

The effect of workload constraints in mathematical programming models for production planning

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The effect of Workload Constraints in Mathematical Programming Models for Production Planning

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Abstract: Linear and mixed integer programming models for production planning incorporate a model of the manufacturing system that is necessarily deterministic. Although these deterministic models are the current-state-of-art, it should be recognized that they are used in an environment that is inherently stochastic. This fact should be kept in mind, both when making modeling choices and when setting the parameters of the model. In this paper we study the relation between workload constraints that reflect the finite capacity of the manufacturing system, and the use of planned lead times. It is a common practice in rolling schedule based production planning to limit the periodic output to the average production rate. If lead times are not modeled explicitly, this also implies a restriction on the periodic releases to the average production rate. We demonstrate that this common practice results in inefficient use of the production capacity and show that the use of planned lead times leads to a better trade-off between efficiency and reliability. We analyze a stylized model of a manufacturing system with a single exponential server and two queues in series: an admission queue and a work-in-progress (WIP) queue. The admission queue represents the pool of unreleased orders that is virtually present in the state variables of the planning model. Periodically, jobs from the admission queue are released to the WIP queue such that the number of jobs in WIP and in service does not exceed the workload constraint. We present a simple formula for the maximum utilization rate of such a system, characterize the stationary queue-length distribution by its generating function, and give the distribution of the sojourn time of a job. We use the results to compare various settings of the workload constraint and the planned lead time.

The Effect of Workload Constraints in Mathematical Programming Models for Production Planning

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Abstract

Linear and mixed integer programming models for production planning incorporate a model of the manufacturing system that is necessarily deterministic. Although these deterministic models are the current-state-of-art, it should be recognized that they are used in an environment that is inherently stochastic. This fact should be kept in mind, both when making modeling choices and when setting the parameters of the model. In this paper we study the relation between workload constraints that reflect the finite capacity of the manufacturing system, and the use of planned lead times. It is a common practice in rolling schedule based production planning to limit the periodic output to the average production rate. If lead times are not modeled explicitly, this also implies a restriction on the periodic releases to the average production rate. We demonstrate that this common practice results in inefficient use of the production capacity and show that the use of planned lead times leads to a better trade-off between efficiency and reliability. We analyze a stylized model of a manufacturing system with a single exponential server and two queues in series: an admission queue and a work-in-progress (WIP) queue. The admission queue represents the pool of unreleased orders that is virtually present in the state variables of the planning model. Periodically, jobs from the admission queue are released to the WIP queue such that the number of jobs in WIP and in service does not exceed the workload constraint. We present a simple formula for the maximum utilization rate of such a system, characterize the stationary queue-length distribution by its generating function, and give the distribution of the sojourn time of a job. We use the results to compare various settings of the workload constraint and the planned lead time.

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9 **1. Introduction**

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11 With the emergence of Advanced Planning Systems [10], Mathematical Pro-
12 gramming (MP) models for production planning [8, 12, 15, 17–19] are becoming
13 more commonplace in supporting firm’s decision making processes. Contrary
14 to the Manufacturing Resources Planning (MRP-II) concept [22], these models
15 deal with goods flow coordination and resource allocation in an integrated fash-
16 ion. Periodic production quantities are constrained by some capacity parameter
17 specifying the maximum possible throughput in a period. The maximum pe-
18 riodic throughput is treated as a deterministic variable in these MP models.
19 Although it is recognized by most authors that in reality there is uncertainty
20 in the maximum throughput, it is suggested that this should be dealt with by
21 installing safety stock or safety time. Suggestions on how to set the capacity
22 parameter in practice are generally absent. It seems to be an obvious choice to
23 set this parameter equal to the average production rate. In this paper we show
24 that this approach may seriously reduce the efficiency of resource utilization.

25
26 In practice, production planning is carried out in a rolling schedule based
27 fashion. A plan is developed for multiple periods into the future but only the
28 decisions for the first period are implemented. One period later, the planning
29 model is updated with actual forecast and state information and a new plan
30 is created. For most MP models that are proposed in the literature, these
31 decisions are the production quantities. In other literature [5, 16] the order
32 release decision is decoupled from the production quantities through the use of
33 an explicitly defined planned lead time that is expressed as an integer number
34 of planning periods. Rather than restricting production quantities to the period
35 capacity, in models with explicit planned lead times the workload is constrained
36 to the cumulative capacity in the planned lead time. Note that production
37 planning models without explicit planned lead times are special cases with a
38 planned lead time of a single period. It is argued in [13, 14] that optimal
39 planned lead times may be larger than a single period. We shall provide another
40 argument for the use of explicit planned lead times that are possibly larger than
41 a single period.

42
43 The planned lead time is essential for the coordination of goods flows in a
44 supply chain network. If the planned lead time is to be reliable, limitation of
45 the workload in the manufacturing system is inevitable. A workload constraint
46 in the production planning model leads to smoothing of the schedule of order
47 releases. The effect of production smoothing is build-ahead inventory (see sec-
48 tion 15.5 of [6]). Hence, there is a trade off between restricting the workload
49 to ensure a reliable planned lead time and relaxing the workload constraint to
50 reduce the build-ahead inventory.

51
52 In this paper we study the effect of the workload constraint and the planned
53 lead time parameters on the efficiency of the resource utilization. We study
54 this effect in a stylized model of the manufacturing system. The manufacturing
55 system consists of a facility in which at most N jobs are allowed (the workload
56 constraint). In front of the facility is a queue that contains those jobs that
57 cannot be admitted to the facility due to the workload constraint. This admis-
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sion queue represents the build-ahead inventory. New requirements in a period are represented by arrivals of jobs to the admission queue. We consider two measures of efficiency. The first measure is the maximum utilization level under which the system remains stable. The second measure is the expected length of the admission queue. Reliability of the planned lead time is expressed as the probability that the sojourn time of a job in the facility exceeds the planned lead time.

