

Analytic network process: An overview of applications

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ABSTRACT

The analytic network process is one of the multi-criteria decision-making methods widely used to solve various issues in the real-world due to the consideration of complex and interrelated relationships between decision elements and the ability to apply quantitative and qualitative attributes simultaneously. The purpose of this paper is to review and categorize ANP studies previously conducted. For this purpose, 456 valid scientific papers are reviewed from 2000 to 2017 (in May 2017). The articles are classified in nine application areas: (1) health, safety and environmental management; (2) hydrology and water management; (3) business and financial management; (4) human resources management; (5) tourism; (6) logistics and supply chain management; (7) design, engineering and manufacturing systems; (8) energy management and (9) other topics. After reviewing the papers in the nine application areas, some suggestions for future research are presented. This article provides useful information on ANP for scholarly researchers.

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1. Introduction

Recently, MCDM¹ methods have been widely considered by researchers and scientists. These methods have great application in various fields of science, including management, engineering, science and business, to help decision makers make good choices [1]. Evaluating, selecting, ranking and sorting alternatives are the purposes of using such methods.

Several studies have been carried out on MCDM methods. Vaidya and Kumar [2] reviewed articles published in connection with AHP. Ho [3] conducted a study to examine applied papers in the field of integrated AHP. In this study, papers published in the years 1997–2006 were examined. Emrouznejad et al. [4] analyzed applied descriptions of DEA in 1978 to 2008. Behzadian et al. [1] classified and interpreted articles related to the PROMETHEE technique. Hatami-Marbini et al. [5] analyzed studies published in the fuzzy DEA literature for 20 years. Zavadskas and Turskis [6] examined the most important results and applications of MCDM over the course of 5 years. Behzadian et al. [7] studied other applied articles related to the TOPSIS technique. Yin [8] reviewed papers published between 1996 and 2010 about the theory of gray systems. Baležentis and Baležentis [9] reviewed papers on the multiMOORA method. Yazdani and Graeml [10] reviewed 198 applied studies in the field of VIKOR, which were published in more than 100 scientific journals and conferences. Kahraman et al. [11] classified fuzzy multi criteria decision-making methods into two categories of MADM and MODM methods. They reviewed papers published in the field of engineering, computer science and management for their classification. Mardani et al. [12] examined published papers related to MCDM methods in 150 valid scientific journals for the period 1994–2014 in

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¹ Note: All abbreviations presented in this paper are explained in Table A in the appendix.

order to review fuzzy multi criteria decision-making methods systematically. Celik et al. [13] reviewed 82 articles on interval type-2 fuzzy sets. Govindan and Jepsen [14] analyzed studies conducted on ELECTERE. Gul et al. [15] examined 343 papers published on the development and application of VIKOR.

The review of the MCDM literature reveals that there has been no extensive study on the application of ANP in different fields so far. ANP is the generalized form of AHP. In addition to the hierarchical structure, the relationship among criteria is also considered in ANP. Indeed, ANP provides a network of relationships among criteria, which leads to more reliable results [16]. Any review articles on ANP can provide researchers a deep insight into different applications of this method. Furthermore, the categories provided in the current review paper can be highly valuable for researchers who aim at conducting a study on a particular topic using ANP. The purpose of the current study is to review studies carried out on the ANP technique. In this regard, 456 papers published from 2000 to 2017 (in May 2017) were reviewed. We particularly target library databases including Elsevier, Springer, Taylor and Francis, Emerald, IOS Press and IEEEExplore, covering major journals in operation research and management sciences. The published papers are reviewed based on specific areas of application and also in terms of ANP composition or comparison with other MCDM methods.

The rest of the paper is organized as follows. In [Section 2](#), ANP steps are explained. The paper's methodology is discussed in [Section 3](#). In [Section 4](#), results of the reviewed papers categorized into nine groups are discussed. Some statistic results about the reviewed papers are discussed in [Section 5](#). In [Section 6](#), directions of future research about the ANP are presented in terms of both theory and practice. Finally, some concluding remarks are given in [Section 7](#).

2. The analytic network process

ANP computes complex relationships between decision elements through replacement of a hierarchical structure with a network structure [17]. ANP has all the positive features of AHP, including simplicity, flexibility, simultaneous use of quantitative and qualitative criteria and ability to review consistency in judgments. ANP considers each issue as a network of criteria, sub-criteria and alternatives. All elements in a network can communicate with each other in any way. In other words, in a network, feedback and interconnection are possible between clusters [18]. ANP can be summarized in four steps as follows:

Step 1. Building a model and converting a problem into a topic network structure

A problem must be transformed into a logical system, such as a network, openly. This network structure can be obtained through brainstorming or any other suitable methods, such as the Delphi or nominal group method. At this point, the problem is converted into a network structure, where all elements can communicate with each other.

Step 2. Formulating a pairwise comparison matrix and determining priority vectors

Similar to pairwise comparison performed in AHP, decision elements in each cluster are compared pairwise. Clusters themselves are also compared based on their role and effect on achieving goals as well as interdependencies between criteria of each cluster. The effect of criteria on each other can be provided through the eigenvector. The relative importance of the elements is measured according to the Saaty nine-point scale (where 1 is "equally important" and 9 is "extremely more important"). In this step, the internal importance vector, which represents the relative importance of elements or clusters, is calculated using [Eq. \(1\)](#).

$$Aw = \lambda_{\max} w \quad (1)$$

where A is the pairwise comparison matrix of the criteria, w is the eigenvector and λ_{\max} is the largest eigenvalue. Geometric mean approximation is usually used to calculate the eigenvector w .

Step 3. Generating a super-matrix and converting it to a weighted super-matrix

To achieve overall priorities in a system with interactions, internal importance internal importance vectors need to enter into specific columns of a matrix called the super-matrix. The super matrix is actually a partition matrix, which shows the relationship between two clusters in a system. A three-level structure of the goal, criteria and alternatives is presented in two forms: a. hierarchy and b. network, as presented in [Fig. 1](#).

The super-matrix of the hierarchy can be represented as follows:

$$W_h = \begin{bmatrix} 0 & 0 & 0 \\ w_{21} & 0 & 0 \\ 0 & w_{32} & I \end{bmatrix} \quad (2)$$

In this super matrix, w_{21} is a vector that shows the effects of the goal on criteria, w_{32} shows the effects of criteria on alternatives and I is the unit matrix. If criteria have interactions, AHP will be converted to ANP. Interactions of criteria are through inserting w_{22} in the super matrix w_h as the w_n matrix.

$$W_n = \begin{bmatrix} 0 & 0 & 0 \\ w_{21} & w_{22} & 0 \\ 0 & w_{32} & I \end{bmatrix} \quad (3)$$

This matrix is called the primary super-matrix. By replacing the vectors of internal priorities, elements and matrices in the primary super-matrix, an un-weighted super-matrix is obtained. The weighted super-matrix is computed by multiplication of the un-weighted super-matrix values in the cluster matrix. In the final stage using

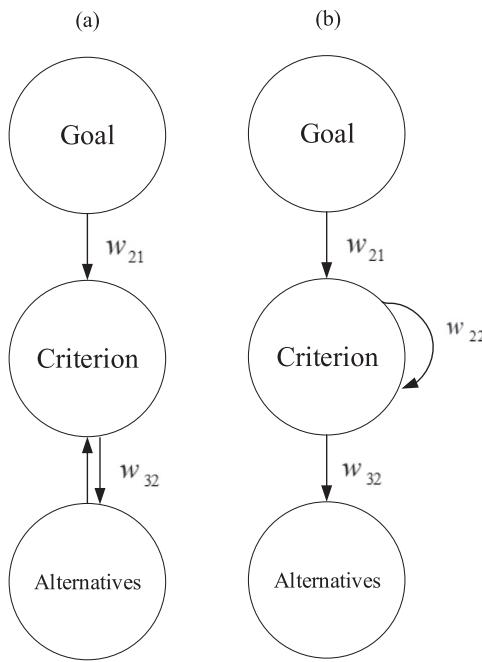


Fig. 1. The three-level structure of the goals, criteria and alternatives.

[Eq. \(4\)](#), a limited super-matrix is calculated to bring all the weighted super-matrix elements. As long as all the super-matrix elements are identical, operations continue to work.

$$\lim_{k \rightarrow \infty} W^k \quad (4)$$

Step 4. Selecting the best option

The final weight of alternatives under consideration is accessible from the alternatives' column in the limited super-matrix. An alternative with the highest weight in this matrix is considered as the top choice.

3. Methodology

As presented in [Fig. 2](#), the process of this literature review is summarized in six steps. The first step is to identify ANP articles. To do this, an extensive search was carried out in the title, abstract and keywords of various articles. Since this review of literature considered high-ranking articles which provided the most valuable information to researchers, conference papers, master's theses, doctoral dissertations, textbooks and unpublished articles were excluded from the review phase. It should be noted that, since most studies on the use of ANP have been conducted since 2000, this year was chosen as the source year for the search for articles. According to the searches, out of the six library databases, 509 articles were identified, of which 53 were deleted in the second step because they did not use ANP as an applied method. In the third step, the 456 papers are coded based on paper name, authors' nationality, publication year, journal title, version of fuzzy sets, and other methods used for completing the article or comparing the results on an Excel sheet. The fourth step is about categorizing the articles in terms of application areas and identifying gaps of each category. In this regard, the categorizing methods presented by Behzadian et al. [7] and Gul et al. [15] were followed. Application areas identified in this article are: (1) health, safety and environmental management; (2) hydrology and water management; (3) business and financial management; (4) human resources management; (5) tourism; (6) logistics and supply chain management; (7) design, engineering and manufacturing systems; (8) energy management and (9) other topics. The last category covered articles published in several different fields, which included medicine, agriculture, education, government and sports. Based on the topic, each article is classified in one of the nine categories. Having categorized the articles, we identified practical issues according to each category, which were not reviewed, and introduced them to be investigated using ANP in future research. In analyzing each category, methods, which are good complement to ANP but have not been used until then, are also introduced. In the fifth step, based on the information presented in the second step, the papers are analyzed from statistical point of view. Finally, in the last step, some future directions are presented, covering both theoretical and applied dimensions.

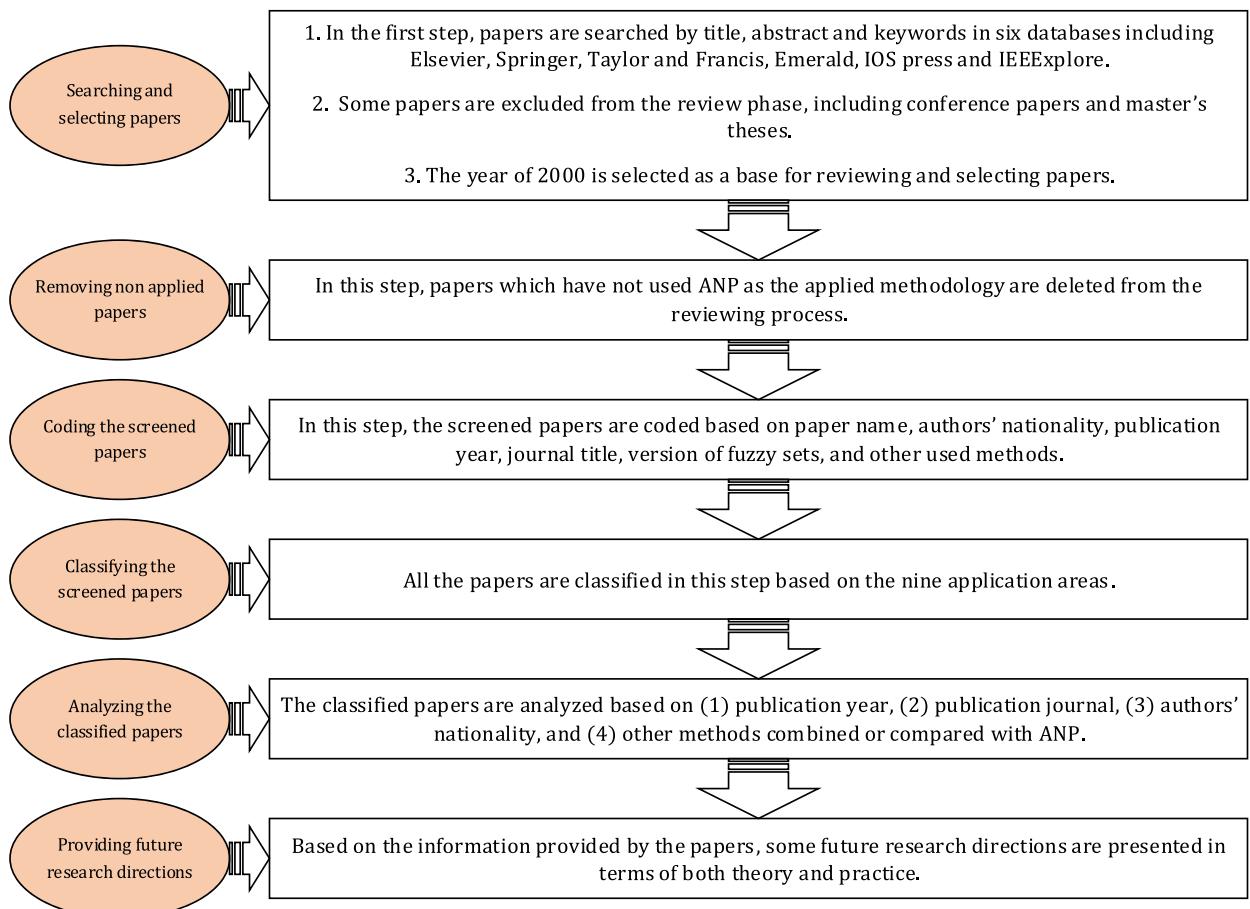


Fig. 2. The research methodology flow of the literature review.

