Revenue Assurance”
 - Leakage/loss assurance
 - Revenue risk containment (proactive RA)
 - Margin and complex pricing assurance
 - Market share assurance (protection against market erosion based-revenue loss)
 - Revenue stream assurance (containment of revenue loss due to outages and systems failures)
- Four Major Revenue Assurance Functions
 - Forensic analysis
 - Controls management (operational monitoring)
 - Corrections management
 - Compliance management
- Roles and Interrelationships of:
 - Internal Audit
 - Operational Managers
 - I/T
 - Business Process Improvement
 - Revenue Assurance Teams
- Techniques and Concepts Include:
 - Revenue Mapping
 - GRAPA Standards
- Revenue engineering and the proactive application of RA skills to the design of newer, more profitable, more marketable products and services.

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA’s Body of Knowledge:

- The “Real-TOM” (Telco Operations Model) and RA’s role
- Principles of revenue Engineering
- Integrated Revenue Governance
- The Science of Revenue Assurance
- The Revenue Assurance Lifecycle
- Principles of Revenue Assurance Operation
- Principles of Scope Management
- Principles of Revenue Realization (Margin, Market, New Products)
- Principles of Revenue Optimization (Leakage and Risk Containment)
- Revenue Risk Prioritization and Assessment Techniques
- Principles and Methods for Forensics Management
- Principles and Methods of Controls Management
- Principles and Methods of Corrections Management
- RA KPIs and Compliance Management

Overview

No matter how advanced your products and services get, eventually, any telco product and service is going to be touched and managed by network elements (Switches and Routers) and CDRs (and SS7 commands). Understanding how to manage telco revenues, and how to design new revenue streams depends upon the professionals understanding of these fundamentals.

Network Assurance

In this course, we expose the student to an intensive Immersion into the world of network assurance and CDR management, including topology, control protocols, SS7 and more.

Mediation and Postpaid Billing Systems

Learn how networks work, how CDR's are generated, what is SS7 and how to use it and most critically, how telco systems use this information and process it through **mediation** and **postpaid billing systems**.

This class is an absolute prerequisite for anyone intending to get involved in telco revenue assurance, analysis, audit, or management. The course provides you with all of the buzzwords, concepts, and "tricks of the trade" that will help you understand, review, and question the network side of the revenue management equation.

Duration: 1 day

Audience

- Anyone interested in learning the tools and principles for assuring their Telco's network and how Mediation and Postpaid Billing Systems work.



"Excellent coverage of the in depth issues facing RA professionals. Building expertise from the ground up."
-Senior Principal

Key Concepts include:

- Principles of Circuit technology
- How to make and read a CDR
- Key network controls and methods:
 - Topology, Security, Control protocols, transaction control disciplines, CDR Generation and CDR Transport
 - Media characteristics and controls (wireline, wireless)
 - History of circuit technology
 - How to assure circuit switch activities
 - CDR architectures and billing models
 - Understanding and using SS7
- Principles of Mediation (Operations, Functions and Assurance)
 - What is a Mediation System? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major mediation controls (I/O, FSEC, aging, change control)
- Principles of Postpaid Billing (Operations, Functions and Assurance)
 - What is a Postpaid Billing System? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major postpaid billing controls

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Network Operations and Management
- Telecommunications Media - Capacities and Characteristics (Wireless and Wireline)
- Circuit- vs Packet-Based Operations and Billing
- Circuit-Based Billing Architectures and Controls
- Control Protocol Principles and Assurance
- Control Protocols (SS7)
- Anatomy of a CDR (How made, how delivered, how assured)
- Network Assurance (GRAPA standard controls and methods)
- Principles of Mediation Operations (Functions, Forensics, Controls)
- Principles of Postpaid Billing (Functions, Forensics, Controls)
- LOB Principles - Postpaid Voice (on-net)

Overview

This course was designed to provide students with an in-depth analysis of Interconnect and assuring revenues from Interconnect. RA Professionals will learn methodologies for assuring margins and profit from Interconnect agreements.

After this class, students will be able to:

- Define the principle risks to the telco's revenue in the areas of International and domestic interconnect
- Understand the architecture, market, regulatory and fraud issues associated with international and domestic interconnect
- Understand bypass fraud in the areas of interconnect partner/competitor illegal bypass, SIMBOX bypass, VOIP / Internet bypass.
- Understand the role of third party bypass detection providers, what they do, and how they deliver value

Duration: 1 day

Audience

- Anyone involved in Revenue Assurance, at any level, who is interested in learning more about Interconnect and how to assure revenues that come from Interconnect agreements



Key Concepts include:

- Fundamentals of Interconnect Operations
- Interconnect Billing Systems - Operations, Controls and Assurance
 - What is an interconnect billing system?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major interconnect billing controls
- Interconnect Margin Assurance
- Interconnect Network Design and Constraints
- Interconnect CDR Topologies and Billing Controls
- CDR security for interconnect
- Trunk Group Security and controls
- Interconnect routing table security, issues and controls
- Settlement process operations
- Settlement fraud risks and controls
- Internal Interconnect Frauds and their Prevention
- External Interconnect Frauds and Their Prevention
- Denial of Revenue Attacks
- Fundamentals of BYPASS Fraud
- Fundamentals of SIMBOX Operations
- Bypass Mapping and Assessment Approach

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Interconnect Billing (Functions, Forensics, Controls)
- Principles of Interconnect Operations (Functions, Forensics and Controls)
- LOB Principles Interconnect
- External and Internal Interconnect Frauds
- Denial of Revenue Attacks
- Principles of SIMBOX operation, detection and deterrence
- Principles of BYPASS operation, detection and deterrence

Overview

Become more innovative in the way that you assure content, and prepaid revenues, and make new product innovation the key function of your revenue assurance team.

Content Assurance

Understanding non-voice products and services like SMS, MMS, WAP and other content based applications is quickly becoming a major issue for many telcos. Whether you are a wireline telco in the midst of implementing IMS and NGN, or a wireless carrier concerned with messaging and other next generation services, the ability of the organization to understand, manage, assure and secure content is critical. Students will be provided with an indepth review of each of the major content technologies, and learn the methods for the GRAPA standard controls and assurance framework for content.

