



Light benchmark report

TM Forum Revenue Assurance Team



Purpose and objective of "Light Benchmarking"

Provide Revenue Assurance (RA) organizations means to compare themselves with similar organizations to discover improvement areas:

- The selected set of questions ranges from organization characteristics to maturity, coverage and performance
- Six simple organization profiles were defined which represent typical RA organizations
 - Two out of three respondents have an exact profile match
 - For the respondents without an exact profile match comparisons with similar profiles are suggested

Remark: The survey was fully anonymous. Therefore answers are shown on an aggregated level.



”Light Benchmarking” – Profiles and Definitions

LARGE long/established (Page 4)	LARGE new/established (Page 16)	MEDIUM established (Page 27)	MEDIUM new (Page 39)	SMALL established (Page 51)	SMALL new (Page 62)
Customers (Q10) < 0.5 million 0.5 to 1.5 million 1.5 to 5 million 5 to 10 million 10 to 20 million x 20 to 50 million x > 50 million x	Customers (Q10) < 0.5 million 0.5 to 1.5 million 1.5 to 5 million 5 to 10 million 10 to 20 million x 20 to 50 million x > 50 million x	Customers (Q10) < 0.5 million 0.5 to 1.5 million 1.5 to 5 million x 5 to 10 million x 10 to 20 million 20 to 50 million > 50 million	Customers (Q10) < 0.5 million 0.5 to 1.5 million 1.5 to 5 million x 5 to 10 million x 10 to 20 million 20 to 50 million > 50 million	Customers (Q10) < 0.5 million x 0.5 to 1.5 million x 1.5 to 5 million 5 to 10 million 10 to 20 million 20 to 50 million > 50 million	Customers (Q10) < 0.5 million x 0.5 to 1.5 million x 1.5 to 5 million 5 to 10 million 10 to 20 million 20 to 50 million > 50 million
Revenues (Q11) < 50 million US\$ 50 to 250 million US\$ 250 to 1000 million US\$ 1000 to 5000 million US\$ 5000 to 10000 million US\$ x > 10000 million US\$ x	Revenues (Q11) < 50 million US\$ 50 to 250 million US\$ 250 to 1000 million US\$ 1000 to 5000 million US\$ 5000 to 10000 million US\$ x > 10000 million US\$ x	Revenues (Q11) < 50 million US\$ 50 to 250 million US\$ 250 to 1000 million US\$ x 1000 to 5000 million US\$ x 5000 to 10000 million US\$ > 10000 million US\$	Revenues (Q11) < 50 million US\$ 50 to 250 million US\$ 250 to 1000 million US\$ x 1000 to 5000 million US\$ x 5000 to 10000 million US\$ > 10000 million US\$	Revenues (Q11) < 50 million US\$ x 50 to 250 million US\$ x 250 to 1000 million US\$ x 1000 to 5000 million US\$ 5000 to 10000 million US\$ > 10000 million US\$	Revenues (Q11) < 50 million US\$ x 50 to 250 million US\$ x 250 to 1000 million US\$ x 1000 to 5000 million US\$ 5000 to 10000 million US\$ > 10000 million US\$
RA FTEs (Q6) < 3 FTE 3–5 FTE 6–10 FTE 11–20 FTE x 21–50 FTE x 51–100 FTE x > 100 FTE x N/A	RA FTEs (Q6) < 3 FTE x 3–5 FTE x 6–10 FTE x 11–20 FTE x 21–50 FTE x 51–100 FTE x > 100 FTE x N/A x	RA FTEs (Q6) < 3 FTE x 3–5 FTE x 6–10 FTE x 11–20 FTE x 21–50 FTE x 51–100 FTE > 100 FTE N/A x	RA FTEs (Q6) < 3 FTE x 3–5 FTE x 6–10 FTE x 11–20 FTE x 21–50 FTE x 51–100 FTE > 100 FTE N/A x	RA FTEs (Q6) < 3 FTE x 3–5 FTE x 6–10 FTE x 11–20 FTE x 21–50 FTE 51–100 FTE > 100 FTE N/A x	RA FTEs (Q6) < 3 FTE x 3–5 FTE x 6–10 FTE x 11–20 FTE x 21–50 FTE 51–100 FTE > 100 FTE N/A x
RA existence (Q3) less than 2 years 3 to 4 years 5 to 7 years 8 to 10 years x longer than 10 years x N/A	RA existence (Q3) less than 2 years x 3 to 4 years x 5 to 7 years x 8 to 10 years longer than 10 years N/A x	RA existence (Q3) less than 2 years 3 to 4 years 5 to 7 years x 8 to 10 years x longer than 10 years x N/A	RA existence (Q3) less than 2 years x 3 to 4 years x 5 to 7 years 8 to 10 years longer than 10 years N/A x	RA existence (Q3) less than 2 years 3 to 4 years 5 to 7 years x 8 to 10 years x longer than 10 years x N/A	RA existence (Q3) less than 2 years x 3 to 4 years 5 to 7 years 8 to 10 years longer than 10 years N/A x

Large companies who have more than 10 RA FTEs and where the RA function has existed for over 7 years.

Distribution of RA FTEs for this profile

11-20	FTE	1
21-50	FTE	2
51-100	FTE	2
>100	FTE	7

Remark:

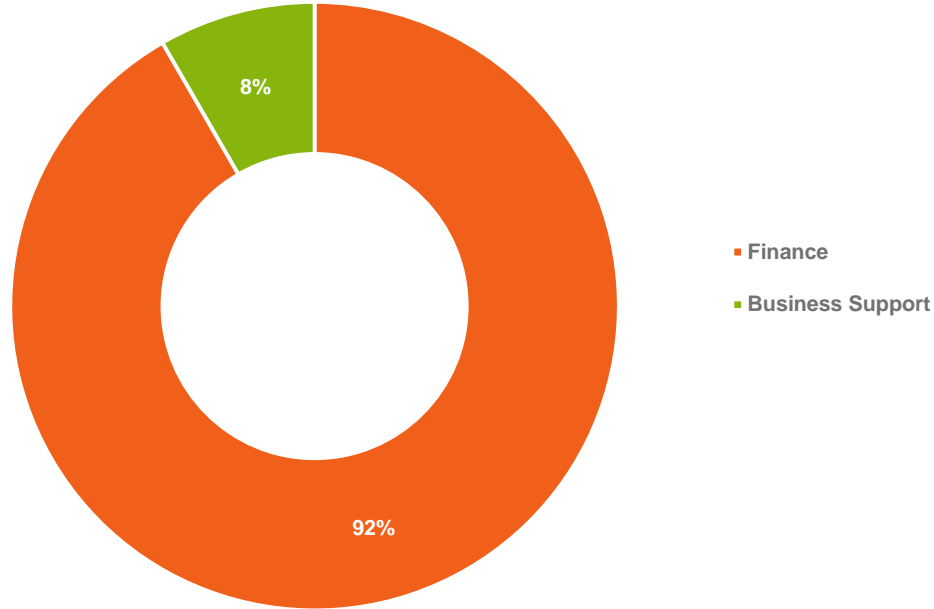
12 valid responses

See page 3 for the exact profile criteria



4. Where is the lead of the Revenue Assurance department positioned within your organization?

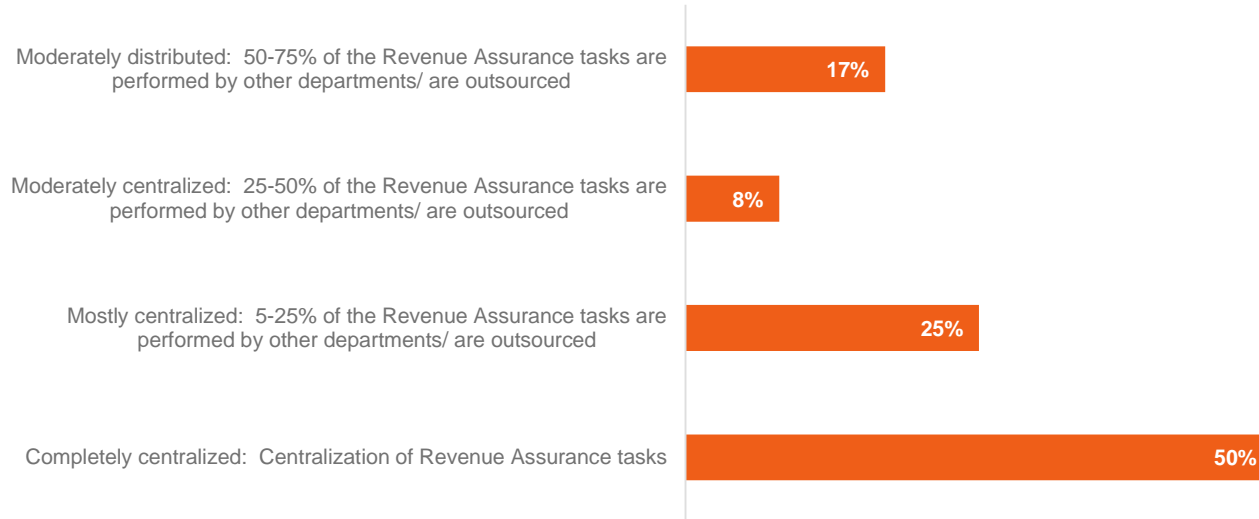
LARGE long established



 12 valid responses

5. What is the level of distribution of your Revenue Assurance Function within your company?

LARGE long established



12 valid responses

13. What is your maturity score? -

Average maturity (contains specific RAMM figures and plain levels 1-5)

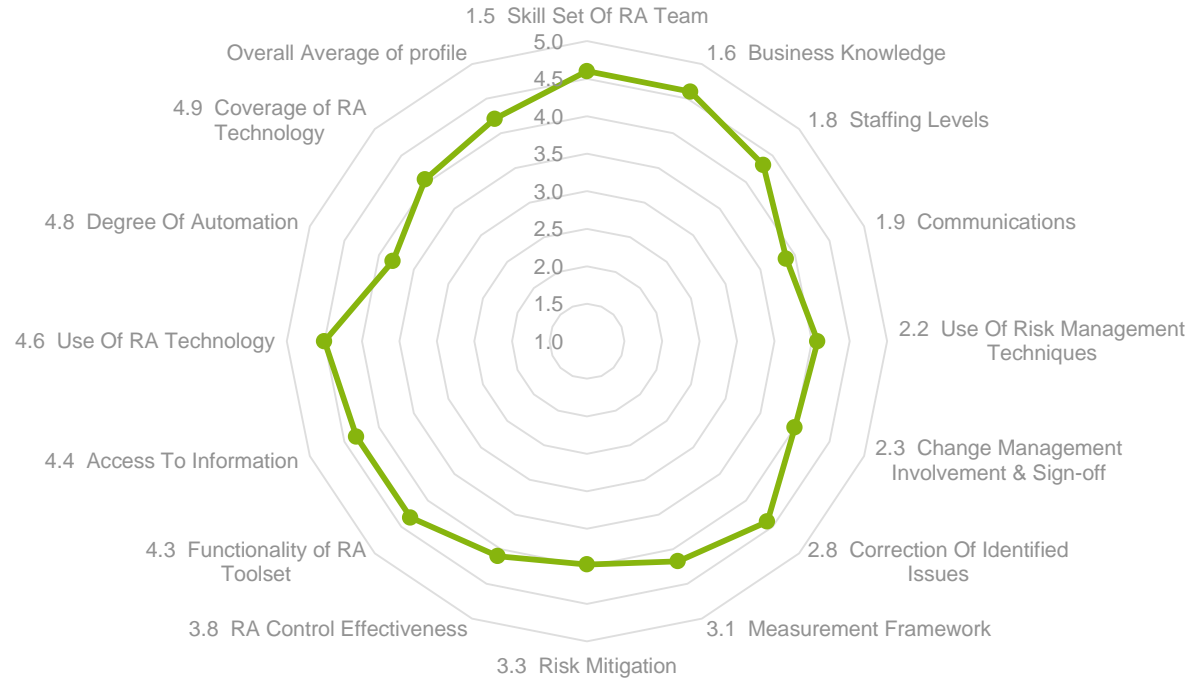
LARGE long established



 12 valid responses

13-II. What hat are your RAMM2 Topic Level scores? - Average maturity scores

LARGE long established

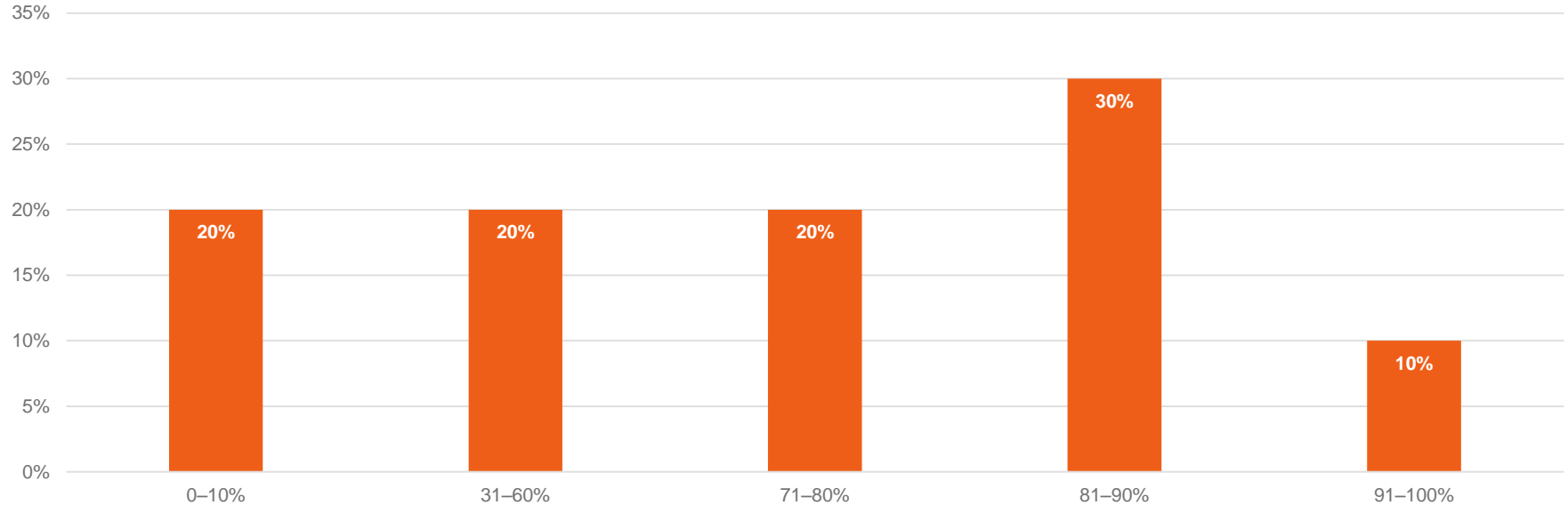


1.5 Skill Set Of RA Team	4.6
1.6 Business Knowledge	4.6
1.8 Staffing Levels	4.3
1.9 Communications	3.9
2.2 Use Of Risk Management Techniques	4.1
2.3 Change Management Involvement & Sign-off	4.0
2.8 Correction Of Identified Issues	4.4
3.1 Measurement Framework	4.2
3.3 Risk Mitigation	4.0
3.8 RA Control Effectiveness	4.1
4.3 Functionality of RA Toolset	4.3
4.4 Access To Information	4.3
4.6 Use Of RA Technology	4.5
4.8 Degree Of Automation	3.8
4.9 Coverage of RA Technology	4.1
Overall Average of profile	4.2

