**Project Name:** CCenter

**Sample Only**

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**Document Title:** Course Project Proposal

**Revision Number:** 1.0

**Name and E-mail Address:** -

1. **Overview**

The CallMe Center is a call center that fulfills the sales of a nationwide telemarketing network. Customers who watch the sales network call the call center to place their orders via the phone. The CallMe Center has been operating for a few years now and has exhibited a consistent customer base growth. As a result, human capital management is an important factor to maintain a profitable business and to respond to the seasonality of this sales environment. The objective of this model is to streamline the decision making process of hiring of sales agents and its effects on costs, revenue, and profits. The model will be named CCenter.

The primary users of this model will be the top executive management team of the CallMe Center. Using this model, the Chief Operating Officer will be able to forecast operating costs that are directly related to the head count of the call center. The Human Resources manager will be able to forecast the hiring needs of the call center to support the incoming call volume. Finally, the Chief Executive Officer will be able to track the revenue and profit generated by the call center.

It is typical for the center’s top executives to be concerned about the seasonality of the incoming call volume, the productivity of the call center, and the sales agents’ learning curve. The latter is especially true nowadays, since finding skilled and motivated sale agents has become somewhat difficult. The proposed model will address these concerns by forecasting the call center’s operations for the incoming 12 months.

The CCenter model will consider two scenarios. These scenarios will explore the hiring patterns for different learning curves of recently hired sales agents, different seasonality patterns and different customer base growth rates. Additionally, the scenarios will explore how the hiring patterns affect cost, revenue and profits.

*Scenario 1*: This scenario will analyze the effect of hiring agents with normal learning curves in a moderate growth environment with little seasonality. This is the base case.

*Scenario 2*: This scenario will analyze the effect of hiring agents with very shallow learning curves in a very high growth and seasonal environment.

1. **Budget**

The cost of delivering the project is expressed below in terms of the hours required for its completion.

|  |  |
| --- | --- |
| Phase | Cost (in hours) |
| Planning  Problem definition  Project schedule | 4  1 |
| Modeling  Model Implementation | 25 |
| Documents  Course Project Proposal  Mid-point Status Report  Final Report  User Guide  Reference Guide | 6  4  10  6  6 |
| Execution  Scenario Selection  Scenario Analysis | 3  5 |
| Total | 70 |

1. **Team**

The CCenter model will be developed by a one-man enterprise, - .

1. **Inputs, parameters, and outputs**

Input Streams:

1. Average number of phone calls placed per customer for the 12 modeled periods: The products offered by the sales network change daily and are seasonal. As a result, customers tend to make more than one purchase a month. Additionally, customers tend to place more orders in heavy sales seasons like Valentines and Christmas.

2. Average shrinkage percentage for the 12 modeled periods: The percentage of an agent’s working hours that is not dedicated to answering customer phone calls. This percentage considers the time allocated to training activities, internal meetings, and miscellaneous breaks.

3. Learning curve: This stream models the ability of sales agents to convince customers to opt for a product upgrade, or buy products that they were not initially planning to purchase.

Parameters:

1. Customer base: Existing number of customers at the beginning of the first modeled period.

2. Customer base percentage increase: Monthly growth rate of the customer base.

3. Number of sales agents: Existing number of sales agents at the beginning of the first modeled period.

4. Average percentage of out-of-office time: The percentage of an agent’s paid time that corresponds to paid vacations, jury duty, and sick days.

5. Average product price: the average price of the products offered by the sales network.

6. Average product upgrade price: The average price of an upgrade for the products offered by the sales network.

Outputs:

1. Hiring requirements: Number of agents to be hired on each month.

2. Cost of operations: Costs of running the call center on a monthly basis.

3. Revenue: Revenue generated by the call center on a monthly basis.

4. Profit: Profit generated by the call center on a monthly basis.

1. **Schedule and milestones**

|  |  |  |
| --- | --- | --- |
| Completion Date | Milestone/Deliverable | Description/Significance |
| 10/05/2011 | Course Project Proposal | Identification of the business/business process to be modeled as well as the mayor parameters, and input and output streams.  Development of the project schedule.  This milestone is important to define an action plan. |
| 10/26/2011 | Mid-point Status Report | Refinement of the problem definition.  Completion of a simplified version of the model to further identify parameters, inputs, and outputs.  This milestone is important to validate the viability of the model. |
| 11/19/2011 | Model Completion | Build a comprehensive model and complete all calculations. |
| 11/26/2011 | Scenario Generation | Generate the input parameters and input streams for the selected scenarios.  Analyze the results of each scenario. |
| 12/14/2011 | Final Report, User Guide, and Reference Guide | Finish and submit all the required documentation. |