New Product Development

Being able to track and assure existing products is a huge challenge for many RA teams. What innovative and proactive RA managers are discovering is that the best value that they can deliver to their organizations is when they get involved at the FRONT END of the product development process and actually help marketers to develop new services that are more effective, easier to bill and more profitable. The unique skills of the RA professional, combined with the GRAPA Revenue Maximization techniques have made many RA teams an indispensable addition to their telco's new product development effort.

Prepaid billing assurance

Prepaid billing systems have been in use for decades, but it is only recently that management has started to demand the same level of control and assurance as has been expected from postpaid systems. The GRAPA standard controls and assurance methods have become the industry standard for protecting your prepaid revenues from loss due to rating errors, channel challenges, traffic / tracking shortfall or account management system problems.

Duration: 1 day

Audience

- Revenue Assurance professionals at any level who are interested in learning the key principles for maximising prepaid, content and new product development revenues



"The week has been the most comprehensive training for RA that I've had in my life. Thank you GRAPA for continuing to open my eyes and enabling me to perform my job function with better accuracy."
 -Senior Associate

Key Concepts include:

- Principles of circuit technology
- How to make a CDR
- History of Circuit
- SS7 Fundamentals and applications
- Fundamentals of Mediation, Postpaid Billing
- Fundamentals of Prepaid Billing Systems (Functions, Operations and Controls)
 - Traffic Controls and Monitoring
 - Sales channels controls and monitoring
 - Rating controls
 - Account management controls and monitoring
 - Revenue Recognition issues for prepaid
- Traffic Assurance (cases and controls)
- Channel Assurance (Issues, Cases and Controls)
- Rating Assurance (Methods and Effectiveness controls)
- Account Management and Revenue Recognition for Prepaid
- Prepaid Voice Revenue Management (Wireless/Wireline)
 - Key operational characteristics
 - USSD prepaid billing architecture
- Prepaid Roaming Revenue Management
 - What is a CAMEL system? How does it work?
 - Key Operational characteristics
 - Key controls and assurance issues
 - USSD prepaid billing architecture

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Product Architectures - SMS, MMS, WAP, Content
- Content Operations (Functions, Forensics and Controls)
- Content Fraud Exploits, Cases and Remedies
- Fundamentals in New Product Development (Fraud and RA)
- Role of Revenue Assurance in New Product Deployment
- Revenue Assurance Controls for New Product Development
- Principles of Prepaid Billing Assurance
- Line of Business Principles of Operation and Control - Prepaid Billing Systems
- Traffic, Channel, Account and rating Assurance Controls and Corrections
- Prepaid Fraud Exploits, Cases and Remedies
- Prepaid Fraud Controls

Overview

Roaming

Roaming represents one of the biggest sources of revenues for many carriers today, but it also represents one of the biggest areas of loss due to leakage, operational error and fraud. In this course, we review the entire depth and breadth of the roaming revenue management equation including postpaid roaming, USSD Roaming, Prepaid CAMEL roaming and the future of roaming activities.

We will also provide indepth consideration of the issues associated with working with a DCH, clearance, Roaming Frauds and HUR/NRTDE capabilities.

Convergent Billing

Convergent billing system mania has once again struck the telecommunications industry. As telcos converge products, services, channels, rating engines and business models, the need for converged billing becomes critical.

In this class we consider the different types of convergent billing systems (Consolidated Invoicing, Consolidated LOB, Consolidated Rating, Divergent Credit Management and Convergent Account Management) and review the main vendors, architectures and issues associated with each.

This course will introduce the new generation of GRAPA Standard Controls for convergent billing systems. This class is a must for anyone interested in learning how to manage the selection, implementation and assurance of Convergent systems.

Duration: 1 day

Audience

- Anyone involved in the assurance of telco revenues or operations at *any* level who is interested in the assurance of roaming and convergent billing



Key Concepts include:

- Postpaid Roaming (operations, functions and controls)
- Postpaid Roaming Business Models
- GSMA IREG and TADIG Controls Management
- HUR and NRTDE Credit Management Operations
- DCH – Services, Products and Assurance
- USSD Roaming (operations, functions and controls)
- USSD Business Models
- Prepaid (CAMEL) Roaming (operations, functions and controls)
- CAMEL Business models and partner management
- Roaming Margin management
- Roaming security and Fraud Issues
- Convergent billing systems architectures
- Consolidated Invoicing systems (operations and controls)
- Consolidated LOB Billing Systems (operations and controls)
- Consolidated Rating Systems (operations and controls)
- Divergent Credit Management Models and Systems
- Convergent Account Management Solutions
- Converging the Convergent billing systems
- Convergent Billing Systems Controls

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Postpaid Roaming Operations (Functions, Forensics and Controls)
- Principles of USSD Prepaid Roaming (Functions, Forensics and Controls)
- Principles of Prepaid (CAMEL) Roaming (Functions, Forensics and Controls)
- GRAPA Standard controls and forensics for Roaming (postpaid, Prepaid, USSD)
- DCH Issues and Management
- HUR and NRTDE Operations and Assurance
- Roaming Fraud Exploits , Cases and Remedies
- Roaming Fraud Management
- Convergent Billing Operations (Functions, Forensics and Controls)
- Convergent Billing Fraud Exploits, Cases and Remedies



Overview

Telecommunications companies are some of the most miraculous and profitable businesses in the world. In this course, students will learn the secret to how telco's manage to make money and create new revenue streams on a continuous basis for the past 100 years.

This course provides the student with an understanding of how advanced revenue assurance techniques are being utilized to boost telco profits and give telcos a competitive edge in the marketplace.

This course will teach students about tele-economics, the strategic application of knowledge about new technology innovation cycles, CAPEX, OPEX and Brand Strength and how to use that knowledge to build powerful "revenue producing capabilities".

Students will learn about the "Telco Money Machine" and the role of the telco as a Value Producing agent in the economic environment.

Students will learn about the "value creation process" and how telcos innovate and create core values through the application of service marketing insights and market power.

