

Information Assurance in Networked Enterprises: MICSS Lab Experiments, Results and Analysis

Thomas Bellocci, Parbati Ray and Shimon Y. Nof

**CERIAS, TR 2001-35
School of Industrial Engineering, No. 01-06
Purdue University**

January 2001

REPORT DOCUMENTATION PAGE				Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.					
1. REPORT DATE (DD-MM-YYYY) 01-01-2001		2. REPORT TYPE		3. DATES COVERED (FROM - TO) xx-xx-2001 to xx-xx-2001	
4. TITLE AND SUBTITLE Information Assurance in Networked Enterprises: MICSS Lab Experiments, Results and Analysis Unclassified				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S) Bellocci, Thomas ; Ray, Parbati ; Nof, Shimon Y. ;				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME AND ADDRESS School of Industrial Engineering Purdue University xxxxxx, xxxxxx				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME AND ADDRESS School of Industrial Engineering Purdue University ,				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT APUBLIC RELEASE ,					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT See report.					
15. SUBJECT TERMS IATAC Collection					
16. SECURITY CLASSIFICATION OF:		17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19. NAME OF RESPONSIBLE PERSON	
		Public Release	49	email from Booz, Allen & Hamilton (IATAC), (blank) lfenster@dtic.mil	
a. REPORT Unclassified	b. ABSTRACT Unclassified	c. THIS PAGE Unclassified		19b. TELEPHONE NUMBER International Area Code Area Code Telephone Number 703767-9007 DSN 427-9007	
				Standard Form 298 (Rev. 8-98) Prescribed by ANSI Std Z39.18	

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 074-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE 1/1/2001	3. REPORT TYPE AND DATES COVERED Report 1/1/2001	
4. TITLE AND SUBTITLE Information Assurance in Networked Enterprises: MICSS Lab Experiments, Results and Analysis (CERIAS TR 2001-35)			5. FUNDING NUMBERS	
6. AUTHOR(S) Bellocci, Thomas; Ray, Parbati; Nof, Shimon Y.				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) School of Industrial Engineering Purdue University			8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) School of Engineering, Purdue University			10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; Distribution unlimited			12b. DISTRIBUTION CODE A	
13. ABSTRACT (Maximum 200 Words) A lab experiment has been performed using an ERP simulator to study the impact of information failure on the results of a company. Two scenarios have been considered: correct but delayed information, and wrong information. The influence of the length of delay, of the error size, and of the dataset concerned by the failure have also been studied. It follows from the analysis that: - The consequences of a given information failure depend on the dataset in which the failure occurs. - For a given dataset, information failures impact depends on the failure type. - The influence of the length of delay depends on the dataset. - The influence of the error size depends on the dataset				
14. SUBJECT TERMS IATAC Collection, information assurance			15. NUMBER OF PAGES 48	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UNLIMITED	

MICSS Lab Experiments, Results and Analysis

Thomas Bellocchi, Parbati Ray and Shimon Y. Nof

ABSTRACT

A lab experiment has been performed using an ERP simulator to study the impact of information failure on the results of a company. Two scenarios have been considered: correct but delayed information, and wrong information. The influence of the length of delay, of the error size, and of the dataset concerned by the failure have also been studied.

It follows from the analysis that:

- The consequences of a given information failure depend on the dataset in which the failure occurs.
- For a given dataset, information failures impact depends on the failure type.
- The influence of the length of delay depends on the dataset.
- The influence of the error size depends on the dataset.

So far companies employ local, specialized solutions that are too restrictive, or not comprehensive. The experiments presented in this paper justify economically the use of solutions with variable assurance in ERP systems. They also provide directions for the design of autonomous agents systems to handle these assurance problems.

TABLE OF CONTENTS

	Page
ABSTRACT_____	2
1. Problem Introduction_____	4
1.1. Purpose of the experiment_____	4
1.2. Previous research_____	4
1.3. Hypotheses_____	4
2. Method_____	5
2.1. Equipment_____	5
2.2. Design of experiment_____	5
2.3. Metrics_____	6
2.4. Experimentation Procedures_____	6
3. Results_____	6
4. Conclusions and Discussion_____	8
4.1. Impact Graphs_____	8
4.2. Conclusions_____	9
References_____	10

Appendix: ANOVA Results and Graphs.

1. Problem Introduction:

1.1. Purpose of the experiment:

As a step in refining the assurance requirements survey and showing the variable needs in information assurance, experiments have been conducted with an ERP software simulator-trainer called MICSS (Management Interactive Case Study Simulator) [16]. MICSS was developed to simulate the functioning of a company with a team-oriented view.

In our previous research [1], it has been discovered that we can encounter 3 scenarios regarding information in an ERP system. A data item can indeed be correct, correct but delayed, or wrong.

So, we have decided to carry out a set of experiments to study the potential consequences of information failures on the results of a company.

1.2. Previous research:

A class experiment involving the undergraduate students of course IE332 has been done earlier. This has provided us with a large amount of data that has been analyzed [17]. The measures were not fully reliable to carry out a deep statistical analysis. Nevertheless, it has shown interesting trends that have encouraged us in organizing our own experiment, where we could master all the parameters.

1.3. Hypotheses:

The hypothesis of our team experiment was that the performance of a company would significantly different in the case of delayed and wrong information than in the case of correct information.

H_0 = The performance achieved by a company with a baseline policy is similar to the performance achieved by the same company when information failures (delayed or wrong information) occur in the baseline policy.

H_1 = The performance achieved by a company with a baseline policy is significantly different to the performance achieved by the same company when information failures (delayed or wrong information) occur in the baseline policy.

$\alpha = 0.05$ (a 95% confidence interval to prove the hypothesis.)

if $p \text{ val} \leq 0.05$, we can conclude with 95% confidence that we reject the null hypothesis H_0

To verify the above hypothesis, the data was analyzed using single factor ANOVA, an analysis tool in EXCEL.

2. Method:

2.1. Equipment:

MICSS (Management Interactive Case Study Simulator) [16] is an ERP simulator that has been developed to simulate the functioning of a company with a team-oriented view.

MICSS has four views of a company, namely Marketing, Production, Purchasing and Finance. Each of these views has certain policies, which combine in an optimal way in order to be profitable for the company. However often the four departments of the company are unable to communicate properly and this creates discrepancies in the policies developed and hence, in information assurance.

MICSS enables us to simulate the functioning of a company through one year.

2.2. Design of experiment:

We have decided to study 4 factors in this experiment.

Factor 1:

Dataset; with 4 levels: Prices, QLT, Batch Size, and Order Levels.

Factor 2:

Failure type; with 2 levels: “wrong information”, and “delayed information”

Factor 3 (nested in “wrong information”):

Error size; with 2 levels “value doubled”, and “value halved”.

Factor 4 (nested in “delayed information”):

Length of delay; with 2 levels “4 months”, and “8 months”.

So, we finally had 17 scenarios to simulate:

List of all the scenarios:

-Correct information:

(1) Baseline policy

-Wrong information:

(2) QLT doubled

(3) Prices doubled

(4) Batch Size doubled

(5) Order Level doubled

(6) QLT divided by 2

(7) Prices divided by 2

(8) Batch Size divided by 2

(9) Order Level divided by 2

- Delayed information:

- (10) QLT delayed 4 months
- (11) Prices delayed 4 months
- (12) Batch Size delayed 4 months
- (13) Order Level delayed 4 months
- (14) QLT delayed 8 months
- (15) Prices delayed 8 months
- (16) Batch Size delayed 8 months
- (17) Order Level delayed 8 months

2.3. Metrics:

To assess the performance of the company, we have decided to record the Profit and the Due Date Performance (DDP). These data have been chosen as the profit represents how the whole company is performing, and the DDP gives an idea of how well the company is organized.

2.4. Experimentation Procedures:

Wrong information scenarios

A dataset of the baseline policy is modified (doubled or halved) and MICSS is run for 2 months. Then the data is corrected and MICSS is run by periods of 2 months to reach the end of the year.

10 runs of one year are performed for each scenario.

Delayed information scenarios

A dataset of the baseline policy is modified (data-25%, because it is a realistic value that can be encountered in the functioning of the company). Then MICSS is run for 4 or 8 months, by periods of 2 months, depending on the length of the delay we are simulating. Then the data is corrected (i.e. the normal value of the dataset in the baseline policy is released) and MICSS is run by periods of 2 months to reach the end of the year.

10 runs of one year are performed for each scenario.

3. Results:

The observations haven't been analyzed like a nested design. We didn't need all the information given by a nested design analysis. For simplicity and time saving, we have used single ANOVAs to compare each time two different scenarios.

For each dataset, the following comparisons are presented in Appendix:

Dataset delayed 4 months / Baseline policy (for profit and DDP).

Dataset delayed 8 months / Baseline policy (for profit and DDP).

Dataset wrong half / Baseline policy (for profit and DDP).
Dataset wrong double / Baseline policy (for profit and DDP).

The datasets are presented in this order: Prices, QLT, Batch Size, Order Level.

Then, the influence of the length of the time delay and of the difference between the wrong and correct data are presented.

Summary:

Prices

Fig.A1 - Dataset delayed 4 months / Baseline policy (for profit and DDP).
Fig.A2 - Dataset delayed 8 months / Baseline policy (for profit and DDP).
Fig.A3 - Dataset wrong half / Baseline policy (for profit and DDP).
Fig.A4 - Dataset wrong double / Baseline policy (for profit and DDP).

QLT

Fig.A5 - Dataset delayed 4 months / Baseline policy (for profit and DDP).
Fig.A6 - Dataset delayed 8 months / Baseline policy (for profit and DDP).
Fig.A7 - Dataset wrong half / Baseline policy (for profit and DDP).
Fig.A8 - Dataset wrong double / Baseline policy (for profit and DDP).

Batch Size

Fig.A9 - Dataset delayed 4 months / Baseline policy (for profit and DDP).
Fig.A10 - Dataset delayed 8 months / Baseline policy (for profit and DDP).
Fig.A11 - Dataset wrong half / Baseline policy (for profit and DDP).
Fig.A12 - Dataset wrong double / Baseline policy (for profit and DDP).

Order Level

Fig.A13 - Dataset delayed 4 months / Baseline policy (for profit and DDP).
Fig.A14 - Dataset delayed 8 months / Baseline policy (for profit and DDP).
Fig.A15 - Dataset wrong half / Baseline policy (for profit and DDP).
Fig.A16 - Dataset wrong double / Baseline policy (for profit and DDP).

Dataset delayed 4 months / Dataset delayed 8 months

Fig.A17 - Prices
Fig.A18 - QLT
Fig.A19 - Batch Size
Fig.A20 - Order Level

Dataset wrong half / Dataset wrong double

Fig.A21 - Prices
Fig.A22 - QLT
Fig.A23 - Batch Size
Fig.A24 - Order Level

Notations:

“D” means: The two scenarios give significantly different results.

“D -“ means that the performance with information failure, for profit or DDP, is worse than with the baseline policy.

“D +“ means that the performance with information failure, for profit or DDP, is better than with the baseline policy.

“S” means: The two scenarios give significantly similar results.

Table 1 summarizes for each dataset:

- o Which information failure scenario has the largest impact on the functioning of the company (“1” means greatest impact).
- o Which metrics is the most affected by a failure in each dataset.
- o Whether or not the length of delay has an influence on the results.
- o Whether or not the error size has an influence on the results.

A complete analysis and graphical representation of these results can be found in Appendix.

Table 1 - Summary of the team experiment results.

Dataset	Prices	QLT	Batch Size	Order
Level				
Impact ranking		1. Wrong double 2. Wrong half 3. Delayed 8 months 4. Delayed 4 months		
		1. Wrong double 2. Wrong half 3. Delayed 8 months 4. Delayed 4 months		
		1. Wrong half Then similar for: Wrong double Delayed 8 months Delayed 4 months		
		Similar for all the scenarios		
Metrics sensitivity		1. Profit 2. DDP	Similar for profit and DDP	1. DDP
	2. Profit	Similar for profit and DDP		
Length of delay		Important	Not important	Not important
	Not important			
Error size	Important	Important	Important	Not important

4. Conclusions and Discussion:

4.1. Impact graphs:

Impact graphs summarize the impact of each information failure type by dataset (Fig. 1.a and 1.b). The relative differences:

- a. $(\text{Profit with information failure} - \text{Profit with baseline policy}) / (\text{Profit with baseline policy})$
- b. and: $(\text{DDP with information failure} - \text{DDP with baseline policy}) / (\text{DDP with baseline policy})$

are represented respectively in Fig. 1.a and 1.b.

These differences are shown using levels: [$> 70\%$; 35 to 70% ; 5 to 35% ; $\pm 5\%$; -5 to -35% ; -35 to -70% ; $< -70\%$]

The following notations are used in Fig. 1.a and 1.b:

D4: scenario with information delayed 4 months
D8: scenario with information delayed 8 months
Wh: scenario with information wrong half
Wd: scenario with information wrong double

4.2. Conclusions:

- 1/ Some datasets are more sensitive than others. For example the consequences of a problem concerning Prices is much more serious and long lasting than when it concerns QLT. We can rank the datasets that have been tested by decreasing sensitivity: Prices, QLT, Batch Size, Order Level.
- 2/ Datasets have different characteristics that make them more sensitive to a specific type of information failure. For example, a delay of 8 months has a large impact on Profit when it concerns Prices, but no real impact when it concerns QLT.
- 3/ Profit is very sensitive to information failures. DDP react more slowly and need long lasting and large errors to be modified.

- 4/ The importance of information failure has been proved.
- 5/ The importance of the length of delay, and of the error size has been proved.
- 6/ We have seen that different scenarios can have very different consequences. A targeted security solution can then be designed to prevent the most serious cases first.

