

Revenue Assurance Academy

Cairo, Egypt • 24 May–4 June 2009

Event Guide

RA Core Curriculum

RA900: Fundamentals of Revenue-Based Revenue Assurance
24 May 2009

RA901: Network Operations, Billing Architectures and Controls
25 May 2009

RA902: Postpaid Voice Revenue Streams
(Mediation, Postpaid, Roaming, Interconnect)
26 May 2009

RA903: Prepaid and Content Revenue Streams
(Prepaid, CAMEL, SMS, Data, 3G GPRS, Streaming)
27 May 2009

RA904: Forensic Analysis, Fraud Mgmt Operations, RA Systems
28 May 2009

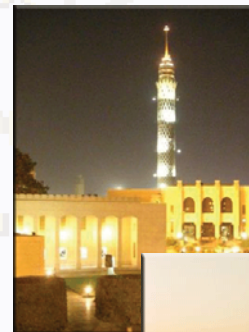
RA Managers Curriculum

RM100: Managing the Revenue Assurance Lifecycle (Workshop)
31 May 2009

RM105: Revenue Assurance Vision, Mission, and Organizational Fit
1-2 June 2009

RM115: Principles of Revenue Maximization
3-4 June 2009

Find out about
GRAPA Certification



Register for these workshops at www.ra-academy.org/UpComingEvents/Cairo_0901/Home.htm

The region's leading revenue assurance-focused training event features:

- ***exclusive presentations***
- ***real-world examples, success stories***
- ***procedures***
- ***solutions***
- ***and strategies that have effectively reduced leakage and maximized profits for telcos around the world***

A very interesting course and I learned from it very much. The course goes into the telecom details as well as giving a new perspective of Revenue Assurance. The course is very rich in information and knowledge. Telecom Engineers and IT would also benefit greatly from such courses as it lets them know more about RA and what it involves. I would encourage others from telecom to participate in these courses as they will benefit a lot from the experience.

Revenue Assurance Analyst, United Arab Emirates

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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 training programs offered here represent two of the major cornerstones of the GRAPA training program.

The CORE Curriculum:

The CORE Curriculum represents the foundational “body of knowledge” that summarizes the GRAPA standards and practices and provides students with the core technical, operational, and procedural knowledge required to “do the revenue assurance job” as a professional.

The MANAGERS Curriculum:

This curriculum provides students with the foundation of practices and concepts to be a successful and effective manager of revenue assurance activities.

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

Core Curriculum Package:

- RA900: Fundamentals of Revenue-Based Revenue Assurance
- RA901: Network Operations, Billing Architectures, and Controls
- RA902: Postpaid Voice Revenue Streams (Mediation, Postpaid, Roaming, Interconnect)
- RA903: Prepaid and Content Revenue Streams (Prepaid, CAMEL, SMS, Data, 3G, GPRS, Streaming)
- RA904: Forensic Analysis, Fraud Management Operations and Revenue Assurance Systems

Revenue Assurance Managers Package:

- RM100: Managing the Revenue Assurance Lifecycle (WorkShop)
- RM105: Revenue Assurance Vision, Mission, and Organizational Fit
- RM115: Principles of Revenue Maximization

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 class has been taught to hundreds of students around the world.

Includes recent updates and changes to keep it current.

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.

This course provides a comprehensive review of the main organizational structures, operational guidelines, objectives, and approaches associated with the execution of the revenue assurance functions.

Duration: 1 Day

Audience

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 interesting is understanding what revenue is really all about.



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:**
 - TMF ETOM Model
 - Revenue Mapping
 - GRAPA Standards

Overview

This course provides a comprehensive review of the many different aspects of telecommunications revenue management and the role played by network element components.

Without this information you cannot claim to understand telco billing and assurance.