A graphical representation of the model is shown in Figure 1. The total number of jobs in the manufacturing system, the number waiting in the admission queue, and the number residing in the facility are denoted by L_n , W_n , and X_n respectively. The manufacturing system is observed at the release epochs that are indexed by $n = 1, 2, \dots$. The variables W_n and X_n denote the state just after admissions at epoch n and are related to the total number of jobs in the manufacturing system in the following way

$$X_n = \min\{L_n, N\} \tag{1}$$

$$W_n = (L_n - N)^+ \tag{2}$$

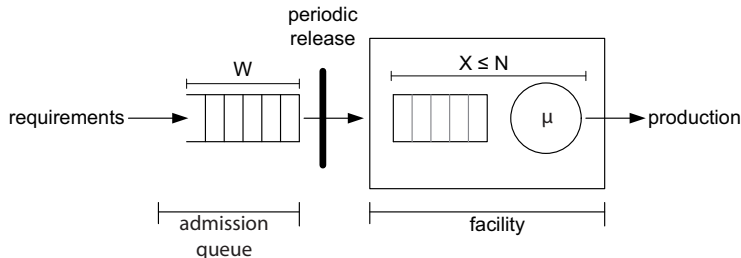


Figure 1: Model of the Manufacturing System

We assume that jobs arrive according to a (compound) Poisson process with mean λ and we denote the number of arrivals in a period that starts with epoch n by A_n . Jobs in the facility are processed by a single server with exponential service times with mean μ^{-1} . $V_{x,n} = \min\{V_{\infty,n}, x\}$ denotes the throughput in period n conditioned on a workload level x at the start of the period, where $V_{\infty,n}$ is a Poisson random variable with rate μ . In other words, the throughput in period n is $V_{X_n,n}$. Since $V_{x,n}$ are i.d.d. random variables, we omit the index n whenever this is convenient (similarly for A_n). The dynamics of the total number of customers is described by the following Lindley type equation:

$$L_{n+1} = L_n - V_{X_n,n} + A_n, \tag{3}$$

The remainder of this paper is organized as follows. First we briefly discuss some of the literature on queueing models that are related to ours. We then present a stability condition for the system. Next we describe the mathematical model and give the probability generating function (PGF) for the state distributions at the release epochs. We also derive the CDF of the sojourn time

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9 distribution. Finally we use these results to compare various settings of the
10 workload constraint and the planned lead time.

11 Before we continue, we introduce some notation that we use throughout
12 the paper. Let $V = \lim_{n \rightarrow \infty} V_{X_n, n}$, $L = \lim_{n \rightarrow \infty} L_n$, $W = \lim_{n \rightarrow \infty} W_n$, $X =$
13 $\lim_{n \rightarrow \infty} X_n$. We use the additional notation $\rho := \lambda/\mu$, $(x)^+ = \max\{0, x\}$,
14 $(x)^- = \max\{0, -x\}$, and $|x| = (x)^+ + (x)^-$.
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16

17 2. Literature

18 The queueing model described in this paper is related to two streams of
19 literature. The first stream is the literature on the bulk service queue. The
20 analysis of the bulk service queue model is very similar to ours. In the bulk
21 service queue, jobs enter into service in batches of a maximum size. There
22 typically is a fixed time to service completion after which all jobs in service
23 depart together and a new batch can enter service. Our model can be seen to
24 correspond to a bulk service queue where the service time is equal to a planning
25 period and the maximum batch size corresponds to the workload constraint.
26 The main difference in our model is the fact that there may be jobs left in
27 the facility at the end of the period. A seminal paper in the area of bulk
28 service queues is Bailey [2]. Other important references include [3, 11]. Van
29 Leeuwen [20] presents an extensive treatment of the discrete bulk service
30 queue that is described by the Lindley equation $X(t+1) = (X(t) - N)^+ + A(t)$.
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33 The other stream of literature that is related to our model is the literature on
34 the fixed-cycle traffic light (FCTL) queue. In the FTCL queue, there are cycles
35 that consist of a red period during which jobs may arrive but are not served and
36 a green period in which jobs both arrive and are being served. The length of a
37 cycle and the red and green period is fixed. The similarity of the FTCL queue
38 with the periodic order release model described in this paper is that capacity is
39 lost due to the fact that the server may idle even though there are jobs queueing.
40 Most traffic light queues assume a constant rate of departure and therefore there
41 is a natural limit on the number of jobs that can be processed in the green period.
42 Traffic light systems are for example discussed in [4, 9] and more recently in [21].
43 The key step in each of these papers is the characterization of the number of jobs
44 at the end of a cycle. To this purpose, a probability generating function (PGF)
45 is formulated that include N unknowns where N is the maximum number of jobs
46 that can pass in a green period. Solving for these unknowns involves complex
47 root-finding for the denominator of the PGF.

48 A paper that requires separate mentioning is that of Wang [23]. Wang
49 analyzes a queue where jobs can enter service only at fixed time intervals. There
50 are c identical exponential servers and jobs arrive according to a Poisson process.
51 Using techniques similar to [2], Wang characterizes the steady state queue-length
52 distribution by a PGF. Wang obtains closed-form expressions for the cases $c = 1$
53 and $c = \infty$.
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9 **3. A Stability Condition**

10 The manufacturing system in Figure 1 is stable if the number of jobs in the
11 admission queue does not grow to infinity in the long run. In most queueing
12 models, the stability condition simply is the requirement that the long run
13 number of arrivals does not exceed the long run service rate. This condition
14 does not depend on the control policy for the queue. Stability is achieved by
15 the fact that the server is working continuously if there are many jobs in the
16 queue. In the system of our study this is not the case. Due to the periodicity
17 of order releases and the workload constraint, the server may idle even though
18 there are many jobs in the admission queue. This phenomenon reduces the
19 effective capacity of the system and therefore the stability condition changes.
20 The stability condition of our system is given in the following proposition.
21
22

23 **Proposition 1.** *A necessary and sufficient condition for stability of the system*
24 *is $\rho < \rho_{\max}$, where*

$$25 \rho_{\max} = 1 - \frac{\mu - N + \mathbb{E}[|V_{\infty} - N|]}{2\mu} \leq 1 \quad (4)$$

26 where the latter inequality is strict if $N < \mu$.
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28

29 **PROOF.** It is clear to see that the stability condition for the system is $\mathbb{E}[A] <$
30 $\mathbb{E}[V_N]$ or

$$31 \rho < \frac{\mathbb{E}[V_N]}{\mu}$$

32 The numerator in this fraction can be rewritten as
33

$$34 \mathbb{E}[V_N] = \mathbb{E}[\min\{V_{\infty}, N\}] = \mathbb{E}[V_{\infty} - (V_{\infty} - N)^+] = \mu - \mathbb{E}[(V_{\infty} - N)^+]$$

35 Using furthermore that
36

$$37 2(V_{\infty} - N)^+ = (V_{\infty} - N) + (V_{\infty} - N)^- + (V_{\infty} - N)^+ = (V_{\infty} - N) + |V_{\infty} - N|,$$

