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**ISSUE NUMBER: 9** 

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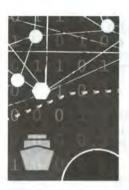
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# INFORMS JOURNAL ON APPLIED ANALYTICS

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245 Contextual Complications in Analytical Modeling: When the Problem is Not the Problem Michael F. Gorman

It is my hypothesis that the standard problem formulation, assumptions, and solution approach so prevalent in the classroom and research is inadequate. The "problem" cannot be fully understood, adequately solved, and most importantly, applied, without some understanding of its context. That context is the business setting in which the problem resides. Ignoring that context is the root cause of the gap between research and practice.

Portfolio-Wide Optimization of Pharmaceutical R&D Activities Using Mathematical Programming
Hua Wang, Jon Dieringer, Steve Guntz, Shankarraman Vaidyaraman, Shekhar Viswanath, Nikolaos H. Lappas, Sal Garcia-Munoz,
Chrysanthos E. Gounaris

The portfolio-wide planning of the R&D activities in a large research pharmaceutical company can be a very challenging task, due to the large number of drug compounds that are simultaneously under development, the intricacies of the various development paths that those have to undertake, and the pressing deadlines associated with upcoming clinical trials and anticipated product launch targets. This paper discusses the implementation of a decision support system based on mixed-integer linear optimization to assist planners with efficient resource allocations, elucidating how cost and time savings can be realized in this context.

280 Limousine Service Management: Capacity Planning with Predictive Analytics and Optimization Peng Liu, Ying Chen, Chung-Piaw Teo

A transformational journey to manage the limousine service provisioning problem for a major hotel in Singapore, resulting in seven-figure savings (in SGD) with improved service level, through demand forecasting, shift schedule, and process automation.

297 Dynamic Inventory Allocation for Seasonal Merchandise at Dillard's Junxuan Li, Alejandro Toriello, He Wang, Seth Borin, Christina Gallarno

Managing inventory in retail is challenging, and especially so for seasonal goods: retailers must place orders with suppliers far in advance because of long lead times, and demand is quite unpredictable because trends, customer preferences, and the goods themselves change from season to season. This paper develops a data-driven inventory allocation policy for seasonal goods at Dillard's, using a mix of inventory theory and statistical learning. Dillard's is implementing these techniques to support inventory management of all seasonal goods, which account for 20%–30% of their revenue.

312 Seasonal Inventory Management Model for Raw Materials in Steel Industry Kosuke Kawakami, Hirokazu Kobayashi, Kazuhide Nakata

Nippon Steel developed a new method for obtaining the optimal season-based inventory levels for raw materials, such as iron ore and coal. In the proposed method, we divide the shipping operations into two distinct models—arrival at all mills and arrival at each mill—by analyzing the relevant shipping operations. Our proposed model significantly reduced the inventory levels by 14% in summer and 6% in winter.

325 Book Reviews Wenjing Shen



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