
ECE 307 – Techniques for Engineering Decisions

Transshipment and Shortest Path Problems

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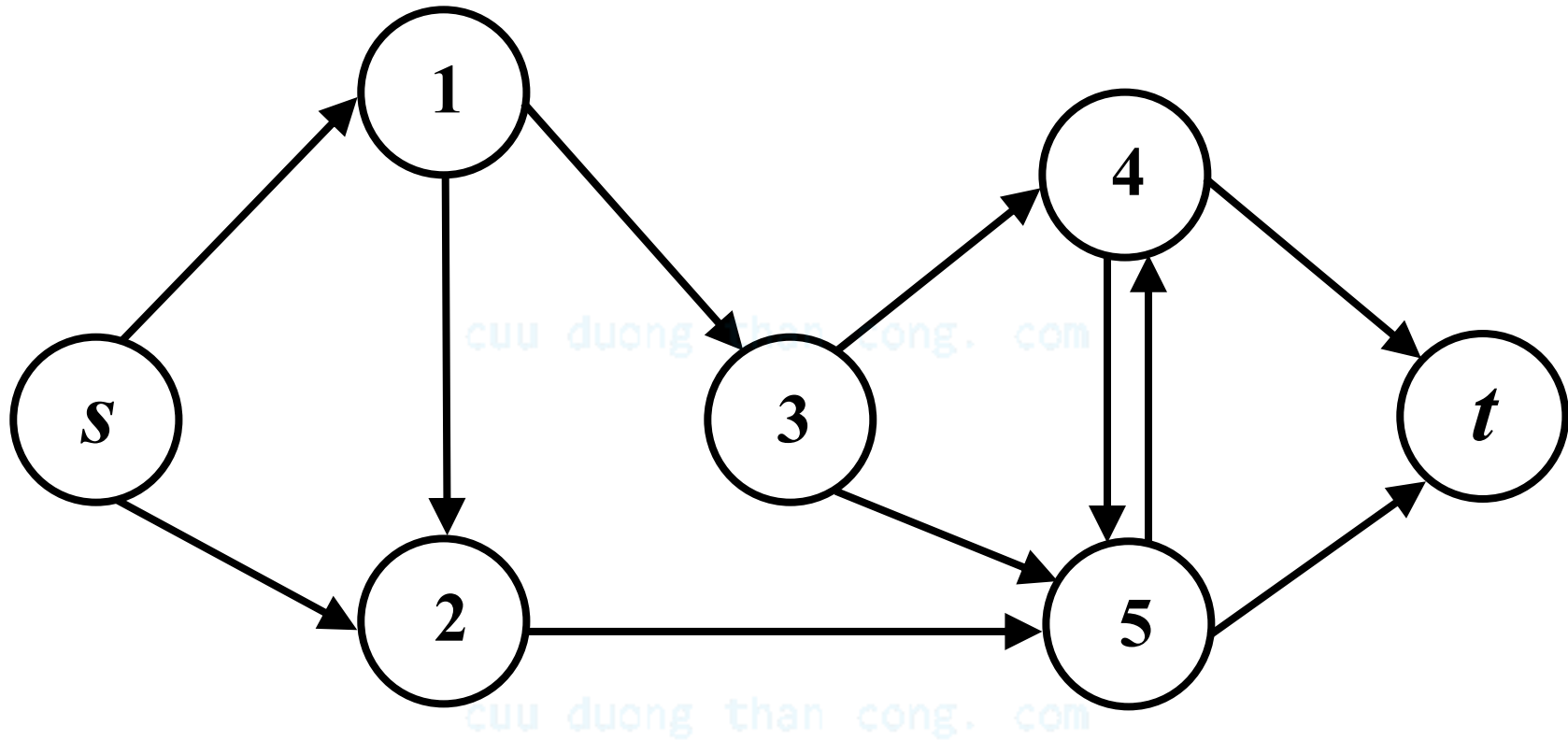
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TRANSSHIPMENT PROBLEMS

- ❑ We consider the shipment of a *homogeneous* commodity from a specified point or *source* to a particular destination or *sink*
- ❑ In general, the source and the sink need not be directly connected; rather, the flow goes through the *transshipment points* or the intermediate nodes
- ❑ The objective is to determine the *maximal flow* from the source to the sink

FLOW NETWORK EXAMPLE



TRANSSHIPMENT PROBLEMS

- nodes 1, 2, 3, 4, and 5 are the transshipment points
- arcs of the network are $(s, 1)$, $(s, 2)$, $(1, 2)$, $(1, 3)$, $(2, 5)$, $(3, 4)$, $(3, 5)$, $(4, 5)$, $(5, 4)$, $(4, t)$, $(5, t)$; the existence of an arc from 4 to 5 and from 5 to 4 allows bidirectional flows between the two nodes
- each arc may be constrained in terms of a limit on the flow through the arc

MAX FLOW PROBLEM

- We denote by f_{ij} the flow from i to j and this equals the amount of the commodity shipped from i to j on an arc (i, j) that directly connects the nodes i and j
- The problem is to determine the maximal flow f from s to t taking into account the flow limits k_{ij} of each arc (i, j)
- The mathematical statement of the problem is

MAX FLOW PROBLEM

$$\max \quad Z = f$$

s.t.

$$0 \leq f_{ij} \leq k_{ij} \quad \forall \text{ arc } (i, j) \text{ that connects nodes } i \text{ and } j$$

$$\left. \begin{array}{l} f = \sum_i f_{si} \quad \text{at source } s \\ \sum_i f_{it} = f \quad \text{at sink } t \end{array} \right\} \text{conservation of flow relations}$$

$$\left. \sum_i f_{ij} = \sum_k f_{jk} \right\} \text{at each transshipment node } j$$

MAX FLOW PROBLEM

- ❑ While the simplex approach can solve the *max flow* problem, it is possible to construct a highly efficient *network* method to find f directly
- ❑ We develop such a scheme by making use of network or graph theoretic notions
- ❑ We start by introducing some definitions

DEFINITIONS OF NETWORK TERMS

□ Each *arc* is directed and so for an arc (i, j) , $f_{ij} \geq 0$

□ A *forward* arc at a node i is one that leaves the

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node i to some node j and is denoted by (i, j)

□ A *backward* arc at node i is one that enters node

i from some node j and is denoted by (j, i)

DEFINITIONS OF NETWORK TERMS

- A *path* connecting node i to node j is a sequence of arcs that starts at node i and terminates at node j

- we denote a path by

$$\mathcal{P} = \{ (i, k), (k, l), \dots, (m, j) \}$$

- in the example network

- $(1, 2), (2, 5), (5, 4)$ is a path from 1 to 4
- $(1, 3), (3, 4)$ is another path from 1 to 4

DEFINITIONS OF NETWORK TERMS

□ A *cycle* is a path with $i = j$, i.e.,

$$\mathcal{P} = \{ (i, k), (k, l), \dots, (m, i) \}$$

□ We denote the set of nodes of the network by \mathcal{N}

○ the definition is

$$\mathcal{N} = \{ i : i \text{ is a node of the network} \}$$

○ In the example network

$$\mathcal{N} = \{ s, 1, 2, 3, 4, 5, t \}$$

NETWORK CUT

- A *cut* is a partitioning of nodes into two distinct subsets \mathcal{S} and \mathcal{T} with

$$\mathcal{N} = \mathcal{S} \cup \mathcal{T} \text{ and } \mathcal{S} \cap \mathcal{T} = \emptyset$$

- We are interested in cuts with the property that

$$s \in \mathcal{S} \text{ and } t \in \mathcal{T}$$

- the sets \mathcal{S} and \mathcal{T} provide an $s - t$ cut

- in the example network,

$$\mathcal{S} = \{s, 1, 2\} \text{ and } \mathcal{T} = \{3, 4, 5, t\}$$

provide an $s - t$ cut

NETWORK CUT

- The capacity of a cut is

$$K(\mathcal{S}, \mathcal{T}) = \sum_{\substack{i \in \mathcal{S} \\ j \in \mathcal{T}}} k_{ij}$$

- In the example network with

$$\mathcal{S} = \{s, 1, 2\} \quad \text{and} \quad \mathcal{T} = \{3, 4, 5, t\}$$

we have

$$K(\mathcal{S}, \mathcal{T}) = k_{13} + k_{25}$$

but for the cut with

$$\mathcal{S} = \{s, 1, 2, 3, 4\} \quad \text{and} \quad \mathcal{T} = \{5, t\}$$

NETWORK CUT

$$K(\mathcal{S}, \mathcal{T}) = k_{4,t} + k_{4,5} + k_{3,5} + k_{2,5}$$

- ❑ Now, arc (5, 4) is directed from a node in \mathcal{T} to a node in \mathcal{S} and is not included in the summation
- ❑ An important characteristic of the $s - t$ cuts of interest is that if all the arcs in the cut are removed, then *no* path exists from s to t ; consequently, no flow is possible since any flow from s to t must go through the arcs in a cut
- ❑ The flow is *limited* by the capacity of the cut

NETWORK CUT LEMMA

- For any directed network, the flow f from s to t is constrained by an $s - t$ cut

$$f \leq K(\mathcal{S}, \mathcal{T}) \text{ for any cut } \mathcal{S}, \mathcal{T}$$

- Corollaries of this lemma are

$$(i) \max \text{ flow} \leq K(\mathcal{S}, \mathcal{T}) \quad \forall \mathcal{S}, \mathcal{T}$$

and

$$(ii) \max \text{ flow} \leq \min_{\mathcal{S}, \mathcal{T}} K(\mathcal{S}, \mathcal{T})$$

MAX – FLOW – MIN – CUT THEOREM

- For any network, the value of the maximal flow from s to t is equal to the minimal cut, i.e., the cut \mathcal{S}, \mathcal{T} with the smallest capacity
- The *max-flow min-cut* theorem allows us, in principle, to find the maximal flow in a network by finding the capacities of all the cuts and determining the cut with the smallest capacity

MAX FLOW

- ❑ The *maximal flow* algorithm is based on finding a *path* through which a positive flow from s to t can be sent, the so – called *flow augmenting path*; the procedure is continued until no such flow augmenting path can be found and therefore we have the *maximal flow*
- ❑ The maximal flow algorithm is based on the repeated application of the *labeling procedure*

LABELING PROCEDURE

□ The *labeling procedure* is used to find a *flow*

augmenting path from $s - t$

□ We say that a node j can be labeled if and only

if flow can be sent from s to t

LABELING PROCEDURE

Step 0 : start with node s

Step 1 : label node j given that node i is
labeled only if

(i) either there exists an arc (i, j) and

$$f_{ij} < k_{ij}$$

(ii) or there exists an arc (j, i) and

$$f_{ji} > 0$$

Step 2 : if $j = t$, stop; else, go to Step 1

THE MAX FLOW ALGORITHM

Step 0 : start with a feasible flow

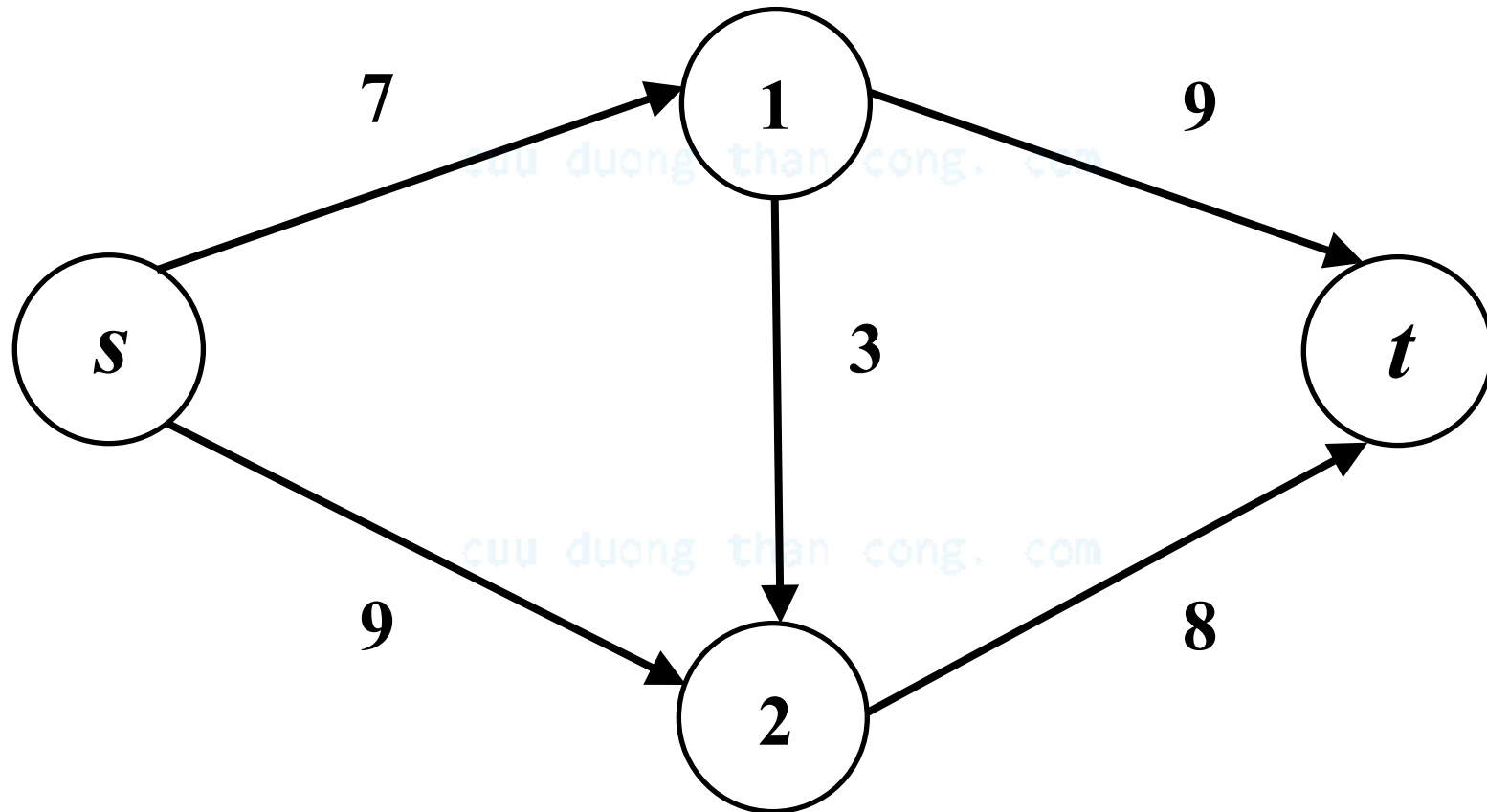
Step 1 : use the *labeling procedure* to find a flow augmenting path

Step 2 : determine the maximum value δ for the max increase (decrease) of flow on all forward (backward) arcs

Step 3 : use the *labeling procedure* to find a flow augmenting path; if no such path exists, stop and go to Step 2