4. Analysis of the application areas of the analytic network process method

The papers reviewed in this study are classified into nine different categories based on the appropriate fields. It was extremely difficult to determine the correct category for each article in a fraction of the time. Sometimes, the articles showed potential to fall into several categories. Nevertheless, in this study, we attempted to select the best category according to the main issue raised in the text of each article. Due to the large number of the articles, all the papers identified in each category is presented in separate tables in alphabetical order.

4.1. Health, safety and environmental management

This category covered articles presented in the field of waste management LCA, EIA and land-use planning. For better analysis, articles in this category are divided into four sub-categories including (1) *safety and risk*, (2) *waste management*, (3) *clean air* and (4) *other applications in this area*. Tables 1–3 summarize the research in this category.

Thirty-four percent of studies in the *health, safety and environmental management* category are categorized into the *safety and risk* subcategory (see Table 1). Preventing air, sea, rail and factory events is the most frequent topic in this subcategory. Ranking causes of road and job accidents due to their irreparable consequences and determining the importance of criteria affecting the occurrence of earthquakes, floods and volcanoes are among issues for future studies using ANP. Furthermore, applying the combination of HRA methods such as CREAM and ATHEANA with ANP in order to enhance the accuracy of manpower reliability calculations is a hybrid methodology suggested for future research.

In the *waste management* subcategory, most of the research carried out is related to waste disposal location selection problems (see Table 2). Although there are many criteria which have effect on the location selection problem of waste disposal centers from economic, social and environmental aspects, there is no comprehensive sustainable framework that covers all of them. By reviewing papers in this subcategory, it is revealed that the combination of ANP with a ranking method (e.g., VIKOR) could improve the flexibility and accuracy of location selection problems. Therefore, creating a

Table 1The papers in the *safety and risk* subcategory.

| Author(s) | Specific area | Other techniques combined or compared |
|--------------------------|--|---------------------------------------|
| Akyuz [19] | Investigating human factors causing accidents in the maritime transportation industry | AcciMapp |
| Akyuz [20] | Investigating factors affecting incidents in the marine industry | HFACS |
| Bahurmoz [21] | Selecting the best strategy for the safety of pilgrims | BOCR |
| Chang et al. [22] | Examining certificates of occupational safety | FANP, VIKOR |
| Chang et al. [23] | Assessing and examining the performance of the safety management system in the air industry | FTOPSIS |
| Chen et al. [24] | Identifying important indices in the design and production of clothing to meet needs of users' health and safety | Compared by AHP |
| Dağdeviren [25] | Investigating work system safety and evaluating faulty behavior risk in facility production | FANP |
| Hsu et al. [26] | Assessing the safety management system in airlines | GRA, DEMATEL |
| Huang et al. [27] | Providing an assessment model for equipment risk management in the petrochemical industry | - |
| Ilangkumaran et al. [28] | Assessing the safety of the working environment in the casting industry | FST |
| Lam and Lai [29] | Assessing safety indices in airlines | QFD |
| Liou et al. [30] | Assessing safety indices in airlines | DEMATEL |
| Liu and Tsai [31] | Risk assessment to reduce or prevent occupational accidents in the construction industry | FANP, QFD, FMEA |
| Peng et al. [32] | Weighting factors affecting fire | ANP, FST |
| Wu et al. [33] | Determining the weight of disaster factors and providing a model for the hillslope prediction | K-means, WSN |
| Wang et al. [34] | Assessing risk factors and failure modes in hospital services | FMEA, COPRAS |
| Yucel et al. [35] | Providing a model for assessing the risk of implementing information systems in hospitals | FIS |
| Zhan et al. [36] | Analyzing human and organizational factors affecting the occurrence of accidents in the railway industry | FDEMATEL, HFACS-RAs |
| Zhou et al. [37] | Assessing the safety management of hydropower construction projects | HFACS, DEMATEL |

Table 2The applied papers on *waste management* and *clean air* subcategories.

| Subcategories | Author(s) | Specific area | Other techniques combined or compared |
|------------------|------------------------------|--|---------------------------------------|
| Waste management | Afzali et al. [38] | Selecting the most suitable place for waste disposal | BL, FL |
| | Aragonés-Beltrán et al. [39] | Determining a suitable location for the solid waste disposal of the city | Compared by AHP |
| | Bottero et al. [40] | Prioritizing various wastewater treatment technologies | AHP |
| | Hsu et al. [41] | Selecting the best seller of recycled materials | DEMATEL, VIKOR |
| | Khadivi and Ghomi [42] | Selecting a proper place for waste disposal | DEA |
| | Khan and faisal [43] | Providing a model for waste disposal management | - |
| | Lami and Abastante [44] | Selecting the most suitable method to recycling magnesium waste | - |
| | Motlagh and Sayadi [45] | Selecting the most suitable place for waste disposal | WLC, GIS |
| | Promentilla et al. [46] | Identifying and evaluating counter measures to develop a site remediation strategy | LGP |
| | Ren et al. [47] | Evaluating different concentrations of citric acid and ethylene diamine tetra-acetic acid for safe sewage sludge disposal by removing toxins and maintaining nutrients | FANP |
| Clean air | Tuzkaya et al. [48] | Selecting a proper place for undesirable facilities (such as a waste disposal site) | - |
| | Zhao et al. [49] | Selecting the method of thick residual coal re-mining | FANP |
| | Liou [50] | Identifying effective attributes and strategies for managing and reducing production of carbon | DEMATEL |
| | Promentilla et al. [51] | Prioritizing measures to combat irreparable infiltration | FANP |
| | Promentilla et al. [52] | Identifying a proper location for establishing co2 capture and a storage technology | - |
| | Teng et al [53] | Determining the relative importance of indicators of energy conservation and carbon reduction in the hotel industry in Taiwan | |
| | Zhang [54] | Selecting low-carbon tourism strategies along with identifying effective attributes in this field | DM, FANP |

comprehensive sustainable framework of criteria and evaluating candidate places using the combination of ANP and VIKOR are subjects, which can be considered for future research.

As presented in **Table 2**, *clean air* has the minimum number of articles among studies classified into the *health, safety and environmental management* category. In this regard, ranking effective actions to deal with air pollution and micro fluids, along with choosing the best method to diminish greenhouse gases, recycle the waste and increase green products, is among subjects recommended to be investigated using ANP in future research. In order to evaluate these issues, taking into consideration the combination of smart grade systems with ANP is a useful methodology. Since data analyzed in the context of safety and health should have maximum accuracy, utilization of different versions of fuzzy sets such as interval type-2 fuzzy sets, hesitant fuzzy sets and intuitionistic fuzzy sets is also suggested as future research for subjects discussed in this subcategory. Other papers investigating problems in the context of *health, safety and environmental management* are presented in **Table 3**.

Table 3Other applied papers in the category of *health, safety and environmental management*.

| Author(s) | Specific area | Other techniques combined or compared |
|--|---|--|
| Bobylev [55] Celik [56] | Assessing the effects of the underground construction technology on urban environment Providing an integrated process management system based on quality aspects, environmental concerns, occupational safety and health requirements | – FAD |
| Chang et al. [57] Chuang and Yang [58] Eakin et al. [59] | Assessing revitalization strategies to construct a forest railway in Taiwan Identifying key success factors in implementation of green-manufacturing systems Identifying drivers of social-ecological change and appropriate methods for reducing vulnerability in the coffee industry | FDM, GP, BOCR – |
| Gopinath et al. [60] Govindan et al. [61] Grošelj and Strin [62] Kengpol and Boonkanit [63] Khoshnava et al. [64] Liu and Lai [65] Mohammadfam et al. [66] Nekhay et al. [67] | Prioritizing watershed areas for soil conservation Selecting the best green manufacturing method in the pipe and plastic industry Selecting the best strategy to maintain and promote natural and protected areas Selecting the best eco-design idea to produce environmentally-friendly products Selecting green building materials according to sustainable factors Environmental impact assessment in construction projects Evaluating and promoting the standard OHSAS 18001 Determining the importance of factors affecting soil erosion based on objective and subjective information | – DEMATEL, PROMETHEE SWOT TRIZ FANP, DEMATEL FANP, FL, SAT TOPSIS GIS |
| Nilashi et al. [68] Shi et al. [69] Topaloglu et al. [70] Tseng [71] Tseng et al [72] Wolfslehner and Vacik [73] Wang et al. [74] | Determining the relative importance of factors affecting the acceptance of the hospital information system technology at Malaysian government hospitals Providing a corporate sustainability model in supply chain networks of a Chinese athletic company to reduce environmental impacts Identifying the relationships between functionality factors in electronic health websites and determining the importance of each one of them Evaluating and developing the environmental practice in knowledge management capability Assessing the implementation of green innovation in Taiwanese printed circuit board manufacturing firms Assessing sustainable forest management strategies based on the pressure-state response framework Selecting eco-designs at the stage of new product development by considering environmental impacts | FANP EFA, FDM – DEMATEL, FST FST – LCA, FANP |

Table 4The papers in the *hydrology and water management* category.

| Author(s) | Specific area | Other techniques combined or compared |
|--|---|---|
| Abed-Elmdoust and Kerachian [75] | Assessing water users in inter-basin water transfer systems | ER, TOPSIS, PROMETHEE II, Compared by AHP |
| Chen et al [76] RazaviToosi and Samani [77] | Evaluating effective attributes on watershed plans Prioritizing watershed plans with respect to different development strategies in environmental, social and economic sectors | DEMATEL FANP, TOPSIS, FMMMSM |
| RazaviToosi and Samani [78] RazaviToosi and Samani [79] | Prioritizing water transfer projects in the Karoon River Prioritizing watershed plans to implement human and financial resource development strategies in the area of watershed management | FMMMSM, FTOPSIS FANP, FDEMATEL, FVIKOR |
| Toosi and Samani [80] | Ranking and selecting water transfer projects due to unusual distribution and water scarcity | – |
| Zhang et al [81] | Assessing the vulnerability of water supply systems | GCE |

4.2. Hydrology and water management

Most articles on sustainable water resource planning, water management strategy assessment and irrigation planning belong to the *hydrology and water management* category. Table 4 contains a summary of the reviewed articles related to this category.

Few numbers of articles conducted using ANP are related to the *hydrology and water management* category. Articles in this category deal with assessing and prioritizing watershed projects and water transferring projects, as well as with evaluating the vulnerability of water supply systems. Some recommended research studies in this category are assessment of water quality monitoring networks, assessment of water demand management strategies, and selection of best projects for water resources and water resource planning. Along with these studies, some studies can be performed using the FISM and FDEMATEL methods in order to examine the relationship among parameters for watershed plans.

