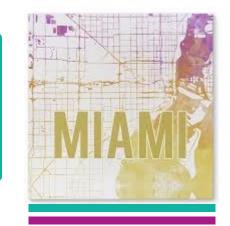


- Oregon Atlantic Company produces two paper products
  - Newsprint
  - Wrapping paper
- Labor
  - Need 5 minutes per yard of newsprint
  - Need 8 minutes per yard of wrapping paper
  - Company has 4,800 minutes per week
- Profit
  - Make \$0.20 for a yard of newsprint
  - Make \$0.25 for a yard of wrapping paper
- Demand
  - 500 yards of newsprint per week
  - 400 yards of wrapping paper per week



- List of weekly goals
  - Limit overtime to 480 minutes
  - Achieve profit of \$300
  - Fulfill the demand for the products in order of magnitude of their profits
  - Avoid underutilization of production capacity
- Q: Can the Oregon Atlantic Company achieve all their weekly goals?
- Primary decision variables
  - x = number of yards of newsprint
  - y = number of yards of wrapping paper





• Amount of labor needed in minutes to produce x yards of newsprint and y yards of wrapping paper

$$5x + 8y$$

Company has 4,800 minutes, but they are okay with 480 extra

$$5x + 8y \le 4800 + 480 = 5280$$

Written as a linear program

Minimize  $d_1^+$ 

Subject to  $5x + 8y + d_1^- - d_1^+ = 5280$ 



- Goal 2: Achieve profit of \$300 each week
  - Profit from producing x yards of newsprint and y yards of wrapping paper 0.2x + 0.25y
  - We would like to maintain weekly profit above \$300

$$0.2x + 0.25y \ge 300$$

• Written as a linear program

Minimize 
$$d_2^-$$

Subject to 
$$0.2x + 0.25y + d_2^- - d_2^+ = 300$$





- Goal 3: Fulfill the demand for newsprint and wrapping paper
  - Based on weekly demands, we want

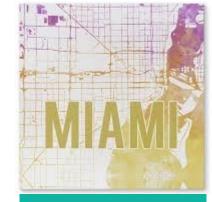
$$x \ge 500$$
$$y \ge 400$$

• We want to prioritize fulfilling demands according to their profit

$$\frac{Profit\ of\ newsprint}{Profit\ of\ wrapping\ paper} = \frac{0.2}{0.25} = \frac{20}{25} = \frac{4}{5}$$

Written as a linear program

Minimize 
$$4d_3^- + 5d_4^-$$
  
Subject to  $x + d_3^- - d_3^+ = 500$   
 $y + d_4^- - d_4^+ = 400$ 



- Goal 4: Avoid the underutilization of production capacity
  - Remember that company has 4,800 minutes of normal production
  - We would like to use all this production

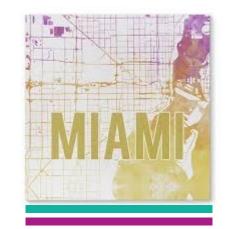
$$5x + 8y \ge 4800$$

• Written as a linear program

Minimize 
$$d_5^-$$

Subject to 
$$5x + 8y + d_5^- - d_5^+ = 4800$$

- Class activity
  - Split up class into 4 groups
  - Give each group different ordering of goals according to priority
  - Each group solves goal programming model
  - Compare and discuss the results from the 4 groups





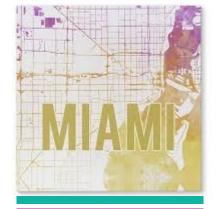
Division of class

Group IV: Last Initial U-Z **Download Sheet 4** 

Group I: Last Initial A-G **Download Sheet 1** 

Group III: Last Initial O-T **Download Sheet 3** 

Group II: Last Initial H-N Download Sheet 2





Same set of constraints for all groups

$$5x + 8y + d_{1}^{-} - d_{1}^{+} = 5280$$

$$0.2x + 0.25y + d_{2}^{-} - d_{2}^{+} = 300$$

$$x + d_{3}^{-} - d_{3}^{+} = 500$$

$$y + d_{4}^{-} - d_{4}^{+} = 400$$

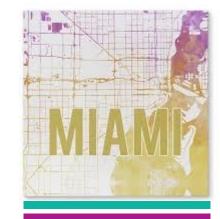
$$5x + 8y + d_{5}^{-} - d_{5}^{+} = 4800$$

$$x, y, d_{i}^{-}, d_{i}^{+} \ge 0$$

- Recall the objectives for minimization
  - $d_1^+$  (Limit Overtime)
  - $d_2^-$  (Achieve Profit)
  - $4\overline{d}_3^- + 5\overline{d}_4^-$  (Fulfill Demand)
  - $d_5^-$  (Avoid Underutilization of Labor)



- Different groups are different branches of the same company
  - Group 1 doesn't prioritize labor and cares most about minimizing cost and increasing the desired profit
  - Group 2 cares most about profit and fulfilling demand and least about the utilization of labor
  - Group 3 cares most about fulfilling the demands of their customers and least about reaching the desired profit
  - Group 4 cares most about making sure their employees reach the desired regular production capacity and the ideal overtime scenario