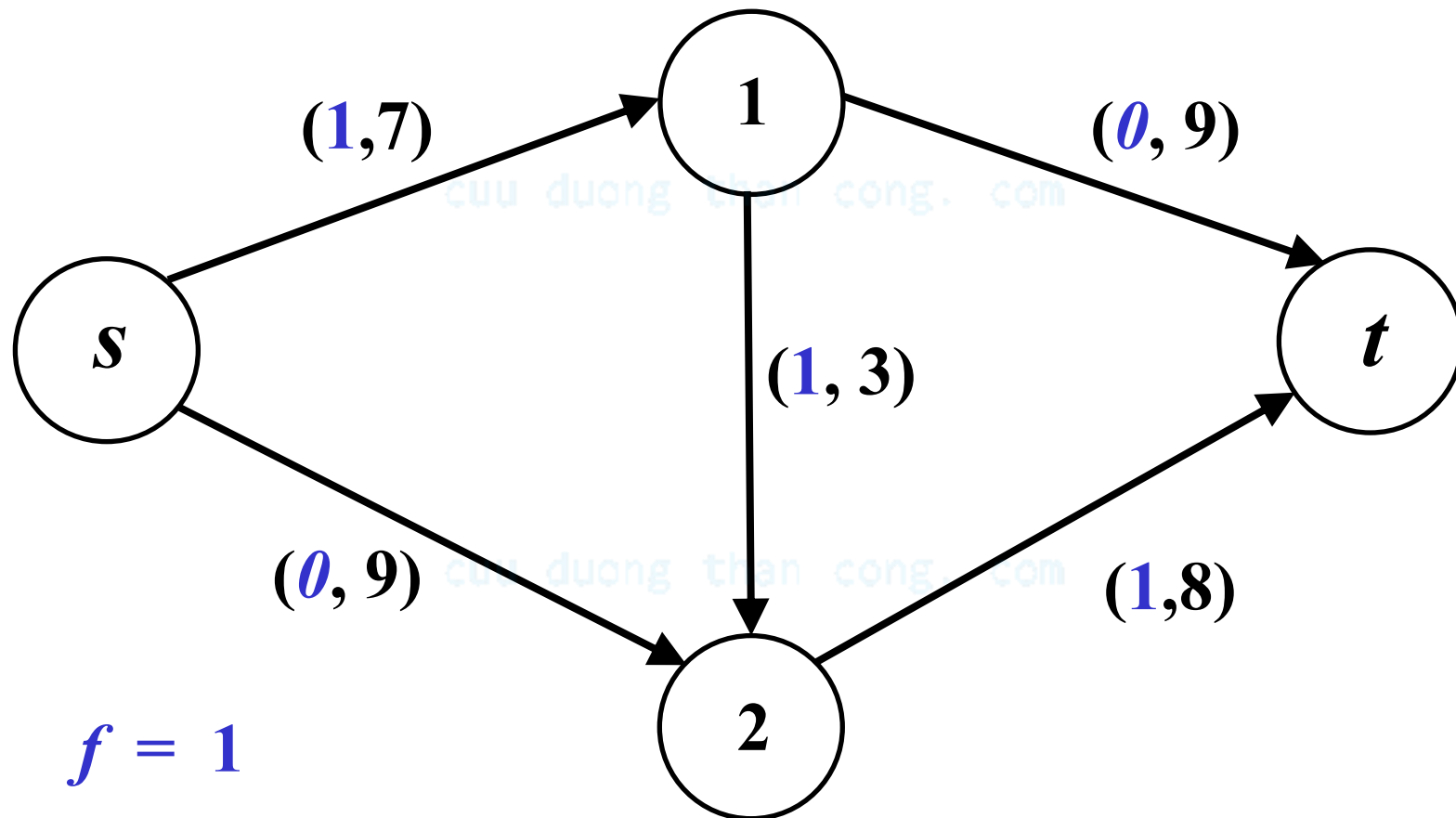
EXAMPLE

- Consider the simple network with the flow capacities on each arc indicated



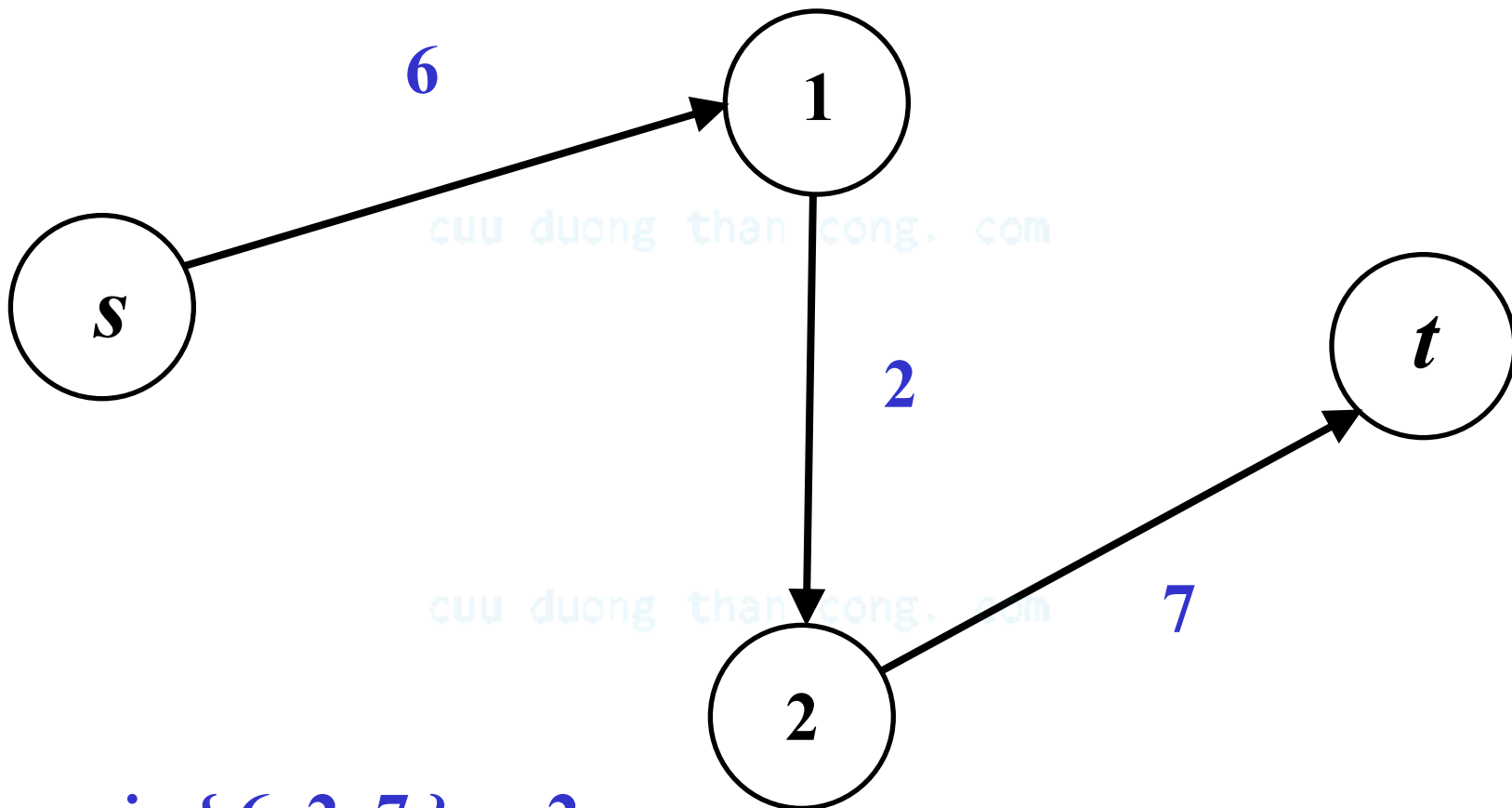
EXAMPLE

- We initialize the network with a flow 1



EXAMPLE

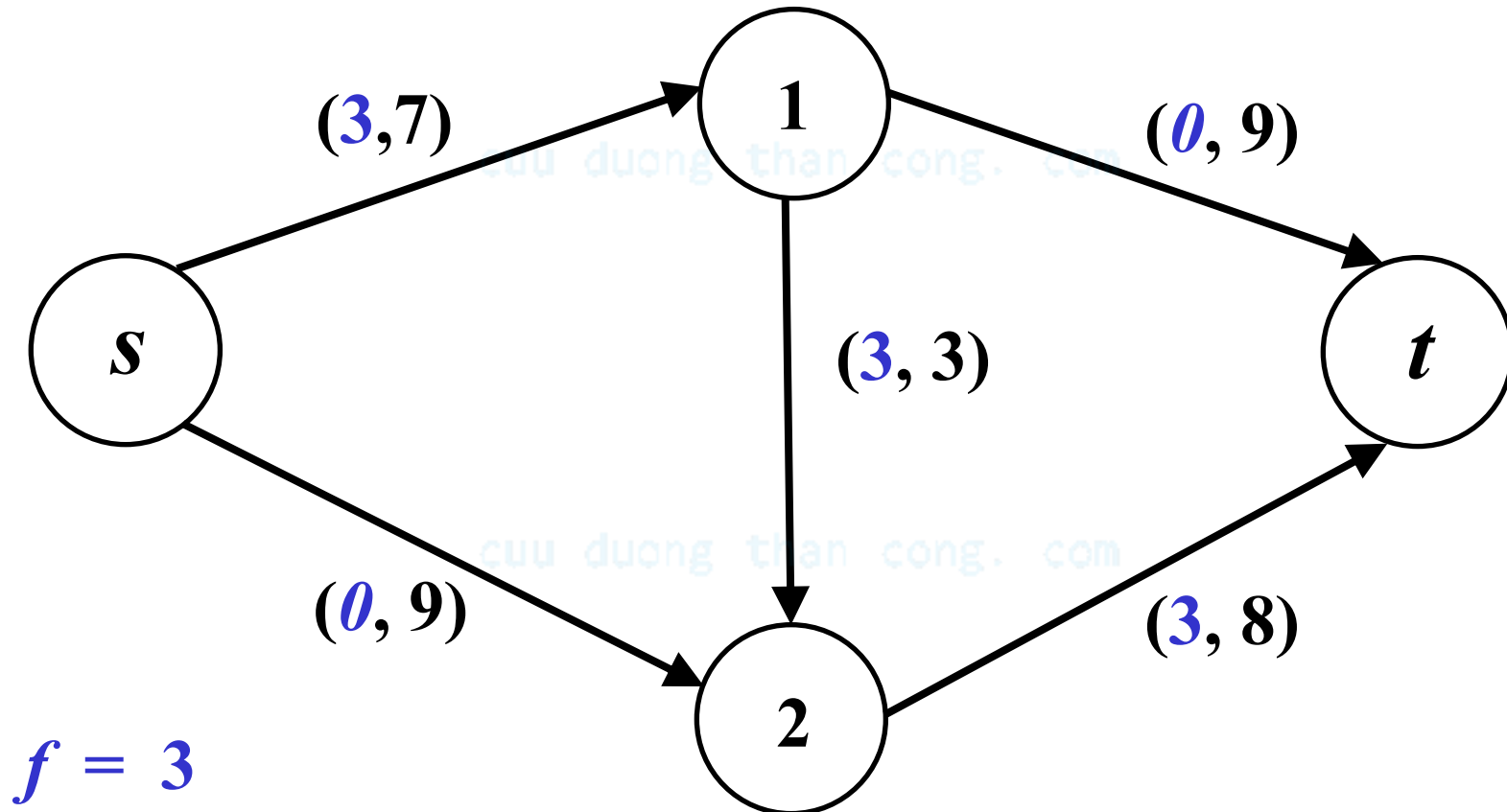
- We apply the labeling procedure



$$f = \min \{ 6, 2, 7 \} = 2$$

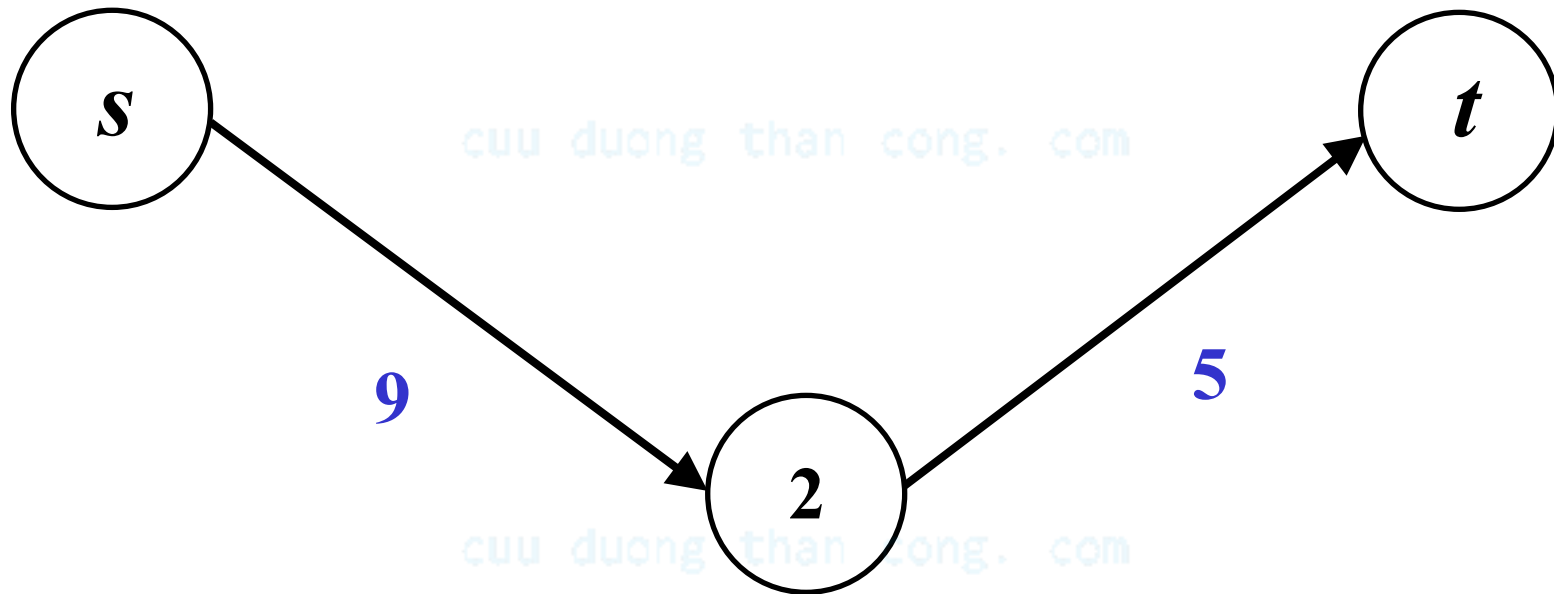
EXAMPLE

- Consider the simple network with the flow and the capacity on each arc (i, j) indicated by (f_{ij}, k_{ij})



