

DEVELOPMENT OF RAJAPOLAH WOVEN CRAFT INDUSTRY TOWARDS THE GLOBAL MARKET IN TASIKMALAYA REGENCY

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ABSTRACT

Micro, Small and Medium Enterprises (MSMEs) have an important role and contribute to the improvement of the economy and industry in a country, one of which is the highest in West Java Province. Rajapolah is a producer of the best handicrafts, especially from woven mendong, pandanus, water hyacinth, and so on, that have the potential for foreign markets such as Europe and Japan. The purpose of this study is to analyze the problems faced and strategies that can be carried out to develop the woven handicraft industry in Tasikmalaya Regency. The analysis method used is AHP (*Analytical Hierarchy Process*), which is used to compile important factors that must be a priority in the development of this craft business. Primary data was obtained from key persons for policy formulation in the Process Hierarchy Analysis (AHP) obtained from government elements of the Chairman of the West Java PUSKUD (Promotion Center, Service Unit, and Handicraft Marketing), weaving craftsmen, as well as exporters, and owners of the weaving craft industry. The first priority result was obtained in the marketing criteria with a weight of 0.372; the second criterion of human resources with a weight of 0.347; then production with a weight of 0.205; and technology criteria with a weight of 0.0746. Overall, the results of this study provide a basis for policy makers, craftsmen, and business actors to determine priorities in the development of the woven handicraft industry. With a focus on marketing, improving the quality of human resources, as well as production efficiency, this industry has great potential to develop and expand its market at the international level.

Keywords: *MSMEs, Woven Crafts, Development Strategy, Analytical Hierarchy Process (AHP), and Global Marketing*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the economic development of a country. They not only contribute to economic growth but also play a role in job creation and innovation. As a key driver of the economy, MSMEs account for more than 50% of total jobs worldwide and account for 90% of total business (Pedraza, 2021; Sinha et al., 2024). In Indonesia alone, MSMEs employ more than 97% of the workforce and account for more than 61% of the national Gross Domestic Product (GDP) (Sinha et al., 2024). In addition, MSMEs also play a role in reducing poverty and regional inequality by creating business opportunities and increasing people's per capita income (Juminawati et al., 2021; Nandeewaraiah & Ramana, 2019; Shaikh & Mandviwala, 2023). Not only as economic drivers, MSMEs are also the main source of entrepreneurial skills and innovation, which play an important role in sustainable economic development (Pedraza, 2021; Raghvendra et al., 2024). The MSME sector is one of the main and vital forces that are able to drive economic development and employment (Supardi et al., 2021).

The empowerment of MSMEs is very important and has a strategic role in anticipating the economy, especially in strengthening the national economic structure (Ukkas, 2017). The development of MSMEs in Indonesia is increasing, according to information from the Central Statistics Agency (BPS) noted, the number of Micro and Small Industries (IMK) in Indonesia in 2020 as many as 4,209,817 businesses. Central Java is the province with the highest number of IMK, namely 898,162 businesses. Meanwhile, East Java occupies the second position with a total of 828,482 IMKs. Followed by West Java with a total of 625,943 IMKs.