4 valid responses

19. What percentage (%) of the total company revenue do you estimate are covered by your Revenue Assurance activities?

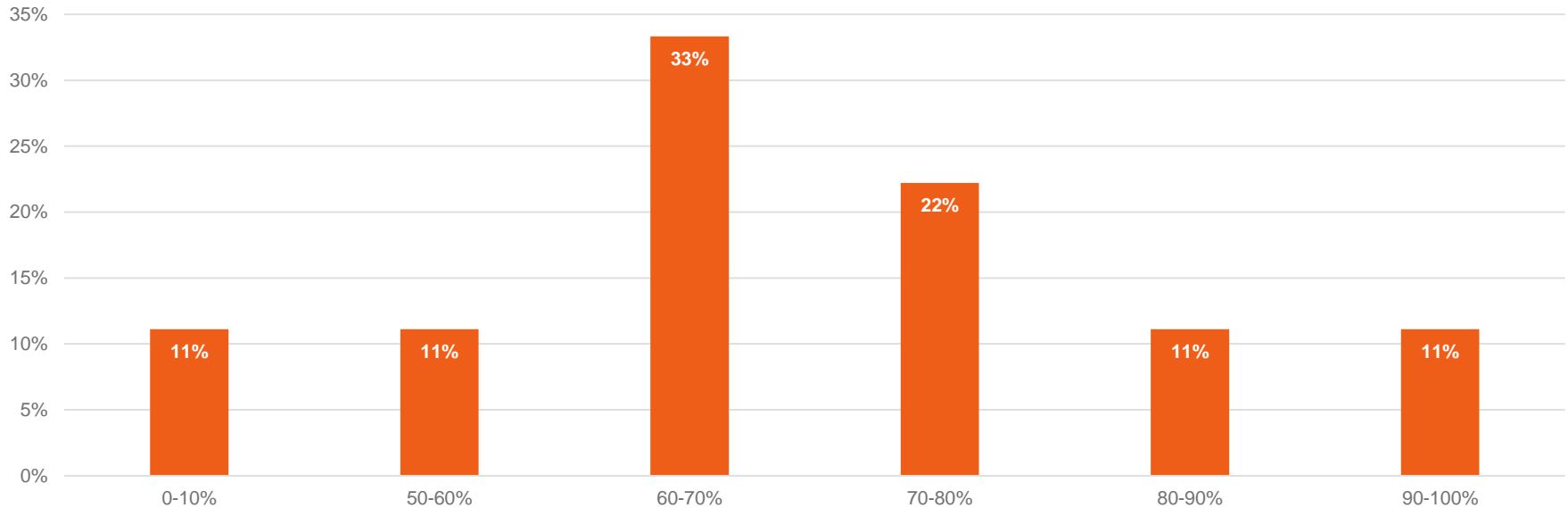
LARGE long established



 10 valid responses

24. What is the percentage of revenue that is covered by RA technology?

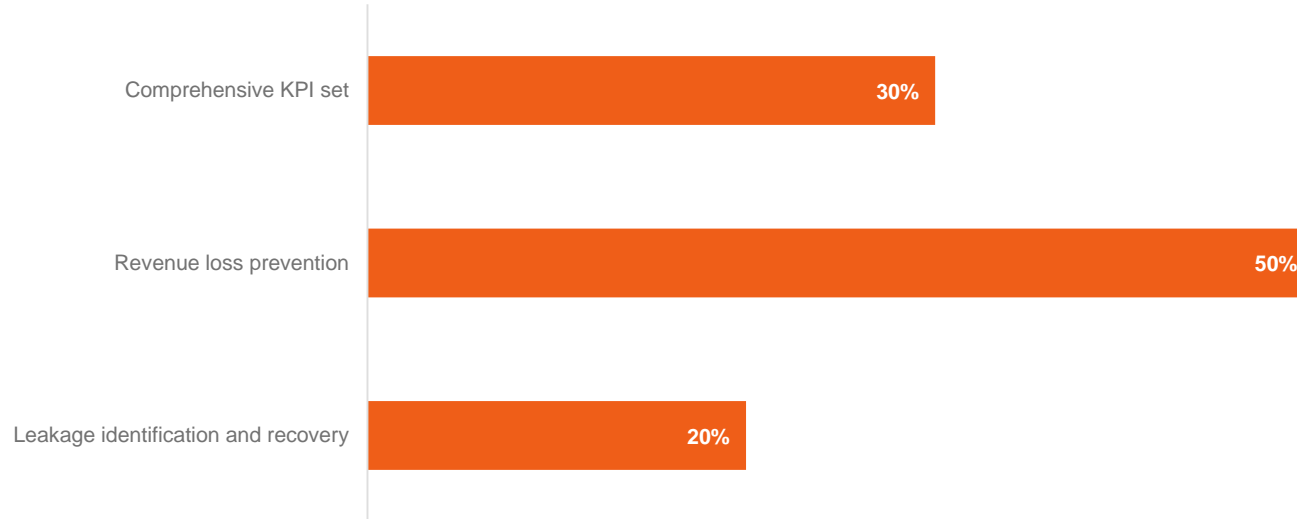
LARGE long established



 11 valid responses

33-II. Type of Performance metrics set

LARGE long established

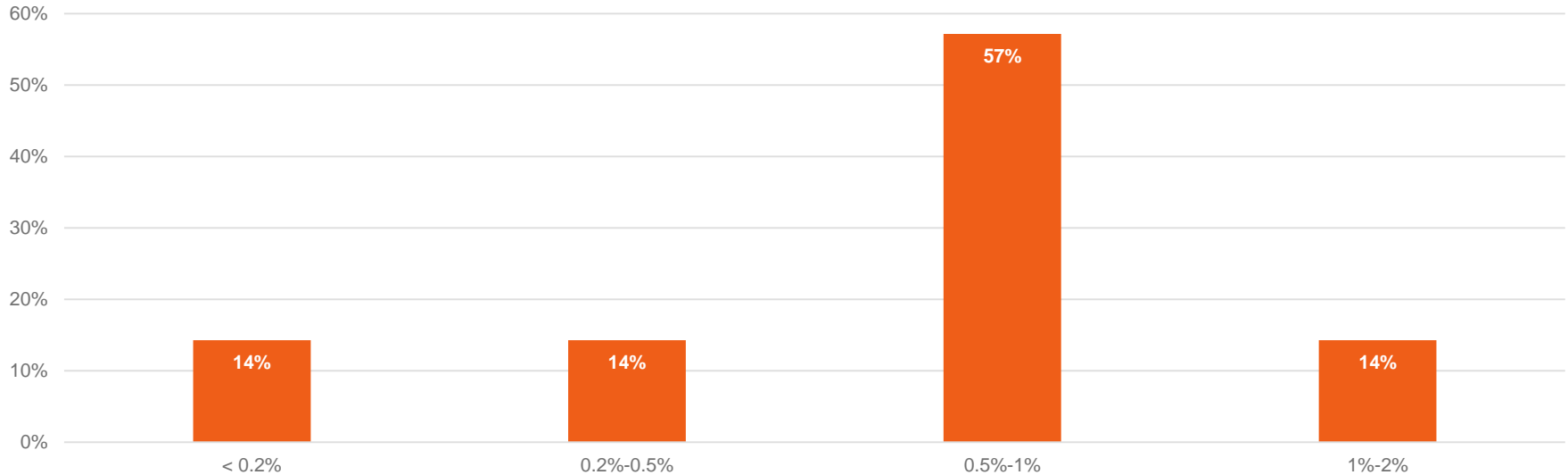


 Remark: The “Comprehensive KPI set” includes leakage identification, recovery and loss prevention KPIs.

10 valid responses

34. KPI1 - What is the value you reported last year for the KPI “% of revenue losses of total revenues, before the recovery procedures” calculated vs revenues?

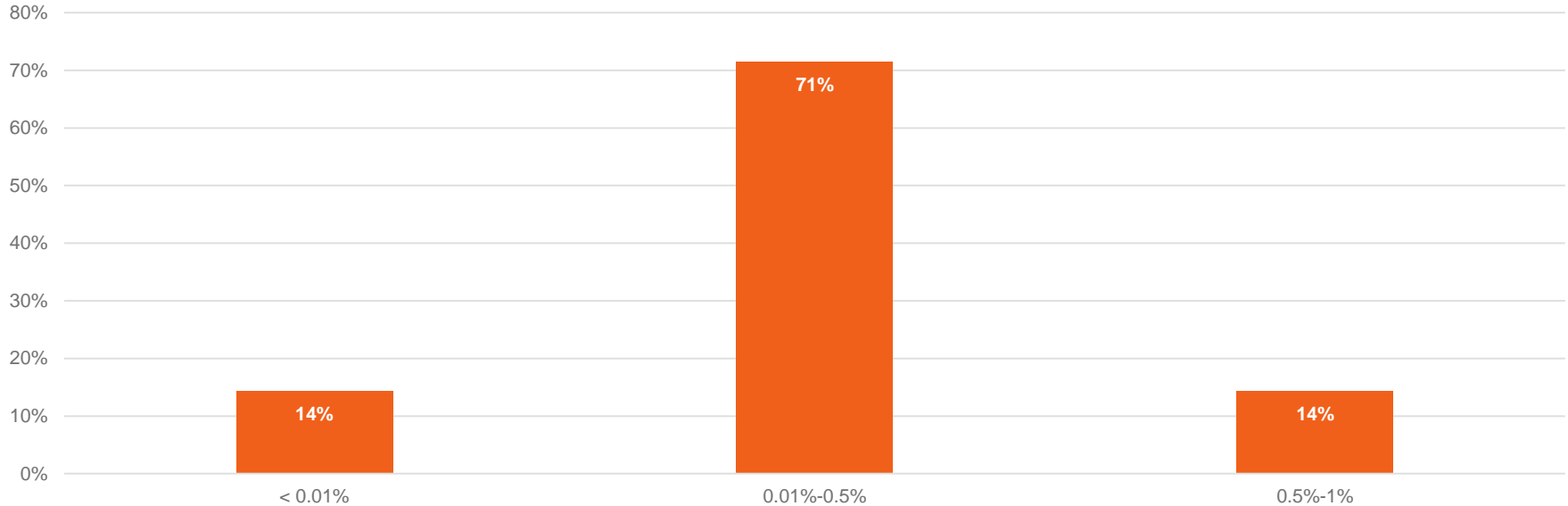
LARGE long established




 7 valid responses

35. KPI2 - What is the value you reported last year for the KPI “% of non-recoverable losses” calculated vs revenues?

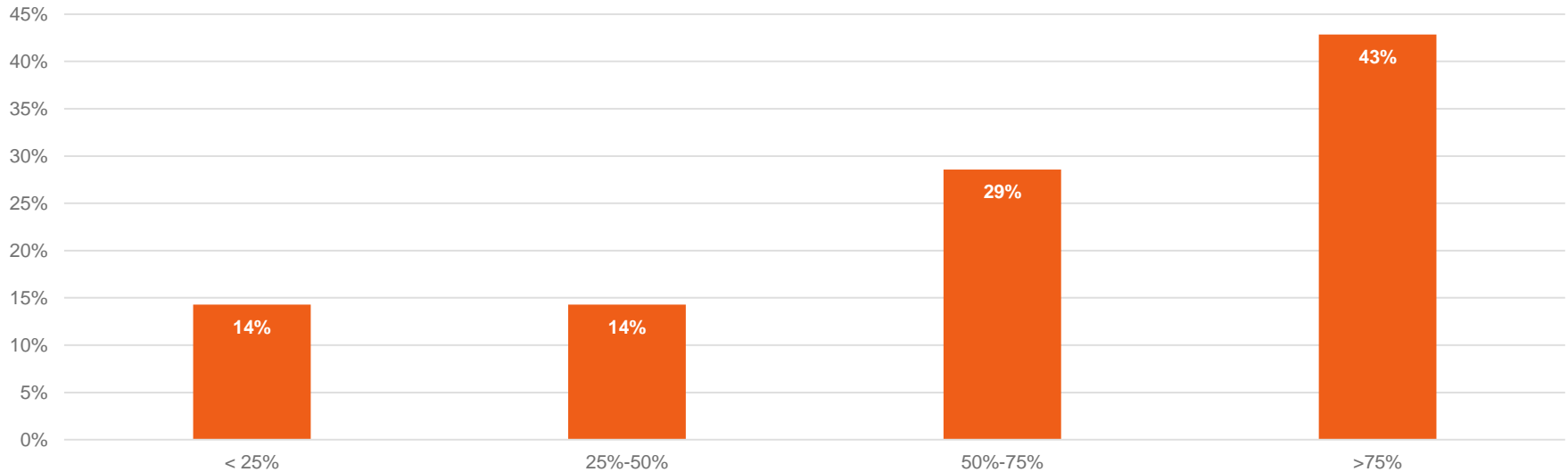
LARGE long established



 7 valid responses

36. KPI3 - What is the value you reported last year for the KPI “% of recovered revenue losses” calculated vs revenue losses?

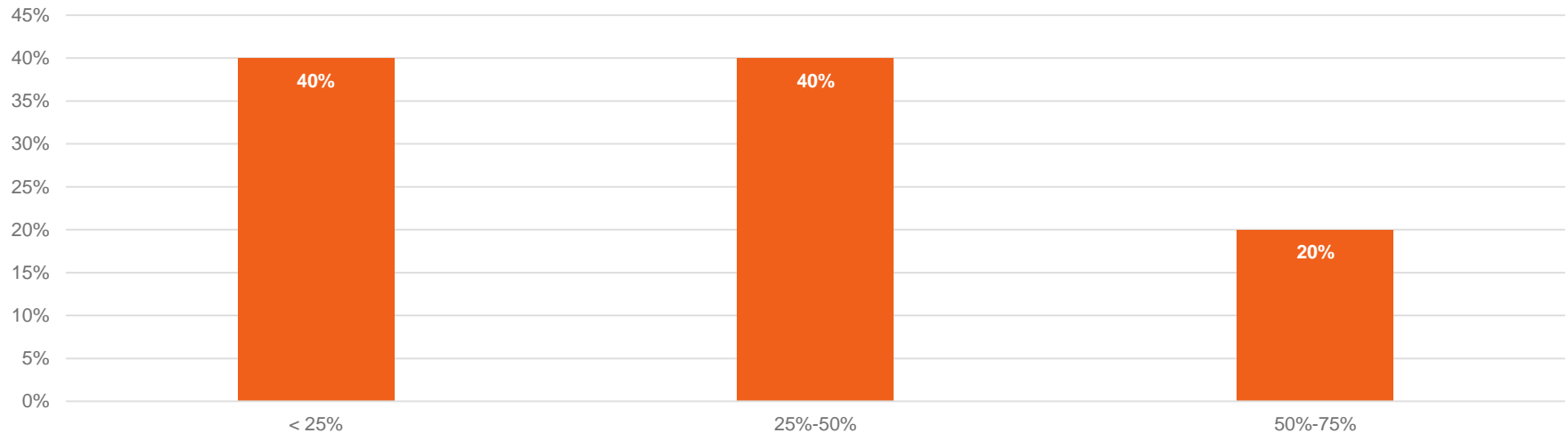
LARGE long established




 7 valid responses

37. KPI4 - What is the value you reported last year for the KPI “% of prevented incidents without customer impact (revenue savings)” calculated vs total volume of RA incidents?

LARGE long established



 5 valid responses

Large companies with an RA function having existed for less than 8 years.

Distribution of RA FTEs for this profile

<3	FTE	2
6-10	FTE	2
11-20	FTE	3
21-50	FTE	2
>100	FTE	2
N/A		1

Remark:

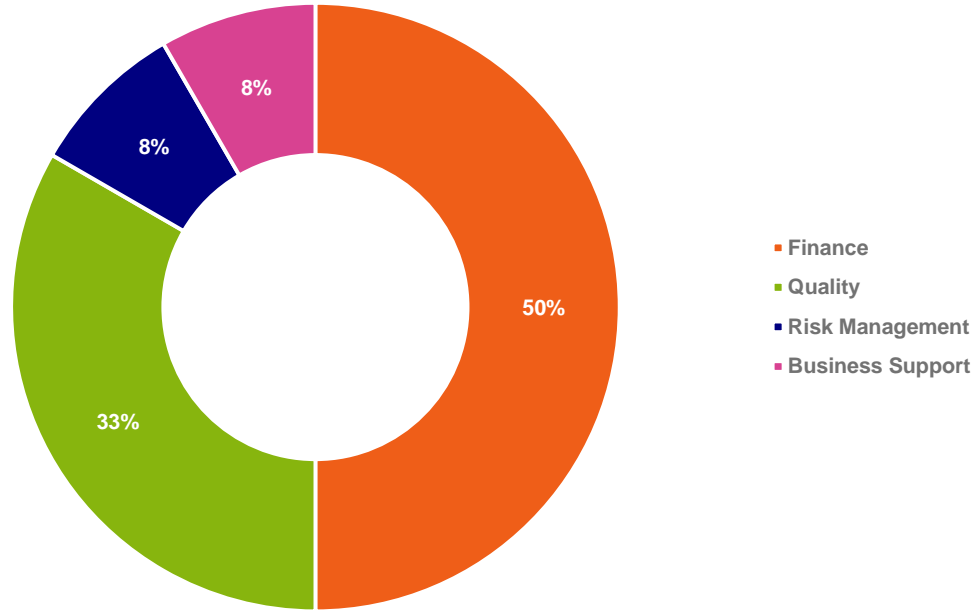
12 valid responses

See page 3 for the exact profile criteria



4. Where is the lead of the Revenue Assurance department positioned within your organization?

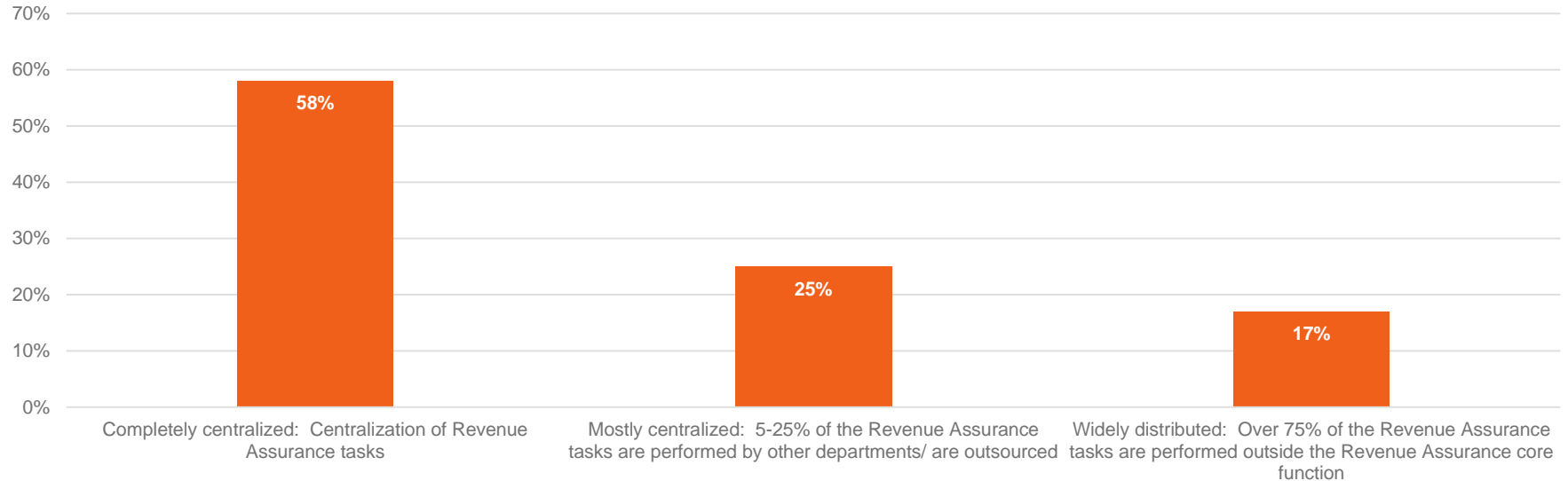
LARGE new/ established



 12 valid responses

5. What is the level of distribution of your Revenue Assurance Function within your company?

LARGE new/ established

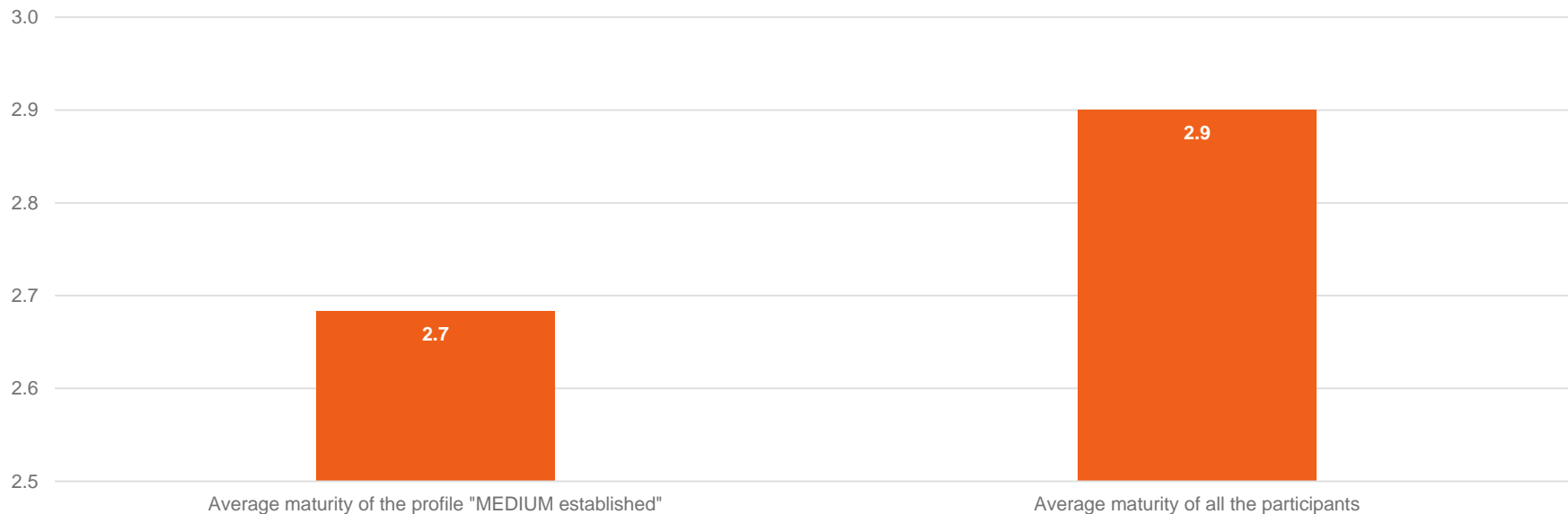



 12 valid responses

13. What is your maturity score? -

Average maturity (contains specific RAMM figures and plain levels 1-5)