EXAMPLE

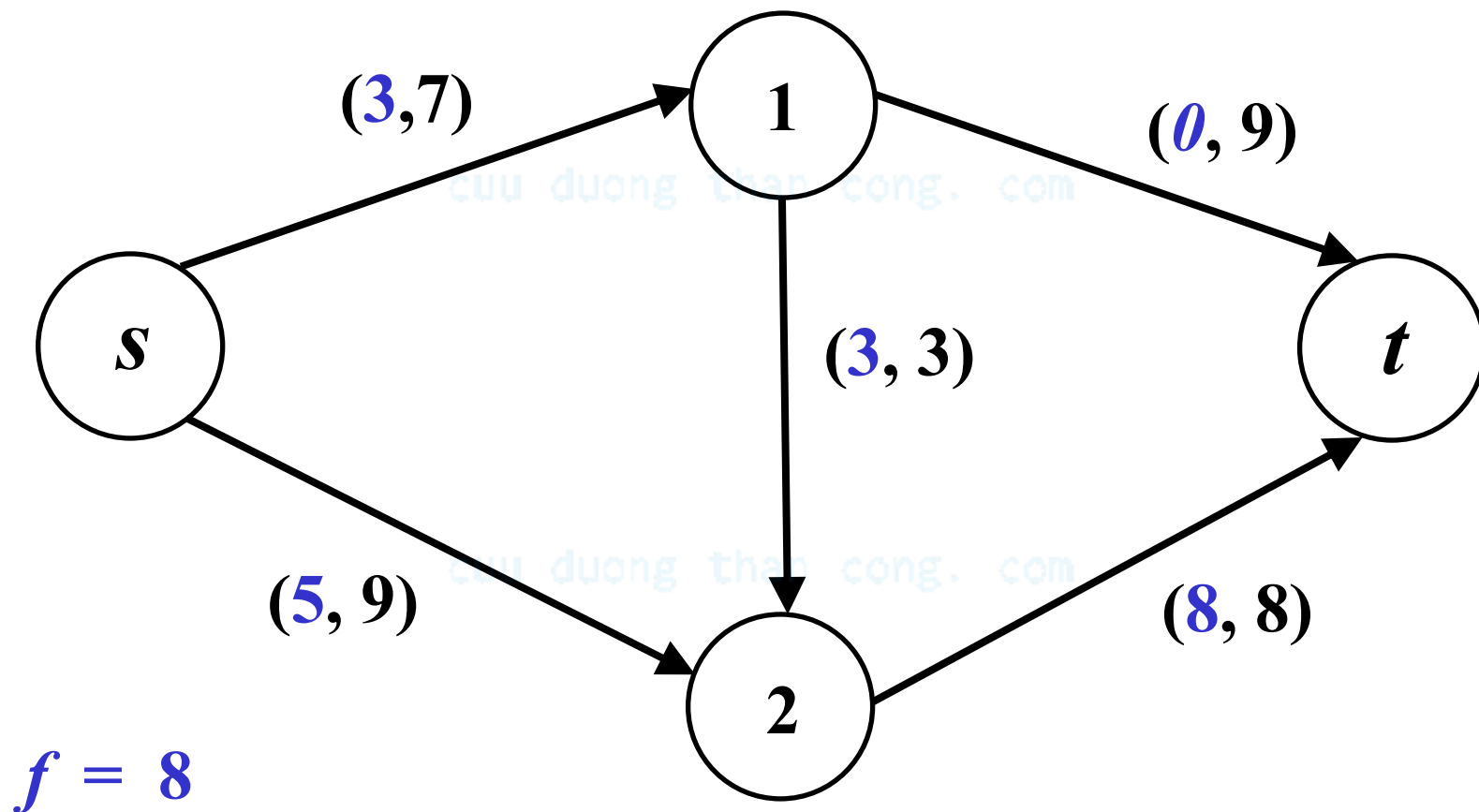
- We repeat application of the labeling procedure



$$f = \min \{ 5, 9 \} = 5$$

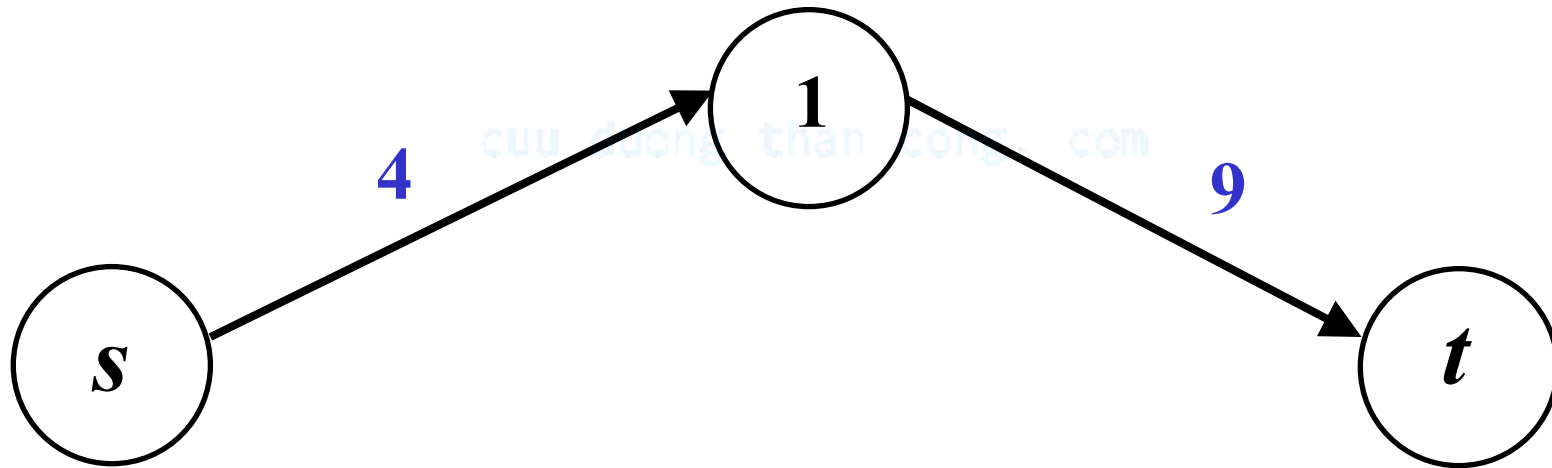
EXAMPLE

□ We increase the flow by 5



EXAMPLE

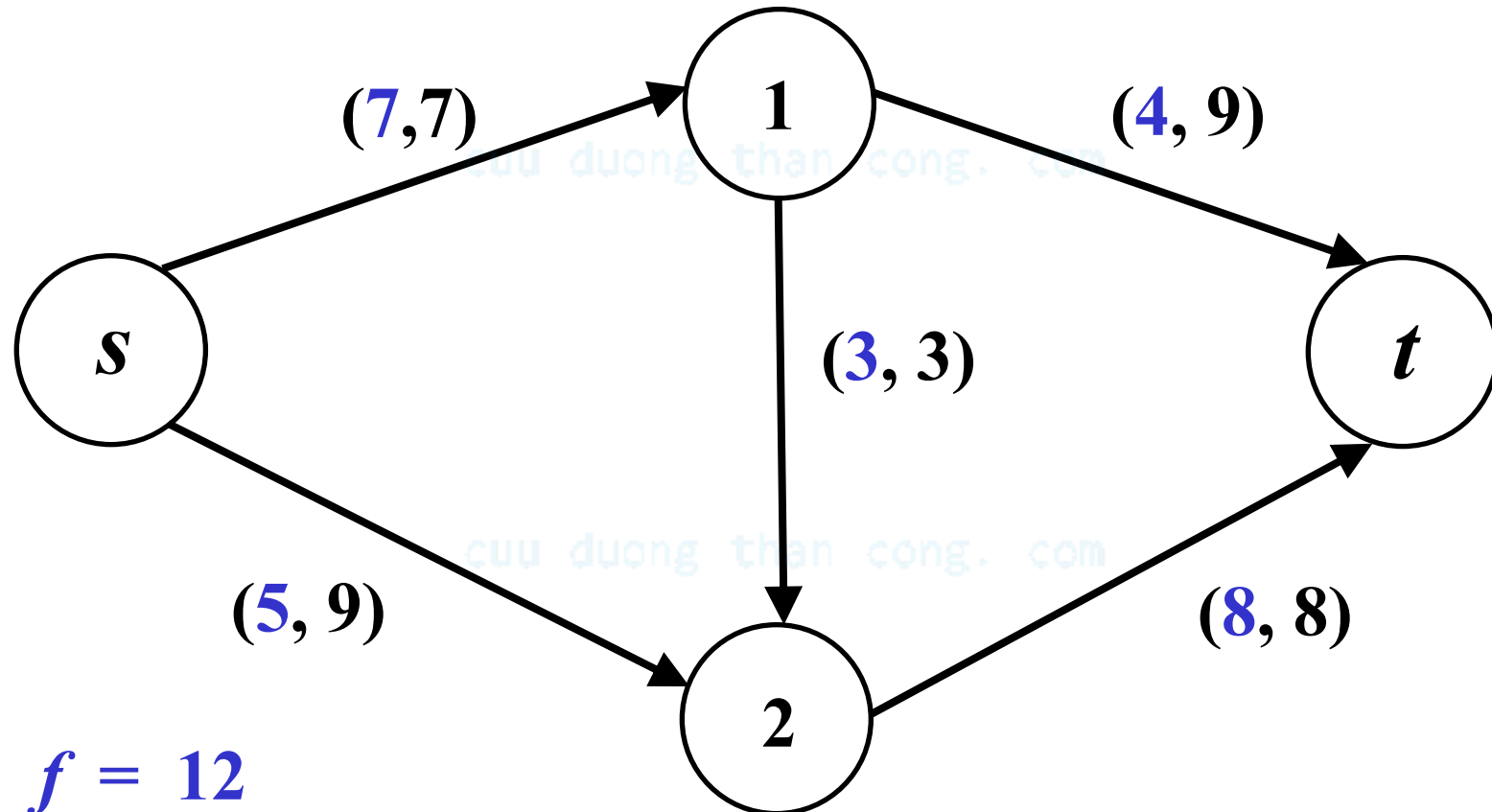
- We repeat application of the labeling procedure