Tasikmalaya Regency in West Java is known as one of the largest weaving producing areas in Indonesia. The development of Micro, Small, and Medium Enterprises (MSMEs) in this region is supported by various factors that increase the competitiveness of their products. One of the main factors is the implementation of digital marketing strategies, access to capital, and good financial management. These three aspects have proven to have a positive influence on the competitiveness of MSME products, which is important in policy planning and efforts to increase the competitiveness of local products (Putri et al., 2023). In addition, MSMEs in Tasikmalaya also play a role in overcoming social problems, such as unemployment and poverty. On average, each MSME is able to empower between 2 and 9 workers, with the wages received higher than monthly expenses for basic needs. This shows that MSMEs not only contribute to economic growth but also in improving people's welfare (Rachmani et al., 2023). Furthermore, innovation is a key factor in increasing the competitiveness of MSMEs in Tasikmalaya. Innovation in products, production processes, and environmentally friendly concepts (green innovation) has proven to play an important role in increasing the competitiveness and financial performance of handicraft MSMEs. With sustainable innovation, MSMEs in Tasikmalaya can continue to grow and compete in a wider market, both nationally and globally (Soesetio et al., 2024). The development of MSMEs in West Java is supported by the potentials of several regions that are production centers. One of the largest weaving producing areas in West Java is Tasikmalaya Regency, especially Rajapolah District (Bankah et al., 2021). Rajapolah is the best producer of crafts for West Java, especially from woven mendong, pandanus, water hyacinth, and so on. Rajapolah is a center of shopping tourism destinations with handicraft cultural wisdom typical of the people of Tasikmalaya Regency (Bappeda Jabar, 2021).

However, despite having a large contribution, MSMEs still face various challenges in their development. One of the main obstacles is limited access to capital and infrastructure which often hinders business growth (Shaikh & Mandviwala, 2023) (Raghvendra et al., 2024). In addition, limitations in marketing and lack of skilled labor are also inhibiting factors for MSMEs to compete in a wider market (Shaikh & Mandviwala, 2023) (Raghvendra et al., 2024). In today's digital era, adapting to technology is also a challenge for MSMEs in order to increase the competitiveness of their products (Hayati & Fatarib, 2022). Therefore, the right strategy is needed to overcome these challenges so that MSMEs can continue to develop and have a greater positive impact on the national economy.

The development of Small and Medium Enterprises is expected to make a great contribution to economic growth so it needs to be considered because it can create equal employment and business opportunities, preserve culture, and support national exports (Goso, 2016). Likewise with the potential for local crafts that are starting to market globally. Based on information from the Sukruas Creative Village Association, Rajapolah's woven products are able to penetrate the European market. There are about three countries that are consumers today, namely Japan, Italy and Spain. The rapid development of the industry has given rise to potentials so that competition arises among industry players, including weaving. There is a high level of competition

and business actors must be able to survive, so a strategy is needed to take advantage of this potential (Jufriyanto, 2021).

Building the industrial sector in the era of globalization certainly requires the right and consistent strategy, so that it can realize a resilient and competitive industry both in the local market and in the global market, which is able to encourage economic growth, create jobs, increase people's income and reduce poverty (Pradigda, 2016). Therefore, it is important to manage the potential that already exists in the craft industry in Rajapolah to be developed and able to be globally competitive.

Some alternative strategies that can be used are maintaining the company's image, facilities, maintaining product quality and service, improving management and cooperation capabilities, delivery order services, providing special packages, maintaining good relationships with suppliers (Setyorini et al., 2016). From some of these alternatives, analysis is needed to place the potential that has the most important role in the development of the weaving industry, namely using the AHP method (*Analytical Hierarchy Process*). *Analytical Hierarchy Process* (AHP) is used by decision-makers to analyze various priority choices with multiple criteria. Thus, the purpose of this study is to analyze the problems faced by the rajapolah woven handicraft industry in Tasikmalaya Regency and strategies that can be carried out to develop the woven handicraft industry in Tasikmalaya Regency.

METHODS

The type of research used in this study is qualitative and quantitative research using descriptive analysis methods and Process Hierarchy Analysis (AHP). The descriptive analysis method is used to find out the problems in the woven handicraft industry in Tasikmalaya Regency. Meanwhile, Process Hierarchy Analysis (AHP) to find out the development strategy of the woven craft industry.

The data sources used in this study come from: (1) Primary data obtained from the results of AHP interviews and questionnaires; (2) Secondary data, obtained from publication documents/research reports from agencies/agencies and other literature sources. Primary data was obtained from key persons for policy formulation in the Process Hierarchy Analysis (AHP) obtained from government elements of the Chairman of the West Java PUSKUD (Handicraft Promotion Center, Service Unit, and Marketing Center), weaving artisans as well as exporters, and owners of the weaving handicraft industry in Tasikmalaya Regency using the AHP questionnaire. The key person is determined based on the criteria of expertise and involvement in the development of the woven craft industry.