4.3. Business and financial management

Articles in this category have focused on the main aspects of management such as performance measurement, portfolio management, investment analysis, customer satisfaction and competitive advantages. Due to diversity and for a better anal-

Table 5The applied papers on *function evaluation* subcategory.

| Author(s) | Specific area | Other techniques combined or compared |
|-----------------------------|---|--|
| Chen and Lee [82] | Evaluating the performance of project managers in an air-conditioned engineering design and construction company | – |
| Chen et al. [83] | Evaluating the performance of knowledge management in universities | BSC |
| Dinçer et al. [84] | Assessing airline performance | BSC, FANP, DEMATEL, MOORA |
| Hsu et al. [85] | Providing a framework for evaluating the performance of the semiconductor industry | BSC, FDM |
| Hung et al. [86] | Evaluating the performance of internet marketing services | DEMATEL |
| Isfahani et al. [87] | Assessing the performance of organizations from the aspect of customer relationship management in the MAPNA Group | FANP |
| Jatoh et al. [88] | Assessing the performance of cloud services and ranking them based on the quality features of the services | AHP, DEA, SDEA |
| Kahraman [89] | Evaluating the performance of services in hospital | DEMATEL |
| Lin and Pan [90] | Assessing the performance of site property management and ranking sites | FDM, TOPSIS |
| Lin et al. [91] | Evaluating the performance of business intelligence systems in order to select the most effective attribute | – |
| Luo et al. [92] | Evaluating the performance of virtual research centers | TFNANP |
| Öztayışi et al. [93] | Evaluating the performance of the CRM sector in e-commerce companies | – |
| Piltan and Sowlati [94] | Evaluating the performance of partners in the wood factory | ISM, FL |
| Poveda-Bautista et al. [95] | Evaluating the competitive performance of companies engaged in the plastic industry | BSC, PM |
| Rashvand et al. [96] | Evaluating the performance of construction companies | – |
| Shen and Tzeng [97] | Assessing and improving the financial performance of the banking industry | DEMATEL, VIKOR |
| Tohumcu and Karasakal [98] | Evaluating the performance of research and development projects in an R&D institution | DEA |
| Varmazyar et al. [99] | Evaluating the performance of research centers of the research and technology organization in Iran | DEMATEL, TOPSIS, COPRAS, MOORA, ARAS, BSC, UIT |
| Wu et al. [100] | Evaluating the performance of hospitals | BSC, CA |
| Yang et al. [101] | Evaluating the performance of production systems in the wafer fabricating industry | AHP |
| Yurdakul [102] | Evaluating the performance of manufacturing companies | AHP |

Table 6The papers in the *project selection* subcategory.

| Author(s) | Specific area | Other techniques combined or compared |
|--|--|---------------------------------------|
| Altuntas and Dereli [103] | Developing an evaluation system for investment projects in terms of commercialization potential in a technological field | FANP, FDEMATEL |
| Büyüközkan and ÖzTÜRKCAN [104] | Selecting six sigma projects in logistics companies | DEMATEL |
| Chen et al. [105] | Selecting the most suitable feeder management system in power companies | BOCR |
| Ebrahimnejad [106] | Selecting construction projects for residential and office units | FANP, FVIKOR |
| García-Melón and Poveda-Bautista [107] | Prioritizing the Venezuela Power Company's projects by taking into account the strategic goals of the company | – |
| Grady and Peeta [108] | Selecting international development projects | SNA |
| Jeng and Huang [109] | Selecting and evaluating research and development projects in the electronic industry | DM, DEMATEL |
| Lee and Kim [110] | Selecting information system projects | GP |
| Lee and Kim [111] | Selecting information system projects | DM, ZOGP |
| Liang and Li [112] | Selecting company information system projects in an undershirt manufacturing factory in China | BOCR |
| Meade and Presley [113] | Selecting the best R&D project in companies to gain competitive advantages | – |
| Mohanty et al. [114] | Selecting R and D projects in the iron and steel industry | FANP |
| Šimelytė et al. [115] | Selecting the best foreign direct investing policy | BOCR |
| Tavana et al. [116] | Assessing NASA's advanced-technology projects | TOPSIS |
| Yuen and Lau [117] | Selecting research and development projects | LPPAM |

ysis, the articles of this category are divided into five sub-categories including (1) *function evaluation*, (2) *project selection*, (3) *strategy selection*, (4) *risk assessment* and (5) *other applications in this area*. A summary of the research carried out in this category is presented in Tables 5–8.

As presented in Table 5, the subject of performance evaluation using ANP has the most application in plastics and banking industries, construction companies, hospital and research and development projects. Since the DEA method is not sensitive to the measurement unit of criteria and also provides optimal combination of input and output for an efficient unit, combination of ANP with DEA, which is suggested for future research, can provide more reliable results for problems in the context of performance assessment.

Table 7The applied papers on *strategy selection* and *risk assessment* subcategories.

| Subcategories | Author(s) | Specific area | Other techniques combined or compared |
|--------------------|-----------------------------|--|---------------------------------------|
| Strategy selection | Azimi et al. [118] | Prioritizing mining strategies in the light of the SWOT framework | SWOT, TOPSIS |
| | Chen and Cheng [119] | Evaluating strategies presented by cell phone providers | - |
| | Chiu et al. [120] | Evaluating performance improvement strategies for e-commerce in e-stores | DEMATEL, VIKOR, INRM |
| | Lee and Lee [121] | Selecting the best competitive strategy for the multinational pharmaceutical companies | - |
| | Lin et al. [122] | Selecting the best marketing strategy in the service industry | FANP |
| | Raisinghani et al. [123] | Selecting an e-business strategy | - |
| | Valipour et al. [124] | Selecting a right strategy to evaluate the risk of property management in Iranian public-private partnership projects | FCANP |
| | Wu and Lee [125] | Selecting a knowledge management strategy for Internet services | - |
| | Wu [126] | Assessing knowledge management strategies in an active company in the field of manufacturing, designing and selling semiconductor components | DEMATE |
| | Wu et al. [127] | Selecting the most appropriate marketing strategy | TOPSIS |
| Risk assessment | Yang and Huang [128] | Assessing factors affecting the success of online clothes sales and providing effective strategies | |
| | Yüksel and Dagdeviren [129] | Evaluating SWOT strategies in a textile company | SWOT, Compared by AHP RST |
| | Cao and Song [130] | Assessing risk in co-creating value with customers in a manufacturing company | |
| | Chang et al. [131] | Assessing the risk of ERP systems | FANP |
| | Chemweno et al. [132] | Selecting appropriate risk assessment methods in the European process industry and an automated guided vehicle assembler | - |
| | Chen [133] | Ranking risk dimensions in the laptop industry | FISM, DEMATEL |
| | Chen et al. [134] | Presenting a risk assessment model with respect to environmental criteria and factors related to natural phenomena to select an appropriate site for airport construction projects | - |
| | Jia et al. [135] | Presenting the maturity of a risk management model for construction projects | - |
| | Liu et al. [136] | Evaluating risk projects of scientific drilling | AHP, FSE |
| | Lo and Chen [137] | Evaluating information security risks | DEMATEL, FLQMEOWA |
| | Silvestri et al. [138] | Identifying the most appropriate risk assessment model in manufacturing companies with the goal of reducing operating costs and improving productivity | - |
| | Yang et al. [139] | Evaluating the risk of information security systems | NRM, DEMATEL, VIKOR |

According to **Table 6**, approximately 12% of the articles on *business and financial management* are dedicated to the *project selection* subcategory. The most important issues in this subcategory are related to information systems and R and D projects. Evaluation of investment projects of power plants, renewable energy projects as well as outsourcing projects is another topic for future research using ANP. Furthermore, application of FANP-GP as a methodology is also suggested for future research. One of the significant features of GP is simultaneous access to several target functions based on priorities, which has an important role in project selection. In FANP-GP, the FANP technique can be utilized in two ways. First to (i) determine the relative importance of criteria and (ii) focus on interactions among criteria in uncertainty conditions, and second to prioritize goals based on existing constraints. ARAS is also a useful method in project selection, which is recommended to be combined with the ANP technique for the problems discussed in **Table 6**. ARAS not only can rank options, but also compute the rank of each option based on the ideal alternative.

The subcategory of *strategy selection* with 12 articles is the third most common subject reviewed in the *business and financial management* category (see **Table 7**). The issues related to marketing strategies in service industries, assessing knowledge management strategies, SWOT and assessing online trading strategies are among the topics investigated in the reviewed papers. Furthermore, topics such as assessing repair and maintenance strategies and higher education systems are recommended to be addressed using ANP in future research.

Based on information presented in **Table 7**, the *risk assessment* subcategory has the lowest number of studies. Laptop industry, construction projects, information safety, airports, and manufacturing companies are among the topics with the maximum frequency in the *risk assessment* subcategory. The literature review reveals that the combination of error analysis methods such as FMEA with ANP in fuzzy environments for ranking error modes is among the methodologies that were not considered in the *risk assessment* subcategory. The application of FANP-FMEA as a methodology is suggested for industries where the risk issue is highly important. Other papers in the context of *business and financial management* are presented in **Table 8**.

Table 8Other applied papers in the category of *business and financial management*.

| Author(s) | Specific area | Other techniques combined or compared |
|---|--|--|
| Aragonés-Beltrán et al. [140] Asan and Soyer [141] | Evaluating urban industrial lands Identifying and selecting an organization's strategic management concepts in the industrial engineering department | – TDBU, Clustering |
| Carlucci and Schiuma [142] | Assessing the role of knowledge assets in generating profits in an engineering company | – |
| Chang et al. [143] Chen [144] Chen [145] | Evaluating digital video recorder systems Identifying key factors for evaluating the performance of a hypermarket Identifying service quality improvement criteria aimed at increasing the competitive advantage of airlines | FANP DEMATEL, VIKOR DEMATEL |
| Chiang et al. [146] Chou and Cheng [147] | Assessing and prioritizing customer needs and design strategies Evaluating the quality and ranking of certified public accountant firms' websites and improving their design | TDM FANP, FVIKOR |
| Dağdeviren and Yüksel [148] | Evaluating sectoral competitiveness level in a manufacturing company in the Porter's diamond model framework | FANP |
| Dangol et al. [149] | Determining best management practices to improve the performance of a company based on performance prediction outcomes | SEM, SE |
| Erdoğmuş et al. [150] Feglar et al. [151] | Evaluating transportation processing systems in high-tech industries Assessing the survey of the business motivation model in the information and communication technology | BOCR SWOT, BOCR |
| Fiala [152] Grilo et al. [153] He et al. [154] Hu et al. [155] Huang et al. [156] Hsu et al. [157] | Analyzing factors affecting the network economy Evaluating construction collaborative networks in construction projects Evaluating factors affecting the complexity of mega construction projects Selecting a proper solution to improve the performance of smart phones Ranking critical infrastructures in public welfare Determining the relative importance of the performance of drivers in commercializing technology from universities to industries | DNP* – Delphi, FANP DEMATEL, VIKOR DEMATEL FDM, ISM |
| Jun et al. [158] Karpak and Topcu [159] Kengpol and Tuominen [160] Keramati and Salehi [161] Kim et al. [162] Koyuncu et al. [163] | Evaluating and ranking business models in bottom-of-the-pyramid markets Identifying and ranking factors affecting the success of SMEs Ranking attributes affecting optimal investment in IT Identifying factors affecting the success of electronic employment websites Identifying key technologies in an IT company Identifying factors affecting the work system design in order to optimize the decision-making process | – – MAH, DM ARM FANP |
| Kumar and Claudio [164] | Selecting the best online ecommerce website to buy cookware, perfumes and watches | FAHP, FANP |
| Kwon et al. [165] Lee and Tu [166] Lee et al. [167] | Prioritizing promotional policies for the big data industry Examining the relationship between factors affecting a company's value Providing an identification approach for vulnerability of organizational plans in achieving organizational goals | – DEMATEL, VIKOR, MMT FRA |
| Lee et al. [168] | Evaluating new service concepts for mobile information and entertainment services | – |
| Lee et al. [169] | Identifying and ranking the five force model and determining the status of competition in the web industry | SICI |
| Lee et al. [170] Lee et al. [171] | Evaluating product-service systems according to customer preferences Investigating factors affecting stock prices based on different investment methods | FANP DEMATEL |
| Lee et al. [172] Levy and Taji [173] Lin and Hsu [174] Lin et al. [175] | Selecting appropriate stocks for investment to maximize returns Prioritizing effective measures for crisis management Evaluating attributes affecting brand images Identifying important criteria for evaluating and selecting digital music service platforms | MG DSS FANP NRM, PCA, DEMATEL, VIKOR |
| Lin et al. [176] Lin et al. [177] | Evaluating fashion design schemes in the fashion industry Assessing strategic competition in the field of green business innovation capabilities | DEMATEL, VIKOR FST, IPA |
| Monarko et al. [178] Mu [179] | Making proper decisions for the construction of an arena Selecting the most suitable city for holding conferences and predicting the number of participants | – BCR |
| Niemira and Saaty [180] Palmisano et al. [181] | Presenting a model for financial crisis prediction Selecting the most appropriate method of requalification for rural sustainable development | – DRSA |
| Peris et al. [182] Piltan and Sowlati [183] Sarkis and Sundarraj [184] Sarkis et al. [185] Shen et al. [186] | Prioritizing Local Agenda 21 programs in one of the Spanish cities Identifying factors affecting the performance of partners in the wood factory Evaluating enterprise information technologies Selecting sustainable subcontractors Selecting stocks and improving their performance due to changes in financial variables | – WA – AHP DEMATEL, VIKOR |
| Shih et al. [187] | Estimating the sales volume of printers in recycling industries | Compared by AHP (continued on next page) |

