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# Modern Logistics & Supply Chain Management

## ML & SCM

Production Mix  
Mathematical Programming

Dr. Wolfgang Garn  
Winter 2016

*As gold which he cannot spend  
will make no man rich,  
so knowledge which he cannot apply  
will make no man wise.*  
Samuel Johnson: The Idler No. 84

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# Learning Objectives

- To decide about production strategies
- To formulate mathematical programs
- To graphically solve linear programs
- Being able to identify mathematical programming problems

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# Business Environment

- Silos with raw material
- Factory layout & operations
- Machines and employees
- Finished goods
- Market demand

Complex!!! Focus required!



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[illegible]

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LP Model Formulation  
A Maximization Example (3 of 4)

Resource Availability

- 40 hour of time per day
- 120 pounds of raw material per day

Decision Variables

- $x_1$  = number of pure basmati rice pallets to be produced per day
- $x_2$  = number of wild basmati rice pallets to be produced per day

Objective Function

- Maximise  $Z = £40x_1 + £50x_2$
- $Z$  is the profit per day

Resource Constraints

- $1x_1 + 2x_2 \leq 40$  hours ... time limit per day
- $4x_1 + 3x_2 \leq 120$  pounds of rice

Non-Negativity Constraints

- $x_1 \geq 0; x_2 \geq 0$

Note: This is actually an IP problem and the LP formulation is only "appropriate" if partially filled pallets are feasible.

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The Linear Program

- In a "nice" concise form

maximise

$$Z = £40x_1 + £50x_2$$

subject to:

$$1x_1 + 2x_2 \leq 40$$
$$4x_1 + 3x_2 \leq 120$$
$$x_1, x_2 \geq 0$$

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A feasible solution

- Based on collected data

Product	production time	raw material	Profit
Unit	hours per pallet	lbs per pallet	£ per pallet
Pure Basmati rice	1 h/p	4 lb/p	£40/p
Wild Basmati rice	2 h/p	3 lb/p	£50/p

- A solution

The solution

solution value

Product	Time	raw material	Profit	Volume
Unit	hours	lbs	£	pallet
Pure Basmati rice	5 h	20 lb	£ 200	5 p
Wild Basmati rice	20 h	30 lb	£ 500	10 p
consumed	25 h	50 lb	£ 700	15 p
Limit	40 h	120 lb		
Slack	15 h	70 lb		

reasons for feasibility

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3

Formal checks

• A feasible solution does not violate any constraints

– Production time constraint


- $1x_1 + 2x_2 \leq 40$
- $1 \cdot 5 + 2 \cdot 10 = 25 \leq 40$


– Material constraint

- $4x_1 + 3x_2 \leq 120$
- $4 \cdot 5 + 3 \cdot 10 = 50 \leq 120$

– Non-Negativity constraints

- $x_1 = 5 \geq 0$ ;  $x_2 = 10 \geq 0$





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10

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An Infeasible solution


• At least one constraint is violated


• Let the “solution” be

- $x_1 = 20$
- $x_2 = 30$

• Production time constraint

- $1x_1 + 2x_2 \leq 40$
- $1 \cdot 20 + 2 \cdot 30 = 80 \leq 40$





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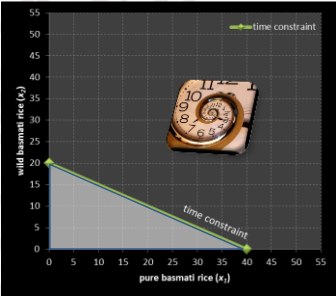
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Time constraint



Line shows solutions that are on the time limit

Area under line includes solutions within time limit

$1x_1 + 2x_2 \leq 40$   
 $x_1, x_2 \geq 0$

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12

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4

### Time & material constraint

The graph plots wild basmati rice (x<sub>2</sub>) on the y-axis (0 to 55) against pure basmati rice (x<sub>1</sub>) on the x-axis (0 to 55). A green line represents the time constraint, and a blue line represents the material constraint. The feasible region is the shaded area below both lines.

Material constraint  
 $4x_1 + 3x_2 \leq 120$

An additional limit on the amounts of pallets that can be produced

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### Game of feasibility

The graph is similar to the one in slide 13, but with regions labeled: 'a' is the feasible region; 'b' is the region above the material constraint; 'c' is the region above the time constraint; 'd' is the region above both constraints; and 'd<sub>2</sub>' is the region below both constraints.