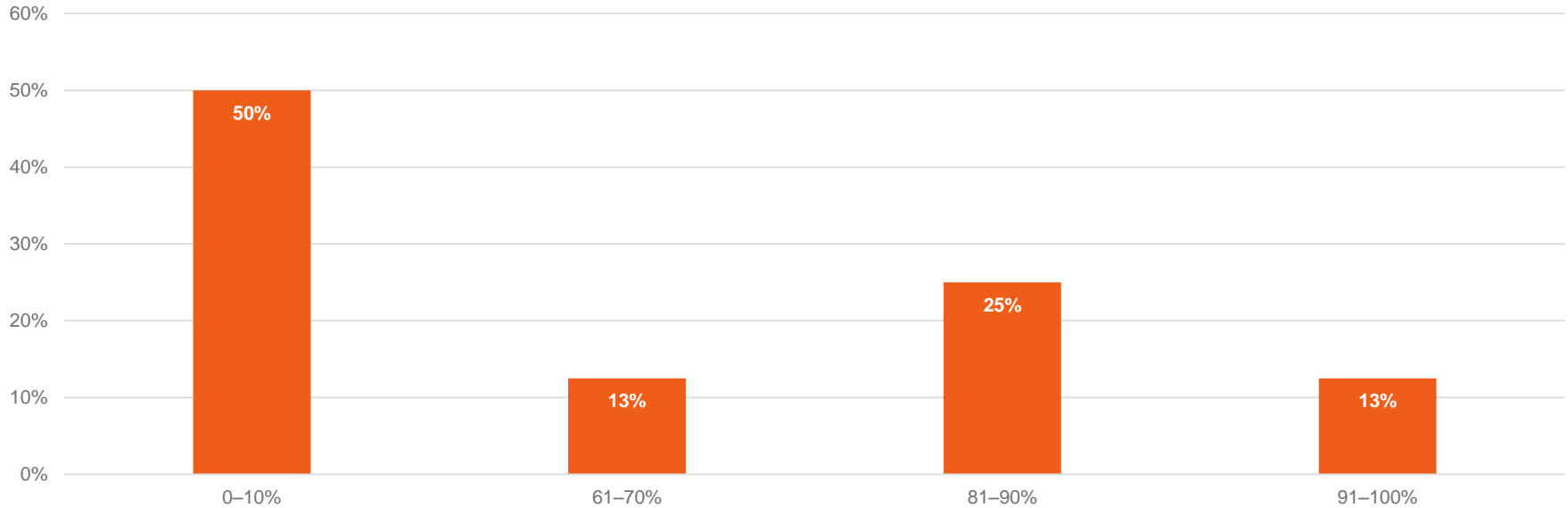
LARGE new/ established



 12 valid responses

19. What percentage (%) of the total company revenue do you estimate are covered by your Revenue Assurance activities?

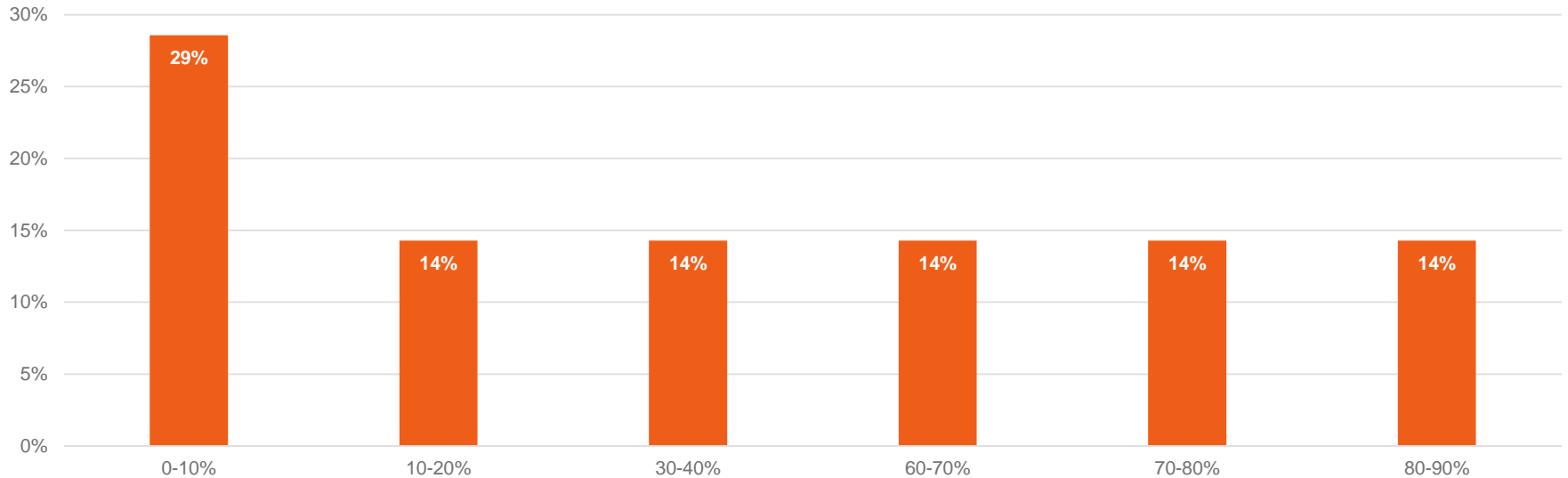
LARGE new/ established




 8 valid responses

24. What is the percentage of revenue that is covered by RA technology?

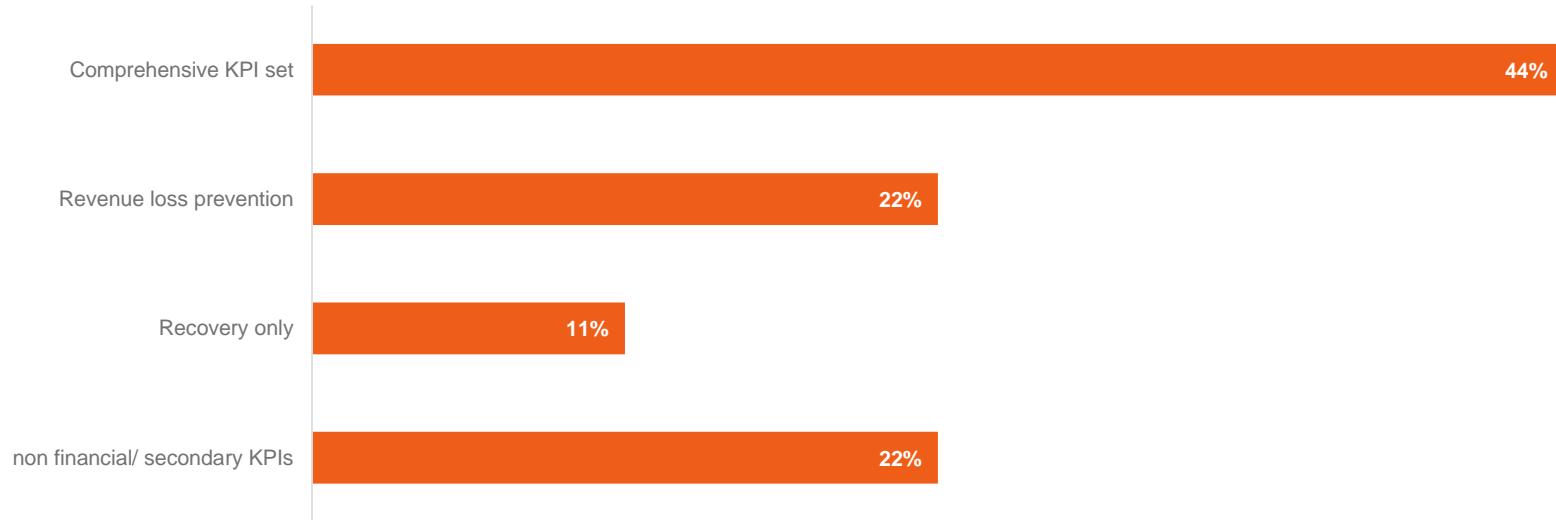
LARGE new/ established



 7 valid responses

33-II. Type of Performance metrics set

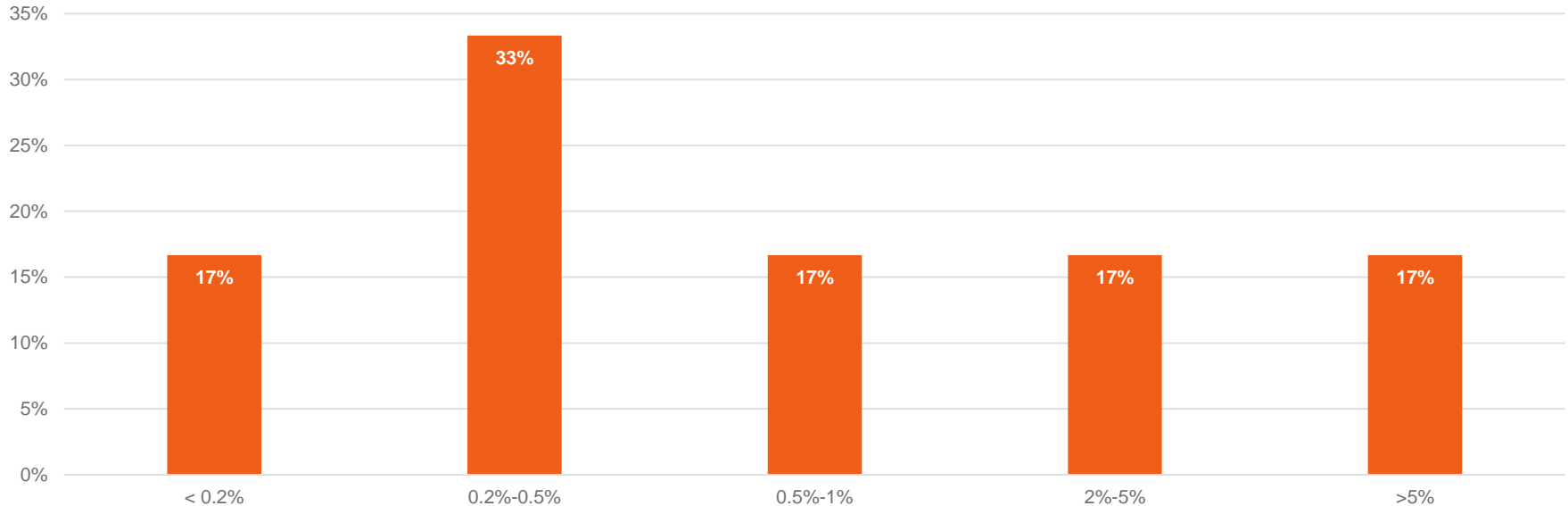
LARGE new/ established



 9 valid responses

34. KPI1 - What is the value you reported last year for the KPI “% of revenue losses of total revenues, before the recovery procedures” calculated vs revenues?

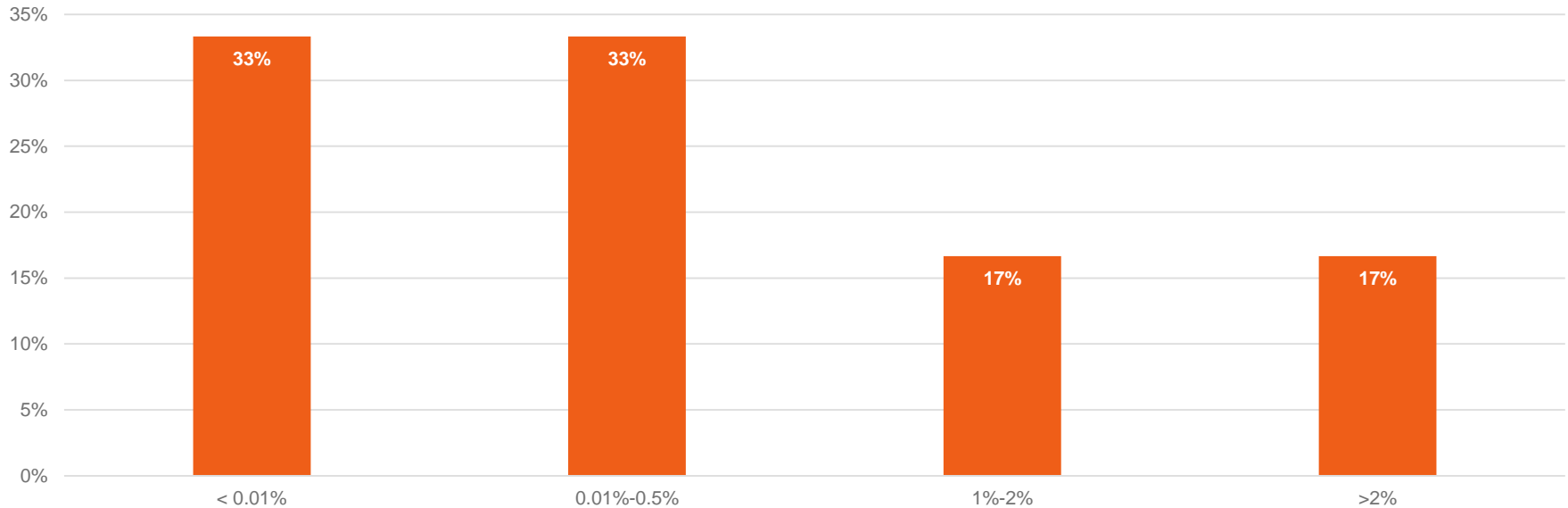
LARGE new/ established




 6 valid responses

35. KPI2 - What is the value you reported last year for the KPI “% of non-recoverable losses” calculated vs revenues?

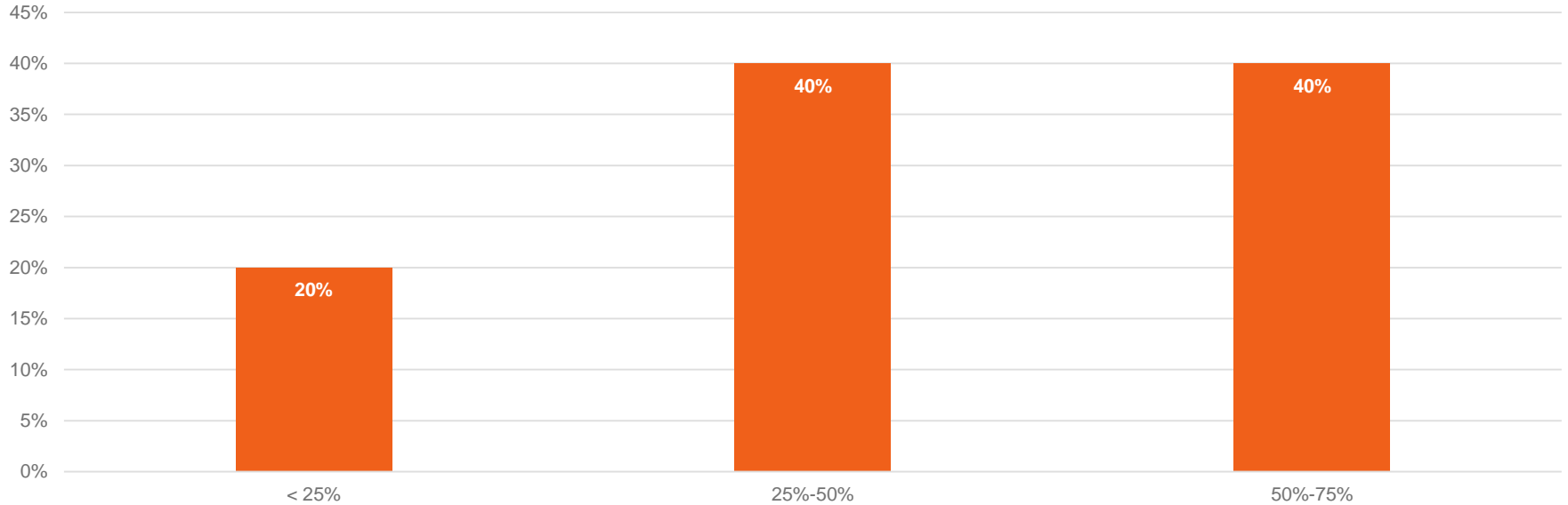
LARGE new/ established



 6 valid responses

36. KPI3 - What is the value you reported last year for the KPI “% of recovered revenue losses” calculated vs revenue losses?

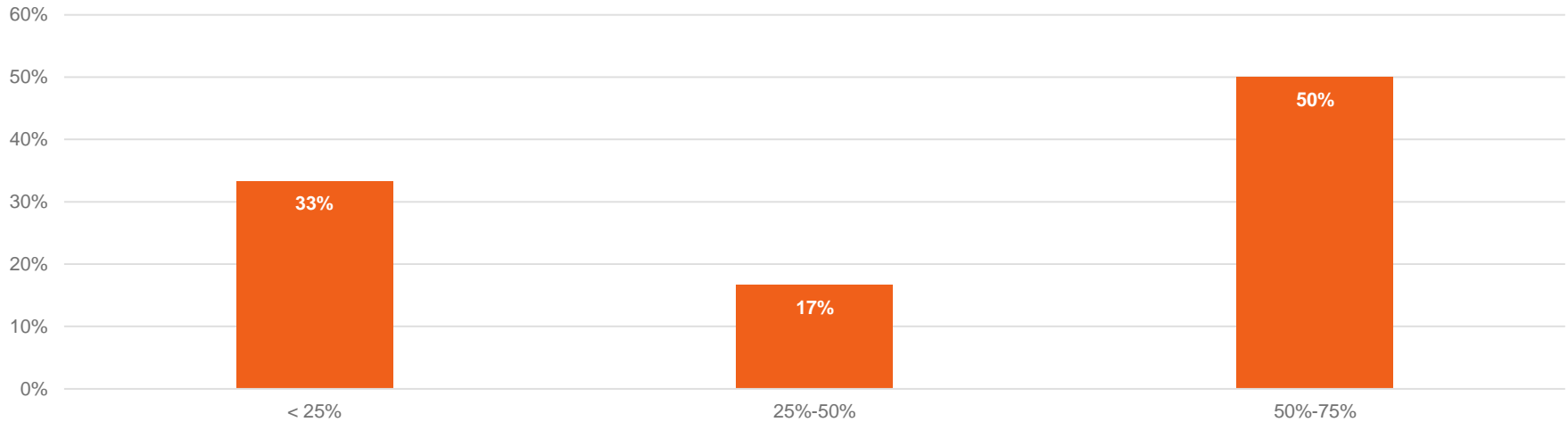
LARGE new/ established



 5 valid responses

37. KPI4 - What is the value you reported last year for the KPI “% of prevented incidents without customer impact (revenue savings)” calculated vs total volume of RA incidents?

LARGE new/ established



 6 valid responses

Medium sized companies with an RA function having existed for more than 4 years.