Division of priorities

### **Group IV**

Priority 1 Priority 2

Priority 3

 $4\bar{d}_3^- + 5d_4^-$ Priority 4

### Group I

 $d_1^+ \\ d_2^-$ Priority 1 Priority 2

 $4d_3^- + 5d_4^-$ Priority 3

 $d_5^-$ Priority 4

### Group III

 $4d_3^- + 5d_4^-$ Priority 1

Priority 2

Priority 3

Priority 4

### Group II

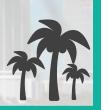
Priority 1  $d_2^-$ 

 $4d_{3}^{-} + 5d_{4}^{-}$   $d_{5}^{-}$   $d_{1}^{+}$ Priority 2

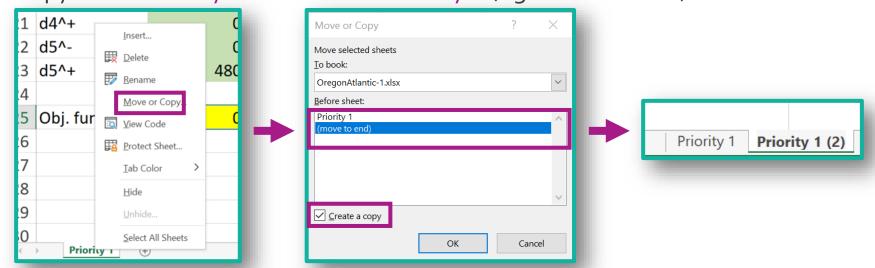
**Priority 3** 

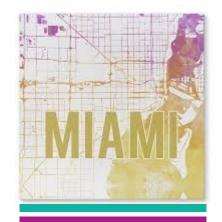
Priority 4

## Goal Programming in Excel



- Instructions for solving goal programming problem in Excel
  - Top priority objective has been optimized (see tab Priority 1)
  - Almost all groups have different initial solutions (Group I and IV identical)
  - Copy sheet Priority 1 and rename Priority 2 (right click on tab)

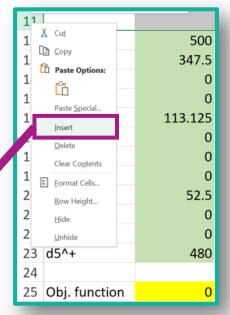




## Goal Programming in Excel



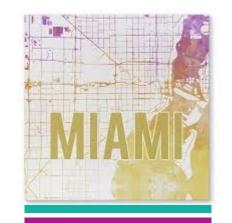
- Instructions for solving goal programming problem
  - Create new constraint in tab Priority 2 based on previous results for Priority 1



Set value equal to previous minimization

Formula with MMULT

4		x	У		d1^-	d1^+	d2^-	d2^+	d3^-	d3^+	d4^-	d4^+	d5^-	d5^+			
5	Constraints:														Us	d Constraint Valu	
6	Labor overtime			8	1	-1	. 0	(	) (	(	) (	0		0 0		5280 =	5280
7	Profit		0.2	0.25	0	0	1	-1	L C	(	) (	0		0 0		300 =	300
8	Demand x		1	0	0	0	0	(	) 1	-1	L (	0		0 0		500 =	500
9	Demand y		0	1	0	0	0	(	) (	) (	) :	1 -1		0 0		400 =	400
10	Labor underti		5	8	0	0	0	(	) (	(	) (	) (		1 -1		4800 =	4800
11	Priority 1														#\	VALUE! =	0

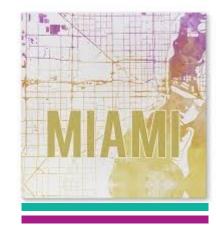


Recall your group's objectives in order of priority

Group IV	Group I					
Priority 1 $d_5^-$ Priority 2 $d_1^+$ Priority 3 $d_2^-$ Priority 4 $4d_3^- + 5d_4^-$	Priority 1 $d_1^+$ Priority 2 $d_2^-$ Priority 3 $4d_3^- + 5d_4^-$ Priority 4 $d_5^-$					
Group III  Priority 1 $4d_3^- + 5d_4^-$ Priority 2 $d_5^-$ Priority 3 $d_1^+$ Priority 4 $d_2^-$	$egin{aligned} & \operatorname{Group} \ II & d_2^- \ & Priority \ 2 & 4d_3^- + 5d_4^- \ & Priority \ 3 & d_5^- \ & Priority \ 4 & d_1^+ \end{aligned}$					

• We want to fill in the following table

<b>Decision Variables</b>	x	у	$d_1^-$	$d_1^+$	$d_2^-$	$d_2^+$	$d_3^-$	$d_{3}^{+}$	$d_4^-$	$d_4^+$	$d_5^-$	$d_{5}^{+}$	
Group I													
Group II													
Group III													
Group IV													









### The End





