PROFESSIONAL PRACTICES ALIGNMENT GUIDE

For Revenue & Business Assurance

GRAPA

The First Step on the Road to Professionals Practices Expertise

The Professional Practices Alignment Guide for Revenue & Business Assurance is a high-impact mini-masterclass that introduces participants to the dynamic and essential role of Revenue and Business Assurance in the telecoms, ICT, and fintech industries. Designed as a foundational reset, this course is ideal for professionals at any stage—whether new to the industry, transitioning into assurance roles, or bringing years of experience in RA, BA, IA, or FM.

The course provides a structured introduction to the core professional disciplines that safeguard and enable operational and financial integrity: Revenue Assurance (RA), Business Assurance (BA), Fraud Management (FM), and Internal Audit (IA). These roles are often interconnected and overlapping, yet each brings a distinct purpose, scope, and value to the organization.

Through this masterclass, participants gain clarity on the **boundaries, relationships, and intersections** between these disciplines. By understanding how they complement one another—and where they diverge—students begin to build an objective, standards-based framework for navigating and contributing to the broader Revenue and Business Assurance landscape.

This is more than a knowledge download — it's a mindset shift. The course equips students with a shared vocabulary and aligned context for their work, giving them the tools to communicate effectively, collaborate across teams, and operate with confidence in Revenue and Business Assurance roles. It sets the stage for professional growth by helping participants see the bigger picture — and their place within it.

WHO SHOULD TAKE THIS COURSE

This course is the first milestone in pursuit of professional certification and is intended for anyone currently working in Revenue or Business Assurance, planning to become involved in these functions in the near future, or responsible for interacting with, supervising, or providing strategic direction to Revenue and Business Assurance teams.

Whether in an operational, managerial, or executive role, participants will gain the clarity, context, and capability needed to support, lead, or collaborate effectively within these critical disciplines.

WHAT YOU WILL LEARN

Participants will gain a comprehensive understanding of how Revenue and Business Assurance functions operate within the broader governance framework of the telecoms, ICT, and fintech industries. The course examines the specific issues these functions are designed to address — such as revenue leakage, operational inefficiencies, process failures, and risk exposure — and explains why these focus areas are essential to both financial performance and organizational integrity.

Critically, the course explores the complex and often overlapping web of responsibilities, oversight, and accountability that define the RA and BA professions. Students will develop a deeper appreciation for the unique challenges and rewards that come with operating in this space.

In addition, the masterclass provides practical insight into how each business line — including voice, data, interconnect, roaming, broadcasting, enterprise services, cloud, 5G, and IoT — presents distinct responsibilities, terminologies, and risk profiles.

Participants will be introduced to the key vocabulary, roles, and structural considerations relevant to each of these domains, enabling them to navigate the diversity of the telecoms and digital services landscape with greater confidence and precision.

CERTIFICATION PATHWAY & FOUNDATIONAL SIGNIFICANCE

Completion of the Revenue & Business Assurance Orientation course earns participants a Certificate for Revenue & Business Assurance Orientation , formally recognizing their mastery of foundational principles in this domain. More importantly, this course serves as the official entry point to the broader Revenue & Business Assurance Certification Program.

Its position at the beginning of the certification pathway is intentional and essential. Before advancing into specialized topics—such as best practices, tools, and methodologies used by Revenue and Business Assurance professionals—participants must gain a solid, objective understanding of the professional landscape, core terminologies, interdependencies, and the strategic relevance of these functions.

WHY THIS COURSE IS CRITICAL

This course ensures that every student, regardless of background, enters the certification track with a shared baseline of knowledge, a common language, and a unified strategic perspective. As such, it is not only the starting point — it is the foundation upon which all further specialization is built.

The GRAPA Standards Committee has determined that this shared foundation is the most effective way to ensure that students derive maximum benefit from the curriculum, with minimal need for reorientation as they progress through the program's complex and layered learning journey.

GRAPA

COURSE FORMAT AND PRACTICAL DETAILS

The Professional Practices Alignment Guide for Revenue and Business Assurance course is delivered in a self-paced online format, combining recorded video lessons, downloadable resources, and guided assessments. This flexible structure allows participants to engage with the material at their own pace while benefiting from professionally curated content designed for immediate workplace relevance. The course typically requires **4 to 6 hours to complete,** making it ideal for busy professionals seeking an efficient yet impactful learning experience.

