

# REVENUE & BUSINESS ASSURANCE



## MASTERCLASS

# Professional Certification



**Recognized - Worldwide**



# Keeping the Revenue & Business Assurance Team Current, Innovative & Proactive

## Empowering the Revenue & Business Assurance Team with the Latest Best Practices (2024)

Telecoms survive by experimenting and launching revolutionary technologies. There is no doubt! But the technologies cannot deliver the promise of speed, flexibility and capacity without making some significant changes to the way that our delivery networks, billing systems and corporate governance are built, managed and modified.

Telecoms innovation does not only create radical new network delivery infrastructures, it also requires that the audit and corporate governance teams take on an entirely new, and radically different approach to many of these new areas, as well as maintaining vigilance over existing areas.

### The Unique Role of the Revenue & Business Assurance Professional

Telecoms Revenue & Business Assurance Professionals are unique in many ways – while people in a bank or manufacturer can focus on a set of generic accounting standards, the telecoms professional must master massive amounts of technology issues as well.

Telecoms networks, billing and partner management is an eclectic and complex mix. Understanding telecoms billing and the transaction records that create invoices and financial reports requires the RA Analyst to be part engineer. Telecoms RA professionals know that relying on the financial numbers "the system generates" and ignoring where those

numbers come from damages the integrity of systems and the reliability of results.

Because of the complex nature of the telecoms RA/BA function, GRAPA has created a certification program that meet the needs of telco RA, BA and Finance professionals.

The program is designed to provide a detailed understanding of telecoms operations, line of business management, and the billing, credit and revenue recognition process.

ISACA CPE Credit

Many students have also been credited by ISACA with CPE credits for this same course.

## Full Certification - 40 Hours (Choose any 10 Courses to make your own custom program)

Description		
1	TRH	Best Practices in Revenue Assurance
2	RAB	Revenue & Business Assurance Principles
3	RAC	Controls MasterClass
4	VNA	Voice Network Assurance
5	VNB	Voice Billing Assurance
6	DNA	Data Network Assurance
7	NGM	Mobile Data (3g/4g) Billing Assurance
8	ICO	Interconnect Business Assurance
9	ROM	GSM Roaming Business Assurance
10	REN	Profit & Market Assurance (Revenue Engineering)
11	CSA	Corporate Services Assurance (Leased Line, PBX, Managed Services..)
12	ACC	Accounting Assurance
13	MVN	MVNO Business Assurance
14	DFS	Digital Finance Business Assurance
15	SAT	Satellite Assurance
16	ARA	Agile Revenue & Business Assurance
17	IOT	Assuring the Internet of Things
18	WFH	Assuring WiFi and 5G
19	BIR	Business Intelligence for RA/BA
20	RAG	Governance of Revenue and Profit

# GRAPA MasterClass Certification - 2024

## for Best Practices in Revenue & Business Assurance

### Integrated Training to Improve Revenue, Profit, Market and Customer Assurance & Profitability

The GRAPA Revenue & Business Assurance Certification Program provides Revenue assurance, Business Assurance, Finance, and Business Operations teams with a high impact, concentrated exposure to the latest in telecoms RA and BA principles and controls for revenue, profit and market success across the full range of ICT products and services.

This program is designed to get the revenue and business assurance and finance team up to speed with the latest best practices in all facets of security, revenue recognition, financial compliance, customer assurance, market protection and leakage risk assessment.

#### Practical & Results Driven:

GRAPA programs are grounded in the day-to-day, activities of telecoms professionals. Those who attend our events return to work with measurably greater understanding, tools, and skills to face the challenges of their environment.



#### Certification

Getting certified is the best way to say to the world "I am a professional". Certification provides you with the credentials you need to get ahead in your career and GRAPA certification is the most widely recognized program for RA professionals globally

#### Updates on the Latest Best Practice

Learn the latest tools and techniques used by RA professionals around the world. Find out how to expand your job scope and improve your job satisfaction.

## On Demand -

#### Watch when convenient for you

With the OnDemand program, students can take the class whenever they want. All lectures are available online, 24x7.

