

# A General Multitiered Supply Chain Network Model of Quality Competition with Suppliers

Dong “Michelle” Li<sup>1</sup>

Assistant Professor

and

Anna Nagurney<sup>2</sup>

John F. Smith Memorial Professor

<sup>1</sup>Department of Management & Marketing, College of Business,  
Arkansas State University, State University, AR 72467

<sup>2</sup>Department of Operations & Information Management, Isenberg School of  
Management,  
University of Massachusetts, Amherst, MA 01003

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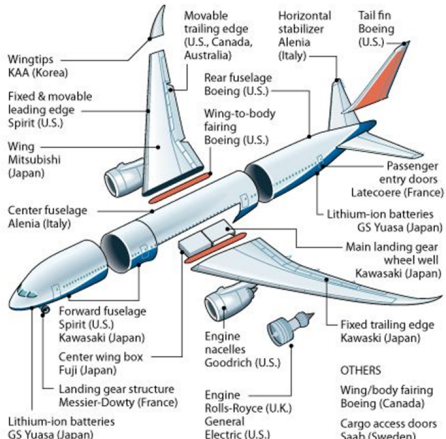
- Background and Motivation
- A Multitiered Supply Chain Network Game Theory Model with Suppliers and Quality Competition
- Qualitative Properties
- The Algorithm
- Numerical Examples
- Summary and Conclusions



The number of components comprising a finished product may be **small** or **immense** as in aircraft manufacturing and other complex high-tech products.

## 787 Dreamliner Structure Suppliers

Selected component and system suppliers.



Sources: Boeing, Reuters  
Note: Diagrams are not to scale.

In recent years, a series of recalls caused by suppliers' poor quality components/materials has received intensive attention.

- In 2007, the toy giant Mattel recalled **19 million** toy cars because of a supplier's lead paint and small, poorly designed magnets, which could harm children if ingested (Story and Barboza (2007)).
- In 2010, four Japanese car-makers, including Toyota and Nissan, recalled **3.6 million** vehicles sold around the globe, because the airbags supplied by Takata Corp., were at risk of catching fire (Kubota and Klayman (2013)). The recalls are still ongoing and have expanded to other companies as well (Tabuchi and Jensen (2014)).
- In 2013, in the food industry, Taylor Farms, a large vegetable supplier, was under investigation in connection with an illness outbreak affecting **hundreds of people** in the US (Strom (2013)).

Furthermore, since suppliers, which may be located [on-shore or off-shore](#), supply chain networks of firms may be more vulnerable to [disruptions](#) than ever before.





# Overview

- The firms are responsible for **assembling** the products under their brand names using the components from their suppliers, and **delivering** the products to multiple demand markets.
- Firms also have the option of **producing their own components**, if necessary.
- The firms compete in product quantity, the **quality preservation level** of its assembly process, the contracted component quantities produced by the suppliers, and in **in-house component quantities and quality** level.
- The potential suppliers may either provide **distinct components** to the firms, or provide the **same component** in which case they compete non-cooperatively with one another in terms of quality and prices.
- In this model, **the value of each supplier** to each firm is identified. This information is crucial in facilitating strategy design and development in supplier management especially in response to **supplier disruptions**.

# The Multitiered Supply Chain Network Topology with Suppliers

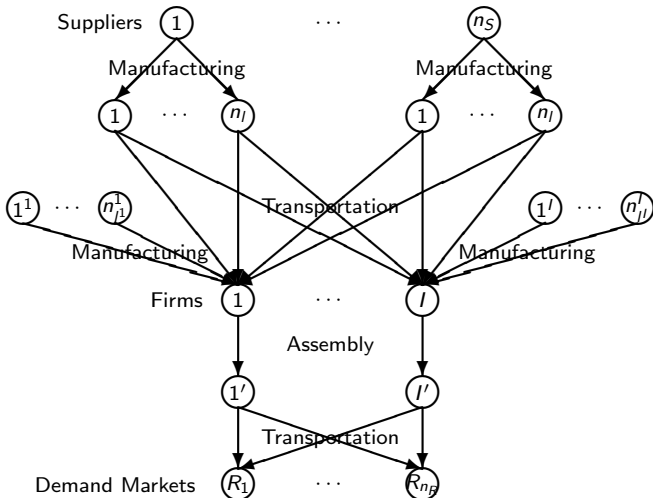


Figure: The Multitiered Supply Chain Network Topology with Suppliers

# The Model

## Conservation of flow equation

$$Q_{ik} = d_{ik}, \quad i = 1, \dots, l; k = 1, \dots, n_R. \quad (1)$$

## Nonnegative shipment volumes

$$Q_{ik} \geq 0, \quad i = 1, \dots, l; k = 1, \dots, n_R. \quad (2)$$

## Quality levels

$$q_{il}^U \geq q_{jil}^S \geq 0, \quad j = 1, \dots, n_S; i = 1, \dots, l; l = 1, \dots, n_{jl}, \quad (3)$$

$$q_{il}^U \geq q_{il}^F \geq 0, \quad i = 1, \dots, l; l = 1, \dots, n_{jl}. \quad (4)$$

## The average quality level of product $i$ 's component $l$

$$q_{il} = \frac{q_{il}^F Q_{il}^F + \sum_{j=1}^{n_S} Q_{jil}^S q_{jil}^S}{Q_{il}^F + \sum_{j=1}^{n_S} Q_{jil}^S}, \quad i = 1, \dots, l; l = 1, \dots, n_{jl}. \quad (5)$$

The quality level of a finished product

$$q_i = \alpha_i^F \left( \sum_{l=1}^{n_{ij}} \omega_{il} q_{il} \right), \quad i = 1, \dots, I; l = 1. \quad (6)$$

$\alpha_i^F$  captures the percentage of the quality preservation of product  $i$  in the assembly process.

$$0 \leq \alpha_i^F \leq 1, \quad i = 1, \dots, I. \quad (7)$$

$\omega_{il}$  is the ratio of the importance of the quality of firm  $i$ 's component  $l$  in one unit product  $i$  to the quality associated with one unit product  $i$  (i.e.,  $q_i$ ).

$$\sum_{l=1}^{n_{ij}} \omega_{il} = 1, \quad i = 1, \dots, I. \quad (8)$$

# The Model - The Behavior of the Firms

The total utility maximization objective of firm  $i$

$$\text{Maximize}_{Q_i, Q_i^F, Q_i^S, q_i^F, q_i^S, \alpha_i^F} U_i^F = \sum_{k=1}^{n_R} \hat{\rho}_{ik}(Q, Q^F, Q^S, q^F, q^{S*}, \alpha^F) d_{ik} - f_i(Q, \alpha^F)$$

$$- \sum_{l=1}^{n_{ji}} f_{il}^F(Q^F, q^F) - \sum_{k=1}^{n_R} \hat{t}c_{ik}^F(Q, Q^F, Q^S, q^F, q^{S*}, \alpha^F) - \sum_{j=1}^{n_S} \sum_{l=1}^{n_{ji}} c_{ijl}(Q^S) - \sum_{j=1}^{n_S} \sum_{l=1}^{n_{ji}} \pi_{jil}^* Q_{jil}^S \quad (11)$$

subject to:

$$\sum_{k=1}^{n_R} Q_{ik} \theta_{il} \leq \sum_{j=1}^{n_S} Q_{jil}^S + Q_{il}^F, \quad i = 1, \dots, I; l = 1, \dots, n_{ji}, \quad (12)$$

$$CAP_{jil}^S \geq Q_{jil}^S \geq 0, \quad j = 1, \dots, n_S; i = 1, \dots, I; l = 1, \dots, n_{ji}, \quad (13)$$

$$CAP_{il}^F \geq Q_{il}^F \geq 0, \quad i = 1, \dots, I; l = 1, \dots, n_{ji}, \quad (14)$$

and (1), (2), (4), and (7).