Distribution of RA FTEs for this profile

3-5	FTE	11
6-10	FTE	12
11-20	FTE	4
21-50	FTE	1

Remark:

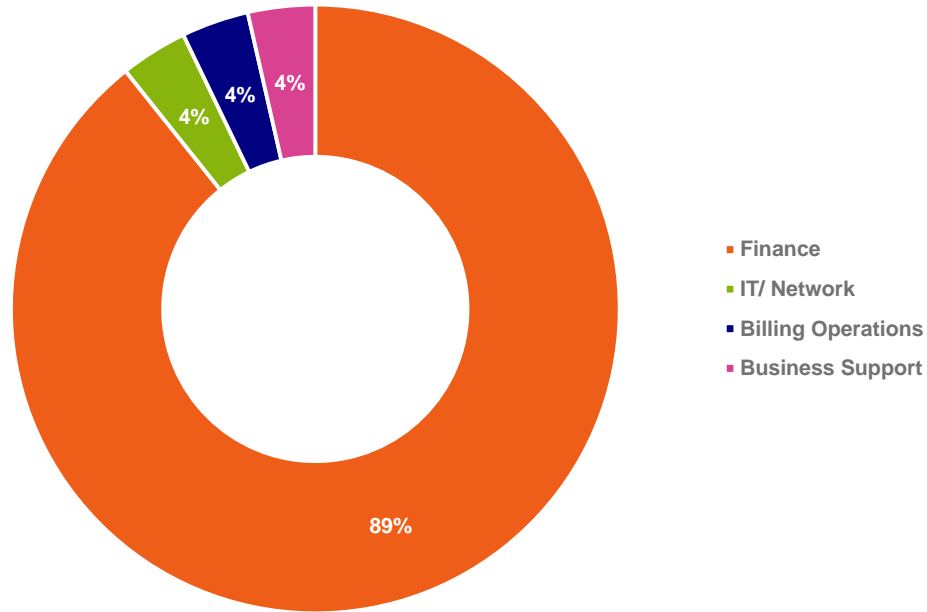
28 valid responses

See page 3 for the exact profile criteria



4. Where is the lead of the Revenue Assurance department positioned within your organization?

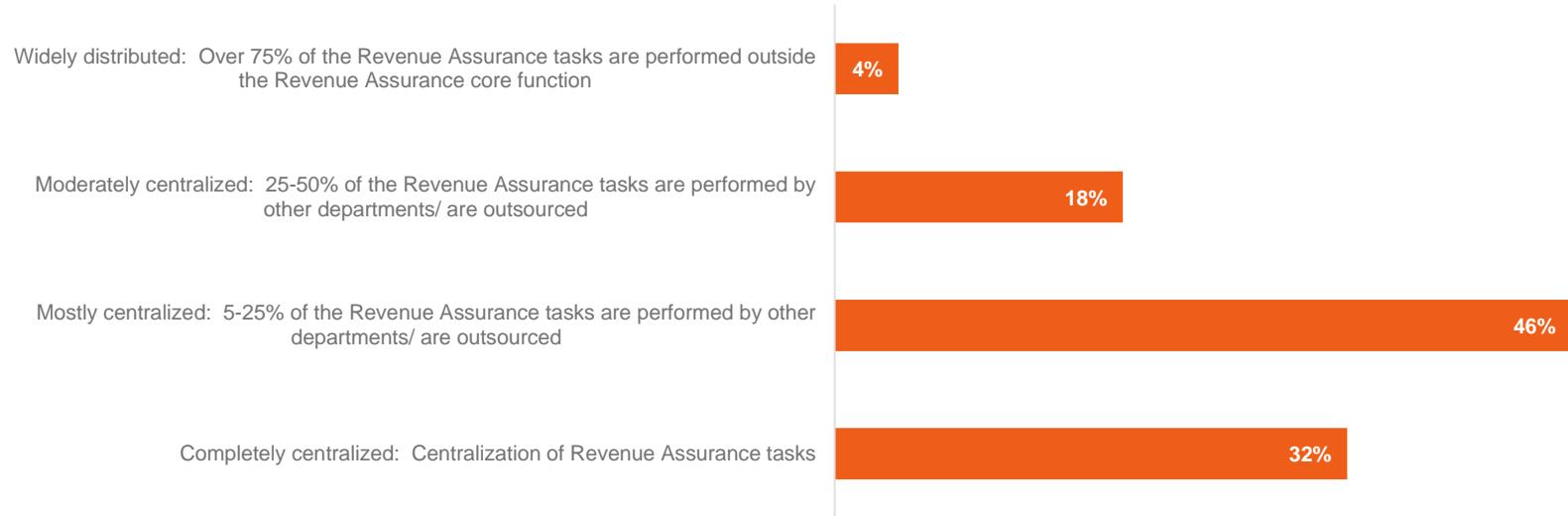
MEDIUM established



 28 valid responses

5. What is the level of distribution of your Revenue Assurance Function within your company?

MEDIUM established



 28 valid responses

13. What is your maturity score? -

Average maturity (contains specific RAMM figures and plain levels 1-5)

MEDIUM established



 28 valid responses

13-II. What hat are your RAMM2 Topic Level scores? - Average maturity scores

MEDIUM established

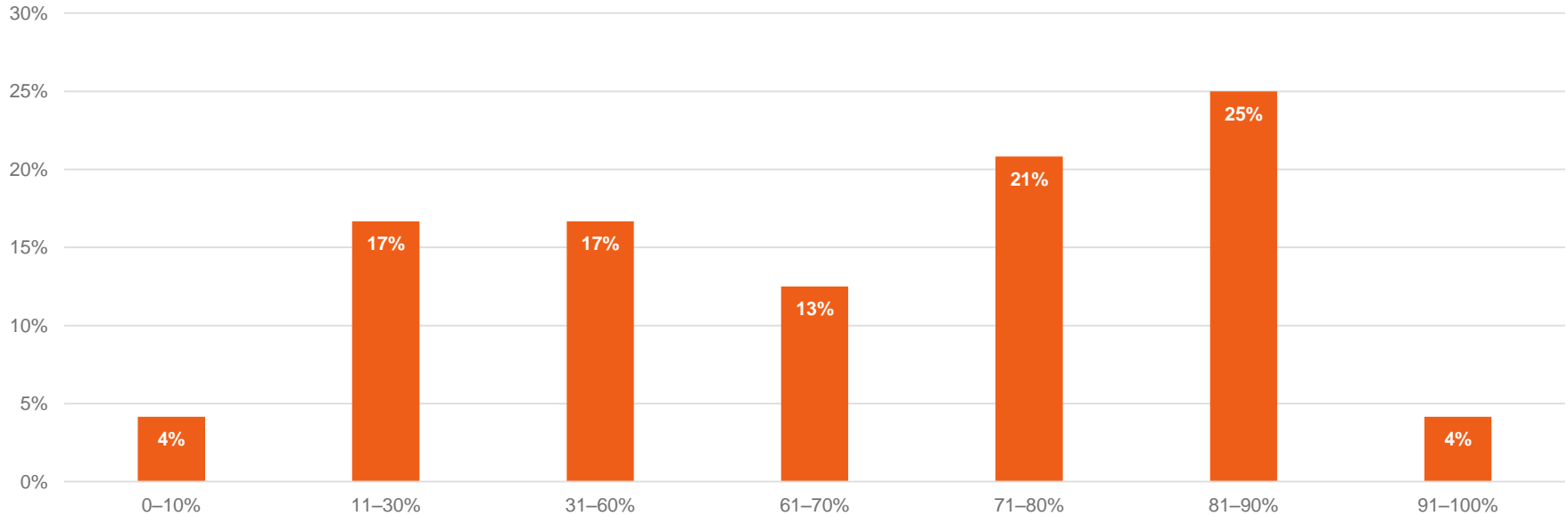


1.5 Skill Set Of RA Team	3.6
1.6 Business Knowledge	3.5
1.8 Staffing Levels	3.3
1.9 Communications	3.3
2.2 Use Of Risk Management Techniques	3.2
2.3 Change Management Involvement & Sign-off	2.6
2.8 Correction Of Identified Issues	3.3
3.1 Measurement Framework	3.3
3.3 Risk Mitigation	3.2
3.8 RA Control Effectiveness	3.2
4.3 Functionality of RA Toolset	3.4
4.4 Access To Information	3.7
4.6 Use Of RA Technology	3.1
4.8 Degree Of Automation	3.2
4.9 Coverage of RA Technology	3.0
Overall Average of profile	3.3

8 valid responses

19. What percentage (%) of the total company revenue do you estimate are covered by your Revenue Assurance activities?

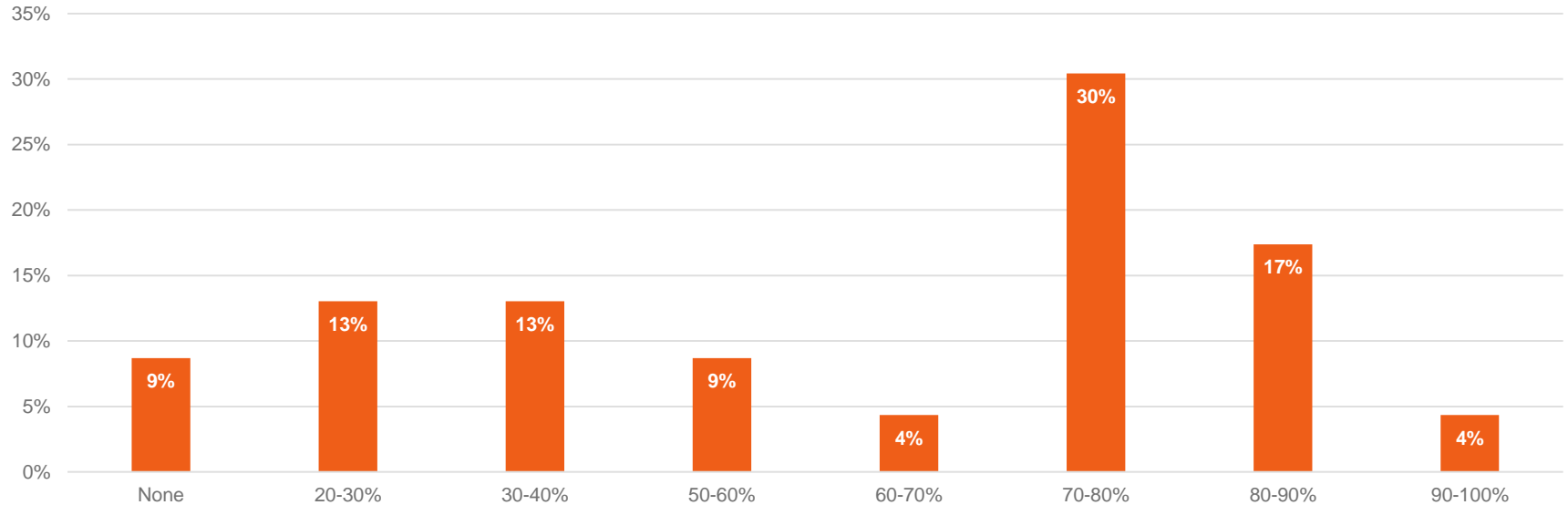
MEDIUM established



 24 valid responses

24. What is the percentage of revenue that is covered by RA technology?

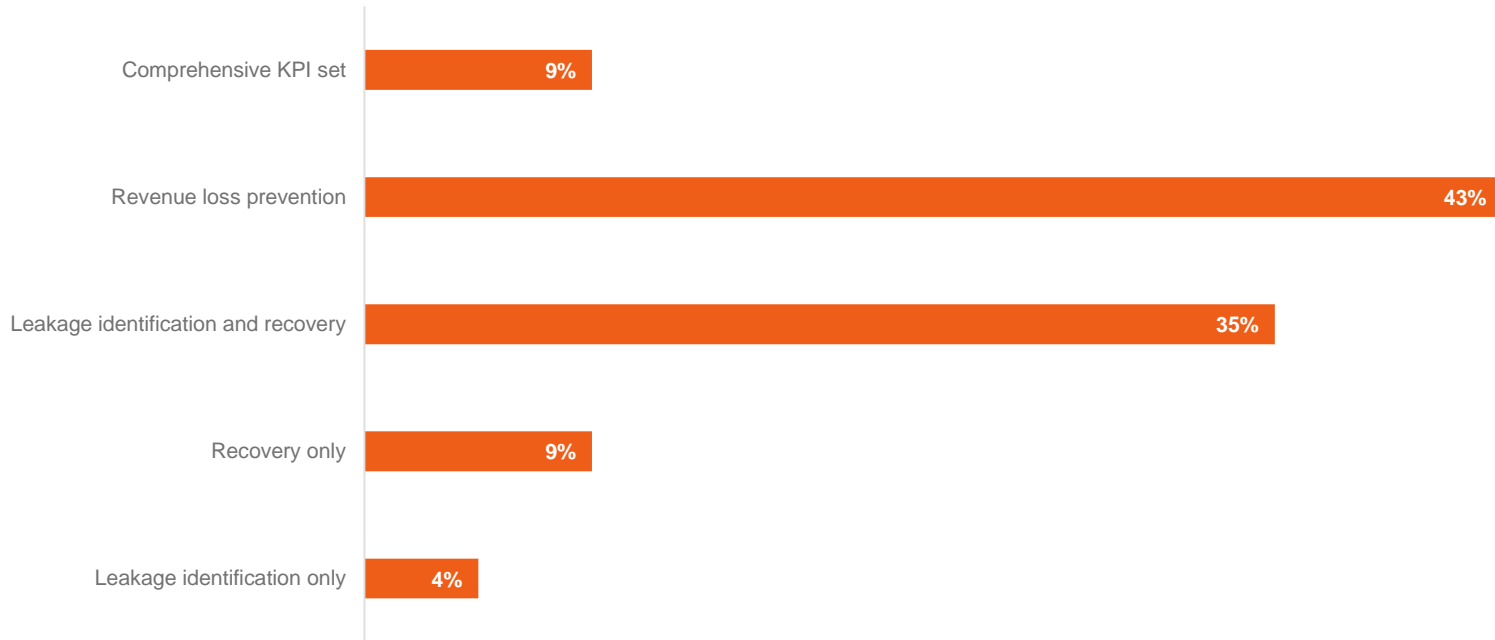
MEDIUM established



 23 valid responses

33-II. Type of Performance metrics set

MEDIUM established

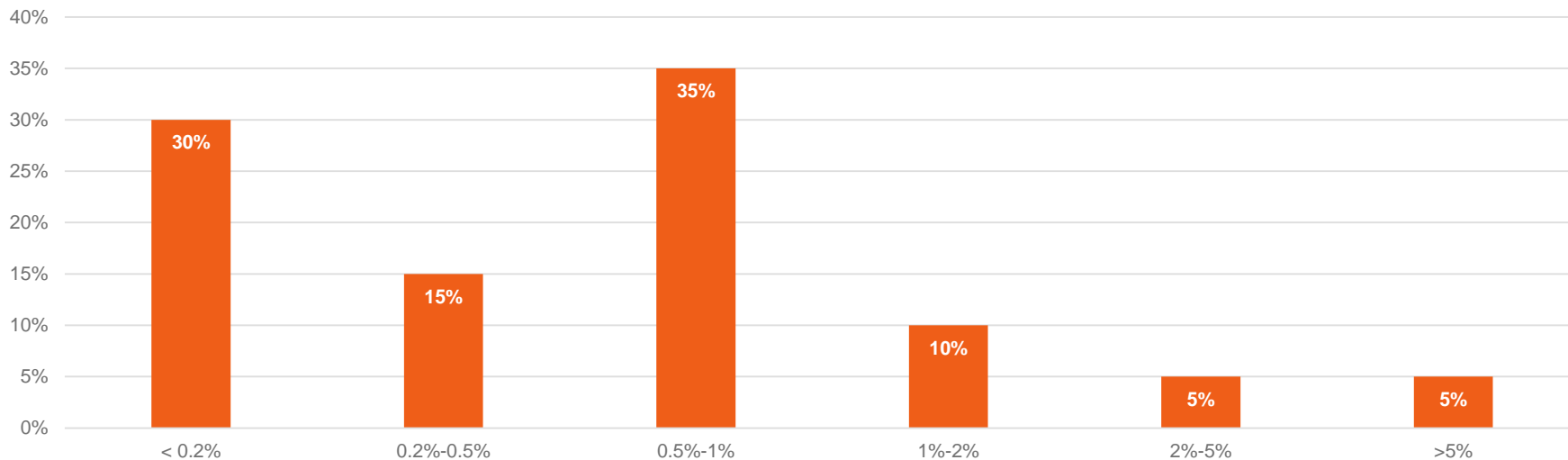


 Remark: The “Comprehensive KPI set” includes leakage identification, recovery and loss prevention KPIs.

23 valid responses

34. KPI1 - What is the value you reported last year for the KPI “% of revenue losses of total revenues, before the recovery procedures” calculated vs revenues?

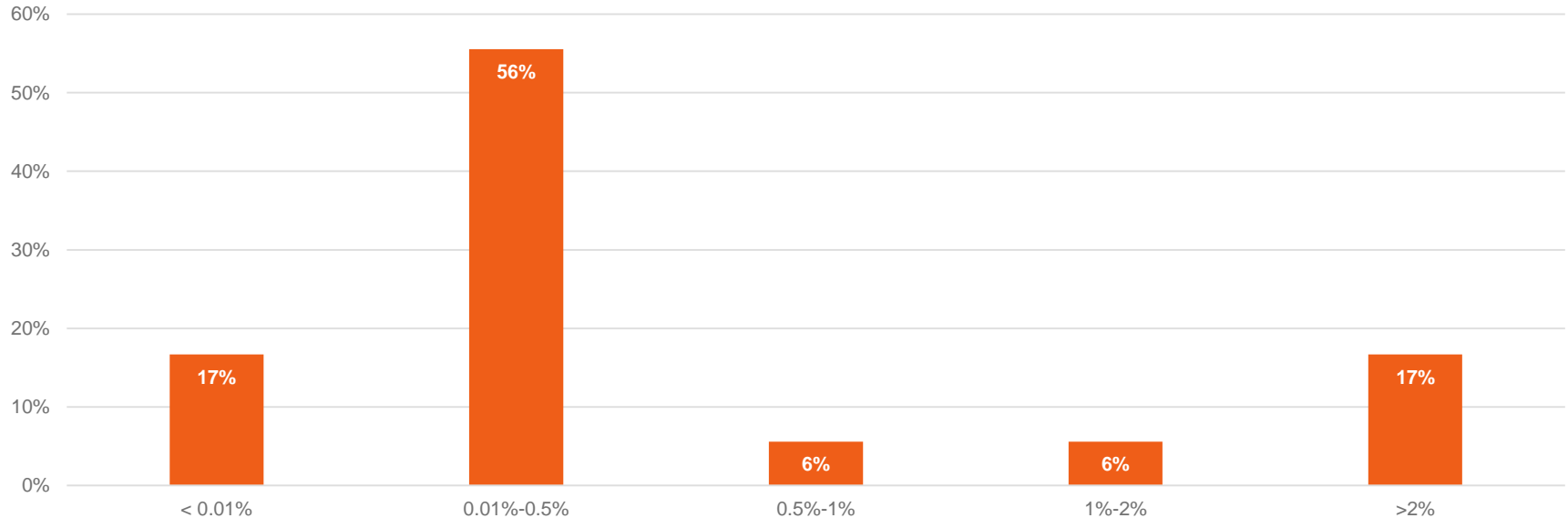
MEDIUM established



 20 valid responses

35. KPI2 - What is the value you reported last year for the KPI “% of non-recoverable losses” calculated vs revenues?

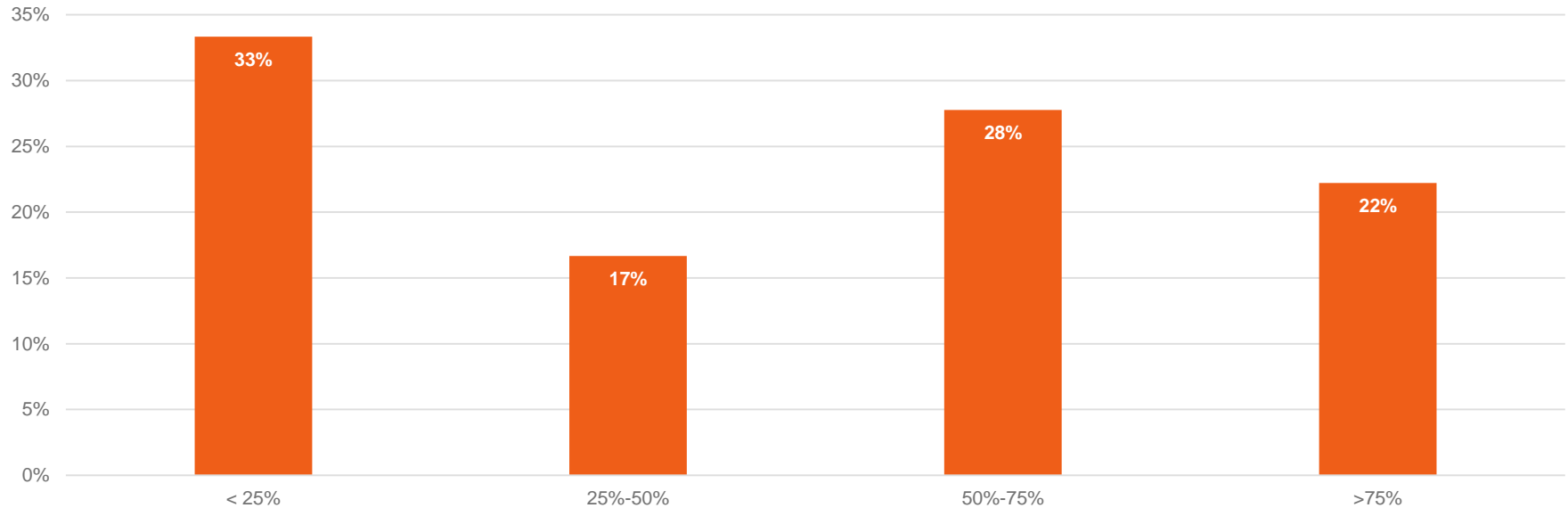
MEDIUM established



18 valid responses

36. KPI3 - What is the value you reported last year for the KPI “% of recovered revenue losses” calculated vs revenue losses?