Table 8 (continued)

| Author(s) | Specific area | Other techniques combined or compared |
|-------------------------------|--|---------------------------------------|
| Taşkin et al. [188] | Assessing the quality of hospital services | FANP, FDEMATEL, VIKOR |
| Tavana et al. [189] | Selecting the right media for marketing | COPRASG, FANP |
| Tosun et al. [190] | Determining the importance of factors affecting operator market share and investigating the market share of telecom operators | - |
| Tsai and Chou [191] | Selecting an appropriate management system to improve the business of paper and packaging production | DEMATEL, ZOGP |
| Tsai et al. [192] | Evaluating the effectiveness of web-based marketing in the airline industry | DEMATEL, VIKOR, 4P, WVA |
| Tsai and Hsu [193] | Selecting corporate social responsibility programs in the aviation industry | DEMATEL, ZOGP, ABC |
| Tsai et al. [194] | Selecting corporate social responsibility programs with respect to cost and profitability criteria in the hotel industry | |
| Tsai and Kuo [195] | Evaluating entrepreneurial policies with regard to budget constraints in SMEs | DEMATEL, ZOGP |
| Tsai et al. [196] | Evaluating encouraging entrepreneurship policies in SMEs | |
| Tsai et al. [197] | Prioritizing activities and allocating proper resources in IT projects | DEMATEL, ZOGP |
| Tsai et al. [198] | Providing a model for corporate finance decisions | DEMATEL, GP |
| Tseng et al. [199] | Assessing sustainable production attributes in a healthcare service company | FST |
| Uygun et al. [200] | Measuring the institutionalization level of SMEs | FANP, FDEMATEL, TOPSIS |
| Valmohammadi and Dashti [201] | Evaluating obstacles and implementing challenges of electronic commerce in the Iran Khodro Industrial Group | ISM, FANP |
| Verdecho et al. [202] | Identifying and evaluating inter-enterprise collaboration management to improve the performance of a company | - |
| Wang and Tzeng [203] | Evaluating brands in marketing by taking different criteria into account | IRM, DEMATEL, VIKOR |
| Wenbo [204] | Investigating factors affecting the economic performance of eco-industrial parks | Compared by AHP |
| Wu et al. [205] | Evaluating bancassurance alliance models | DM |
| Yüksel and Dağdeviren [206] | Assessing the BSC dimension in determining the performance level of a manufacturing company | FANP, BSC |
| Zammori [207] | Designing a model for predicting results in terms of the importance and impact level of input attributes | - |
| Zutshi et al. [208] | Identifying factors affecting corporate cooperation in business processes using a business interoperability quotient measurement model | - |

Table 9The applied papers on the topic of *Tourism*.

| Author(s) | Specific area | Other techniques combined or compared |
|--------------------------|--|---------------------------------------|
| Bies and Zacharia [209] | Identifying factors influencing the development of medical tourism | BOCR |
| Chen et al. [210] | Evaluating the performance of hot spring hotels in Taiwan | BSC, DEMATEL |
| Horng et al. [211] | Identifying main factors and designing features in an indoor restaurant | DEMATEL |
| Hsieh et al. [212] | Quality assessment of hotel services according to customers' expectations | - |
| Hsu et al. [213] | Identifying the most important criteria for improving electronic service quality in online traveling websites | FPP |
| Lin and Huang [214] | Evaluating and prioritizing factors determining the passenger choice of low-cost carriers | |
| Liu and Chou [215] | Identifying major factors in the tourism strategy in the Kinmen tourism industry | FDM, DEMATEL |
| Lin and Lu [216] | Evaluating an ecotourism site | ISM, FDM, FANP |
| Lin et al. [217] | Evaluating the operation of travel intermediaries in a travel industry | - |
| Lin et al. [218] | Evaluating experiential values using tourists' experiences in the 2010 Taipei International Flora Exposition | ISM, FANP |
| Liu et al. [219] | Providing a model for evaluating tourism policies aimed at improving them In Taiwan | DEMATEL, VIKOR |
| Liu et al. [220] | Evaluating the performance of a metro-airport connection service to improve tourism policies in Taiwan | DEMATEL, DNP, VIKOR |
| Padhi and Aggarwal [221] | Providing a method to manage earning in the hotel industry and optimizing quota and price of hotel commodities | ANN, FGP |
| Peng and Tzeng [222] | Identifying the most effective methods to improve the performance of the tourism industry | DEMATEL, VIKOR |
| Tsai et al. [223] | Evaluating national park websites and ranking them | DEMATEL, VIKOR |

4.4. Tourism

The articles in this category have focused on the main aspects of tourism and hotel in terms of tourism, pilgrimage and medicine. Improving policies related to tourism and hotel industries, evaluating tourist attractions, improving informational and promotional strategies, as well as becoming aware of tourists' expectations are features of this category. Table 9 summarizes all articles in this category.

Articles in this category are related to the evaluation of tourism policies and strategies, evaluation of hotels and traveling websites, and so on. As it is shown, these evaluations were performed in a crisp environment and thus using FANP can

contribute to the results. To identify influential parameters in evaluations, the use of the BOCR-ANP model is recommended. The FANP-FDEA method is proper to assess the performance of hotels and websites. In addition to the above-mentioned issues, it is recommended to evaluate and prioritize the tourism developing infrastructure and rank improvement service quality strategies using ANP as future studies.

4.5. Logistics and supply chain management

This categorization relates to articles on location problems, outsourcing and supplier selection in various fields. For better analysis, articles in this category are divided into five sub-categories including (1) *supplier and distributor selection*, (2) *outsourcing*, (3) *location*, (4) *transportation*, (5) *supply chain function's assessment* and (6) *other applications in this area*. Tables 10–12 provide an overview of articles in this category.

Reviewing 108 studies in the *logistics and supply chain management* category indicates that supplier selection is a hot topic in the articles (see Table 10). Moreover, artificial intelligence and computer-based models (such as CBR) integrated with ANP are among methodologies neglected in the literature of supplier and distributor selection. In addition to the points mentioned, ranking requirements for lean-agile manufacturing as well as just-in-time production in various industries are among topics suggested for future research in the supply chain performance assessment.

Studies in the *outsourcing* subcategory are often related to partner selection in the supply chain of electronic and airline industries (see Table 11). Most of the studies used ANP-DEMATEL as the methodology. In order to achieve more reliable results, the application of the hybrid methodology in fuzzy environment for outsourcing information systems is suggested for future studies.

According to Table 11, studies categorized into the *location finding* subcategory were more conducted in the context of the location selection problem of hospital, logistics and distribution centers. The combination of meta-heuristic algorithms (such as GA) and GIS with ANP due to having high ability in analyzing spatial data is suggested as methodologies for future research in this subcategory. Furthermore, application of GIS-FANP-FWOD as a decision support system is also suggested to be employed in the location selection problems.

The least number of articles reviewed in the category of *logistics and supply chain management* is related to *supply chain function assessment* (see Table 11). To improve the result of subjects reviewed in this subcategory, application of ANP-DEA is also suggested. Other studies in the category of *logistics and supply chain management* are presented in Table 12.

4.6. Design, engineering and manufacturing systems

This category refers to the articles on modern manufacturing systems, automation, material engineering, product design, quality engineering, repair, maintenance and assembly. Articles of this category are divided into four subcategories of (1) *product design*, (2) *machinery selection*, (3) *maintenance* and (4) *other applications in this area*. A summary of the reviewed articles related to this category is presented in Tables 13–15.

Of the 88 studies categorized into the *design, engineering and manufacturing systems* category, 23 articles were carried out in the field of *product design*. By reviewing the papers, it is revealed that the application of ANP was far more popular in the automotive industry than in other industries in the *product design* subcategory (see Table 13). Product reconstruction, redesign and risk assessment of new product development in different industries are suggested topics to be examined using ANP in future research.

Machine tool selection and maintenance have the minimum number of articles in the category of *design, engineering and manufacturing systems* (see Table 14). In this regard, application of DEMATEL-ANP or ISM-ANP is suggested as methodologies to solve the most subjects presented in Table 14 in future research. The reason is that determining the interaction among the criteria by DEMATEL or ISM not only facilitated the process of problem solving, but also improved the accuracy of the obtained result. Combination of ANP-GP or ANP with other rating methods such as VIKOR is recommended to select an appropriate maintenance and repair strategy. It is noteworthy that the fuzzy combination of these methods can result in better outcomes. If there is no complete and obvious information, using the ANP-GRA combined method can be helpful.

Other articles reviewed in the category of *design, engineering and manufacturing systems* are presented in Table 15. Evaluation of production strategies and production systems, manufacturing technologies selection and prioritization of ERP modules are among the issues classified in this subcategory.

4.7. Energy management

These articles refer to the evaluation and selection of energy generation methods and technologies, as well as the performance of the energy system. A summary of the reviewed articles related to this category is presented in Table 16.

Based on Table 16, it is indicated that renewable energy sources are the most widely used subject in this category. Considering the importance of this issue in various researches, topics such as locating energy generating plants from renewable energy sources, assessing the performance of these power plants, selecting production technologies, and evaluating renewable energy sources using the ANP is suggested for further research. Moreover, evaluation and selection of energy production

Table 10

The applied papers on the supplier and distributor selection subcategory.

| Author(s) | Specific area | Other techniques combined or compared |
|----------------------------|---|---------------------------------------|
| Abdollahi et al. [224] | Assessing and selecting suppliers based on lean and agile criteria | FDEMATEL, DEA |
| Ayag and Samanlioglu [225] | Selecting a supplier in the automotive industry | FANP |
| Bakeshlou et al. [226] | Providing a fuzzy multi-objective linear programming model to select the best green supplier | FANP, ELA |
| Boran and Goztepe [227] | Providing a commodity acquisition model to select the appropriate merchant | FANP |
| Büyüközkan and Çifçi [228] | Selecting a sustainable supplier for a manufacturing company to improve supply chain management activities | FANP |
| Chen and Lee [229] | Selecting a proper supplier according to different patterns of collaboration such as strategic alliance, financial situation and so on in a manufacturing company | Markov Process |
| Demirtas and Üstün [230] | Choosing a supplier and order allocation for a refrigerator manufacturing company | MOMILP |
| Gencer and Gürpinar [231] | Selecting a supplier in an electronic company | - |
| Geng and Liu [232] | Selecting a proper supplier to develop the PSS service system in a mechanical shovel company | SERVQUAL, VIKOR |
| Govindan et al. [233] | Selecting a responsible supplier for an access control hardware manufacturing company in India based on social responsibility practices | DEMATEL, PROMETHEE |
| Hashemi et al. [234] | Selecting a green supplier based on economic and environmental attributes | GRA |
| Hsu and Hu [235] | Selecting the best supplier for hazardous substance management according to environmental regulations | - |
| Huang and Hu [236] | Selecting a supplier in the automotive industry | FANP, GP, DNP |
| Kang et al. [237] | Selecting a supplier in the semiconductor industry | FANP |
| Kasirian and Yusuff [238] | Selecting a supplier in a Malaysian automotive company | TOPSIS |
| Kuo and Lin [239] | Selecting a supplier with respect to environmental factors and environmental compliance rules | DEA |
| Kuo et al. [240] | Selecting a supplier in the green supply chain of an electronic company | ANN, DEA |
| Lin [241] | Selecting a supplier in the absence of accurate information and assigning the optimum order value to suppliers | FPP, FMOLP |
| Lin et al. [242] | Selecting a supplier in an electronics company using the triple bottom line framework | FANP |
| Lin et al. [243] | Selecting a supplier in a motherboard manufacturing company using the ERP system | TOPSIS, LP |
| Lin et al. [244] | Selecting a proper supplier to develop the PSS service system | ISM |
| Liou et al. [245] | Selecting a supplier to improve their services in the airline industry | DEMATEL, FI |
| Liou et al. [246] | Selecting a supplier based on environmental factors in electronics company | DEMATEL |
| Önüt et al. [247] | Selecting a supplier in a communication company | FANP, TOPSIS |
| Pang and Bai [248] | Identifying important criteria in the assessment of suppliers and selecting the most appropriate supplier for a high-technology manufacturing company | FSEU, FANP |
| Rai and Bolia [249] | Selecting a supplier of weapons in the air force | AHP |
| Rajesh and Ravi [250] | Selecting a supplier in the resilient supply chain of an electronic manufacturing company in India | GRA |
| Razmi and Rafiei [251] | Selecting suppliers and assigning orders to them | MINLP |
| Razmi et al. [252] | Selecting a supplier with respect to vendor important factors | FANP, NLP |
| Tadić et al. [253] | Providing a framework for assessing and selecting the city logistics concept in Belgrade with respect to stakeholders' interests and their partners | FDEMATEL, FANP, FVIKOR |
| Tavana et al. [254] | Selecting third-party reverse logistics providers in a manufacturing company | - |
| Theisen and Spinler [255] | Selecting the most suitable supplier to manage the reduction of CO2 emissions in the fast-moving consumer good industry | - |
| Tseng et al. [256] | Selecting a supplier in the green supply chain of the largest professional printed circuit board manufacturing company in Taiwan | FANP |
| Tseng et al. [257] | Selecting the right supplier in the supply chain management of a printed circuit board manufacturing company in Taiwan | CI |
| Ustun and Demirtas [258] | Selecting suitable suppliers and shipment allocation to each supplier for a refrigerator manufacturing company | AGP, MGP |
| Vinodh et al. [259] | Selecting a supplier in a manufacturing organization | FANP |
| Wan et al. [260] | Selecting a supplier with respect to factors such as reducing costs and improving quality in an auto manufacturing company | TLANP, ELECTRE II |
| [261] | Selecting a supplier in a third-party logistics | FANP, PFIGP |
| Wu et al. [262] | Selecting suppliers and a proper partner for strategic alliances in the liquid crystal display industry | - |
| Wu et al. [263] | Selecting suppliers with the aims of reducing costs, keeping the quality of manufactured products and assigning the order to each of the suppliers | MIP |
| Xu et al. [264] | Selecting a product-service supplier in the absence of information on previous suppliers' performance | FANP |
| Yang and Tzeng [265] | Selecting a proper vendor in a company manufacturing computers and electronic products | DEMATEL |
| Yücenur et al. [266] | Selecting the most suitable supplier in logistics companies | FAHP, FANP |
| Zhu et al. [267] | Assessing and selecting a supplier in the green supply chain with respect to environmental factors | |