AHP is a decision-making tool that describes a complex problem in a hierarchical structure with many levels consisting of goals, criteria, and alternatives (Hardiyansyah et al, 2015). AHPs conduct paired comparisons to assess alternatives at the lowest level of the hierarchy in order to make the best decision among alternatives (Görener et al, 2012). According to Mulyono (1996) AHP is a general theory of measurement, used to find a ratio scale both from a pair and a continuous comparison. According to Saaty (1991), the priority determination of elements in a decision-making is to make pairs of comparators, namely: elements are compared in pairs against the specified criteria. These elements are determined from the results of observation and literature review.

According to Sumadi Suryabrata (2008) research instruments are tools or facilities that have been used by researchers in collecting data to make the work easier, then the results are better in the sense of being more careful, complete and systematic so that it is easier to process. The

following are some of the instruments used in the preparation of research instruments with 4 development criteria, namely: Production, Marketing, Human Resources, and Technology. The following is a framework of the decision hierarchy can be seen in Figure 1.

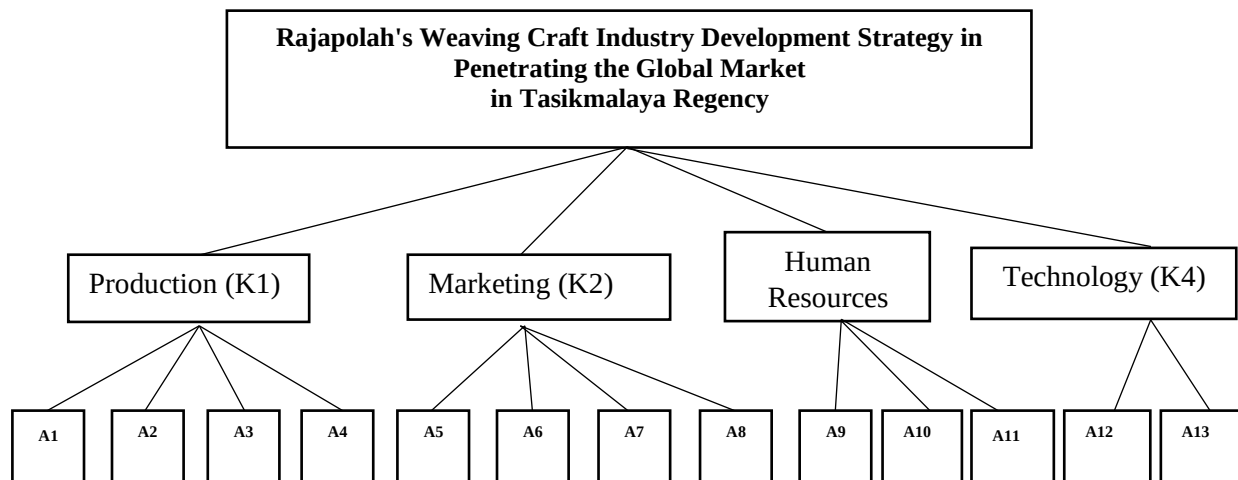


Figure 1. AHP (Analytical Hierarchy Process) Structure of Rajapolah Weaving Industry Development Strategy

Information:

- A1 Maintain Product Quality
- A2 Management and technical capabilities of processing production
- A3 Product design and innovation
- A4 Application of product standardization
- A5 Utilizing Local Government Promotions
- A6 Provision of market information (catalogue)
- A7 Trading house or shop
- A8 Business partnerships with other businesses
- A9 Training to improve personal technical skills
- A10 Training from outside teachers or business consultants
- A11 Extension workers or training centers from the government
- A12 Providing technology assistance
- A13 Incentives for small businesses that adopt and develop new technologies