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 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:

- **Understanding the organizational structure of the network operations teams and their roles and responsibilities related to revenue capture and processing**
- **The concept of the ‘revenue stream’ and the component parts**
- **The two key service delivery models (circuit / packet) and the revenue capture and processing architectures associated with each**
- **Key concepts, vocabulary, and elements of the telco infrastructure (shared for all revenue streams)**
 - Wired and wireless media
 - Capacities, service level management
 - Fault, performance and SLA measurement and delivery
- **Fundamentals of circuit-based revenue management**
 - Switches, CDRs, architectures and control environment
 - Control protocols and SS7
 - Key revenue capture and management practices for circuit based business
 - Standard controls and risk exposures for circuit based revenues
 - Voice, prepaid, postpaid, interconnect, wireless, wireline differences and issues
- **Fundamentals of packet and data revenue management**
 - Switches, gateways, routers and converters, architectures and control environments
 - Control protocols, IP, MMS, Java, SIP, WAP
 - Key revenue capture and risk exposures for data and packet-based revenues
 - Broadband, DSL, satellite, VoIP, ISP, LMDS/MMDS, microwave, SMS, MMS, WAP and streaming services , differences and issues
- **Standard controls and practices for assurance and fraud management for each of these service lines**

This course provides a comprehensive review of the key ingredients, vocabulary and concepts associated with the network environment. Knowledge of these fundamentals is CRITICAL to your understanding of the vast majority of revenue assurance issues. This course is truly a prerequisite to the rest of the curriculum.

Overview

This course provides a comprehensive review of the many different aspects of postpaid voice revenue streams including transaction capture, accounting, accuracy and management.

Understand the principles and practices associated with all major forms of postpaid billing operations.

See how the entire postpaid revenue management chain works for the different lines of business in telecoms.

This class provides the student with the fundamental knowledge necessary to understand, diagnose, assure, and manage the many different forms and aspects of the postpaid billing process.

Duration: 1 day

Audience

- Anyone involved in the assurance of telco revenues or operations involving postpaid revenues
- 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 postpaid billing operations and revenue recognition issues



Key Concepts:

- **Understanding CDRs, what they are, how they are made, how they are used**
- **Techniques for CDR diagnosis and management**
- **Assurance and controls for CDR generation, transport and processing**
- **Mediation systems – Operations, Controls 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)
- **Postpaid Billing Systems – Operations, Controls 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 (I/O, FSEC, aging, change control, daily processing, cycle processing, pre-rating, rating, credit management, set-fees management, revenue recognition, re-rating, bill cycle audits, customer identity management, rate/service plan management)
- **Interconnect Billing Systems – Operations, Controls and Assurance**
 - What is an interconnect billing system? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major interconnect billing controls (I/O, FSEC, aging, change control, daily processing, cycle processing, pre-rating, rating, credit management, set-fees management, revenue recognition, re-rating, bill cycle audits, customer identity management, rate/service plan management, interconnect partner management, settlement management, routing assurance, margin assurance, fraud risks)
- **Postpaid Roaming Billing Systems – Operations, Controls and Assurance**
 - What is a postpaid roaming billing system? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
 - The major postpaid roaming billing controls (I/O, FSEC, aging, change control, daily processing, cycle processing, pre-rating, rating, credit management, set-fees management, revenue recognition, re-rating, bill cycle audits, customer identity management, rate/service plan management, interconnect partner management, settlement management, routing assurance, margin assurance, fraud risks)

Overview

This course provides a comprehensive review of the many different aspects of prepaid revenue streams including transaction capture, accounting, accuracy and management

- Understand the principles and practices associated with all major forms of prepaid billing operations
- See how the entire prepaid revenue management chain works for the different lines of business in telecoms
- Learn about the IN, SS7, account management systems and revenue recognition issues for prepaid revenues

Duration: 1 day

Audience

- Anyone involved in the assurance of prepaid telco revenues or operations
- 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 prepaid billing operations and revenue recognition issues



Key Concepts include:

- **Understanding SS7, INs, and Prepaid Management Processes**
- **The Prepaid Systems Architecture and Control Domains including:**
 - Traffic controls and monitoring
 - Sales channels controls and monitoring
 - Rating controls
 - Account management controls and monitoring
 - Revenue recognition issues for prepaid
- **Review of the Features, Functions and Reports of a “Typical” Prepaid System**
- **Prepaid Voice Revenue Management (Wireless and Wireline)**
 - What is a prepaid billing system? How does it work?
 - Key operational characteristics
 - Key controls and assurance issues
- **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
- **Understanding Data and GPRS**
 - Broadband/cable architectures
 - Leased line, burstable, and frame relay architectures
 - DSL architectures
 - LMDS/MMDS/microwave/satellite architectures
 - Understanding GPRS
 - 2G, 2/12 G and 3G migration
 - Billing models and controls for data and ISP
- **Content Management Systems and Revenue Management**
 - Alternative content management architectures review
 - WAP
 - SMS
 - MMS
 - GPRS
 - Streaming
 - Content Management billing scenarios
 - Key controls and assurance issues for each content management protocol

Overview

This course provides a comprehensive review of three specialized areas of Revenue Assurance, each of which is key to understanding and managing the entire environment. These three areas include telco fraud, fraud management techniques and exposures, the foundational techniques for forensic analysis, and a review of the major categories, features and functions of revenue assurance systems.

This survey class allows students to learn the major disciplines and approaches associated with forensic analysis (the technique utilized to assess risk, perform root cause analysis, quantify revenue and risk, and document revenue risk exposures).

Learn how telco fraud management teams integrate these methods into a comprehensive fraud management approach.

Learn how revenue assurance systems are utilized to assist in both the forensic and controls management processes.

Duration: 2 Days

Who Should Attend

- Anyone involved in the assurance of telco revenues or operations involving fraud management or forensic assessment
- Revenue assurance professionals who need to understand the processes, terminology and vulnerabilities that underlie their operational environment
- Internal auditors who want to learn new techniques for auditing in specialized telco revenue assurance areas

Testimonials

It was very good to meet Rob Mattison and to attend the workshops with delegates from so many companies. It really helps to understand the various practices being followed across companies and also in building your network.

The Fraud Management class was really interesting for me. To be able to understand and discuss about the various types of frauds identified in the telecom industry and along with Rob sharing his case studies it was indeed fruitful. Also, in the Best Practices in Revenue Assurance class, I found the concept of revenue mapping to be especially interesting.

Overall, I was very happy to be there and it certainly has resulted in quite a few learnings for me. Thank you, Rob, for all the effort and hard work you put into the workshop.

Senior Manager
Credit & Revenue Assurance
India

Fraud Management Principles coverage includes:

- **A review of the major issues and concerns regarding fraud management**
- **Setting staffing and responsibilities for the different fraud management jobs.**
- **Fraud management under the GRAPA framework:**
 - Fraud Forensics
 - Fraud Controls and Fraud Management Systems
 - Fraud Corrections
 - Fraud Compliance Reporting
- **Forensic Analysis Techniques including:**
 - Approaches for staffing, training and organizing forensics
 - Risk analysis techniques
 - Exchange analysis fundamentals
 - Process analysis disciplines
 - Systems analysis
 - Statistical and numerical analysis
- **Revenue Assurance Systems Survey**
 - this section of the class provides a broad survey of the different types of revenue assurance systems, their features, functions and applications
 - Fraud Management Systems
 - Probes
 - Parallel Rating Engines
 - Business Intelligence Frameworks
 - “Classical” Revenue Assurance Systems

Overview

This course an in-depth review of the entire Revenue Assurance Lifecycle and helps the student to understand and “fit together” all of those pieces within the context of their own organizations.

*This is a workshop class and students will be expected to make presentations, discuss situations from their own environment or experience, and work out the details of how to best attain “maximum impact for minimum cost” in their own organizations.

- Learn how to set up, staff and run a complete, integrated revenue assurance operation
- Learn how to get better control over your requirements and your workload, and how to forecast your impacts
- Get a comprehensive review of the complete, fully integrated revenue assurance lifecycle. Students will learn how to organize, staff, and make the entire process operationally integrated, efficient and effective.

