













- service distribution
- number of servers
- buffer sizepopulation

populatio

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6







- utilization rate,  $\rho = \lambda/\mu$
- number of jobs in queue,  $L_q = \rho^2/[1-\rho]$
- number of jobs in system (in queue or process), L =  $\rho/[1-\rho]$
- Little's Formula

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- average waiting time,  $W_q = L_q / \lambda$
- average waiting & service time, W =  $L_q/\lambda + 1/\mu = 1/(\mu-\lambda) = L/\lambda$

9

3





M/M/c/c (Erlang B)					
Expected traffic volume					
	Probability of blocking				
Channels	0.01%	0.05%	0.1%	1%	
5	0.45	0.65	0.76	1.36	
10	2.26	2.80	3.09	4.46	
15	4.78	5.63	6.08	8.11	
20	7.70	8.83	9.41	12.0	
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13





- server capacity
- buffer capacity
- compare:
  - impact on average waiting & service time

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- marginal cost









Case: Pier 1 Imports			
Busines	s unit	Telecommunications service	
3 zone of distributio	fices on center	AT&T frame relay + ISDN back-up	
32 region	al offices	AT&T frame relay with no back-up	
730 retai	stores	Sprint frame relay	









## **Organizational Parameters**

- organization
  - acceptance of change
  - risk tolerance
- human resources
- finances

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