Table 1. AHP Score Description

Intensity	Information
1	Both elements are equally important
3	One element is slightly more important than the other
5	One element is more important than the other
7	One element is clearly more absolutely important than the other
9	One element is absolutely more important than the other
2,4,6,8,10	Values between two adjacent considerations

In solving problems with AHP, there are several principles that must be understood, namely:

1. Creating a complex system hierarchy can be understood by breaking it down into supporting elements, arranging them hierarchically, and combining them.
2. Assessment of criteria and alternatives Criteria and alternatives are carried out by pair-to-pair comparison. According to Saaty (1988), for various problems, a scale of 1 to 9 is the best scale for expressing opinions. The value of the importance level is shown in the following table
3. Determining priorities For each criterion and alternative, it is necessary to make a pair comparison. Weights and priorities are calculated by matrix or equation solution.
Source: Secondary Data
4. Consistency Consistency has 2 (two) meanings. First, similar objects are grouped according to uniformity and relevance. Second, the level of relationships between objects based on certain criteria.
5. Measuring consistency In decision-making, it is important to know how good consistency is because we don't want decisions based on considerations with low consistency.
Calculate the Consistency Index (CI) with the formula $CI = (\lambda_{\max} - n)/n$
6. Calculate Consistency Ratio with formula
 $CR = CI/IR$
Where:
CR= Cocsistency Ratio
CI = Consistency Index
IR = Indeks Random Consistency
7. Check the consistency of the hierarchy
If the value is more than 10%, then the judgment data assessment must be improved. However, if the Cocsistency Ratio $(CI/IR) \leq 0.1$, then the calculation results can be declared correct.

RESULTS AND DISCUSSION

Tasikmalaya Regency, especially the Rajapolah area, is one of the centers of West Java crafts that has export potential. Therefore, analysis is needed to build a business development strategy. Problems in the woven handicraft industry in Tasikmalaya Regency, especially in Rajapolah sub-district as a production center, can be grouped into four categories, including production aspects, marketing aspects, human resources aspects, and technology aspects.

In terms of production management, the problems that the woven craft industry still faces are related to the management and technical capabilities of processing, product design and innovation, as well as the implementation of product standardization for export products. Industrial productivity is still relatively low because there is still a lack of management and technical capabilities in manufacturing production. In the weaving industry, only a small number of industries carry out the division of labor in the production process of their business. Product design and product innovation are also still very simple and not yet varied. This is due to limited knowledge about products that are in demand by the market. Product standardization has also not been implemented by the woven handicraft industry in Tasikmalaya Regency.

In terms of marketing, some of the problems faced by the woven craft industry are related to marketing facilities and infrastructure, business partnerships with companies/wholesalers, and exhibition facilities. Artisans usually market their work in home stores. The partnership formed between the woven craft industry and companies/wholesalers is also needed, to channel the work that is always eroded. Furthermore, the interest of artisans to participate in exhibition activities is also still relatively low, one of the reasons is the inadequate facilities for exhibition activities and the narrowness of the booths provided as well as the cost of participating in the event.

In terms of human resources, the problems faced are related to human resource knowledge about entrepreneurship, technical skills in human resources, and the role of extension workers who do not exist from the government. Technical skills in human resources are still relatively low because most of the existing workforce can only help with menial work and only a small part can make crafts well. The role of extension workers and small business consultants has been active and not all owners of the Rajapolah woven craft industry feel the role of extension workers from the government.

Furthermore, the problems faced in the technological aspect are related to the ability of the research field for the development of new technology (machinery/equipment), the procurement of technology (machinery/equipment), and the application and development of technology. The development of new technology has indeed begun to be developed, but it is not in accordance with the needs and capabilities of small industries and its spread is not evenly distributed. Most industries have also received technological assistance to simplify the production process of woven crafts.

