Dynamic Pricing of Relocating Resources in Large Networks

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Ride flow in San Francisco Source: #UberData

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Bike sharing in NYC Source: citibikenyc.com

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Logistics networks Source: Schneider

- The spatiotemporal distribution of resources can be controlled through **pricing**.
- The underlying networks may be large and often contain some central locations of key importance.
- Challenge: optimal dynamic pricing policies may be very difficult to compute.

Research Question:

Can we design "simple" dynamic pricing policies that perform well in these problems?

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 - With probability $F_{ij}(p)$, request is accepted: $x_i \rightarrow x_i - 1$ and $x_j \rightarrow x_j + 1$ and revenue p collected



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Problem: find a dynamic pricing policy that maximizes average revenue.

- Goal: find "simple" policies and establish bounds on suboptimality.
- **Large supply regime:** locations n fixed, resources $m \to \infty$.
 - Problem is \approx deterministic and *fluid relaxations* perform well:
 - \Rightarrow an upper bound and a static policy.
 - ► Appropriate for dense urban areas with high demand/supply per location.

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Supply-constrained large network regime: $n \to \infty$, $m \to \infty$, $\frac{m}{n}$ fixed.

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Main result: develop dynamic pricing policies and performance bounds based on *Lagrangian relaxations* for networks with a "hub-and-spoke" structure.

 \implies Asymptotic optimality of a dynamic policy in the large network regime.





Data: RideAustin



• Partition the city into hubs and spokes



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• In doing so, hubs pool resources and we maintain a small number of resources at each spoke (on average)

Literature review

Shared vehicle systems:

- Fluid relaxations: Waserhole and Jost (2016), Banerjee et al. (2016) \implies Show fluid-policy is within a factor of $\frac{m}{m+n-1}$ of optimal.
- Assignment and relocation of resources: Braverman et al. (2016), Ozkan and Ward (2016), Banerjee et al. (2018), Kanoria and Qian (2020), Benjaafar et al. (2018)
- Strategic drivers: Bimpikis et al. (2019), Besbes et al. (2018), Afèche et al. (2018)

Logistics and transportation networks:

- ADP for capacity control: Adelman (2007)
- Hub-and-spoke networks: Du and Hall (1997), Pirkul and Schilling (1998), Song and Carter (2008)
- Closed queueing networks: Gordon and Newell (1967), George and Xia (2011)

Lagrangian relaxations of weakly coupled stochastic DPs:

- Methodology: Hawkins (2003), Adelman and Mersereau (2008), Bertsimas and Mišić (2017), Brown and Smith (2018)
- Applications:
 - Network revenue management: Topaloglu (2009)
 - Marketing: Bertsimas and Mersereau (2007), Caro and Gallien (2007)
 - Multi-armed bandits: Brown and Zhang (2020)
 - ▶ Inventory control: Miao et al (2020)

Outline

Motivation, problem, and literature review (done)

Hub-and-spoke networks

- Lagrangian relaxation: provides an upper bound and a feasible policy
- Performance analysis and asymptotic optimality
- Examples
- More general networks: build upon methodology and theory above
 - Multiple, interconnected hubs
 - RideAustin Example

Conclusions

Visualizing flow & hubs in ridesharing



We can identify networks of "related" neighborhoods that are the "hub" of the city, into and out of which the most people flow.

Source: #UberData

Visualizing flow & hubs in ridesharing



Philadelphia

San Diego

Washington, D.C.

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Hub-and-spoke network



Hub-and-spoke network



- \blacksquare n spokes, one hub and m resources.
- Continuous-time model with Poisson arrivals
 - \Rightarrow consider the embedded discrete-time Markov chain.
- In each period, a request for (i, j) arrives with probability q_{ij} .
- Service provider equivalently selects a demand level $d = F_{ij}(p) \in [0, 1]$.
- One-period expected revenue $r_{ij}(d) = d \cdot F_{ij}^{-1}(d)$, concave in d.
- Relocations are instantaneous.
- Resources only move when fulfilling requests.








- V^{OPT} is independent of the "initial" state of the system
- Optimal policies depend on the full system state $\mathbf{x} \triangleq (x_0, \dots, x_n)$



$$V^{\text{OPT}} = \max_{\pi \in \Pi} \lim_{T \to \infty} \frac{1}{T} \cdot \mathbb{E} \sum_{t=1}^{T} \sum_{i=1}^{n} \left(y_{i0,t} \cdot r_{i0} \left(d_{i0,t}^{\pi} \right) + y_{0i,t} \cdot r_{0i} \left(d_{0i,t}^{\pi} \right) \right)$$

s.t. Dynamics of resources.