Duration: 1 day

Audience

- Revenue Assurance professionals and executives who are interested in learning the advanced RA skills and techniques utilized by Telecoms around the world to maximize profits throughout the Telco

Key Concepts include:

- Tele-Economics Principles and Practice
- The Real – TOM
- Integrated Revenue Governance : RA, Fraud, IA, SOX and Revenue Management
- Price Elasticity Models and how to apply them
- Demand Elasticity Models and when they can help
- The Telco Profit Scales : Practical utilization
- The Telco Value creation Process
- Brand Equity: Valuation, Measurement and Leverage
- Commercialization Capabilities : Principles and Controls
- Billing/Payment Model Design and Assurance
- Risk Measurement and Leveraging

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Tele-Economics
- Elasticity Models (Price, Demand, Supply) and their application
- Profit/Margin Calculation and Application
- Brand Equity: Principles in valuation, measurement and controls
- Billing/Payment Model Design and Leverage
- Commercialization Capabilities Design and Leverage



Overview

In this second day of our Revenue Engineering class, we will build upon the concepts and information developed in day 1. During this day we will consider:

Viewing revenue assurance as a “revenue harvesting function”. Students will be challenged to consider leakage as nothing more than a “deferred revenue lift”, or “deferred risk”, and revenue assurance as the function commissioned with the uncovering and harvesting of those “pockets” or untapped margin.

Students will review the concepts and margin assurance, where RA teams anticipate and investigate the viability of increasing revenues by questioning and altering the cost profiles of different revenue streams (including interconnect, roaming, content and other lines of business).

The Asset Assurance process will then be reviewed. Students will review case studies and see applications which have been utilized to help telco realize profits through the more effective deployment of assets (switches, towers etc.)

We will then review the concept of “invisible margins”, the creation of products that generate no “face value”, but which yield high profits from concomitant revenues.

The Majority of Day 2 will be spent focusing on the concept of Market Assurance and the harnessing of Revenue Engineering to help make programs, promotions and new products as successful and profitable as possible.

We will review the methods of marketing forensics. The utilization of the WAR methodology (Wallet Share, Acquisition and Retention) to get better measure and controls on marketing related processes. Students will review the GRAPA standard controls for marketing (Market, Margin, Billing, Network, Sales/Channel and Subsidy) controls and risks, and learn how successful RA teams are using these approaches to make big improvements in their companies’ success with marketing efforts.

Special attention will be paid to the issues associated with churn, the use of revenue engineering to assist with VNO and outsourcing agreements.

Duration: 1 day

Audience

- Revenue Assurance and Fraud Management Professionals, Strategists, CFOs, CEOs, Marketing, Sales, New Product Development, Pricing Managers, and anyone with an understanding of the basics of Revenue Assurance and a willingness and desire to increase their value and responsibility in maintaining controls while adding to the top line.

Key Concepts include:

- Revenue Assurance as profit harvest Function
- Organizing RA as a strategic key player in the organization
- Positioning RA with Fraud, Internal Audit, Regulatory, legal and SOX
- Making RA part of the Financial Planning Team
- Margin Assurance : Principles, Approaches and Case Studies
- Asset Assurance; Principles, Approaches and case studies
- Invisible Margins : Techniques, Applications and Examples
- Market Assurance : Principles, Approaches and Case Studies
- Marketing Forensics and Market Assurance controls
- The Value creation process
- Gateway methodologies and their application in telecoms : cases
- New Product Assurance framework and controls
- Churn as an expression of risk
- Operational Decomposition : VNO/Outsourcing As Revenue Sources
- The Integrated revenue Governance Framework and Revenue Engineering

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Profit Harvesting
- Margin Assurance: Principles
- Market Assurance Principles
- Invisible Margin Principles
- Value Creation Principles
- Service Profit Modeling
- Gateway Methodologies and Telecoms Product Development
- Churn as embedded Risk Leverage methodology
- Operational Decomposition for VNO/Outsourcing



Overview

This is the first day of our 2-day Revenue Assurance Managers workshop. This class has been specifically designed for the RA manager and has been taught to dozens of RA Managers over the past 4 years.

Our unique interactive workshop approach requires attendees to participate and share their own experiences with the other managers in the room. This exchange of ideas adds greatly to the value students receive, and helps RA managers to develop their presentations skills along with helping them to learn from others experiences.

Managing a revenue assurance group is a big job. It involves trying to piece together a complex model that includes organizational and functional coordination with dozens of other departments, technical and operational comprehension of dozens of revenue management streams, creation of budgets, KPIs, and staffing plans and pulling it all together under a cohesive, viable, dynamic, and empowering mission and vision

We review alternative strategies, approaches and tools for being more effective as a manager in the 21st century telco organization.

Part of that strategy is having a good understanding of the software tools that are available to help make it easier to do your job. We will focus on:

- Principles of data warehouse development for the RA manager
- How do build a Forensics Laboratory, how to staff it and how to use it.
- Principles of Data Mining, and a review of the preliminary Data Mining techniques include cluster analysis, sampling, distribution analysis, CART, Chaid, the use of Nueral networks and other Data mining techniques.

We will review Revenue Assurance systems, selecting them, using them, managing their effectiveness, and the use of consultants and contractors.

Duration: 1 day

Audience

- Revenue Assurance Managers and those looking to start up a new Revenue Assurance department who would like to learn the management, organization and other tools utilized by successful Managers around the world.

Key Concepts include:

- 21st Century Management Techniques
- Vision, Mission and Getting Control of RA Scope
- Data Warehousing Principles and Applications
- Data mining: techniques, tools and case studies
- Organizational Fit for the RA organization
- Software Vendors : Management and Issues
- Contractors and Consultants : management and issues

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- RA Vision and Mission Setting
- Organizational Positioning Principles
- Data Warehousing for Revenue Assurance
- Data Mining for Revenue Assurance
- Software Solutions Management ; Principles
- Consultant management Principles

"The revenue assurance training surpassed my expectations. It is a comprehensive, practical training that provides a framework and specific guidance so that RA Managers can better assure end to end. I highly recommend that anyone involved with assuring revenue attend this training."

-International Compliance Director

Overview

IN this second day of our Revenue Assurance Managers course, we will focus on the personnel and political issues associated with RA. Included will be :

- The marketing of RA
- The Principles of INtrapreneurship and their application to the running of an RA organization
- The budget management process and how to win at budgeting
- Working with H/R
- H/R Principles for the RA Manager
- Staffing and Promoting your RA Team
- Organizing the RA Organization.
- Setting up a new revenue assurance department
- The new RA Managers planning and survival kit
- SWOT analysis of your own RA organization

Duration: 1 day

Audience

- Revenue Assurance Managers and those looking to start up a new Revenue Assurance department who would like to learn the management, organization and other tools utilized by successful RA Managers around the world.