REFERENCES

- [1] Wang R.Y., Total Data Quality Management, *Communication of the ACM*, v.41, n.2, February 1998
- [2] Schwartz A.P. and Zalewski M.A., Assuring Data Security Integrity at Ford Motor Company, *Information Systems Security*
- [3] Steinitz D., Information Security Management at British Airways. Implementing a Strategic Security Program, *15th World Conference on Computer Security*, November 1998
- [4] Huang, C.Y., and of, S.Y., Formation of Autonomous Agent Networks for Manufacturing Systems, *Int. J. Production Research*, v.38, n.3, 2000, p.607-624
- [5] Nof, S.Y., Tools and Models of e-Work, *Proc. Vth Int. Conf. On Simulation and AI*, Mexico City, February 2000.
- [6] Voas J., Protecting Against What? The Achilles Heel of Information Assurance, *IEEE Software*, Jan.-Feb. 1999
- [7] Finne T., What are the Information Security Risks in Decision Support Systems and Data Warehousing, *Computers & Security*, 16(3), 1997, p.197-204
- [8] Ciechanowicz Z., Risk Analysis: Requirements, Conflicts and Problems, *Computers & Security*, 16(3), 1997, p.223-232
- [9] Shirey R., Security Requirements for Network Management Data, *Computer Standards & Interfaces*, v.17 n.4, Sep 1995, p.321-331
- [10] Dobry R. and Schanken M., Security Concerns for Distributed Systems, *Annual Computer Security Applications Conference 1994*, p.12-20
- [11] Longley D. and Shain M., *Data & Computer Security - Dictionary of Standards Concepts and Terms*, Stockton Press, 1986
- [12] Jelen G. and Williams J., A Practical Approach to Measuring Assurance, *14th Annual Computer Security Applications Conference*, Dec 1998, Phoenix, AZ
- [13] Fox B. and LaMacchia B., "Cooperative security": a model for the new enterprise, *7th Workshop on Enabling Technologies: Infrastructure for Collaborative Enterprises*, IEEE, Los Alamitos, CA, 1998, p. 314-319
- [14] King C., Intranet application security checklist, *Computer Security Journal*, v.13, 1997, p. 47-53
- [15] Holbein R., Teufel S., Morger O. and Bauknecht K., A comprehensive need-to-know access control system and its application for medical information systems, *13th International Conference on Information Security, IFIP*, 1997, p. 403-414
- [16] MICSS (Management Interactive Case Study Simulator), <http://www.mbe-simulations.com/>
- [17] Ray, P. Bellocci, T. and Nof, S.Y., Information Assurance in Networked Enterprises:

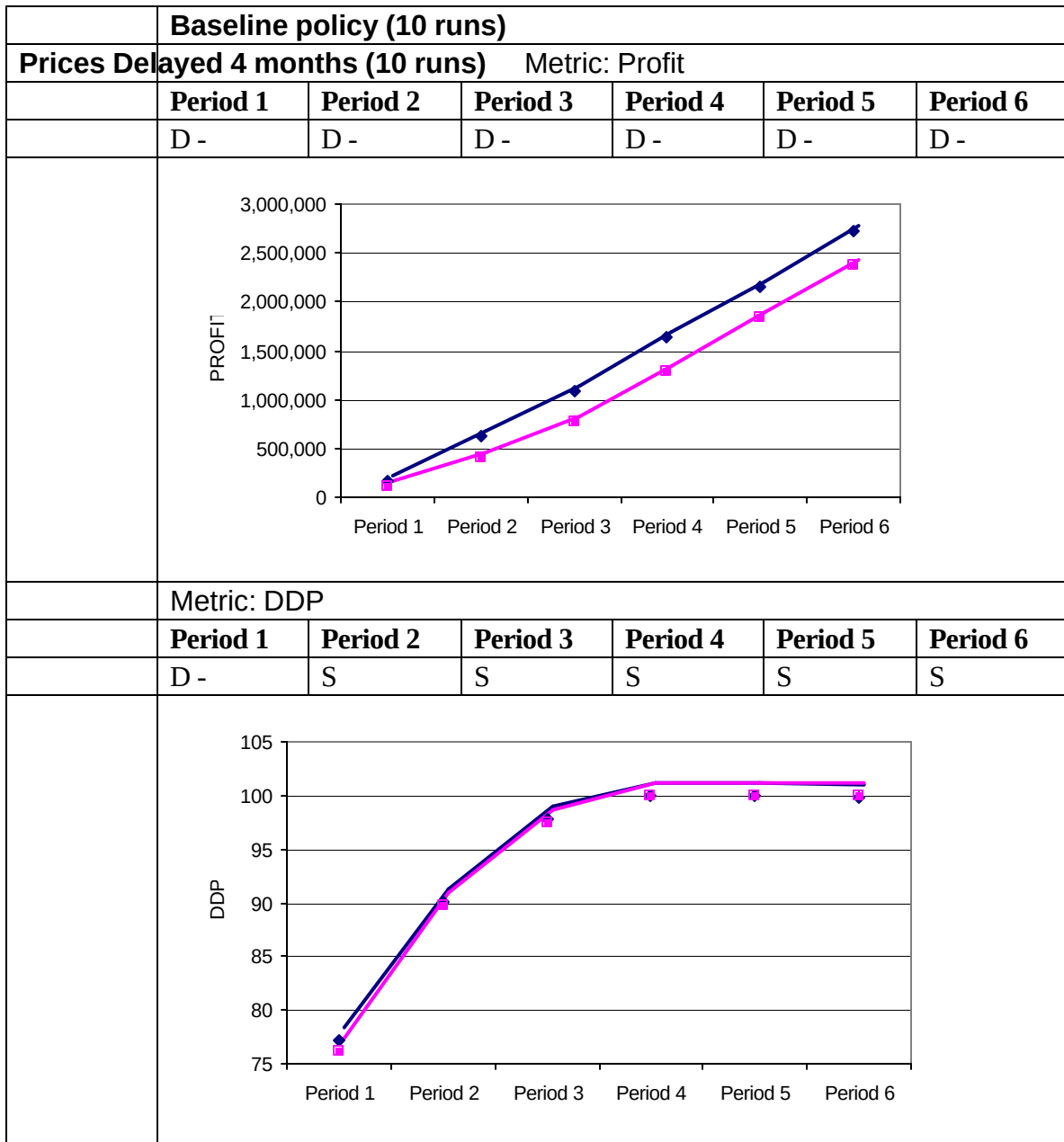
MICSS Lab Experiments and Industry Survey Conclusions, Research Memo, School of Industrial Engineering, Purdue University, June 2001

- [18] Bellocci, T. Ray, P. and Nof, S.Y., Information Assurance in Networked Enterprises: MICSS Class Experiments: Results and Analysis, Research Memo, School of Industrial Engineering, Purdue University, January 2001
- [19] Ang, C.B. and Nof, S.Y., Design issues for information assurance with agents: Coordination protocols and role combination in agents, Research Memo, School of Industrial Engineering, Purdue University, February 2001

APPENDIX

Fig.A1 - Prices; Dataset delayed 4 months / Baseline policy (for profit

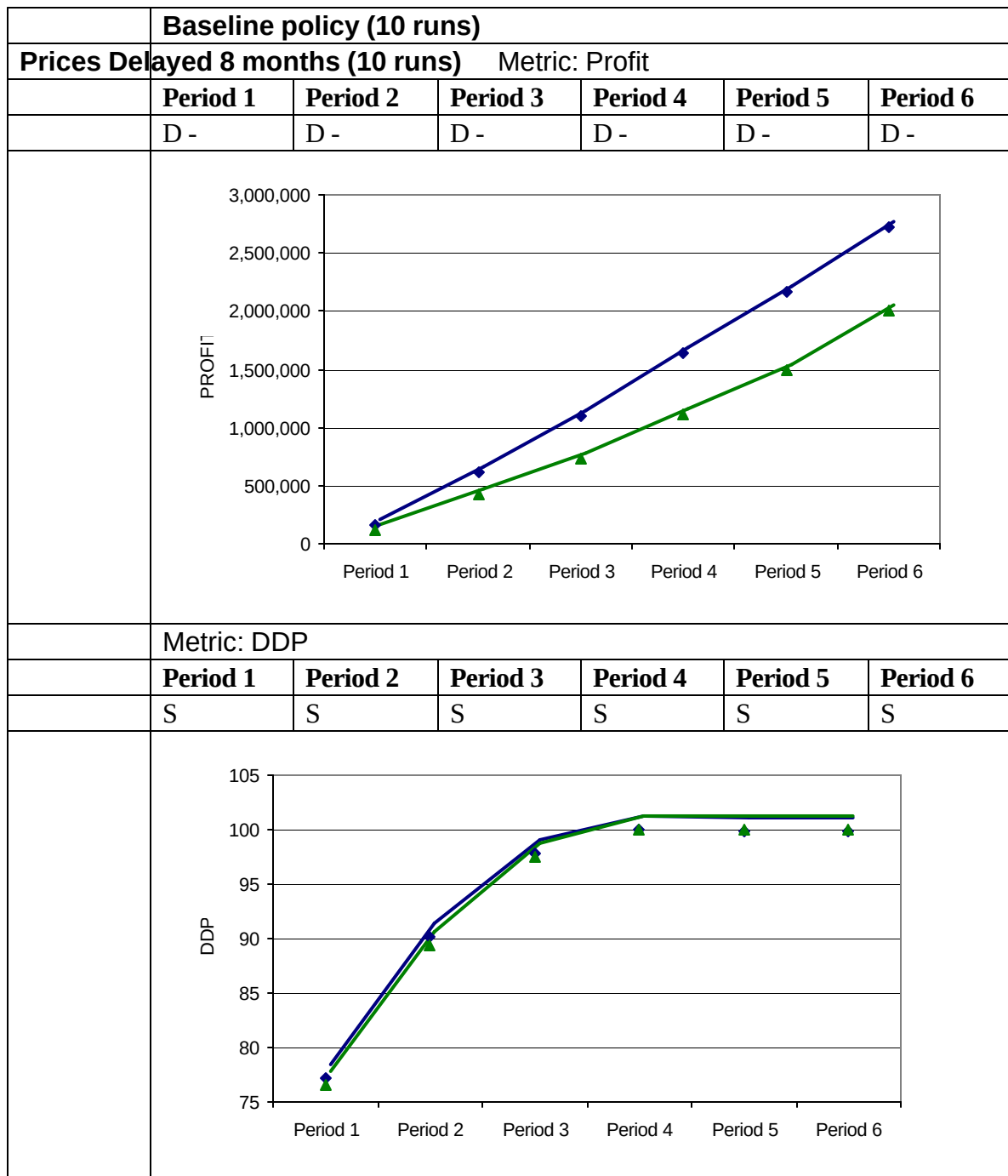
and DDP).



Observations:

- For profit: during the 4 months of delay, the performance is worse. Then when the information is corrected (return to the baseline policy) the company follows the same evolution than with the correct scenario, but the gap due to the delay cannot be filled.
- For DDP: There are slight consequences that can be easily filled when the information is corrected.

Fig.A2 - Prices; Dataset delayed 8 months / Baseline policy (for profit and DDP).

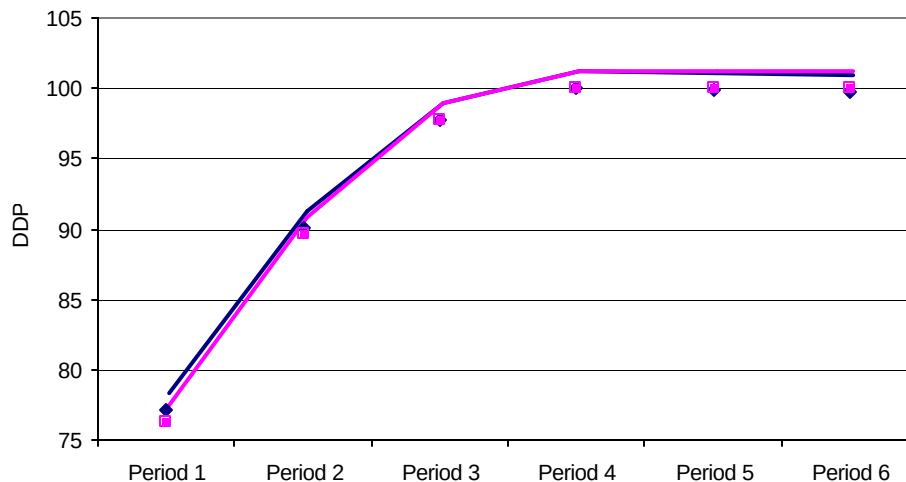
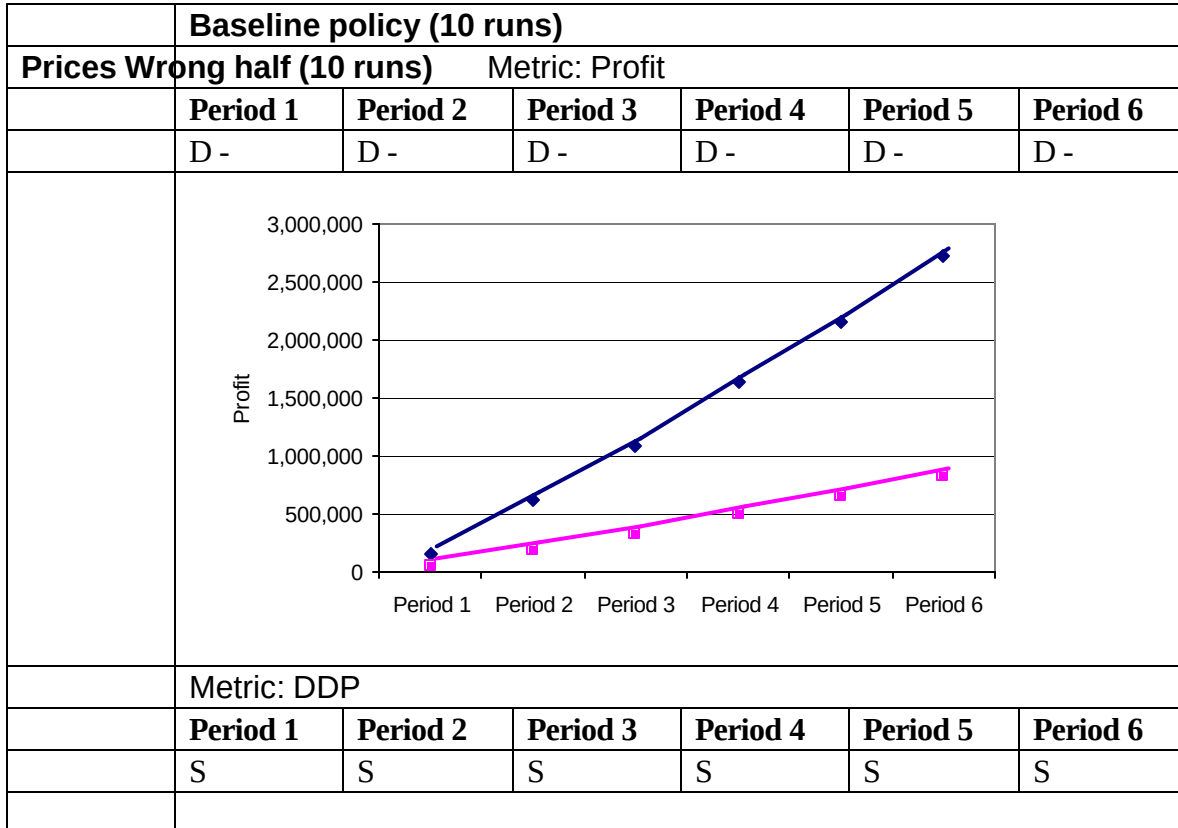


Observations:

- For profit: during the 8 months of delay, the performance is worse. Then when the information is corrected (return to the baseline policy) the company follows the same evolution than with the correct scenario, but the gap due to the delay cannot be filled.

- For DDP: There are slight consequences that can be easily filled when the information is corrected.