# The Model - The Behavior of the Firms

We define the feasible set  $\bar{K}_i^F$  as  $\bar{K}_i^F \equiv \{(Q_i, Q_i^F, Q_i^S, q_i^F, \alpha_i^F) | (1), (2), (4), (7), \text{ and } (12) - (14) \text{ are satisfied}\}$ . All  $\bar{K}_i^F; i = 1, \dots, I$ , are closed and convex. We also define the feasible set  $\bar{K}^F \equiv \prod_{i=1}^I \bar{K}_i^F$ .

## Definition 1: A Cournot-Nash Equilibrium

A product shipment, in-house component production, contracted component production, in-house component quality, and assembly quality preservation pattern  $(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}) \in \bar{K}^F$  is said to constitute a Cournot-Nash equilibrium if for each firm  $i; i = 1, \dots, I$ ,

$$\begin{aligned}
 &U_i^F(Q_i^*, \hat{Q}_i^*, Q_i^{F*}, \hat{Q}_i^{F*}, Q_i^{S*}, \hat{Q}_i^{S*}, q_i^{F*}, \hat{q}_i^{F*}, \alpha_i^{F*}, \hat{\alpha}_i^{F*}, \pi_i^*, q^{S*}) \geq \\
 &U_i^F(Q_i, \hat{Q}_i^*, Q_i^F, \hat{Q}_i^{F*}, Q_i^S, \hat{Q}_i^{S*}, q_i^F, \hat{q}_i^{F*}, \alpha_i^F, \hat{\alpha}_i^{F*}, \pi_i^*, q^{S*}), \\
 &\forall (Q_i, Q_i^F, Q_i^S, q_i^F, \alpha_i^F) \in \bar{K}_i^F,
 \end{aligned} \tag{15}$$

where

$$\begin{aligned}
 \hat{Q}_i^* &\equiv (Q_1^*, \dots, Q_{i-1}^*, Q_{i+1}^*, \dots, Q_I^*), \\
 \hat{Q}_i^{F*} &\equiv (Q_1^{F*}, \dots, Q_{i-1}^{F*}, Q_{i+1}^{F*}, \dots, Q_I^{F*}), \\
 \hat{Q}_i^{S*} &\equiv (Q_1^{S*}, \dots, Q_{i-1}^{S*}, Q_{i+1}^{S*}, \dots, Q_I^{S*}), \\
 \hat{q}_i^{F*} &\equiv (q_1^{F*}, \dots, q_{i-1}^{F*}, q_{i+1}^{F*}, \dots, q_I^{F*}), \\
 \text{and} \\
 \hat{\alpha}_i^{F*} &\equiv (\alpha_1^{F*}, \dots, \alpha_{i-1}^{F*}, \alpha_{i+1}^{F*}, \dots, \alpha_I^{F*}).
 \end{aligned}$$

# Variational Inequality Formulation

## Theorem 1

$(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}) \in \bar{\mathcal{K}}^F$  is a Cournot-Nash equilibrium if and only if it satisfies the variational inequality:

$$\begin{aligned}
 & - \sum_{i=1}^I \sum_{k=1}^{n_R} \frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial Q_{ik}} \times (Q_{ik} - Q_{ik}^*) \\
 & - \sum_{i=1}^I \sum_{l=1}^{n_i} \frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial Q_{il}^F} \times (Q_{il}^F - Q_{il}^{F*}) \\
 & - \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial Q_{jil}^S} \times (Q_{jil}^S - Q_{jil}^{S*}) \\
 & - \sum_{i=1}^I \sum_{l=1}^{n_i} \frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \bar{q}^{F*}, \pi_i^*, q^{S*})}{\partial q_{il}^F} \times (q_{il}^F - q_{il}^{F*}) \\
 & - \sum_{i=1}^I \frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial \alpha_i^F} \times (\alpha_i^F - \alpha_i^{F*}) \geq 0, \quad \forall (Q, Q^F, Q^S, q^F, \alpha^F) \in \bar{\mathcal{K}}^F,
 \end{aligned} \tag{16}$$

equivalently,  $(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \lambda^*) \in \mathcal{K}^F$  is a Cournot-Nash equilibrium if and only if it satisfies the variational inequality:

$$\begin{aligned}
 & \sum_{i=1}^I \sum_{k=1}^{n_R} \left[ -\frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial Q_{ik}} + \sum_{l=1}^{n_{jl}} \lambda_{il}^* \theta_{il} \right] \times (Q_{ik} - Q_{ik}^*) \\
 & + \sum_{i=1}^I \sum_{l=1}^{n_{jl}} \left[ -\frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial Q_{il}^F} - \lambda_{il}^* \right] \times (Q_{il}^F - Q_{il}^{F*}) \\
 & + \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{jl}} \left[ -\frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial Q_{jil}^S} - \lambda_{il}^* \right] \times (Q_{jil}^S - Q_{jil}^{S*}) \\
 & + \sum_{i=1}^I \sum_{l=1}^{n_{jl}} \left[ -\frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial q_{il}^F} \right] \times (q_{il}^F - q_{il}^{F*}) \\
 & + \sum_{i=1}^I \left[ -\frac{\partial U_i^F(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi_i^*, q^{S*})}{\partial \alpha_i^F} \right] \times (\alpha_i^F - \alpha_i^{F*}) \\
 & + \sum_{i=1}^I \sum_{l=1}^{n_{jl}} \left[ \sum_{j=1}^{n_S} Q_{jil}^{S*} + Q_{il}^{F*} - \sum_{k=1}^{n_R} Q_{ik}^* \theta_{il} \right] \times (\lambda_{il} - \lambda_{il}^*) \geq 0, \quad \forall (Q, Q^F, Q^S, q^F, \alpha^F, \lambda) \in \mathcal{K}^F. \quad (17)
 \end{aligned}$$



# The Model - The Behavior of the Suppliers

The total utility maximization objective of supplier  $j$

$$\begin{aligned} \text{Maximize}_{\pi_j, q_j^S} \quad U_j^S = & \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \pi_{jil} Q_{jil}^{S*} - \sum_{l=1}^{n_j} f_{jl}^S(Q^{S*}, q^S) - \sum_{i=1}^I \sum_{l=1}^{n_{ji}} tc_{jil}^S(Q^{S*}, q^S) \\ & - \sum_{i=1}^I \sum_{l=1}^{n_{ji}} oc_{jil}(\pi) \end{aligned} \quad (18)$$

subject to:

$$\pi_{jil} \geq 0, \quad j = 1, \dots, n_S; i = 1, \dots, I; l = 1, \dots, n_{ji}, \quad (19)$$

and (3).