Key Concepts include:

- Intrapreneurial principles for the RA Manager
- Managing the annual budget cycle
- Winning project budget awards
- The RFP process for R/A managers
- Organizing your RA Department
- Staffing and Planning for the RA Team
- Setting up a new RA department
- SWOT Analysis of your RA Team
- Presenting your Vision and Mission to Top Management

*"It's my best experience in RA, Fraud and telecom network. It's the perfect combination between knowledge, experience and the RA GRAPA Standards."
-Senior Analyst*

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Intrapreneurial Revenue Assurance Principles
- Marketing Revenue Assurance in the Organization
- Staffing of Revenue Assurance
- H/R Planning and Principles for the RA Manager
- Workshop: Setting up an RA Department
- Workshop: RA KPI's

Overview

This course is designed to provide the student with an intensive review of the issues and techniques being utilized around the world to understand and assure Internet, IP, GPRS and other “data and content” revenue streams. Equally applicable to both wireline and wireless environments, this course provides RA managers with the technical and organizational background necessary to understand the underlying problems they face when attempting to bill, assure and protect IP based revenue streams.

Course material includes:

- Fundamentals of Packet and Internet Technology
- Key billing architecture and compliance issues for IP
- Alternative VOIP business models and billing structures
- SS7 and SIP – VOIP Control protocols and how to use them
- Alternative IP Billing Models and how to implement them

In addition to these core concepts, we will review the details of how these technologies are actually deployed via GPRS architecture, operations and business models; 3G, UMTS, IMS and Next Generation Networks; and Media Gateways: Application and Assurance.

The balance of the training day will be spent reviewing the implementation and assurance of Mobile Banking systems. These new systems are taking the telecommunications industry by storm in many markets, but few understand their complexities and the incredible additional liabilities the telco takes on when offering these systems.

In this course we will review major categories of M-Banking systems, principle architectural approaches of the major vendors, case studies and examples of successes and failures and the proposed GRAPA Standards for M-Banking systems assurance and fraud protection

Duration: 1 day

Audience

- Any Revenue Assurance professional or executive who is interested in learning how to assure the latest technologies, including Internet, IP, GPRS, 3G, 4G, xG and more.



Key Concepts include:

- Principles of packet based technology
- ATM vs IP
- IP Protocol Family
- SS7 Review
- SIP and SS7 Relationship
- VOIP alternative business and billing models
- GPRS Architecture
- SGSN/GGSN Functions and Architectures
- PDP assignment and security
- Alternative GSN billing models
- Prepaid SGSN connections
- GRAPA standard GPRS controls and assurance
- 3G Technologies
- LTE vs UMTS vs IETF Frameworks
- Assuring and Security MGW and NGN
- Mbanking Architectures and Security

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- NTD (New Technology Deployment and Risk Assessment): 3G
- NTD: GPRS
- Principles of New Technology Risk Assessment
- LOB Principles - GPRS
- Packet Traffic Fundamentals (IP/ATM/Frame Relay)
- VOIP Business and Architectural Models
- SIP/VOIP/SS7 Control protocols
- VOIP Billing and Assurance
- GPRS standard controls and fraud vulnerabilities
- Money Laundering: Principles and Issues
- MBanking: Architectures and approaches
- MBanking: Controls
- UMTS principles and controls
- IMS Principles and Controls
- NGN Principles and Controls
- MGW Assurance

Overview

Some of the most successful telecoms around the world, have discovered that the creative, innovative and proactive application of revenue assurance to their environment can create huge impacts on profitability and time to market.

In this course, managers and executives will be provided with a one day overview of what all the excitement is all about.

New jobs. New domains. New Responsibilities.

See how this incredible explosion in the expansion of the definition of the revenue assurance professional is helping telcos in their migration from 2G to 3G to 4g and beyond.

Learn about Revenue Protection, Revenue Maximization. Margin Assurance. Asset Assurance and the most powerful adaptations Market Assurance, New Technology Assurance and the driving of the new Product Development Process.

Duration: 1 day (Same as RA101)

Audience

- Telco Executives interested in gaining an overview of the GRAPA Standards based approach to innovative, effective revenue assurance.
- People interested in learning how to turn their “old style”, boring revenue assurance into a proactive, problem solving, critical and strategic part of their telco’s management and operational environment.



Key Concepts include:

- The Real Tom – How Telcos' really work, and how decisions get made
- The GRAPA Standards based approach to revenue assurance
- How to lower the cost of RA activity while increasing the effectiveness at the same time
- The Revenue Assurance Lifecycle
- Forensics: Methods and Approaches
- 12 Types of RA controls
- Controls: How to make them, how to use them
- Corrections: Deciding when to fix it
- GRAPA Benchmarks : How telcos practice and organize their RA activities
- Margin Assurance
- Marketing Assurance : getting control over market risks
- Churn Assurance
- Promotion Assurance
- Subsidy Assurance
- Revenue Mapping as a strategic method
- Revenue engineering and the proactive application of RA skills to the design of newer, more profitable, more marketable products and services
- Integrated Revenue Governance and the roles of RA, IA, Fraud, SOX and operational managers

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- The "Real-TOM" (Telco Operations Model) and RA's role
- Principles of revenue Engineering
- Integrated Revenue Governance
- The Science of Revenue Assurance
- The Revenue Assurance Lifecycle
- Principles of Revenue Assurance Operation
- Principles of Scope Management
- Principles of Revenue Realization (Margin, Market, New Products)
- Principles of Revenue Optimization (Leakage and Risk Containment)
- Revenue Risk Prioritization and Assessment Techniques
- Principles and Methods for Forensics Management
- Principles and Methods of Controls Management
- Principles and Methods of Corrections Management
- RA KPIs and Compliance Management

Overview

No matter how advanced your products and services get, eventually, any telco product and service is going to be touched and managed by network elements (Switches and Routers) and CDRs (and SS7 commands). Understanding how to manage telco revenues, and how to design new revenue streams depends upon the professional's understanding of these fundamentals.

In this course, we expose the student to an intensive Immersion into the world of network assurance and CDR management.

Learn how networks work, how CDR's are generated, what is SS7 and how to use it and most critically, how telco systems use this information and process it through mediation and postpaid billing systems.