Fig.A3 - Prices; Dataset wrong half / Baseline policy (for profit and DDP).



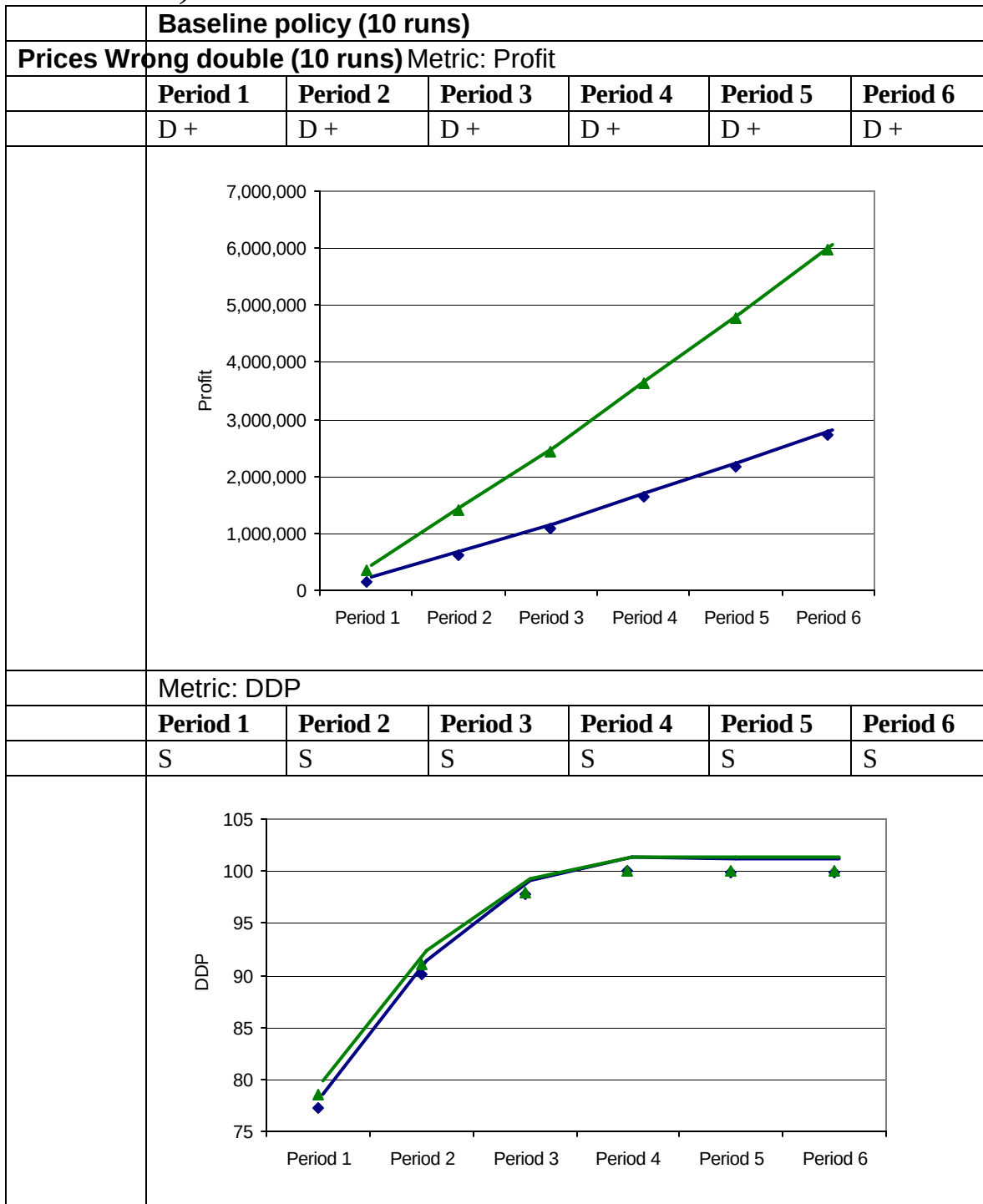
Observations:

- For profit: The information is wrong only during the first 2 months. But when the information is corrected (return to the baseline policy) the company doesn't follow the

same evolution than with the correct scenario. In this case, wrong information has long-lasting consequences.

- For DDP: There are not major consequences.

Fig.A4 - Prices; Dataset wrong double / Baseline policy (for profit and DDP).

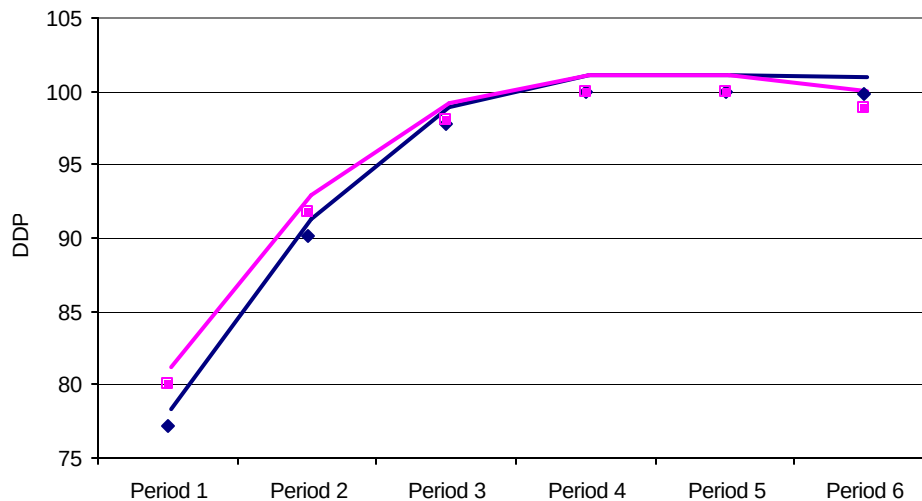
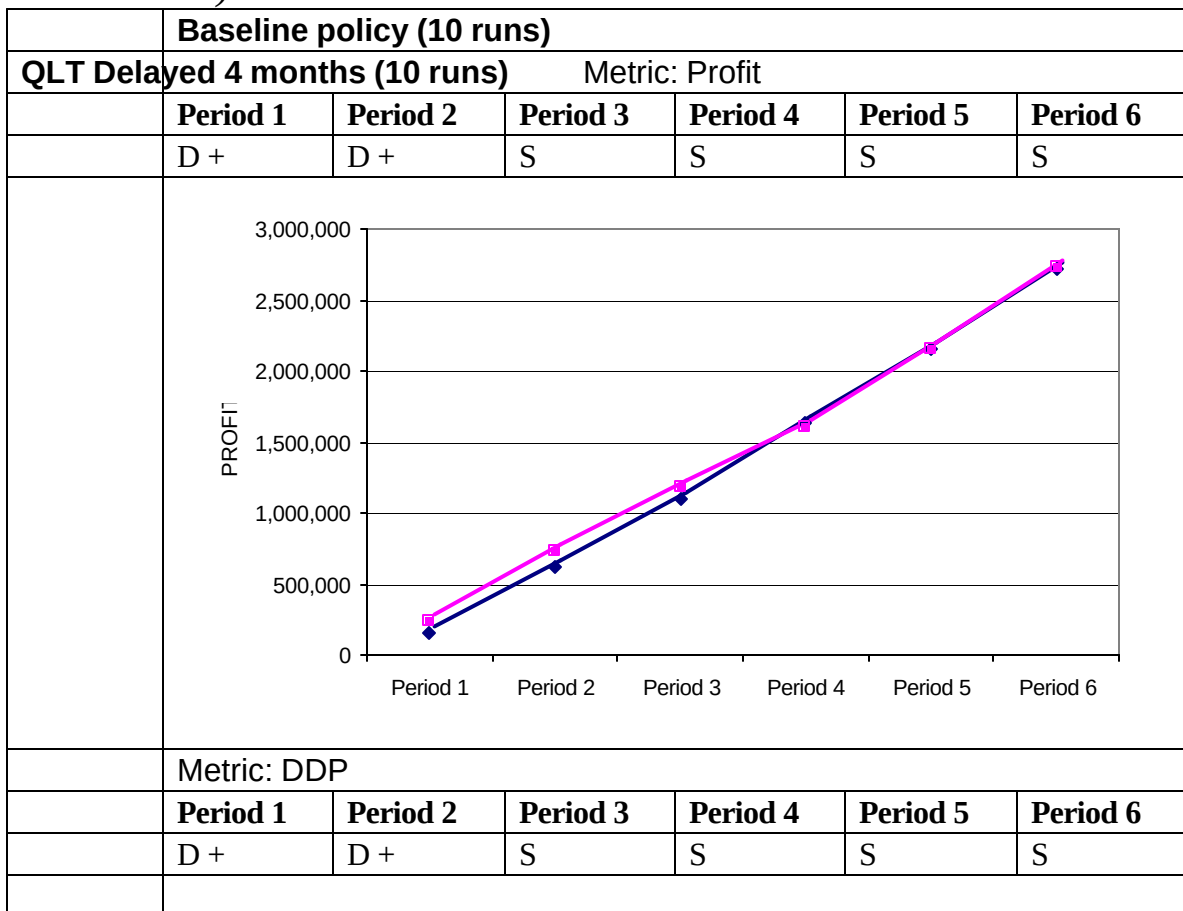


Observations:

- For profit: The information is wrong only during the first 2 months. But when the information is corrected (return to the baseline policy) the company doesn't follow the same evolution than with the correct scenario. In this case, wrong information has long-lasting consequences.

- For DDP: There are not major consequences.

Fig.A5 - QLT; Dataset delayed 4 months / Baseline policy (for profit and DDP).



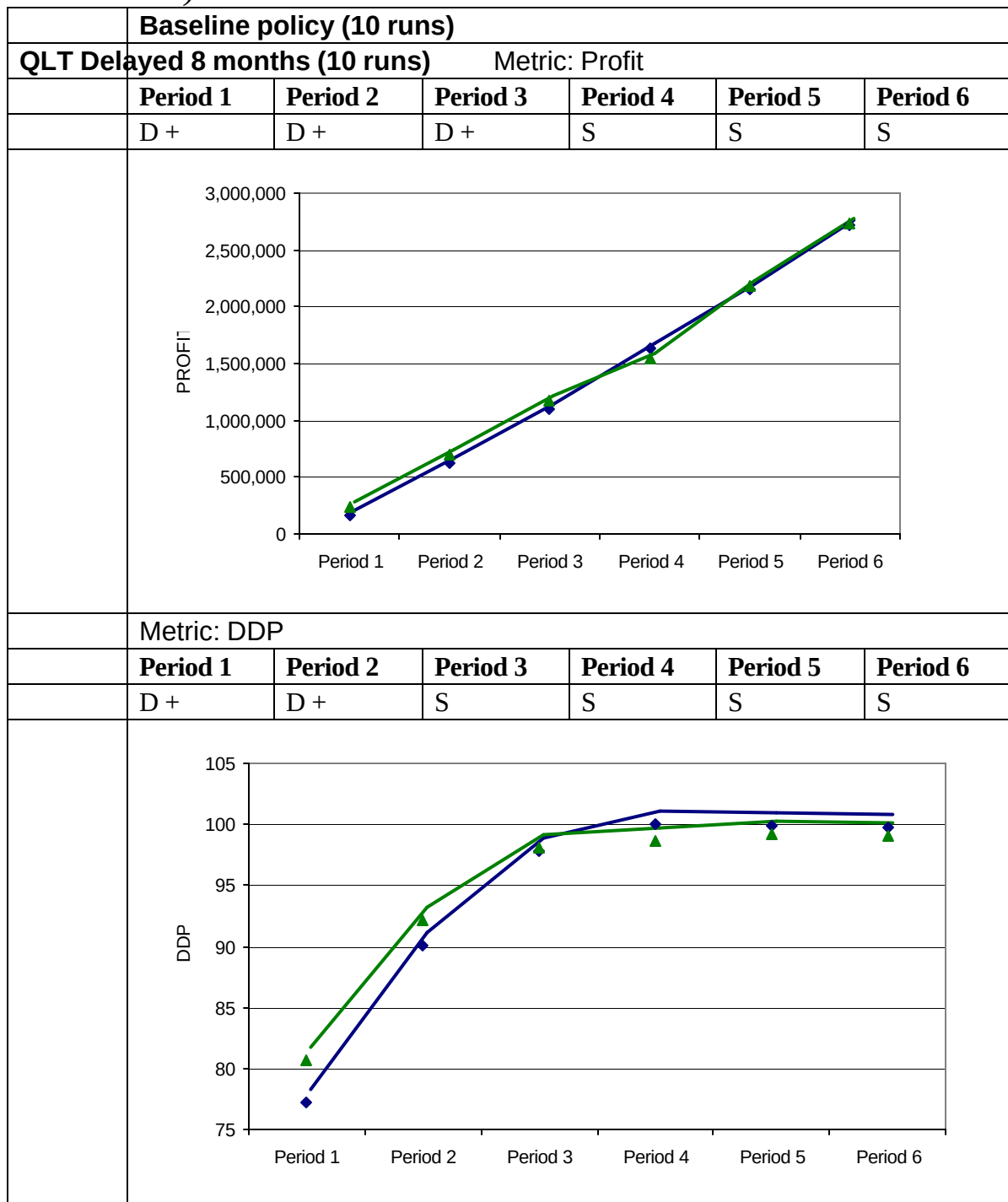
Observations:

- For profit: Consequences last 2 months after the return to the baseline policy. Then the

company follows the same evolution than with correct information without any gap.

- For DDP: There are major consequences during the 4 months of delayed information. But the company recovers as soon as the information is corrected.

Fig.A6 - QLT; Dataset delayed 8 months / Baseline policy (for profit and DDP).