$$f = \min \{ 4, 9 \} = 4$$

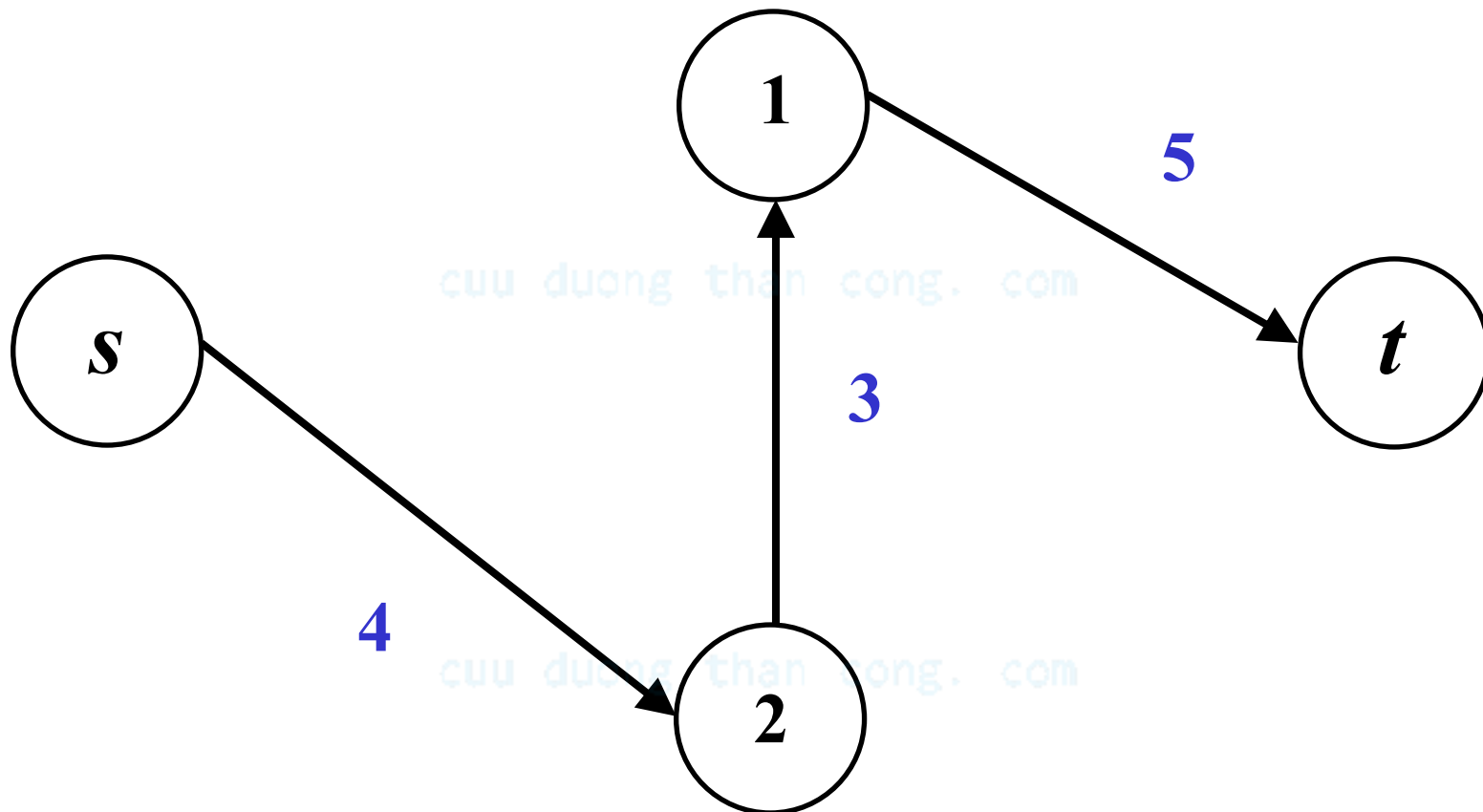
EXAMPLE

□ We increase the flow by 4 to obtain



EXAMPLE

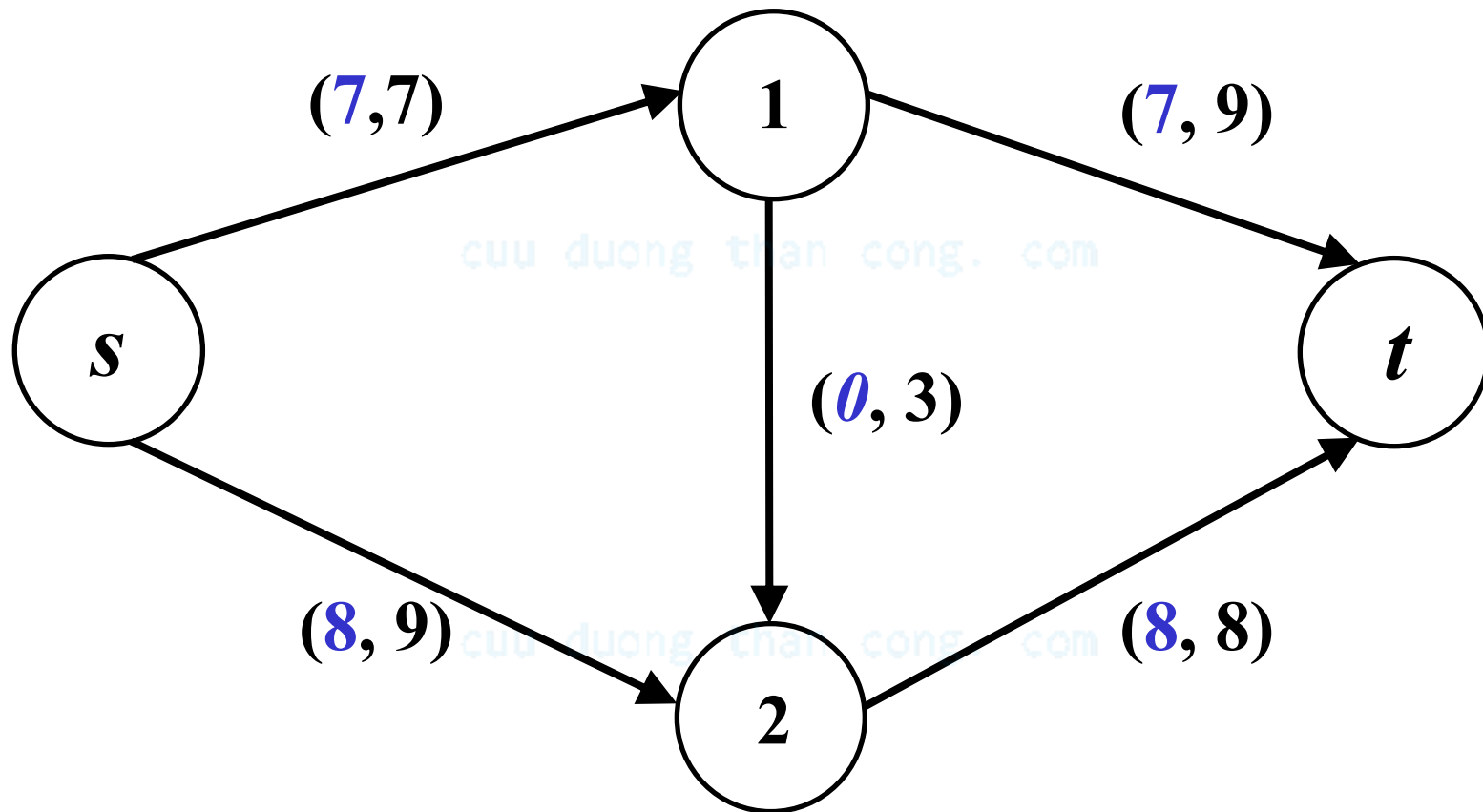
- We repeat application of the *labeling procedure*



$$f = \min \{ 4, 3, 5 \} = 3$$

EXAMPLE

□ We increase the flow by 3



$f = 15$ with no possibility of a *flow augmenting path*

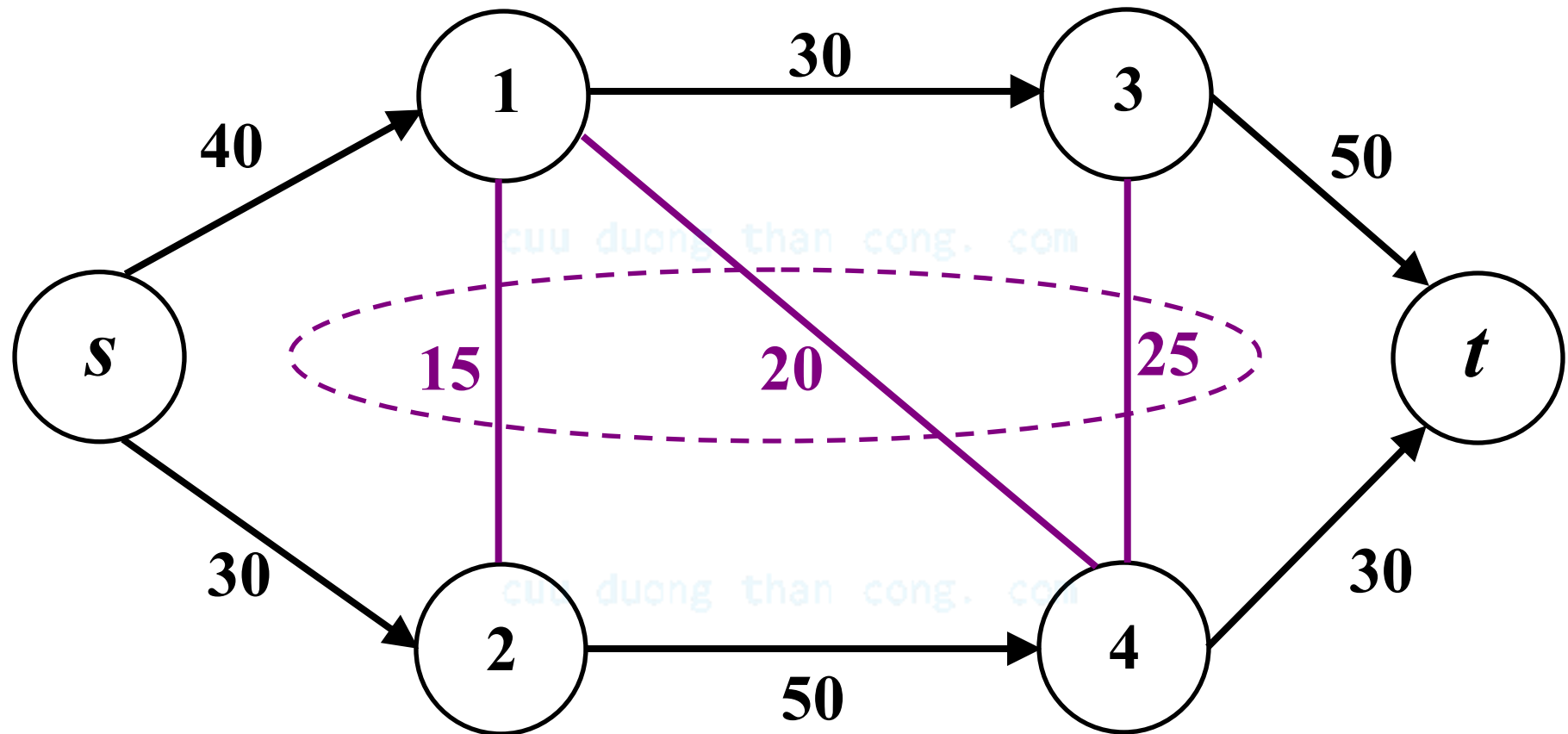
UNDIRECTED NETWORKS

□ A network with undirected arcs is called an undirected network: the flows on each arc (i, j) with the limit k_{ij} cannot violate the capacity constraints in either direction

□ Mathematically, we require

$$\left. \begin{array}{l} f_{ij} \leq k_{ij} \\ f_{ji} \leq k_{ji} \\ f_{ij} f_{ji} = 0 \end{array} \right\} \begin{array}{l} \text{interpretation of} \\ \text{unidirectional flow below} \\ \text{capacity limit} \end{array}$$

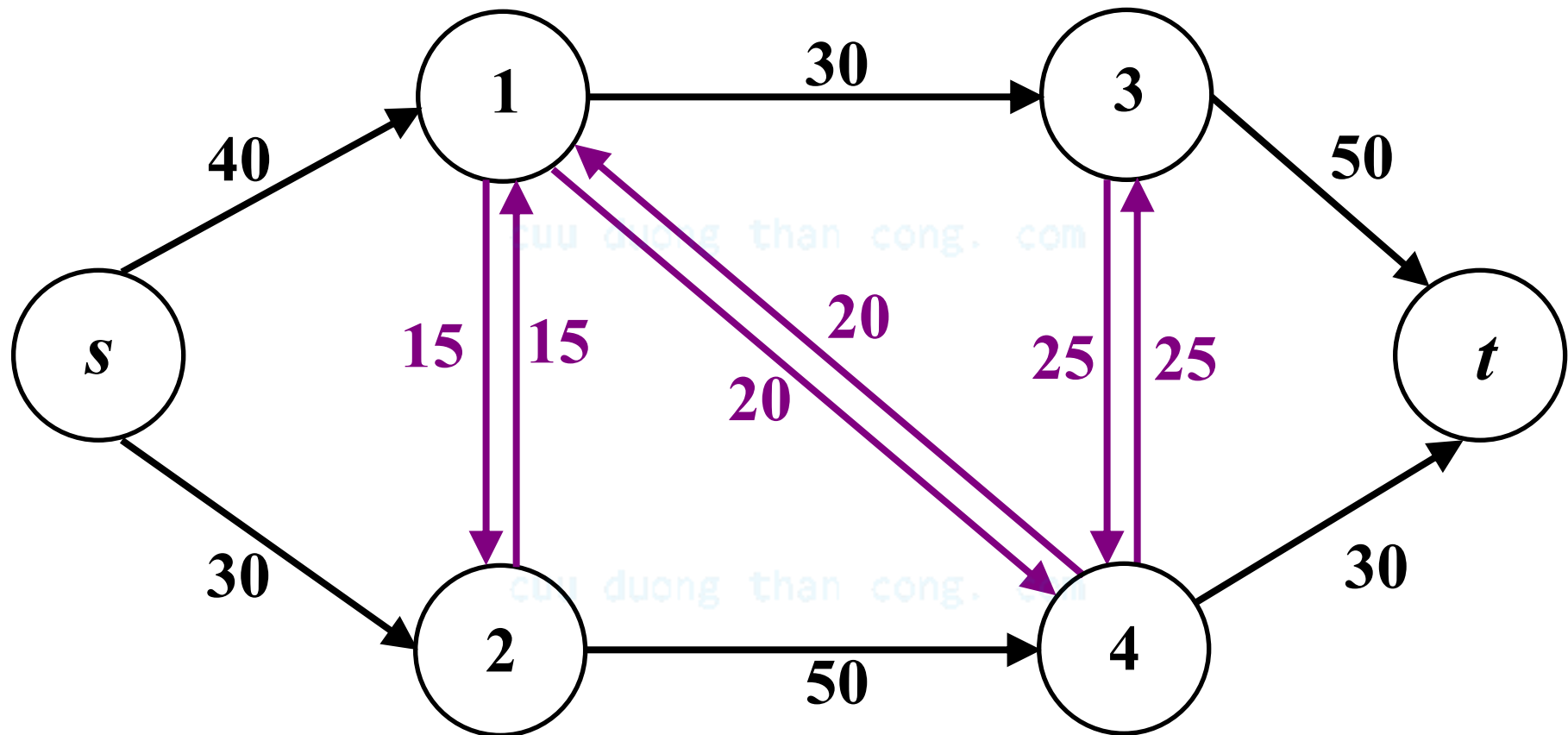
EXAMPLE OF A NETWORK WITH 3 UNDIRECTED ARCS



EXAMPLE OF A NETWORK WITH UNDIRECTED ARCS

- ❑ To make the problem realistic, we may view the capacities as representing traffic flow limits: the directed arcs correspond to *unidirectional* streets and the problem is to place *one-way signs* on each street (i, j) not already directed, so as to *maximize* traffic flow from s to t
- ❑ The procedure is to replace each *undirected arc* by two *directed arcs* (i, j) and (j, i) to determine the maximal $s - t$ flow

EXAMPLE OF A NETWORK WITH 3 UNDIRECTED ARCS



EXAMPLE OF A NETWORK WITH 3 UNDIRECTED ARCS

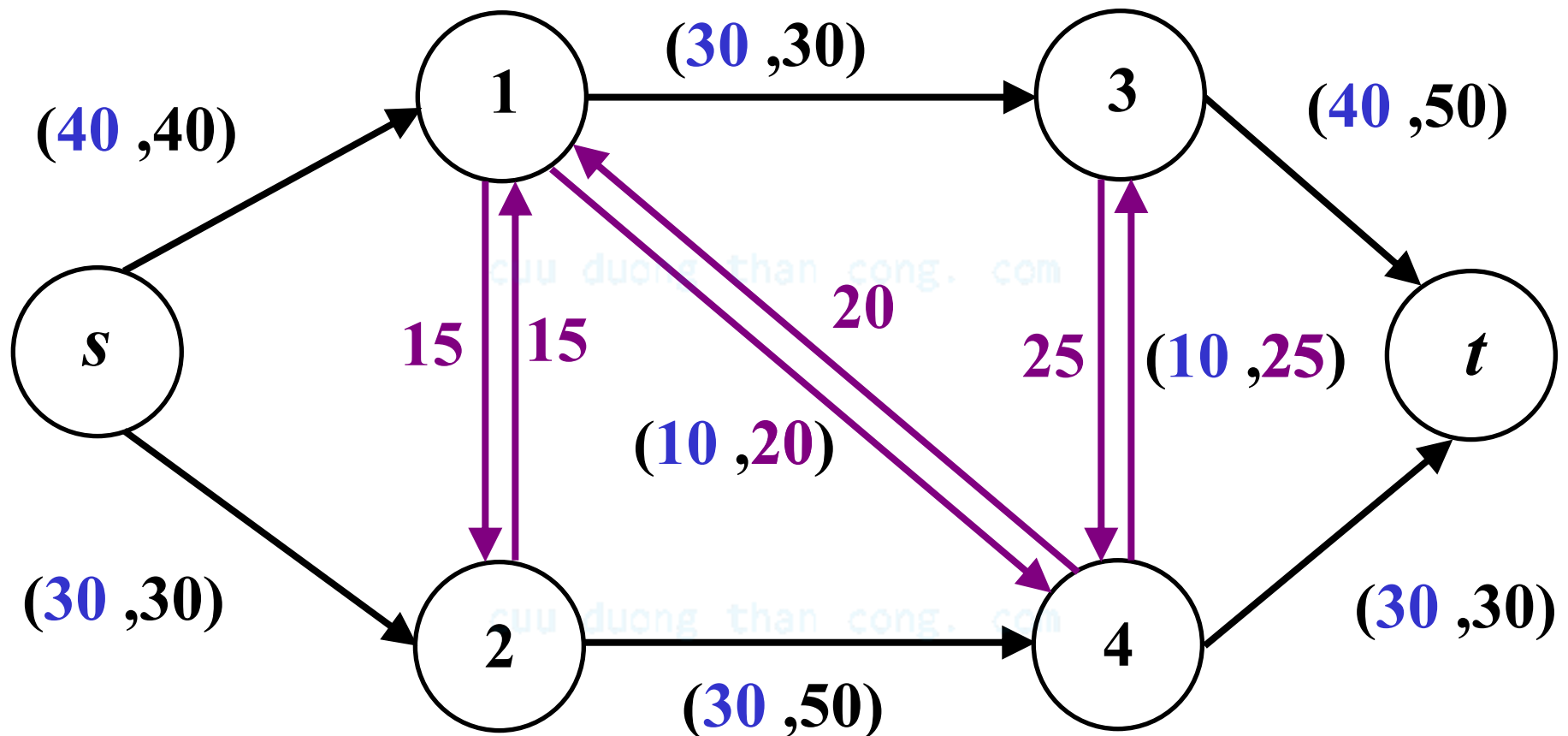
- We apply the *max flow* scheme to the directed network and give the following interpretations to the flows on the *max flow* bidirectional arcs that are the initially undirected arcs (i, j) : if

$$f_{ij} > 0, f_{ji} > 0 \text{ and } f_{ij} > f_{ji}$$

set up the flow from i to j with value $f_{ij} - f_{ji}$ and remove the arc (j, i)