Students can still get questions answered through 1 on 1 sessions.

#### The Fundamental Risk Mitigation Role of Revenue Assurance in the modern Telecom

New and emerging technologies greatly influence how companies design and manage their operations, especially the next gen telecom. As the future world of work evolves to embrace these new technologies, two things can happen. If applied intelligently, new technology can play a role in supporting and shaping each component of the workforce. On the other hand, if in the rush to automate and to leverage new technologies you move too quickly, it can take a large toll on the people in the organization and create more risk and loss than anticipated.





# Revenue & Business Assurance for ICT

## TRH: Introduction to Revenue & Business Assurance

*Telco Risk Hunters : The critical role that revenue & business assurance play in the ICT industry in the past, today and in the future. Why is RA/BA needed, how is it applied?*

As long as there have been telephones, that have been revenue and business assurance functions. The telecoms industry (historical) and ICT Industry (current) and virtual/cloud (future) industries all depend upon this extremely challenging and often misunderstood function. .

This 6 hour course provides the initiated with an overview of what revenue & business assurance are, how they are applied and why they are critical to the future and success of any product or service in the ICT industry today.

The course takes the student through voice, data, interconnect, roaming, broadcast, corporate, managed services, finance and all of the other products and services that make the industry unique and require the presence of the RA & BA professional to help guarantee success.

### Learning Objectives:

- Understand the unique complexities and revenue, business security and profit risk issues endemic in the ICT industry.
- Understand the roles and applicatoin of RA and the other governance disciplines to the problems being faced in todays ICT world.
- An understanding of how RA/BA can be and is being applied.



## RAB: Revenue & Business Assurance Principles

*Best practices in Revenue & Business Assurance based on over 10 years of best practices and concensus across the industry*

Learn how the revenue & business assurance disciplines are helping executives get better control over profit and risk in the fast paced modern telecoms environment. In this class, we provide a framework for approaching the complete protection of products and services in a logical, rational manner in compliance with industry global standards.

In the modern telcoms environment management decision making must happen at a faster pace against the backdrop of competitive pressure, regulatory scrutiny, and investor demands for higher returns. The result is that managers are taking greater risks while the audit organization must struggle to keep up with a set of tools that no longer fits the modern operational environment.

In the modern telecoms, nextgen governance requires fewer traditional controls, a more flexible .

### Learning Objectives:

- Balancing the stability of traditional methods with the requirements for innovation in governance
- Understand the telecoms business development lifecycle and the key role that revenue assurance plays in success
- Define the major strategic drivers that dominate telecoms top management RA requirements
- Understand the "Crossing the Chasm" concept and see how it applies to our operational culture and environment



# Revenue & Business Assurance - Best Practices

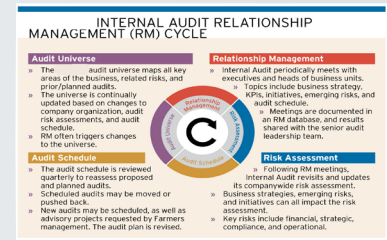
## for the Modern Information, Communications & Technology Carrier

### RAC : Revenue Assurance Controls and Governance

#### Controls Masterclass - Strategic Best Practices

The Revenue Assurance Controls and Governance course provides a deep dive into the practical, real-world application of revenue assurance (RA) controls across various ICT and telecom lines of business, such as Voice, Data, Interconnect, and Roaming. As telecom operators grow and diversify their services, the need for a robust and adaptive approach to ensuring financial accuracy and protecting revenue streams becomes essential. This course is specifically designed to equip telecom professionals, revenue assurance practitioners, and ICT governance teams with the tools and insights needed to effectively deploy and manage RA controls.

Participants are introduced to how RA controls serve as critical components in identifying, mitigating, and preventing revenue leakages, fraud, and operational inefficiencies in telecom services. The focus is on providing an area-by-area breakdown of where and how RA controls are applied to key services like Voice and Data, while delving into the specific challenges presented by Interconnect and Roaming lines of business.