Table 11

The applied papers on the outsourcing, location, transportation and supply chain function's assessment subcategories.

| Subcategories | Author(s) | Specific area | Other techniques combined or compared |
|------------------------------------|--------------------------------|---|---------------------------------------|
| Outsourcing | Govindan et al. [268] | Selecting a third-party reverse logistic provider and evaluating criteria that affect its selection in an Indian automobile component manufacturing company | AHP |
| | Hsu and Liou [269] | Providing a decision model for outsourcing and selecting a supplier in the airline industry | DEMATEL |
| | Hsu et al. [270] | Selecting an appropriate outsourcing provider in the airline industry | DEMATEL, MGRT |
| | Kayakutlu and Buyukozkan [271] | Evaluating and selecting the most effective performance attributes in third party logistics companies | DM |
| | Liou and Chuang [272] | Selecting a provider for outsourcing airlines | DEMATEL, VIKOR |
| | Liou [273] | Selecting right partners for strategic alliances in the airline industry | FPP, DEMATEL |
| | Liou et al. [274] | Selecting partners for strategic alliances to meet the needs of customers in the aircraft industry | FPP |
| | Liou et al. [275] | Selecting an outsourcing provider in the airline | DEMATEL, FPP |
| | Tjader et al. [276] | Selecting the best outsourcing strategy in IT | BSC |
| | Uygun et al. [277] | Evaluating and selecting an outsourcing provider for a carrier company | DEMATEL, FANP |
| | Wu and Barnes [278] | Selecting the best partner in the green supply chain of Chinese electrical appliance and equipment manufacturing industries | MOP |
| | Wu and Barnes [279] | Selecting a partner in agile supply chains | Dempster-Shafer, RBF-ANN, MIMOP |
| | Zhu et al. [280] | Providing a strategy to determine the logistics partners in electrical appliances company | - |
| Location | Guner et al. [281] | Selecting the right place to build a shipyard | FANP |
| | Kuo and Liang [282] | Selecting the right place for an international distribution center in Pacific Asia | TOPSIS, FANP, DEMATEL |
| | Kuo [283] | Locating an international distribution center in coastal cities (coastal ports) | FANP, FDEMATEL |
| | Lin and Tsai [284] | Evaluating effective factors on selecting the right place for hospital construction | NGT, TOPSIS |
| | Lin and Tsai [285] | Selecting the most suitable place to invest in medical services | TOPSIS |
| | Neumüller et al. [286] | Selecting the right place for distribution centers for groceries | PAM |
| | Özceylan et al. [287] | Evaluating and selecting the right place for the development of freight villages | GIS, TOPSIS |
| | Özdağoglu [288] | Selecting the right place for equipment in the food industry | FANP |
| | Peker et al. [289] | Selecting the right place for logistics centers in Turkey | BOCR |
| | Rezaeiniya et al. [290] | Selecting the best place for greenhouse | - |
| Transportation | Sarkis and Sundarraj [291] | Locating equipment in a digital equipment corporation | TOM |
| | Wu et al. [292] | Selecting the right place to build a hospital using Porter's diamond model | FANP, PM |
| | Bugarinović et al. [293] | Ranking access charge principles in the transportation industry | CI, Compared by AHP |
| | Ozdemir and Basligil [294] | Selecting the most suitable aircraft for Turkish airlines | FANP |
| | Özgen and Tanyas [295] | Selecting the best customs broker agency and international road transport company | |
| | Shang et al. [296] | Selecting a shipping project | - |
| | Su et al. [297] | Selecting the best shipping project | DST |
| | Tuzkaya and Önüt [298] | Assessing transportation methods on the route between Turkey and Germany | FANP |
| | Wey and Wu [299] | Selecting the best transport infrastructure project in Taiwan | FDM, GP |
| | Agarwal et al. [300] | Investigating factors affecting supply chain performance and selecting the most appropriate paradigm for performance improvement | - |
| Supply chain function's assessment | Cabral et al. [301] | Evaluating supply chain performance using key performance indicators in the automobile industry | - |
| | Tseng et al. [302] | Evaluating the performance of sustainable supply chain management in a Taiwanese electronic manufacturing firm | BSC, FDM |
| | Tseng et al. [303] | Assessing the performance of sustainable service supply chain management with respect to environmental factors in electronic manufacturing firms | FDM |
| | Uygun and Dede [304] | Evaluating the performance of green supply chain management | FANP, FDEMATEL, FTOPSIS |

Table 12Other applied papers in the category of *logistics and supply chain management*.

| Author(s) | Specific area | Other techniques combined or compared |
|--|--|---------------------------------------|
| Agarwal and Shankar [305] | Evaluating factors affecting trust in online commerce between a buyer and a supplier in an e-enabled supply chain | - |
| Büyüközkan and Berkol [306] | Determining design requirements of sustainable supply chain management in the fuel industry | QFD, ZOGP |
| Büyüközkan and Çifçi [307] | Evaluating activities of green supply chain management in the Ford Otosan Company in Turkey | FANP |
| Büyüközkan and Çifçi [308] | Assessing green suppliers to improve supply chain management activities in the Ford Motor Company | FDEMATEL, FANP, FTOPSIS |
| Chen et al. [309] | Selecting a strategy in green supply chain management and evaluating the most important activities in business functions | |
| Choudhury et al. [310] | Providing a model for strategic planning issues in a supply chain cell in a medicinal company | |
| Demirtas and Ustun [311] | Assessing suppliers and determining order allocation for them | AGP, MOMILP |
| Dou and Sarkis [312] | Assessing and selecting offshoring alternatives in terms of factors affecting supplier selection, location factors and sustainability factors | - |
| Dou et al. [313] | Identifying green supplier development programs aimed at improving supplier performance in the China's pivot irrigation equipment industry | GST |
| Hernandez et al. [314] | Identifying reverse logistics activities in the publishing industry | BOCR |
| Hung [315] | Presenting a divergent supply chain planning model in a mobile phone company to enhance competitive advantage | DEMATEL, FGP |
| Hussain et al. [316] | Evaluating alternatives for sustainable supply chain management | ISM |
| Joshi et al. [317] | Prioritizing supply chain competitiveness factors in the automotive industry | - |
| Kayakutlu and Büyüközkan [318]_ENREF_2 | Analyzing factors affecting the effectiveness of supply value chain management by considering the dimensions of knowledge management in the textile industry | DM |
| Kirytopoulos et al. [319] | Providing a model for evaluating the supplier and assigning order value in multiple sourcing in the parapharmaceutical industry | AUGMECON, MOMP |
| Kusi-Sarpong et al. [320] | Identifying and evaluating factors affecting green supply chain management and its use for sustainable performance of mining industry companies | FDEMATEL |
| Lam and Dai [321] | Evaluating systematic criteria of logistics service providers (LSPs) to develop security design | QFD |
| Lee et al. [322] | Assessing the relationship between a buyer and a supplier in the high-tech industry | BOCR |
| Lin and Huang [323] | Identifying determinants in low cost carrier purchase | - |
| Raisinghani and Meade [324] | Selecting the right knowledge management system to develop an agile supply chain by examining the relationship between organization performance criteria and dimensions of agility, e-supply chain drivers | - |
| Ramkumar and Jenamani [325] | Evaluating sustainable purchasing in the supply chain of a ferroalloy manufacturing unit | DEMATEL |
| Ravi et al. [326] | Selecting reverse logistics operations for end-of-life computers | BSC |
| Ravi et al. [327] | Selecting the most suitable reverse logistics project in a computer hardware supply chain according to the available resources | ZOGP |
| Singh and Sharma [328] | Prioritizing flexibility alternatives in a supply chain of a spare part manufacturing company | - |
| Supeekit et al. [329] | Identifying the most important factors affecting the supply chain performance of a hospital | DEMATEL |
| Tuzkaya et al. [330] | Designing a model for a reverse logistics network for the Turkish white goods industry | FTOPSIS |
| Wu et al. [331] | Identifying key factors in supply chain agility to enhance its competitive advantage in the electronics industry | DEMATEL, FST |
| Xia and Chen [332] | Selecting the most appropriate risk management method in the supply chain | - |

and storage strategies are next suggested topics for future studies. Use of meta-innovative methods such as GA and MINLP in combination with ANP is a suggested method for locating energy generating plants in future studies.

4.8. Human resources management

Articles of this class are related to evaluating and employing candidates for a professional job. Table 17 provides a summary of all the articles reviewed in this category.

Articles in this category take into account staff selection and employee performance assessment. Selection of management team members, selection of nurses, selection of consultants for organizations, selection of contractors, selection of university staff and selection of project managers are the topics in the personnel selection section, which are recommended for future research. Using intuitionistic fuzzy sets and hesitant intuitionistic fuzzy sets in combination with the ANP technique lead to the enhancement of the accuracy of personnel selection. Banking industry, information technology companies and evaluation of sales managers are good issues for future studies on employee performance assessment. Note that using

Table 13The applied papers on the *product design* subcategory.

| Author(s) | Specific area | Other techniques combined or compared |
|-----------------------------|--|--|
| Ayağ et al. [333] | Selecting the most appropriate concept in the new product development process | TOPSIS |
| Büyüközkan et al. [334] | Determining the relative importance of design requirements for product planning | FANP, QFD |
| Chen et al. [335] | Identifying factors affecting the success of the new product development process in a small-sized home appliance manufacturing company | BSC |
| Ertay and Kahraman [336] | The design requirement in assessing the product development process for a PVC window system | FQFD, PROMETHEE I, PROMETHEE II, PROMETHEE III, FANP |
| Ertay et al. [337] | Prioritizing the design requirements in a car manufacturing company | FANP |
| Geng et al. [338] | Prioritizing engineering characteristics determined based on customers' demands | FST, QFD, DEA |
| Güngör et al. [339] | Determining requirements for product design and development based on the fuzzy decision-making system | FDMS, FANP |
| Kahraman et al. [340] | Presenting a fuzzy optimization model to solve the QFD problem in PVC door and window manufacturing company | MILP, FQFD, compared by AHP |
| Karsak et al. [341] | Prioritizing product technical requirements in the production planning process | QFD, ZOGP |
| Lee et al. [342] | Selecting the most appropriate new product development strategy and evaluating the effects of the selected strategy for 108 technology companies in China | BSC |
| Lee et al. [343] | Selecting technical requirements for designing a backlight unit in the thin film transistor liquid crystal display industry | FANP, QFD, GP |
| Lin [344] | Determining product position and improving vehicle telematics system services | DEMATEL, PCA, VIKOR, NRM |
| Lin et al. [345] | Identifying characteristics and requirements of customers in the field of automotive telematics systems | DEMATEL, TOPSIS |
| Liu and Hsiao [346] | Determining the most important product components at the design stage with regard to resource constraints in an electronic appliance manufacturing company | GP |
| Liu and Wang [347] | Production development and design planning according to customers' needs in a small-medium scale manufacturing company | QFD, FANP, DEMATEL |
| Liu et al. [348] | Optimizing a product family architecture tailored to customers' needs and company's budget constraints | GP |
| Liu [349] | Selecting the best prototype of the product at the design stage in a window design and production company | QFD, FANP, FLP |
| Ocampo and Seva [350] | Evaluating and prioritizing mobile text entry practices in smartphones | - |
| Parameshwaran et al. [351] | Prioritizing design requirements to develop new products | FDM, FISM, FANP, FQFD |
| Raharjo et al. [352] | Investigating the internal relationship between components of production design for consumer electronic products in European countries | QFD, FST |
| Shyur [353] | Evaluating commercial-off-the-self products in product development projects | TOPSIS |
| Younesi and Roghanian [354] | Providing a product design model to identify the best design criteria in Iran's transformer industry | QFDE, DEMATEL, FANP |
| Zaim et al. [355] | Identifying and ranking product technical characteristics | Combined by QFD and FQFD |

fuzzy multi-objective optimization models and considering the effects of model objectives on each other can better solve the problem of allocation and optimal use of human resources.

