

## Chapter 2

# DATA ENVELOPMENT ANALYSIS EXPLAINED

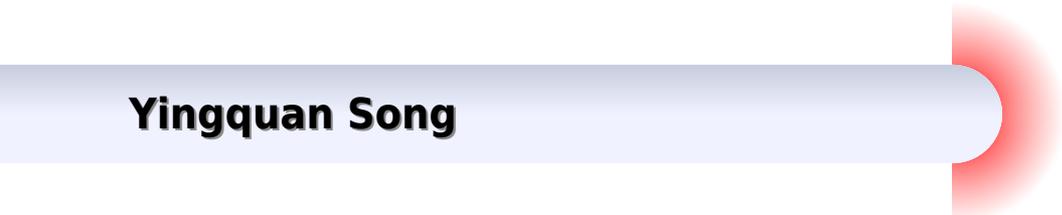
*The purpose of chapters 2 and 3 is to provide a clear explanation for managers who may have no background in linear programming about i) what DEA is, ii) how to apply DEA to identify paths to improve service performance, iii) how the reader can try DEA using Microsoft® Excel, and iv) how to use the Excel Solver based DEA software - DEA Frontier.*

### 2.1. INTRODUCTION

Data Envelopment Analysis (DEA) is a very powerful service management and benchmarking technique originally developed by Charnes, Cooper and Rhodes (1978) to evaluate nonprofit and public sector organizations. DEA has since been proven to locate ways to improve service not visible with other techniques. Yet there is an anomaly surrounding this developing methodology. One of the largest US banks located over \$100 million of excess annual personnel and operating costs, enough to affect their earnings per share and these savings were not identifiable with other techniques in use. While other banks have also realized improved profits through initiatives driven by DEA, we could not locate more than 10 banks in this category. While businesses have no obligation to report their internal methods, DEA has not been widely adopted by banks. Why is DEA, a method that can generate new paths to improved profits not used when other less powerful techniques continue in use? We believe that

# Chapter 2 Data Envelopment Analysis Explained

**Yingquan Song**



## Chapter 2 Data Envelopment Analysis Explained:

**Introduction to Data Envelopment Analysis and Its Uses** William W. Cooper, Lawrence M. Seiford, Kaoru Tone, 2006-03-20 Introduction to Data Envelopment Analysis and Its Uses With DEA Solver Software and References has been carefully designed by the authors to provide a systematic introduction to DEA and its uses as a multifaceted tool for evaluating problems in a variety of contexts The authors have been involved in DEA's development from the beginning William Cooper with Abraham Charnes and Edwardo Rhodes is a founder of DEA Lawrence Seiford and Kaoru Tone have been actively involved as researchers and practitioners from its earliest beginnings All have been deeply involved in uses of DEA in practical applications as well as in the development of its basic theory and methodologies The result is a textbook grounded in authority experience and substance

**Data Envelopment Analysis: Theory, Methodology, and Applications** Abraham Charnes, William W. Cooper, Arie Y. Lewin, Lawrence M. Seiford, 2013-12-01 This book represents a milestone in the progression of Data Envelopment Analysis DEA It is the first reference text which includes a comprehensive review and comparative discussion of the basic DEA models The development is anchored in a unified mathematical and graphical treatment and includes the most important modeling extensions In addition this is the first book that addresses the actual process of conducting DEA analyses including combining DEA and 1 parametric techniques The book has three other distinctive features It traces the applications driven evolution and diffusion of DEA models and extensions across disciplinary boundaries It includes a comprehensive bibliography to serve as a source of references as well as a platform for further developments And finally the power of DEA analysis is demonstrated through fifteen novel applications which should serve as an inspiration for future applications and extensions of the methodology The origin of this book was a Conference on New Uses of DEA in 2 Management and Public Policy which was held at the IC Institute of the University of Texas at Austin on September 27 29 1989 The conference was made possible through NSF Grant SES 8722504 A Charnes and 2 W W Cooper co PIs and the support of the IC Institute

Data Envelopment Analysis William W. Cooper, Lawrence M. Seiford, Kaoru Tone, 2007-01-10 Data Envelopment Analysis A Comprehensive Text with Models Applications References And DEA Solver Software 2nd Edition is designed to provide a systematic introduction to DEA and its uses as a multifaceted tool for evaluating problems in a variety of contexts Each chapter accompanies its developments with simple numerical examples and discussions of actual applications Emphasis is placed on the use as well as an understanding of DEA and the topics in this book have been selected and treated accordingly The first nine chapters cover the basic principles of DEA and the final seven chapters are more advanced treatment of DEA These final chapters were completely revised into new chapters reflecting recent developments that greatly extend the power and scope of DEA and lead to new directions for research and DEA uses Together with the first ten chapters of the basic principles they will provide students and researchers with a solid understanding of the methodology its uses and its potential