Strategy for the Development of the Woven Craft Industry through AHP (*Analytical Hierarchy Process*)

The development strategy of the woven craft industry is related to several aspects including production (K1), marketing (K2), human resources (K3), and technology (K4). Based on the analysis obtained from the key Informant, the highest weight was obtained in the Marketing aspect (K2). This shows the importance of the marketing process in the development of this handicraft business so that it can be successful not only in the domestic but also in the foreign market. The following data analysis results are shown in table 1.

Table 2. Criteria for the Development of the Woven Craft Industry (IR= 0.90)

Criterion	K1	K2	K3	K4	Weight
K1	0,20	0,18	0,23	0,20	0,205
K2	0,42	0,38	0,37	0,30	0,372
K3	0,29	0,34	0,33	0,42	0,347
K4	0,074	0,09	0,05	0,07	0,074
Sum	1	1	1	1	1

Source: Primary Data Processing Results, 2022

The table above shows that in addition to the marketing aspect that has the highest weight (0.372), there is also a human resources aspect that has almost the same weight value of 0.347. This shows that these criteria are something that must be considered in the development of the woven craft industry business in order to penetrate the global market. The next analysis is by calculating the CI and CR values. CI is a *Consistency Index* whose value is used in the calculation of the *Cocsistency Ratio* (CR) which is used to see whether the calculation results can be corrected or judgment must be improved. in this analysis, $CI = 4.031735 - 4/3 = 0.010578$, so that $CR = 0.010578/0.9 = 0.011754$ (the data is correct when the CR value < 0.1). This can state that it can be said that the consistency ratio of the calculation is accepted.

The first aspect that will be discussed in the development of the Rajapolah woven craft industry is the production criteria. Because production is the main source of this handicraft product in the market. The following is an analysis table on the production criteria:

Table 3. Production Criteria in the Development of the Woven Craft Industry (IR= 0.90)

Criterion	A1	A2	A3	A4	Weight
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A1	0,36	0,47	0,30	0,23	0,341
A2	0,22	0,29	0,45	0,34	0,327
A3	0,19	0,11	0,16	0,31	0,195
A4	0,21	0,12	0,07	0,13	0,134
Sum	1	1	1	1	1

Source: Primary Data Processing Results, 2022

The table above shows the alternative with the highest weight, namely in A1: Maintaining Product Quality with a weight value of 0.341. In addition, the second highest weight value on A2: Management and technical ability of processing production is 0.327. This shows the priorities that must be considered in the production aspect, namely product quality and production techniques.

The next analysis is to calculate the CI is the *Consistency Index* whose value is used in the calculation of the *Cocsistency Ratio* (CR). The results of the CI calculation were obtained, $CI = 4.196762 - 4/3 = 0.065587$ and CR value = $0.065587/0.90 = 0.072875$. This shows that the $CR < 0.1$ value of the data is correct, then it can be said that the consistency ratio of the calculation is accepted.

The second discussion is marketing criteria. Where this aspect has an important effect on the distribution and dissemination of products so that they can be absorbed and earn income. The following is a table of the results of the analysis on marketing criteria:

Table 4. Marketing Criteria in the Development of the Woven Craft Industry (IR=0.9)

Criterion	A5	A6	A7	A8	Weight
A5	0,19	0,11	0,35	0,20	0,214
A6	0,41	0,24	0,17	0,23	0,264
A7	0,12	0,33	0,23	0,27	0,240
A8	0,27	0,30	0,25	0,29	0,281
Sum	1	1	1	1	1

Source: Primary Data Processing Results, 2022

In the table above, the weight value between several alternatives is very thin, it shows that marketing owns the most important role in the development of the woven craft industry in penetrating the global market. The table above shows the alternative with the highest weight, namely in A8: Business partnership with another business with a weight value of 0.281. This shows the priority that must be considered in the marketing aspect, namely business partnerships, as one of the forums to bridge development in market expansion.