Which region is feasible?  
a

Which regions are infeasible?  
b, c, d, d<sub>2</sub>

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### An Infeasible Problem

Every possible solution **violates** at least one constraint

Maximize  $Z = 5x_1 + 3x_2$   
subject to:  $4x_1 + 2x_2 \leq 8$   
 $x_1 \geq 4$   
 $x_2 \geq 6$   
 $x_1, x_2 \geq 0$

The graph shows the constraints x<sub>1</sub> ≥ 4 (vertical line at x<sub>1</sub>=4) and x<sub>2</sub> ≥ 6 (horizontal line at x<sub>2</sub>=6). The line 4x<sub>1</sub> + 2x<sub>2</sub> = 8 is also shown. The region where all constraints are satisfied is empty.

Figure 2.21 Graph of an Infeasible Problem

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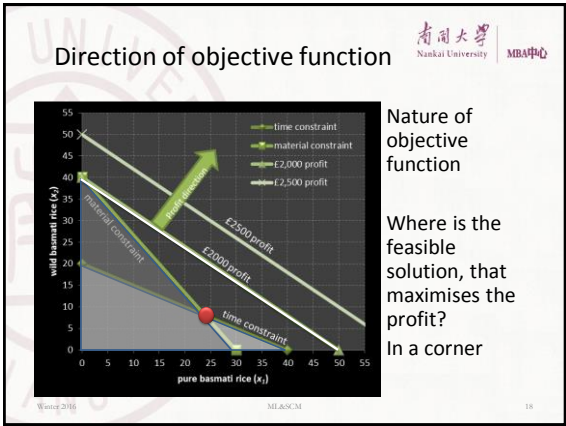
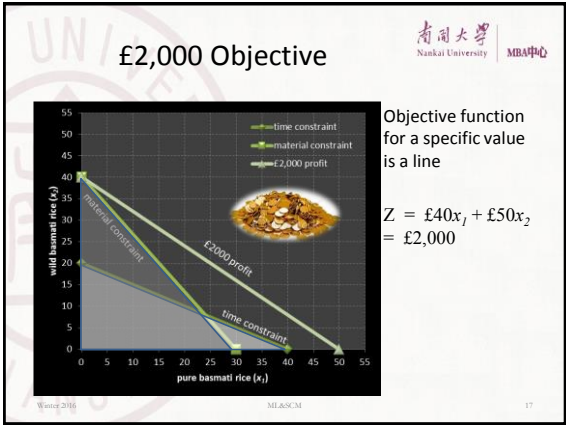
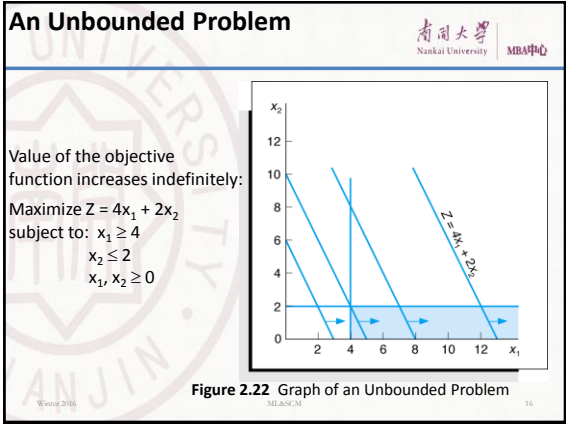
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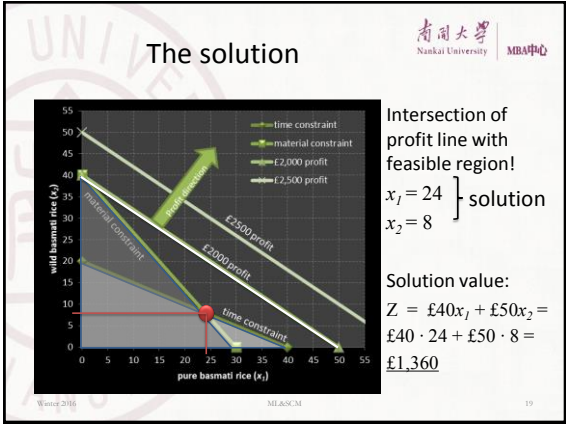
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### Implementation

- Production strategy
  - Produce 24 pallets of **pure** Basmati rice per day
  - Produce 8 pallets of **wild** Basmati rice per day
- Maximise profit: £1,360 per day