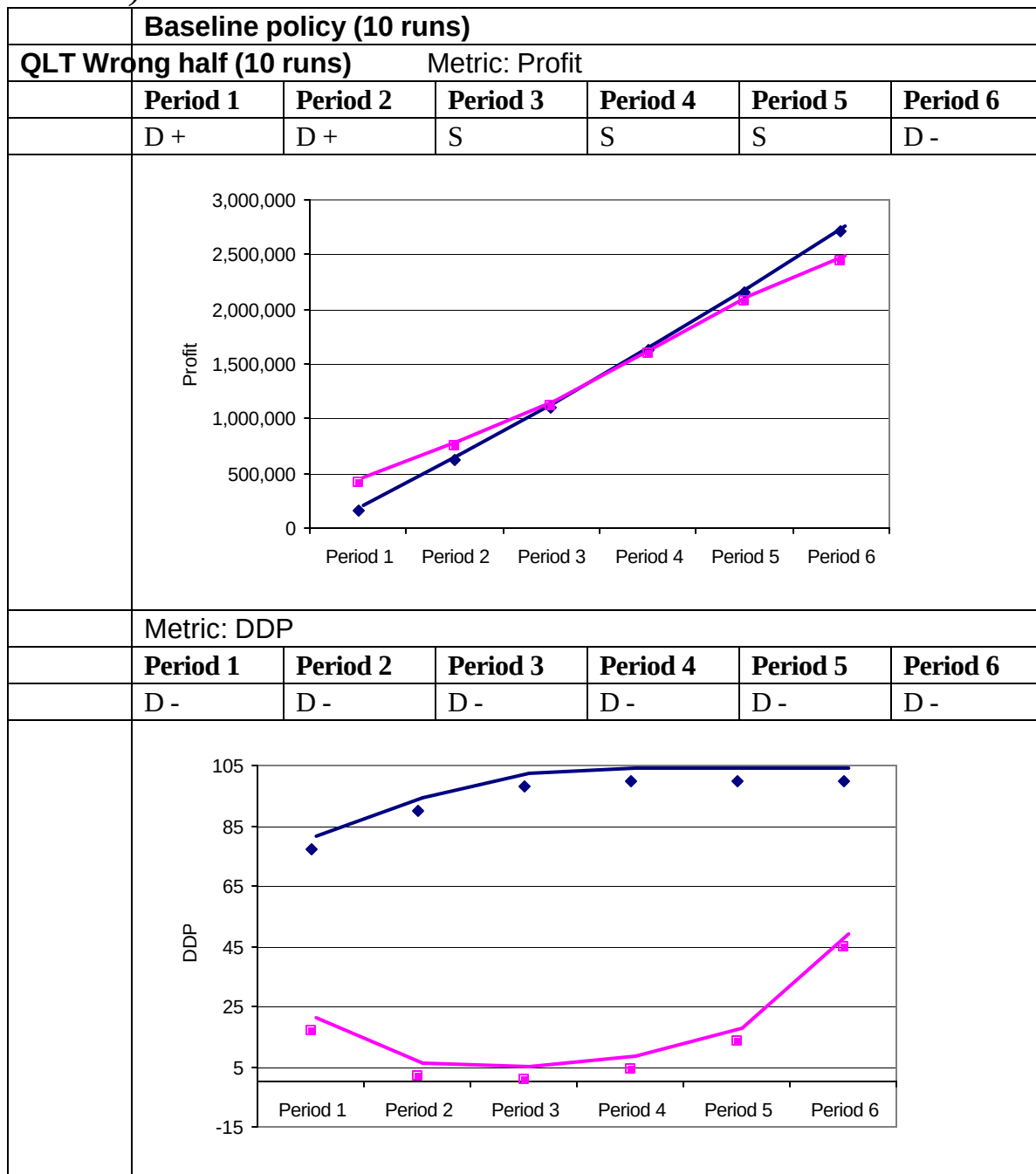


Observations:

- For profit: The performance of the company is affected during the 8 months of delayed information. Then, after returning to the baseline policy, the company follows the same evolution than with correct information without any gap.
- For DDP: There are major consequences during the first 4 months of delayed

information. Then the performance is not significantly different from the baseline scenario even if it looks slightly worst.

Fig.A7 - QLT; Dataset wrong half / Baseline policy (for profit and DDP).

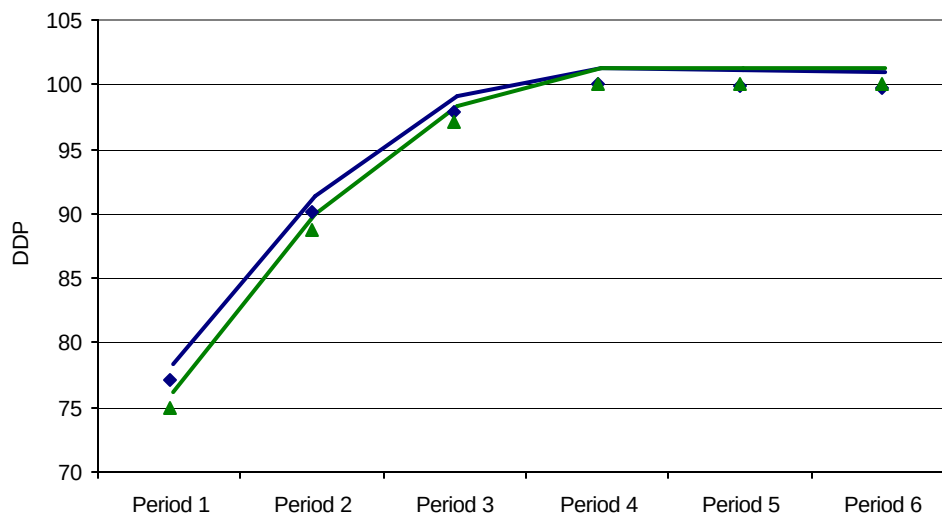
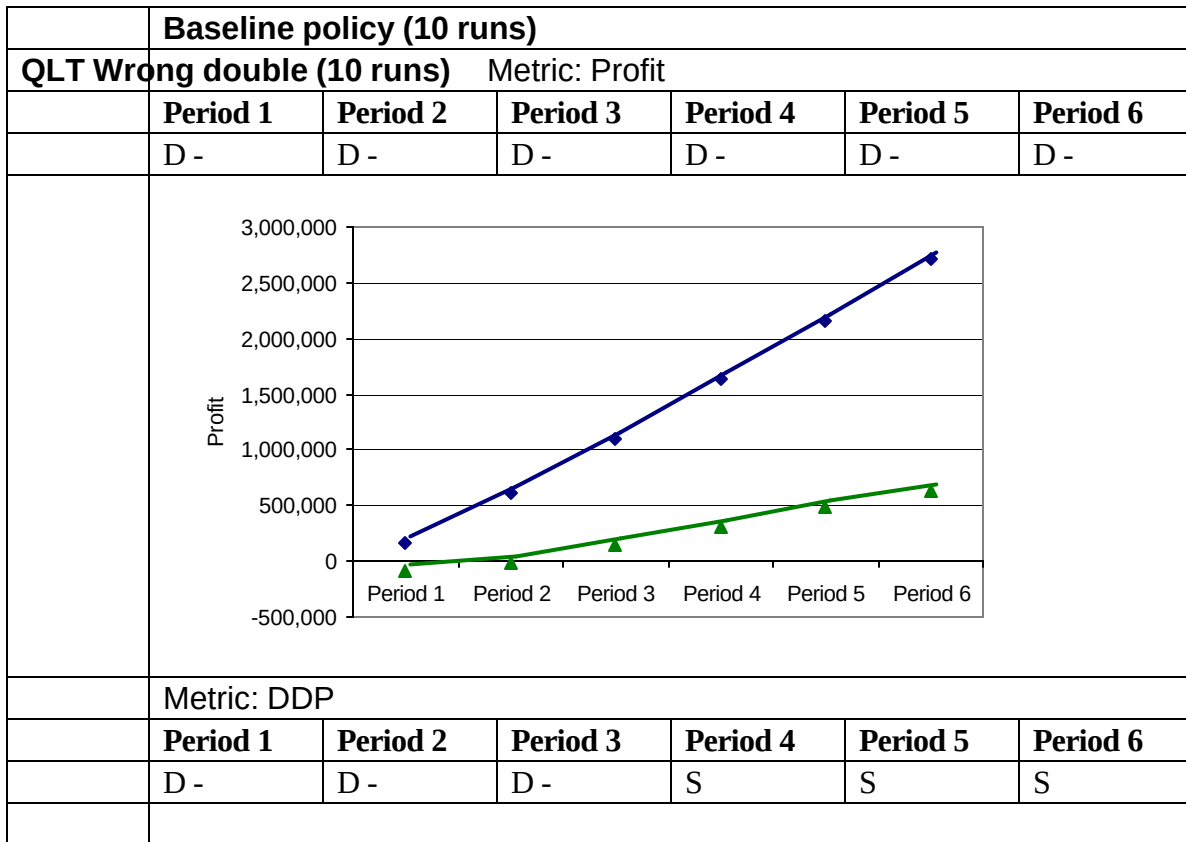


Observations:

- For profit: After returning to the baseline policy, the company doesn't follow the same evolution than with correct information. The slope is smaller. There are long-lasting consequences.
- For DDP: There are major consequences that are long lasting. At the beginning the company receives a lot of orders as it provides products at the same price but with a QLT half of the baseline policy. Therefore the DDP decreases as the company cannot

satisfy all the orders on time. So the amount of orders decreases and the DDP increases. This explains why the profit is finally smaller in period 6.

Fig.A8 - QLT; Dataset wrong double / Baseline policy (for profit and DDP).



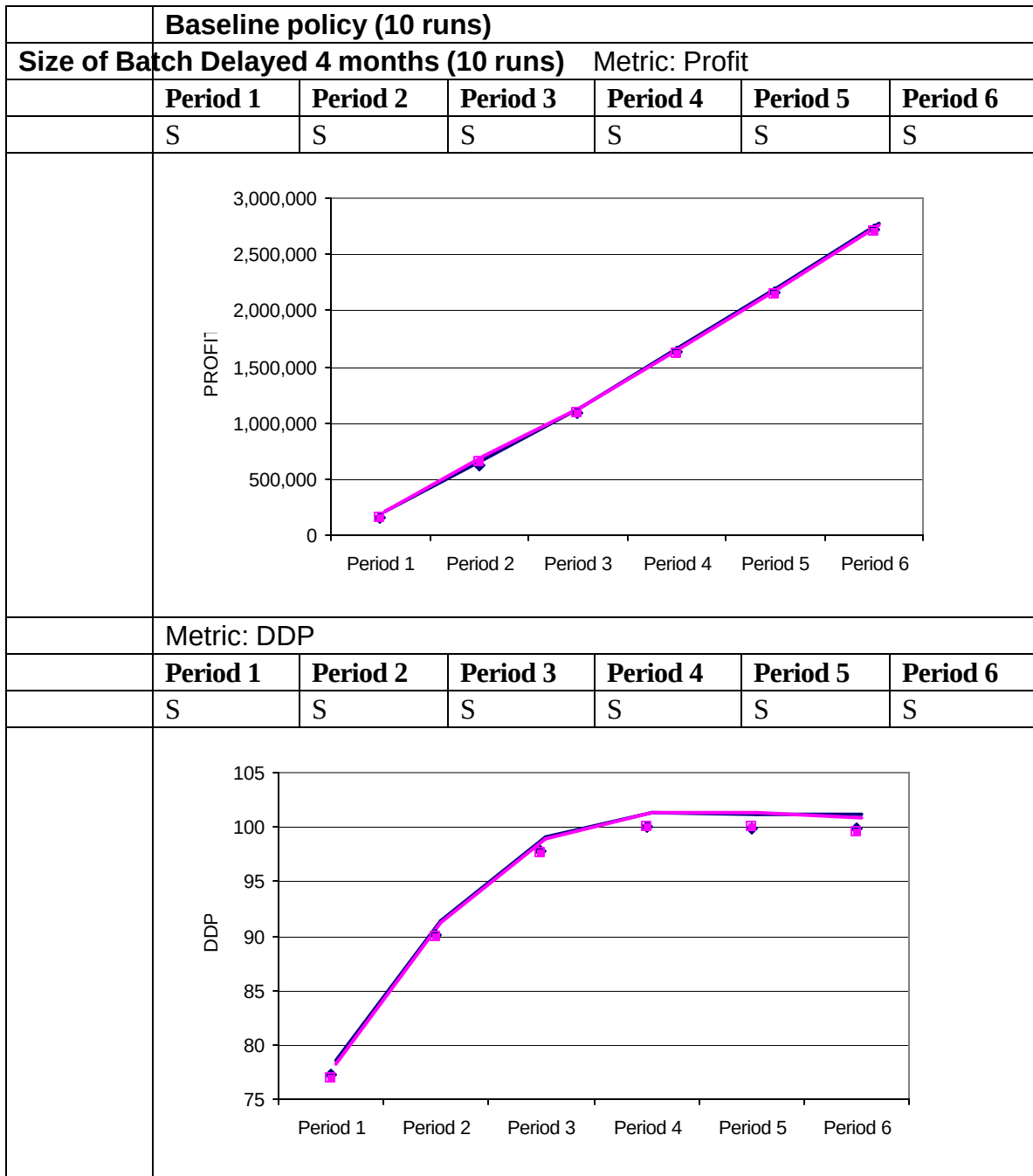
Observations:

- For profit: After returning to the baseline policy, the company doesn't follow the same evolution than with correct information. The slope is smaller. There are long-lasting

consequences.

- For DDP: There are major consequences that last even after returning to the baseline policy. But finally the gap is filled.

Fig.A9 - Batch Size; Dataset delayed 4 months / Baseline policy (for profit and DDP).

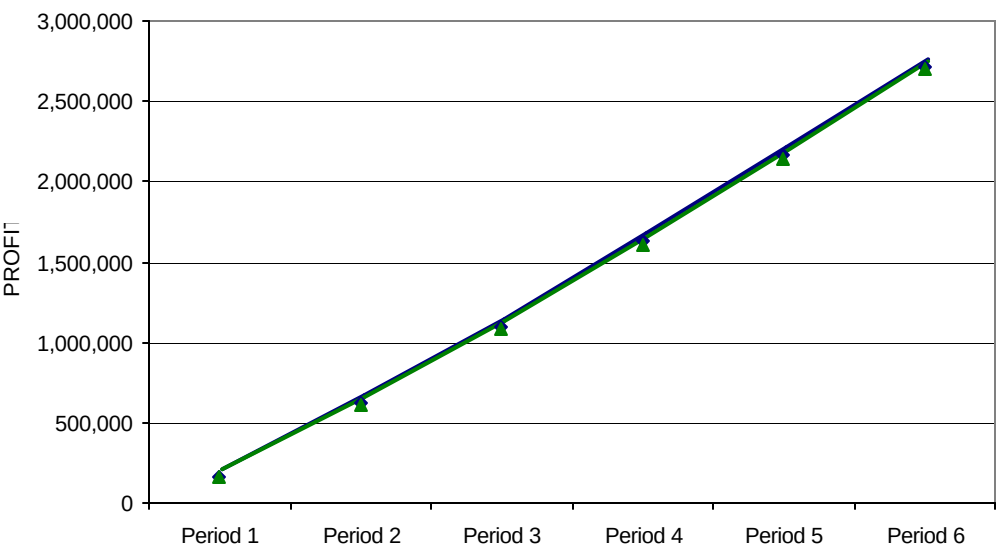


Observations:

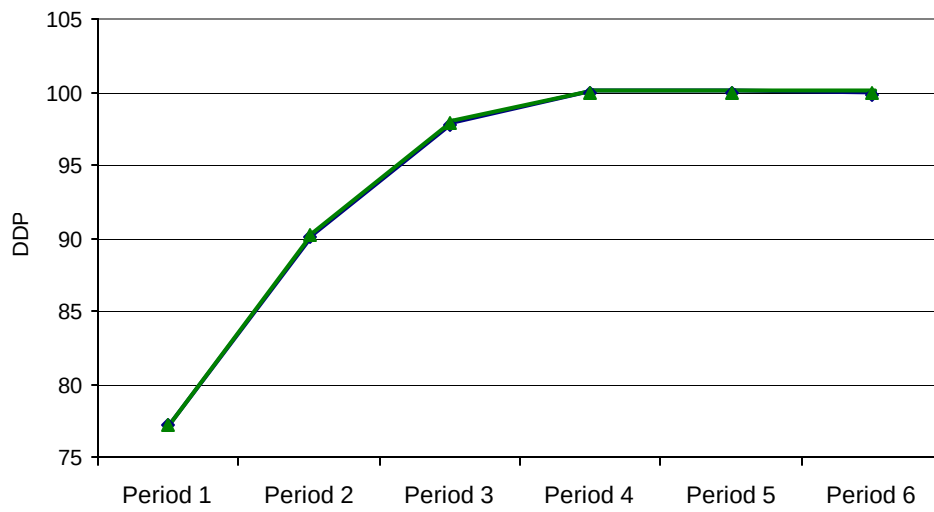
- For profit: There are no consequences of delayed information.
- For DDP: There are no consequences of delayed information.