The course goes beyond the technical aspects of RA controls and emphasizes their strategic application in various scenarios. Participants are taught how to assess their telecom environment and apply the right

#### Key Controls :

- 1. **Sequential Controls:** These track processes and transactions in a step-by-step manner, ensuring that each stage in a process (such as a voice call or a data session) is completed in the correct sequence. These controls help ensure completeness and accuracy in transaction processing.
- 2. **State Controls:** These are used to monitor the state of a transaction or service at any given time. For example, in an interconnect arrangement, state controls would ensure that the service provided is accurately reflected in the state of the billing and settlement systems, preventing discrepancies.
- 3. **Variance Controls:** These focus on identifying deviations from expected norms. For example, if a customer's data usage spikes unexpectedly, variance controls would flag this for review to determine if the billing matches actual usage or if there is a risk of revenue leakage or fraud.

### ARA : Agile Revenue & Business Assurance

#### Agile Telecoms need Agile Assurance

The telecoms industry is changing fast. Everything is about Agile. No documentation, no check ins, just BUILD, BUILD and see what happens.

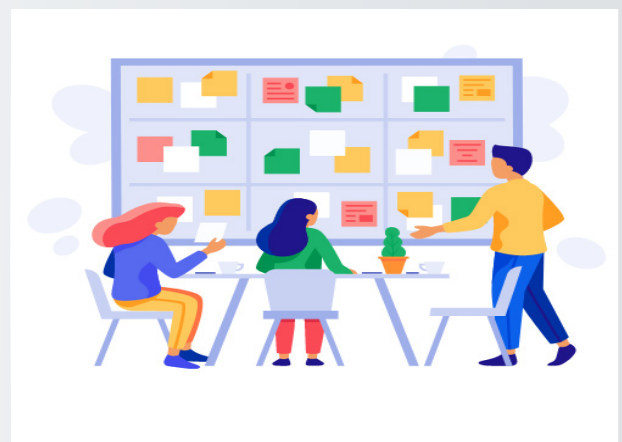
While this approach certainly speeds up innovation, it also opens the door to lots and lots of risk.

This class provides an overview of what Agile means and how what the new generation of RA/BA controls and methods look like in order to make it happen.

New ways of running the business and new ways of accounting mean that you need some new ways of managing the revenue assurance function.

#### Unit Objectives:

- Learn about the new generation of RA/BA approaches and tools
- Develop an inventory of the new types of best practices in play in the modern ICT organization
- Learn how to apply Agile RA/BA to your business







# Mobile Data Services & Networks

## DNA: Best Practices in Data Network Controls for RA *Profit and Protection of Internet Services*

*Making data an assure-able ecosystem*

A comprehensive look at the principles and protocols for the financial management and establishment of controls for the data, internet and content ecosystems. The converged world of information, communication and technology products and services requires a new approach to the tracking and accounting that typifies traditional financial assurance. Billing and assuring policies, bandwidth, service levels, quality of services, and best effort bundles are completely different from CDR and volume based billing, and the challenges of assurance are much more complex.

This briefing provides participants with guidelines for application of appropriate controls to wired and wireless internet ecosystems including Fiber, Cable, DSL, WiFi, GPRS, LTE, EVDO, WiMax and other major technologies. The underlying principles of AAA as applied to these diverse business models are explained under the GRAPA Standards and Domain Access Methodology framework.

Participants are familiarized with the concept of “structural” versus “dynamically enforced” policies, and gain an understanding of the many challenges of crafting services that are not only deliverable, but assurable, in terms of quality, bandwidth and expectancy.