This class is an absolute prerequisite for anyone intending to get involved in telco revenue assurance, analysis, audit, or management. The course provides you with all of the buzzwords, concepts, and "tricks of the trade" that will help you understand, review, and question the network side of the revenue management equation.

Duration: 1 day (Same as RA102)

Audience

- Anyone interested in learning the tools and principles for assuring their Telco's network, with special emphasis on how Postpaid Billing Systems work and can be assured.



Key Concepts include:

- Principles of Circuit technology
- How to make and read a CDR
- Key network controls and methods:
 - Topology, Security, Control protocols, transaction control disciplines, CDR Generation and CDR Transport
 - Media characteristics and controls (wireline, wireless)
 - History of circuit technology
 - How to assure circuit switch activities
 - CDR architectures and billing models
 - Understanding and using SS7
- Principles of Mediation (Operations, Functions and Assurance)
 - What is a Mediation System? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major mediation controls (I/O, FSEC, aging, change control)
- Principles of Postpaid Billing (Operations, Functions and Assurance)
 - What is a Postpaid Billing System? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major postpaid billing controls

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Network Operations and Management
- Telecommunications Media - Capacities and Characteristics (Wireless and Wireline)
- Circuit- vs Packet-Based Operations and Billing
- Circuit-Based Billing Architectures and Controls
- Control Protocol Principles and Assurance
- Control Protocols (SS7)
- Anatomy of a CDR (How made, how delivered, how assured)
- Network Assurance (GRAPA standard controls and methods)
- Principles of Mediation Operations (Functions, Forensics, Controls)
- Principles of Postpaid Billing (Functions, Forensics, Controls)
- LOB Principles - Postpaid Voice (on-net)

Overview

This One-Day Crash Course provides students with a comprehensive end-to-end review of the major issues and controls and issues associated with the assurance of prepaid billing systems.

Prepaid billing systems have been in use for decades, but it is only recently that management has started to demand the same level of control and assurance as has been expected from postpaid systems. The GRAPA standard controls and assurance methods have become the industry standard for protecting your prepaid revenues from loss due to rating errors, channel challenges, traffic / tracking shortfall or account management system problems.

During the morning session, students will review the fundamentals of telecommunications technology, including Network Topology, Fundamentals of SS7, Media and Capacity and the concepts of control protocols and the generation of MSC CDRs. Included will be a fundamental review of the workings of mediation and postpaid billing systems (to serve as a reference against prepaid billing activities).

In the afternoon, we will focus on applying that basic knowledge to the assurance of prepaid systems. This session will review the GRAPA standards 4 sub-domains for Prepaid Assurance:

- Traffic Assurance
- Channel Assurance
- Rating Assurance
- Account Assurance

This review will include the operational environment, key issues and controls, and standard assurance techniques for each.

Duration: 1 day (Overlap RA104)

Audience

- Anyone involved in the assurance of telco revenues or operations at *any* level who needs to understand how the network works and how billing is actually conducted
- Revenue assurance professionals who need to understand the processes, terminology, and vulnerabilities that underlie their operational environment
- Internal auditors who want to be able to audit and review network activities with integrity and confidence.



Key Concepts include:

- Principles of circuit technology
- How to make a CDR
- Key network controls and methods
- History of Circuit
- Command and control protocols
- SS7 Fundamentals and applications
- Fundamentals of Mediation, Postpaid Billing
- Fundamentals of Prepaid Billing Systems (Functions, Operations and Controls)
 - Traffic Controls and Monitoring
 - Sales channels controls and monitoring
 - Rating controls
 - Account management controls and monitoring
 - Revenue Recognition issues for prepaid
- Traffic Assurance (cases and controls)
- Channel Assurance (Issues, Cases and Controls)
- Rating Assurance (Methods and Effectiveness controls)
- Account Management and Revenue Recognition for Prepaid
- Prepaid Voice Revenue Management (Wireless/Wireline)
 - Key operational characteristics
 - USSD prepaid billing architecture
- Prepaid Roaming Revenue Management
 - What is a CAMEL system? How does it work?
 - Key Operational characteristics
 - Key controls and assurance issues
 - USSD prepaid billing architecture

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Prepaid Billing Assurance
- Line of Business Principles of Operation and Control - Prepaid Billing Systems
- Traffic, Channel, Account and rating Assurance Controls and Corrections
- Prepaid Fraud Exploits, Cases and Remedies
- Prepaid Fraud Controls
- Network Assurance (GRAPA standard controls and methods)
- Principles of Mediation Operations (Functions, Forensics, Controls)

Overview

This one day crash course is designed to provide the student with an intensive review of the issues and techniques being utilized around the world to understand and assure Internet, IP, GPRS and other “data and content” revenue streams. Equally applicable to both wireline and wireless environments, this course provides RA managers with the technical and organizational background necessary to understand the underlying problems they face when attempting to bill, assure and protect IP based revenue streams.

Course material includes:

- Fundamentals of Packet and Internet Technology
- Key billing architecture and compliance issues for IP
- Alternative VOIP business models and billing structures
- SS7 and SIP – VOIP Control protocols and how to use them
- Alternative IP Billing Models and how to implement them

In addition to these core concepts, we will review the details of how these technologies are actually deployed via GPRS architecture, operations and business models; 3G, UMTS, IMS and Next Generation Networks; and Media Gateways: Application and Assurance.

The balance of the training day will be spent reviewing the implementation and assurance of Mobile Banking systems. These new systems are taking the telecommunications industry by storm in many markets, but few understand their complexities and the incredible additional liabilities the telco takes on when offering these systems.

In this course we will review major categories of M-Banking systems, principle architectural approaches of the major vendors, case studies and examples of successes and failures and the proposed GRAPA Standards for M-Banking systems assurance and fraud protection

Duration: 1 day (Same as RA205)

Audience

- Any Revenue Assurance professional or executive who is involved in the assurance of new technologies, including 3G, IP, Internet, M-Banking and more.