The marketing that has been carried out by Rajapolah weaving artisans and entrepreneurs is carried out in various regions in Indonesia and some have been able to export to the Middle East, Malaysia, Europe, and Japan. So that this marketing aspect is very important in supporting the weaving of this place to be marketed globally. The next analysis is to calculate the CI is the *Consistency Index* whose value is used in the calculation of the *Cocsistency Ratio* (CR). The results of the CI calculation were obtained $CI = 4.20409 - 4/3 = 0.06803$ and $CR = 0.06803/0.9 = 0.075589$. This shows that the $CR < 0.1$ value of the data is correct, then it can be said that the consistency ratio of the calculation is accepted.

The next important aspect in the criteria for developing a weaving business is human resources. This criterion has an important aspect because it is the main actor in conducting woven production. The following table shows the results of the analysis on the human resources aspect:

Table 5. Human Resource Criteria in the Development of the Weaving Handicraft Industry (IR=0.58)

Criterion	A9	A10	A11	Weight
A9	0,39	0,46	0,34	0,400
A10	0,21	0,25	0,32	0,264
A11	0,39	0,27	0,34	0,335
Sum	1	1	1	1

Source: Primary Data Processing Results, 2022

The table above shows the alternative with the highest weight, namely A9: Training to improve personal technical skills with a weight value of 0.400. This shows the priority that must be considered in the aspect of human resources, namely bathing training from each craftsman, in addition to bringing in consultants that are quite costly, honing skills in a self-taught and hereditary manner also have cultural characteristics, so it is very necessary in producing quality products in the global market. The next analysis is to calculate the CI is the *Consistency Index* whose value is used in the calculation of the *Cocsistency Ratio* (CR). The results of the CI calculation were obtained $CI = 3.032074 - 3/2 = 0.016037$ and $CR = 0.016037/0.58 = 0.02765$. This shows that the $CR < 0.1$ value of the data is correct, then it can be said that the consistency ratio of the calculation is accepted.

The next aspect is technology, where the more the world of industry in MSMEs develops, the more sophisticated the technology is needed. The technological factor can also make it easier and increase the production quantity because of the help of automatic machines such as dryers, blades, carton cutters, and dyers used in the production of this wicker. The following is a table on the technology criteria:

Table 6. Criteria Technology in the Development of the Weaving Craft Industry IR=0.00

Criterion	A12	A13	Weight
A12	0,80	0,80	0,806
A13	0,19	0,19	0,194
Sum	1	1	1

Source: Primary Data Processing Results, 2022

The table above shows the alternative with the highest weight, namely in A12: Providing technology assistance with a weight value of 0.806. This shows the priority that must be considered in the technological aspect, namely technological assistance from the government. When this aspect of technological assistance can be well distributed, craftsmen can produce goods effectively and efficiently both in time and energy, thereby encouraging the supply of goods for a wider market. The next analysis is by calculating that the CI is *Consistency Index* whose value is used in the calculation of *Cocsistency Ratio* (CR). The results of the CI calculation were obtained $CI = 2 - 2/1 = 0$. $CR = 0/0 = \sim$ (infinity). The value is infinite, because the divisor value in IR (*Indeks Random Consistency*) value 0.00 resulting in an infinitely value.

Marketing Aspects

To improve export performance, effective marketing strategies are a key factor for Small and Medium Enterprises (SMEs), especially in developing countries. One of the key strategies is strategic partnerships and alliances, which allow SMEs to overcome industry challenges and more

easily enter foreign markets. This strategy is known as *piggy-back internationalisation*, where SMEs can leverage an established network of business partners in the early phases of international expansion (Hånell et al., 2019). In addition, strategic flexibility in establishing international alliances has proven to be able to improve export performance, especially in dealing with crisis situations. In this regard, international marketing capabilities play an important role as a mediating factor in the relationship between the alliance and export performance (Zahoor & Lew, 2023).