38 we have
39

$$40 \frac{\mathbb{E}[V_N]}{\mu} = 1 - \frac{\mathbb{E}[(V_{\infty} - N)^+]}{\mu} = 1 - \frac{\mu - N + \mathbb{E}[|V_{\infty} - N|]}{2\mu}.$$

41 It follows that a stability condition for the system is
42

$$43 \rho < \rho_{\max} = 1 - \frac{\mu - N + \mathbb{E}[|V_{\infty} - N|]}{2\mu}$$

44 By Jensen's inequality we have
45

$$46 \mu - N + \mathbb{E}[|V_{\infty} - N|] \geq \mu - N + |\mathbb{E}[V_{\infty} - N]| = 2(\mu - N)^+ \geq 0$$

47 which shows that $\rho_{\max} \leq 1$ and $\rho_{\max} < 1$ for $\mu > N$.
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Remark 1. Although we consider a facility with Poisson arrival and service processes, Proposition 1 holds for any independent and identical discretely distributed A and V_∞ .

As we already mentioned in the introduction, it seems to be a natural choice to set the capacity parameter in MP models for production planning equal to the mean or expected throughput (i.e. $N = \mu$). In this case, the formula for maximum utilization simplifies as follows.

Corollary 1. *The maximum utilization rate for a resource with a workload limit $N = \mu$ is*

$$\rho_{max} = 1 - \frac{MAD[V_\infty]}{2\mu}$$

where *MAD* stands for the Mean Absolute Deviation.

PROOF. The proof follows readily from Proposition 1.

The MAD is a measure of variability that is often used by practitioners. Figure 2 shows the maximum utilization rate for three different squared coefficients of variation (scv) of the maximum throughput. The workload constraint is plotted on the horizontal axes as a multiple of μ and the maximum utilization level for that constraint is plotted on the vertical axes. The figure shows that the maximum utilization is strongly reduced for if the workload constraint is set equal to the expected maximum throughput.

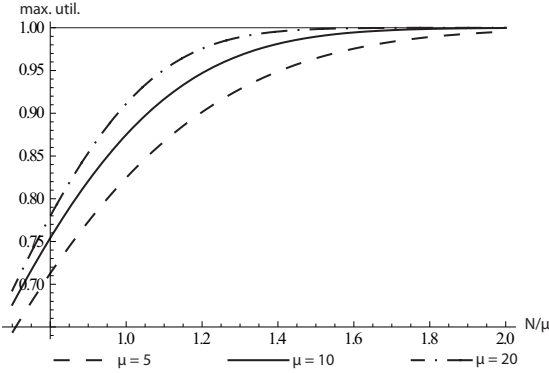


Figure 2: Maximum Utilization Level

It is well known that queue-lengths explode as the utilization rate reaches its maximum. In the next section we discuss how the queue-lengths for our model can be calculated if the utilization rate is less than its maximum ($\rho < \rho_{max}$).

4. The Stationary Distributions

4.1. A Discrete Time Markov Chain Representation

We consider the model in Figure 1 at the release epochs. Since A_n are independent, and $V_{X_n,n}$ depends only on the state of the system at the n^{th} release

epoch, the process $\{L_n\}_{n \in \mathbb{N}_+}$ forms a discrete time Markov Chain (DTMC) with transition matrix

$$P = \begin{pmatrix} \beta_{00} & \beta_{01} & \beta_{02} & \beta_{03} & \cdots \\ \beta_{10} & \beta_{11} & \beta_{12} & \beta_{13} & \cdots \\ \beta_{20} & \beta_{21} & \beta_{22} & \beta_{23} & \cdots \\ \vdots & \vdots & \vdots & \vdots & \vdots \\ \beta_{N-1,0} & \beta_{N-1,1} & \beta_{N-1,2} & \beta_{N-1,3} & \cdots \\ \alpha_0 & \alpha_1 & \alpha_2 & \alpha_3 & \cdots \\ 0 & \alpha_0 & \alpha_1 & \alpha_2 & \cdots \\ 0 & 0 & \alpha_0 & \alpha_1 & \cdots \\ \vdots & \vdots & \vdots & \vdots & \ddots \end{pmatrix}, \quad (5)$$

where

$$\beta_{ij} = \mathbb{P}\{A - V_i = j - i\}, \quad \text{for all } 0 < i \leq N, j \geq 0 \quad (6)$$

$$\alpha_j = \mathbb{P}\{A - V_N = j - N\}, \quad \text{for all } j \geq 0 \quad (7)$$

The elements of the matrix P can be calculated as follows:

$$\beta_{ij} := \begin{cases} \sum_{k=0}^j \mathbb{P}\{A = k\} \mathbb{P}\{V_i = i - j + k\}, & \text{if } 0 \leq j < i \\ \sum_{k=0}^i \mathbb{P}\{A = j - i + k\} \mathbb{P}\{V_i = k\}, & \text{if } j \geq i \end{cases}$$

and

$$\alpha_j := \begin{cases} \sum_{k=0}^j \mathbb{P}(A = k) \mathbb{P}(V_N = N - j + k) & \text{if } 0 \leq j < N \\ \sum_{k=0}^N \mathbb{P}(A = j - N + k) \mathbb{P}(V_N = k) & \text{if } j \geq N \end{cases}$$

If the stability condition is satisfied, the DTMC is ergodic. We define the stationary probabilities $p_i := \lim_{n \rightarrow \infty} \mathbb{P}\{L_n = i\}$. We characterize the stationary distribution of the DTMC by its PGF. First consider the PGF's for the arrival and service processes:

$$G_A(z) := \mathbb{E}[z^A] = \sum_{k=0}^{\infty} \mathbb{P}\{A = k\} z^k \quad (8)$$

$$G_{V_i}(z) := \mathbb{E}[z^{V_i}] = \sum_{k=0}^N \mathbb{P}\{V_i = k\} z^k \quad (9)$$

The PGF for the limiting distribution of the DTMC is:

$$G_L(z) := \mathbb{E}[z^L] = \sum_{i=0}^{\infty} p_i z^i$$

From (3) we have:

$$\begin{aligned}
G_L(z) &= \mathbb{E} [z^{L+A-V_{\min\{L,N\}}}] \\
&= \sum_{i=0}^{N-1} p_i z^i G_A(z) G_{V_i}(z^{-1}) + \sum_{i=N}^{\infty} p_i z^i G_A(z) G_{V_N}\left(\frac{1}{z}\right) \\
&= \sum_{i=0}^{N-1} p_i z^i G_A(z) (G_{V_i}(z^{-1}) - G_{V_N}(z^{-1})) + G_L(z) G_A(z) G_{V_N}(z^{-1})
\end{aligned}$$

which reduces to

$$G_L(z) = \frac{G_A(z) \sum_{i=0}^{N-1} p_i z^{N+i} (G_{V_i}(z^{-1}) - G_{V_N}(z^{-1}))}{z^N - z^N G_A(z) G_{V_N}(z^{-1})} \quad (10)$$