Duration: 1 Day

Who Should Attend

- Revenue Assurance Managers
- Revenue Assurance personnel who want to understand how all of the pieces of RA fit together

Testimonials

This is one of the most useful courses I have ever attended. It teaches RA specialists how to deal with all relevant cases.

Rob Mattison is an unbelievable lecturer! He can give the maximum benefit with simple words.

I am recommending my team to take such classes.

Revenue Assurance
Palestine



Key concepts covered include:

- **Understanding the overall Revenue Assurance Lifecycle**
- **The Organizational and Operational Mapping Process**
 - highlights figuring out where the greatest risks to revenue streams are (revenue risk mapping) and then mapping those risks against the available coverage agents (operational teams, operational managers, support staff (I/T, I/A, SOX, BPR, Six Sigma, and others))
- **Review of the 4 Components of the RA Lifecycle**
 - with an in depth consideration of the roles, responsibilities, overlapping functional areas, and “best fit” and “optimum impact” scenarios
- **Forensic Analysis**
 - What is it? How is it done?
 - Main functions and methods
 - Interfacing with I/A, security, and other related groups
 - Getting the forensics done right
 - Setting up the Forensics Lab
- **Corrections - What is it? How is it done?**
 - Main functions and methods
 - Interfacing with I/T, BPR and Operational Managers
 - Getting the corrections done right
- **Controls Management - What is it? How is it done?**
 - Main functions and methods
 - Interfacing with I/T and Operational Managers
 - Leveraging the RA team for maximum impact
 - Dealing with “Operational Responsibility” exposure (making sure you don’t end up owning responsibility for operational systems)
 - Negotiating coverage and compliance
- **Compliance - Establishing compliance report plans**
 - Creating compliance contracts
 - Managing the overall compliance process

Overview

This class provides the student with an operational and organizational perspective on revenue assurance. In this class we discuss the role of RA within the telco, and the relationships between RA and the other departments.

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
- Pulling it all together under a cohesive, viable, dynamic, and empowering mission and vision

Duration: 2 Days

Who Should Attend

- Revenue Assurance Managers
- Revenue Assurance personnel who want to understand how all of the pieces of RA fit together

Testimonials

The classes are very well structured and the information provided is highly useful with immediate application to our own situation. Rob Mattison is highly knowledgeable and an excellent instructor who makes even very complicated concepts easy to understand.

Rob is an incredibly dynamic trainer who portrays a lot of experience in the subject matter. Along with the excellent collection of material and presentations, the workshops provided a very useful framework, enhancing both organizational and individual performance.

Manager, Fraud & RA
Latin America



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 toles and tesponsibilities
 - Recruiting RA team members
 - Training strategies
 - Creating an appealing career path
 - Retention and promotion
- **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.*

- **Workshops will involve:**
 - SWOT Analysis of the student's own organizational situation
 - Strategic positioning and planning
 - Review and development of a comprehensive long term and short term strategy for RA expansion

Overview

This class provides the student with a comprehensive review of the concepts and principles behind revenue maximization-based revenue assurance.

- Learn how to turn your revenue assurance team into more than just a “clean up crew”
- Learn how RA managers are helping to increase revenues and protect profits by applying sound revenue assurance practices
- Learn how revenue assurance can add to the top line

Duration: 2 Days

Who Should Attend

- Revenue Assurance Managers
- Revenue Assurance Personnel who want to understand how all of the pieces of RA fit together



Key concepts covered include:

• Background, Terminology, and History of Revenue Maximization

- Revenue Maximization has slowly been expanding within the revenue assurance domain. What does it mean? How did this happen?
- Terminology, organizational and operational assumptions for revenue maximization
- We will look at some case studies and examples of successful revenue maximization projects
- How to approach management to “make the case” for RA involvement