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### Matrix form

maximise  $40x_1 + 50x_2$

subject to:

$$\begin{matrix} 1x_1 + 2x_2 \leq 40 \\ 4x_1 + 3x_2 \leq 120 \\ x_1, x_2 \geq 0 \end{matrix}$$
$$\begin{matrix} \Rightarrow \begin{pmatrix} 1 & 2 \\ 4 & 3 \end{pmatrix} \begin{pmatrix} x_1 \\ x_2 \end{pmatrix} \leq \begin{pmatrix} 40 \\ 120 \end{pmatrix} \\ \Leftrightarrow \begin{pmatrix} 1 & 0 \\ 0 & 1 \end{pmatrix} \begin{pmatrix} x_1 \\ x_2 \end{pmatrix} \geq \begin{pmatrix} 0 \\ 0 \end{pmatrix} \\ \Leftrightarrow \begin{pmatrix} -1 & 0 \\ 0 & -1 \end{pmatrix} \begin{pmatrix} x_1 \\ x_2 \end{pmatrix} \leq \begin{pmatrix} 0 \\ 0 \end{pmatrix} \end{matrix}$$

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$$\begin{pmatrix} 1 & 2 \\ 4 & 3 \end{pmatrix} \begin{pmatrix} x_1 \\ x_2 \end{pmatrix} \leq \begin{pmatrix} 40 \\ 120 \end{pmatrix}$$

Most popular open-source MILP solvers

- lp\_solve
- CLP
- GLPK

**CRAN Task View: Optimization and Mathematical Programming**  
Contains a list of packages for solving optimisation problems

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- $$\begin{pmatrix} 1 & 2 \\ -1 & 3 \\ 0 & -1 \end{pmatrix} \begin{pmatrix} x_1 \\ x_2 \end{pmatrix} \leq \begin{pmatrix} 40 \\ 120 \\ 0 \end{pmatrix} \Rightarrow Ax \leq b$$

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$$\max\{cx + dy : Ax + By \leq b, x \in \mathbb{R}^{m \times 1}, y \in \mathbb{Z}^{k \times 1}\}$$

$$A \in \mathbb{R}^{m \times n}, B \in \mathbb{R}^{m \times k}, b \in \mathbb{R}^{m \times 1}, c \in \mathbb{R}^{1 \times n}, d \in \mathbb{R}^{1 \times k}$$



Mathematical programs

Mixed Integer Program

$$\max\{cx + dy : Ax + By \leq b, x \in \mathbb{R}^{m \times 1}, y \in \mathbb{Z}^{k \times 1}\}$$

$A \in \mathbb{R}^{m \times n}, B \in \mathbb{R}^{m \times k}, b \in \mathbb{R}^{m \times 1}, c \in \mathbb{R}^{1 \times n}, d \in \mathbb{R}^{1 \times k}$

Feasible region

$$S = \{x \in \mathbb{R}^{m \times 1}, y \in \mathbb{Z}^{k \times 1}, Ax + By \leq b\}$$

Feasible solution

$$(x, y) \in S$$

Optimal solution  $(x^*, y^*)$

$$cx^* + dy^* \geq cx + dy \quad \forall (x, y) \in S$$

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23

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Slack Variables

- Standard form requires that all constraints be in the form of equations (equalities).
- A slack variable is **added to a  $\leq$  constraint** (weak inequality) to convert it to an equation (=).
- A slack variable typically represents an **unused resource**.
- A slack variable **contributes nothing** to the objective function value.

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26

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Linear Programming Model:  
Standard Form

$$\begin{aligned} \text{Max } Z &= 40x_1 + 50x_2 + 0s_1 + 0s_2 \\ \text{subject to:} \\ 1x_1 + 2x_2 + s_1 &= 40 \\ 4x_1 + 3x_2 + s_2 &= 120 \\ x_1, x_2, s_1, s_2 &\geq 0 \end{aligned}$$

where:  $s_1, s_2$  are slack variables

- $x_1$  = number of **basmati** rice patters to be produced per day
- $x_2$  = number of **india** basmati rice patters to be produced per day

Figure 2.14 Solution Points A, B, and C with Slack

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9

### Applications

- Maximizing Profit & minimizing costs
- Transportation Models
- Warehouse locations (MST, 2000)
- Scheduling
- Particular Applications
  - Kellogg's: Production, Inventory and Distribution (2001)
  - UPS Optimizes Its Air Network (2004)
  - Improving Customer Service Operations at Amazon.com (2006)



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### Recap – “the end is near”

- What helps a mathematical program with?
  - to formulate a problem in a concise, precise and logical manner
- What is mathematical programming?
  - A method to determine an optimal solution
- What can LP, IP or MIP be used for in general?
  - Any linear maximisation or minimisation problem that is subject to linear constraints
- Do you know any concrete applications?
  - Production mix, scheduling, transportation problems, ...



