# Integration of SWOT and ANP for effective strategic planning in the cosmetic industry

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**A B S T R A C T**

Typically, the decision making processes in cosmetics firms are greatly affected by internal and external factors, which as a result affect firms' success. In this research, the Strengths, Weakness, Opportunities, and Threat (SWOT) analysis was used to identify those factors that affect a cosmetics firm's success and consequently lists the feasible strategy alternatives. The analytic network process (ANP) was adopted for calculating the relative importance for each SWOT factors and sub-factors, while taking into consideration the dependency among SWOT factors, as well as among sub-factors. Utilizing the importance values in the super-matrix, the most preferred strategy in a cosmetic industry is identified, which is to open-up new markets on European market. In conclusion, the SWOT and ANP integration may provide great assistance to strategic planners in determining the best strategy alternative that fulfils the firm's desired objectives.

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# Integracija metod SWOT in ANP za učinkovito strateško načrtovanje v kozmetični industriji

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**POVZETEK**

Postopek odločanja v podjetjih, ki se ukvarjajo s kozmetiko, je močno odvisen od notranjih in zunanjih dejavnikov (faktorjev), kar vpliva na uspešnost podjetja. V pričujočem delu smo uporabili SWOT analizo (prednosti, slabosti, priložnosti in tveganja), da bi prepoznali te dejavnike, ki vplivajo na uspeh podjetja, prav tako pa možne alternativne strategije. Za izračun relativne pomembnosti vsakega SWOT faktorja in podfaktorja smo izbrali analitični mrežni proces (ANP), pri čemer smo upoštevali odvisnost med SWOT faktorji in podfaktorji. Z upoštevanjem vrednosti pomembnosti v pripadajoči matriki smo prepoznali prednostne strategije, ki odpirajo nove trge na evropskem tržišču. Integracija metod SWOP in ANP je lahko koristen pripomoček pri strateškem načrtovanju in določanju najboljše alternativne strategije, ki izpolnjuje cilje podjetja.