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$$\bar{V}^{\lambda} = \max_{\pi \in \bar{\Pi}} \lim_{T \to \infty} \frac{1}{T} \cdot \mathbb{E} \sum_{t=1}^{T} \sum_{i=1}^{n} \left(y_{i0,t} \cdot r_{i0} \left(d_{i0,t}^{\pi} \right) + y_{0i,t} \cdot r_{0i} \left(d_{0i,t}^{\pi} \right) \right) + \lambda \left(m - \sum_{i=1}^{n} x_{i,t}^{\pi} \right)$$

s.t. Dynamics of resources.



Relax constraint on hub resources: $x_0 \ge 0 \iff m - \sum_{i \in [n]} x_i \ge 0$ Lagrange mult. $\lambda \ge 0$ $x_0 + \sum_{i \in [n]} x_i = m$

Relaxed problem decouples over spokes!

$$\bar{V}^{\lambda} = \lambda m + \sum_{i=1}^{n} \max_{\pi \in \bar{\Pi}} \lim_{T \to \infty} \frac{1}{T} \cdot \mathbb{E} \sum_{t=1}^{T} \left(y_{i0,t} \cdot r_{i0} \left(d_{i0,t}^{\pi} \right) + y_{0i,t} \cdot r_{0i} \left(d_{0i,t}^{\pi} \right) - \lambda x_{i,t}^{\pi} \right)$$

s.t. Dynamics of resources.

Properties of the Lagrangian relaxation

For any dual variable $\lambda \geq 0$:

- 1. \bar{V}^{λ} is independent of the initial state.
- 2. Weak duality holds, i.e., $\bar{V}^{\lambda} \geq V^{\text{OPT}}$.
- 3. The Lagrangian relaxation decomposes over spokes:

$$\bar{V}^{\lambda} = m\lambda + \sum_{i=1}^{n} h_{i}^{\lambda} .$$

$$h_{i}^{\lambda} \triangleq \text{optimal average} \text{ revenue of spoke } i \text{ with penalty } \lambda$$

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 h_i^{λ} equals the optimal value of a **spoke-specific DP** with $\approx m$ states.

Size of state space:

(a) Full DP: $O(m^n)$

(b) n spoke-specific DPs from Lagrangian relaxation: $O(n \cdot m)$

The spoke problem

Proposition. h_i^{λ} equals the optimal value of:

re

$$\begin{array}{c} \displaystyle \max_{\substack{d_i(x,\mathrm{in}),\\d_i(x,\mathrm{out}),\\ p_i(x)\geq 0 \\ \text{ s.t. }} \\ p_i: \text{ stationary} \\ \mathrm{distribution \ of } \\ \mathrm{di}(0,\mathrm{out}) = 0, \\ \end{array} \\ \begin{array}{c} \displaystyle \sum_{x=0}^m p_i(x) \left[q_{i0} \cdot r_{i0} \left(d_i(x,\mathrm{out}) \right) + q_{0i} \cdot r_{0i} \left(d_i(x,\mathrm{in}) \right) \right] \\ \displaystyle \sum_{x=0}^m p_i(x) \left[q_{i0} \cdot r_{i0} \left(d_i(x,\mathrm{out}) \right) + q_{0i} \cdot r_{0i} \left(d_i(x,\mathrm{in}) \right) \right] \\ \displaystyle \sum_{x=0}^m p_i(x) = 1, \\ p_i(x) \cdot q_{0i} \cdot d_i(x,\mathrm{in}) = p_i(x+1) \cdot q_{i0} \cdot d_i(x+1,\mathrm{out}), \\ \displaystyle d_i(0,\mathrm{out}) = 0, \\ d_i(m,\mathrm{in}) = 0. \end{array} \\ \begin{array}{c} \displaystyle \sum_{x=0}^m p_i(x) \left[q_i(x) \cdot q_{0i} \cdot d_i(x+1,\mathrm{out}) \right] \\ \displaystyle \sum_{x=0}^m p_i(x) = 1, \\ \displaystyle p_i(x) \cdot q_{0i} \cdot d_i(x,\mathrm{in}) = p_i(x+1) \cdot q_{i0} \cdot d_i(x+1,\mathrm{out}), \\ \displaystyle \sum_{x=0}^m p_i(x) = 0, \\ \displaystyle \sum_{x=0}^m$$