# The Model - The Behavior of the Suppliers

## Definition 2: A Bertrand-Nash Equilibrium

A price and contracted component quality pattern  $(\pi^*, q^{S*}) \in \mathcal{K}^S$  is said to constitute a Bertrand-Nash equilibrium if for each supplier  $j$ ;  $j = 1, \dots, n_S$ ,

$$U_j^S(Q^{S*}, \pi_j^*, \hat{\pi}_j^*, q_j^{S*}, \hat{q}_j^{S*}) \geq U_j^S(Q^{S*}, \pi_j, \hat{\pi}_j^*, q_j^S, \hat{q}_j^{S*}), \quad \forall (\pi_j, q_j^S) \in K_j^S, \quad (20)$$

where

$$\hat{\pi}_j^* \equiv (\pi_1^*, \dots, \pi_{j-1}^*, \pi_{j+1}^*, \dots, \pi_{n_S}^*)$$

and

$$\hat{q}_j^{S*} \equiv (q_1^{S*}, \dots, q_{j-1}^{S*}, q_{j+1}^{S*}, \dots, q_{n_S}^{S*}).$$

# Variational Inequality Formulation

## Theorem 2

$(\pi^*, q^{S*}) \in \mathcal{K}^S$  is a Bertrand-Nash equilibrium if and only if it satisfies the variational inequality:

$$\begin{aligned} & - \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \frac{\partial U_j^S(Q^{S*}, \pi^*, q^{S*})}{\partial \pi_{jil}} \times (\pi_{jil} - \pi_{jil}^*) \\ & - \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \frac{\partial U_j^S(Q^{S*}, \pi^*, q^{S*})}{\partial q_{jil}^S} \times (q_{jil}^S - q_{jil}^{S*}) \geq 0, \quad \forall (\pi, q^S) \in \mathcal{K}^S. \end{aligned} \quad (21)$$

### Definition 3

*The equilibrium state of the multitiered supply chain network with suppliers is one where both variational inequalities (16), or, equivalently, (17), and (21) hold **simultaneously**.*

Theorem 3

Determine  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi^*, q^{S^*}) \in \bar{K}$ , such that:

$$\begin{aligned}
 & - \sum_{i=1}^I \sum_{k=1}^{nR} \frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial Q_{ik}} \times (Q_{ik} - Q_{ik}^*) \\
 & - \sum_{i=1}^I \sum_{l=1}^{nI} \frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial Q_{il}^F} \times (Q_{il}^F - Q_{il}^{F^*}) \\
 & - \sum_{j=1}^{nS} \sum_{i=1}^I \sum_{l=1}^{nI} \frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial Q_{jil}^S} \times (Q_{jil}^S - Q_{jil}^{S^*}) \\
 & - \sum_{i=1}^I \sum_{l=1}^{nI} \frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial q_{il}^F} \times (q_{il}^F - q_{il}^{F^*}) \\
 & - \sum_{i=1}^I \frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial \alpha_i^F} \times (\alpha_i^F - \alpha_i^{F^*}) \\
 & \quad - \sum_{j=1}^{nS} \sum_{i=1}^I \sum_{l=1}^{nI} \frac{\partial U_j^S(Q^{S^*}, \pi^*, q^{S^*})}{\partial \pi_{jil}} \times (\pi_{jil} - \pi_{jil}^*) \\
 & - \sum_{j=1}^{nS} \sum_{i=1}^I \sum_{l=1}^{nI} \frac{\partial U_j^S(Q^{S^*}, \pi^*, q^{S^*})}{\partial q_{jil}^S} \times (q_{jil}^S - q_{jil}^{S^*}) \geq 0, \quad \forall (Q, Q^S, Q^F, q^F, \alpha^F, \pi, q^S) \in \bar{K}. \quad (22)
 \end{aligned}$$

Determine  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \lambda^*, \pi^*, q^{S^*}) \in \mathcal{K}$ , such that:

$$\begin{aligned}
& \sum_{i=1}^I \sum_{k=1}^{n_R} \left[ -\frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial Q_{ik}} + \sum_{l=1}^{n_{ji}} \lambda_{il}^* \theta_{il} \right] \times (Q_{ik} - Q_{ik}^*) \\
& + \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \left[ -\frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial Q_{il}^F} - \lambda_{il}^* \right] \times (Q_{il}^F - Q_{il}^{F^*}) \\
& + \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \left[ -\frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial Q_{jil}^S} - \lambda_{il}^* \right] \times (Q_{jil}^S - Q_{jil}^{S^*}) \\
& + \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \left[ -\frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial q_{il}^F} \right] \times (q_{il}^F - q_{il}^{F^*}) \\
& + \sum_{i=1}^I \left[ -\frac{\partial U_i^F(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi_i^*, q^{S^*})}{\partial \alpha_i^F} \right] \times (\alpha_i^F - \alpha_i^{F^*}) \\
& + \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \left[ \sum_{j=1}^{n_S} Q_{jil}^{S^*} + Q_{il}^{F^*} - \sum_{k=1}^{n_R} Q_{ik}^* \theta_{il} \right] \times (\lambda_{il} - \lambda_{il}^*) + \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \left[ -\frac{\partial U_j^S(Q^{S^*}, \pi^*, q^{S^*})}{\partial \pi_{jil}} \right] \times (\pi_{jil} - \pi_{jil}^*) \\
& + \sum_{j=1}^{n_S} \sum_{i=1}^I \sum_{l=1}^{n_{ji}} \left[ -\frac{\partial U_j^S(Q^{S^*}, \pi^*, q^{S^*})}{\partial q_{jil}^S} \right] \times (q_{jil}^S - q_{jil}^{S^*}) \geq 0, \quad \forall (Q, Q^F, Q^S, q^F, \alpha^F, \lambda, \pi, q^S) \in \mathcal{K}. \quad (23)
\end{aligned}$$

## Standard form VI

We now put variational inequality (23) into standard form: Determine  $X^* \in \mathcal{K}$  where  $X$  is a vector in  $R^N$ ,  $F(X)$  is a continuous function such that  $F(X) : X \mapsto \mathcal{K} \subset R^N$ , and

$$\langle F(X^*), X - X^* \rangle \geq 0, \quad \forall X \in \mathcal{K}, \quad (24)$$

where  $\langle \cdot, \cdot \rangle$  is the inner product in the  $N$ -dimensional Euclidean space,  $N = \ln_R + 3 \sum_{i=1}^I n_{ji} + 3n_S \sum_{i=1}^I n_{ji} + I$ , and  $\mathcal{K}$  is closed and convex. Define the vector  $X \equiv (Q, Q^F, Q^S, q^F, \alpha^F, \lambda, \pi, q^S)$ .

## Standard form VI

We also put variational inequality (22) into standard form: Determine  $Y^* \in \bar{\mathcal{K}}$  where  $Y$  is a vector in  $R^M$ ,  $G(Y)$  is a continuous function such that  $G(Y) : Y \mapsto \bar{\mathcal{K}} \subset R^M$ , and

$$\langle G(Y^*), Y - Y^* \rangle \geq 0, \quad \forall Y \in \bar{\mathcal{K}}, \quad (26)$$

where  $M = \ln_R + 2 \sum_{i=1}^I n_{ji} + 3n_S \sum_{i=1}^I n_{ji} + I$ , and  $\bar{\mathcal{K}}$  is closed and convex.

## Assumption 1

Suppose that in our multitiered supply chain network model with suppliers and quality competition, there exist a *sufficiently large*  $\Pi$ , such that,

$$\pi_{jil} \leq \Pi, \quad j = 1, \dots, n_S; i = 1, \dots, I; l = 1, \dots, n_{ji}. \quad (27)$$

## Theorem 4: Existence

With Assumption 1 satisfied, there *exists at least one solution* to variational inequality (24) and (26), equivalently, (23) and (22).



### Theorem 5: Monotonicity

Under the assumptions in Theorems 1 and 2, the  $F(X)$  that enters variational inequality (24), is *monotone*, that is,

$$\langle F(X') - F(X''), X' - X'' \rangle \geq 0, \quad \forall X', X'' \in \mathcal{K}, \quad (28)$$

and the  $G(Y)$  that enters variational inequality (27) is also *monotone*,

$$\langle G(Y') - G(Y''), Y' - Y'' \rangle \geq 0, \quad \forall Y', Y'' \in \bar{\mathcal{K}}. \quad (29)$$

### Theorem 6: Uniqueness

Assume that the function  $G(Y)$  in variational inequality (26) is *strictly monotone* on  $\bar{\mathcal{K}}$ . Then, if variational inequality (26) admits a solution,  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi^*, q^{S^*})$ , that is *the only solution*.