- The computation of the max flow f for this example is left as a homework exercise

EXAMPLE OF A NETWORK WITH 3 UNDIRECTED ARCS



EXAMPLE OF A NETWORK WITH 3 UNDIRECTED ARCS : RESULT

flow: $s \rightarrow 1 \rightarrow 3 \rightarrow t$ = 30

flow: $s \rightarrow 2 \rightarrow 4 \rightarrow t$ = 30

flow: $s \rightarrow 1 \rightarrow 4 \rightarrow 3 \rightarrow t$ = 10

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and so the maximum flow is **$30 + 30 + 10 = 70$**

one way signs should be put from $1 \rightarrow 4$ and $4 \rightarrow 3$

an alternative routing of a flow of 10 is the path

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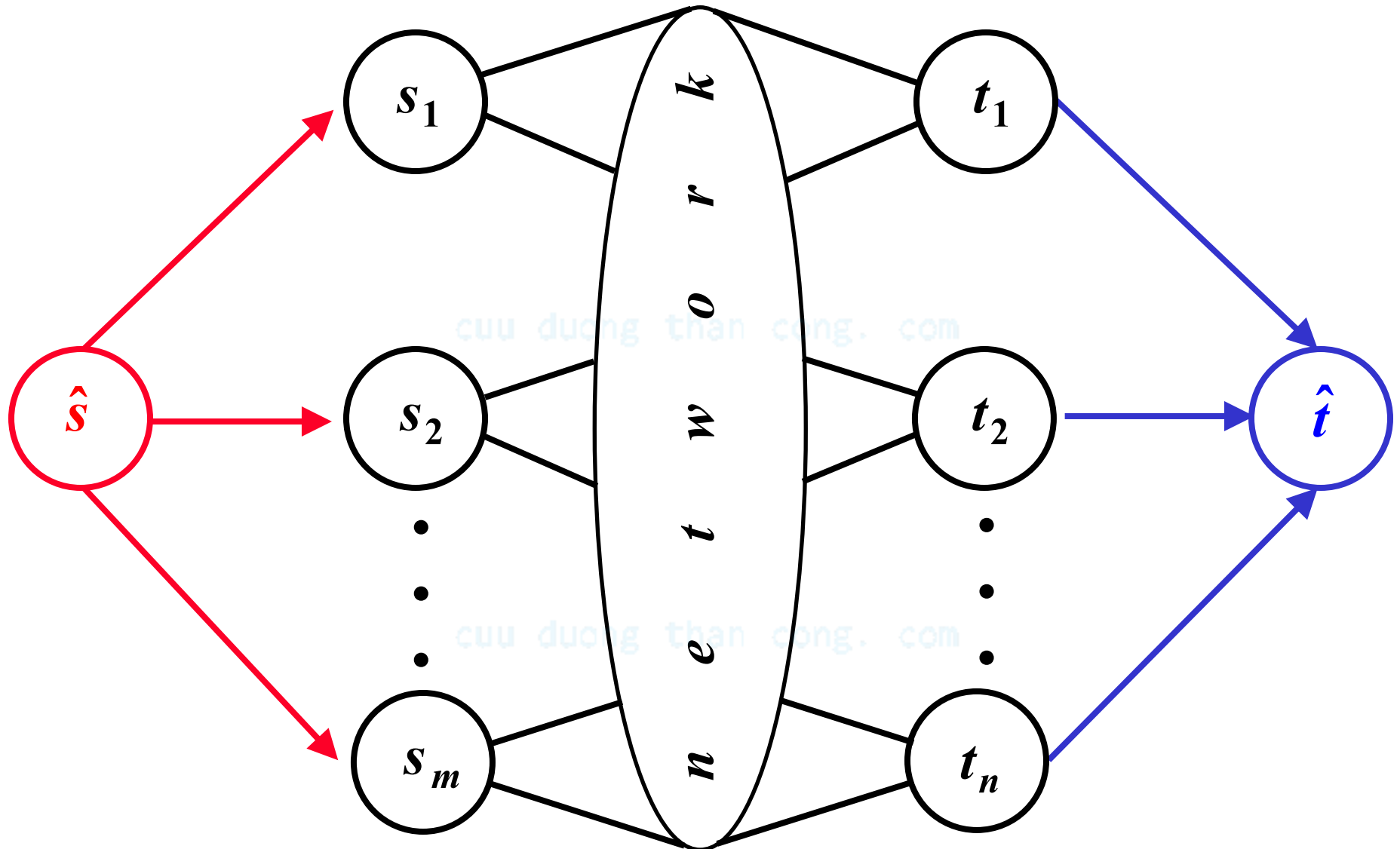
$s \rightarrow 1 \rightarrow 2 \rightarrow 4 \rightarrow 3 \rightarrow t$ which would require one

way signs from $1 \rightarrow 2$ and $4 \rightarrow 3$

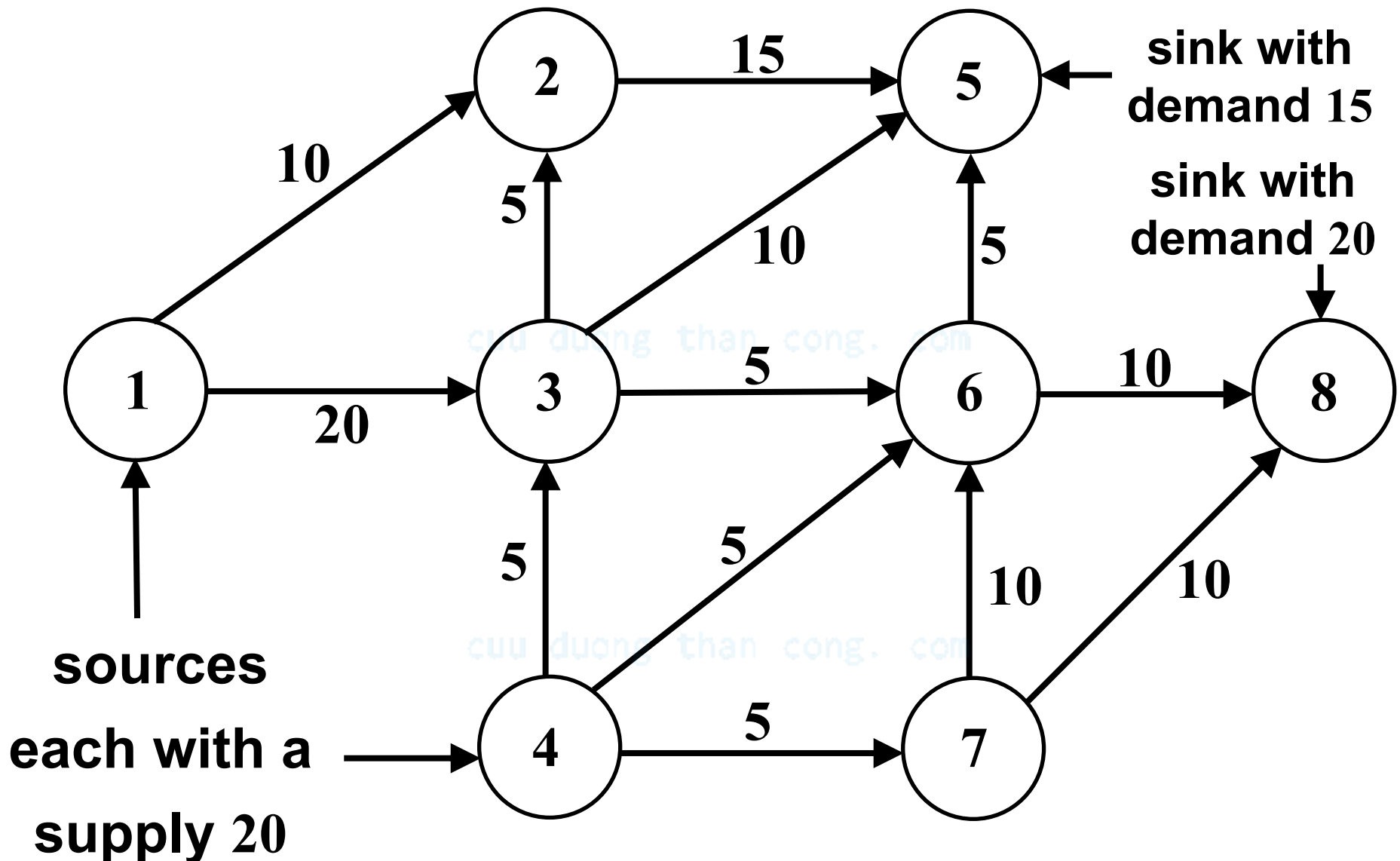
NETWORKS WITH MULTIPLE SOURCES AND MULTIPLE SINKS

- ❑ We next consider a network with several supply and several demand points
- ❑ We introduce a super source \hat{s} linking to all the sources and a super sink \hat{t} linking all the sinks
- ❑ We can consequently apply the *max flow* algorithm to the modified network

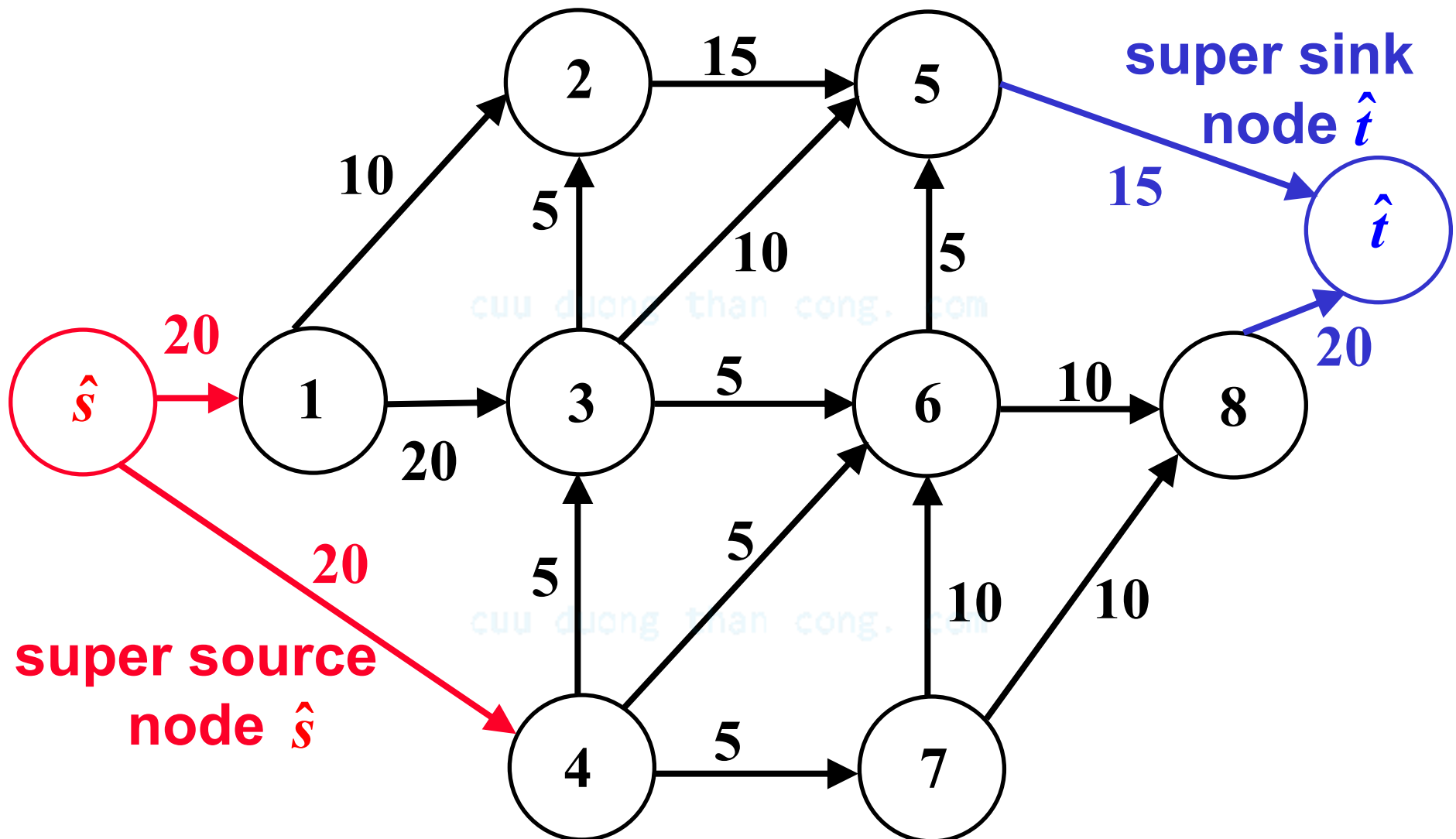
NETWORKS WITH MULTIPLE SOURCES AND MULTIPLE SINKS