Neutrosophic data envelopment analysis based on the

possibilistic mean approach Kshitish Kumar Mohanta, Deena Sunil Sharanappa, Vishnu Narayan Mishra, 2023-01-01 Data envelopment analysis DEA is a non parametric approach for the estimation of production frontier that is used to calculate the performance of a group of similar decision making units DMUs which employ comparable inputs to produce related outputs However observed values might occasionally be confusing imprecise ambiguous inadequate and inconsistent in real world applications Thus disregarding these factors may result in incorrect decision making Thus neutrosophic sets have been created as an extension of intuitionistic fuzzy sets to represent ambiguous erroneous missing and inaccurate information in real world applications In this study we have proposed a technique for solving the neutrosophic form of the Charnes Cooper Rhodes CCR model based on single value trapezoidal neutrosophic numbers SVTrNNs The possibilistic mean for SVTrNNs is redefined and applied the Mehar approach to transforming the neutrosophic DEA Neu DEA model into its corresponding crisp DEA model As a result the efficiency scores of the DMUs are calculated using different risk parameter values lying in 0 1 A numerical example is given to analyze the performance of the all India institutes of medical sciences and compared it with Abdelfattah s ranking approach *Using Data Envelopment Analysis to Evaluate the Performance of Post-hurricane Electric Power Restoration Activities* Allison Coffey Reilly, 2008 The post hurricane restoration of electric power is attracting increasing scrutiny as customers tolerance for even short power interruptions decreases Currently there are no standards for what constitutes an acceptably fast restoration This paper introduces the use of data envelopment analysis to help evaluate post hurricane restorations through comparison with the experiences of other companies in similar storms The method accounts for the variable severity of the hurricane themselves so that companies are not penalized for outages that are long only because the hurricane that caused them was particularly severe The analysis is illustrated through an application comparing 19 recent post hurricane restoration experiences across 9 different electric power companies in the United States The method could be applied to other types of infrastructure systems and other extreme events as well Abstract *Public Sector Efficiency Measurement* Joseph Augustine Ganley, John Cubbin, 1992 The core problem tackled in this book is the measurement of public sector efficiency with Data Envelopment Analysis DEA The book is intended to inject new ideas into the diverse academic literature which up till now has lacked a critical book length exploration of DEA The text is readable and intuitive making it suitable for a broad audience including policy makers and civil servants working on the control of public expenditure privatisation etc Graduates and advanced undergraduates should also find this book a valuable introduction to the nature and implementation of DEA These will include students on economics management science and accounting degrees The book provides a realistic approach to DEA acknowledging its problems such as the fundamental output measurement and variable selection problems which are rarely recognised in applied studies **The study on selection of green supply chain partners in USA logistics industry** Tai Nguyen Van, Ho Thi Hong Xuyen, 2015-09-30 Thesis M A from the year 2014 in the subject Business economics Supply Production Logistics grade 9 language English

abstract The main purpose of this paper is to evaluation of performance measure for green supply chain partners in U S A logistics industry using Data development annalysis To conduct a valid and reliable evaluation process while applying the logistics companies case in U S A we integrated the slacks based measure of super efficiency super SBM and Malmquist index to directly handle the slacks explore best performer analyzed the inter temporal efficiency change which is decomposed into catch up and frontier shift effects and find influential factors in selecting green supply chain partners GSCPs criteria Extensions and New Developments in Data Envelopment Analysis William Wager Cooper,1996 Data Envelopment Analysis (DEA) as an Approach to Exploring Technical Efficiency in Higher Education Yingquan Song,2005

**Use of Data Envelopment Analysis in Accounting Applications** Jean C. Bedard,1985 *Performance Benchmarking in Public Transport Sector. The Data Envelopment Analysis (DEA) method* Andreas Davidek,2017-11-28 Seminar paper from the year 2015 in the subject Business economics Controlling grade 1 3 course Performance Benchmarking and Operations Research language English abstract The non parametric approach is a common method for measuring the relative efficiency in the area of performance benchmarking and operations research This approach does not require the a priori specification of a function The estimation of the frontier of the production set only requires that the production set satisfies some properties such as input and output factors The Data Envelopment Analysis DEA method is a non parametric approach that uses mathematical programming to esti mate production frontiers and calculus efficiency scores The above technical explanation is necessary as the present seminar paper deals with the application of the DEA approach in the field of the public transport The objective of this paper is to review the state of the art in performance benchmarking in terms of different DEA based framework and criteria to measure efficiency in the environments of public transport To contribute to this goal the ambition is to provide a systematic analysis of the performance criteria of the DEA models Consequently the main focus of this paper is to examine and classify the performance criteria **Advanced Research on Industry, Information System and Material Engineering, IISME2011** Helen Zhang,Gang Shen,David Jin,2011-02-21 Selected peer reviewed papers from the 2011 International Conference on Industry Information System and Material Engineering IISME 2011 April 16 17 2011 Guangzhou China Graphical Presentations of Data Envelopment Analyses Anand Desai,David Mayers,Greg Martin Allenby,H. Lee Mathews,John P. Wanous,Manoj Kumar Malhotra,Pai-Cheng Chu,Paul A. Thompson,Riad A. Ajami,Warren Bernard Bailey,Yong-Cheol Kim,Adrienne Colella,Dara Khambata,J. Stephen Henderson,Larry P. Ritzman,Lawrence C. Walters,René M. Stulz,Thomas W. Harvey,1987 *Vikalpa* ,2004 *Aanwinsten van de Centrale Bibliotheek (Queteletfonds)* Bibliothèque centrale (Fonds Quetelet),2003 **Advances in Intelligent Transportation System and Technology** De Cheng Feng,2012-07-26 Selected peer reviewed papers from the 1st International Doctoral Annual Symposium on Intelligent Transportation Technique and Sustainable Development September 15 16 2012 Harbin China *Improving the Sensitivity of Data Envelopment Analysis by Reducing Dimensionality* Kevin J. Fox,1996

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