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### The End

- Any questions?



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### Appendix

- Maximisation Example

Similar to the "rice" example
- Slack Variables

Explains unused resources
- Minimisation

Approach and method the same as maximisation (except objective)
- Possible solutions

Terminology and a more complete view
- Yet another example

More practice is always good

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31

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### Model components

- **Decision variables**
  - Examples: what quantity to produce, who should be doing the job, ...
  - mathematical symbols representing levels of activity of a firm
- **Objective function**
  - Examples: maximise profit, maximise flow, minimise costs, ...
  - a linear mathematical relationship describing an objective of the firm in terms of decision variables
    - this function is to be maximised or minimised.
- **Constraints**
  - Examples: available material is limited, production time limited
  - requirements or restrictions placed on the firm by the operating environment
  - stated in linear relationships of the decision variables
- **Parameters**
  - Examples: price per unit, total available raw material, total hours available
  - numerical coefficients and constants used in the objective function and constraints.

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32

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### Mathematical Programming

- How do I solve such a business problem?
  1. Identify problem as solvable by linear programming.
  2. Formulate a mathematical model of the unstructured problem.
  3. Solve the model.
  4. Implementation.

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33

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11

LP Model Formulation  
A Maximization Example (1 of 4)

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Figure 2.1  
Beaver Creek Pottery Company

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LP Model Formulation  
A Maximization Example (2 of 4)

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- Product mix problem - Beaver Creek Pottery Company
- How many bowls and mugs should be produced to maximize profits given labor and materials constraints?
- Product resource requirements and unit profit:

Resource Requirements			
Product	Labor (Hr./Unit)	Clay (Lb./Unit)	Profit (£/Unit)
Bowl	1	4	40
Mug	2	3	50

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35

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LP Model Formulation  
A Maximization Example (3 of 4)

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**Resource Availability:** 40 hrs of labor per day  
120 lbs of clay

**Decision Variables:**  $x_1$  = number of bowls to produce per day  
 $x_2$  = number of mugs to produce per day

**Objective Function:** Maximize  $Z = £40x_1 + £50x_2$   
Where  $Z$  = profit per day

**Resource Constraints:**  $1x_1 + 2x_2 \leq 40$  hours of labor  
 $4x_1 + 3x_2 \leq 120$  pounds of clay

**Non-Negativity Constraints:**  $x_1 \geq 0$ ;  $x_2 \geq 0$

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36

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LP Model Formulation

A Maximization Example (4 of 4)

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Complete Linear Programming Model:

Maximize     $Z = £40x_1 + £50x_2$

subject to:     $1x_1 + 2x_2 \leq 40$

$4x_2 + 3x_1 \leq 120$

$x_1, x_2 \geq 0$

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37

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Feasible Solutions

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A **feasible solution** does not violate **any** of the constraints:

Example:     $x_1 = 5$  bowls

$x_2 = 10$  mugs

$Z = £40x_1 + £50x_2 = £700$

Labor constraint check:     $1(5) + 2(10) = 25 < 40$  hours

Clay constraint check:     $4(5) + 3(10) = 70 < 120$  pounds

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38

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Infeasible Solutions

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An **infeasible solution** violates **at least one** of the constraints:

Example:     $x_1 = 10$  bowls

$x_2 = 20$  mugs

$Z = £40x_1 + £50x_2 = £1400$

Labor constraint check:     $1(10) + 2(20) = 50 > 40$  hours

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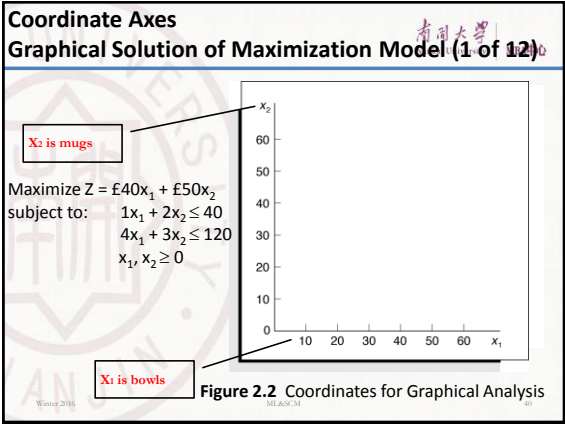
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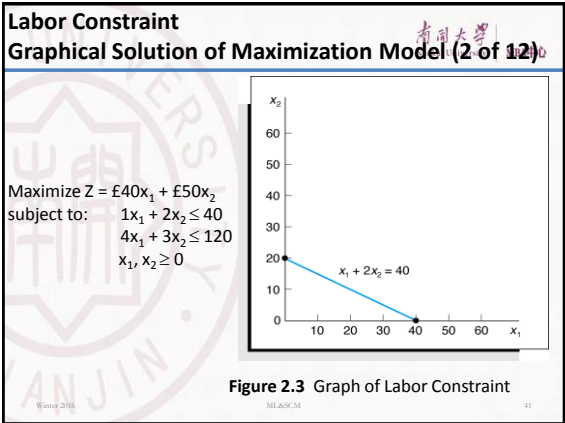
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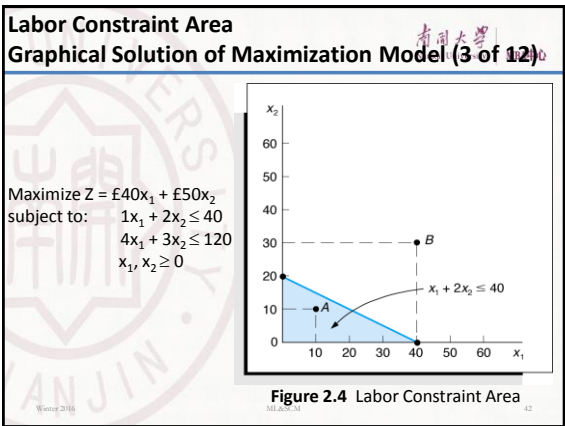
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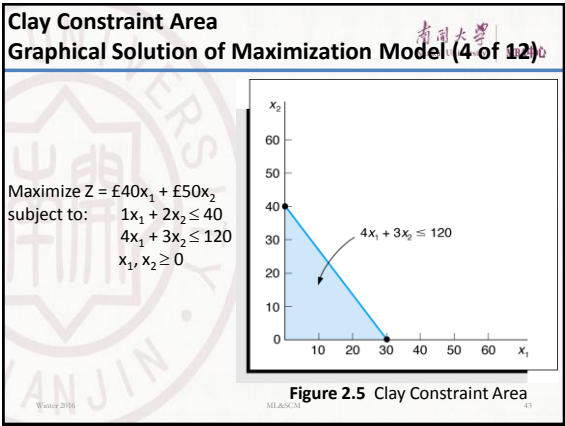
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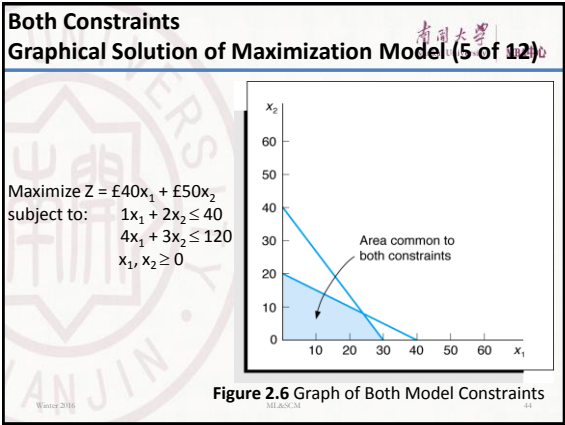
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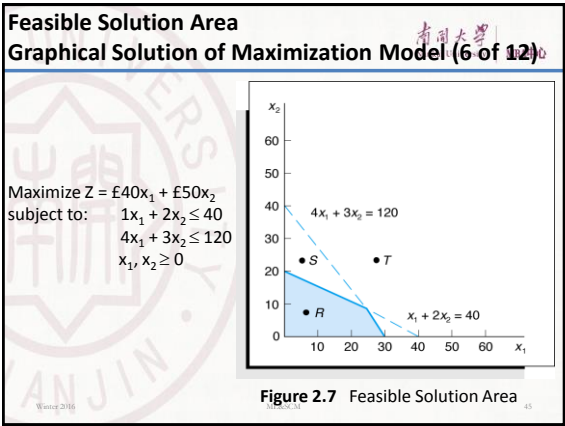
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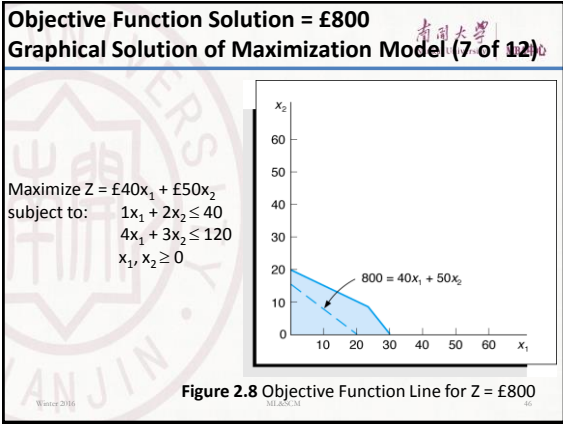
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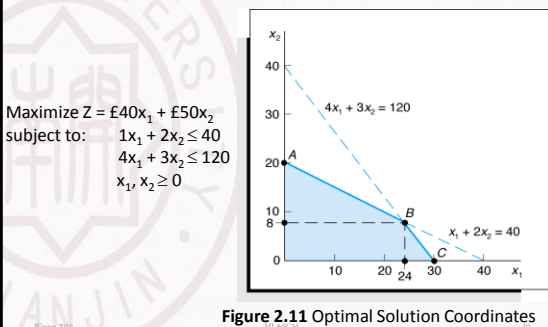
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Optimal Solution Coordinates