MULTIPLE – SOURCE / MULTIPLE – SINK NETWORK EXAMPLE



MULTIPLE – SOURCE / MULTIPLE – SINK NETWORK EXAMPLE



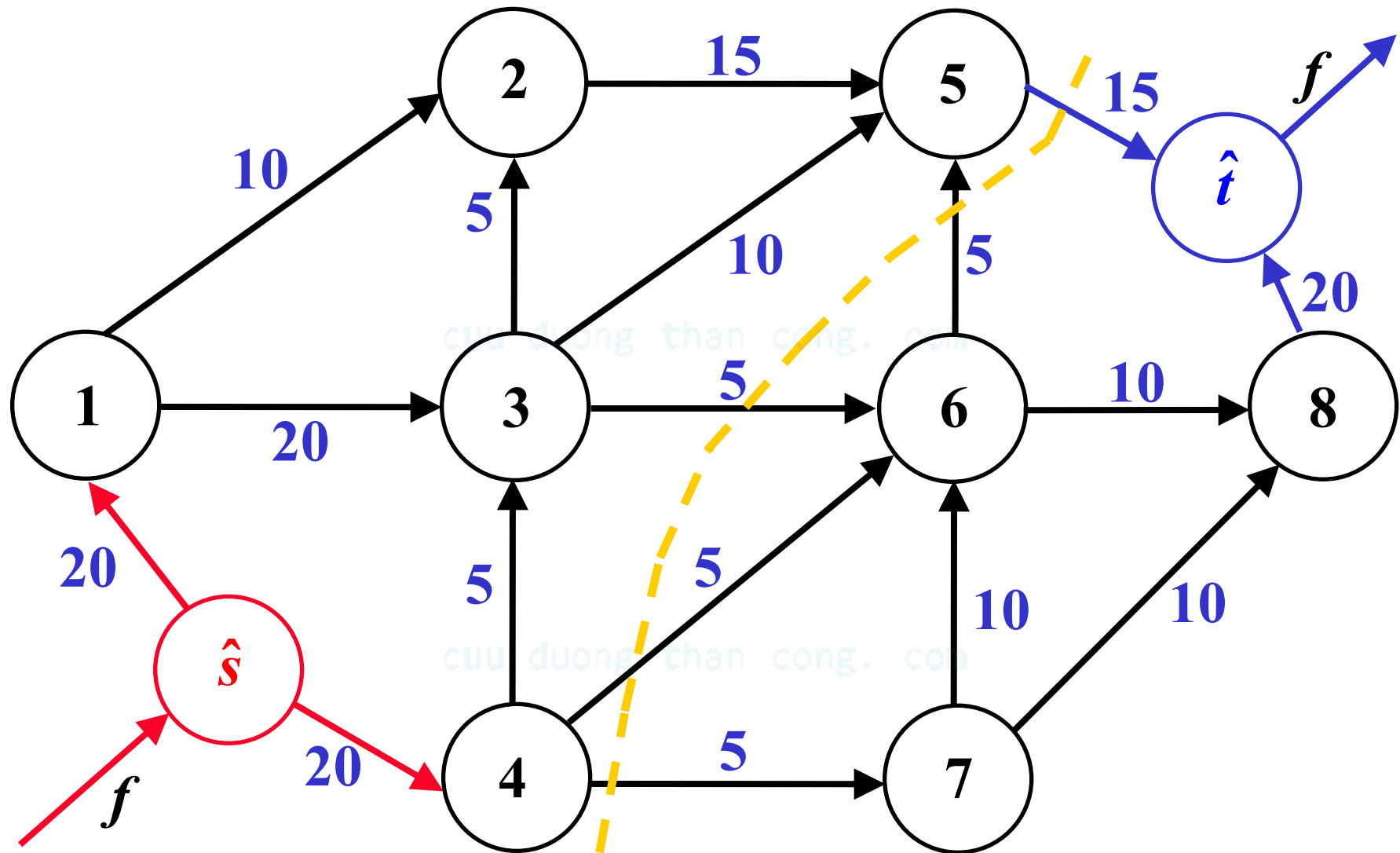
MULTIPLE — SOURCE / MULTIPLE — SINK NETWORK EXAMPLE

- The transshipment problem is feasible if and only if the maximal $\hat{s}-\hat{t}$ flow f satisfies

$$f = \sum_{sinks} demands$$

- We need to show that
 - the transshipment problem is infeasible since the network cannot accommodate the total demand of 35 ;
 - the smallest shortage for this problem is 5

MULTIPLE – SOURCE / MULTIPLE – SINK NETWORK EXAMPLE



MULTIPLE — SOURCE / MULTIPLE — SINK NETWORK EXAMPLE

- ❑ The minimum cut is shown and has capacity

$$15 + 5 + 5 + 5 = 30$$

and the maximum flow is, therefore, 30

- ❑ Since the maximum flow fails to meet the total demand of 35 units, the problem is infeasible; the minimum shortage is 5

APPLICATION TO MANPOWER SCHEDULING

- ❑ Consider the case of a company that must complete its four projects in 6 months

<i>project</i>	<i>earliest start month</i>	<i>latest finish month</i>	<i>manpower requirements (person/month)</i>
<i>A</i>	1	4	6
<i>B</i>	1	6	8
<i>C</i>	2	5	3
<i>D</i>	1	6	4

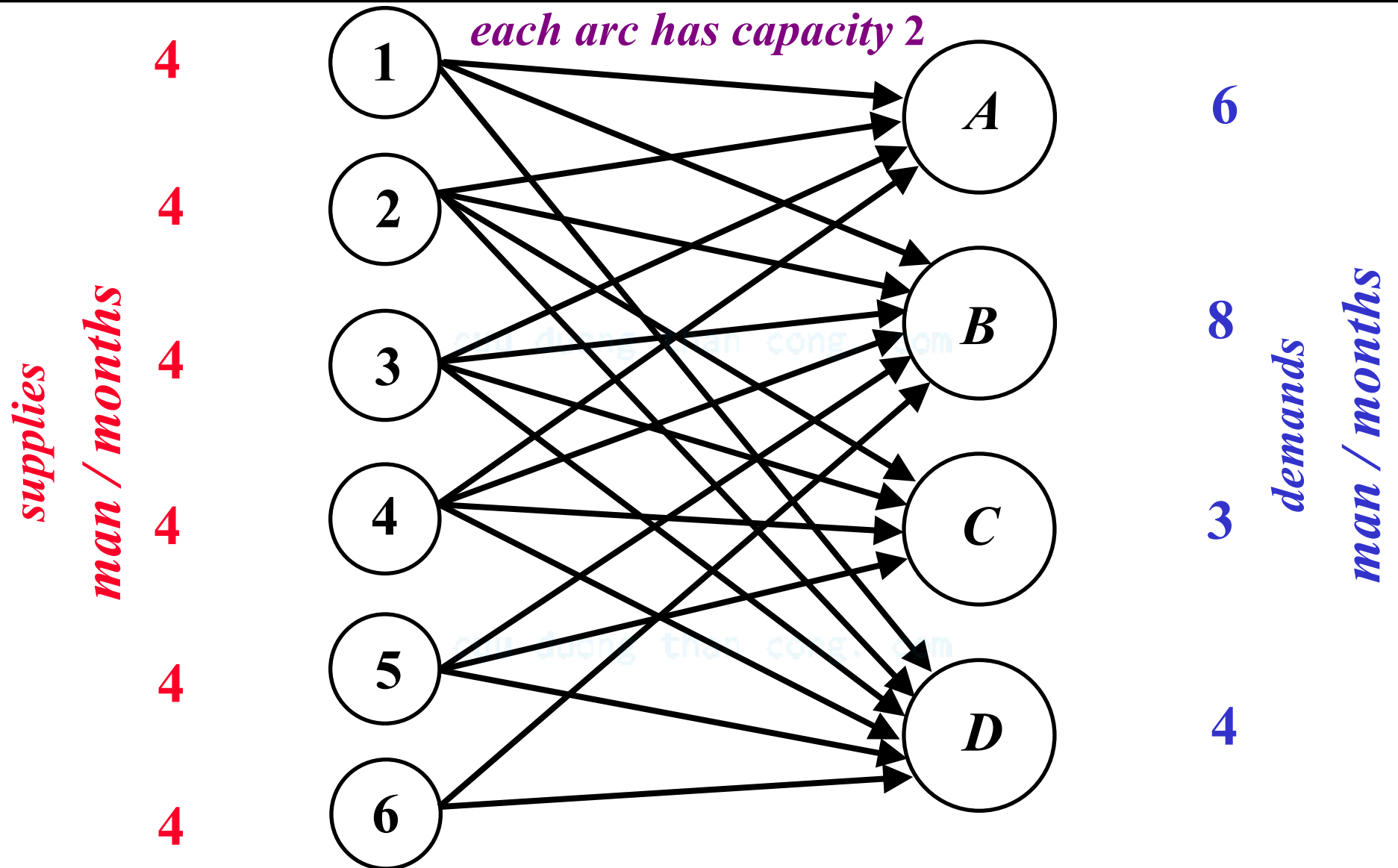
APPLICATION TO MANPOWER SCHEDULING

- ❑ There are the following additional constraints:
 - the company has only 4 engineers
 - at most 2 engineers may be assigned to any one project in a given month
 - no engineer may be assigned to more than one project at any time
- ❑ The question is whether there is a *feasible assignment* and if so determine the *optimal assignment*

APPLICATION TO MANPOWER SCHEDULING

- The solution approach is to set up the problem as a transshipment network
 - the sources are the 6 months of duration
 - the sinks are the 4 projects
 - an arc (i, j) is introduced whenever a feasible assignment of the engineers working in month i can be made to project j with
$$k_{ij} = 2 \quad i = 1, 2, \dots, 6, \quad j = A, B, C, D$$
 - there is no arc $(1, C)$ since project C cannot start before month 2

APPLICATION TO MANPOWER SCHEDULING



APPLICATION TO MANPOWER SCHEDULING

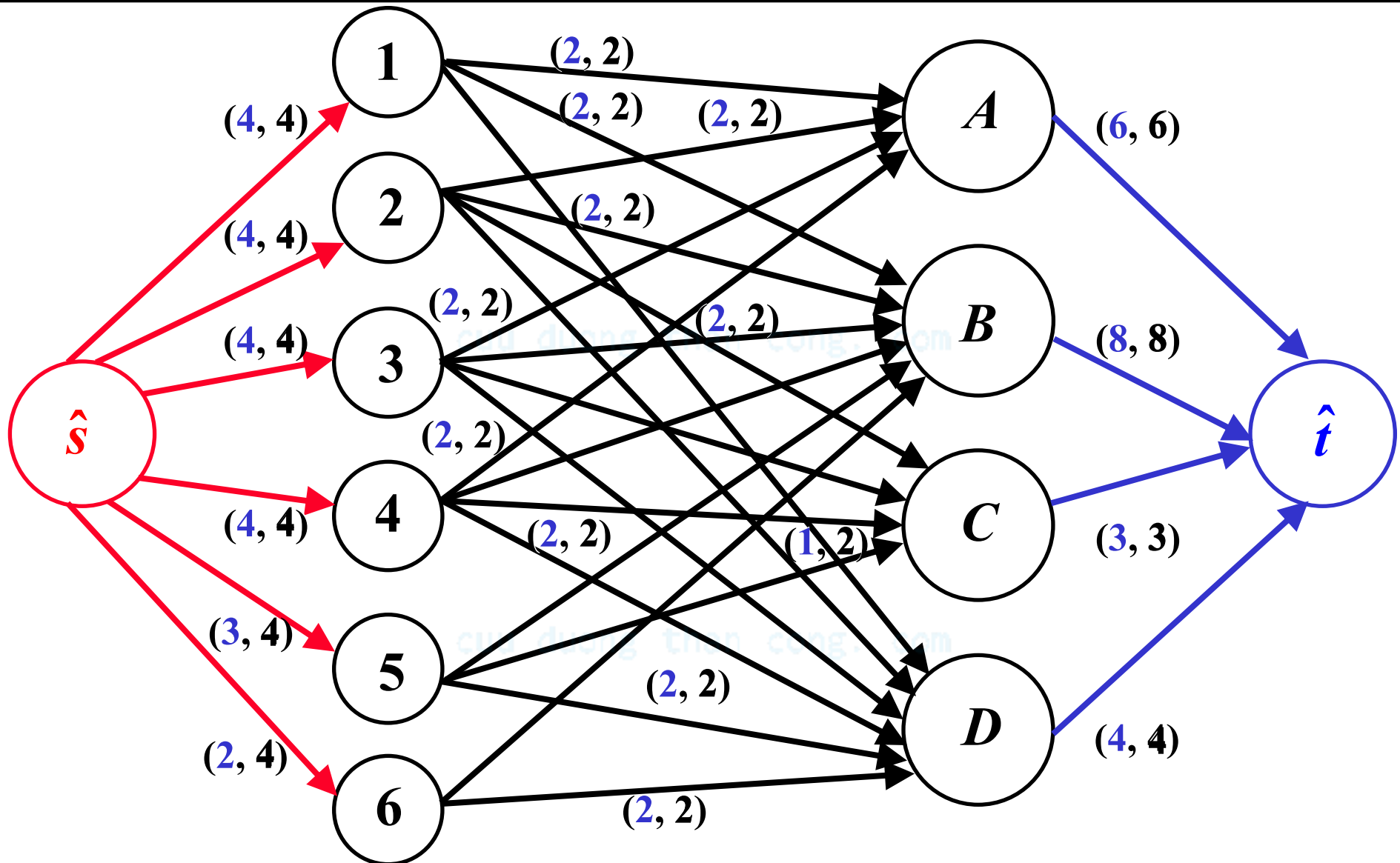
- ❑ The transshipment problem is feasible if the total demand

$$6 + 8 + 3 + 4 = 21$$

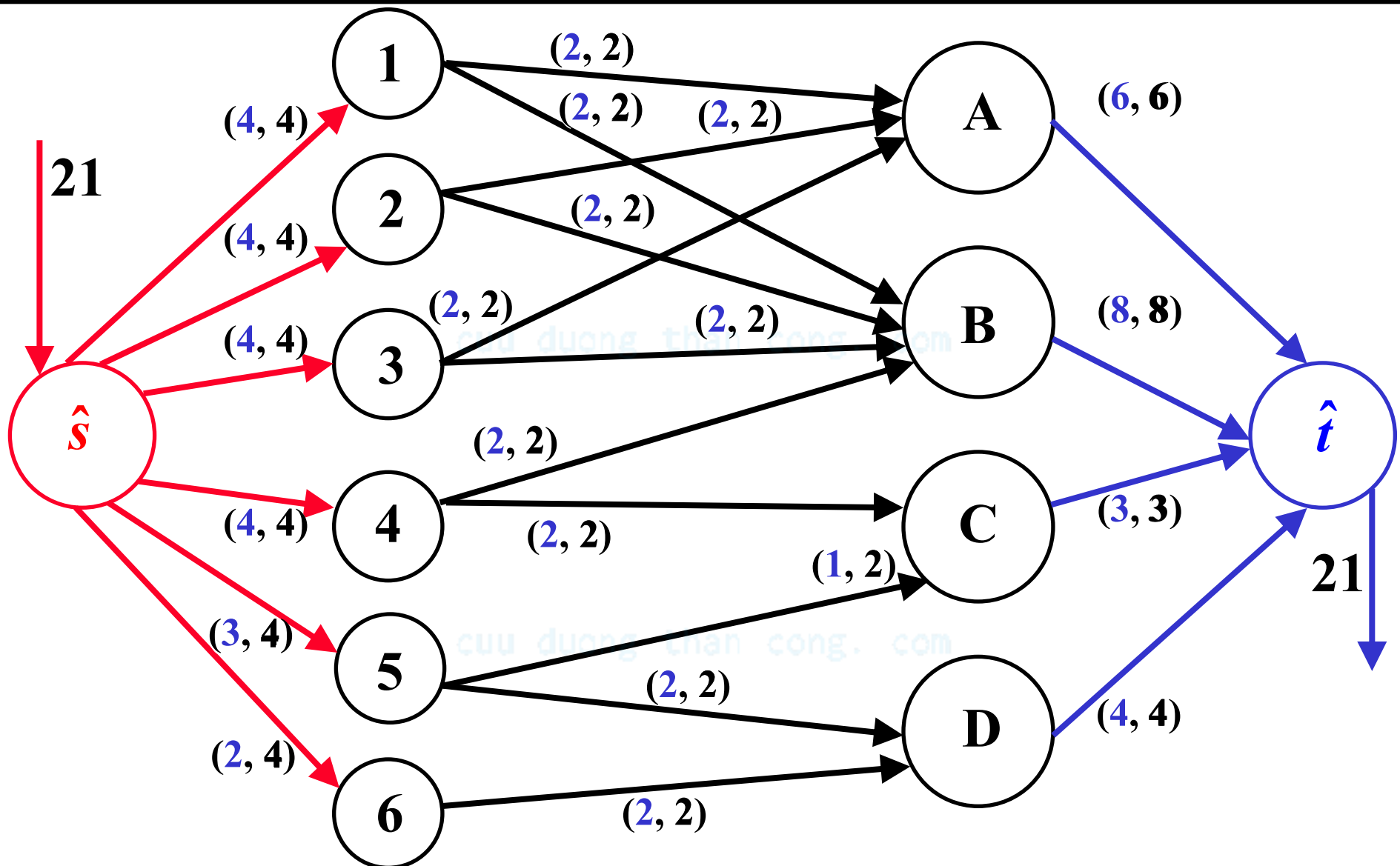
can be met

- ❑ As a homework problem, determine whether a feasible schedule exists and if so, find it