4.9. Other topics

The final classification covers articles dealing with medicine, agriculture, education, government and sports. A summary of the reviewed papers related to this category is presented in Table 18.

5. Other classification schemes

In this section, the articles examined are studied from four perspectives including combined or comparative method used, year of publication, article publishing journals and nationality section of authors.

5.1. The combined or comparative method used in the articles

By reviewing various articles, it is found that combined ANP methods are far more useful than ANP. To consider different degrees of ambiguity in deciding, it is appropriate to use methods with the fuzzy method. FANP was used in 15.89% of the papers reviewed as a hybrid method. DEMATEL is among the other combined methods. Of the total reviewed articles, 13 articles compared the ANP performance with the performance of the other MCDM methods, such as AHP. The purpose of the comparison is to define ranking and weighing differences between the ANP method and the other MCDM methods. Table 19 shows the number and percentage of distribution of techniques combined or compared with ANP.

Table 14

The applied papers on the *machine tool selection and maintenance* subcategories.

| Subcategories | Author(s) | Specific area | Other techniques combined or compared |
|------------------------|----------------------------------|--|--|
| Machine tool selection | Ayağ and Özdemir [356] | Selecting machinery in manufacturing companies | FANP, TOPSIS |
| | Chang et al. [357] | Selecting the best machine in terms of accuracy in the wafer slicing production process | DM |
| | Kumru and Kumru [358] | Prioritizing and selecting a three-dimensional coordinate-measuring machine | FANP |
| | Nguyen et al. [359] | Selecting the most suitable machine tool for the manufacturing company | Combined by COPRASG, Compared by TOPSIS, SAW and GRA |
| | [360] | Selecting a production car according to cost and risk criteria | FANP, PROMETHEE II |
| | Pal et al. [361] | Selecting a quick tooling route | QFD |
| | Paramasivam [362] | Selecting a suitable milling machine in a manufacturing company | DMA, Compared by AHP |
| | Sadeghian and Sadeghian [363] | Selecting machinery in a flexible production system | FANP, ANN |
| | Samanlioglu and Ayağ [364] | Selecting a proper machine tool for the manufacturing company | FANP, FPROMETHEE |
| | Yurdakul [365] | Selecting a machine tool based on its relationship with production strategies in a machinery manufacturing company | AHP |
| Maintenance | Aragonés-Beltrán et al. [366] | Providing an assessment model for stakeholders' influences on maintenance projects | - |
| | Cheng and Tsao [367] | Selecting a preventive maintenance strategy for rolling stock | - |
| | Kumar and Maiti [368] | Selecting an appropriate maintenance method for industrial units | FANP |
| | Mirabedini and Iranmanesh [369] | Providing a preventive repair scheduling method in machines performing multiple tasks simultaneously | MOGA |
| | Nazeri and Naderikia [370] | Selecting a suitable maintenance strategy in the railway industry with the goal of reducing costs | FDEMATEL, FANP, FFMEA |
| | Van Horenbeek and Pintelon [371] | Providing a framework for performance measurement | - |
| | Vujanović et al. [372] | Evaluating vehicle fleet maintenance attributes | DEMATEL |

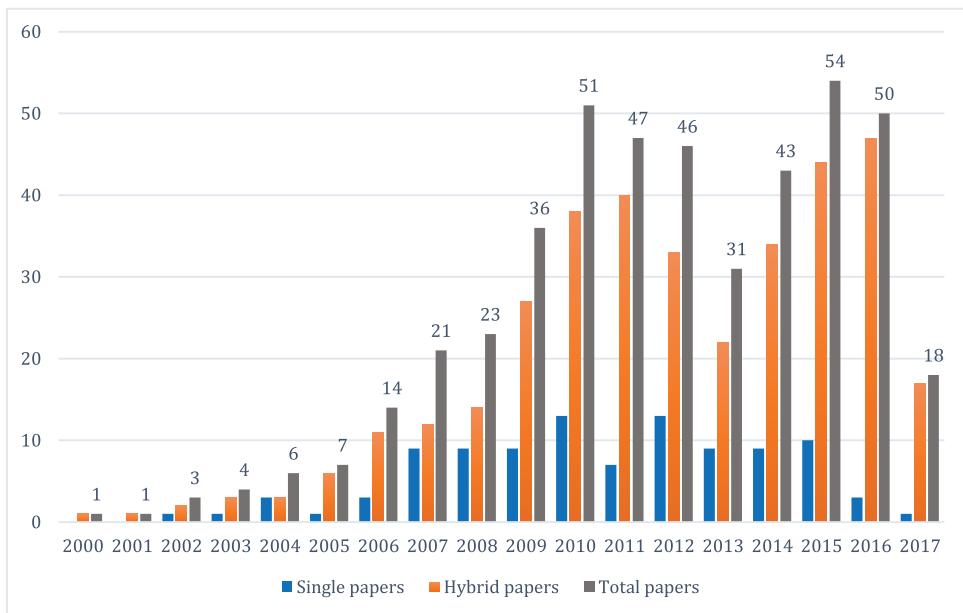


Fig. 3. Distribution of papers by publication year with respect to ANP used individually or in combination with other methods.

5.2. Year of publication

Fig. 3 shows the frequency of publication of the articles in different years. Based on this figure, since 2006, the number of articles published in the context of ANP has grown dramatically. As you can see, almost 88% of all the articles have been published since 2008.

Table 15Other applied papers in the category of *design, engineering and manufacturing systems*.

| Author(s) | Specific area | Other techniques combined or compared |
|--------------------------------|---|---------------------------------------|
| Abdi [373] | Selecting a family product according to market requirements and production operations in a pharmaceutical manufacturing company | – |
| Abdi and Labib [374] | Evaluating the performance of reconfigurable manufacturing systems in a manufacturing company | – |
| Akyildiz et al. [375] | Prioritizing customers' orders due to capacity constraints in a steel production company | – |
| Aliakbari Nouri et al. [376] | Selecting the right production technology in a medium sized manufacturing company in Iran | FANP, FTOPSIS |
| Ayağ and Özdemir [377] | Selecting the best concept in new product development at the product engineering department of a hot runner system manufacturing company | FANP |
| Ayağ and Özdemir [378] | Selecting a proper ERP software for an electronics manufacturing company | FANP |
| Behnam et al. [379] | Prioritizing Mudas of production line in a cotton fabric manufacturing plant | VSM |
| Bayazit and Karpak [380] | Determining the impact of factors affecting the implementation of TQM and assessing the preparedness of manufacturing companies in adopting TQM practices | – |
| Chang et al. [381] | Identifying the most important agile factors when a product enters the mass production stage | ISM |
| Chang et al. [382] | Evaluating digital video recorder systems and selecting the best one | AHP |
| Chen and Chen [383] | Selecting the most appropriate model for assessing total quality management in the biotechnology industry | FANP |
| Chung et al. [384] | Selecting the best product mix to achieve optimal production in a semiconductor component manufacturing company | Compared by AHP |
| Cil and Turkan [385] | Identifying the relationship between business objectives and lean practices as well as stakeholder values | – |
| Dai et al. [386] | Modeling reliability of the manufacturing process in a valve-sleeve component manufacturing company | – |
| Govindan et al. [387] | Identifying factors and barriers against the reconstruction of automotive parts for clean production | ISM |
| Güngör [388] | Prioritizing connection types in assemblies | – |
| Hallikainen et al. [389] | Prioritizing ERP modules to be implemented in a global industrial manufacturing company | – |
| Hasan et al. [390] | Ranking product flow layouts on agility | – |
| Hemmati and Rabbani [391] | Determining a proper strategy to deliver products | – |
| Kang [392] | Selecting capacity allocation plans in semiconductor fabrication | FDM, FANP, CP, BOCR |
| Kılıç et al. [393] | Selecting a proper ERP system for SMEs | PROMETHEE |
| Lee et al. [394] | Evaluating production strategies | FDM, FANP |
| Lee et al. [395] | Selecting a technology used in a software company | – |
| Lin et al. [396] | Selecting the most appropriate dispatching method in a manufacturing company | – |
| Lin et al. [397] | Identifying sustainable production indicators for an equipment manufacturing company | QFD, FST |
| Mei et al. [398] | Selecting best schemes for one-a-kind production interim products | FANP |
| Moalagh and Ravasan [399] | Evaluating success factors in implementation of ERP systems in a turbine manufacturing company | FANP |
| Onut et al. [400] | Selecting a proper equipment for a steel company | FANP, TOPSIS |
| Partovi [401] | Assessing the process choice for chemical production systems | QFD, AHP |
| Rafiei and Rabbani [402] | Determining the order penetration point of products produced using the hybrid strategy | FANP |
| Rafiei and Rabbani [403] | Checking levels of make to stock/make to order production strategies | FANP |
| Sarkis et al. [404] | Selecting agile virtual enterprises | – |
| Shen et al. [405] | Selecting a proper technology for organic light emitting diodes | DM, DEMATEL, PCA |
| Tesfamariam and Lindberg [406] | Prioritizing goals in manufacturing system design to exclude options not applicable at an early stage | SD, DLC |
| Tsai [407] | Selecting the best configuration of a flexible surface mount assembly system | CFPR |
| Tuzkaya et al. [408] | Selecting equipment in a manufacturing factory | FANP, PROMETHEE |
| Tzeng and Huang [409] | Selecting logistics and manufacturing strategies in the semiconductor industry | – |
| Vinodh et al. [410] | Selecting the best agile concept in a car spare parts manufacturing company | FANP, FDEMATEL, FTOPSIS |
| Vinodh et al. [411] | Selecting a concept in an agile design system in manufacturing plants | FANP |
| Wadhwa et al. [412] | Examining the concepts and strategies of virtual manufacturing | – |
| Wong and Wong [413] | Providing a lean-ecosphere management system to manage operations and people in a manufacturing company | ISM |
| Wong et al. [414] | Identifying key attributes in the evaluation of intelligent building systems | – |
| Wong et al. [415] | Determining the relationship between operational goals and intelligent attributes in building control systems | AHP |
| Wong et al. [416] | Assessing leanness level in a multination semiconductor component manufacturing company in Malaysia | – |
| Yang and Chang [417] | Prioritizing customer values in the cosmetics and toiletries industry | MEC, FANP |
| Yazgan [418] | Selecting an appropriate dispatching rule in a flexible production system | FANP, BOCR |
| Yazgan et al. [419] | Selecting ERP software | ANN |
| Yazgan et al. [420] | Evaluating and selecting a dispatching rule in flexible manufacturing systems | BOCR, CI |

Table 16The applied papers on the topic of *energy management*.

| Author(s) | Specific area | Other techniques combined or compared |
|---------------------------------|---|---------------------------------------|
| Büyüközkan and Gülyüz [421] | Selecting the most suitable renewable energy sources for investment | DEMATEL |
| Cannemi et al. [422] | Selecting investment projects in biomass power plants | - |
| Chen and Pang [423] | Assessing the distribution of the existing knowledge strategies in the solar energy industry | FANP |
| Gigović et al. [424] | Identifying installation sites for wind farms | DEMATEL, MABAC |
| Hu et al. [425] | Assessing the consumed energy performance of the campus building | FANP |
| Kabak et al. [426] | Ranking investment strategies in an energy field | SWOT, FANP |
| Köne and Büke [427] | Determining the best combination of fuel for generating electricity | - |
| Momoh and Zhu [428] | Prioritizing power generation units according to the appropriate price allocation | EQUIP, AHP |
| Promentilla et al. [429] | Prioritizing low carbon energy systems to reduce CO2 emissions in the electricity-generating sector | FANP |
| Rabbani et al. [430] | Assessing the performance of oil producing companies | FCOPRAS, SBSC |
| Sakthivel et al. [431] | Selecting an optimum biodiesel blend in an IC engine | TOPSIS |
| Shafiee [432] | Selecting a risk reduction strategy in the renewable energy industry | AHP, FST, FANP |
| Sittikruear and Bangwiwat [433] | Evaluating measures to improve energy efficiency in a whiskey production plant | EV, Compared by AHP |
| Tahseen and Karney [434] | Assessing the potential of hydropower generated from the Niagara River and prioritizing energy recovery policies in terms of sustainability | SSWOT, AHP |
| Tavana et al. [435] | Assessing oil and gas pipeline routes | FST, Entropy |
| Xu et al. [436] | Prioritizing key performance indicators for sustainable building energy efficiency retrofit in hotel buildings | - |
| Yeh and Huang [437] | Investigating of key factors in determining the location of wind farms | FDEMATEL |