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$$\begin{array}{c} \displaystyle \max_{\substack{d_i(x,\mathrm{in}), \\ d_i(x,\mathrm{out}), \\ p_i(x) \geq 0 \\ \text{s.t.} \\ p_i(x) = 1, \\ p_i(x) = 1, \\ p_i(x) = 1, \\ p_i(x) \cdot q_{0i} \cdot d_i(x,\mathrm{in}) = p_i(x+1) \cdot q_{i0} \cdot d_i(x+1,\mathrm{out}), \\ p_i(x) \cdot q_{0i} \cdot d_i(x,\mathrm{in}) = 0, \\ d_i(m,\mathrm{in}) = 0. \end{array} \right) = 0. \\ \end{array}$$

 $q_{i0} \cdot d_i(x+1, \mathsf{out})$

This problem is **non-convex**, but can be formulated as a convex problem over $p_i(x)$.

Structural insights



Monotonicity: The Lagrangian policy controls $d_i(x, \text{out})$ and $d_i(x, \text{in})$ are increasing and decreasing in x, respectively.



Log-concavity: The distributions of resources in the spokes are discrete log-concave.

Structural insights

0.25

g 0.15

0.1

0.05

2

3 4 5 6 7 8 9 10



Monotonicity: The Lagrangian policy controls $d_i(x, \text{out})$ and $d_i(x, \text{in})$ are increasing and decreasing in x, respectively. **Log-concavity:** The distributions of resources in the spokes are discrete log-concave.

The Lagrangian policy can be implemented in the original system (the policy, however, needs to drop requests when the hub is empty).

The Lagrangian dual (convex) problem:

$$V^{\mathrm{R}} \triangleq \min_{\lambda \ge 0} \bar{V}^{\lambda}$$

Let λ^* denote an optimal solution. From complementary slackness:

$$\lambda^* \cdot \left(m - \sum_{i=1}^{n} \sum_{x=0}^{m} x \cdot p_i^*(x) \right) = 0.$$

optimal stationary distribution at λ^{\ast}

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The Lagrangian dual problem: The *perturbed* Lagrangian dual problem:

$$V^{\mathsf{R}} \triangleq \min_{\lambda \ge 0} \bar{V}^{\lambda} \qquad \qquad V^{\mathsf{R}}(\delta) \triangleq \min_{\lambda \ge 0} \{ \bar{V}^{\lambda} - \delta \, \lambda \}$$

Let λ^* denote an optimal solution. From complementary slackness:

$$\lambda^* \cdot \left((m-\delta) - \sum_{i=1}^{n} \sum_{x=0}^{m} x \cdot p_i^*(x) \right) = 0.$$

optimal stationary distribution at λ^*





The Lagrangian dual problem:

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We know:

 $V^{\pi}(\delta) \leq V^{\text{opt}} \leq V^{\text{r}}$



$$V^{\pi}(\delta) \leq V^{\text{OPT}} \leq V^{\text{R}} = \underbrace{\left[V^{\text{R}} - V^{\text{R}}(\delta)\right]}_{\text{Step (1)}} + \underbrace{\left[V^{\text{R}}(\delta) - V^{\pi}(\delta)\right]}_{\text{Step (2)}} + V^{\pi}(\delta)$$



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Proposition. The Lagrangian policy $\pi(\delta)$ satisfies

$$V^{\pi}(\delta) \leq V^{\text{OPT}} \leq V^{\text{R}} \leq V^{\pi}(\delta) + \underbrace{\bar{r} \cdot \frac{\delta}{m-\delta}}_{\text{set } \delta \text{ small!}} + \underbrace{(\bar{r} + \bar{\omega}) \cdot \mathbb{P}\Big[X_0(\delta) = 0\Big]}_{\text{set } \delta \text{ big!}}.$$





Proposition. The hub depletion probability satisfies:

$$\mathbb{P}[X_0(\delta) = 0] \le \mathbb{P}[\tilde{X}_0(\delta) \le 0]$$



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Moreover, with $\delta = \sqrt{rac{1}{2eta} \cdot n \cdot \ln n}$, we have

$$V^{\text{OPT}} - V^{\pi}(\delta) \le O\left(\sqrt{\frac{\ln n}{n}}\right) \xrightarrow[\frac{n \to \infty}{\frac{m}{n} \text{ fixed }} 0.$$

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- Policy keeps, on average, $O(\sqrt{n \cdot \ln n})$ resources in the hub and O(1) resources in the spokes.
- Result holds when spokes are asymmetric.