APPLICATION TO MANPOWER SCHEDULING



APPLICATION TO MANPOWER SCHEDULING



SHORTEST ROUTE PROBLEM

- The problem is to determine the *shortest path* from s to t for a network with a set of nodes

$$\mathcal{N} = \{ s = 1, 2, \dots, n = t \}$$

and arcs (i, j) , where for each arc (i, j) of the network

$$d_{ij} = \text{distance or transit time}$$

- The determination of the shortest path from 1 to n requires the specification of the path

$$\{ (1, i_1), (i_1, i_2), \dots, (i_q, n) \}$$

SHORTEST ROUTE PROBLEM

- We can write an *LP* formulation of this problem in the form of a transshipment problem:

ship 1 unit from node 1 to node n by
minimizing the shipping costs using the
data parameters

$$d_{ij} = \begin{cases} \text{shipping costs for 1 unit from } i \text{ to } j \\ \infty \text{ whenever } i \text{ and } j \text{ are not directly connected} \end{cases}$$

THE DIJKSTRA ALGORITHM

- ❑ The solution is very efficiently performed using *the Dijkstra algorithm*
- ❑ The assumptions are
 - d_{ij} is given for each pair of nodes
 - $d_{ij} \geq 0$
- ❑ The scheme is, basically, a label assignment procedure, which assigns nodes with either a *permanent* or a *temporary* label

THE DIJKSTRA ALGORITHM

□ The *temporary* label of a node i is an upper bound
on the shortest distance from node 1 to node i

□ The *permanent* label is the actual shortest distance
from node 1 to node i

THE DIJKSTRA ALGORITHM

Step 0 : assign the *permanent* label 0 to node 1

Step 1 : assign *temporary* labels to all the other nodes

- d_{1j} if node j is directly connected to node 1

- ∞ if node j is not directly connected to node 1

and select the minimum of the *temporary* labels and declare it *permanent* ; in case of ties, the choice is arbitrary

THE DIJKSTRA ALGORITHM

Step 2 : let ℓ be the node most recently assigned a *permanent* label and consider each node j with a *temporary* label; recompute the label to be

$$\min \left\{ \begin{array}{l} \text{temporary label} \\ \text{of node } j \end{array} , \begin{array}{l} \text{permanent label} \\ \text{of node } \ell \end{array} + d_{\ell j} \right\}$$

Step 3 : select the smallest of the *temporary* labels and declare it *permanent* ; in case of ties, the choice is arbitrary

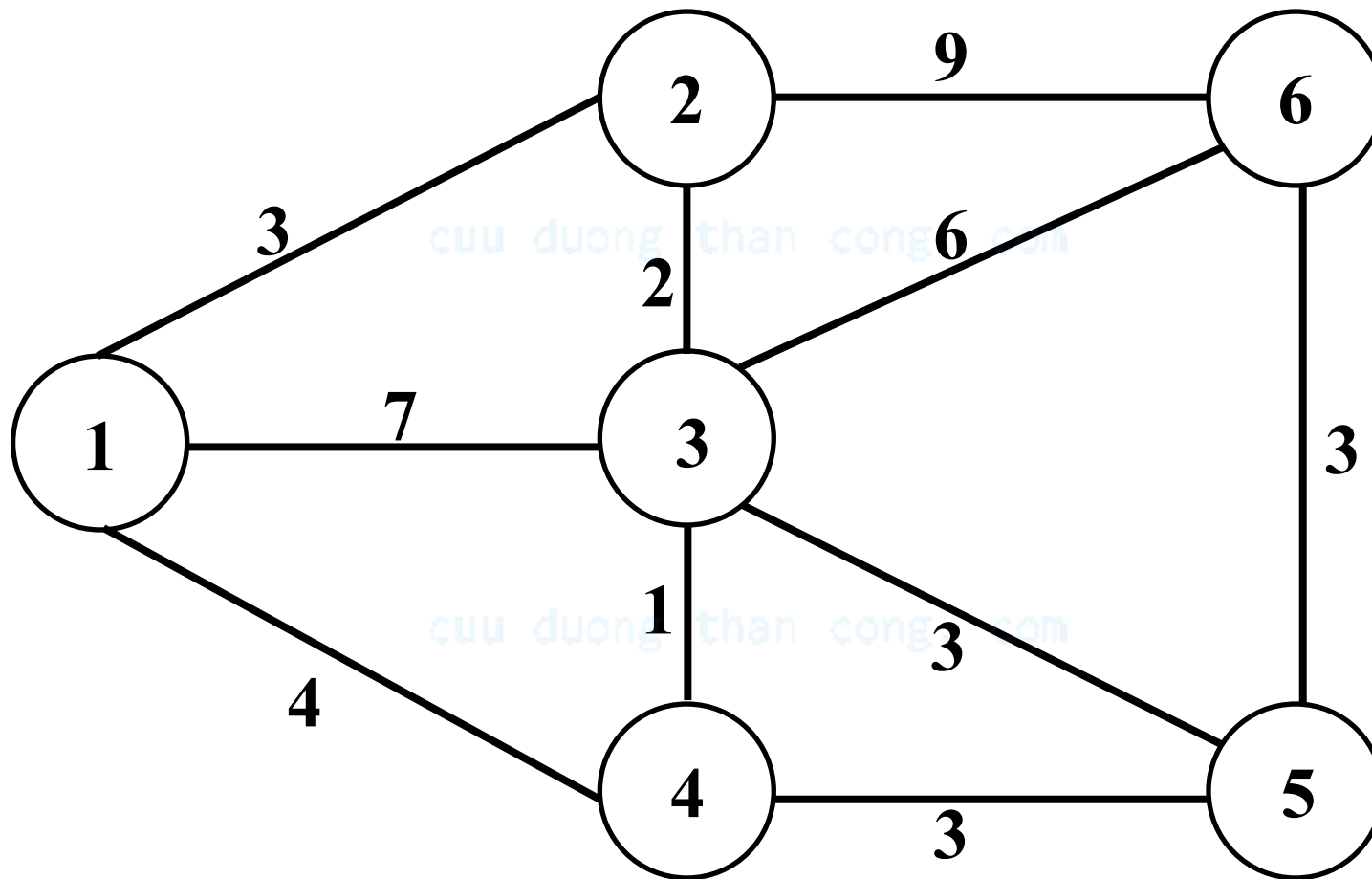
Step 4 : if this is node n , stop; else, go to Step 2

THE DIJKSTRA ALGORITHM

- ❑ The shortest path is obtained by retracing the sequence of nodes with permanent labels starting from n back to the node 1
- ❑ The path is then given in the forward direction starting from node 1 and ending at node n

EXAMPLE : SHORTEST PATH

□ Consider the undirected network



EXAMPLE : SHORTEST PATH

□ The problem is to

○ find the shortest path from 1 to 6

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○ compute the length of the shortest path

□ We apply the Dijkstra algorithm and assign

iteratively a *permanent* label to each node

EXAMPLE : SHORTEST PATH

Steps 0 and 1 : $\mathcal{L}(0) = [0, 3, 7, 4, \infty, \infty]$

initial label →

0

1

Steps 2 : $\mathcal{L}(1) = [0, 3, 5, 4, \infty, 12]$

label in iteration 1 →

2

Steps 2,3 and 4 : $\mathcal{L}(2) = [0, 3, 5, 4, 7, 12]$

label in iteration 2 →

3

EXAMPLE : SHORTEST PATH

Steps 2,3 and 4 : $\mathcal{L}(3) = [0, 3, 5, 4, 7, 11]$

label in iteration 3 →

4

Steps 2,3 and 4 : $\mathcal{L}(4) = [0, 3, 5, 4, 7, 10]$

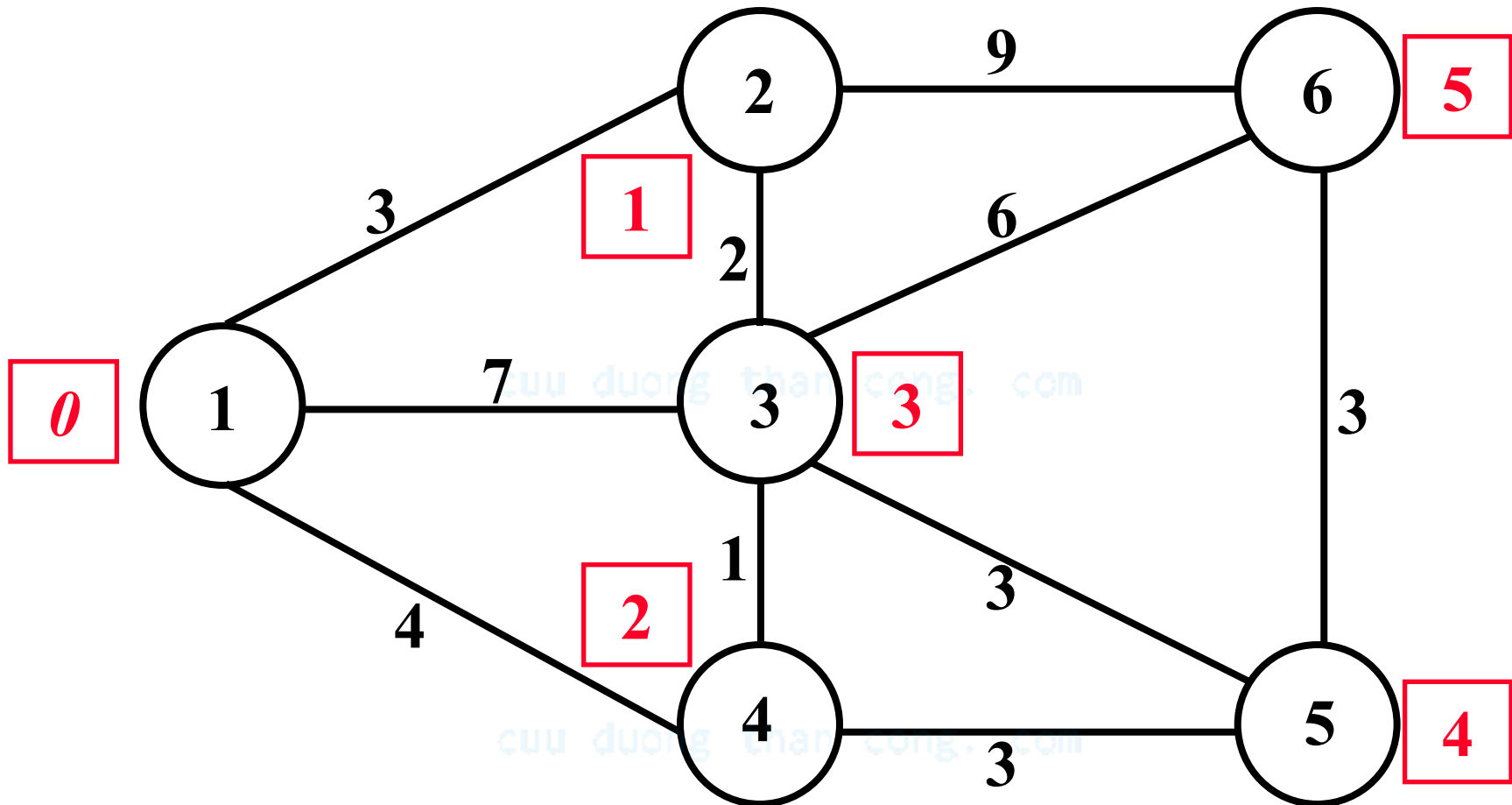
label in iteration 4 →

5

$\mathcal{L}(4) = [0, 3, 5, 4, 7, 10]$

6

EXAMPLE : SHORTEST PATH



□ The shortest distance is 10 obtained from the path

$\{ (1, 4), (4, 5), (5, 6) \}$

PATH RETRACING

- We retrace the path from n back to 1 using the scheme:

pick node j preceding node n as the node
with the property

$$\begin{array}{l} \text{permanent label of} \\ \text{node } j \end{array} + d_{jn} = \begin{array}{l} \text{shortest} \\ \text{distance} \end{array}$$

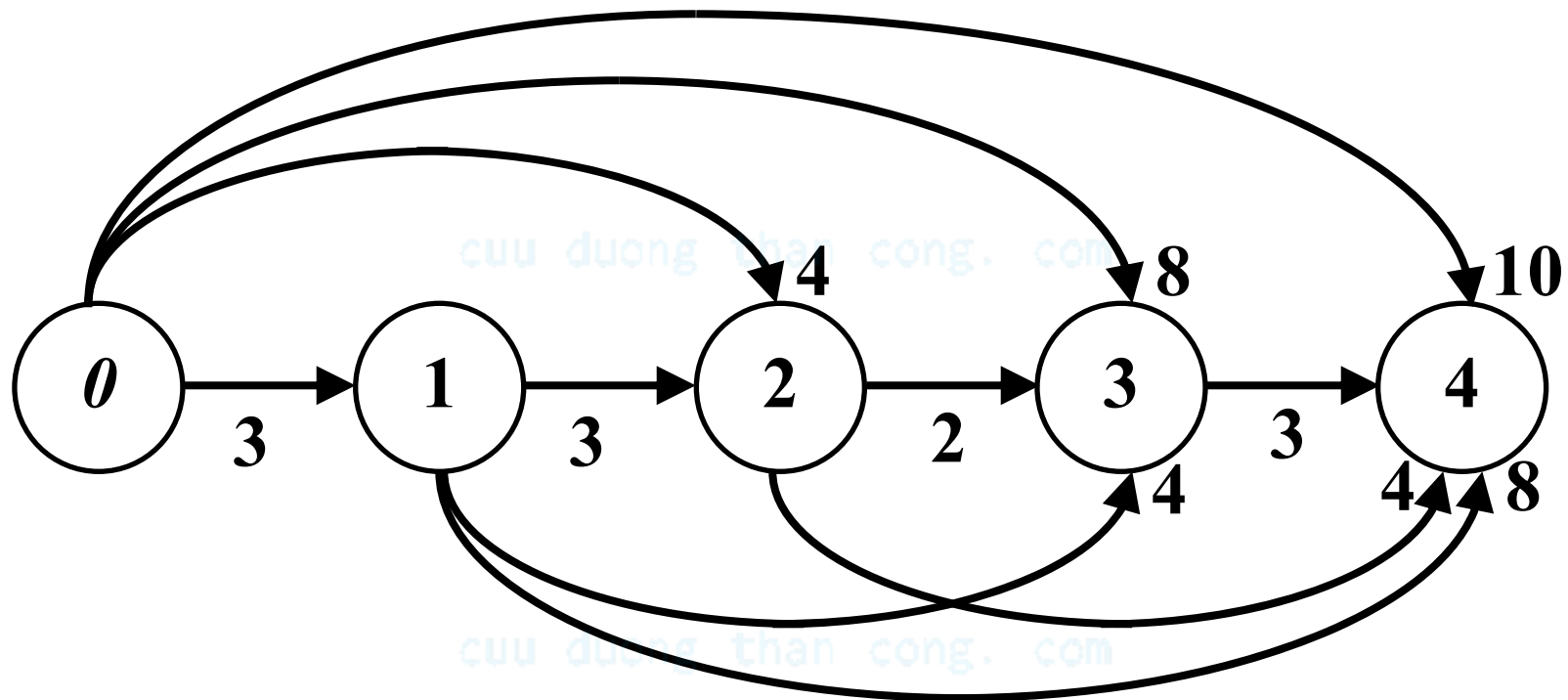
- In the retracing scheme, certain nodes may be skipped

