

LEVERAGING ANTIFRAGILITY: STRATEGIC RESPONSES IN THE COSMETICS INDUSTRY DURING ECONOMIC UNCERTAINTIES

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Abstract: This paper examines how major cosmetics companies – L'Oréal, Estée Lauder, and Procter & Gamble – have applied antifragility principles during recent periods of economic turbulence. Using a qualitative multi-case design based solely on secondary sources, it analyzes corporate reports, financial data, and market indicators from 2018–2023 to understand how these firms transform external shocks into opportunities for growth and innovation. The assessment focuses on sales dynamics, market positioning, and innovation activity as markers of antifragile performance. The analysis shows that companies investing in digitalization, sustainability, and flexible supply chains navigated the COVID-19 crisis more effectively, reducing vulnerability while accelerating strategic development. Their ability to adapt proactively supported stable expansion and strengthened competitive advantages. The study contributes a structured perspective on antifragility within a rapidly evolving industry, offering both conceptual clarification and practical guidance for organizations facing volatile market environments.

Key words: antifragility; economic resilience; cosmetics industry

JEL Classification: L65; M21; O32

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