The numerator of G_L has N unknowns that can be found by considering the roots z_1, z_2, \dots of the denominator within the unit circle in the complex plane. It can be shown using Rouché's theorem that there are exactly $N - 1$ such roots [1] and these roots can routinely be found using computer packages such as Wolfram Mathematica and MATLAB. Since the PGF is finite inside the unit circle, the numerator must be zero for these roots. Substituting the roots in the numerator and adding the normalization equation $G_L(1) = 1$ gives a system of N linear equations in N unknowns. The following normalization equation is obtained by applying l'Hopital's rule:

$$\sum_{i=0}^{N-1} p_i (\mathbb{E}[V_N] - \mathbb{E}[V_i]) = \mathbb{E}[V_N] - \mathbb{E}[A] \quad (11)$$

Note that equation (11) is precisely the equation that balances inflow and outflow:

$$\mathbb{E}[A] = \sum_{i=0}^{N-1} p_i \mathbb{E}[V_i] + \mathbb{P}\{L \geq N\} \mathbb{E}[V_N]$$

The system of equations that needs solving becomes:

$$(\mathbf{Z}\mathbf{V} - \mathbf{z}^N \bar{\mathbf{v}}^T) \mathbf{p} = \begin{pmatrix} \mathbf{0} \\ \mathbb{E}[V_N] - \mathbb{E}[A] \end{pmatrix}, \quad (12)$$

where

$$\mathbf{z}^N = \begin{pmatrix} z_1^N \\ z_2^N \\ \vdots \\ z_{N-1}^N \\ 0 \end{pmatrix}, \quad \mathbf{Z} = \begin{pmatrix} z_1^{N-1} & z_1^{N-2} & \dots & z_1 & 1 \\ z_2^{N-1} & z_2^{N-2} & \dots & z_2 & 1 \\ \vdots & \vdots & & \vdots & \vdots \\ z_{N-1}^{N-1} & z_{N-1}^{N-2} & \dots & z_{N-1} & 1 \\ 1 & 2 & \dots & N-1 & N \end{pmatrix},$$

$$\bar{\mathbf{v}} = \begin{pmatrix} \bar{v}_1 \\ \bar{v}_2 \\ \vdots \\ \bar{v}_{N-1} \\ \bar{v}_N \end{pmatrix}, \quad \mathbf{V} = \begin{pmatrix} v_1 & v_2 & \dots & v_{N-1} & \bar{v}_N \\ v_2 & v_3 & \dots & \bar{v}_N & 0 \\ \vdots & \vdots & & \vdots & \vdots \\ v_{N-1} & \bar{v}_N & \dots & 0 & 0 \\ \bar{v}_N & 0 & \dots & 0 & 0 \end{pmatrix},$$

with $v_i = \mathbb{P}\{V_\infty = i\}$, and $\bar{v}_i = \mathbb{P}\{V_\infty \geq i\}$. With the solution $\mathbf{p} = (p_0, p_1, \dots, p_{N-1})^T$, the PGF $G_L(z)$ is fully defined. For more information on finding the unknowns in PGF's, see for example chapter 2 of [20].

In Appendix Appendix B we give equations that can be used to obtain the entire probability distribution and expressions for the first two moments of L , W , and X . In Appendix Appendix A we also describe an alternative, numerically stable method for obtaining the stationary distribution of L by analyzing an embedded Markov Chain.

So far, we have not used the fact that arrivals and departures have exponentially distributed interarrival times. The result up to here hold for any discrete distribution of periodic arrivals and departures. The analysis can also be applied to facilities with load-dependent exponential servers (including the multi-server queue). For the determination of the sojourn times in the next sub-section, we do rely on the exponential distribution of the interarrival and service times.

4.2. Sojourn times

In queueing systems where jobs arrive in unit size according to a Poisson process, a distributional form of Little's Law applies (cf. [7]). Consider a job departing from the system. The number of jobs \bar{L} in the system after its departure is equal to the number of arrivals that occurred during its sojourn time S . By a level crossing argument and the PASTA property, the number of customers arriving during an arbitrary sojourn time is equal in distribution to the number of jobs in the system at an arbitrary point in time. If arrivals follow a Poisson process, the PGF of the arbitrary time number of jobs in the system $G_{\bar{L}}$ is related to the LST of the time spent in the system S^* as follows:

$$\begin{aligned} G_{\bar{L}}(z) &= \sum_{k=0}^{\infty} z^k \int_{t=0}^{\infty} \frac{e^{-\lambda t} (\lambda t)^k}{k!} d\mathbb{P}\{S < t\} \\ &= S^*(\lambda(1-z)) \end{aligned}$$

Hence, the LST of the time spent in the system becomes:

$$S^*(s) = G_{\tilde{L}}\left(\frac{\lambda - s}{\lambda}\right) \quad (13)$$

In a similar way, we can find the sojourn time in the admission queue using $G_{\tilde{W}}$. The PGF's $G_{\tilde{L}}$ and $G_{\tilde{W}}$ are derived in Appendix Appendix C.

As we study the trade-off between a workload constraint and lead time reliability in this paper, we are particularly interested in the time that a job spends in the facility. The PASTA property does not hold for the arrivals into the facility so it is not possible to follow the approach described above here. Instead, we condition the sojourn time in the facility on the number of jobs residing in the facility just before a new admission, and the size of the batch in which a job enters. Here we must take into account the inspection paradox: an arbitrary job is more likely to be part of a large admission batch. We use the following lemma for the calculation of the sojourn time of an arbitrary job:

Lemma 1. *Let (Y, Q) be the number of jobs in the manufacturing system just before a release epoch and the number of jobs subsequently admitted. Let (\tilde{Y}, \tilde{Q}) be the number of jobs prior to a release and the number of jobs admitted as seen by an arbitrary job. Then the joint probability distributions of these random variables are related in the following way:*

$$\mathbb{P}\{\tilde{Y} = y, \tilde{Q} = q\} = \frac{q \mathbb{P}\{Y = y, Q = q\}}{\mathbb{E}[Q]} \quad (14)$$