Fig.A10 - Batch Size; Dataset delayed 8 months / Baseline policy (for profit and DDP).

	Baseline policy (10 runs)					
	Size of Batch Delayed 8 months (10 runs) Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	
	Period 6					
	S	S	S	S	S	S



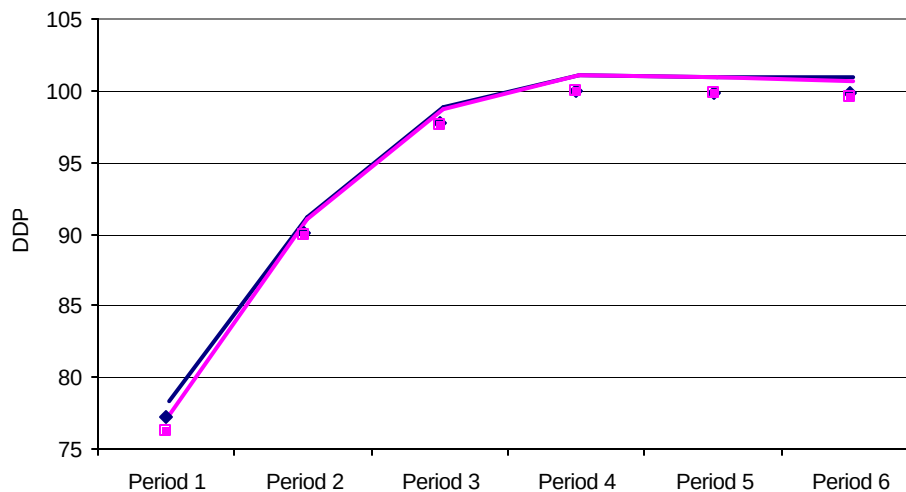
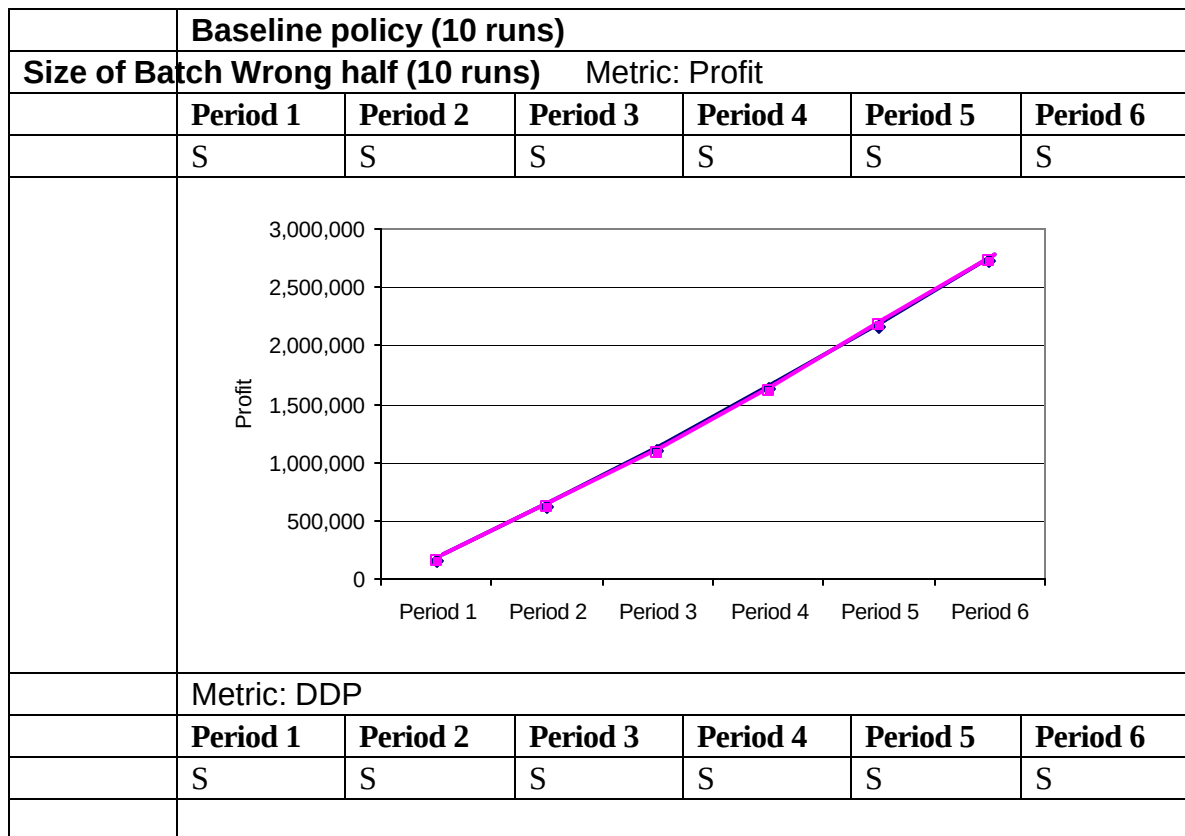
	Metric: DDP					
	Period 1	Period 2	Period 3	Period 4	Period 5	
	Period 6					
	S	S	S	S	S	S



Observations:

- For profit: There are no consequences of delayed information.
- For DDP: There are no consequences of delayed information.

Fig.A11 - Batch Size; Dataset wrong half / Baseline policy (for profit and DDP).

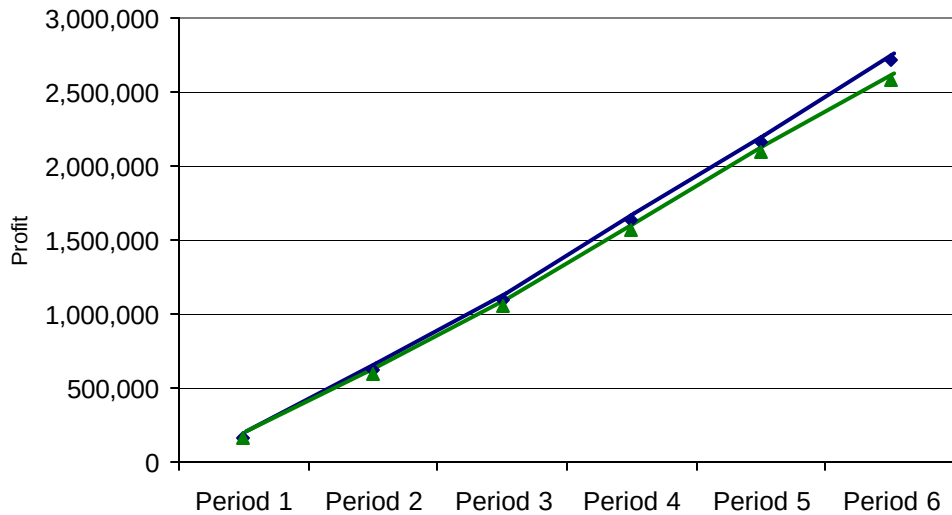


Observations:

- For profit: There are no consequences of wrong information.
- For DDP: There are no consequences of wrong information.

Fig.A12 - Batch Size; Dataset wrong double / Baseline policy (for profit and DDP).

	Baseline policy (10 runs)					
Size of Batch Wrong double (10 runs)	Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
	S	S	S	S	S	D -



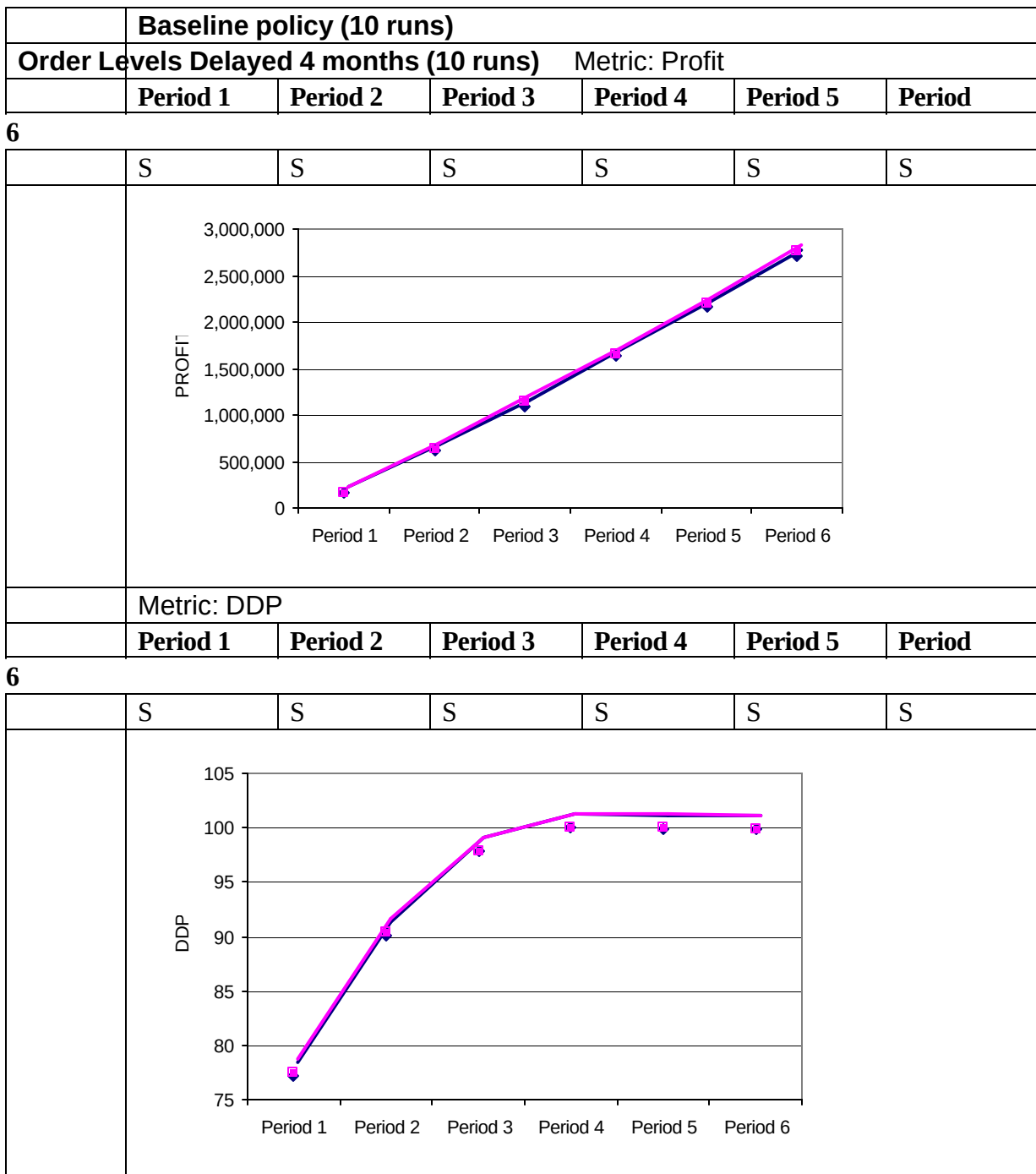
	Metric: DDP																										
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6																					
	D -	D -	D -	D -	D -	D -																					
	<table><caption>DDP Data (Estimated)</caption><thead><tr><th>Period</th><th>Blue Line (DDP)</th><th>Green Line (DDP)</th></tr></thead><tbody><tr><td>Period 1</td><td>78</td><td>73</td></tr><tr><td>Period 2</td><td>90</td><td>85</td></tr><tr><td>Period 3</td><td>98</td><td>90</td></tr><tr><td>Period 4</td><td>101</td><td>95</td></tr><tr><td>Period 5</td><td>101</td><td>94</td></tr><tr><td>Period 6</td><td>101</td><td>97</td></tr></tbody></table>						Period	Blue Line (DDP)	Green Line (DDP)	Period 1	78	73	Period 2	90	85	Period 3	98	90	Period 4	101	95	Period 5	101	94	Period 6	101	97
Period	Blue Line (DDP)	Green Line (DDP)																									
Period 1	78	73																									
Period 2	90	85																									
Period 3	98	90																									
Period 4	101	95																									
Period 5	101	94																									
Period 6	101	97																									

Observations:

- For profit: There are no consequences of the wrong information that occurred during the first 2 months, but they appear only at the end of the year in period 6. This is certainly due to the behavior of the DDP.

- For DDP: There are major consequences of wrong information. It evolves in parallel with the baseline scenario, and it never reaches the same level of performance. The consequence of this low DDP is a smaller profit in period 6.

Fig.A13 - Order Level; Dataset delayed 4 months / Baseline policy (for profit and DDP).

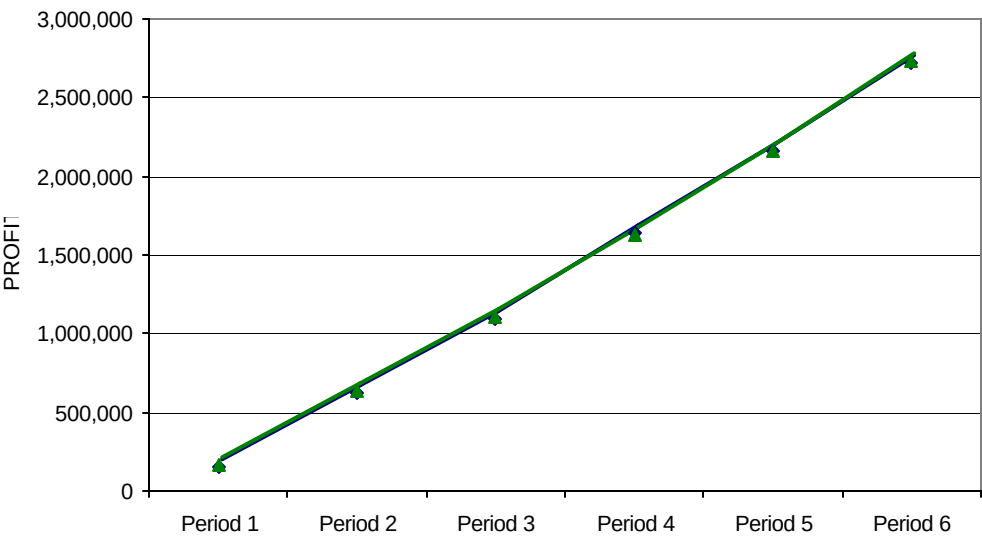


Observations:

- For profit: There are no consequences of delayed information.
- For DDP: There are no consequences of delayed information.