### Unit Objectives:

- Understand the 3 different business models that IP data supports and the differences that makes in the design of products
- Learn the 5 dimensions of the IP data billing matrix (Volume, Bandwidth, Time, Destination, and Protocol)
- Learn the 6 different methods of traditional IP Authentication
- Learn the 5 different methods of traditional IP Authorization
- Understand the key challenges to financial integrity and commercial success in an IP environment

## NGM: Mobile Data Networks and Policy Enforcement

*Assurance of 3G, 4G, LTE, VoIP, VoLTE, PCRF, DPI, Radius, Diameter*

*The communications industry is driven by innovation and the continuous implementation of newer and more challenging technologies. In this unit, we review several of the major next generation technologies and the key to assuring the revenues they generate. The fundamental organization and commercial controls issue and vulnerabilities associated with GPRS and EVDO, LTE, WiFi, HetNets, and other next generation wireless platforms.*



### Unit Objectives:

- Differentiate between the various methods that VoIP (Carrier-Grade, SIP, Consumer, Skype, etc) is delivering to voice networks
- Assure and be able to protect WiFi, GSM /GPRS, EVDO, and WiMax architectures, settlement, and billing techniques
- Improve your approach to wireless migration assurance and better protect your organization's billing, infrastructure, and security as it migrates from 2G to 3G-LTE-4G-PCRF-DPI-Diameter
- Understand the fundamental architectures, business models, AAA, security, and billing protocols for 3G, 4G, LTE, WiFi, WiMax and other wireless technologies



# Business Assurance for Partnerships

## ICO: Interconnect Operations and Risk Profiles

*Still a big revenue source .. and a bigger fraud risk than ever.*

### How Does Interconnect Work and is it Really That Complicated?

Understand the operational, technical and fundamental business model of interconnect. We will specifically focus on the nature of the business, how the environment works, key systems and processes, and the industry standard responsibilities of operational teams. We also spend significant time reviewing how to work with interconnect partners, interconnect agreements and settlement, technical details for trunking, signaling and CDR generation, as well as rate change protocols.

#### Unit Objectives:

- Understand how the interconnect environment works, where the biggest risks to revenue occur, and the industry standard financial, audit, and revenue assurance controls to protect interconnect revenues
- Better assure interconnect partnership agreements, and make sure your organization is not losing money in these relationship
- Implement finance and audit controls throughout the interconnect revenue stream to ensure integrity in the revenue management process



## ROM : Roaming Operations Lifecycles (Signaling, Postpaid, CAMEL, USSD)

### ***Understand the Most Complicated Line of Business in Telecoms***

This unit details the operational standard practices for the various roaming environments. In particular, it covers the use of roaming signaling for authentication and authorization, the postpaid business model, and various means of credit management (HUR and NRTDE). Both of the two separate models for prepaid billing - CAMEL and USSD will be discussed, and we will review the lifecycles associated with each of those operational practice areas.



#### Unit Objectives:

- Learn how the roaming environment works and where the biggest risks to revenue occur
- Ensure that your alarms for roaming credit management are calibrated appropriately and that your organization is not losing money from overextending roaming credit to customers
- Get better control over your organization's relationship with the DCH, and make sure that their roaming reports are accurate

# Broadband, Corporate Services & The Future

## NGF: Best Practice in Fixed To The Home Fiber, Cable, WiBB & DSL

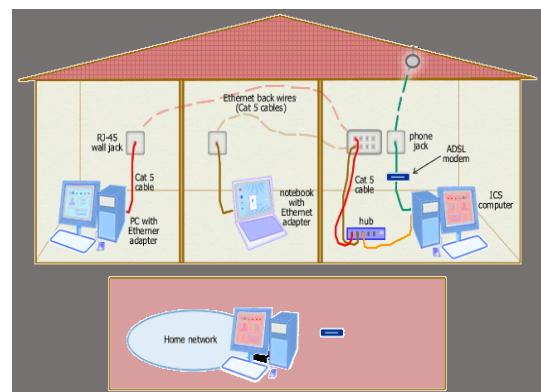
### *The Fixed Comeback .. the role of WiFi, HetNets & Backhaul*

The new converged world of IMS based applications and IP based backhaul is creating an exciting new world of fixed line products, services and possibilities. In this unit we will review the many different ways that NextGen Fixed Line technologies are reshaping the competitive landscape and making the fight for market dominance even more intense.

Students will learn about the AAA frameworks that support consumer broadband, and will learn how the new generation of "cellular wifi", HetNets and satellite enabled backhaul are reshaping the consumer and commercial NextGen networks in interested and unexpected ways.