Furthermore, optimizing digital marketing and e-commerce is becoming an increasingly relevant strategy in the digital era. The adoption of digital technology can enhance international marketing capabilities, allowing SMEs to be more flexible in adapting their strategies to global market dynamics (Elia et al., 2021; Zahoor & Lew, 2023). The use of third-party digital platforms is more recommended than building one's own, as it can save resources and improve marketing efficiency (Kim & Lim, 2021). In addition, digital marketing tactics have proven to have a positive impact on export performance, especially for small-scale e-commerce-based businesses (Goldman et al., 2020).

Another strategy that is no less important is participation in international exhibitions. Participating in global trade fairs provides opportunities for SMEs to introduce their products to a wider market, build business networks, and attract potential buyers or international distributors. This exhibition is also an important event for SMEs to understand industry trends and global market preferences. By implementing effective marketing strategies through strategic partnerships, digital marketing optimization, and participation in international exhibitions, SMEs can expand their market reach and increase competitiveness in the global market.

Production Aspects

In the context of global competition, maintaining product quality is the main strategy to improve the competitiveness of the industry. High-quality products not only increase customer satisfaction but also contribute to the company's productivity and profitability by reducing production costs as well as increasing sales volume (Elguwiri, 2021; Kuzoma & Pavliuk, 2020). One of the main strategies in production is to maintain product quality, which is a key factor in creating a sustainable competitive advantage in the international market (Elguwiri, 2021).

In addition, improving production efficiency through automation and technological innovation can improve product quality consistency and help Small and Medium Enterprises (SMEs) compete in the global market (García et al., 2020). Better production efficiency also has an impact on reducing operating costs, thereby increasing the company's competitiveness (Kazakov & Valyonov, 2021). Last but not least, the use of quality raw materials is a crucial element in ensuring that the final product meets the standards expected by the international market (Kuzoma & Pavliuk, 2020).

In addition to quality and efficiency, product design diversification is also an effective strategy in expanding global market share. Adapting designs to international consumer preferences can increase product appeal and open up opportunities for expansion into different market segments (Kuzoma & Pavliuk, 2020). By implementing these strategies simultaneously—maintaining product quality, improving production efficiency, using quality raw materials, and diversifying designs—companies can increase their competitiveness in the international market and strengthen their position in the global industry.

Human Resources Aspect

Improving the technical skills of craftsmen is a key factor in the development of human resources to increase competitiveness in the export market. One of the main strategies is personal

skills training, which focuses on developing technical skills and digital marketing. This training helps artisans utilize technology to reach the global market more effectively (Tj. et al., 2015). In addition, Work-Based Learning (WBL) training programs have been shown to improve the technical and soft skills of the workforce, thereby increasing their competitiveness in the craft industry (Stephen & Festus, 2022).

In addition to skills training, strengthening business management is also an important strategy in supporting market expansion. Training that includes the use of technology, digital marketing, and business strategies can help artisans in accessing export markets and increasing their income (Tj. et al., 2015). Collaboration between universities and industry also plays a role in providing modern training that focuses not only on technical skills, but also on managerial aspects necessary in global competition (Published, 2024).

Furthermore, education about quality standards and export certification is an important element in ensuring that products meet international market regulations. A good understanding of global standards can improve the competitiveness of handicraft products in the export market and help artisans gain international recognition (Yuanyuana & Li, 2019). Training that integrates professional certifications as well as business applications can also increase the motivation and professionalism of craftsmen, so that they are better prepared to compete in the global market (Yuanyuana & Li, 2019).

By implementing this strategy holistically—through personal skills training, strengthening business management, and education on quality standards and export certification—artisans can significantly increase their competitiveness. The combination of technical skills, business understanding, and compliance with international standards will be the key to success in facing global industry challenges.