Table 17The applied papers on the topic of *human resources management*.

| Author(s) | Specific area | Other techniques combined or compared |
|----------------------|--|---------------------------------------|
| Celik et al. [438] | Evaluating factors affecting the selection of the board of directors in maritime transport management companies | - |
| Certa et al. [439] | Providing an optimization model for skilled human resource allocation for R&D projects | FELECTERE III, LGP |
| Chang [440] | Selecting public relations personnel for the tourism industry | FDM, TOPSIS |
| Chen et al. [441] | Evaluating factors affecting staff stress reduction in indoor environments | Taguchi |
| Chen et al. [442] | Evaluating the performance of the R&D department staff in a precision machinery manufacturing company | - |
| Dağdeviren [443] | Selecting personnel for manufacturing systems | TOPSIS |
| Hor et al. [444] | Assessing leadership competencies in order to plan succession in a semiconductor component manufacturing company | - |
| Kabak et al. [445] | Selecting a sniper | FANP, FTOPSIS, FELECTERE |
| Lin [446] | Selecting personnel for an electric and machinery company | FDEA |
| Shyur and Shih [447] | Selecting the right vendor in a local company in Taiwan | TOPSIS |

5.3. Journals

Table 20 shows the number and percentage of scientific articles published in the reviewed journals. According to Table 20, Expert Systems with Applications is the most popular journal for the publication of ANP applications, as more than 19.08% of all the reviewed articles were published in this journal. Two journals, i.e. Computers and Industrial Engineering as well as the International Journal of Production Research, which respectively included 5.92% and 5.26% of all the reviewed papers in the context of ANP, are among other popular journals for publishing ANP applications. It should be noted that in 16 journals out of the 63 reviewed journals, only one published an ANP paper.

5.4. Nationality and number of authors

Fig. 4 shows that 41 countries and nationalities participated in the publication of ANP articles. Taiwan, Turkey and China had the most published papers. Asia, Europe as well as North and South America accounted for 78.44, 12.98 and 8.25% of the surveyed papers, respectively.

6. Open areas for future work

Based on practical and theoretical dimensions, the future research direction of ANP can be discussed as follows:

Table 18The applied papers on the topic of *other topics*.

| Author(s) | Specific area | Other techniques combined or compared |
|-------------------------------|--|--|
| Chen and Chen [448] | Ranking performance evaluation systems for the performance improvement of universities | DEMATEL, FANP |
| Chen and Chen [449] | Evaluating the performance of innovation support systems in higher education institutions | DEMATEL, FANP, TOPSIS |
| Chen and Chen [450] | Reviewing creativity criteria to improve students' creativity | DEMATEL |
| Chen and Chen [451] | Assessing the performance of universities in Taiwan | DEMATEL, FANP, GRA, TQM FAHP |
| Chen and Sun [452] | Identifying factors affecting the participation of elderly people in recreational sports and prioritizing strategies to improve this partnership | SAW, DEMATEL |
| Chen and Tzeng [453] | Ranking different publishers to print textbooks in elementary schools in China | DEMATEL, VIKOR |
| Cooper and Dong [454] | Prioritizing policies to improve China-US relations | BOCR |
| Crowe and Lucas-Vergona [455] | Ranking illegal immigration strategies | - |
| García-Melón et al. [18] | Evaluating Farmland appraisal in the municipality of Carlet | - |
| Gürbüz and Albayrak [456] | Evaluating the staff performance in the pharmaceutical industry | CI |
| Hsu [457] | Evaluating and selecting best media agencies to advertise new products | DM, GRA |
| Hu [458] | Investigating core competencies in innovative culinary development | Delphi |
| Hua Chen et al. [459] | Selecting an appropriate partner enterprise to implement vocational education systems | |
| Ismayılova et al. [460] | Planning classes, training courses and teaching time in Turkish schools | SM, ZOLP, Compared by AHP |
| Lin et al. [461] | Evaluating sustainable development programs in technological and vocational higher education | BSC, FDM, FST |
| Ölcer and Akyol [462] | Assessing the performance of countries in terms of international agreements | DEMATEL |
| Partovi and Corredoira [463] | Providing a model to change the rules of football to make it more attractive | QFD, AHP |
| Sagir and Ozturk [464] | Choosing caregivers to hold exams | - |
| Simunich [465] | Investigating the Iraq-United States war and selecting a better strategy to confront Iraq | BOCR |
| Tafreshi et al. [466] | Evaluating advertising media | DEMATEL, VIKOR |
| Tang et al. [467] | Identifying factors affecting the successful implementation of English language training programs for specialists in the MICE industry | DM, DEMATEL |
| Tavana et al. [468] | Evaluating the performance of publicly held companies in the pharmaceutical industry | BSC, DEEMATEL, FANP, FDEA, Shannon's entropy |
| Tavana et al. [469] | Evaluating e-government readiness | FANP, TOPSIS |
| Tseng et al. [470] | Evaluating the effectiveness of teaching or learning in an e-learning system in Taiwanese universities | FST |
| Villanueva et al. [471] | Determining factors influencing the production of olive | - |
| Wang et al Zeng [472] | Selecting and reconstructing a monument to reuse | FDM |
| Wu et al. [473] | Evaluating the performance of extension education centers | BSC, DEMATEL, VIKOR |

6.1. Theoretical dimension

- There is a link between the number of pricewise comparisons and inconsistency rate. However, in ANP, the consistency threshold that should be provided for different amount of pricewise comparisons is 0.1. It appears that instead of 0.1, a matrix of thresholds for various comparisons should be used, which is suggested for future research.
- Although the inconsistency rate in the fuzzy environment is more than that in the crisp environment, no research has been carried out so far to improve the inconsistency rate of pricewise comparisons provided by FANP.
- In none of the reviewed studies conducted by ANP in fuzzy environments, the performance of membership functions compared to fuzzy numbers was investigated, which can be an interesting topic for future research.
- Particular versions of the ANP software such as Super Decisions and Expert Choice were not developed for calculating the weight of criteria in either hybrid mode or improved versions. Therefore, development of such types of software, in line with the proposed approaches, can have a great impact on evaluating the weight of criteria.
- ANP is sensitive to a number of criteria. As the number of criteria increases, the dimensions of the super matrices increase, which lead to the extension and/or impossibility of the process of resolution. Therefore, it is recommended to use methods to reduce the number of influencing factors in decision making as a complement to the ANP method in future research.

6.2. Practical dimension

- With regard to the studies conducted using ANP, it can be concluded that issues such as supply chain performance evaluation, assembly, human resources optimized allocation, risk assessment, energy system performance assessment, outsourcing, ranking effective factors on customer satisfaction and competitive advantage as well as issues relevant to the field of agriculture and medicine were ignored, which can be suggested for further research.

Table 19

Distribution of techniques combined or compared with ANP.

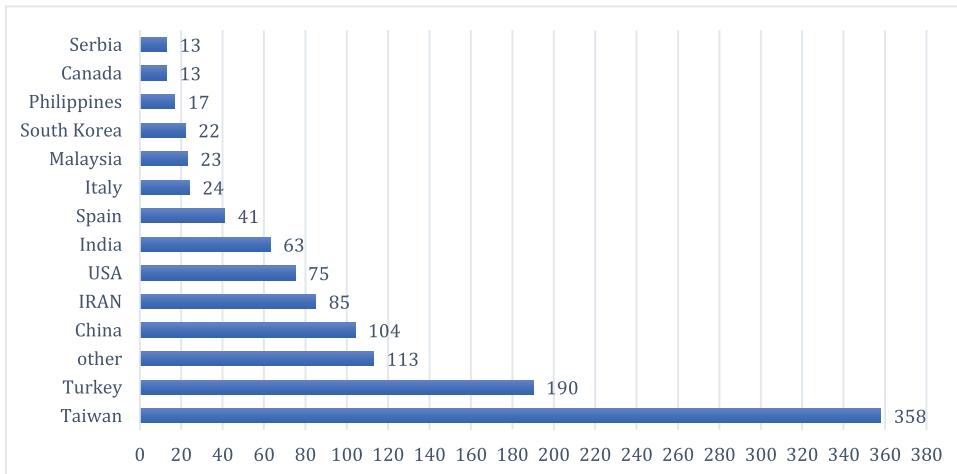
| Techniques combined or compared | Business and Financial Management | Health, safety and environment management | Hydrology and Water Management | Logistics and Transportation | Design, Engineering and Manufacturing Systems | Energy Management | Human Resources Management | Tourism | Other topics | Total | % |
|---------------------------------------|-----------------------------------|---|--------------------------------|------------------------------|---|-------------------|----------------------------|---------|--------------|-------|-------|
| FANP | 19 | 13 | 2 | 22 | 31 | 4 | 1 | 1 | 3 | 96 | 18.15 |
| DEMATEL | 22 | 7 | 1 | 16 | 7 | 2 | | 5 | 8 | 68 | 12.86 |
| AHP | 8 | 3 | 1 | 3 | 7 | 4 | | | 2 | 28 | 5.3 |
| TOPSIS | 4 | 1 | 2 | 7 | 6 | | 3 | | 1 | 24 | 4.54 |
| VIKOR | 11 | 2 | | 2 | 1 | | | 4 | 2 | 22 | 4.16 |
| QFD | | 2 | | 1 | 11 | | | | 1 | 15 | 2.84 |
| FDEMATEL | 3 | 4 | 1 | 3 | 2 | 1 | | | | 14 | 2.65 |
| FDM | 3 | 2 | | 1 | 3 | | 1 | 2 | 2 | 14 | 2.65 |
| BSC | 6 | | | 2 | 2 | | | | 1 | 11 | 2.08 |
| BOCR | 3 | 1 | | 3 | 3 | | | 1 | 2 | 13 | 2.46 |
| DM | 2 | 1 | | 2 | 2 | | | | 1 | 8 | 1.52 |
| FST | 2 | 4 | | | 3 | 2 | | | 1 | 12 | 2.27 |
| FTOPSIS | | 3 | 1 | 1 | 2 | | 1 | | | 8 | 1.52 |
| ISM | 2 | | | 2 | 3 | | | 1 | | 8 | 1.52 |
| GP | 3 | 1 | | 1 | 3 | | | | | 8 | 1.52 |
| DEA | 2 | 3 | | | 1 | | | | | 6 | 1.14 |
| ZOGP | 3 | | | 2 | 1 | | | | | 6 | 1.14 |
| PROMETHEE | | 1 | | 1 | 3 | | | | | 5 | 0.95 |
| FPP | 1 | | | 3 | | | | 1 | | 5 | 0.95 |
| FT | 1 | | | | | 1 | | | | 2 | 0.38 |
| FQFD | | | | 4 | | 1 | | | | 4 | 0.76 |
| SWOT | 2 | 1 | | | | 1 | | | | 4 | 0.76 |
| FL | 1 | 2 | | | | | | | | 3 | 0.57 |
| PCA | 1 | | | | 2 | | | | | 3 | 0.57 |
| GIS | | 2 | | 1 | | | | | | 3 | 0.57 |
| ANN | | 1 | | | 2 | | | | | 3 | 0.57 |
| GRA | | 1 | | 1 | 1 | | | | 1 | 4 | 0.76 |
| FVIKOR | 2 | | 1 | 1 | | | | | | 4 | 0.76 |
| PROMETHEE II | | | 1 | 1 | 1 | 1 | | | | 3 | 0.57 |
| NRM | 2 | | | | | 1 | | | | 3 | 0.57 |
| CI | | | | 2 | 1 | | | | 1 | 4 | 0.76 |
| FAHP | 1 | | | 1 | | | | | 1 | 3 | 0.57 |
| FISM | 1 | | | | 1 | | | | | 2 | 0.38 |
| FMMSM | | | 2 | | | | | | | 2 | 0.38 |
| MOMILP | | | | 2 | | | | | | 2 | 0.38 |
| SAW | | | | | 1 | | | | 1 | 2 | 0.38 |
| DNP* | 1 | | | | | | | | | 1 | 0.19 |
| DNP | | | | 1 | | | | | | 1 | 0.19 |
| HFACS | | 2 | | | | | | | | 2 | 0.38 |
| COPRASG | 1 | | | | | 1 | | | | 2 | 0.38 |
| COPRAS | | 1 | | | | | | | | 1 | 0.19 |
| FMEA | | 2 | | | | | | | | 2 | 0.38 |
| Other techniques combined or compared | 33 | 15 | 2 | 23 | 12 | 5 | 4 | 0 | 4 | 98 | 18.53 |