### Key Concepts :

- Best practices in Fiber, Cable and DSL Network Security and Assurance
- Primary billing framework for fixed consumer products and services
- Provisioning issues and controls for FTTH, DOCSIS 3.0 and ADSL.
- Configuration, provisioning and AAA controls for Homespots, Hotspots, HetNets, 5G and Cellular Wifi Networks
- Fixed consumer audit procedures and audit model development



## CSA: Corporate Broadband, Corporate Services, Cloud, MVNO & Managed Services

### *NextGen Corporate Services... more than leased line!*

The new convergence of MPLS, fiber, and cloud backhaul is creating an exciting new world of fixed line and wireless corporate products, services and possibilities. In this unit, we review the many different ways that NextGen corporate technologies are reshaping the competitive landscape and making the fight for market dominance even more intense. The session will cover : the OSI- 7 Layer model, the nature of Layer 1,2,3,4,5 and full stack corporate services delivery. Students will learn about the security, provisioning, and billing assurance challenges that have plagued corporate services, and how the nextGen of corporate services are making it harder than ever.



Best practices in the establishment of controls and governance issues for MVNO configurations, corporate managed services, Co-Location, VPNs, Leased Lines and Ring Management.

### Key Concepts :

- Understanding the OSI & Layer model and its critical role in the understanding of NextGen technologies and opportunities
- GRAPA - DSS methodology which provides a systematic method for business analysts to decompose complex multi-layer service offerings and define appropriate controls and liability.
- Review of the key components that make converged fixed/mobile/satellite systems viable
- Understand the strengths and risk liabilities associated with MPLS
- Understand the role of IPX/GRX and other speciality carriers

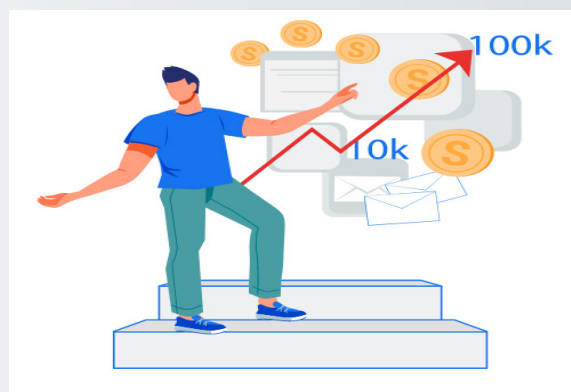
# Profit, Market and Customer Assurance

## REN: Revenue Engineering

*Revenue and profit do not just happen. They are ENGINEERED solutions that combine marketing, sales, finance, operations and a whole lot more.*

Students learn how to approach the revenue assurance job from the top management perspective, with a view of controls implementation for the profitability of lines of business, products, assets, and marketing campaigns, as well as training and controlling the “market risk” associated with churn and other revenue drains.

They learn how innovative RA teams are assisting the CEO by structuring a profit driven organization with revenue assurance methodologies and disciplines.



### Key Concepts

- Tele-econometrics - the key to understanding and measuring “profitable” activities and investments
- Profit Assurance - The organized and disciplined approach that forecasts, tracks, and measures the profitability of each marketing, sales, or business model activity in a way that is consistent, measurable, and accountable
- Utilization of operational checkpoints, gateways, controls, and continuous revenue /sales reports to enable management to have their fingers on the pulse of profitability outcomes in near real time.
- A straightforward approach to making the entire organization more **profit-centric** and to build *profit controls* that keep profit wasters in check.

## ACC: Accounting Assurance

*Protecting Revenue and Profit at the Source*

### Finance, Accounting, and Revenue Recognition Assurance

Revenue & Business assurance is and always has been a critical part of the overall corporate financial controls infrastructure. However, too few telecoms financial executives, or even RA/BA professionals, understand the complex inter-relationships that the different financial controls disciplines entail.

The students learn the concepts of financial governance coupled with an overview of the different approaches to implementation of a controls framework a more flexible .

