Table 11.12.   Task list for a RM implementation.

	Task List
Pre-implementation	Form interdepartmental team (task force)
	Rough revenue opportunity model (industry and firm specific)
	Form business case
	Formulate strategic role
	Senior management buy-in
	RM audit
	Start polling vendors
	Start collecting data
	Buy or build decision
	Revenue opportunity analysis (simulations)
	Engineering study
	Formulate requirements
Implementation	Market segmentation/product design
	Database design
	System architecture design
	Model and system testing
	Data cleaning and validity testing
	Legacy system integration/phase-out
	Coordination with sales and product design
	Pricing feeds
	Hardware
	Software installation
	Analyst training and education
	Organizational changes
	Sales and customer-service agent training
	Testing phase
Operations	Cutover and ramp-up
	Monitoring and tracking
	Alerts and overrides monitoring
	Forecast error measurement
	Optimization performance measurement
	Overbooking and denied boardings
	Customer service complaints
	Groups performance
Benefits measurement	Before/after comparison
	Simulations

(leisure versus business markets). In retail RM, analysts (buyers) are typically organized by product category (women's casual sportswear), though they are occasionally organized by geographic region. Hotels are usually managed on an individual property basis, while car-rental ana-