Single hub examples

(a) symmetric spokes with $q_{i0} = q_{0i} = \frac{1}{2n}$; (b) $\frac{m}{n} = 2$; (c) all private values $\sim U[0, 1]$



- Lagrangian policy is asymptotically optimal.
- Fluid policy: performance gap $(V^{\rm F} V(\pi^{\rm F}))/V(\pi^{\rm F}) = \frac{2}{3}$.

More general networks



Based on Uber GPS data (source: blogs.mathworks.com)

Multiple hub networks



Multiple hub networks






Relaxation decouples across spokes and hubs!

For any $\lambda \geq 0$ and any $\mu \in \mathbb{R}^J$:

- 1. $\bar{V}^{\lambda,\mu}$ is independent of the initial state.
- 2. Weak duality holds, i.e., $\bar{V}^{\lambda,\mu} \geq V^{\text{OPT}}$.
- 3. The Lagrangian relaxation decomposes over spokes and hubs:

$$\overline{\mathcal{V}}^{\lambda,\boldsymbol{\mu}} = m\lambda + \sum_{i \in [n]} h_i^{\lambda,\boldsymbol{\mu}} + \sum_{j,j' \in [J]} q_{jj'} \cdot \nu_{jj'}^{\boldsymbol{\mu}} .$$
spoke-specific DP for i hub-hub static pricing problem:
 $\nu_{jj'}^{\boldsymbol{\mu}} \triangleq \max_{d \in [0,1]} \{r_{jj'}(d) + d \cdot (\mu_{j'} - \mu_j)\}$

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spoke-specific DP for i hub-hub static pricing problem:
 $\nu_{jj'}^{\mu} \triangleq \max_{d \in [0,1]} \{r_{jj'}(d) + d \cdot (\mu_{j'} - \mu_j)\}$
With $\pi(\delta)$, spoke-hub requests are priced dynamically based on x_i :
Spoke i - Hub j requests: use $\underbrace{d_i(x_i, \operatorname{out}_j)}_{\text{from } i \text{ to } j}$ or $\underbrace{d_i(x_i, \operatorname{in}_j)}_{\text{from } j \text{ to } i}$.
With $\pi(\delta)$, hub-hub requests are priced statically:

Hub *j* - Hub *j'* requests: use $d_{jj'}^* \in \arg \max_{d \in [0,1]} \{r_{jj'}(d) + d \cdot (\mu_{j'} - \mu_j)\}$.

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$$\bar{V}^{\lambda,\mu} = m\lambda + \sum_{i \in [n]} h_i^{\lambda,\mu} + \sum_{j,j' \in [J]} q_{jj'} \cdot \nu_{jj'}^{\mu} .$$
spoke-specific DP for i hub-hub static pricing problem:
 $\nu_{jj'}^{\mu} \triangleq \max_{d \in [0,1]} \{r_{jj'}(d) + d \cdot (\mu_{j'} - \mu_j)\}$
With $\pi(\delta)$, spoke-hub requests are priced dynamically based on x_i :
Spoke i - Hub j requests: use $\underbrace{d_i(x_i, \operatorname{out}_j)}_{\text{from } i \text{ to } j}$ or $\underbrace{d_i(x_i, \operatorname{inj})}_{\text{from } j \text{ to } i}$.
With $\pi(\delta)$, hub-hub requests are priced statically:

 $\mathsf{Hub}\ j \text{ - Hub}\ j' \text{ requests: use } d^*_{jj'} \in \arg\max_{d \in [0,1]}\left\{r_{jj'}(d) + d \cdot (\mu_{j'} - \mu_j)\right\}.$

Similar performance bounds when hubs are "uniformly related."