### Key Concepts

- Revenue accounting, revenue accounting assurance, and the role of RA
- Difference between GAAP, IFRS, and impacts on revenue assurance controls and effectiveness
- Assurance and controls for generation, movement, and distribution of cash, credit, and other forms of currency within the organization
- Security and assurance for customer service assets including smart phones, tablets, PCs, routers, and other distribution devices
- The role of the RA professional in cases of sales commission controls and assurance





# New Lines of Business - New Challenges

## MVN: Assuring the MVNO Business

*The mobile virtual network operation is revolutionizing the industry, and reeking havoc with assurance.*

For Revenue Assurance and Business Analysts, CFOs, and Finance Executives managing MVNO assurance, the complexities of MVNO agreements present unique challenges that traditional governance and financial controls fail to address. This masterclass delves into the intricacies of MVNO agreements, demonstrating why standard, linear assurance approaches are inadequate for mitigating the associated risks. Participants will explore advanced strategies that combine "top down" margin controls with a "bottoms up" transactional approach, designed to effectively balance risk and reward.

Successful MVNO finance teams have discovered that these dual strategies are essential for achieving the financial stability and confidence that investors and executives demand. This course provides a deep dive into the practical application of these methods, offering participants the tools and knowledge they need to optimize their assurance processes and secure the financial integrity of their MVNO operations.

### Learning Objectives:

- Master the application of "top down" margin controls to manage and mitigate financial risks in MVNO agreements.
- Develop a comprehensive "bottoms up" transactional approach to ensure accurate and thorough financial assurance
- Analyze the unique complexities of MVNO agreements and identify why traditional controls fall short.
- Implement an integrated strategy that balances risk and reward to meet the expectations of investors and executives.



## DFS: Digital Financial Services Assurance

*Protecting Digital Financial Systems and Services*

In today's rapidly evolving digital financial landscape, effective revenue and business assurance are critical for maintaining the integrity and profitability of mBanking, digital commerce, bitcoin transactions, digital bank transfers, and credit card payment systems. This 4-hour masterclass provides a comprehensive overview of the key controls and business assurance strategies needed to navigate these complex environments.

Participants will gain insights into the major challenges facing digital financial services, including the constant threat of money laundering, the increasing sophistication of cyber attacks, and the diverse forms of customer fraud that can impact profitability. The course delves into the intricacies of transaction tracking, billing processes, and the essential controls required to safeguard revenue and ensure accurate profit reporting.

### Learning Objectives:

- Identify and Implement Key Revenue Assurance Controls: Understand the critical controls needed to secure revenue in mBanking, digital commerce, and other digital financial services.
- Mitigate Risks of Money Laundering: Learn strategies to detect and prevent money laundering activities within digital financial systems, ensuring compliance with regulations
- Enhance Cybersecurity Measures: Develop robust cybersecurity protocols to protect digital financial services from emerging cyber threats and attacks.
- Combat Customer Fraud: Gain knowledge on identifying and preventing various forms of customer fraud that can erode profits in digital transactions
- Optimize Transaction Tracking and Billing Systems: Master the complexities of transaction tracking and billing to ensure accurate profit reporting in a highly complex financial environment





# New Styles for Old Favorites

## WFH: WiFi, 5G and HetNets

*NextGen networks are made up of a combination of multiple "legacy" technologies, organized in new ways. Assuring them is complicated.*

The emerging world of high speed networks is a lot more complicated than the simple slapping of the (4G, 5G or NextGen) label on the door.

Today's network is truly a Virtual HetNet (Heterogeneous Network) which cobbles together 3G, 4G, 5G, WiFi, IMS, Fiber, Cable and Cloud into an intricate web of connectivity that is pervasive for the customer and hyper complex for the commercial controls and finance team.

These new networks represent the imminent future of our world, and being aware of what is happening, and beginning to wrestle with the environment is critical for anyone intending to stay in the industry over the next couple of years. (DSL, Fiber, Cable) environments.