While this course offers strong standalone value, it is also highly applicable to day-to-day professional contexts. Graduates often report enhanced clarity in cross-functional collaboration, stronger communication with leadership, and a more confident approach to risk management and strategic alignment. Whether taken as the first step in a certification journey or as a refresher for experienced professionals, this

COURSE SYLLABUS

Lesson	Topics
Introduction to TeleGovernance	What makes the governance of the telecom uniquely challenging? What best practices and approaches are utilized?
What is a Telecom?	Types of carriers, industry conventions, interdependencies and Line of Business analysis.
Roles & Responsibilties	Key roles and responsibilities in a telecom. Operational relationships between network, billing, sales, marketing, customer service and finance.
Understanding Voice Wireline	Voice Wireline : Concepts, terminology and key commercial controls.
The Mobile Voice Business	How the mobile business differs from fixed. Key mobile controls and role of GSMA.
Interconnect: The Long Distance Ecosystem	Making phone calls inbetween carriers. Business protocols and commercial issues.
Voice Roaming: Global Partnernship Models	Key controls and issues associated with the Voice Roaming business.
Monetizing Fixed Data	Cable, Fiber and DSL business models and commercial controls.
Monetizing Mobile Data	3G - 4G - 5G : the Monetization Challenge
Making Money with WiFi	How WiFI revenues are realized. Network controls issues.
NextGen Technologies & Business Models	Understanding Next Gen and why it means everything will be harder for finance.
Corporate & Government Services	Servicing government and corporate customers - a completely different business model.
The Wholesale Business	Carriers that sell to other carriers. Wholesale business - protocols and rules of commerce.
Broadcast TV & Radio Commerce	Broadcast, satellite and streaming business models and rules of economic exchange.
The Role of Revenue Assurance	The critical role that revenue assurance plays within the telecommunications infrastructure.
Standardized Controls Framework for Telecoms	An introduction to the GRAPA(c) Standard Controls Framework and Methodology

WHY WE ARE LEADERS IN TRAINING TELECOMMUNICATIONS FINANCE PROFESSIONALS AROUND THE GLOBE.

Join the leading Telecoms Finance-focused training events featuring exclusive presentations, real-world examples of procedures and solutions, and strategies that have effectively reduced leakage and maximized profits for telcos around the world. The prestige of our training programs originates from several key components including:

● Multi-Level Certification – GRAPA's certification programs provide professionals at all levels and disciplines with the ability to enhance thier skills and improve their mastery of the ever chaning world of telecoms finance.

● 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.

● Relevancy – 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.

● Real-world Basis – The majority of the training is experience-based "standard practices" in revenue assurance, 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. The material is never based on speculation, guesses, or unvalidated information.

● Interaction– The workshops are more than lecture sessions. RAA classes are participative and interactive and students are expected to proactively join in discussions, problem solve, and fill out benchmarks. Attendees have 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.

TRAINING THAT WILL REVOLUTIONIZE THE WAY YOU PRACTICE REVENUE & BUSINESS ASSURANCE

ABOUT US:

The Revenue Assurance Academy (RAA) is the exclusive training organization of GRAPA. GRAPA has over 5000 registered members and has distributed more than 3500 copies of its 2009 standards book. The Revenue & Business Assurance Orientation program is the Academy's latest curriculum offering, providing revolutionary, relevant material. By offering programs that combine benchmark development, sharing of standard practices and approaches, as well as delivery of workshops, 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.

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TELCO EXECUTIVES RAVE ABOUT OUR TRAINING!

I have attended several trainings to date, maybe more than fifty. However, this was the best training I have ever attended. The vast knowledge of Rob and the training techniques, methods and procedures is splendid! I have gained immense knowledge from this training. Thanks Rob and thanks GRAPA.

-Assistant Manager, India

This training should be a must for all RA professionals. Managers will not only be better steered in the right direction, but it will also boost their confidence, while beginners are incorporated into the RA thinking and ways of achieving results.