Graphical Solution of Maximization Model (10 of 12)



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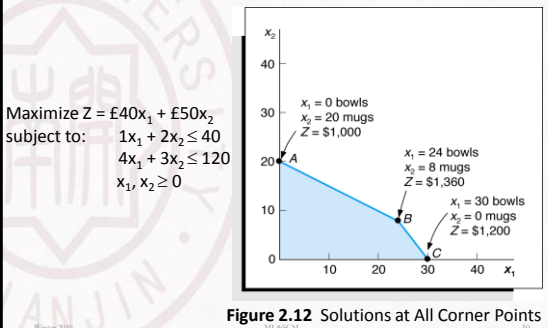
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Extreme (Corner) Point Solutions

Graphical Solution of Maximization Model (11 of 12)



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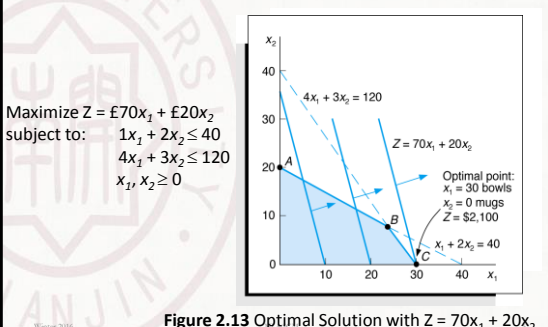
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Optimal Solution for New Objective Function

Graphical Solution of Maximization Model (12 of 12)



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Graphical Solution of LP Models

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- Graphical solution is limited to linear programming models containing **only two decision variables** (can be used with three variables but only with great difficulty).
- Graphical methods provide **visualization of how** a solution for a linear programming problem is obtained.

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32

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LP Model Formulation – Minimization (1 of 8)

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- Two brands of fertilizer available - Super-gro, Crop-quick.
- Field requires at least 16 pounds of nitrogen and 24 pounds of phosphate.
- Super-gro costs £6 per bag, Crop-quick £3 per bag.
- Problem: How much of each brand to purchase to minimize total cost of fertilizer given following data ?

Brand	Chemical Contribution	
	Nitrogen (lb/bag)	Phosphate (lb/bag)
Super-gro	2	4
Crop-quick	4	3

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LP Model Formulation – Minimization (2 of 8)

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The diagram illustrates the fertilization process. Two bags of fertilizer are shown: 'Super-gro \$6' and 'Crop-quick \$3'. Arrows indicate the chemical content of each bag: Super-gro provides 2 lb of Nitrogen and 4 lb of Phosphate; Crop-quick provides 4 lb of Nitrogen and 3 lb of Phosphate. These fertilizers are being applied to a field, which has specific requirements: at least 16 lb of Nitrogen and 24 lb of Phosphate. The field is depicted as a rectangular area with a grid pattern.