Technology Aspects

Digital technology plays a crucial role in improving production efficiency, driving product innovation, and strengthening marketing and distribution strategies. In terms of production efficiency, the application of automation and digitalization through technologies such as the Internet of Things (IoT), artificial intelligence (AI), and cloud computing allows companies to optimize production processes, reduce operational costs, and improve product quality (Berawi et al., 2020; Kovtunen & Lozan, 2024; Makedon & Stryzhous, 2024). In addition, the adoption of digital technologies supports new product development by accelerating the innovation cycle, so that companies can respond faster to changes in market demand and shorten product launch times (Wetzels, 2021).

In the context of product innovation, digital technology also plays a role in improving interaction with customers, allowing companies to understand their needs more accurately and develop products that are more in line with market preferences (Berawi et al., 2020; Kovtunen & Lozan, 2024). Meanwhile, in marketing and distribution, digital technologies such as digital platforms and data analytics allow companies to implement more effective and data-driven marketing strategies, increase market reach, and accelerate product distribution (Al-Ababneh et al., 2023; Nezamova & Olentsova, 2021; Yarnykh & Ageeva, 2022).

Furthermore, digitalization also supports market expansion, allowing companies to reach new customers through a variety of innovative distribution channels, including e-commerce and social media-based marketing (Kovtunen & Lozan, 2024; Nezamova & Olentsova, 2021). Thus, the application of digital technology in various aspects of business not only improves operational efficiency but also accelerates innovation and expands market access. This

combination of strategies contributes to competitive advantage and long-term business growth, making digital technology an indispensable element in modern business development strategies.

CONCLUSION

Based on the results of the analysis using the AHP (Analytical Hierarchy Process) method, the development strategy of Rajapolah's woven handicraft industry towards the global market focuses on four main aspects, namely marketing, production, human resources, and technology. The marketing aspect has the highest weight (0.372), so the main strategy that needs to be done is to partner with other businesses to expand the marketing network (weight 0.281), optimize digital marketing and e-commerce strategies, and participate in international exhibitions to increase export market access. From the production aspect, the most priority strategy is to maintain product quality as the main factor in global competitiveness (weight 0.341), followed by increasing production efficiency, using quality raw materials, and diversifying product designs to suit the tastes of the international market.

Furthermore, in the aspect of human resources, improving the technical skills of artisans is a top priority (weight 0.400), which can be realized through personal skills training, strengthening business management, and education about quality standards and export certification. Meanwhile, the technology aspect is a very important supporting factor with the main strategy in the form of providing technological assistance to improve production efficiency and product innovation (weight 0.806), as well as the use of digitalization in marketing and distribution. With the implementation of these strategies, it is hoped that the Rajapolah woven handicraft industry can increase its competitiveness in the global market, expand export reach, and contribute more to local and national economic growth.

Research Implications

The results of this study have several important implications in the development of the woven handicraft industry in Tasikmalaya Regency, especially in Rajapolah. With the discovery that marketing is the main priority factor (weight 0.372), a more aggressive strategy is needed in expanding market reach, both through digital marketing, strengthening branding, and increasing access to international markets such as Europe and Japan. The government and other stakeholders need to provide support in the form of promotion, facilitation of international exhibitions, and strengthening global distribution networks.

Furthermore, the human resource factor (weight 0.347) occupies the second priority, which shows that improving the skills and capacity of the workforce is urgently needed. Technical training programs, improving product design skills, and education on export quality standards need to be intensified so that artisans can increase the competitiveness of their products.

From the production aspect (weight 0.205), it is necessary to improve the efficiency of the production process and optimize the use of sustainable local raw materials. This can be done through the modernization of production equipment without eliminating the traditional value of Rajapolah woven products. Although technology has the lowest weight (0.0746), adaptation to digital technology and automation is still important to improve production efficiency and expand market access. Digitalization in marketing, such as the use of e-commerce and social media, is a strategic step to increase the competitiveness of this industry at the global level.

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