Fig.A14 - Order Level; Dataset delayed 8 months / Baseline policy (for profit and DDP).

	Baseline policy (10 runs)					
Order Levels Delayed 8 months (10 runs)	Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	Period
6						
	S	S	S	S	S	S

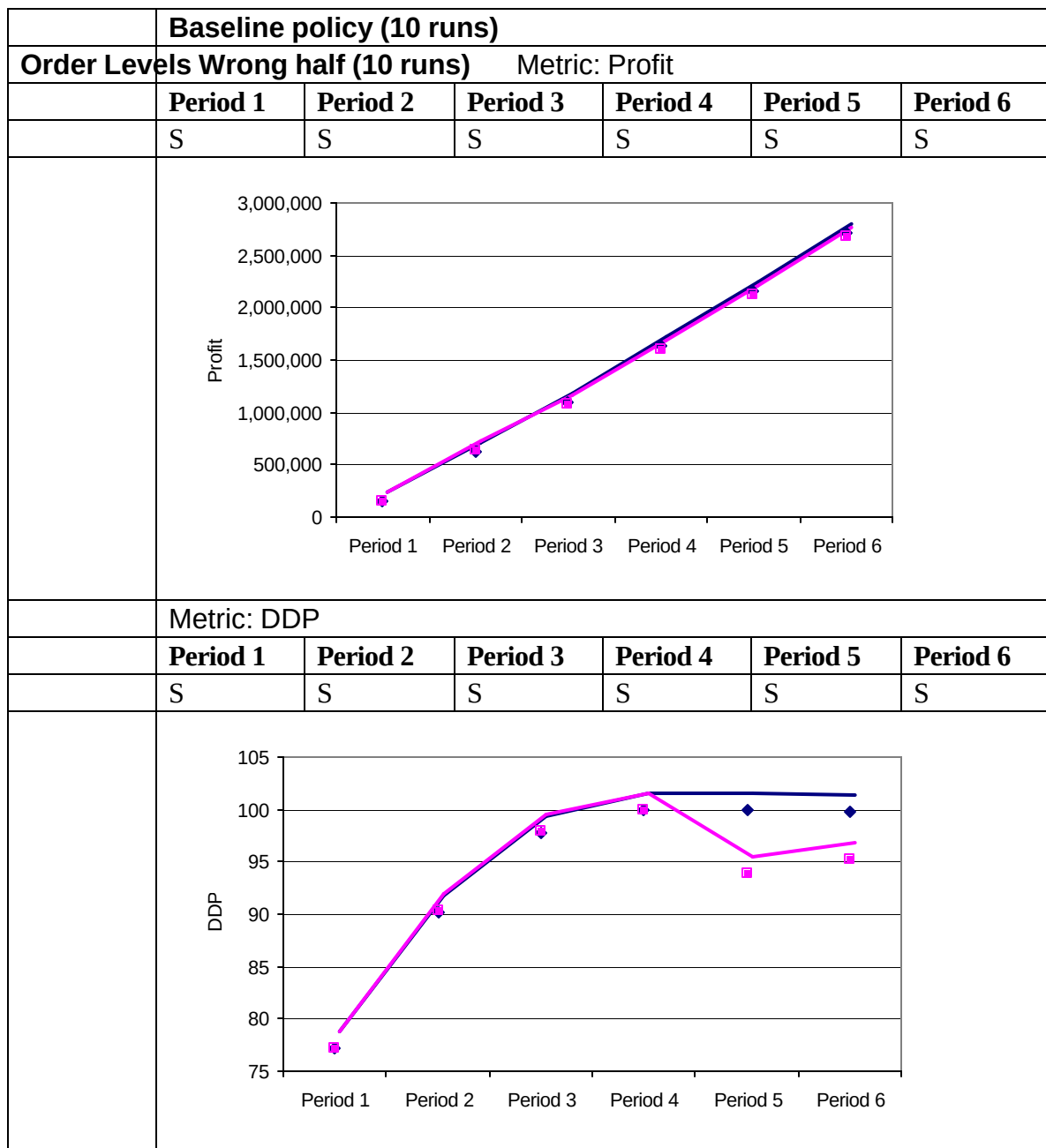


	Metric: DDP																			
	Period 1	Period 2	Period 3	Period 4	Period 5	Period														
6																				
	S	S	S	S	S	S														
	<table><tr><th>Period</th><th>DDP</th></tr><tr><td>Period 1</td><td>78</td></tr><tr><td>Period 2</td><td>90</td></tr><tr><td>Period 3</td><td>98</td></tr><tr><td>Period 4</td><td>100</td></tr><tr><td>Period 5</td><td>100</td></tr><tr><td>Period 6</td><td>100</td></tr></table>						Period	DDP	Period 1	78	Period 2	90	Period 3	98	Period 4	100	Period 5	100	Period 6	100
Period	DDP																			
Period 1	78																			
Period 2	90																			
Period 3	98																			
Period 4	100																			
Period 5	100																			
Period 6	100																			

Observations:

- For profit: There are no consequences of delayed information.
- For DDP: There are no consequences of delayed information.

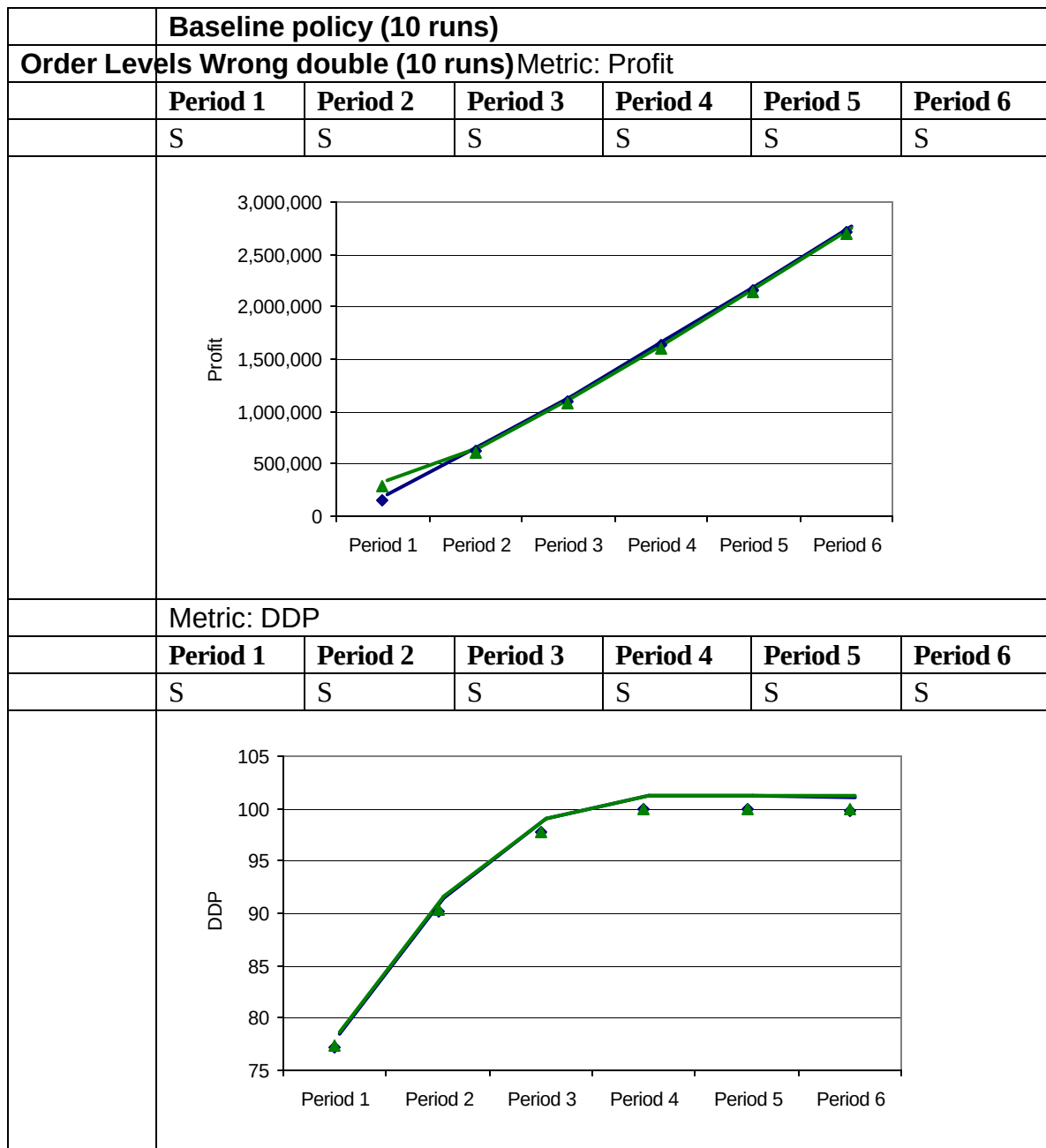
Fig.A15 - Order Level; Dataset wrong half / Baseline policy (for profit and DDP).



Observations:

- For profit: There are no consequences of wrong information.
- For DDP: There are no consequences of wrong information. The strange pattern that can be seen in period 5 and 6 for “wrong half” is explained by some outlaying measures, which modify the average shown in the graph but not the statistical analysis.

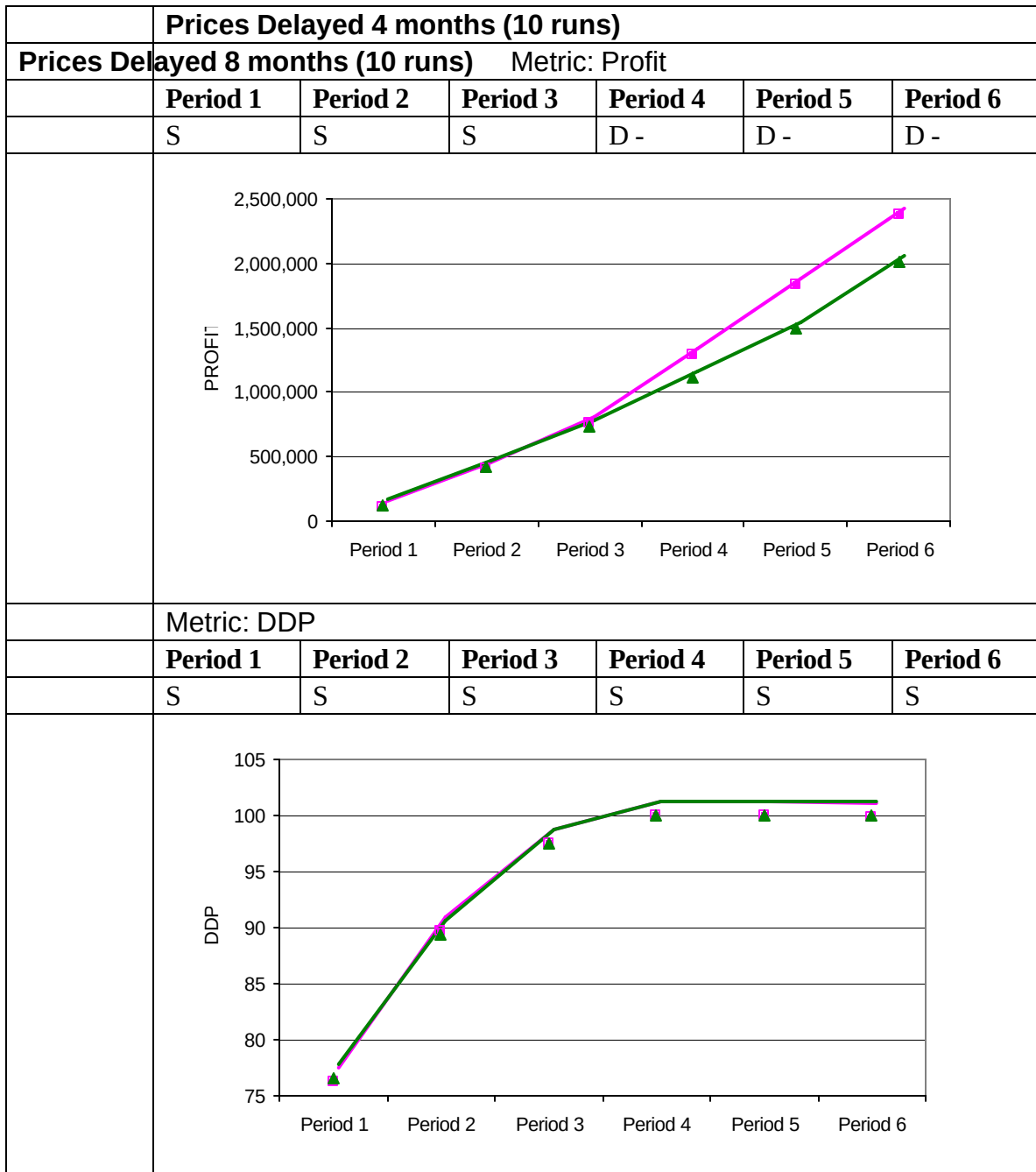
Fig.A16 - Order Level; Dataset wrong double / Baseline policy (for profit and DDP).



Observations:

- For profit: There are no consequences of wrong information.
- For DDP: There are no consequences of wrong information.