# The Algorithm - The Modified Projection Method

## The modified projection method

### Step 0: Initialization

Start with  $X^0 \in \mathcal{K}$ . Set  $\mathcal{T} := 1$  and select  $a$ , such that  $0 < a \leq \frac{1}{L}$ , where  $L$  is the Lipschitz continuity constant for  $F(X)$ .

### Step 1: Construction and Computation

Compute  $\bar{X}^{\mathcal{T}-1}$  by solving the variational inequality subproblem:

$$\langle \bar{X}^{\mathcal{T}-1} + (aF(X^{\mathcal{T}-1}) - X^{\mathcal{T}-1})^T, X - \bar{X}^{\mathcal{T}-1} \rangle \geq 0, \quad \forall X \in \mathcal{K}.$$

### Step 2: Adaptation

Compute  $X^{\mathcal{T}}$  by solving the variational inequality subproblem:

$$\langle X^{\mathcal{T}} + (aF(\bar{X}^{\mathcal{T}-1}) - X^{\mathcal{T}-1})^T, X - X^{\mathcal{T}} \rangle \geq 0, \quad \forall X \in \mathcal{K}.$$

### Step 3: Convergence Verification

If  $\|X_l^{\mathcal{T}} - X_l^{\mathcal{T}-1}\| \leq \epsilon$ , for all  $l$ , with  $\epsilon > 0$ , a prespecified tolerance, then stop; else set  $\mathcal{T} := \mathcal{T} + 1$ , and go to step 1.

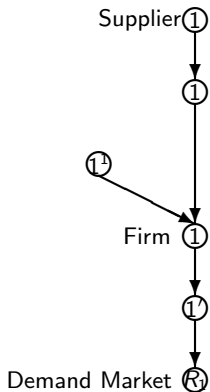


Figure: Supply Chain Network Topology for Example 1

The product of firm 1 requires only one component 1<sup>1</sup>. 2 units of 1<sup>1</sup> are needed for producing one unit of firm 1's product. Thus,

$$\theta_{11} = 2.$$

The **capacity of the supplier** is:

$$CAP_{111}^S = 120.$$

The **firm's capacity** for producing its component is:

$$CAP_{11}^F = 80.$$

The value that represents the perfect component quality is:

$$q_{11}^U = 75.$$

The **supplier's production cost** is:

$$f_{11}^S(Q_{111}^S, q_{111}^S) = 5Q_{111}^S + 0.8(q_{111}^S - 62.5)^2.$$

The **supplier's transportation cost** is:

$$tc_{111}^S(Q_{111}^S, q_{111}^S) = 0.5Q_{111}^S + 0.2(q_{111}^S - 125)^2 + 0.3Q_{111}^S q_{111}^S,$$

and its **opportunity cost** is:

$$oc_{111}(\pi_{111}) = 0.7(\pi_{111} - 100)^2.$$

The firm's assembly cost is:

$$f_1(Q_{11}, \alpha_1^F) = 0.75Q_{11}^2 + 200\alpha_1^{F^2} + 200\alpha_1^F + 25Q_{11}\alpha_1^F.$$

The firm's production cost for producing its component is:

$$f_{11}^F(Q_{11}^F, q_{11}^F) = 2.5Q_{11}^{F^2} + 0.5(q_{11}^F - 60)^2 + 0.1Q_{11}^F q_{11}^F,$$

and its transaction cost is:

$$c_{111}(Q_{111}^S) = 0.5Q_{111}^{S^2} + Q_{111}^S + 100.$$

The firm's transportation cost for shipping its product to the demand market is:

$$tc_{11}^F(Q_{11}, q_1) = 0.5Q_{11}^2 + 0.02q_1^2 + 0.1Q_{11}q_1,$$

and the demand price function at demand market  $R_1$  is:

$$\rho_{11}(d_{11}, q_1) = -d_{11} + 0.7q_1 + 1000,$$

where  $q_1 = \alpha_1^F \omega_{11} \frac{Q_{11}^F q_{11}^F + Q_{111}^S q_{111}^S}{Q_{11}^F + Q_{111}^S}$  and  $\omega_{11} = 1$ .

The equilibrium solution obtained using the modified projection method is:

$$Q_{11}^* = 89.26, \quad Q_{11}^{F^*} = 60.16, \quad Q_{111}^{S^*} = 118.38, \quad q_{11}^{F^*} = 71.17,$$

$$q_{111}^{S^*} = 57.25, \quad \pi_{11}^* = 184.53, \quad \alpha_1^{F^*} = 1.00, \quad \lambda_{11}^* = 305.25.$$

with the induced demand, demand price, and product quality being

$$d_{11} = 89.26, \quad \rho_{11} = 954.10, \quad q_1 = 61.94.$$

The profit of the firm is 33,331.69, and the profit of the supplier is 13,218.67.

For this example, the eigenvalues of the symmetric part of the Jacobian matrix of  $G(Y)$  are all positive. Therefore,  $\nabla G(Y)$  is positive-definite, and  $G(Y)$  is **strictly monotone**. The **uniqueness** of the solution  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi^*, q^{S^*})$  and the convergence of the modified projection method are then guaranteed.

# Example 1 - Sensitivity Analysis

We maintain the capacity of the firm at 80, and vary the capacity of the supplier from 0 to 20, 40, 60, 80, 100, and 120.

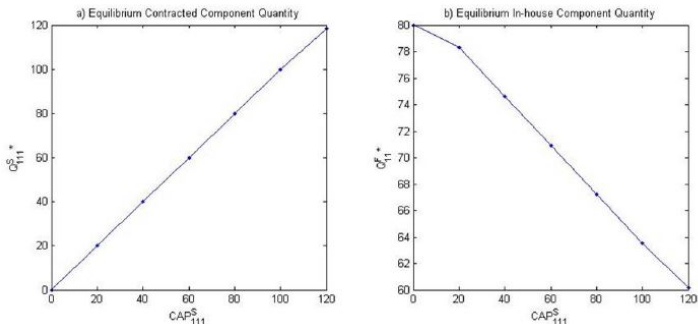
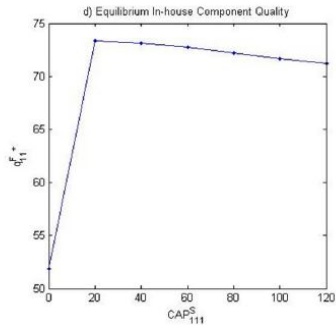
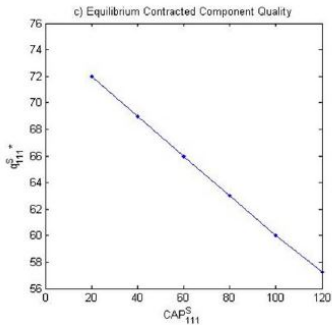


Figure: Equilibrium Component Quantities as the Capacity of the Supplier Varies



**Figure:** Equilibrium Component Quality Levels as the Capacity of the Supplier Varies



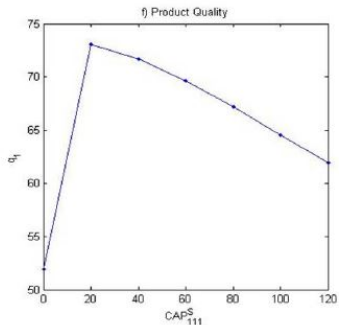
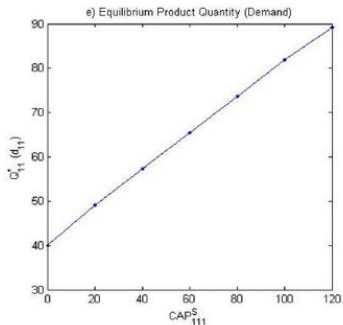


Figure: Equilibrium Product Quantity (Demand) and Product Quality as the Capacity of the Supplier Varies