Figure 2.15 Fertilizing farmer's field

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34

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LP Model Formulation – Minimization (3 of 8)

**Decision Variables:**  
 $x_1$  = bags of Super-gro  
 $x_2$  = bags of Crop-quick

**The Objective Function:**  
Minimize  $Z = £6x_1 + £3x_2$   
Where:  $£6x_1$  = cost of bags of Super-Gro  
 $£3x_2$  = cost of bags of Crop-Quick

**Model Constraints:**  
 $2x_1 + 4x_2 \geq 16$  lb (nitrogen constraint)  
 $4x_1 + 3x_2 \geq 24$  lb (phosphate constraint)  
 $x_1, x_2 \geq 0$  (non-negativity constraint)

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Constraint Graph – Minimization (4 of 8)

Minimize  $Z = £6x_1 + £3x_2$   
subject to:  $2x_1 + 4x_2 \geq 16$   
 $4x_1 + 3x_2 \geq 24$   
 $x_1, x_2 \geq 0$

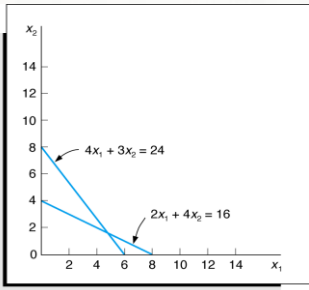


Figure 2.16 Graph of Both Model Constraints

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Feasible Region– Minimization (5 of 8)

Minimize  $Z = £6x_1 + £3x_2$   
subject to:  $2x_1 + 4x_2 \geq 16$   
 $4x_1 + 3x_2 \geq 24$   
 $x_1, x_2 \geq 0$

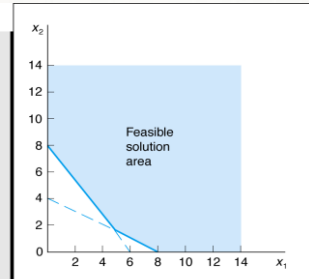


Figure 2.17 Feasible Solution Area

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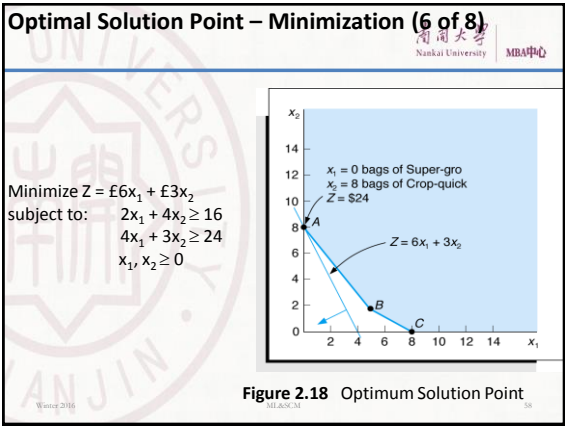
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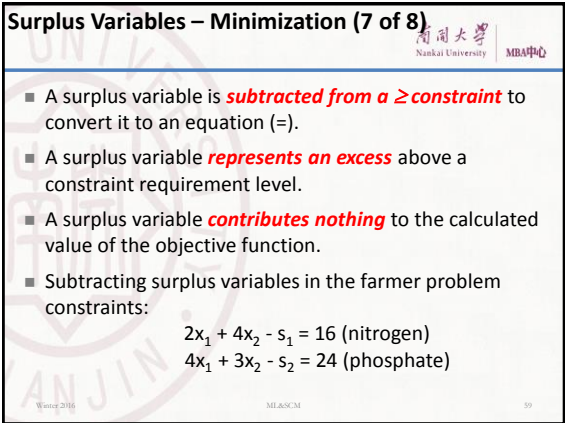
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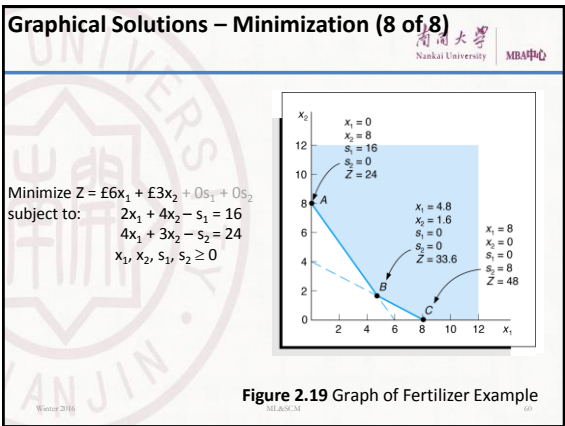
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### Irregular Types of Linear Programming Problems

For some linear programming models, the general rules do not apply.