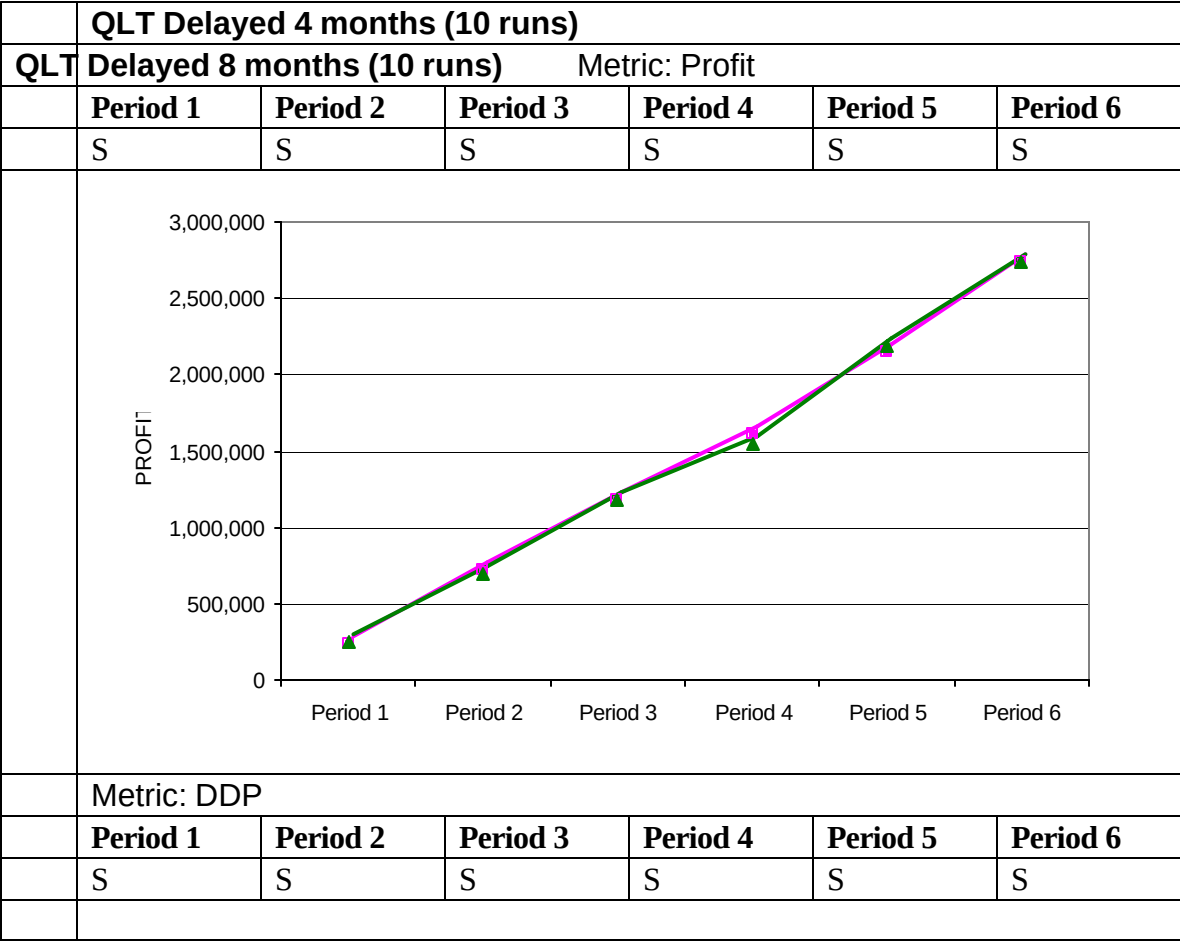
Fig.A17 - Prices; Dataset delayed 4 months / Dataset delayed 8 months

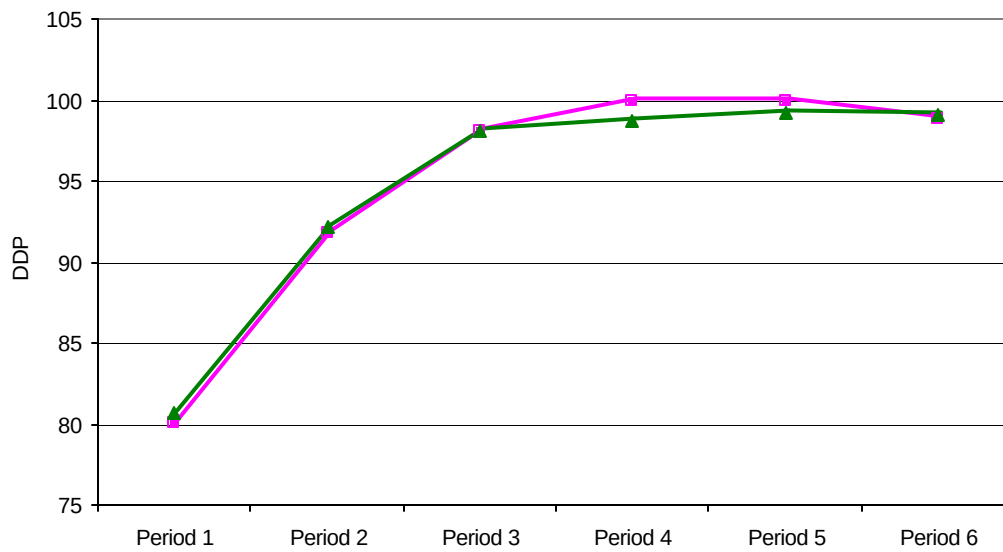


Observations:

- For profit: Length of delay has influence on the performance.
- For DDP: Length of delay has no influence on the performance.

Fig.A18 - QLT; Dataset delayed 4 months / Dataset delayed 8 months



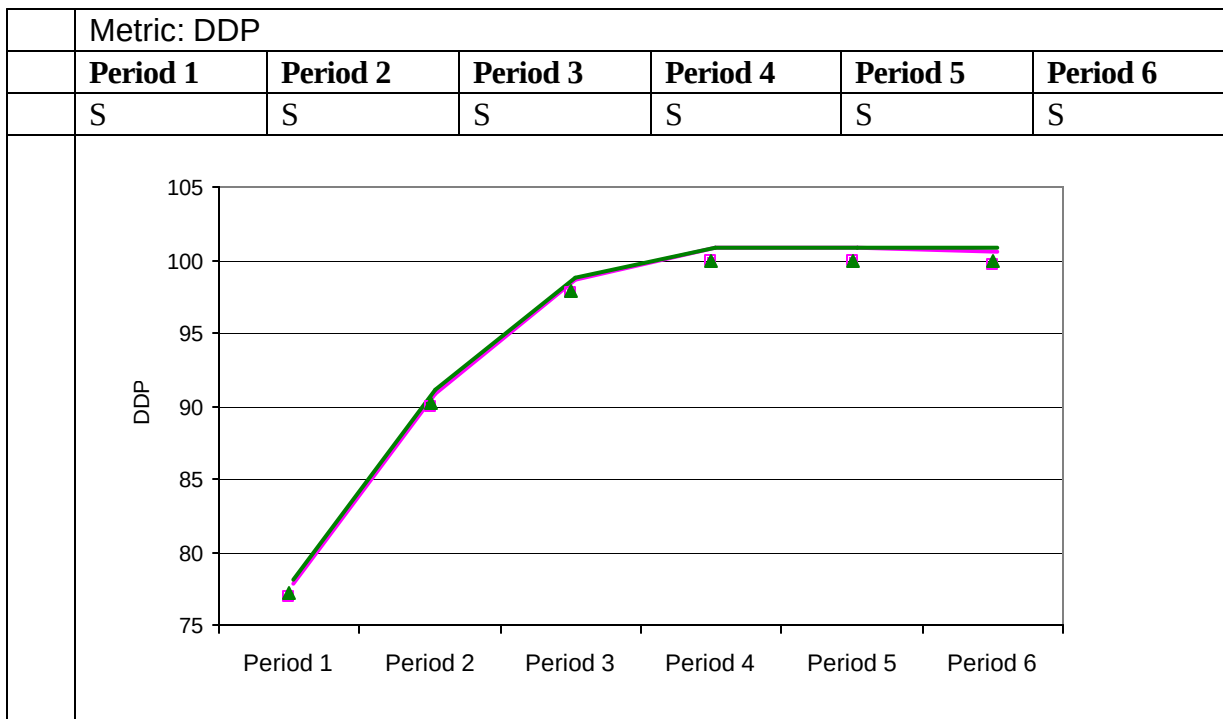
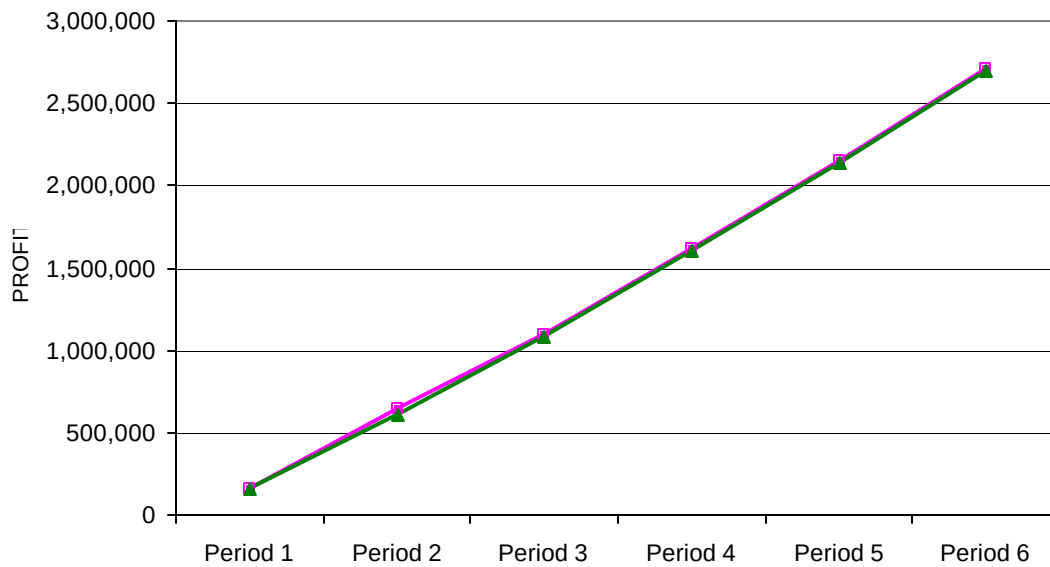


Observations:

- For profit: Length of delay has no influence on the performance.
- For DDP: Length of delay has no influence on the performance.

Fig.A19 - Batch Size; Dataset delayed 4 months / Dataset delayed 8 months

	Size of Batch Delayed 4 months (10 runs)					
	Size of Batch Delayed 8 months (10 runs) Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
	S	S	S	S	S	S

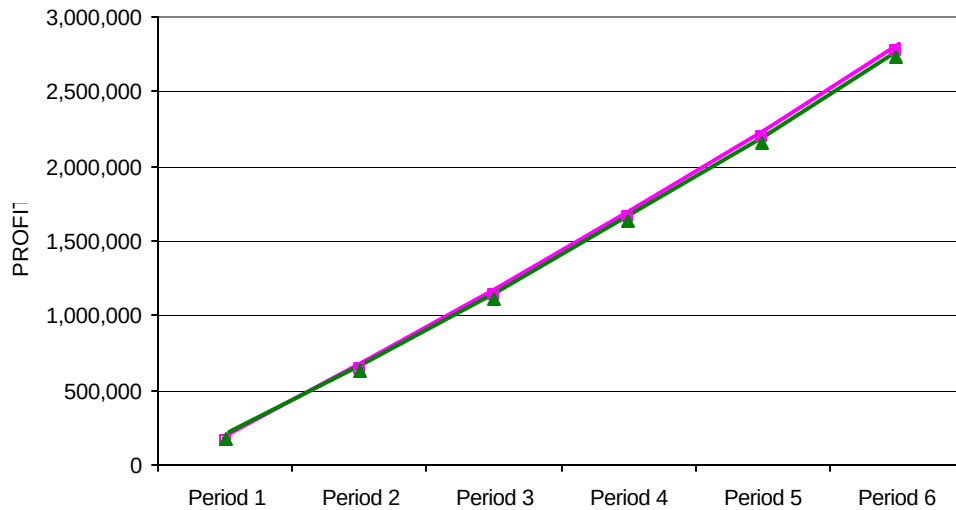


Observations:

- For profit: Length of delay has no influence on the performance.
- For DDP: Length of delay has no influence on the performance.

Fig.A20 - Order Level; Dataset delayed 4 months / Dataset delayed 8 months

	Order Levels Delayed 4 months (10 runs)					
Order Levels Delayed 8 months (10 runs)	Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
	S	S	S	S	S	S