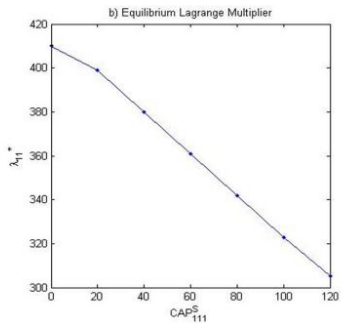
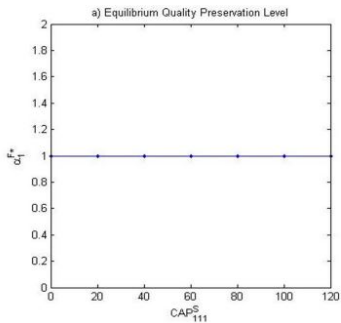


Figure: Equilibrium Quality Preservation Level and Equilibrium Lagrange Multiplier as the Capacity of the Supplier Varies

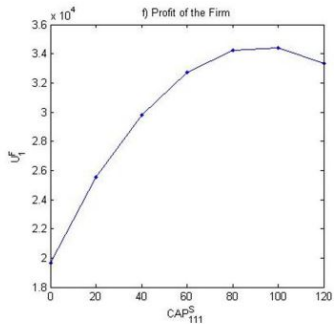
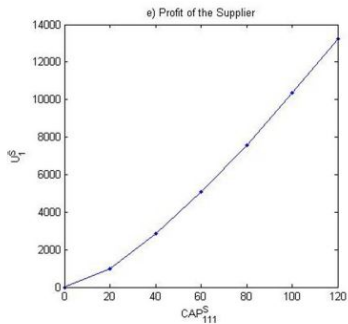


Figure: The Supplier's Profit and the Firm's Profit as the Capacity of the Supplier Varies

We then maintain the capacity of the supplier at 120, and vary the capacity of the firm from 0 to 20, 40, 60, and 80.

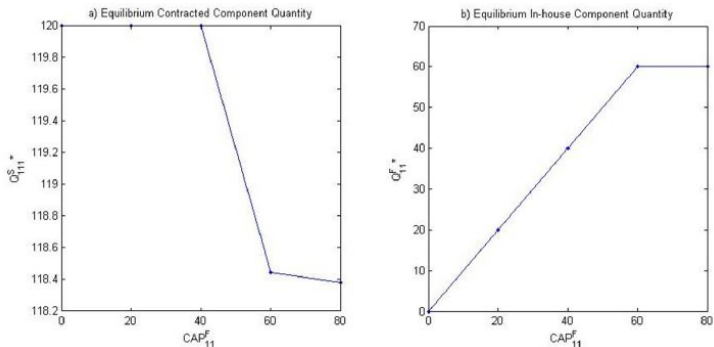


Figure: Equilibrium Component Quantities as the Capacity of the Firm Varies

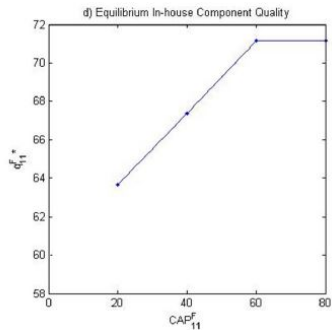
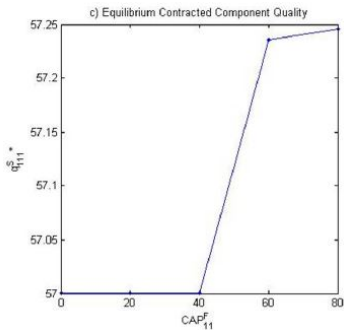
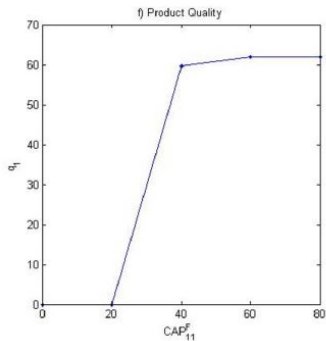
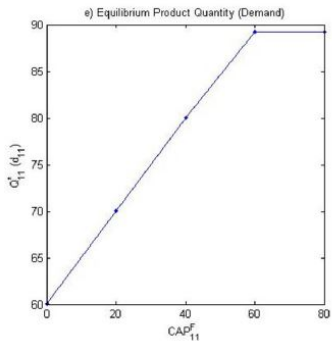


Figure: Equilibrium Component Quality Levels as the Capacity of the Firm Varies



**Figure:** Equilibrium Product Quantity (Demand) and Product Quality as the Capacity of the Firm Varies

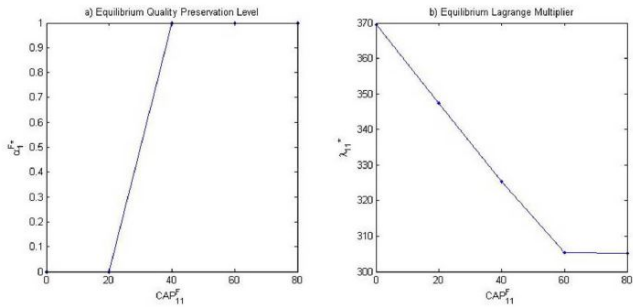
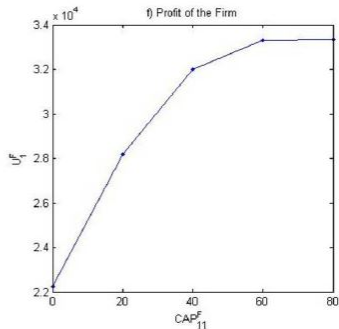
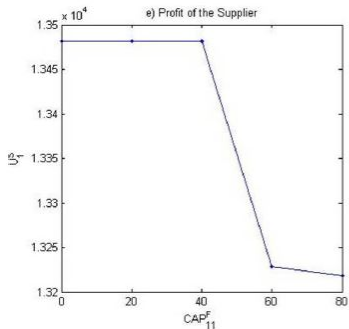


Figure: Equilibrium Quality Preservation Level and Equilibrium Lagrange Multiplier as the Capacity of the Firm Varies



**Figure:** The Supplier's Profit and the Firm's Profit as the Capacity of the Firm Varies



## Example 1 - Sensitivity Analysis - Investing in Capacity Changing

From \ To	$CAP_{111}^S=0$	20	40	60	80	100	120
$CAP_{111}^S=0$	-	0.97, 5.89	2.86, 10.17	5.08, 13.09	7.57, 14.62	10.37, 14.77	13.22, 13.69
20	-0.97, -5.89	-	1.90, 4.28	4.09, 7.20	6.60, 8.73	9.40, 8.88	12.25, 7.80
40	-2.86, -10.17	-1.90, -4.28	-	2.20, 2.92	4.70, 4.45	7.51, 4.60	10.36, 3.52
60	-5.06, -13.09	-4.09, -7.20	-2.20, -2.92	-	2.50, 1.53	5.31, 1.68	8.16, 0.60
80	-7.57, -14.62	-6.60, -8.73	-4.70, -4.45	-2.50, -1.53	-	2.81, 0.15	<i>5.66, -0.93</i>
100	-10.37, -14.77	-9.40, -8.88	-7.51, -4.60	-5.31, -1.68	-2.81, -0.15	-	<i>2.85, -1.08</i>
120	-13.22, -13.69	-12.25, -7.80	-10.36, -3.52	-8.16, -0.60	<i>-5.65, 0.93</i>	<i>-2.85, 1.08</i>	-

**Figure:** Maximum Acceptable Investments ( $\times 10^3$ ) for Capacity Changing when the Capacity of the Firm Maintains 80 but that of the Supplier Varies