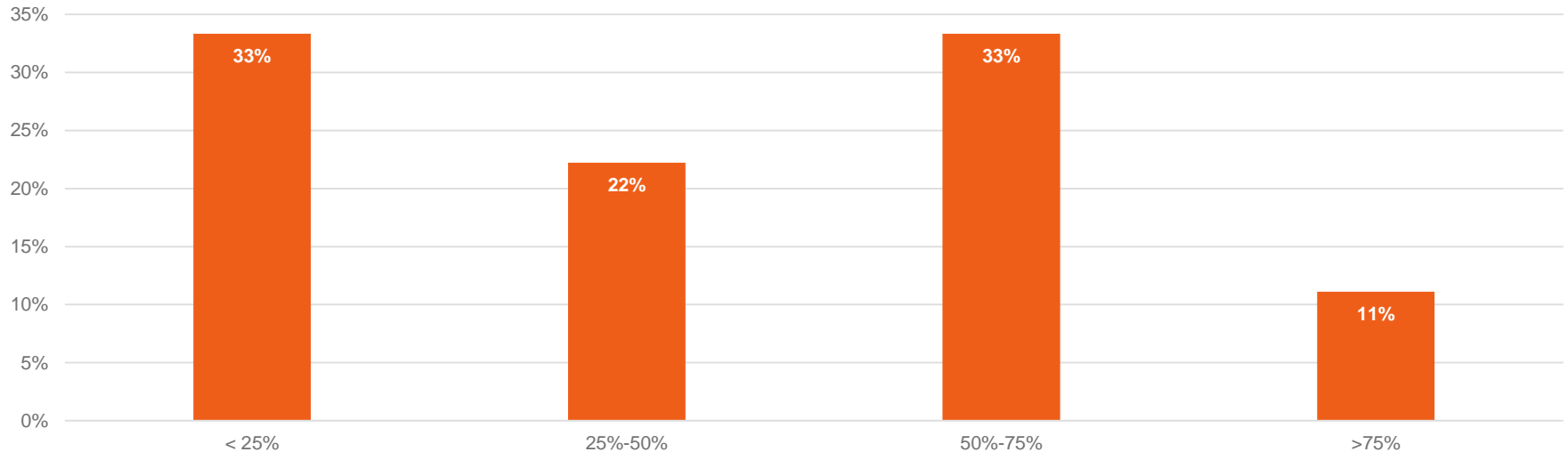
MEDIUM established



 18 valid responses

37. KPI4 - What is the value you reported last year for the KPI “% of prevented incidents without customer impact (revenue savings)” calculated vs total volume of RA incidents?

MEDIUM established



 9 valid responses

Medium sized companies with an RA function having existed for less than 5 years.

Distribution of RA FTEs for this profile

<3	FTE	3
3-5	FTE	5
6-10	FTE	3
21-50	FTE	1

Remark:

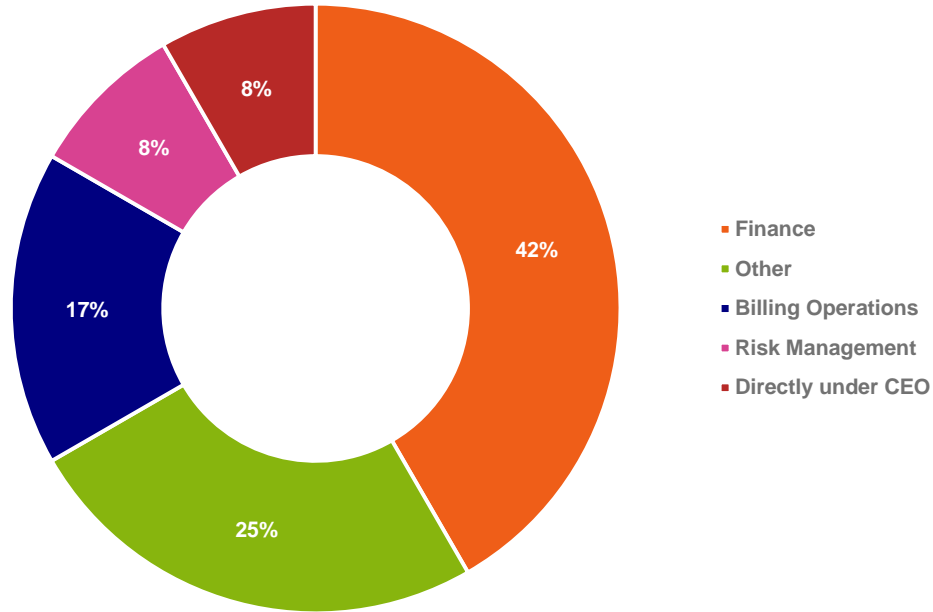
12 valid responses

See page 3 for the exact profile criteria



4. Where is the lead of the Revenue Assurance department positioned within your organization?

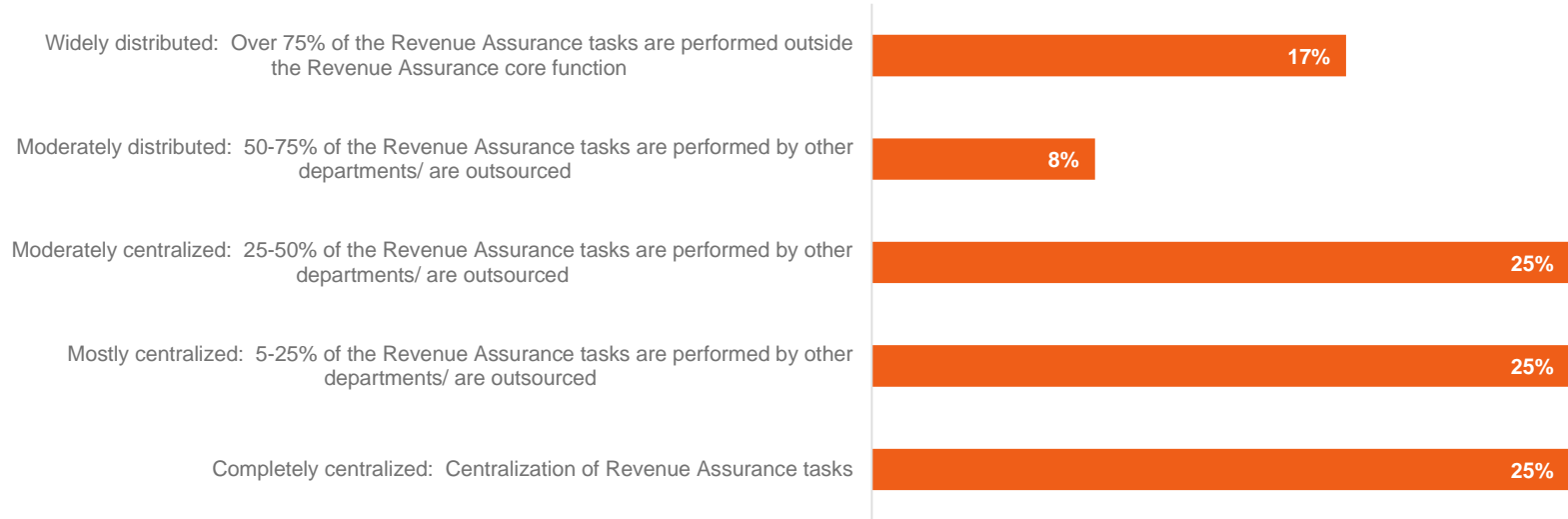
MEDIUM new



 12 valid responses

5. What is the level of distribution of your Revenue Assurance Function within your company?

MEDIUM new

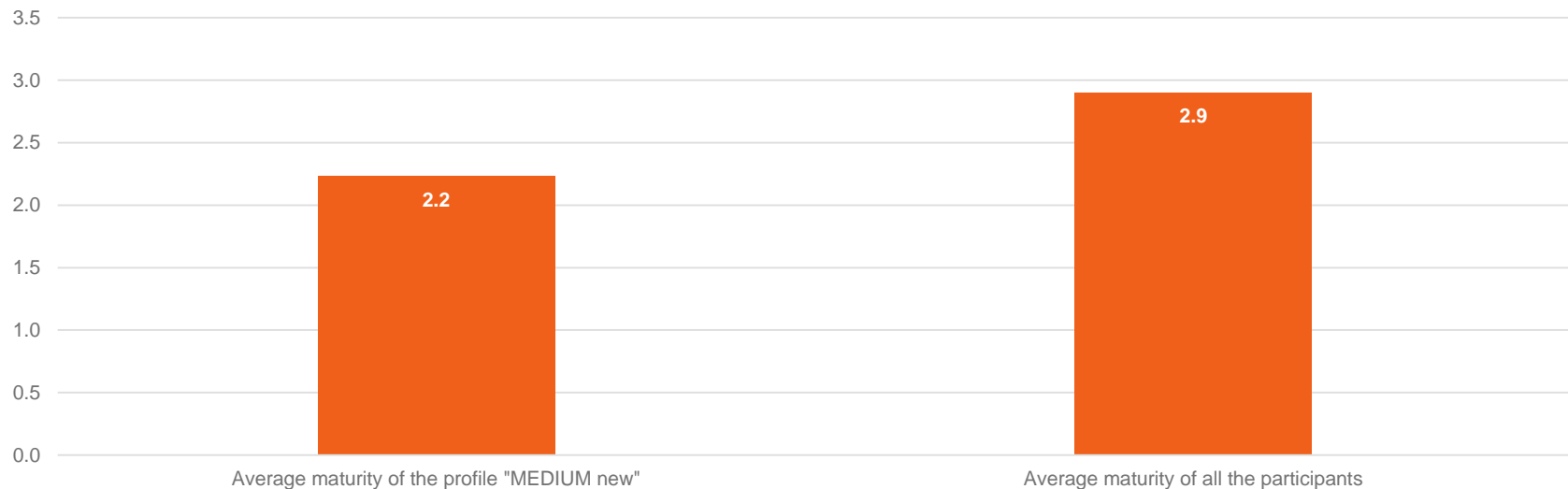


 12 valid responses

13. What is your maturity score? -

Average maturity (contains specific RAMM figures and plain levels 1-5)

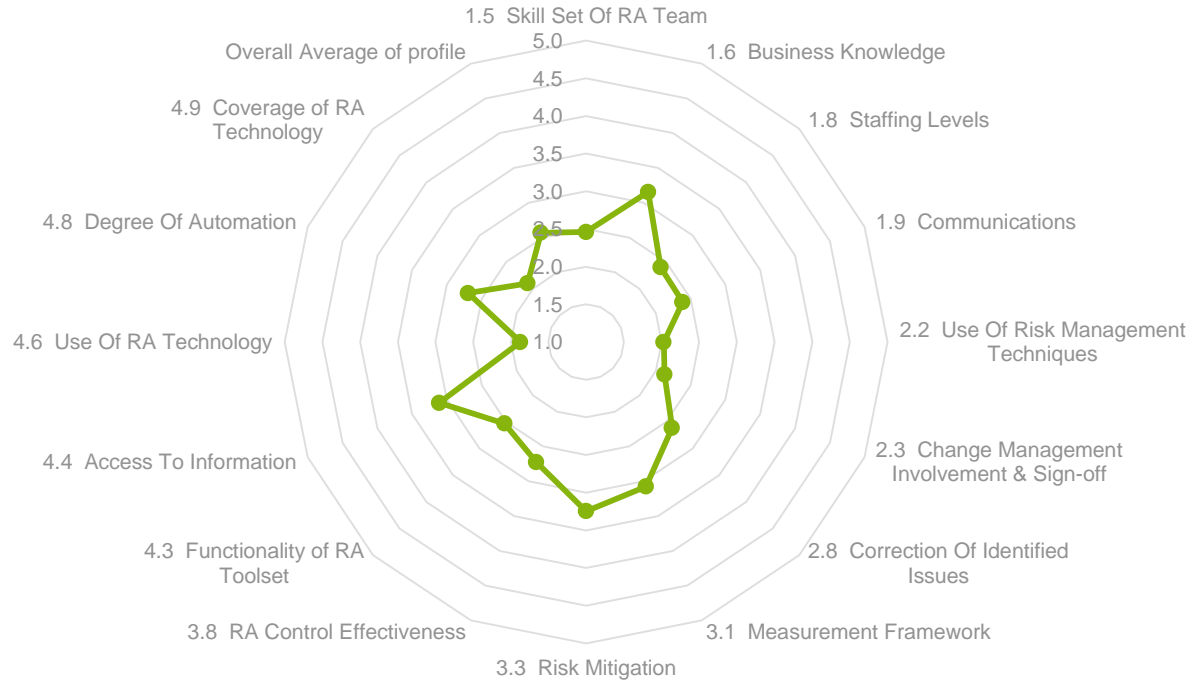
MEDIUM new



 12 valid responses

13-II. What hat are your RAMM2 Topic Level scores? - Average maturity scores

MEDIUM new

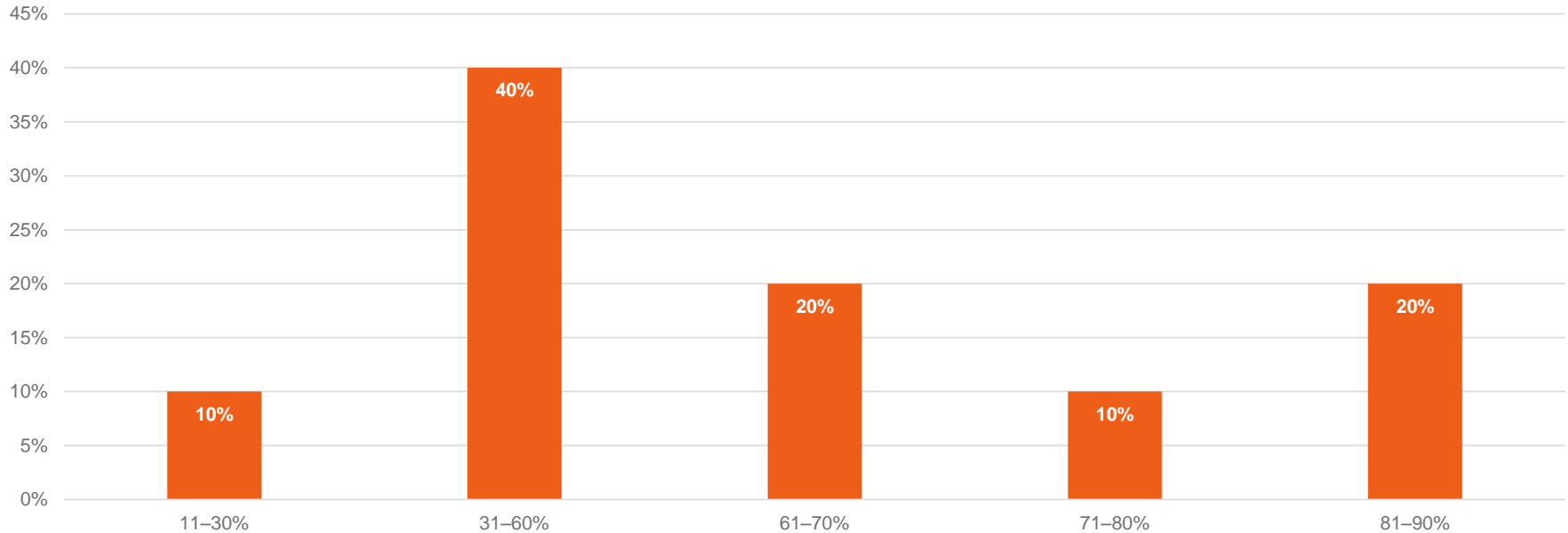


1.5 Skill Set Of RA Team	2.5
1.6 Business Knowledge	3.2
1.8 Staffing Levels	2.4
1.9 Communications	2.4
2.2 Use Of Risk Management Techniques	2.0
2.3 Change Management Involvement & Sign-off	2.1
2.8 Correction Of Identified Issues	2.6
3.1 Measurement Framework	3.1
3.3 Risk Mitigation	3.2
3.8 RA Control Effectiveness	2.7
4.3 Functionality of RA Toolset	2.5
4.4 Access To Information	3.1
4.6 Use Of RA Technology	1.9
4.8 Degree Of Automation	2.7
4.9 Coverage of RA Technology	2.1
Overall Average of profile	2.6