PROOF. Take a large number of release epochs M and mark each job that enters by with the size q of the batch in which it enters. The fraction of batches of size q is $\mathbb{P}\{Q = q|Q > 0\}$, and the expected number of batches is $M \mathbb{P}\{Q = q|Q > 0\}$. We put all jobs together in a bin. By the law of large numbers, for large enough M , the number of jobs marked q in the bin is $q \mathbb{P}\{Q = q|Q > 0\} M$ and the total number of jobs in the bin is $\sum_{q=1}^N q M \mathbb{P}\{Q = q|Q > 0\}$. Letting M go to infinity and randomly picking one job from the bin, the probability of having picked a job marked q is:

$$\begin{aligned} \mathbb{P}\{\tilde{Q} = q\} &= \lim_{M \rightarrow \infty} \frac{\left(\frac{q \mathbb{P}\{Q = q|Q > 0\} M}{1} \right)}{\left(\frac{\sum_{q=1}^N q \mathbb{P}\{Q = q|Q > 0\} M}{1} \right)} \\ &= \lim_{M \rightarrow \infty} \frac{q \mathbb{P}\{Q = q\} / \mathbb{P}\{Q > 0\} M}{\sum_{q=1}^N q \mathbb{P}\{Q = q\} / \mathbb{P}\{Q > 0\} M} \\ &= \frac{q \mathbb{P}\{Q = q\}}{\mathbb{E}[Q]} \end{aligned}$$

Finally, we condition the number of jobs in the manufacturing system before admission on the admission batch size to get

$$\mathbb{P}\{\tilde{Y} = y, \tilde{Q} = q\} = \frac{q \mathbb{P}\{Q = q\}}{\mathbb{E}[Q]} \mathbb{P}\{Y = y|Q = q\} = \frac{q \mathbb{P}\{Y = y, Q = q\}}{\mathbb{E}[Q]}$$

Proposition 2. Consider the workload constrained manufacturing system consisting of a single server with exponential service rate μ to which orders arrive with a rate λ . Let $G_Y(z) := \sum_{y=0}^N \mathbb{P}\{Y = y\} z^y$ and $G_X(z) := \sum_{x=0}^N \mathbb{P}\{X = x\} z^x$ be the PGF's of respectively the number of jobs in the manufacturing system just before and just after the release epoch. Then the LST of the sojourn time in the manufacturing system for an arbitrary job has a distribution with LST T^* :

$$T^*(s) = \frac{\mu}{s\lambda} \left[G_Y\left(\frac{\mu}{s+\mu}\right) - G_X\left(\frac{\mu}{s+\mu}\right) \right] \quad (15)$$

The CDF of the sojourn time is $F_T(t)$:

$$F_T(t) = \frac{\mu}{\lambda} \left[\left(\mathbb{P}\{Y = 0\} - \mathbb{P}\{X = 0\} \right) t + \sum_{k=1}^N \left(\mathbb{P}\{Y = k\} - \mathbb{P}\{X = k\} \right) \left(t\Gamma_{k,\mu}(t) - \frac{k}{\mu}\Gamma_{k+1,\mu}(t) \right) \right], \quad (16)$$

where $\Gamma_{k,\mu}(t)$ is the CDF of the Gamma distribution with mean $k\mu^{-1}$ and variance $k\mu^{-2}$.

PROOF. Let B denote a service time with $\mathbb{E}[B] = \mu^{-1}$ and denote the PGF

$$B^*(s) := \frac{s}{s+\mu}$$

For a job entering in the j^{th} position of a batch into a system with y customers already present, the sojourn time T is the $(y+j)$ -fold convolution of B . Let $\chi = \{(y, q) \in \mathbb{N}^2 : y \geq 0, q > 0, y + q \leq N\}$ and denote $p_{yq} = \mathbb{P}\{Y = y, Q = q\}$. Noting that the probability that a job is in the j^{th} place of a batch of size q is $\frac{1}{q}$ and using Lemma 1 the LST of T can be written as

$$\begin{aligned} T^*(s) &= \mathbb{E}[e^{-sT}] = \sum_{(y,q) \in \chi} \mathbb{P}\{\tilde{Y} = y, \tilde{Q} = q\} \sum_{j=1}^q \frac{1}{q} \mathbb{E}[e^{-sB^{(y+j)}}] \\ &= \sum_{(y,q) \in \chi} \frac{q p_{yq}}{\mathbb{E}[Q]} \sum_{j=1}^q \frac{1}{q} (B^*(s))^{y+j} \\ &= \sum_{(y,q) \in \chi} p_{yq} \frac{(B^*(s))^{y+1} (1 - (B^*(s))^q)}{\mathbb{E}[Q] (1 - B^*(s))} \\ &= \frac{B^*(s)}{\mathbb{E}[Q] (1 - B^*(s))} \left[\sum_{y=0}^{N-1} \sum_{q=1}^{N-y} p_{yq} (B^*(s))^y - \sum_{y=0}^{N-1} \sum_{q=1}^{N-y} p_{yq} (B^*(s))^{y+q} \right] \end{aligned}$$

We are free to extend the summation ranges in the term between square brackets to include $q = 0$ and $y = N$ since these terms cancel out. Since

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$X(t) = Y(t) + Q(t)$ we have

$$\begin{aligned} T^*(s) &= \frac{B^*(s)}{\mathbb{E}[Q](1-B^*(s))} \left[\sum_{y=0}^N \sum_{q=0}^{N-y} p_{yq} (B^*(s))^y - \sum_{y=0}^N \sum_{q=0}^{N-y} p_{yq} (B^*(s))^{y+q} \right] \\ &= \frac{B^*(s)}{\mathbb{E}[Q](1-B^*(s))} [G_Y(B^*(s)) - G_X(B^*(s))] \\ &= \frac{\mu}{s\lambda} \left[G_Y\left(\frac{\mu}{s+\mu}\right) - G_X\left(\frac{\mu}{s+\mu}\right) \right], \end{aligned}$$

where in the last step, we used that $\mathbb{E}[Q] = \lambda$.