From \ To	$CAP_{11}^F=0$	20	40	60	80
$CAP_{11}^F=0$	-	0.00, 5.94	0.00, 9.77	-0.25, 11.10	-0.26, 11.10
20	0.00, -5.94	-	0.00, 3.83	-0.25, 5.16	-0.26, 5.16
40	0.00, -9.77	0.00, -3.83	-	-0.25, 1.33	-0.26, 1.33
60	0.25, -11.10	0.25, -5.16	0.25, -1.33	-	-0.01, 0.004
80	0.26, -11.10	0.26, -5.16	0.26, -1.33	0.01, -0.004	-

Figure: Maximum Acceptable Investments ( $\times 10^3$ ) for Capacity Changing when the Capacity of the Supplier Maintains 120 but that of the Firm Varies

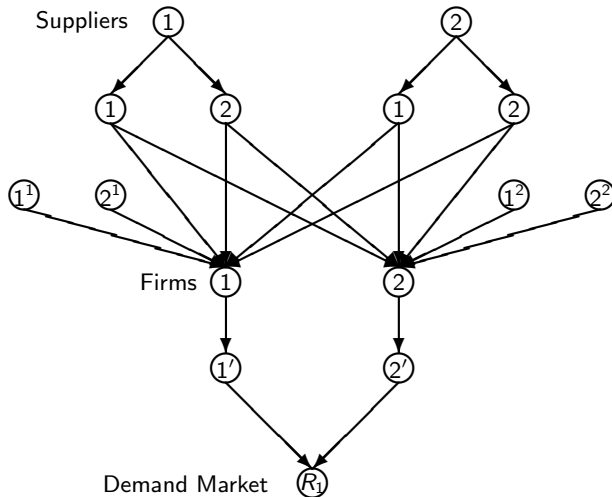


Figure: Supply Chain Network Topology for Example 2

$$\theta_{11} = 1, \quad \theta_{12} = 2, \quad \theta_{21} = 2, \quad \theta_{22} = 1.$$

The **ratio of the importance** of the quality of the components to the quality of one unit product is:

$$\omega_{11} = 0.2, \quad \omega_{12} = 0.8, \quad \omega_{21} = 0.4, \quad \omega_{22} = 0.6.$$

The **capacities of the suppliers** are:

$$CAP_{111}^S = 80, \quad CAP_{112}^S = 100, \quad CAP_{121}^S = 100, \quad CAP_{122}^S = 60,$$

$$CAP_{211}^S = 60, \quad CAP_{212}^S = 100, \quad CAP_{221}^S = 100, \quad CAP_{222}^S = 50.$$

The **firms' capacities** for in-house component production are:

$$CAP_{11}^F = 30, \quad CAP_{12}^F = 30, \quad CAP_{21}^F = 30, \quad CAP_{22}^F = 30.$$

The values representing the perfect component quality are:

$$q_{11}^U = 60, \quad q_{12}^U = 75, \quad q_{21}^U = 60, \quad q_{22}^U = 75.$$

The **suppliers' production costs** are:

$$f_{11}^S = 0.4(Q_{111}^S + Q_{121}^S) + 1.5(q_{111}^S - 50)^2 + 1.5(q_{121}^S - 50)^2 + q_{211}^S + q_{221}^S,$$

$$f_{12}^S = 0.4(Q_{112}^S + Q_{122}^S) + 2(q_{112}^S - 45)^2 + 2(q_{122}^S - 45)^2 + q_{212}^S + q_{222}^S,$$

$$f_{21}^S = Q_{211}^S + Q_{221}^S + 2(q_{211}^S - 31.25)^2 + 2(q_{221}^S - 31.25)^2 + q_{111}^S + q_{121}^S,$$

$$f_{12}^S = Q_{212}^S + Q_{222}^S + (q_{212}^S - 85)^2 + (q_{222}^S - 85)^2 + q_{112}^S + q_{122}^S.$$

Their **transportation costs** are:

$$tc_{111}^S = 0.2Q_{111}^S + 1.2(q_{111}^S - 41.67)^2, \quad tc_{112}^S = 0.1Q_{112}^S + 1.2(q_{112}^S - 37.5)^2,$$

$$tc_{121}^S = 0.2Q_{121}^S + 1.4(q_{121}^S - 39.29)^2, \quad tc_{122}^S = 0.1Q_{122}^S + 1.1(q_{122}^S - 36.36)^2,$$

$$tc_{211}^S = 0.3Q_{211}^S + 1.3(q_{211}^S - 30.77)^2, \quad tc_{212}^S = 0.4Q_{212}^S + 1.7(q_{212}^S - 32.35)^2,$$

$$tc_{221}^S = 0.2Q_{221}^S + 1.3(q_{221}^S - 30.77)^2, \quad tc_{222}^S = 0.1Q_{222}^S + 1.5(q_{222}^S - 30)^2.$$

The **opportunity costs of the suppliers** are:

$$oc_{111} = 5(\pi_{111} - 80)^2 + 0.5\pi_{211}, \quad oc_{112} = 9(\pi_{112} - 80)^2 + \pi_{212},$$

$$oc_{121} = 5(\pi_{121} - 100)^2 + \pi_{221}, \quad oc_{122} = 7.5(\pi_{122} - 50)^2 + 0.1\pi_{222},$$

$$oc_{211} = 5(\pi_{211} - 50)^2 + 2\pi_{111}, \quad oc_{212} = 8(\pi_{212} - 70)^2 + 0.5\pi_{112},$$

$$oc_{221} = 9(\pi_{221} - 60)^2 + \pi_{121}, \quad oc_{222} = 8(\pi_{222} - 60)^2 + 0.5\pi_{122}.$$

The firms' assembly costs are:

$$f_1(Q_{11}, \alpha_1^F) = 3Q_{11}^2 + 0.5Q_{11}\alpha_1^F + 100\alpha_1^{F^2} + 50\alpha_1^F,$$

$$f_2(Q_{21}, \alpha_2^F) = 2.75Q_{21}^2 + 0.6Q_{21}\alpha_2^F + 100\alpha_2^{F^2} + 50\alpha_2^F.$$

Their production costs for producing components are:

$$f_{11}^F(Q_{11}^F, q_{11}^F) = Q_{11}^{F^2} + 0.0001Q_{11}^F q_{11}^F + 1.1(q_{11}^F - 36.36)^2,$$

$$f_{12}^F(Q_{12}^F, q_{12}^F) = 1.25Q_{12}^{F^2} + 0.0001Q_{12}^F q_{12}^F + 1.2(q_{12}^F - 41.67)^2,$$

$$f_{21}^F(Q_{21}^F, q_{21}^F) = Q_{21}^{F^2} + 0.0001Q_{21}^F q_{21}^F + 1.5(q_{21}^F - 33.33)^2,$$

$$f_{22}^F(Q_{22}^F, q_{22}^F) = 0.75Q_{22}^{F^2} + 0.0001Q_{22}^F q_{22}^F + 1.25(q_{22}^F - 36)^2.$$

The transaction costs are:

$$c_{111}(Q_{111}^S) = 0.5Q_{111}^{S^2} + Q_{111}^S + 100, \quad c_{112}(Q_{112}^S) = 0.5Q_{112}^{S^2} + 0.5Q_{112}^S + 150,$$

$$c_{121}(Q_{211}^S) = 0.75Q_{211}^{S^2} + 0.75Q_{211}^S + 150, \quad c_{122}(Q_{212}^S) = Q_{212}^{S^2} + Q_{212}^S + 100,$$

$$c_{211}(Q_{121}^S) = 0.75Q_{121}^{S^2} + Q_{121}^S + 150, \quad c_{212}(Q_{122}^S) = 0.5Q_{122}^{S^2} + 0.75Q_{122}^S + 100,$$

$$c_{221}(Q_{221}^S) = 0.8Q_{221}^{S^2} + 0.25Q_{221}^S + 100, \quad c_{222}(Q_{222}^S) = 0.5Q_{222}^{S^2} + Q_{222}^S + 175.$$