Key Concepts include:

- Principles of Network Topology for Packet
- Alternative packet business models (DSL, Cable, Triple Play, LMDS/MMDS, WIMAX, Wifi, 2.5G, GPRS, UMTS, IMS, Frame Relay)
- Billing models and approaches for packet
- Radius and Diameter servers and their functions
- Postpaid and Prepaid Packet Billing
- SIP/SS7 Fundamentals and Uses
- GPRS – Architecture, Business Models and Controls
- 3G/UMTS/IMS/NGN/DOCSIS – architecture, business models and control
- APN/PDP/WAP and Backbone controls
- Mbanking Architectures and Business Models
- Key mBanking implementation review (Kenya, Phillipines, Europe, US, Asia, Africa)
- MBANKING controls and risk containment strategies

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- NTD (New Technology Deployment and Risk Assessment): 3G
- NTD: GPRS
- Principles of New Technology Risk Assessment
- LOB Principles - GPRS
- Packet Traffic Fundamentals (IP/ATM/Frame Relay)
- VOIP Business and Architectural Models
- SIP/VOIP/SS7 Control protocols
- VOIP Billing and Assurance
- GPRS standard controls and fraud vulnerabilities
- Money Laundering: Principles and Issues
- MBanking: Architectures and approaches
- MBanking: Controls
- UMTS principles and controls
- IMS Principles and Controls
- NGN Principles and Controls
- MGW Assurance

Overview

This intensive 2day master class is designed to provide the student with a comprehensive and intensive review of the critical aspects of the running of an interconnect operation.

The first day will consist of a review of the network and operational fundamentals necessary to run interconnect business including: Network Topology and Controls, CDR Architecture and alternative models, SS7 controls, Interconnect routing tables and their usage, how CDR's are made and how to assure the network environment

Students will then learn about the fundamentals of mediation systems (how they work, what they do, how they support interconnect operations.) and postpaid billing systems (operations and key controls).

Day 2 will be focused completely on Interconnect operations. Beginning with an intensive review of the interconnect business model, regulatory issues and the operational framework that telcos utilize.

We will review alternative management and operations models, and the key areas of vulnerability and critical controls.

Based upon this set of fundamentals, students will then review the issues of BYPASS and SIMBOX fraud, learning how they work, and how they can be prevented and dealt with effectively.

Students will come away with an extensive knowledge of interconnect operations, and a working knowledge of the GRAPA controls and forensics techniques, along with knowledge of cases from around the world.

Duration: 2 days *(Same as RA102 and RA103)*

Audience

- Anyone involved in Revenue Assurance who is interested in learning the tools and techniques for assuring Interconnect Billing Operations and Mediation Systems. Bypass and SIMbox Fraud Risks will be covered as well.



Key Concepts include:

- Principles of circuit technology
- How to make a CDR
- Key network controls and methods
- History of Circuit
- Command and control protocols
- SS7 Fundamentals and applications
- Fundamentals of Mediation, Postpaid Billing
- Fundamentals of interconnect operations
- Interconnect Billing Systems - Operations, Controls and Assurance
 - What is an interconnect billing system?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major interconnect billing controls
- Interconnect network design and constraints
- Interconnect CDR Topologies and Billing Controls
- Interconnect Routing Table management and security
- Internal interconnect frauds and leakages
- External interconnect frauds and leakages
- Denial of Revenue Attacks
- Fundamentals of SIMBOX and Bypass fraud

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Network Operations and Management
- Telecommunications Media - Capacities and Characteristics (Wireless and Wireline)
- Circuit- vs Packet-Based Operations and Billing
- Circuit-Based Billing Architectures and Controls
- Control Protocol Principles and Assurance
- Control Protocols (SS7)
- Anatomy of a CDR (How made, how delivered, how assured)
- Network Assurance (GRAPA standard controls and methods)
- Principles of Mediation Operations (Functions, Forensics, Controls)
- Principles of Postpaid Billing (Functions, Forensics, Controls)
- LOB Principles - Postpaid Voice (on-net)
- Principles of Interconnect Billing (Functions, Forensics, Controls)
- Principles of Interconnect Operations (Functions, Forensics and Controls)
- LOB Principles Interconnect
- External and Internal Interconnect Frauds
- Denial of Revenue Attacks
- Principles of SIMBOX operation, detection and deterrence
- Principles of BYPASS operation, detection and deterrence

Overview

This intensive 2-day masterclass is designed to provide the student with an exhaustive review of the key elements in the operation and assurance of a Roaming Environment, as well as to provide an understanding of convergent billing systems.

First, students will review the fundamentals of telecoms network assurance, postpaid and prepaid billing operations (and the assurance and establishment of appropriate controls over each).

Based upon that prerequisite knowledge, students will then be provided with an in depth review of the many different roaming business and operational models, along with the different credit management methods. Emphasis will be placed on the implementation of appropriate controls and operational constraints in order to run an effective, profitable and Fraud-Proof Roaming business.

In this class, we will also consider the different types of convergent billing systems (Consolidated Invoicing, Consolidated LOB, Consolidated Rating, Divergent Credit Management and Convergent Account Management) and review the main vendors, architectures and issues associated with each.

This course will introduce the new generation of GRAPA Standard Controls for convergent billing systems. This class is a must for anyone interested in learning how to manage the selection, implementation and assurance of Convergent systems.

Duration: 2 Days (Overlap RA104, RA105)

Audience

- Revenue Assurance Professionals and executives who are interested in learning advanced techniques, as well as fundamentals for, roaming assurance and convergent billing.



Key Concepts include:

- Principles of circuit technology
- How to make a CDR
- Command and control protocols
- SS7 Fundamentals and applications
- Fundamentals of Mediation, Postpaid Billing
- Fundamentals of Prepaid Billing Systems (Functions, Operations and Controls)
- Traffic Assurance (cases and controls)
- Channel Assurance (Issues, Cases and Controls)
- Rating Assurance (Methods and Effectiveness controls)
- Account Management and Revenue Recognition for Prepaid
- Prepaid Assurance Effectiveness Issues and Case studies
- Postpaid Roaming (operations, functions and controls)
- Postpaid Roaming Business Models
- GSMA IREG and TADIG Controls Management
- HUR and NRTDE Credit Management Operations
- DCH – Services, Products and Assurance
- USSD Roaming (operations, functions and controls)
- USSD Business Models
- Prepaid (CAMEL) Roaming (operations, functions and controls)
- CAMEL Business models and partner management
- Roaming Margin management
- Consolidated Invoicing systems (operations and controls)
- Consolidated LOB Billing Systems (operations and controls)
- Consolidated Rating Systems (operations and controls)
- Divergent Credit Management Models and Systems
- Convergent Account Management Solutions
- Converging the Convergent billing systems
- Convergent Billing Systems Controls