For any $\lambda \geq 0$ and any $\mu \in \mathbb{R}^J$:

- 1. $\bar{V}^{\lambda,\mu}$ is independent of the initial state.
- 2. Weak duality holds, i.e., $\bar{V}^{\lambda,\mu} \geq V^{\text{OPT}}$.
- 3. The Lagrangian relaxation decomposes over spokes and hubs:

$$\bar{V}^{\lambda,\mu} = m\lambda + \sum_{i \in [n]} h_i^{\lambda,\mu} + \sum_{j,j' \in [J]} q_{jj'} \cdot \nu_{jj'}^{\mu} .$$
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- Similar performance bounds when hubs are "uniformly related."
- Can incorporate spoke-spoke connections and relocation times into bounds and policies.

- **RideAustin** a nonprofit ride-hailing company in Austin, Texas.
- Dataset: 1.5 million transitions over 10 months (2016.6 2017.4). ⇒ Note: relocation times modeled (assumed deterministic)

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@ Everyone			
May 12, 2017 by @ride- austin			
Jun 23, 2017 - All activity			
1db62211			
311.64 MB			
transportation, ride austin, rideaustin, rideshare, ride share, traffic, austin			

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- Partition the city by clustering.
- Challenge: how do we choose the hubs? How many hubs?



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Challenge: how to choose hubs

Trade-off:

- ► Small number of hubs ⇒ retain benefits of dynamic pricing.
- ► Large number of hubs ⇒ most resources flow between hubs and between a hub and a spoke.

Challenge: how to choose hubs

■ Trade-off:

- ► Small number of hubs ⇒ retain benefits of dynamic pricing.
- ► Large number of hubs ⇒ most resources flow between hubs and between a hub and a spoke.
- The approach:
 - 1. Fix number of hubs: select best hubs to maximize the flow covered by hubs (by solving an integer program).
 - 2. Choose optimal number of hubs by evaluating our Lagrangian bound and policy (incorporating travelling times and spoke-to-spoke transitions).

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About this dataset

Everyone May 12, 2017 by @ride-

Jun 23, 2017 - All activity



Performance gap

- Fluid policy: $(V^{\rm F} V(\pi^{\rm F}))/V(\pi^{\rm F}) = 27.22\%$.
- Static pricing policy with J = 1: $(V^{R} V^{S}(\delta^{*}))/V^{S}(\delta^{*}) = 8.87\%$. details
- Dynamic pricing policy with J = 1: $(V^{R} V^{\pi}(\delta^{*}))/V^{\pi}(\delta^{*}) = 5.13\%$.

We study dynamic pricing of relocating resources in large networks.

- We develop performance bounds and policies based on Lagrangian relaxations.
 - Hub-and-spoke networks: policies are within $O(\sqrt{\ln n/n})$ of optimal.
 - In extensive numerical experiments, the bounds and policies perform well even when assumptions in theory are violated.

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 - Worst-case performance analysis of static pricing policies.

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Reference: Balseiro, S.R., D.B. Brown, and C. Chen. 2019, "Dynamic pricing of relocating resources in large networks," *Management Science* (forthcoming).

https://papers.ssrn.com/abstract=3313737

(a) symmetric spokes with

$$\underbrace{q_{i1} = \frac{1}{3n}, \ q_{1i} = \frac{1}{6n}}_{\text{hub 1}} \qquad \underbrace{q_{i2} = \frac{1}{6n}, \ q_{2i} = \frac{1}{3n}}_{\text{hub 2}};$$

(b) m = 2n; all private values $\sim U[0, 1]$.



(a) symmetric spokes with



(b)
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fluid-based policies \neq static policies

	flow from i to 0		flow from $0 \mbox{ to } i$
fluid-based	$q_{i0}d_{i0}$	=	$q_{0i}d_{0i}$
static			

	flow from i to 0		flow from 0 to i
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static	$\mathbb{P}(i \; not \; empty) imes q_{i0} d_{i0}$	=	$q_{0i}d_{0i} imes \mathbb{P}(0 \; not \; empty)$

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Т

In the large supply regime, P(i not empty) → 1 and these are equivalent.
 In the large network regime, P(i not empty) < 1

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Т

■ In the large supply regime, $\mathbb{P}(i \text{ not empty}) \to 1$ and these are equivalent. ■ In the large network regime, $\mathbb{P}(i \text{ not empty}) < 1$

How can we optimize over static policies?

	flow from i to 0		flow from $0 \mbox{ to } i$
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In the large supply regime, P(i not empty) → 1 and these are equivalent.
 In the large network regime, P(i not empty) < 1

How can we optimize over static policies?