Equation (15) can be written as

$$T^*(s) = \frac{\mu}{\lambda} \sum_{k=0}^N (\mathbb{P}\{Y = k\} - \mathbb{P}\{X = k\}) \frac{1}{s} \left(\frac{\mu}{s+\mu} \right)^k$$

It can easily be verified that the Laplace transform in t of the function $\Gamma_{k,\mu}(t)$ is

$$\frac{1}{s} \left(\frac{\mu}{s+\mu} \right)^k.$$

Applying this to T^* gives the PDF of T :

$$f_T(t) = \frac{\mu}{\lambda} \left[\mathbb{P}\{Y = 0\} - \mathbb{P}\{X = 0\} + \sum_{k=1}^N (\mathbb{P}\{Y = k\} - \mathbb{P}\{X = k\}) \Gamma_{k,\mu}(t) \right] \quad (17)$$

Finally, using that

$$\int_{s=0}^t \Gamma_{k,\mu}(s) ds = t \Gamma_{k,\mu}(t) - \frac{k}{\mu} \Gamma_{k+1,\mu}$$

yields the CDF of T .

Using its LST, we can easily calculate the moments of T . The first two moments are given in Appendix Appendix B. The CDF of T can be obtained by numerically inverting the LST.

5. Numerical examples

In this section we present some numerical results for the performance of the workload constrained manufacturing system. First we compare the queue-lengths for various settings of the workload constraint. Next, we show the relation between the workload constraint and the lead-time reliability. For our numerical examples, we consider three cases corresponding to a system with a production rate of $\mu = 20$, $\mu = 10$, and $\mu = 5$ (increasing coefficient of variation).

Table 1 shows the expectation and variance of the number of jobs in the manufacturing system after a release epoch. The data is vertically organized according to the workload constraint expressed as a multiple of μ such that the figures may be easily compared. The data is horizontally organized according

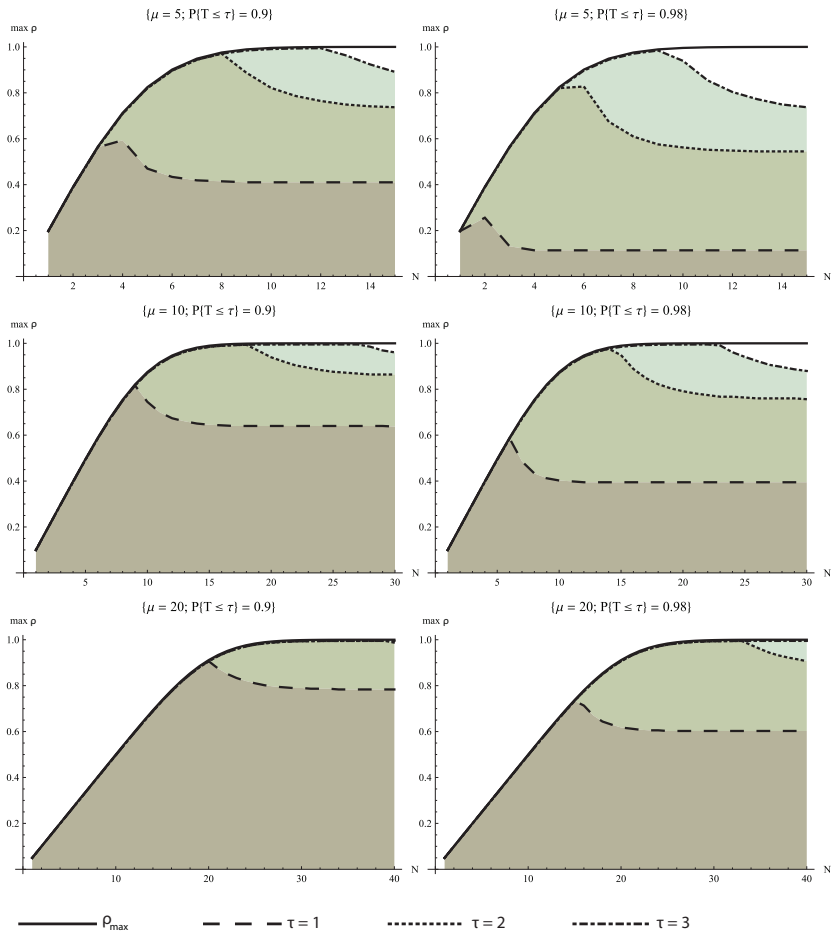


Figure 3: Maximum Utilization

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9 and the reliability of the planned lead time. Figure 3 shows the maximum
10 utilization rate of the manufacturing system for a given lead time reliability $\alpha \in$
11 $\{0.9, 0.98\}$ and planned lead time $\tau \in \{1, 2, 3\}$. Lead time reliability is defined
12 as $\mathbb{P}\{T \leq \tau\} \geq \alpha$. The workload constraint N is set out on the horizontal axis.
13 The maximum utilization under which the system is stable and the planned lead
14 time is reliable is set out on the vertical axis.

15 Figure 3 gives two important insights. Firstly, we observe that the utilization
16 of the manufacturing system is highly restricted if $\tau = 1$. Secondly, for $\tau >$
17 1 , we see that the best choice for the workload constraint is not trivial. In
18 fact, particularly for smaller τ the curve is rather sharp near the maximum.
19 Furthermore, the seemingly obvious choice of setting $N = \tau\mu$ is clearly not
20 the best in most cases. If the setting $N = \tau\mu$ is desirable (e.g. because it
21 corresponds more closely to the available capacity over the planning horizon),
22 Figure 3 can be used to find which settings of τ are feasible under the reliability
23 constraint α . For example, a system with $\mu = 10$ that is running at $\rho = 0.8$
24 must have $\tau \geq 2$ for $\alpha = 0.9$.
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27 6. Conclusions

29 Mathematical programming (MP) models for production planning found in
30 today's Advanced Planning Systems typically treat production capacity as a
31 simple deterministic upper bound on the period throughput. Following the
32 principles of rolling schedule planning, the amount of work that is released to
33 the facility is limited by the choice of the capacity parameter. The obvious
34 choice of the capacity parameter seems to be the average production rate. In
35 this paper we show that this approach may substantially reduce the efficiency
36 of the manufacturing system if the throughput is subject to uncertainty. We
37 show that there is a simple relation between the maximum utilization rate of a
38 manufacturing system, and the variability of the output. For the special case
39 where the workload is restricted to the production rate, we see that the MAD
40 measure of variation naturally arises in this relation.
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42 We also present expressions for the stationary queue-length and sojourn
43 time distributions of the manufacturing system. In order to evaluate these
44 expressions, we require the first N probability masses of the stationary queue-
45 length distribution of the total number of jobs L in the manufacturing system.
46 We propose numerical procedures to obtain these probabilities.