The firms' transportation costs are:

$$tc_{11}^F(Q_{11}, q_1) = 3Q_{11}^2 + 0.3Q_{11}q_1 + 0.25q_1,$$

$$tc_{21}^F(Q_{21}, q_2) = 3Q_{21}^2 + 0.3Q_{21}q_2 + 0.1q_2,$$

and the demand price functions are:

$$\rho_{11}(d_{11}, d_{21}, q_1, q_2) = -3d_{11} - 1.3d_{21} + q_1 + 0.74q_2 + 2200,$$

$$\rho_{21}(d_{21}, d_{11}, q_2, q_1) = -3.5d_{21} - 1.4d_{11} + 1.1q_2 + 0.9q_1 + 1800,$$

where  $q_1 = \alpha_1^F \left( \omega_{11} \frac{Q_{11}^F q_{11}^F + Q_{111}^S q_{111}^S + Q_{211}^S q_{211}^S}{Q_{11}^F + Q_{111}^S + Q_{211}^S} + \omega_{12} \frac{Q_{12}^F q_{12}^F + Q_{112}^S q_{112}^S + Q_{212}^S q_{212}^S}{Q_{12}^F + Q_{112}^S + Q_{212}^S} \right)$  and

$q_2 = \alpha_2^F \left( \omega_{21} \frac{Q_{21}^F q_{21}^F + Q_{121}^S q_{121}^S + Q_{221}^S q_{221}^S}{Q_{21}^F + Q_{121}^S + Q_{221}^S} + \omega_{22} \frac{Q_{22}^F q_{22}^F + Q_{122}^S q_{122}^S + Q_{222}^S q_{222}^S}{Q_{22}^F + Q_{122}^S + Q_{222}^S} \right)$ .

The modified projection method converges to the following equilibrium solution:

$$\begin{aligned}
 & Q_{11}^* = 93.56, \quad Q_{21}^* = 71.34, \\
 & Q_{11}^{F*} = 30.00, \quad Q_{12}^{F*} = 30.00, \quad Q_{21}^{F*} = 30.00, \quad Q_{22}^{F*} = 30.00, \\
 & Q_{111}^{S*} = 27.37, \quad Q_{112}^{S*} = 100.00, \quad Q_{121}^{S*} = 45.44, \quad Q_{122}^{S*} = 23.35, \\
 & Q_{211}^{S*} = 36.19, \quad Q_{212}^{S*} = 57.12, \quad Q_{221}^{S*} = 67.24, \quad Q_{222}^{S*} = 17.99, \\
 & q_{11}^{F*} = 38.26, \quad q_{12}^{F*} = 45.15, \quad q_{21}^{F*} = 34.93, \quad q_{22}^{F*} = 41.71, \\
 & q_{111}^{S*} = 46.30, \quad q_{112}^{S*} = 42.19, \quad q_{121}^{S*} = 44.83, \quad q_{122}^{S*} = 41.94, \\
 & q_{211}^{S*} = 31.06, \quad q_{212}^{S*} = 51.85, \quad q_{221}^{S*} = 31.06, \quad q_{222}^{S*} = 52.00, \\
 & \pi_{111}^* = 82.74, \quad \pi_{112}^* = 85.56, \quad \pi_{121}^* = 104.54, \quad \pi_{122}^* = 51.56, \\
 & \pi_{211}^* = 53.62, \quad \pi_{212}^* = 73.57, \quad \pi_{221}^* = 63.74, \quad \pi_{222}^* = 61.12, \\
 & \alpha_1^{F*} = 1.00, \quad \alpha_2^{F*} = 1.00, \\
 & \lambda_{11}^* = 109.83, \quad \lambda_{12}^* = 187.06, \quad \lambda_{21}^* = 172.34, \quad \lambda_{22}^* = 76.58,
 \end{aligned}$$

and the induced demands, demand prices, and product quality levels are:

$$\begin{aligned}
 d_{11} &= 93.56, \quad d_{21} = 71.34, \quad \rho_{11} = 1,901.07, \quad \rho_{21} = 1,504.22, \\
 q_1 &= 44.06, \quad q_2 = 41.13.
 \end{aligned}$$



The **firms' profits** are 94,610.69 and 57,787.69, respectively, and those of the **suppliers** are 15,671.13 and 6923.20.

The **eigenvalues** of the symmetric part of the Jacobian matrix of  $G(Y)$  are **all positive**. Therefore, the **uniqueness** of the solution  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi^*, q^{S^*})$  and the **convergence** of the modified projection method are guaranteed.

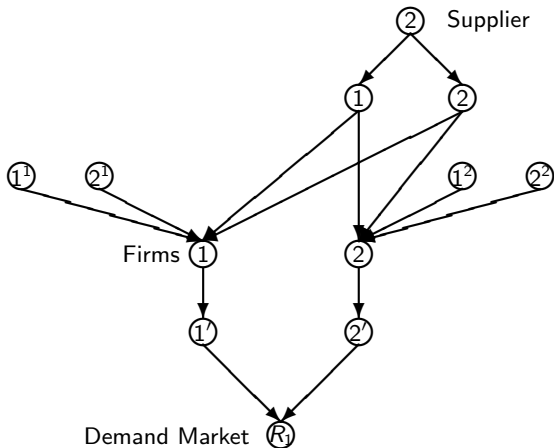


Figure: Supply Chain Network Topology With Disruption to Supplier 1

The equilibrium solution achieved by the modified projection method is:

$$\begin{aligned}
 Q_{11}^* &= 65.00, & Q_{21}^* &= 65.00, \\
 Q_{11}^{F^*} &= 30.00, & Q_{12}^{F^*} &= 30.00, & Q_{21}^{F^*} &= 30.00, & Q_{22}^{F^*} &= 30.00, \\
 Q_{111}^{S^*} &= 0.00, & Q_{112}^{S^*} &= 0.00, & Q_{121}^{S^*} &= 0.00, & Q_{122}^{S^*} &= 0.00, \\
 Q_{211}^{S^*} &= 35.00, & Q_{212}^{S^*} &= 100.00, & Q_{221}^{S^*} &= 100.00, & Q_{222}^{S^*} &= 35.00, \\
 q_{11}^{F^*} &= 38.26, & q_{12}^{F^*} &= 45.16, & q_{21}^{F^*} &= 34.93, & q_{22}^{F^*} &= 41.75, \\
 q_{211}^{S^*} &= 31.06, & q_{212}^{S^*} &= 51.85, & q_{221}^{S^*} &= 31.06, & q_{222}^{S^*} &= 52.00, \\
 \pi_{211}^* &= 53.50, & \pi_{212}^* &= 76.25, & \pi_{221}^* &= 65.56, & \pi_{222}^* &= 62.19, \\
 \alpha_1^{F^*} &= 1.00, & \alpha_2^{F^*} &= 1.00, \\
 \lambda_{11}^* &= 107.53, & \lambda_{12}^* &= 448.93, & \lambda_{21}^* &= 242.02, & \lambda_{22}^* &= 95.98,
 \end{aligned}$$

and the induced demands, demand prices, and product quality levels are:

$$\begin{aligned}
 d_{11} &= 65.00, & d_{21} &= 65.00 & \rho_{11} &= 1,998.07, & \rho_{21} &= 1,569.17, \\
 q_1 &= 47.12, & q_2 &= 41.14.
 \end{aligned}$$

The **firms' profits** are 80,574.83 and 57,406.47, respectively, and **supplier 2's profit** is 13,635.49. The **uniqueness** of the solution  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi^*, q^{S^*})$  is guaranteed.