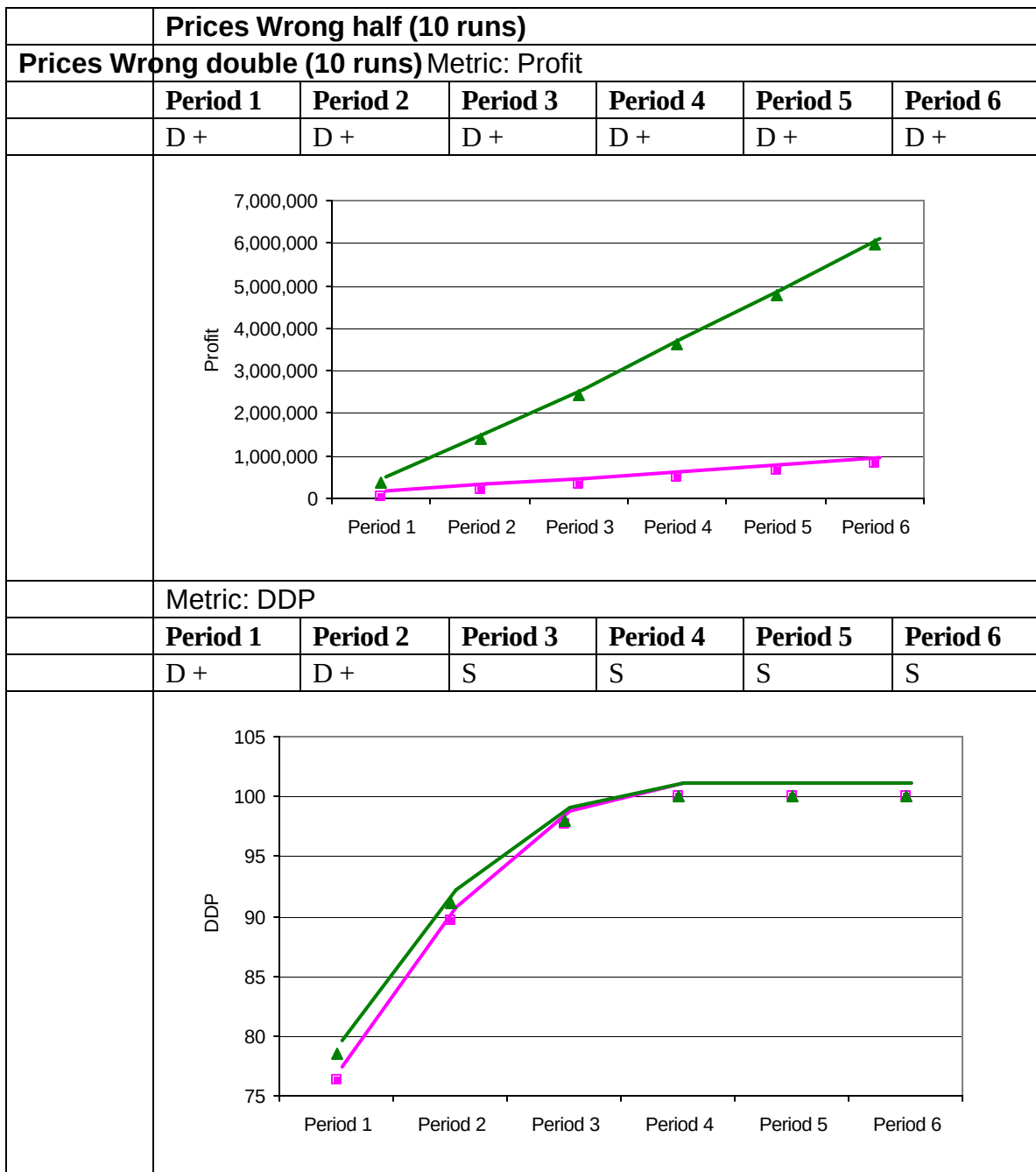


	Metric: DDP																										
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6																					
	S	S	S	S	S	S																					
	The graph displays DDP on the y-axis (75 to 105) against six periods on the x-axis. Two data series are plotted: a green line with triangle markers and a magenta line with square markers. Both series show a rapid increase from Period 1 to Period 3, then level off. The green series reaches a peak of ~101.5 in Period 4 and remains stable, while the magenta series reaches ~100.5 in Period 4 and remains stable. The two lines are very close throughout. <table><caption>Estimated DDP Data</caption><thead><tr><th>Period</th><th>DDP (Green)</th><th>DDP (Magenta)</th></tr></thead><tbody><tr><td>Period 1</td><td>78</td><td>78</td></tr><tr><td>Period 2</td><td>91</td><td>91</td></tr><tr><td>Period 3</td><td>98</td><td>98</td></tr><tr><td>Period 4</td><td>101.5</td><td>100.5</td></tr><tr><td>Period 5</td><td>101.5</td><td>100.5</td></tr><tr><td>Period 6</td><td>101.5</td><td>100.5</td></tr></tbody></table>						Period	DDP (Green)	DDP (Magenta)	Period 1	78	78	Period 2	91	91	Period 3	98	98	Period 4	101.5	100.5	Period 5	101.5	100.5	Period 6	101.5	100.5
Period	DDP (Green)	DDP (Magenta)																									
Period 1	78	78																									
Period 2	91	91																									
Period 3	98	98																									
Period 4	101.5	100.5																									
Period 5	101.5	100.5																									
Period 6	101.5	100.5																									

Observations:

- For profit: Length of delay has no influence on the performance.
- For DDP: Length of delay has no influence on the performance.

Fig.A21 - Prices; Dataset wrong half / Dataset wrong double

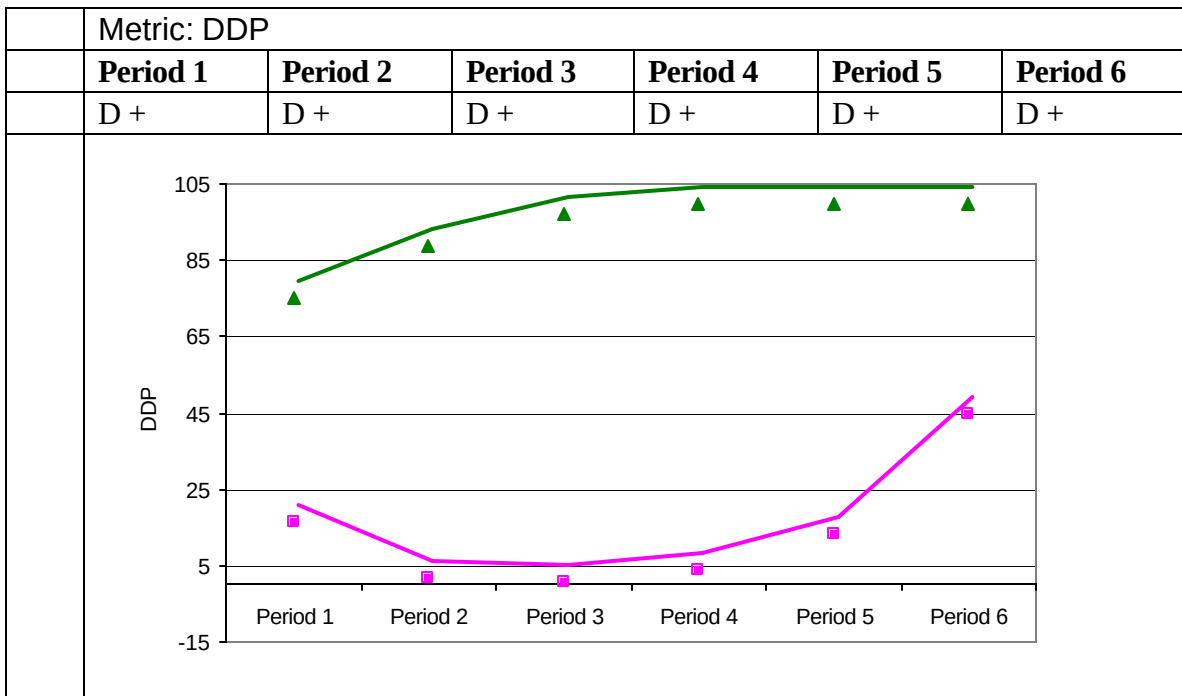
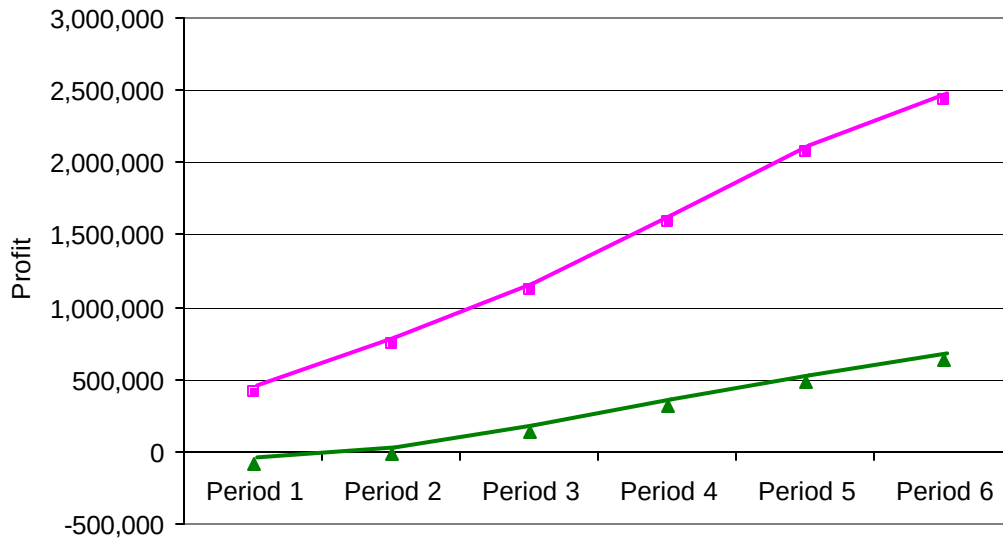


Observations:

- For profit: Error size has a great influence on the performance.
- For DDP: Error size has influence on the performance in the short term only.

Fig.A22 - QLT; Dataset wrong half / Dataset wrong double

	QLT Wrong half (10 runs)					
QLT	Wrong double (10 runs) Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
	D -	D -	D -	D -	D -	D -



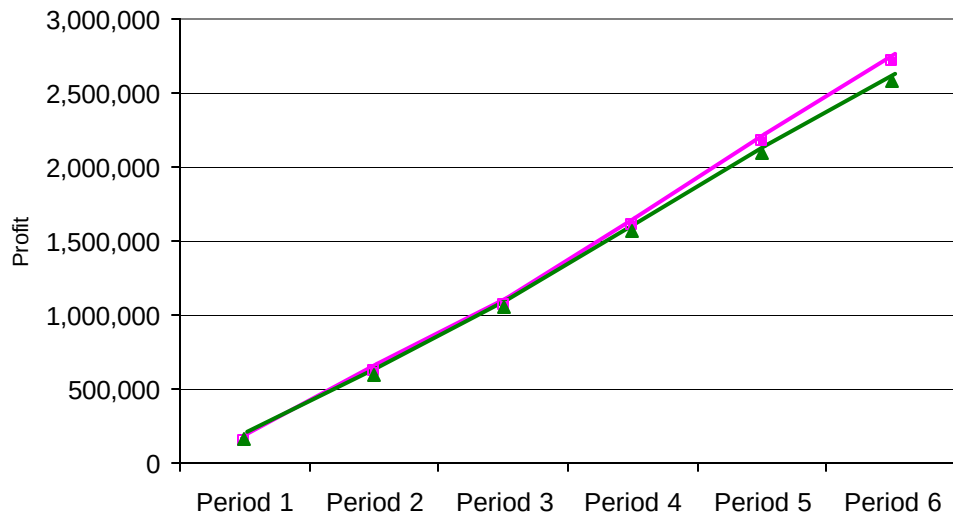
Observations:

- For profit: Error size has a great influence on the performance.

- For DDP: Error size has a great influence on the performance.

Fig.A23 - Batch Size; Dataset wrong half / Dataset wrong double

	Size of Batch Wrong half (10 runs)					
Size of Batch Wrong double (10 runs)	Metric: Profit					
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6
	S	S	S	S	S	D -

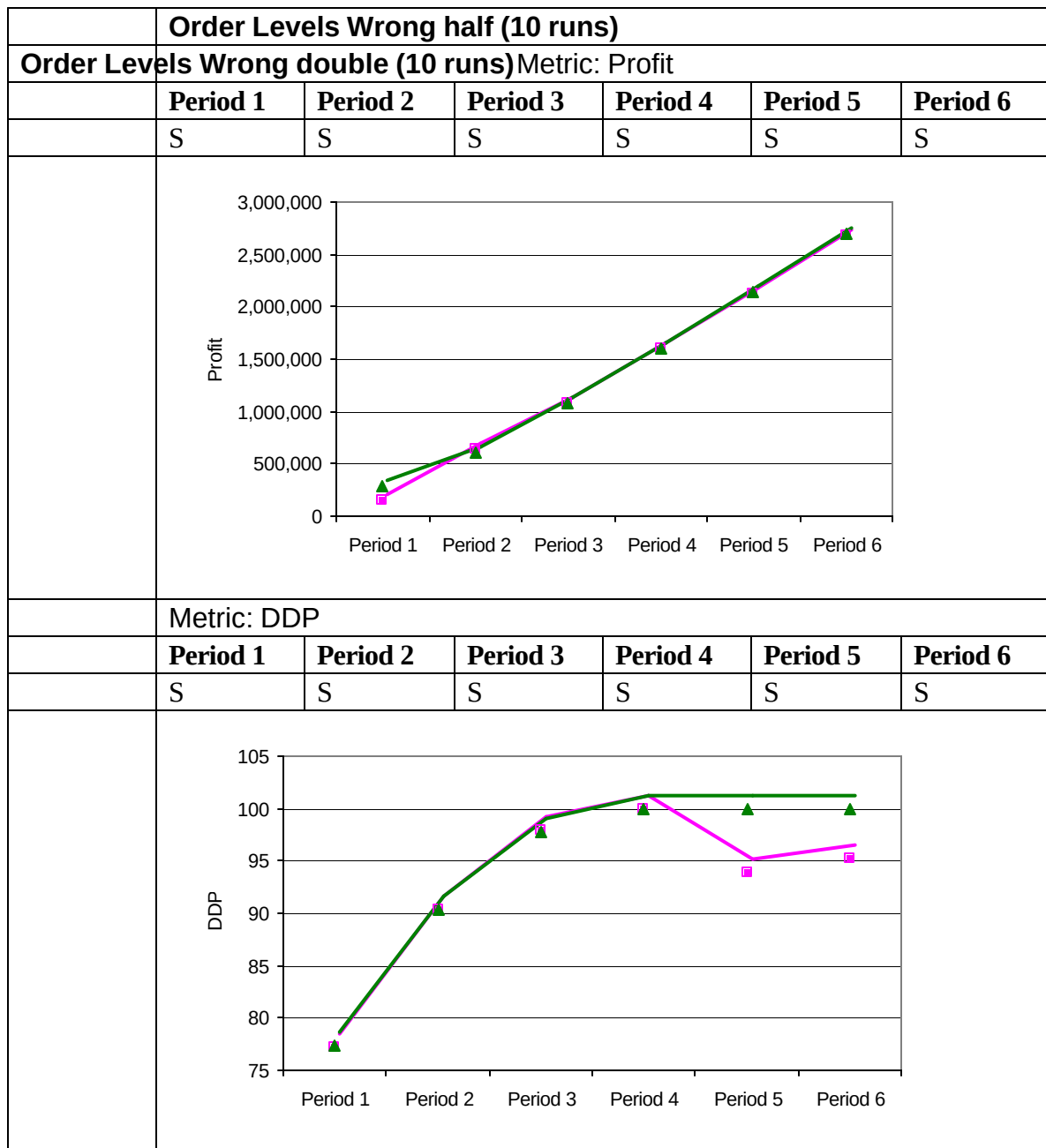


	Metric: DDP																										
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6																					
	D -	D -	D -	D -	D -	D -																					
	Line graph showing DDP (Y-axis, 70 to 105) versus Period (X-axis, Period 1 to Period 6). The Dataset wrong half series (magenta squares) and the Dataset wrong double series (green triangles) both show an increase in DDP over the six periods. The Dataset wrong half series is consistently higher than the Dataset wrong double series. <table><thead><tr><th>Period</th><th>Dataset wrong half (DDP)</th><th>Dataset wrong double (DDP)</th></tr></thead><tbody><tr><td>Period 1</td><td>76</td><td>72</td></tr><tr><td>Period 2</td><td>90</td><td>84</td></tr><tr><td>Period 3</td><td>98</td><td>90</td></tr><tr><td>Period 4</td><td>100</td><td>95</td></tr><tr><td>Period 5</td><td>100</td><td>94</td></tr><tr><td>Period 6</td><td>100</td><td>96</td></tr></tbody></table>						Period	Dataset wrong half (DDP)	Dataset wrong double (DDP)	Period 1	76	72	Period 2	90	84	Period 3	98	90	Period 4	100	95	Period 5	100	94	Period 6	100	96
	Period	Dataset wrong half (DDP)	Dataset wrong double (DDP)																								
	Period 1	76	72																								
	Period 2	90	84																								
	Period 3	98	90																								
	Period 4	100	95																								
	Period 5	100	94																								
	Period 6	100	96																								

Observations:

- For profit: Error size has influence on the performance in the long term.
- For DDP: Error size has a great influence on the performance.

Fig.A24 - Order Level; Dataset wrong half / Dataset wrong double



Observations:

- For profit: Error size has no influence on the performance.
- For DDP: Error size has no influence on the performance. The strange pattern in period 5 and 6 for “Wrong half” is explained by outlying measures, which modify the average shown on the graph but not the statistical analysis.