• Key Components to Revenue Maximization Success

- The key to revenue maximization is leveraging the strengths of the revenue assurance team. This includes:
 - Focus on revenue and rationalization
 - Focus on operational and organizational “consensus”
 - Quantification of Risks
 - Rationalized evaluation of alternatives
 - Integration of solutions into the existing operational and organizational environment
 - Compliance and tracking to make sure the solution is *permanent*
- Leveraging RA skills, personnel and disciplines
 - Forensics Analysis and its role in Revenue Maximization
 - Corrections
 - Controls Design for Revenue Maximization cases
 - Compliance

• Revenue Maximization Categories, Techniques and Case Studies

- Consideration of each of the major categories of revenue maximization opportunity
- In-depth review of the situation, risks, major concepts, issues, and vocabulary associated with the domain, key corrections, controls, and compliance issues.

• Network Utilization Assurance

- Assuring that management is aware of any risks to revenue based on network downtime
- Assuring that outages are being measured and tracked, that the full risk to revenue is understood, and that proper corrections and controls are put into place to manage the risk to revenue
 - Review of the problem space, issues and solutions
 - Consideration of the architecture and design of most commonly applied controls
 - Examples of solutions

• Margin Assurance

- Making sure that the revenue from various services is in fact greater than the monies paid to partners and vendors who support the business. Includes:
 - Partnership arrangements where commissions are greater than revenues
 - Interconnect partnerships where rates paid (wholesale rates) are higher than rates billed (retail rates)
 - Content supplier relationships where content received and paid for is not delivered or billed

• Rate Plan and Bundling Assurance

- The telecom industry has relied on “subsidy” rationalization for complex bundles and rate plans for many years. Marketers and product developers build many assumptions into well intentioned pricing models that may turn out to be false. RA can address these issues by:
 - Discovering what the actual net revenue associated with a rate plan or bundling scheme is or might be
 - Assuring rate plans and bundles by applying sound financial analytics (forensic analysis) to determine an accurate, revenue/risk and rationalized view of the true effectiveness of the campaign

• Revenue Stream Assurance (Churn Assurance)

- Churn (loss of large numbers of customers in a short time due to competitive activity) is one of the most expensive and most difficult to understand and manage aspects of telecoms
- Although churn management is usually the responsibility to the marketing or customer service group, the financial consequences, the risks to revenue, and the needs of management to assess and forecast revenue at risk, create controls to monitor this, and corrections to repair it indicates that assurance of churn might be part of the RA scope
- This course includes:
 - Consideration of the root causes and issues of churn\
 - A financial perspective on how best to manage it

• New Product Development

- Revenue Assurance teams play a major role in the development and deployment of new products and services.
- The same revenue protecting knowledge, expertise, and disciplined approach makes them especially qualified to address future revenue streams
- Learn how RA managers are making a difference in this area

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.
- **Certification Core Curriculum** – A quick 5-day program will get you half way to meeting the training requirements for certification.

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.
- **Tailored content** – Training is adjusted to align the needs of the students to the available material. Students are asked to fill out “GRAPA Benchmark Surveys” to determine the level and nature of the training required. The survey results help us determine how well you know your own systems, and provide clues about what you need help with. Also, the principles and practices taught are applied to cable, satellite, wireless voice, SMS, MMS, IPTV, and MMDS with equal conviction, detail, and effectiveness.
- **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



All courses are taught by *Rob Mattison*, 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.



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2009 Schedule:

- Mar 2009 Lagos, Nigeria
- May 2009 Madrid, Spain
- May/Jun 2009 Cairo, Egypt
- Jun 2009 Kuala Lumpur, Malaysia
- Jul 2009 Chicago, USA

2009 Tentative Schedule:

- Sep 2009 Amsterdam, Netherlands
- Sep 2009 Bangalore, India
- Sep 2009 Istanbul, Turkey
- Oct 2009 Shanghai, China
- Oct 2009 Sao Paulo, Brazil
- Nov 2009 Nairobi, Kenya
- Nov 2009 Dubai, UAE
- Dec 2009 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.

To actually hold the training will depend on your commitment. Without firm commitment by the deadline from a minimum number of delegates, we will have to cancel. Please refer to our website for policies.

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.