- Special types of problems include those with:
  - Multiple optimal solutions
  - Infeasible solutions
  - Unbounded solutions

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### Multiple Optimal Solutions Beaver Creek Pottery

The objective function is **parallel** to a constraint line.

Maximize  $Z = £40x_1 + 30x_2$   
subject to:  
 $1x_1 + 2x_2 \leq 40$   
 $4x_1 + 3x_2 \leq 120$   
 $x_1, x_2 \geq 0$

Where:  
 $x_1$  = number of bowls  
 $x_2$  = number of mugs

	Point B	Point C
$x_1$	24	30
$x_2$	8	0
$Z$	1,200	1,200

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### Characteristics of Linear Programming Problems

- A decision amongst alternative courses of action is required.
- The decision is represented in the model by **decision variables**.
- The problem encompasses a goal, expressed as an **objective function**, that the decision maker wants to achieve.
- Restrictions (represented by **constraints**) exist that limit the extent of achievement of the objective.
- The objective and constraints must be definable by **linear** mathematical functional relationships.

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Properties of Linear Programming Models

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- **Proportionality** - The rate of change (slope) of the objective function and constraint equations is constant.
- **Additivity** - Terms in the objective function and constraint equations must be additive.
- **Divisibility** - Decision variables can take on any fractional value and are therefore continuous as opposed to integer in nature.
- **Certainty** - Values of all the model parameters are assumed to be known with certainty (non-probabilistic).

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64

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Problem Statement

Example Problem No. 1 (1 of 3)

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- Hot dog mixture in 1000-pound batches.
- Two ingredients, chicken (£3/lb) and beef (£5/lb).
- Recipe requirements:
  - at least 500 pounds of “chicken”
  - at least 200 pounds of “beef”
- Ratio of chicken to beef must be at least 2 to 1.
- Determine optimal mixture of ingredients that will minimize costs.

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Solution

Example Problem No. 1 (2 of 3)

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**Step 1:**  
Identify decision variables.

$x_1$  = lb of chicken in mixture  
 $x_2$  = lb of beef in mixture

**Step 2:**  
Formulate the objective function.

Minimize  $Z = £3x_1 + £5x_2$   
where  $Z$  = cost per 1,000-lb batch  
 $£3x_1$  = cost of chicken  
 $£5x_2$  = cost of beef

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Solution

Example Problem No. 1 (3 of 3)

Step 3:

Establish Model Constraints

$x_1 + x_2 = 1,000$  lb  
 $x_1 \geq 500$  lb of chicken  
 $x_2 \geq 200$  lb of beef  
 $x_1/x_2 \geq 2/1$  or  $x_1 - 2x_2 \geq 0$   
 $x_1, x_2 \geq 0$

The Model: Minimize  $Z = \text{£}3x_1 + 5x_2$   
subject to:  $x_1 + x_2 = 1,000$  lb  
 $x_1 \geq 50$   
 $x_2 \geq 200$   
 $x_1 - 2x_2 \geq 0$   
 $x_1, x_2 \geq 0$

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Example Problem No. 2 (1 of 3)

Solve the following model graphically:

Maximize  $Z = 4x_1 + 5x_2$

subject to:  $x_1 + 2x_2 \leq 10$   
 $6x_1 + 6x_2 \leq 36$   
 $x_1 \leq 4$   
 $x_1, x_2 \geq 0$

Step 1: Plot the constraints as equations

Figure 2.23 Constraint Equations

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Example Problem No. 2 (2 of 3)

Maximize  $Z = 4x_1 + 5x_2$

subject to:  $x_1 + 2x_2 \leq 10$   
 $6x_1 + 6x_2 \leq 36$   
 $x_1 \leq 4$   
 $x_1, x_2 \geq 0$

Step 2: Determine the feasible solution space

Figure 2.24 Feasible Solution Space and Extreme Points

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Example Problem No. 2 (3 of 3)

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Maximize  $Z = 4x_1 + 5x_2$   
subject to:  $x_1 + 2x_2 \leq 10$   
 $6x_1 + 6x_2 \leq 36$   
 $x_1 \leq 4$   
 $x_1, x_2 \geq 0$

Step 3 and 4: Determine the solution points and optimal solution

Figure 2.25 Optimal Solution Point

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