### Learning Objectives:

- Fundamentals of 4G/5G/WiFi and HetNet from an architectural and commercial controls perspective
- Key concepts, vocabulary and principles of organizing and assurance AAA (Authentication, Authorization and Accounting) in these environments.
- The role and structure provided by SDN, NFV and IOT ecosystems and approaches.
- Emerging role for RA professionals in this area



## SAT: Assuring the Satellite Business

*Satellite systems have seen an increase in popularity and complexity.*

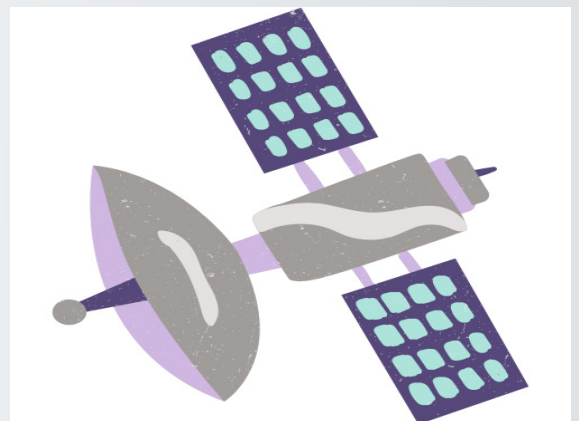
comprehensive 4-hour masterclass on Revenue Assurance and Business Assurance tailored for the satellite industry.

This course delves into critical controls for VSAT systems, Ground Stations, and Satellite Frequency management, ensuring robust security measures are in place. We'll explore strategies for protecting broadcast signals, enhancing signal encryption, and safeguarding your operations against emerging threats.

Ideal for professionals in the satellite business, this masterclass equips you with the knowledge to effectively manage and secure your satellite communications infrastructure.

### Learning Objectives:

- Understand the Key Revenue Assurance Controls:
- Gain a deep understanding of the essential revenue assurance controls for VSAT systems, ground stations, and satellite frequency management.
- Implement Security Protocols: Learn how to implement and manage security protocols that protect satellite communications, ensuring the integrity of your systems and data.
- Enhance Signal Encryption Techniques: Explore advanced signal encryption methods to safeguard broadcast transmissions against unauthorized access and interference.
- Protect Against Emerging Threats: Identify and mitigate the latest threats to satellite operations, including cyber risks, signal jamming, and data breaches.
- Apply Best Practices in Business Assurance: Develop practical skills in business assurance specific to the satellite industry, ensuring the reliability and efficiency of your satellite services



# Best Practices in All Areas

## IOT: Introduction to Revenue & Business Assurance

### *Master Revenue and Business Assurance Strategies for IoT Success and Security*

The IoT architecture and business model present unique complexities that challenge traditional revenue and business assurance practices. With countless interconnected devices, data flows, and service providers involved, maintaining a clear and accurate overview of revenue streams becomes increasingly difficult. The decentralized nature of IoT ecosystems often leads to gaps in oversight, making it easier for revenue leaks, fraud, and operational inefficiencies to occur.

This masterclass addresses these challenges by equipping participants with advanced strategies tailored to the IoT landscape. You'll learn how to implement robust controls that safeguard revenue and ensure profit margins are protected, even in the most complex IoT environments. The course also covers critical techniques for monitoring and analyzing the diverse and often unpredictable data generated by IoT devices, helping you maintain accurate billing and reduce revenue losses.



### Learning Objectives:

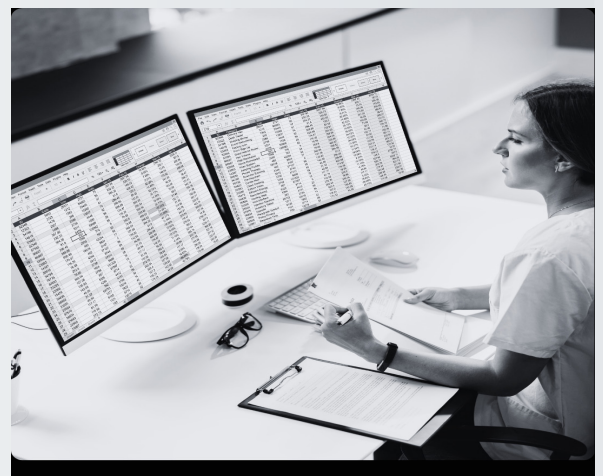
- Develop advanced controls to safeguard revenue and profit in complex IoT ecosystems.
- Master techniques for monitoring and analyzing diverse IoT data for accurate billing.
- Implement strategies to prevent revenue leaks and mitigate fraud in IoT services.
- Enhance customer satisfaction by ensuring reliable and transparent IoT service offerings.

