

THE ANALYTIC HIERARCHY PROCESS...

- ✔ measures intangibles along side tangibles and produces valid results close to the answer in measuring tangibles
- ✔ uses pairwise comparison judgments to compare two elements with respect to a property and use the lesser element as the unit and estimate the larger as a multiple using perception and a verbal scale then translated to a numerical scale of absolute numbers
- ✔ captures people's intensity of feelings using cardinal numbers from an absolute scale, something thought by some to be an impossible thing to do. MacKay (1980) wrote that pursuing the cardinal approach is like chasing what cannot be caught.
MacKay, Alfred F., (1980), *Arrow's Theorem: The Paradox of Social Choice - a case study in the philosophy of economics*, New Haven and London: Yale University Press
- ✔ measures the inconsistency of judgments and mathematically lists the most inconsistent judgments in order of greatest inconsistency for potential improvement
- ✔ provides rich structures for decisions including benefits, opportunities, costs and risks and combines them using its ratings approach to produce an overall answer. Its Hierarchon and Encyclicon provide numerous examples from different areas of decisions involving hierarchies and networks with feedback
- ✔ fundamentally represents the intensity of dominance of one factor over each of other factors with respect to a common criterion or attribute. Dominance can take the form of importance, preference or likelihood
- ✔ enables a group of people to structure their problem and combine their judgments to arrive at a fair decision on which they can all agree
- ✔ can be used in conflict resolution. Examples where it has been used is in Northern Ireland, South Africa and the Middle East the first two with invited involvement by the parties themselves
- ✔ provides priorities for ranking alternatives and for allocating resources to projects in an optimal way
- ✔ has been used on several occasions to predict best outcomes in business, economics, and politics. It was applied in the evaluation of NAFTA
- ✔ can help educational institutions, hospitals and the military to prioritize and rank people for admission or promotion

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