4 valid responses

19. What percentage (%) of the total company revenue do you estimate are covered by your Revenue Assurance activities?

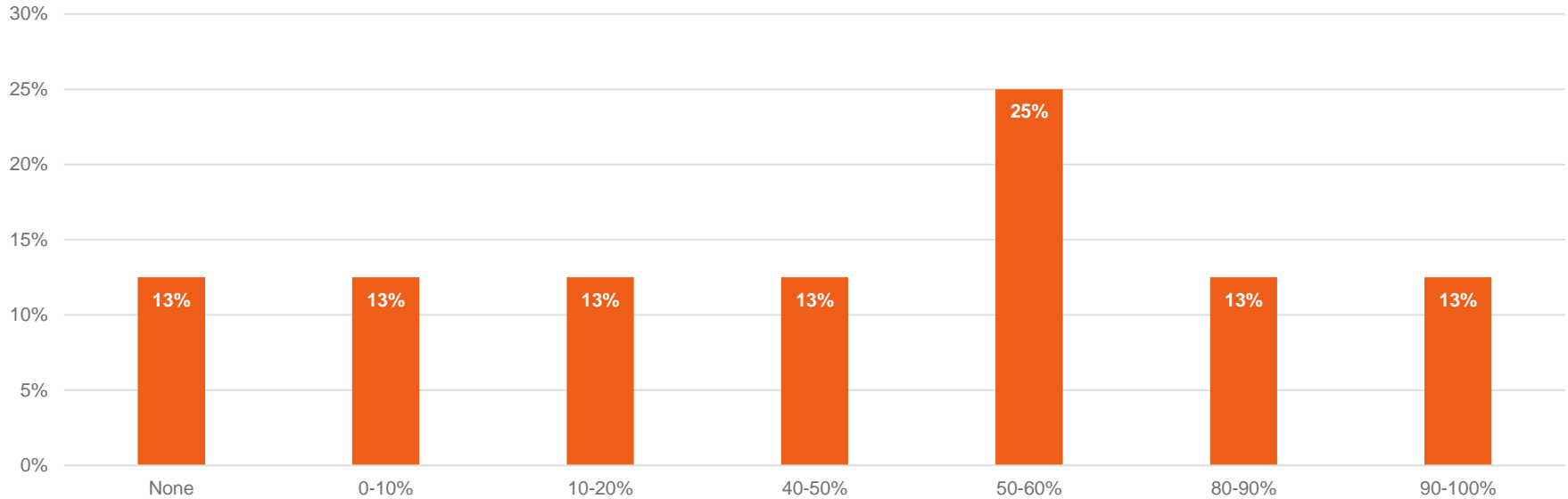
MEDIUM new




 10 valid responses

24. What is the percentage of revenue that is covered by RA technology?

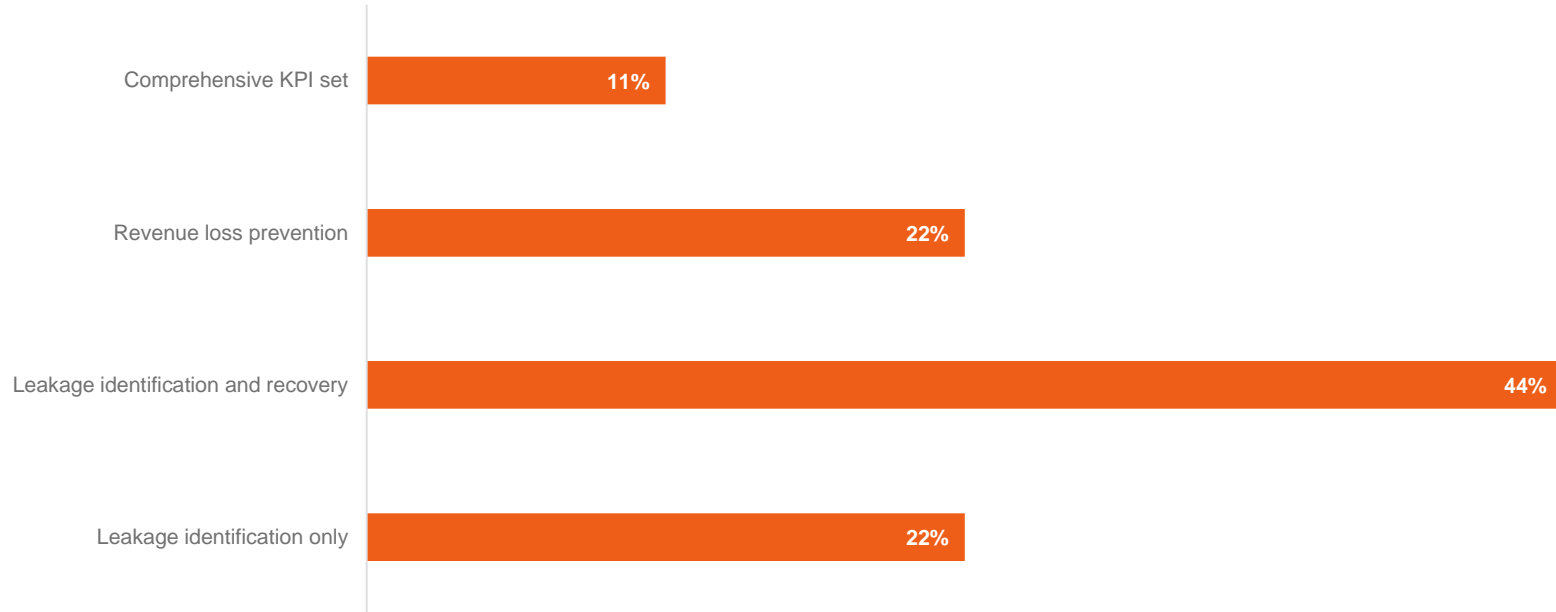
MEDIUM new




 8 valid responses

33-II. Type of Performance metrics set

MEDIUM new

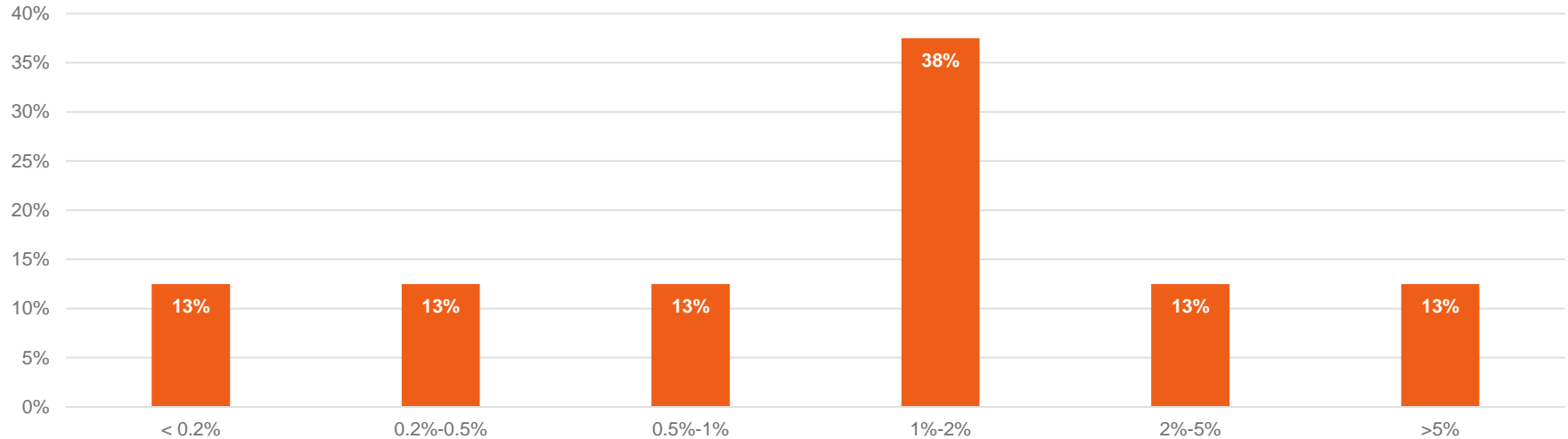



 Remark: The “Comprehensive KPI set” includes leakage identification, recovery and loss prevention KPIs.

9 valid responses

34. KPI1 - What is the value you reported last year for the KPI “% of revenue losses of total revenues, before the recovery procedures” calculated vs revenues?

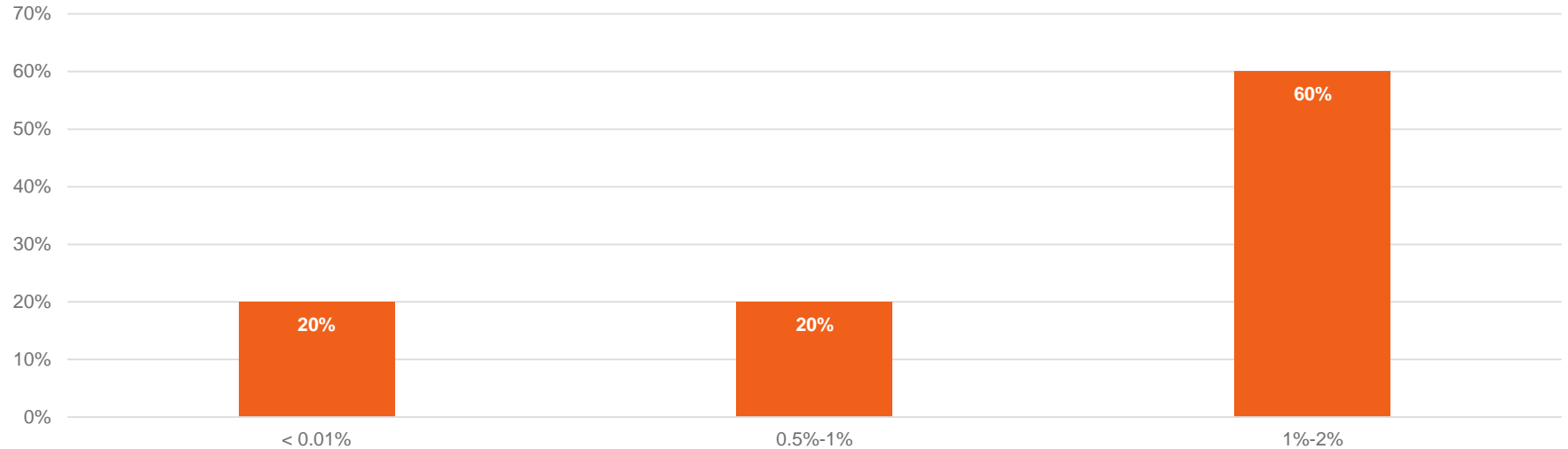
MEDIUM new




 8 valid responses

35. KPI2 - What is the value you reported last year for the KPI “% of non-recoverable losses” calculated vs revenues?

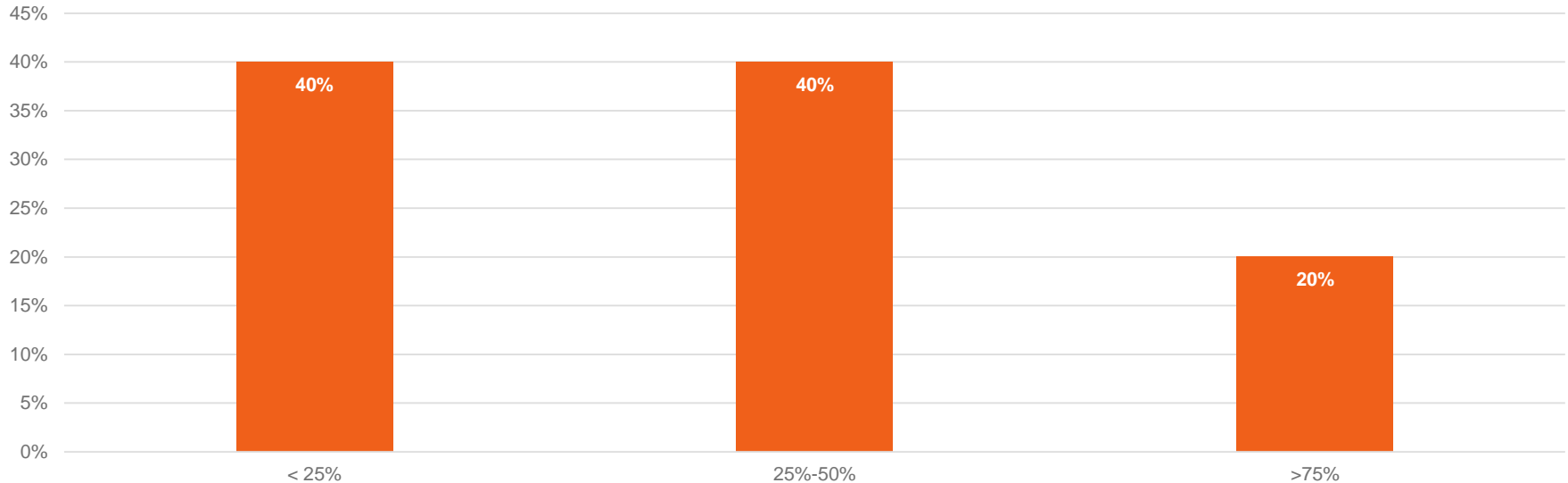
MEDIUM new




 5 valid responses

36. KPI3 - What is the value you reported last year for the KPI “% of recovered revenue losses” calculated vs revenue losses?

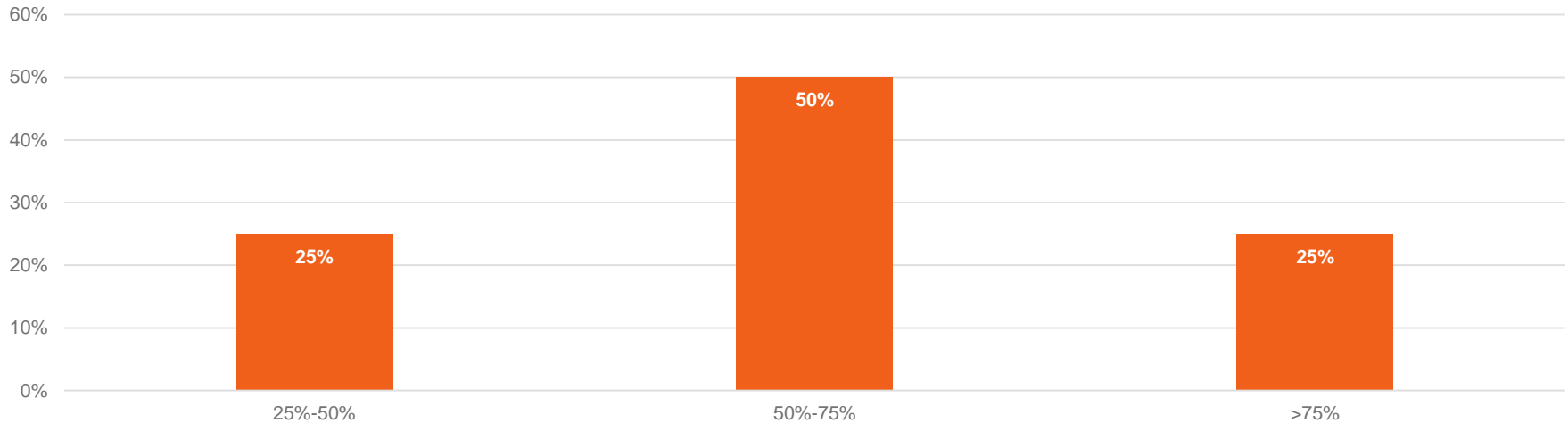
MEDIUM new



 5 valid responses

37. KPI4 - What is the value you reported last year for the KPI “% of prevented incidents without customer impact (revenue savings)” calculated vs total volume of RA incidents?

MEDIUM new



 4 valid responses

Small companies with an RA function having existed for more than 4 years.

Distribution of RA FTEs for this profile

<3	FTE	4
3-5	FTE	6
6-10	FTE	1
11-20	FTE	1
N/A	FTE	1

Remark:

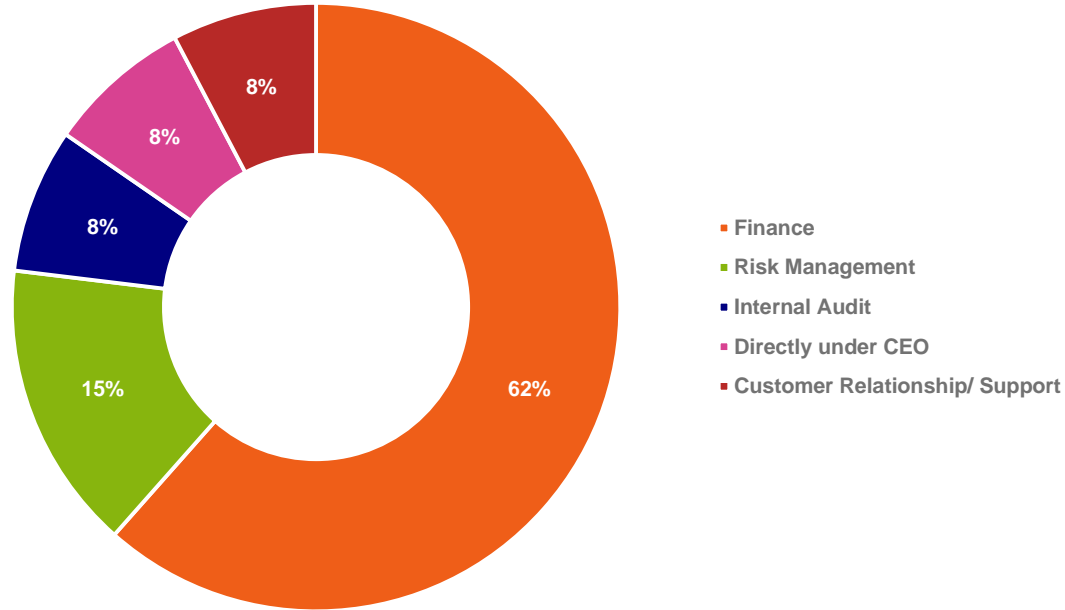
13 valid responses

See page 3 for the exact profile criteria



4. Where is the lead of the Revenue Assurance department positioned within your organization?

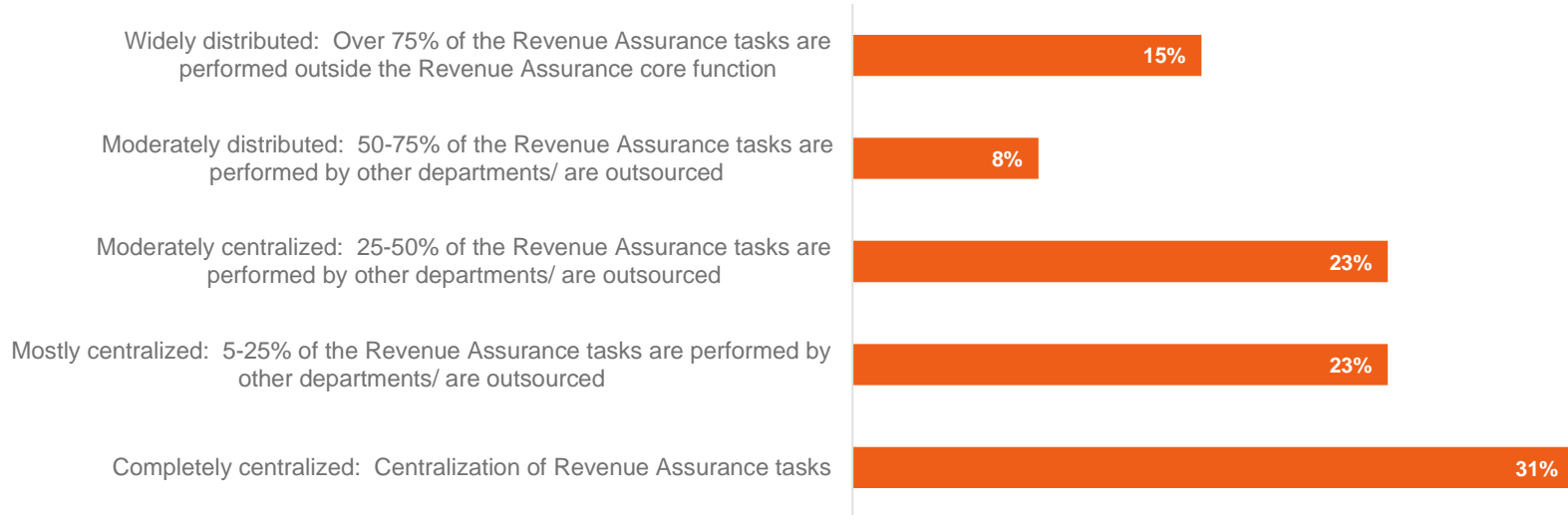
SMALL established



 13 valid responses

5. What is the level of distribution of your Revenue Assurance Function within your company?

SMALL established



 13 valid responses

13. What is your maturity score? -

Average maturity (contains specific RAMM figures and plain levels 1-5)

