$capacity = \frac{1}{cycle time} \quad utilization = \frac{flow \ rate}{capacity} \quad flow \ rate = minimum \ (demand, capacity) \quad avg. \ inventory = avg. \ flow \ rate \times avg. \ flow \ time$ avg. time in queue  $T_q = \left(\frac{\text{service time}}{m}\right) \times \left(\frac{\text{utilization}^{\sqrt{2(m+1)}-1}}{1-\text{utilization}}\right) \times \left(\frac{CV_a^2 + CV_p^2}{2}\right)$  avg. inventory in queue  $I_q = T_q / a$  avg. flow time  $T = T_q + p$ where m = number of servers p = avg. service time capacity per server = avg. service rate = 1/p utilization =  $\frac{\text{flow rate}}{\text{capacity}} = \frac{p}{m \times a}$ a = avg. interarrival time flow rate = avg. arrival rate = 1/acapacity for m-server system = m / p $=\frac{\text{time busy}}{\text{time available}}$  $CV_a$  = coefficient of variation of interarrival time  $CV_p$  = coefficient of variation of service time  $= \frac{\text{standard deviation of interarrival time}}{\text{avg. interarrival time}} = \frac{\text{standard deviation of service time}}{\text{avg. service time}}$ economic order quantity =  $\sqrt{\frac{2\times S\times D}{h}}$ total cost over time unit =  $c \times D$  +  $\frac{h \times Q}{2}$  +  $\frac{S \times D}{Q}$ where D = demand / unit timevariable inventory S = setup (fixed) cost incurred per ordercost cost cost h = holding cost / unit timeover over over c = per-unit purchase costtime unit time unit time unit Q = order quantityaverage inventory = Q/2number of orders over time unit = D/Qcritical fractile =  $\frac{G}{G+I}$  where G is gain L and is loss, the actual values of G and L are context specific, but we looked at examples where G = price - cost and L = cost - salvage value, or where G = high fare - low fare and L = low fare $z = \frac{\text{quantity} - \text{mean}}{\text{standard deviation}}$ quantity = mean +  $z \times$  standard deviation booking limit = capacity - protection level protection level = mean +  $z \times$  standard deviation

Suppose  $D_1$ ,  $D_2$ ,..., $D_N$  are independent normal random variables where  $D_i$  has mean = mean<sub>i</sub> and variance = variance<sub>i</sub>; then  $D_1+D_2+...+D_N$  is a normal random variable with mean = mean<sub>1</sub>+mean<sub>2</sub>+...+mean<sub>N</sub> and variance = variance<sub>1</sub>+variance<sub>2</sub>+...+variance<sub>N</sub>

standard deviation =  $\sqrt{\text{variance}}$  coefficient of variation =  $\frac{\text{standard deviation}}{\sigma_x}$   $\sigma_x = \sqrt{E[L] \text{var}[D] + (E[D])^2 \text{var}[L]}$