47 We use the results to study the trade-off between the efficiency of resource
48 utilization and the reliability of the planned lead time. The special case where
49 lead times are not explicitly modeled is equivalent to setting $\tau = 1$. The effi-
50 ciency is given by the maximum utilization rate of the system, and the extend
51 of the load smoothing effect that is the result of the workload constraint. The
52 load smoothing effect is the average number of items in backlog or produced
53 in advance of the requirement due to the workload constraint. This effect is
54 reflected in the number of jobs waiting to be admitted to the manufacturing
55 system.
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9 The numerical study shows that the common practice of setting the capacity parameter in MP models for production planning equal to the average production rate ($N = \mu$) leads both to poor reliability and a poor efficiency. Whereas relaxing the workload constraint leads to deterioration of the reliability, restricting it further leads to a increase of the smoothing effect. A better trade-off between reliability and efficiency is obtained for higher values of the planned lead time parameter.

17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65

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9 **Appendix A. An Embedded Markov Chain Approach for Obtaining**
10 **the Unknowns of G_L**

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12 The transition matrix for the DTMC of L may be reduced to a finite Markov
13 chain by embedding on the states $0, \dots, N-1$. That is, the Markov Chain is only
14 observed at the times n where $L_n < N$. There are two types of transitions in the
15 embedded Markov Chain. Firstly, there are the direct transitions between states
16 $0, \dots, N-1$. Secondly, there are the indirect transitions via states outside the
17 embedded Markov chain. For these indirect transitions, we require the return
18 probabilities that are determined as follows.

19 Suppose the DTMC is in state $n+m$, where $n \geq N, m \geq 0$. We define the
20 return probability $b_{m,i}^{(k)}, i > 0, k \geq 0$ to be the probability that the first transition
21 to a state $j \leq n$ will be to the state $n-i$ and will take at most k jumps. These
22 probabilities can be calculated recursively:

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$$b_{m,i}^{(0)} = 0$$

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$$b_{m,i}^{(k)} = \alpha_{N-(m+i)} + \sum_{j=0}^{\infty} \alpha_{N+(j-m)} b_{j,i}^{(k-1)}, \quad k > 0$$

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30 Note that a jump to the right in k steps is of maximum size N such that we
31 can restrict the above summation and obtain:

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33
$$b_{m,i}^{(k)} = \alpha_{N-(m+i)} + \sum_{j=0}^{(k-1)N-i} \alpha_{N+(j-m)} b_{j,i}^{(k-1)}, \quad k > 0 \quad (\text{A.1})$$

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36 This sequence is increasing and bounded so the limit exists. We now define the
37 Markov Chain embedded on $\{0, 1, \dots, N-1\}$ with transition matrix $Q = (q_{ij})$,

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39
$$q_{ij} = \beta_{ij} + \sum_{m=0}^{\infty} \beta_{i,N+m} b_{m,N-i}, \quad 0 \leq i, j < N \quad (\text{A.2})$$

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43 Let \tilde{p} be the solution of the embedded Markov Chain (i.e. $\tilde{p}Q = \tilde{p}$). Then we
44 use (11) for normalization to find the original probabilities $p_i, i = 0, \dots, N-1$:

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46
$$p_i = \frac{1}{c} \tilde{p}_i, \quad (\text{A.3})$$

47

48 where

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$$c = \frac{\sum_{i=0}^{N-1} \tilde{p}_i (\mathbb{E}[V_N] - \mathbb{E}[V_i])}{\mathbb{E}[V_N] - \mathbb{E}[A]}$$

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51

52 **Remark 2.** To obtain the numerical results presented in this paper, we use
53 the following stopping criterion for the iteration in A.2. For a given i , let
54 $\hat{\beta}_i := \max\{j : \beta_{i,j} > \epsilon\}$, where ϵ is small. Stop whenever $\max_{m \leq \hat{\beta}_i - N} \{b_{i,m}^{(k)} -$
55 $b_{i,m}^{(k-1)}\} < \epsilon$.
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9 **Appendix B. More Details of the Stationary Probability Distributions**

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11 *Appendix B.1. The probability masses for states $i \geq N$*

12 The probability masses of the stationary distribution of L for the states
13 $i \geq N$ can be found through the following balance equation for state i :
14

$$15 \quad p_i = \frac{1}{\alpha_0} \left(p_{i-N} - \sum_{j=N}^{i-1} \alpha_{i-j} p_j - \sum_{j=0}^{N-1} \beta_{j,i-N} p_j \right), \quad 0 < n < N, \quad (\text{B.1})$$

16 The balance equation in (B.1) involves subtractions which may lead to numerical instabilities (i.e. with negative probabilities). Alternatively we may
17 obtain the probabilities by extending the embedded Markov Chain to include
18 higher states. Given the return probabilities $b_{m,1}$ we can calculate the stationary
19 probability p_i for $i = N, N+1, \dots$ by considering the Markov Chain embedded
20 on states $\{0, 1, \dots, i\}, i \geq N$. The balance equation for state i becomes:
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$$25 \quad p_i = \frac{1}{(1 - \alpha_N - \sum_{k=0}^{\infty} \alpha_{N+k+1} b_{k,1})} \times$$

$$26 \quad \left[\sum_{j=0}^{N-1} p_j \left(\beta_{ji} + \sum_{k=0}^{\infty} \beta_{j,i+k+1} b_{k,1} \right) \right.$$

$$27 \quad \left. + \sum_{j=N}^{i-1} p_j \left(\alpha_{N+(i-j)} + \sum_{k=0}^{\infty} \alpha_{N+(i-j)+k+1} b_{k,1} \right) \right] \quad (\text{B.2})$$

28 Note that this balance equation needs no further normalization since p_0, p_1, \dots, p_{N-1}
29 are already properly normalized.
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31

32 *Appendix B.2. Moments of the distribution of the number of jobs*

33 The moments of the distribution of the number of jobs in the system can
34 be found by standard differentiation of the PGF in (10) and taking the limit
35 $z \rightarrow 1$. Applying l'Hopital's rule, the first two moments become:
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$$38 \quad \mathbb{E}[L] = \frac{\Delta_1 (\Theta_2 - \Theta_1) - \Theta_1 (\Delta_2 - \Delta_1)}{2\Delta_1^2} \quad (\text{B.3})$$

$$39 \quad \mathbb{E}[L^2] = \frac{1}{6\Delta_1^3} \left[3(\Delta_2 - \Delta_1) (\Theta_1 (\Delta_2 - \Delta_1) - \Delta_1 (\Theta_2 - \Theta_1)) \right.$$

$$40 \quad \left. + 2\Delta_1 (\Delta_1 (\Theta_3 - 3\Theta_2 - 3\Theta_1) - \Theta_1 (\Delta_3 - 3\Delta_2 + 3\Delta_1)) \right] \quad (\text{B.4})$$