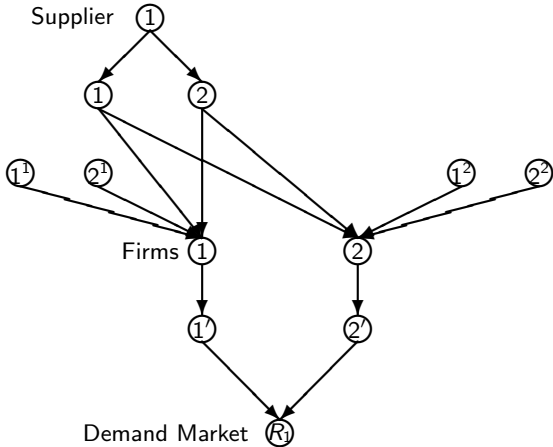


Figure: Supply Chain Network Topology With Disruption to Supplier 2

The modified projection method converges to the following equilibrium solution:

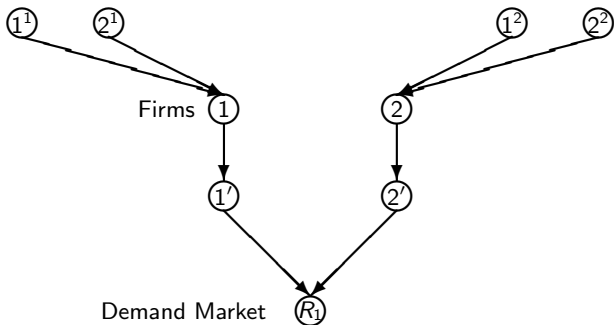
$$\begin{aligned}
 & Q_{11}^* = 65.00, & Q_{21}^* &= 63.79, \\
 & Q_{11}^{F^*} = 30.00, & Q_{12}^{F^*} &= 30.00, & Q_{21}^{F^*} &= 30.00, & Q_{22}^{F^*} &= 30.00, \\
 & Q_{111}^{S^*} = 35.00, & Q_{112}^{S^*} &= 100.00, & Q_{121}^{S^*} &= 97.58, & Q_{122}^{S^*} &= 33.79, \\
 & Q_{211}^{S^*} = 0.00, & Q_{212}^{S^*} &= 0.00, & Q_{221}^{S^*} &= 0.00, & Q_{222}^{S^*} &= 0.00, \\
 & q_{11}^{F^*} = 38.26, & q_{12}^{F^*} &= 45.16, & q_{21}^{F^*} &= 34.93, & q_{22}^{F^*} &= 41.75, \\
 & q_{111}^{S^*} = 46.30, & q_{112}^{S^*} &= 42.19, & q_{121}^{S^*} &= 44.83, & q_{122}^{S^*} &= 41.94, \\
 & \pi_{111}^* = 83.50, & \pi_{112}^* &= 85.56, & \pi_{121}^* &= 109.76, & \pi_{122}^* &= 52.25, \\
 & & \alpha_1^{F^*} &= 1.00, & \alpha_2^{F^*} &= 1.00, \\
 & \lambda_{11}^* = 119.17, & \lambda_{12}^* &= 442.79, & \lambda_{21}^* &= 256.75, & \lambda_{22}^* &= 86.75.
 \end{aligned}$$

The induced demands, demand prices, and product quality levels are:

$$\begin{aligned}
 d_{11} &= 65.00, & d_{21} &= 63.79, & \rho_{11} &= 1,996.05, & \rho_{21} &= 1,570.59, \\
 q_1 &= 42.82, & q_2 &= 42.11.
 \end{aligned}$$

The **firms' profits** are 83,895.42 and 53,610.96, respectively, and **supplier 1's profit** is 22,729.18. The **uniqueness** of the solution  $(Q^*, Q^{F^*}, Q^{S^*}, q^{F^*}, \alpha^{F^*}, \pi^*, q^{S^*})$  is guaranteed.

- Without supplier 1, the profit of firm 1 decreases by 14.84%, and that of firm 2 decreases by 0.66%. Therefore, from this perspective, **supplier 1 is more important** to firm 1 than to firm 2. The **value of supplier 1** to firm 1 is 14,035.86, and that to firm 2 is 381.22, which are measured by the associated profit declines.
- Without supplier 2, firm 1's profit declines by 11.33%, and that of firm 2 reduces by 7.23%. Thus, **supplier 2 is more important** to firm 1 than to firm 2 under this disruption. The **value of supplier 2** to firm 1 is 10,715.27, and that to firm 2 is 4,176.73.
- In addition, according to the above results, supplier 1 is more important than supplier 2 to firm 1, and to firm 2, supplier 2 is more important.



**Figure:** Supply Chain Network Topology With Disruption to Suppliers 1 and 2

The equilibrium solution obtained using the modified projection method is:

$$\begin{aligned}
 Q_{11}^* &= 15.00, & Q_{21}^* &= 15.00, \\
 Q_{11}^{F*} &= 15.00, & Q_{12}^{F*} &= 30.00, & Q_{21}^{F*} &= 30.00, & Q_{22}^{F*} &= 30.00, \\
 Q_{111}^{S*} &= 0.00, & Q_{112}^{S*} &= 0.00, & Q_{121}^{S*} &= 0.00, & Q_{122}^{S*} &= 0.00, \\
 Q_{211}^{S*} &= 0.00, & Q_{212}^{S*} &= 0.00, & Q_{221}^{S*} &= 0.00, & Q_{222}^{S*} &= 0.00, \\
 q_{11}^{F*} &= 37.29, & q_{12}^{F*} &= 45.08, & q_{21}^{F*} &= 35.71., & q_{22}^{F*} &= 37.90, \\
 \alpha_1^{F*} &= 1.00, & \alpha_2^{F*} &= 1.00, \\
 \lambda_{11}^* &= 30.46, & \lambda_{12}^* &= 967.28, & \lambda_{21}^* &= 772.88, & \lambda_{22}^* &= 22.63.
 \end{aligned}$$

The induced demands, demand prices, and the product quality levels are:

$$\begin{aligned}
 d_{11} &= 15.00, & d_{21} &= 15.00, & \rho_{11} &= 2,206.42, & \rho_{21} &= 1,806.40, \\
 q_1 &= 43.52, & q_2 &= 37.02.
 \end{aligned}$$

The firms' profits are 30,016.91 and 24,391.32, respectively. The uniqueness of the solution  $(Q^*, Q^{F*}, Q^{S*}, q^{F*}, \alpha^{F*}, \pi^*, q^{S*})$  is guaranteed.



Compared to Example 2, without the suppliers, the demands at the demand market decrease, the firms' product quality levels decrease, and the prices at the demand market increase. Firm 1's profit decreases by 68.27%, firm 2's reduces by 57.79%. The value of the suppliers to firm 1 is 64,593.78, and that to firm 2 is 33,396.37.

# Summary and Conclusions

- The novelty of this framework lies in its **generality** and its **computability**.
- It is illustrated with numerical examples, accompanied by sensitivity analysis that explores such critical issues as the **impacts of capacity disruptions** and the **potential investments** in capacity enhancements.
- We also conduct sensitivity analysis to reveal the **impacts of specific supplier unavailability** along with **their values** as reflected in the profits of the firms and in the quality of the finished products.
- With knowledge of the values of the suppliers to the firms, the firms can make more **specific, targeted efforts** in their supplier management strategies and in their **contingency plans** in the case of supplier disruptions.

# Thank you!



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Supernetworks for Optimal Decision-Making and Improving the Global Quality of Life

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The Virtual Center for Supernetworks is an interdisciplinary center at the Isenberg School of Management that advances knowledge on large-scale networks and integrates operations research and management science, engineering, and economics. Its Director is Dr. Anna Nagurney, the John F. Smith Memorial Professor of Operations Management.

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**Contact the Center:** [supernet@isenberg.umass.edu](mailto:supernet@isenberg.umass.edu)

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