SHORTEST PATH BETWEEN ANY TWO NODES

- ❑ The Dijkstra algorithm may be applied to determine the shortest distance between *any* pair of nodes i, j by taking i as the *source* node and j as the *sink* node

- ❑ We give as an example the following five – node network

EXAMPLE : FIVE – NODE NETWORK



EXAMPLE : FIVE – NODE NETWORK

$$\mathcal{L}(0) = [0, 3, 4, 8, 10, \infty]$$

0

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$$\mathcal{L}(1) = [0, 3, 4, 7, 10]$$

1

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$$\mathcal{L}(2) = [0, 3, 4, 6, 8]$$

2

EXAMPLE : FIVE – NODE NETWORK

$$\mathcal{L}(3) = [0, 3, 4, 6, 8]$$

3

We retrace the path to get

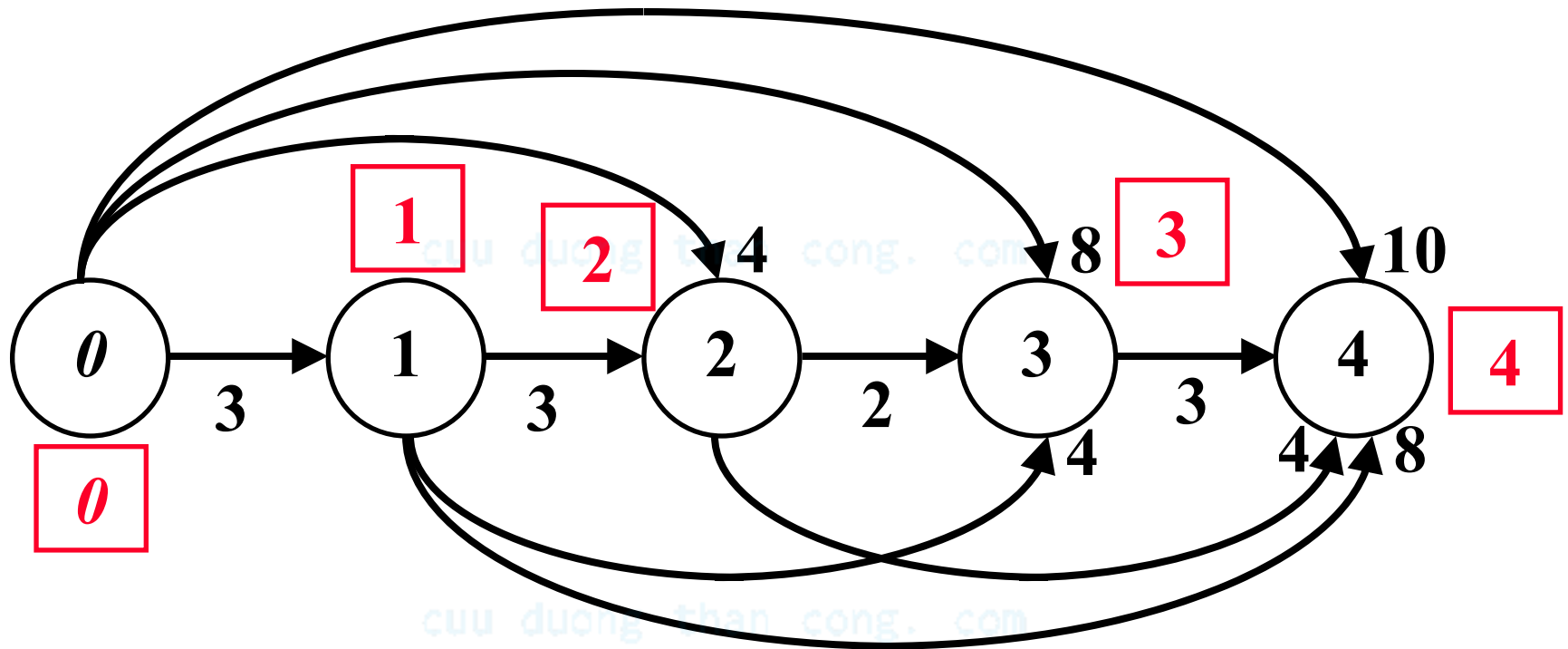
$$8 = \underbrace{4}_{\text{node 2}} + \underbrace{d_{24}}_4$$

and so the path is

$$0 \rightarrow 2 \rightarrow 4$$

determines the
shortest distance from 0
to every other node

EXAMPLE : FIVE – NODE NETWORK



APPLICATION : EQUIPMENT REPLACEMENT PROBLEM

- ☐ We consider the problem of replacing old equipment or continuing its maintenance
- ☐ As equipment ages, the level of maintenance required increases and typically, this results in increased operating costs
- ☐ O&M costs may be reduced by replacing aging equipment; however, replacement requires additional capital investment and so higher fixed costs

APPLICATION : EQUIPMENT REPLACEMENT PROBLEM

- The problem is how often to replace equipment so as to minimize the total costs given by

$$\begin{array}{ccccc} \textit{total} & & \textit{capital} & & \textit{O\&M} \\ \textit{costs} & = & \textit{costs} & + & \textit{costs} \\ & & \uparrow & & \uparrow \\ & & \textit{fixed} & & \textit{variable} \end{array}$$

EXAMPLE: EQUIPMENT REPLACEMENT

❑ Equipment replacement is planned during the next 5 years

❑ The cost elements are

p_j = *purchase costs in year j*

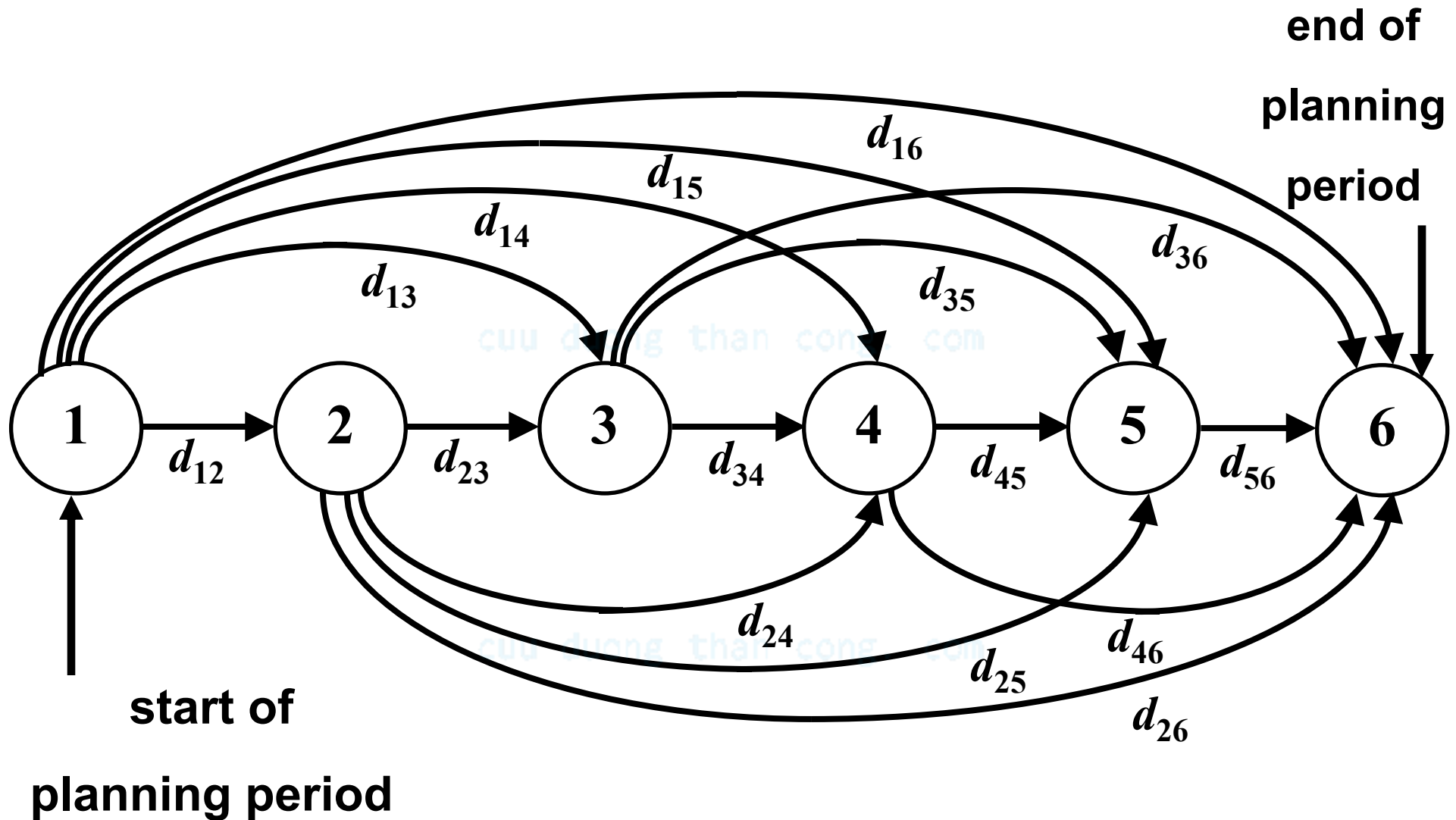
s_j = *salvage value of original equipment after j years of use*

c_j = *O&M costs in year j of operation of equipment with the property that*

$\dots c_j < c_{j+1} < c_{j+2} < \dots$

❑ We formulate this problem as a shortest route problem on a directed network

EQUIPMENT REPLACEMENT PROBLEM



APPLICATION : EQUIPMENT REPLACEMENT PROBLEM

where, the “distances” d_{ij} are defined to be *finite* if $i < j$, i.e., year i precedes the year j , with

$$d_{ij} = p_i - s_{j-i} + \sum_{\tau=1}^{j-i} c_{\tau} \quad j > i$$

p_i s_{j-i} $\sum_{\tau=1}^{j-i} c_{\tau}$

purchase price in year i *salvage value after j-i years of use* *O&M costs for j-i years of operation*

APPLICATION : EQUIPMENT REPLACEMENT PROBLEM

- For example, if the purchase is made in year 1

$$d_{16} = p_1 - s_5 + \sum_{\tau=1}^5 c_{\tau}$$

- The solution is the shortest distance path from year 1 to year 6 ; if for example the path is

$$\{ (1, 2), (2, 3), (3, 4), (4, 5), (5, 6) \}$$

then the solution is interpreted as the replacement of the equipment each year with

$$\text{total costs} = \sum_{i=1}^5 p_i - 5s_1 + 5c_1$$

COMPACT BOOK STORAGE IN A LIBRARY

- ❑ This problem concerns the storage of books in a limited size library
- ❑ Books are stored according to their size, in terms of height and thickness, with books placed in groups of same or higher height; the set of book heights $\{ H_i \}$ is arranged in ascending order with

$$H_1 < H_2 < \dots < H_n$$

COMPACT BOOK STORAGE IN A LIBRARY

- Any book of height H_i may be shelved on a shelf of height at least H_i , i.e., $H_i, H_{i+1}, H_{i+2}, \dots$
- The length L_i of shelving required for height H_i is computed given the thickness of each book; the total shelf area required is $\sum_i H_i L_i$
- if only 1 height class [corresponding to the tallest book] exists, total shelf area required is the total length of the thickness of all books times the height of the tallest book

COMPACT BOOK STORAGE IN A LIBRARY

○ if 2 or more height classes are considered,
the total area required is less than the total
area required for a single class

□ The costs of construction of shelf areas for each
height class H_i have the components

s_i fixed costs [independent of shelf area]

c_i variable costs / unit area

COMPACT BOOK STORAGE IN A LIBRARY

- For example, if we consider the problem with 2 height classes H_m and H_n with $H_m < H_n$
 - all books of height $\leq H_m$ are shelved in shelf with the height H_m
 - all the other books are shelved on the shelf with height H_n
- The corresponding total costs are

$$\left[s_m + c_m H_m \sum_{j=1}^m L_j \right] + \left[s_n + c_n H_n \sum_{j=m+1}^n L_j \right]$$

COMPACT BOOK STORAGE IN A LIBRARY

- The problem is to find the set of shelf heights and lengths to *minimize the total shelving costs*
- The solution approach is to use a network flow model for a network with

- the set of $(n + 1)$ nodes

$$\mathcal{N} = \{ 0, 1, 2, \dots, n \}$$

corresponding to the n book heights with

$$1 \leftrightarrow H_1 < H_2 < \dots < H_n \leftrightarrow n$$

and the starting node with height 0

COMPACT BOOK STORAGE IN A LIBRARY

○ directed arcs (i, j) only if $j > i$ resulting in

a total of $\frac{n(n+1)}{2}$ arcs

○ “distance” d_{ij} on each arc given by

$$d_{ij} = \begin{cases} s_j + c_j H_j \sum_{k=i+1}^j L_k & \text{if } j > i \\ \infty & \text{otherwise} \end{cases}$$

COMPACT BOOK STORAGE IN A LIBRARY

□ For this network, we solve the shortest route problem for the specified “distances” d_{ij}

□ Suppose that for a problem with $n = 17$, we determine the optimal trajectory to be

$$\{ (0, 7), (7, 9), (9, 15), (15, 17) \}$$

the interpretation of this solution is :

COMPACT BOOK STORAGE IN A LIBRARY

- store all the books of height $\leq H_7$ on the shelf of height H_7
- store all the books of height $\leq H_9$ but $> H_7$ on the shelf of height H_9
- store all the books of height $\leq H_{15}$ but $> H_9$ on the shelf of height H_{15}
- store all the books of height $\leq H_{17}$ but $> H_{15}$ on the shelf of height H_{17}