41 where

$$42 \quad \Delta_k = N^k - \mathbb{E}[J_N^k]$$

$$43 \quad \Theta_k = \sum_{i=0}^{N-1} \mathbb{E}[(N + J_i)^k] - \mathbb{E}[(i + J_N)^k]$$

Although these equations look somewhat ugly, they are straightforward to calculate once the probabilities p_0, \dots, p_{N-1} are known. The moments of the distribution of the number of jobs waiting to be admitted (W) and the number of jobs in the production unit (X) are directly found through their relation to the total number of jobs:

$$\mathbb{E}[X] = \sum_{i < N} p_i i + N(1 - \sum_{i < N} p_i) \quad (\text{B.5})$$

$$\mathbb{E}[X^2] = \sum_{i < N} p_i i^2 + N^2(1 - \sum_{i < N} p_i) \quad (\text{B.6})$$

$$\mathbb{E}[W] = \sum_{i > N} (i - N) p_i = \mathbb{E}[L] - \mathbb{E}[X] \quad (\text{B.7})$$

$$\mathbb{E}[W^2] = \sum_{i > N} (i - N)^2 p_i = \mathbb{E}[L^2] - \mathbb{E}[X^2] - 2N(\mathbb{E}[L] - \mathbb{E}[X]) \quad (\text{B.8})$$

Appendix B.3. Moments of the Sojourn Time in the Facility

The first two moments of the sojourn time are found by taking the derivative of the Laplace-Stieltjes transform $T^*(s)$ and letting $s \rightarrow 0$. The first two moments are:

$$\mathbb{E}[T] = \frac{\mathbb{E}[B] (\mathbb{E}[X] + \mathbb{E}[X^2] - \mathbb{E}[Y] - \mathbb{E}[Y^2])}{2(\mathbb{E}[X] - \mathbb{E}[Y])} \quad (\text{B.9})$$

$$\mathbb{E}[T^2] = \frac{3\mathbb{E}[B^2] (\mathbb{E}[X] + \mathbb{E}[X^2] - \mathbb{E}[Y] - \mathbb{E}[Y^2])}{6(\mathbb{E}[X] - \mathbb{E}[Y])} - \frac{2\mathbb{E}[B]^2 (\mathbb{E}[X] - \mathbb{E}[X^3] - \mathbb{E}[Y] + \mathbb{E}[Y^3])}{6(\mathbb{E}[X] - \mathbb{E}[Y])} \quad (\text{B.10})$$

where

$$\mathbb{E}[Y^k] = \sum_{i=1}^{N-1} p_i \mathbb{E}[(i - V_i)^k] + \left(1 - \sum_{i=0}^{N-1} p_i\right) \mathbb{E}[(N - V_N)^k]$$

Appendix C. Distribution of the Stationary Queue Lengths at Arbitrary Time

In order to obtain the time that a job spends in the admission queue and in the whole manufacturing system, we require the stationary distributions of the admission queue length and the total number of jobs in the system *at arbitrary time*. Without loss of generality we assume that the length of a period is one. Let $A_n(t)$ and $V_{i,n}(t)$ be the number of arrivals and jobs processed in the interval $[r_n, r_n + t]$, $0 \leq t < 1$, where r_n is the time of the n^{th} release epoch.

Furthermore, let $L_n(t)$ be the number of jobs at time $r_n + t$. The queue-length processes at arbitrary times are given by:

$$L_n(t) = L_n + A_n(t) - V_{X_n, n}(t) \quad (\text{C.1})$$

The stationary distribution of $L_n(t)$ is denoted by $L(t)$. We define the PGF's $G_A(z, t)$, $G_{V_i}(z, t)$, $G_L(z, t)$, where

$$G_L(z, t) := \sum_{k=0}^{\infty} z^k \mathbb{P}\{L(t) = k\}$$

and the others are defined similarly.

From (C.1) we obtain expressions for the PGF defined above:

$$\begin{aligned} G_L(z, t) &= \sum_{i=0}^{N-1} p_i z^i G_A(z, t) G_{V_i}(z^{-1}, t) \\ &\quad + \left(1 - \sum_{i=0}^{N-1} p_i\right) z^N G_A(z, t) G_{V_N}(z^{-1}, t) \end{aligned} \quad (\text{C.2})$$

We use the notation \tilde{L} to denote the arbitrary-time variant of L . The PGF of \tilde{L} is

$$G_{\tilde{L}}(z) := \int_0^{1-} G_L(z, t) dt \quad (\text{C.3})$$

$$(\text{C.4})$$

For a compound Poisson arrival process and a Poisson departure process we have:

$$\begin{aligned} G_A(z, t) &= e^{-t\lambda(1-G_D(z))}, \\ G_{V_i}(z, t) &= e^{-t(1-z)/\mu} \bar{\Gamma}_{i, \mu}(zt) + z^i \Gamma_{i, \mu}(t), \end{aligned}$$

where $G_D(z)$ is the PGF of the size of individual arrivals, $\Gamma_{i, \mu}$ is the CDF of an Erlang/Gamma random variable with mean $i\mu^{-1}$ and variance $i\mu^{-2}$ whose complement is denoted by $\bar{\Gamma}_{i, \mu}$.

For notational convenience we introduce $G_{\tilde{J}_i}(z) = \int_0^{1-} z^i G_A(z, t) G_{V_i}(z^{-1}, t) dt$. Furthermore, let $r := \lambda(1 - G_D(z))$, $s := \mu(1 - z^{-1})$, and $v := \mu/(r + \mu)$. With some algebra we obtain

$$\begin{aligned} G_{\tilde{J}_i}(z) &= \int_0^{1-} z^i G_A(z, t) G_{V_i}(z^{-1}, t) dt \\ &= \frac{1}{r+s} \left[z^i (1 - G_A(z) G_{V_i}(z^{-1})) + \frac{s}{r} v^i (1 - e^{-r} G_{V_i}(v^{-1})) \right] \end{aligned} \quad (\text{C.5})$$

so that

$$G_{\tilde{L}}(z) = \sum_{i=0}^{N-1} p_i G_{\tilde{J}_i}(z) + \left(1 - \sum_{i=0}^{N-1} p_i\right) G_{\tilde{J}_N}(z) \quad (\text{C.6})$$

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