## BIR: Revenue & Business Assurance Principles

### *Master Data Strategies for Enhanced Revenue & Business Assurance*

In today's data-driven world, mastering business intelligence, data warehousing, and data management is essential for effective revenue and business assurance. This 4-hour masterclass provides participants with the tools and techniques needed to trace the source of data accurately, ensuring that your revenue and business assurance practices are built on a foundation of reliable information. By focusing on the core principles of data management, you'll learn how to enhance the quality of your reports, leading to more informed decision-making and greater financial accuracy.

The course goes beyond basic data handling, offering insights into organizing databases to streamline your operations. You'll discover methods to eliminate redundancies, reduce the complexity of your data structures, and ensure that your database systems support your business goals without unnecessary reliance on IT support. This empowers you to manage and manipulate data directly, increasing your team's efficiency and responsiveness.



### Learning Objectives:

- Trace and verify data sources to ensure the accuracy and reliability of revenue assurance reports
- Organize and optimize databases to streamline operations and reduce data management complexities.
- Enhance the quality of business intelligence reports for more informed decision-making
- Eliminate the need for IT support by mastering data management tools and techniques
- Review the framework for prioritization and decision-making in the NextGen RA/BA

# ABOUT GRAPA



The Global Revenue Assurance Professionals Association (GRAPA) is a professional association, dedicated to the professionalization and support of telecommunications revenue assurance, financial controls and fraud management professionals around the world.

GRAPA was created to serve the interests of telecommunications, data communications and broadcast professionals engaged in the design, delivery, and governance of financial controls, revenue recognition profit assurance, fraud containment, risk management and audit of telecommunications revenue streams and approaches throughout the world. GRAPA does this through the development, formalization and promotion of professional practices; development, creation and promotion of innovative, new and more efficient methodologies; and the standardization, training and certification of those skills, methodologies and approaches.

## REVENUE ASSURANCE MANAGERS HAVE OPINIONS

"[The Certification course] was exciting and full of live examples from the industry. It provided me with the knowledge of the basics of telecom, key technicalities, how the telecoms work, risk exposure scenarios and how these risks can be addressed with appropriate controls. The training has provided me with knowledge, best practices and standards to handle my day to day tasks

**-RA Manager, Kuwait**

"I was impressed by the instructor's ability to involve a very diverse telecommunications audience (e.g. regulatory, vendors, consultants, managers...) in stimulating class discussions and experience sharing, based on a knowledge basis which is comprehensible for the novice, yet challenging for the more advanced. I am convinced that this training completed and updated my theoretical understanding of telecommunications revenue assurance, and through the GRAPA standards and control framework I noticed that this comprehension can be efficiently applied into the day-to-day reality."

**Senior Risk Advisor, Ernst & Young, Belgium**

"The training [I attended] was indeed one of my most treasured events in my life. I consider it another milestone in my career. Being recognized and certified by a well respected group like GRAPA is really something very inspiring to continue my endeavor and passion in the field of protecting telcos in revenue leaks and frauds. GRAPA training and certification is a "MUST" to ALL Professionals working in the Wireless as well in the Wireline Telco."

**Senior Specialist-Technical/IT/Financial Audit, Globe, Philippines**

"I found the course useful for me as it positioned Revenue Assurance as a Risk Management issue. I have used the information gleaned from the course to have some good discussions with the RA professionals in our company, as part of the annual audit planning process. And with respect to our audit teams, I will continue to propagate the approach of assuring revenue streams."

**Senior Manager, Group Revenue Assurance , MTN Business Risk Management, Nigeria**