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Postpaid Roaming Operations (Functions, Forensics and Controls)
- Principles of USSD Prepaid Roaming (Functions, Forensics and Controls)
- Principles of Prepaid (CAMEL) Roaming (Functions, Forensics and Controls)
- GRAPA Standard controls and forensics for Roaming (postpaid, Prepaid, USSD)
- DCH Issues and Management
- HUR and NRTDE Operations and Assurance
- Roaming Fraud Exploits , Cases and Remedies
- Roaming Fraud Management
- Convergent Billing Operations (Functions, Forensics and Controls)
- Convergent Billing Fraud Exploits, Cases and Remedies
- Principles of Prepaid Billing Assurance
- Line of Business Principles of Operation and Control - Prepaid Billing Systems
- Traffic, Channel, Account and rating Assurance Controls and Corrections
- Prepaid Fraud Exploits, Cases and Remedies
- Prepaid Fraud Controls
- Network Assurance (GRAPA standard controls and methods)
- Principles of Mediation Operations (Functions, Forensics, Controls)

Overview

This two-day course will provide students with an overview of the latest trend in revenue assurance, the discipline called revenue engineering.

Revenue Assurance, in the past, has been looked upon by other departments in the Telco as the “janitors” who are there to simply clean up the revenue leakage that occurs as a result of a lack of controls or other issues.

Revenue Engineering takes this concept of Revenue Assurance to the next level by applying revenue assurance and fraud management skills, knowledge, procedures and controls to help Telcos make major improvements to their profits and revenues. Learn about the advanced revenue engineering techniques being used by innovative Telcos to gain competitive advantage, squeeze untapped profits out of existing service lines and assets, generate hidden profit margins and out distance the competition through the application of advanced proactive Revenue Assurance skills, tools and approaches.

Learn to utilize existing skills and knowledge to actually add to the top line of the Telco by accelerating and taking a key part in existing processes like New Product Development, Marketing, New Technology, Margin and Market Assurance and more.

Learn how to gain a sure advantage over your competition by applying controls and thinking through potential risks and innovative ways of increasing revenue before new products, marketing, etc. are rolled out.

Duration: 2 Days (Same as RA201 and RA202)

Audience

- Revenue Assurance and Fraud Management Professionals, Strategists, CFOs, CEOs, Marketing, Sales, New Product Development, Pricing Managers, and anyone with an understanding of the basics of Revenue Assurance and a willingness and desire to increase their value and responsibility in maintaining controls while adding to the top line.



Key Concepts include:

- Tele-Economics Principles and Practice
- The Real – TOM
- Integrated Revenue Governance : RA, Fraud, IA, SOX and Revenue Management
- Price Elasticity Models and how to apply them
- Demand Elasticity Models and when they can help
- The Telco Profit Scales : Practical utilization
- The Telco Value creation Process
- Billing/Payment Model Design and Assurance
- Risk Measurement and Leveraging
- Revenue Assurance as profit harvest Function
- Organizing RA as a strategic key player in the organization
- Positioning RA with Fraud, Internal Audit, Regulatory, legal and SOX
- Making RA part of the Financial Planning Team
- Margin Assurance : Principles, Approaches and Case Studies
- Asset Assurance; Principles, Approaches and case studies
- Invisible Margins : Techniques, Applications and Examples
- Market Assurance : Principles, Approaches and Case Studies
- Marketing Forensics and Market Assurance controls
- The Value creation process
- New Product Assurance framework and controls
- Churn as an expression of risk
- Operational Decomposition : VNO/Outsourcing As Revenue Sources
- The Integrated revenue Governance Framework and Revenue Engineering

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- Principles of Tele-Economics
- Elasticity Models (Price, Demand, Supply) and their application
- Profit/Margin Calculation and Application
- Brand Equity: Principles in valuation, measurement and controls
- Billing/Payment Model Design and Leverage
- Commercialization Capabilities Design and Leverage
- Principles of Profit Harvesting
- Margin Assurance: Principles
- Market Assurance Principles
- Invisible Margin Principles
- Value Creation Principles
- Service Profit Modeling
- Gateway Methodologies and Telecoms Product Development
- Churn as embedded Risk Leverage methodology
- Operational Decomposition for VNO/Outsourcing

Overview

Managing a revenue assurance group is a big job. It involves trying to piece together a complex model that includes organizational and functional coordination with dozens of other departments, technical and operational comprehension of dozens of revenue management streams, creation of budgets, KPIs, and staffing plans, and pulling it all together under a cohesive, viable, dynamic, and empowering mission and vision.

In this class we help students to understand and explore:

- The fundamental assumptions and justifications for establishing a revenue assurance function
- Common rationalization models and the impact of those models on the KPIs

An introduction to the Intrapreneurial Model of RA Department Management including: alternative funding models; designation of “clients,” “competitors,” and “investors” in your RA department; marketing and public relations for the RA group; budgeting, budget management, and making the numbers work; definition of roles and responsibilities; recruiting RA team members; training strategies; creating an appealing career path; and retention and promotion

The key to this class is the review and establishment of standard industry practices and proven approaches for:

- Creating a revenue assurance-based corporate culture and making revenue assurance everyone’s business
- Working with operational managers and related departments and making yourself a critical part of their team and their success
- Cooperative models for integration of internal audit, Sarbannes-Oxley, and other financial assurance experts with revenue assurance

*This is a workshop class. Students will be expected to bring information and experiences from their own organization and participate in discussions and strategy sessions designed to help them formulate their strategies and test their “stories” for maximum impact.

Duration: 2 Days (Same as RA203 and RA204)

Audience

- Anyone involved in the practice of Revenue Assurance and Managing a Revenue Assurance team (or who is looking to start up a Revenue Assurance Dept), who is interested in learning the key aspects of running a successful RA effort.



"This course confirms the importance of Revenue Assurance in the telcos and all the skills and knowledge it takes to make a good management of Revenue Assurance."