Table 20

Distribution by publication journal.

| Journal | Number | % |
|--|--------|--------|
| Expert Systems with Applications | 87 | 19.08 |
| Computers & Industrial Engineering | 27 | 5.92 |
| International Journal of Production Research | 24 | 5.26 |
| International Journal of Production Economics | 23 | 5.04 |
| The Int. J. Adv. Manuf. Technol. | 17 | 3.73 |
| Journal of Cleaner Production | 16 | 3.51 |
| Applied Soft Computing | 14 | 3.07 |
| Journal of Intelligent & Fuzzy Systems | 11 | 2.41 |
| Mathematical and Computer Modelling | 11 | 2.41 |
| Journal of Intelligent Manufacturing | 10 | 2.19 |
| Safety science | 10 | 2.19 |
| European Journal of Operational Research | 8 | 1.75 |
| Applied mathematical modelling | 7 | 1.54 |
| IEEE Transactions on Engineering Management | 7 | 1.54 |
| Information Sciences | 7 | 1.54 |
| International Journal of Computer Integrated Manufacturing | 7 | 1.54 |
| International Journal of Project Management | 7 | 1.54 |
| Knowledge-Based Systems | 7 | 1.54 |
| Quality & Quantity | 7 | 1.54 |
| Journal of Environmental Management | 6 | 1.32 |
| International Journal of Hospitality Management | 5 | 1.10 |
| Journal of Systems Science and Systems Engineering | 5 | 1.10 |
| Production Planning & Control | 5 | 1.10 |
| Supply Chain Management: An International Journal | 5 | 1.10 |
| Technological Forecasting and Social Change | 5 | 1.10 |
| Tourism Management | 5 | 1.10 |
| Waste management | 5 | 1.10 |
| Water resources management | 5 | 1.10 |
| Journal of Air Transport Management | 5 | 1.10 |
| Automation in construction | 4 | 0.88 |
| Computers in Industry | 4 | 0.88 |
| Annals of Operations Research | 3 | 0.66 |
| Computers & Mathematics with Applications | 3 | 0.66 |
| Energy Procedia | 3 | 0.66 |
| Evaluation and Program Planning | 3 | 0.66 |
| Group Decision and Negotiation | 3 | 0.66 |
| Industrial Management & Data Systems | 3 | 0.66 |
| International Journal of Intelligent Systems | 3 | 0.66 |
| International Journal of Strategic Property Management | 3 | 0.66 |
| Journal of Business Economics and Management | 3 | 0.66 |
| Land Use Policy, | 3 | 0.66 |
| conservation and recycling | 2 | 0.44 |
| Current Issues in Tourism | 2 | 0.44 |
| Energy Policy | 2 | 0.44 |
| Environmental Modelling & Software | 2 | 0.44 |
| Fuzzy Optimization and Decision Making | 2 | 0.44 |
| Human Factors and Ergonomics in Manufacturing & Service Industries | 2 | 0.44 |
| Informatica | 2 | 0.44 |
| Information & Management | 2 | 0.44 |
| International Journal of Operations & Production Management | 2 | 0.44 |
| International Transactions in Operational Research | 2 | 0.44 |
| Journal of Air Transport Management | 2 | 0.44 |
| Journal of Global Optimization | 2 | 0.44 |
| Omega | 2 | 0.44 |
| Renewable Energy | 2 | 0.44 |
| Soft Computing | 2 | 0.44 |
| The Journal of The Textile Institute | 2 | 0.44 |
| Tourism Management Perspectives | 2 | 0.44 |
| Others | 26 | 5.70 |
| Total | 456 | 100.00 |

- Although this research attempted to cover a large part of the articles conducted by ANP, a comprehensive database of articles using ANP as a methodology can facilitate the easy access to such articles.
- So far, several studies have attempted to develop the ANP method and enhance the utility of this method. These studies were presented aiming at reducing the inconsistency rate [474–476], increasing the decision-making accuracy [477–479], improving outcomes in ambiguity conditions [480] and improving decision-making problems with large data [481]. Hence, it is suggested to use the developed ANP versions with these methods presented in the articles.

**Fig. 4.** Distribution by country.

7. Conclusion

This study aimed at comprehensively reviewing studies employing ANP as a methodology. To this end, 456 papers from 63 journals were reviewed from 2000 to 2017 and categorized into nine application topics. Furthermore, the reviewed papers were also classified by authors' nationality, publication year, publication journal, and other methods used either in combination or in comparison with ANP. Overall, it was found that the application of ANP as a methodology is far more in *business and financial management* compared to the other eight areas, and that more emphasis is required on studies classified into the *hydrology and water management* category.

Although this research did not include conference proceeding papers, master's theses, doctoral dissertations, book chapters and non-English articles, the papers reviewed provided an invaluable source of information for researchers and professionals in the field of MCDM, and in particular ANP.

Appendix

Table A1**Table A1**

The abbreviation presented in this paper.

| Abbreviation | Explanation |
|--------------|---|
| 2TL-ANP | 2-Tuple Linguistic Analytic Network Process |
| 4P | Product, Price, Promotion, Place |
| ABC | Always Best Connected |
| AcciMapp | Accident Analyze Mapping |
| AGP | Archimedean Goal Programming |
| AHP | Analytical Hierarchy Process |
| ANN | Artificial Neural Network |
| ANP | Analysis Network Process |
| ARM | Association Rule Mining |
| ATHEANA | A Technique for Human Event Analysis |
| AUGMECON | AUGMEnted CONstraint |
| BCR | Benefits, Costs and Risks |
| BOCR | Benefits, Opportunities, Costs and Risks |
| BSC | Balanced Scorecard |
| CA | Conjoint Analysis |
| CFPR | Consistent Fuzzy Preference Relations |
| CI | Choquet Integral |
| COPRAS | COmplex PROportional Assessment |
| COPRASG | COmplex PROportional ASsessment with Grey relations |
| CP | Constraint Programming |
| CRM | Customer Relation Management |
| CREAM | Cognitive Reliability Error and Analysis Method |

(continued on next page)

Table A1 (continued)

| Abbreviation | Explanation |
|--------------|--|
| DEA | Data Envelopment Analysis |
| DEMATEL | Decision Making Trial and Evaluation Laboratory |
| DLC | Diagram Loop Causal |
| DMA | Digraph and Matrix Approach |
| DNP | De Novo Programming |
| DNP* | Dynamic Network Process |
| DRSA | Dominance based Rough Set Approach |
| DSS | Decision Support System |
| DST | Dempster Shafer Theory |
| EFA | Exploratory Factor Analysis |
| EIA | Environmental Impact Assessment |
| ELA | Evaluation Laboratory Approach |
| ELECTRE | Elimination et Choice in Translating to Reality |
| EQUIP | Extended Quadratic Interior Point |
| ER | Evidential Reasoning |
| ERP | Enterprise resource planning |
| EV | Engineering Value |
| FAD | Fuzzy Axiomatic Design |
| FAHP | Fuzzy Analytical Hierarchy Process |
| FANP | Fuzzy Analytical Network Process |
| FCANP | Fuzzy Cybernetic Analytic Network Process |
| FCOPRAS | Fuzzy COMplex PROportional ASsessment |
| FDEA | Fuzzy Data Envelopment Analysis |
| FDEMATEL | Fuzzy Decision-Making Trial and Evaluation Laboratory |
| FDM | Fuzzy Delphi Method |
| FDMS | Fuzzy Decision-Making System |
| FELECTRE II | Fuzzy Elimination et Choice in Translating to Reality II |
| FELECTRE III | Fuzzy Elimination et Choice in Translating to Reality III |
| FFMEA | Fuzzy Failure Mode and Effective Analysis |
| FGP | Fuzzy Goal Programming |
| FI | Fuzzy integral |
| FIS | Fuzzy Inference System |
| FISM | Fuzzy Interpretive Structural Modelling |
| FL | Fuzzy Logic |
| FLP | Fuzzy Linear Programming |
| FLQMEOWA | Fuzzy Linguistic Quantifiers-guided Maximum Entropy Order Weighted Averaging |
| FMEA | Failure Mode and Effective Analysis |
| FMMSM | Fuzzy Max-Min Set Method |
| FMOLP | Fuzzy Multi Objective Linear Programming |
| FPP | Fuzzy Preference Programming |
| FQFD | Fuzzy Quality Function Deployment |
| FSEU | Fuzzy Synthetic Evaluation Under |
| FST | Fuzzy Set Theory |
| FTOPSIS | Fuzzy Technique for Order of Preference by Similarity to Ideal Solution |
| FVIKOR | Fuzzy Vlsekriterijumska Kompromisno Rangiranje |
| GCE | Game Cross Evaluation |
| GIS | Geographic Information System |
| GL | Goal Programming |
| GRA | Grey Relational Analysis |
| GST | Grey System Theory |
| HFACS | Human Factor Analysis and Classification System |
| HFACS-RAs | Human Factor Analysis and Classification System -Railway Accidents |
| HRA | Human Reliability Analysis |
| INRM | Influential Network Relations Map |
| IPA | Importance Performance Analysis |
| IRM | Impact Relations Map |
| ISM | Interpretive Structural Modelling |
| LCA | Life Cycle Assessment |
| LP | Linear Programming |
| LPPAM | Linguistic Possibility-Probability Aggregation Model |
| MABAC | Multi Attributive Border Approximation Area Comparison |
| MADM | Multi-Attribute Decision Making |
| MAH | Maximise Agreement Heuristic |
| MCDM | Multi Criteria Decition Making |
| MEC | means-end chain |
| MG | Model Gordon |
| MGP | Minmax Goal Programming |
| MGRT | Modified Grey Relation Theory |

(continued on next page)

Table A1 (continued)

| Abbreviation | Explanation |
|--------------|---|
| MICE | Meetings, Incentives, Conferences and Events |
| MILP | Mixed Integer Linear Programming |
| MIMOP | Mixed Integer Multi-Objective Programming |
| MINLP | Mixed-Integer Non-Linear Programming |
| MIP | Mix Integer Programming |
| MMT | Modigliani Miller Theorem |
| MODM | Multi Objective Decision Making |
| MOGA | Multi Objective Genetic Algorithm |
| MOMILP | Multi Objective Mixed Integer Linear Programming |
| MOMP | Multi Objective Mathematical Programming method |
| MOORA | Multi-Objective Optimization on the basis of Ratio Analysis |
| MOP | Multi Objective Programing |
| MP | Markov Process |
| NGT | Nominal Group Technique |
| NLP | Non-Linear Programming |
| NRM | Network Relation Map |
| NT | Niche Theory |
| OHSAS | Occupational Health and Safety Assessment Series |
| PAM | Process Analysis Method |
| PCA | Principal Component Analysis |
| PFIGP | Preemptive Fuzzy Integer Goal Programming |
| PM | Porter Model |
| PROMETHEE | Preference Ranking Organization Method for Enrichment Evaluations |
| PVC | Poly Vinyl Chloride |
| QFD | Quality Function Deployment |
| QFDE | Quality Function Deployment for Environment |
| R&D | Research and development |
| RBF-ANN | Radial Basis Function Artificial Neural Networks |
| RST | Rough Set Theory |
| SAT | Significance Acceptability Transformation |
| SAW | Simple Additive Weighting |
| SBSC | Sustainability Balanced Scorecard |
| SD | System Dynamics |
| SDEA | Super efficiency Data Envelopment Analysis |
| SEM | Structural Equation Modelling |
| SERVQUAL | SERvice QUALity |
| SICI | State of Industry Competition Index |
| SM | Scalarization Method |
| SMEs | Small and Medium Enterprises |
| SNA | Social Network Analysis |
| SSWOT | Sustainability Strengths, Weaknesses, Opportunities, Threats |
| SWOT | Strengths, Weaknesses, Opportunities, Threats |
| TDBU | Top Down and Bottom Up |
| TDM | Two-Dimensional Matrix |
| TFN-ANP | Triangular Fuzzy Number and Analytic Network Process model |
| TOM | Transshipment Optimization Model |
| TOPSIS | Technique for Order of Preference by Similarity to Ideal Solution |
| TQM | Total Quality Management |
| TRIZ | Teoriya Resheniya Izobrotelskikh Zadatch |
| UIT | Utility Interval Technique |
| VIKOR | Vlsekriterijumsko Kompromisno Rangiranje |
| VSM | Value Stream Mapping |
| WA | Warshall Algorithm |
| WLC | Weighted Linear Combination |
| WSN | Wireless Sensor Network |
| WVA | Weight Variance Analysis |
| ZOGP | Zero-One Goal Programing |
| ZOLP | Zero-One Liner Programming |

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