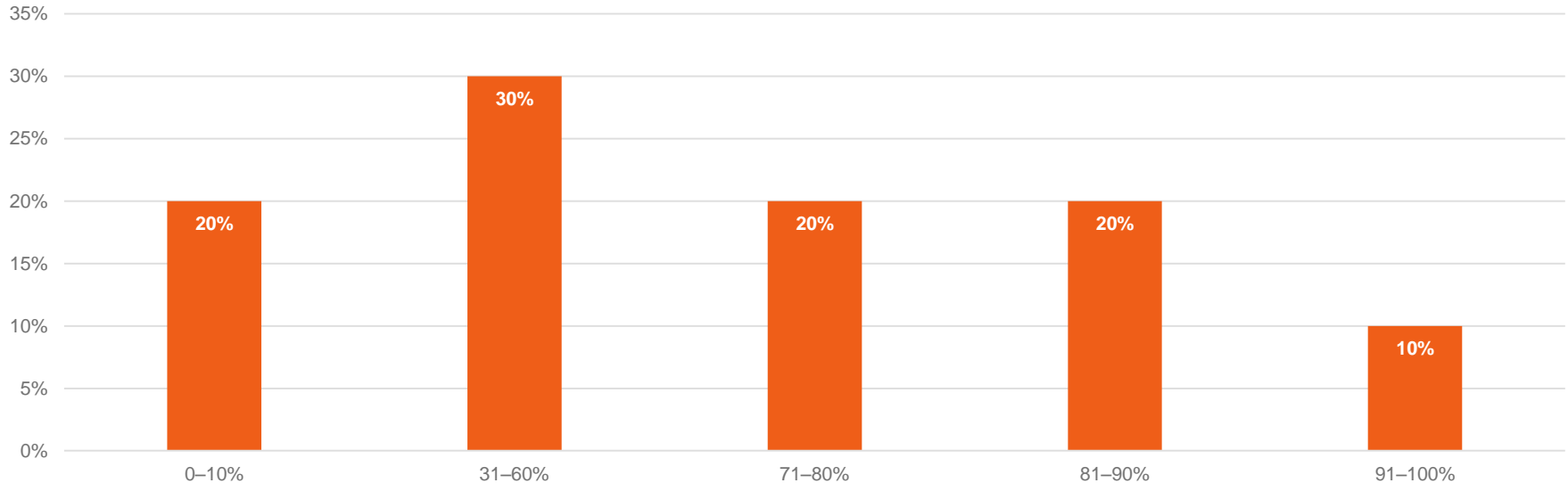
SMALL established



 13 valid responses

19. What percentage (%) of the total company revenue do you estimate are covered by your Revenue Assurance activities?

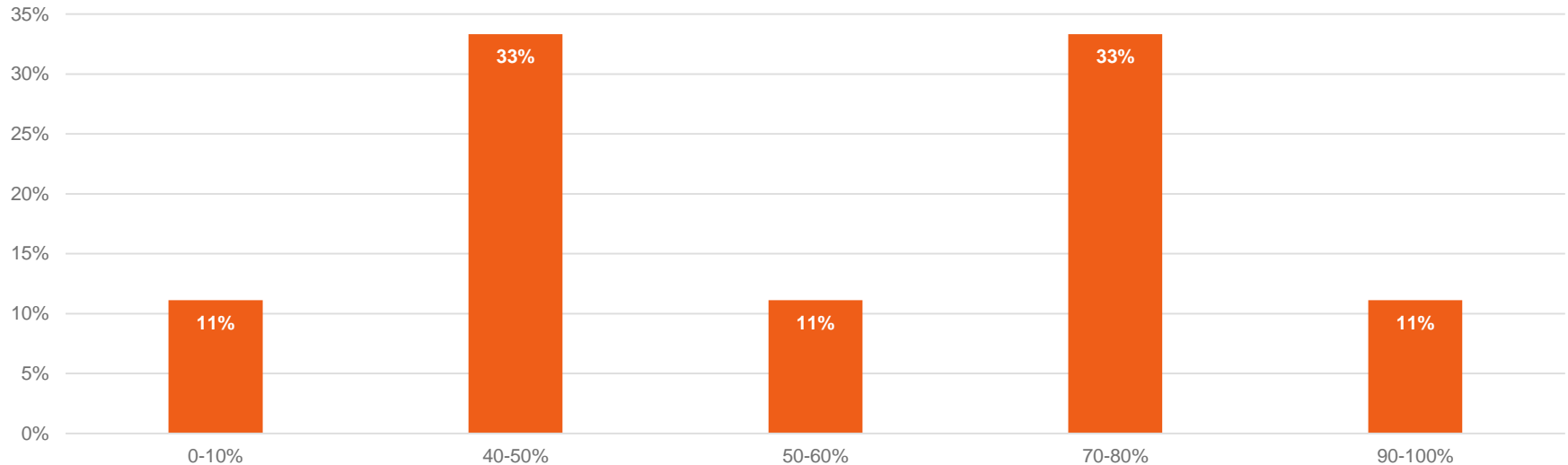
SMALL established




 10 valid responses

24. What is the percentage of revenue that is covered by RA technology?

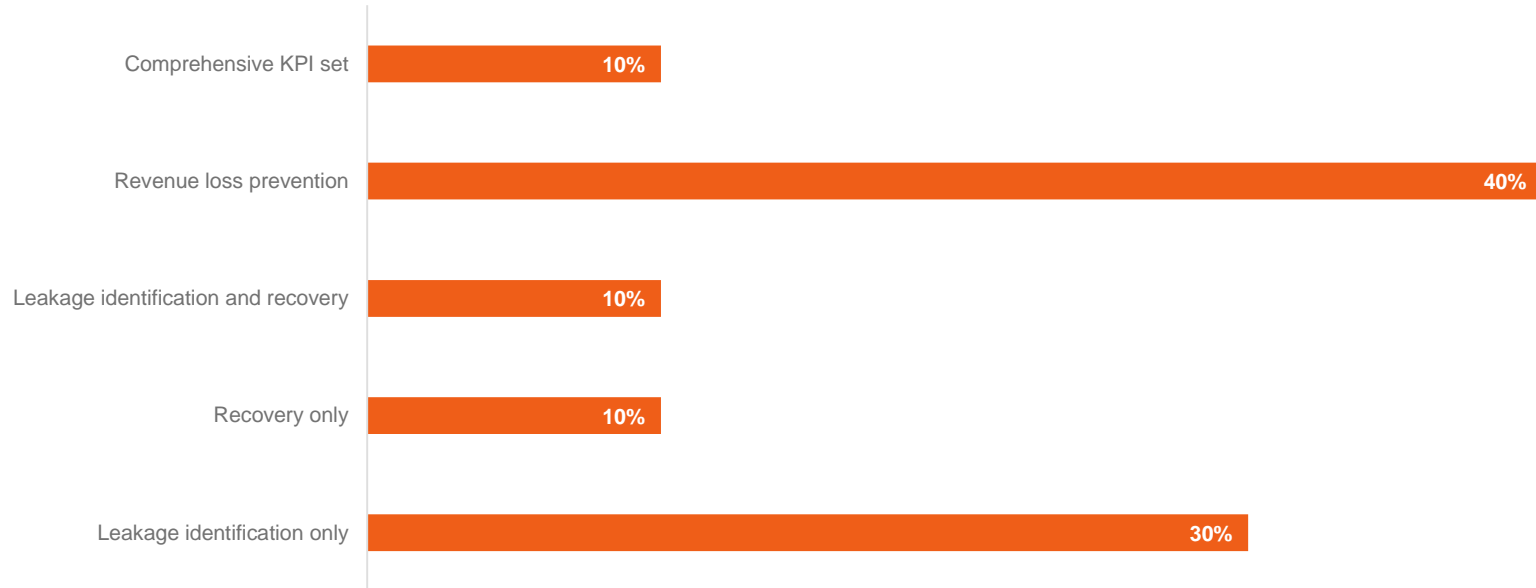
SMALL established




 9 valid responses

33-II. Type of Performance metrics set

SMALL established

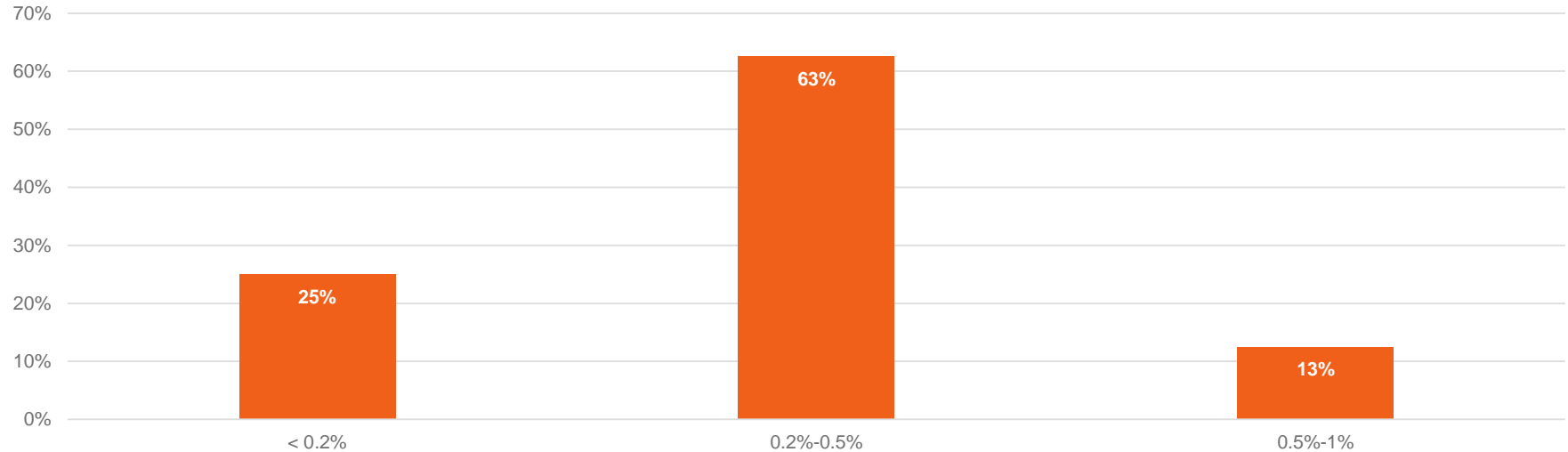


 Remark: The “Comprehensive KPI set” includes leakage identification, recovery and loss prevention KPIs.

10 valid responses

34. KPI1 - What is the value you reported last year for the KPI “% of revenue losses of total revenues, before the recovery procedures” calculated vs revenues?

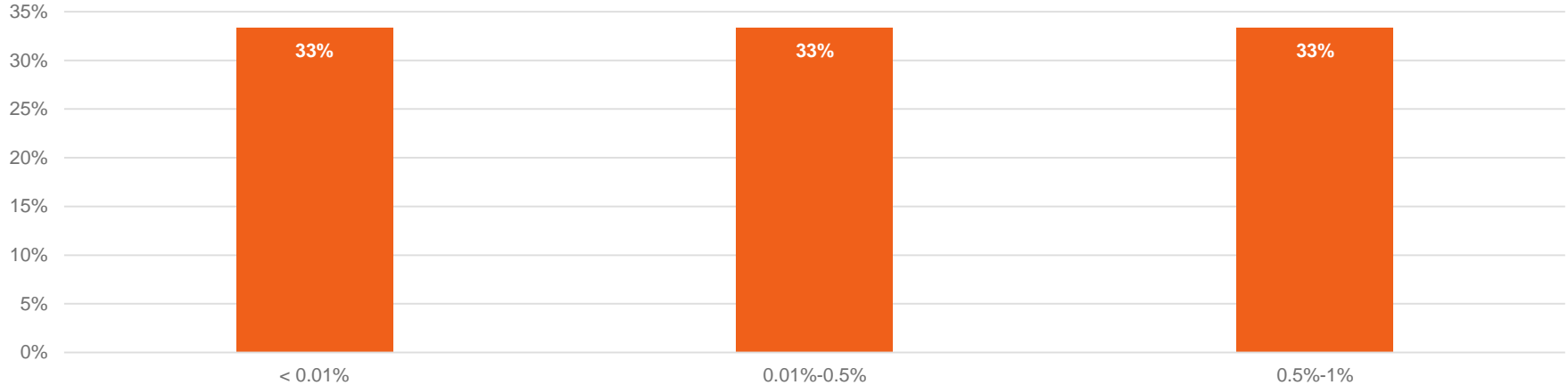
SMALL established



 8 valid responses

35. KPI2 - What is the value you reported last year for the KPI “% of non-recoverable losses” calculated vs revenues?

SMALL established



 6 valid responses

36. KPI3 - What is the value you reported last year for the KPI “% of recovered revenue losses” calculated vs revenue losses?

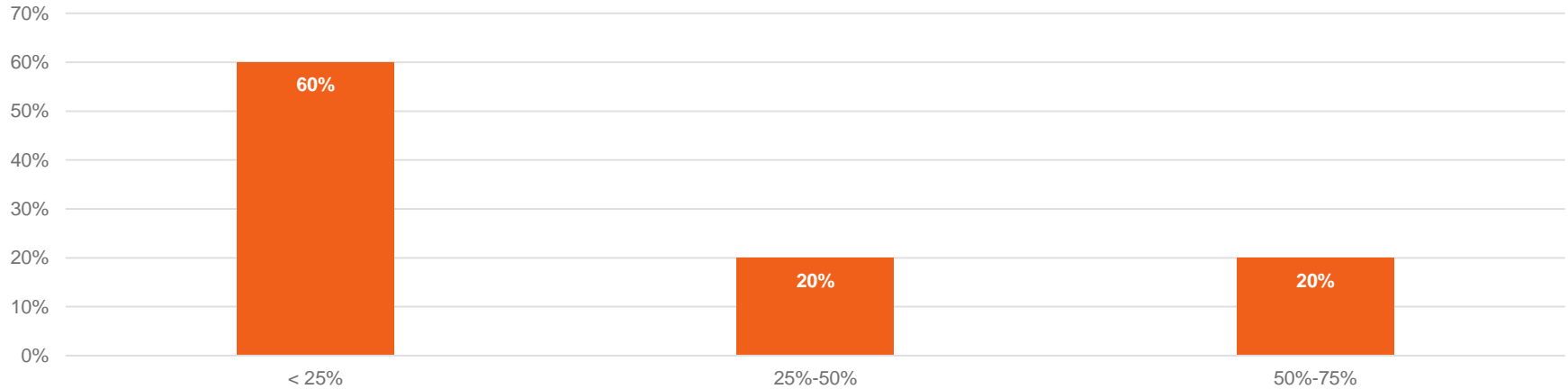
SMALL established




 5 valid responses

37. KPI4 - What is the value you reported last year for the KPI “% of prevented incidents without customer impact (revenue savings)” calculated vs total volume of RA incidents?

SMALL established



 5 valid responses

Small companies with an RA function having existed for less than 5 years. See page 3 for the exact profile criteria.

Distribution of RA FTEs for this profile

<3	FTE	8
3-5	FTE	4
6-10	FTE	1
11-20	FTE	1
N/A	FTE	3

Remark:

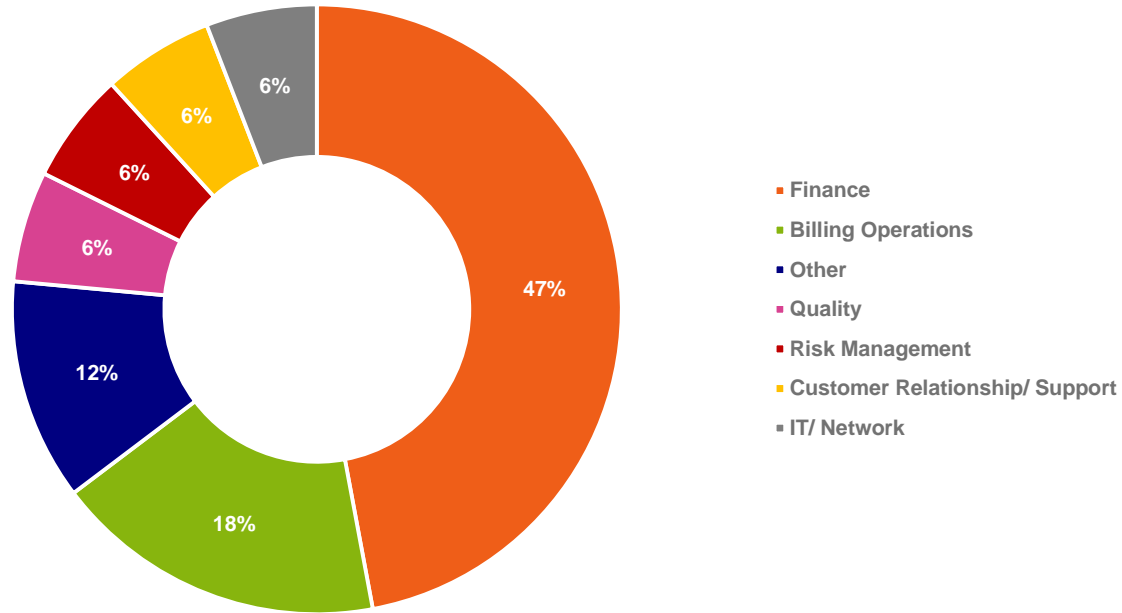
17 valid responses

See page 3 for the exact profile criteria



4. Where is the lead of the Revenue Assurance department positioned within your organization?

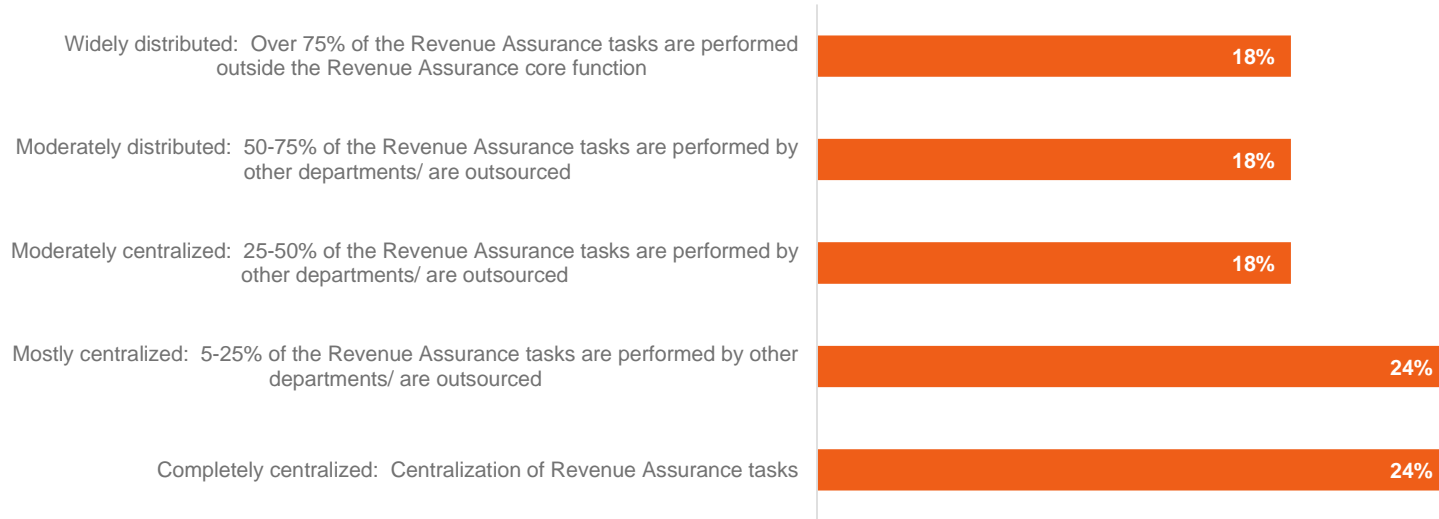
SMALL new



 17 valid responses

5. What is the level of distribution of your Revenue Assurance Function within your company?

SMALL new

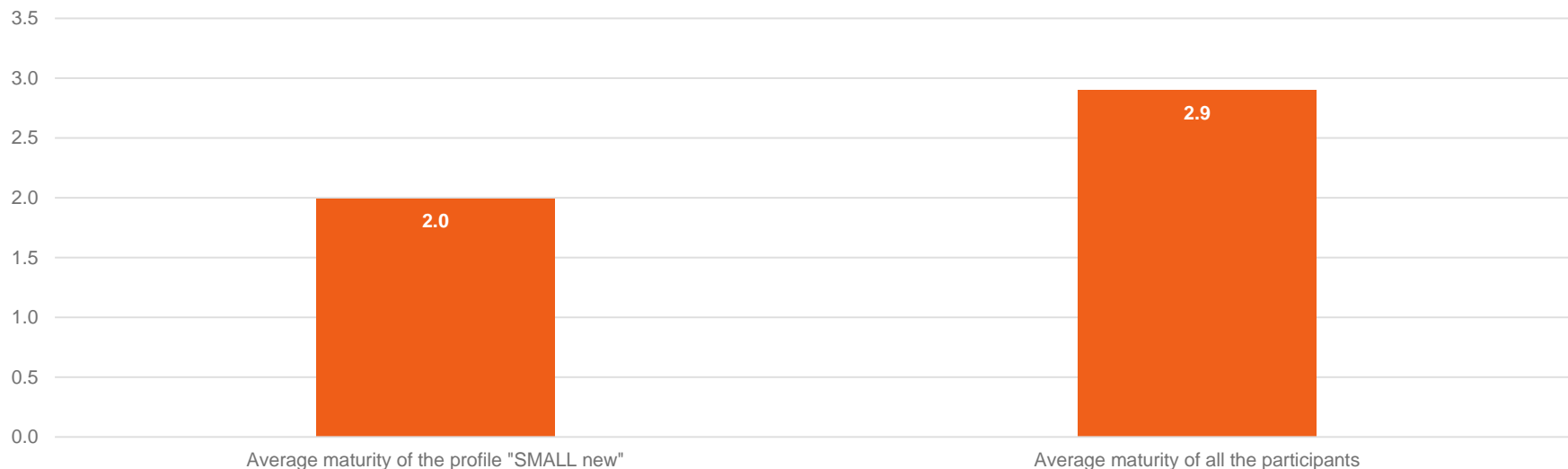


 17 valid responses

13. What is your maturity score? -

Average maturity (contains specific RAMM figures and plain levels 1-5)

SMALL new

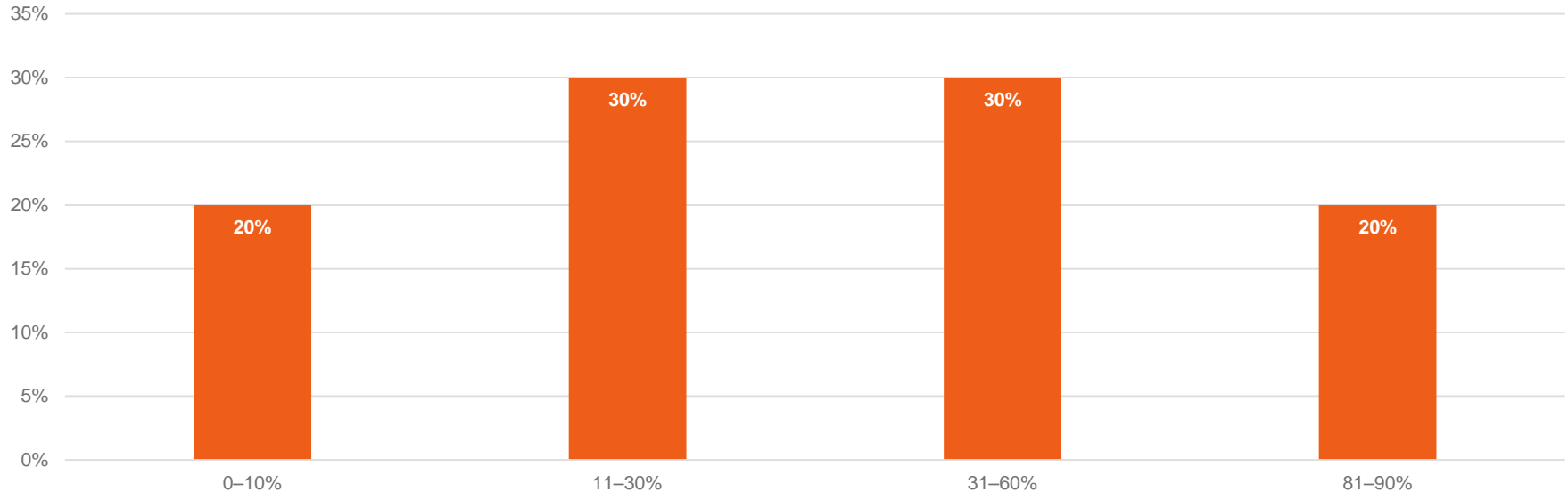


 Remark: RAMM2 Topic Level scores are not exhibited for this profile because of too few valid responses.

17 valid responses

19. What percentage (%) of the total company revenue do you estimate are covered by your Revenue Assurance activities?

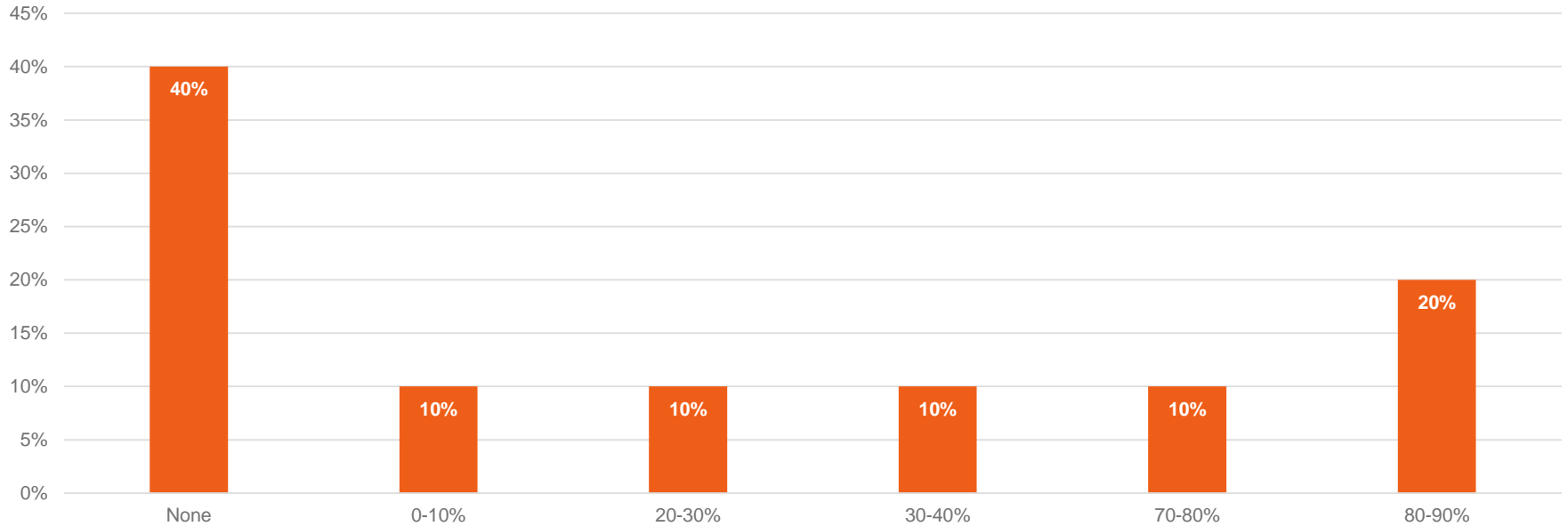
SMALL new



 10 valid responses

24. What is the percentage of revenue that is covered by RA technology?

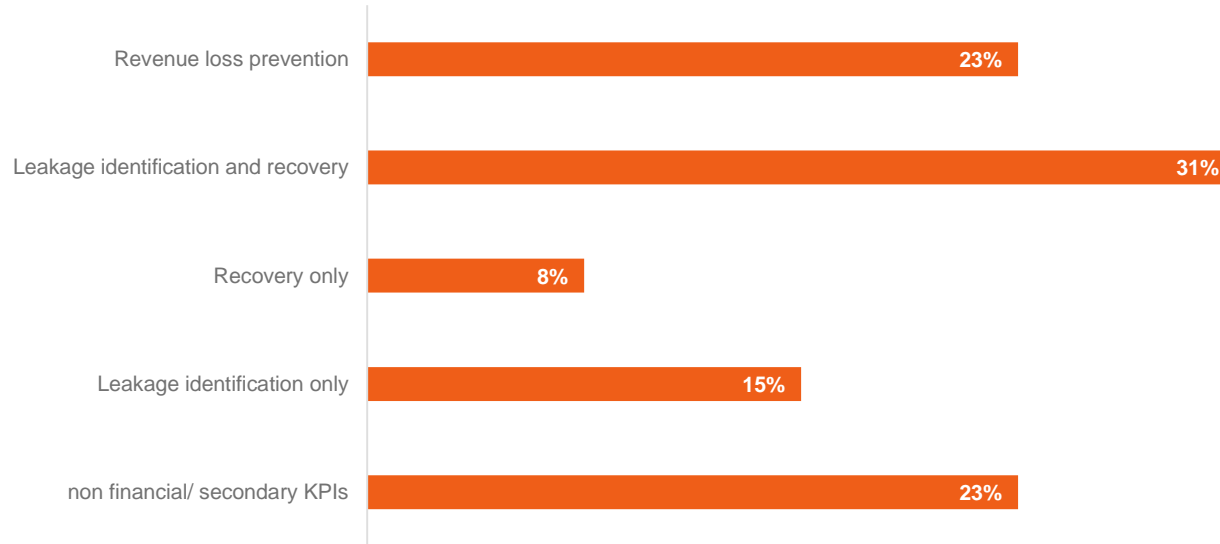
SMALL new



 10 valid responses

33-II. Type of Performance metrics set

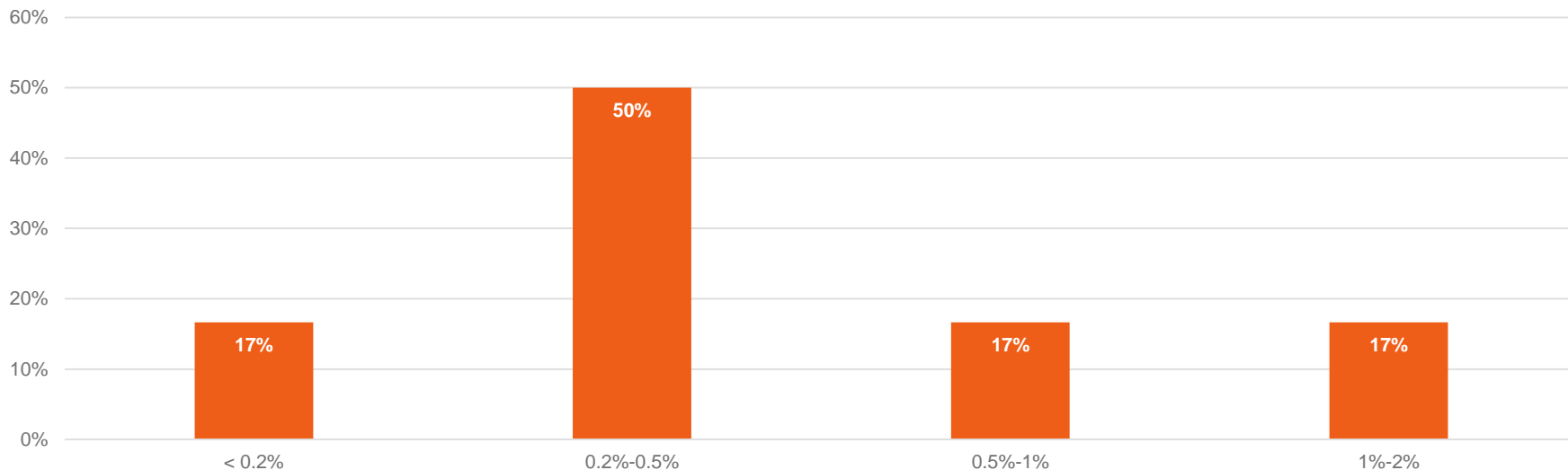
SMALL new



 13 valid responses

34. KPI1 - What is the value you reported last year for the KPI “% of revenue losses of total revenues, before the recovery procedures” calculated vs revenues?

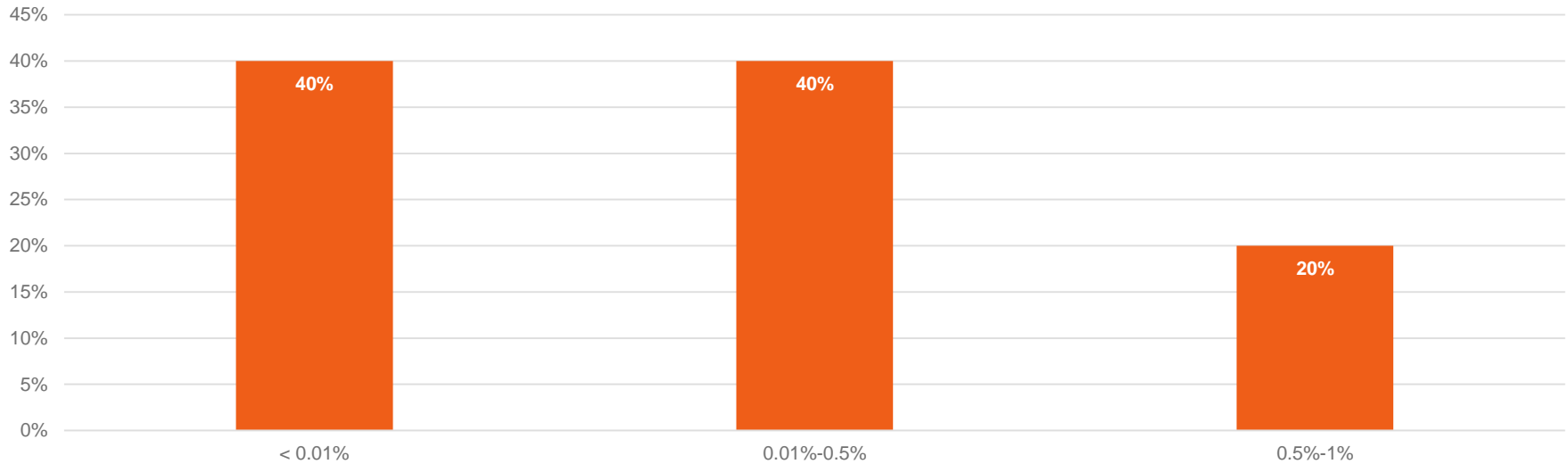
SMALL new



 6 valid responses

35. KPI2 - What is the value you reported last year for the KPI “% of non-recoverable losses” calculated vs revenues?

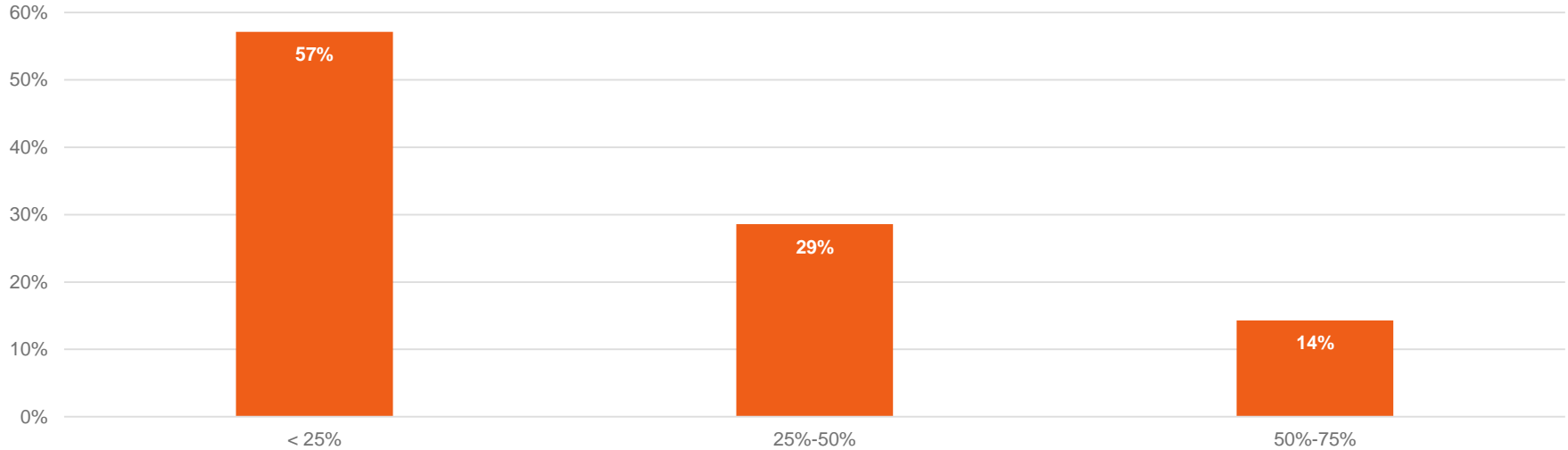
SMALL new



 5 valid responses

36. KPI3 - What is the value you reported last year for the KPI “% of recovered revenue losses” calculated vs revenue losses?

SMALL new



 7 valid responses

37. KPI4 - What is the value you reported last year for the KPI “% of prevented incidents without customer impact (revenue savings)” calculated vs total volume of RA incidents?

SMALL new



 3 valid responses

RAMM topic level scores – Average maturity scores (all profiles)

Profiles with sufficient number of responses

	LARGE long established	MEDIUM established	MEDIUM new
1.5 Skill Set Of RA Team	4,6	3,6	2,5
1.6 Business Knowledge	4,6	3,5	3,2
1.8 Staffing Levels	4,3	3,3	2,4
1.9 Communications	3,9	3,3	2,4
2.2 Use Of Risk Management Techniques	4,1	3,2	2,0
2.3 Change Management Involvement & Sign-off	4,0	2,6	2,1
2.8 Correction Of Identified Issues	4,4	3,3	2,6
3.1 Measurement Framework	4,2	3,3	3,1
3.3 Risk Mitigation	4,0	3,2	3,2
3.8 RA Control Effectiveness	4,1	3,2	2,7
4.3 Functionality of RA Toolset	4,3	3,4	2,5
4.4 Access To Information	4,3	3,7	3,1
4.6 Use Of RA Technology	4,5	3,1	1,9
4.8 Degree Of Automation	3,8	3,2	2,7
4.9 Coverage of RA Technology	4,1	3,0	2,1
Overall Average of profile	4,2	3,3	2,6

thanks