• Use the same relaxation, but restrict to static controls.

The Lagrangian dual problem: upper bound on $V^{S,R} = \min_{\lambda \ge 0} \left\{ m\lambda + \sum_{i=1}^{n} h_i^S(\lambda) \right\}$ spoke-specific static pricing problem

- Policy converges to optimal static policy in large network regime (by similar analysis).
- We can show that static policies are sometimes strictly suboptimal.

Single hub examples revisited

(a) symmetric spokes with $q_{i0} = q_{0i} = \frac{1}{2n}$; (b) $\frac{m}{n} = 2$; (c) all private values $\sim U[0, 1]$



- Lagrangian policy is asymptotically optimal.
- Fluid policy: performance gap $(V^{\rm F} V(\pi^{\rm F}))/V(\pi^{\rm F}) = \frac{2}{3}$.
- Optimal static policy converges to 0.2 (better than fluid but sub-optimal).





We know:

$$V^{\pi}(\delta) \le V^{\text{Opt}} \le V^{\text{R}}$$



$$V^{\pi}(\delta) \le V^{\text{OPT}} \le V^{\text{R}} = \underbrace{\left[V^{\text{R}} - V^{\text{R}}(\delta)\right]}_{\text{Step (1)}} + \underbrace{\left[V^{\text{R}}(\delta) - V^{\pi}(\delta)\right]}_{\text{Step (2)}} + V^{\pi}(\delta)$$

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Step (1):

 $V^{\mathrm{R}}(\delta)$ is generally not an upper bound for $\delta > 0$, but sensitivity analysis yields:





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Step (2):

We know:

- V^π(δ): performance of Lagrangian policy in original system (hub cannot hold negative number of resources)
- V^R(δ) : performance of Lagrangian policy in relaxed system (hub can hold negative number of resources)









We know:

$$V^{\pi}(\delta) \le V^{\text{OPT}} \le V^{\text{R}} = \underbrace{\left[V^{\text{R}} - V^{\text{R}}(\delta)\right]}_{\text{Step (1)}} + \underbrace{\left[V^{\text{R}}(\delta) - V^{\pi}(\delta)\right]}_{\text{Step (2)}} + V^{\pi}(\delta)$$

Step (2):

By comparing the value functions in the relaxed and original systems:



We know:

$$V^{\pi}(\delta) \leq V^{\text{OPT}} \leq V^{\text{R}} = \underbrace{\left[V^{\text{R}} - V^{\text{R}}(\delta)\right]}_{\text{Step (1)}} + \underbrace{\left[V^{\text{R}}(\delta) - V^{\pi}(\delta)\right]}_{\text{Step (2)}} + V^{\pi}(\delta)$$

Step (1): $V^{\mathrm{R}} - V^{\mathrm{R}}(\delta) \leq \bar{r} \cdot \frac{\delta}{m-\delta}$.

Step (2): $V^{\mathsf{R}}(\delta) - V^{\pi}(\delta) \leq (\bar{r} + \bar{\omega}) \cdot \mathbb{P}[X_0(\delta) = 0].$

Proposition. The Lagrangian policy $\pi(\delta)$ satisfies

$$V^{\pi}(\delta) \leq V^{\text{OPT}} \leq V^{\text{R}} \leq V^{\pi}(\delta) + \underbrace{\bar{r} \cdot \frac{\delta}{m - \delta}}_{\text{set } \delta \text{ small!}} + \underbrace{(\bar{r} + \bar{\omega}) \cdot \mathbb{P}\Big[X_0(\delta) = 0\Big]}_{\text{set } \delta \text{ big!}}.$$

Incorporating Spoke-spoke Connections and Relocation Times

Spoke-spoke requests: relax the relocation constraint at destination spoke:

$$(i,i')$$
 : $\underbrace{x_{i',t+1} = x_{i',t} + Z_i}_{\sim} \longrightarrow \sim \text{Bernoulli}(d_i)$

Lagrange mult. $\nu_{i,i'}$

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Positive relocation times:

- 1. same relaxations to decompose over spokes.
- 2. enable resources moving to the spoke to be instantaneously available at the spoke.
- 3. only need to track the number of resources in the spoke (use Little's law for resources leaving the spoke).