-Revenue Assurance Manager

Key Concepts include:

- 21st Century Management Techniques
- Vision, Mission and Getting Control of RA Scope
- Data Warehousing Principles and Applications
- Data mining: techniques, tools and case studies
- Organizational Fit for the RA organization
- Software Vendors : Management and Issues
- Contractors and Consultants : management and issues
- Intrapreneurial principles for the RA Manager
- Managing the annual budget cycle
- Winning project budget awards
- The RFP process for R/A managers
- Organizing your RA Department
- Staffing and Planning for the RA Team
- Setting up a new RA department
- SWOT Analysis of your RA Team
- Presenting your Vision and Mission to Top Management

GRAPA Certification Credit:

Completion of this course of study, verified by testing, will earn attendees Competency Credit for the following areas in line with GRAPA's Body of Knowledge:

- RA Vision and Mission Setting
- Organizational Positioning Principles
- Data Warehousing for Revenue Assurance
- Data Mining for Revenue Assurance
- Software Solutions Management ; Principles
- Consultant management Principles
- Intrapreneurial Revenue Assurance Principles
- Marketing Revenue Assurance in the Organization
- Staffing of Revenue Assurance
- H/R Planning and Principles for the RA Manager
- Workshop: Setting up an RA Department
- Workshop: RA KPI's

More Than Just Training

In the Classroom

Out of the Classroom

Challenging Content



Socializing



The Revenue Assurance Academy
Experience!

Discussion



Networking



Build Confidence



Participation

Maximizing Revenue Potential and Minimizing Risk to those Revenues with Proven Techniques and Strategies

Join the leading Revenue Assurance focused training events. Featuring exclusive presentations, real-world examples of procedures, solutions, and strategies that have effectively reduced leakage and maximized profits for telcos around the world.

After twelve months of providing the Best Practices and Managers workshop series to hundreds of revenue assurance professionals around the globe, we are pleased to announce our improved course offering.

What is new?

- **New courses** – Dramatically improved classes to cover in more depth what revenue assurance professionals need for their jobs.
- **New class lineup** – 1-day and 2-day modules to make it more efficient and more convenient for the students.

What is the same?

- **Depth of knowledge** – The topics and examples are “narrow and deep” rather than broad and vague, presenting you with focused, highly targeted information that adds real value.
- **Relevant** – Class material is based on the foundations of GRAPA. GRAPA members from every geography, type of carrier, major type of technology, and carriers of all sizes review and approve these standard approaches. The material serves as the foundation for an industry standard approach that is applicable to everyone, and yet easily focused to the needs of specific sub-audiences.
- **Based on real-world situations** – The majority of the training is experience-based “standard practices” in revenue assurance as harvested from the many revenue assurance professionals who participate in “practices surveys,” “strategy sessions,” and other information-sharing events. Clear, specific deliverables are provided that apply to real-world situations.
- **Detailed** – The materials presented in the workshops vary from high level to very detailed, but are never based on speculation, guesses, or unvalidated information.
- **Interactive** – The workshops are more than simply lecture sessions. RAA classes are participative and interactive and students are expected to proactively join in discussions, problem solve, and fill out benchmarks. Attendees also have the opportunity for much interaction with the instructor and other students. Lunch and breaks are devised to facilitate more intimate conversation.
- **Professional development** – Students master vocabulary needed for creating a sense of professional identity and opportunities with other like-minded people in the industry that share common goals and issues.

The Instructor



Rob Mattison is a world renowned expert in telecommunications and the revenue assurance industry. Rob is President of the Global Revenue Assurance Professionals Association (GRAPA). He has 20+ years of hands-on industry experience, and is the author of *The Telco Revenue Assurance Handbook*, which has become the authoritative guide for RA Managers at telecommunications firms around the world.



Louis Khor, has had a long career in education and management, with significant experience as a technology commentator and telecommunications analyst. Formerly a Senior Analyst with one of the premier telecoms research firms in the US, New Paradigm Resources Group (NPRG), Louis has authored reports on forward looking markets and technologies such as Fixed Wireless, Hybrid Fiber Coax(HFC)/ DOCSIS 3.0 and Metro Ethernet. He has been responsible for research and curriculum development, and has been instrumental in setting strategic direction for the next phase of GRAPA's phenomenal growth.

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2010 Schedule:

- September 2010 - Kuala Lumpur, Malaysia
- October 2010 - Cape Town, S. Africa
- November 2010 - Dubai, UAE
- December 2010 - Chicago, USA

For the most up to date list of upcoming events please visit our website: www.ra-academy.org/upcomingevents.htm

We schedule courses and venues based on demand. So please tell us if you are interested in a particular class and location. If there is enough interest, then we move forward with our planning.

Telco executives rave about the courses....

The RA Managers Workshop provided an excellent methodology for re-building and refocusing the Revenue Assurance Department. Rob goes even further by helping the managers to identify the stage of development of the team within the organization and openly discuss options for raising RA profiles.

Highly recommended for any RA manager or supervisor.

... Manager, Revenue Assurance - Wireless Operator in the Caribbean

Informative and educative; exposed me to a lot of issues in RA - things we have not considered before now. It made me look at RA from a different perspective and widened my scope. I can now approach RA with increased confidence.

Rob afforded us all the opportunity to contribute, to express ourselves, give our experiences, the areas we need to correct. I would like to attend more of this type of training from Rob.

... Revenue Assurance Professional - Wireless Operator in Nigeria

About us:

The Revenue Assurance Academy (RAA) serves as the GRAPA training organization. By offering events that combine benchmark development, sharing of standard practices and approaches, and delivery of workshops (training that challenges participants to think outside the box and participate in problem solving and case study reviews), the Revenue Assurance Academy provides a unique and powerful venue for deployment of standard practices and rapid integration of those practices into the participating telco environments.

We have conducted our training programs for dozens of carriers and services providers around the world. Our workshops are offered in public venues (attended by delegates from many operators and services providers, which promotes the sharing of practices) as well as onsite for a private, more personalized and focused training for a company's staff.

Some of what makes our training so unique:

1. Based entirely on the GRAPA standards of professional revenue assurance practices
2. Taught by Rob Mattison, the world's leading authority on the practice of revenue assurance in telecommunications, author of ***The Revenue Assurance Handbook*** and dozens of whitepapers, and winner of many awards for his work in this area
3. Focused heavily on practical experience, not theory

To read some great reviews from students who have attended our training, please visit our website at:

www.ra-academy.org/Testimonial.htm.