



## **Post-COVID 19 Strategy Development for Bamboo Handicraft Sub-Sector in Selaawi Garut, Indonesia**

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### **Abstrak**

Bambu di Selaawi merupakan elemen yang sangat penting bagi masyarakat, telah menyediakan kebutuhan dasar seperti perumahan dan mebel serta memberikan kontribusi ekonomi yang besar dari kerajinan bambu sebagai komoditas utama. Seperti yang terjadi pada sebagian besar industri, kerajinan bambu juga menjadi hits di masa pandemi. Kajian ini dilakukan untuk menganalisis dan mengidentifikasi strategi membangun ketahanan industri kerajinan bambu di kawasan tersebut. Penelitian ini menggunakan metode kualitatif untuk mengidentifikasi dan menganalisis SWOT usaha dengan melakukan wawancara mendalam dengan pemangku kepentingan masing-masing dan menyebarkan kuesioner kepada para pengrajin. Berdasarkan hasil dan pembahasan, selain strategi normatif seperti diferensiasi produk, optimalisasi e-commerce, peningkatan produktivitas dan profitabilitas, penelitian ini juga menyarankan kolaborasi eco-edu-tourism untuk diperkenalkan sebagai pendekatan lain untuk mengembangkan industri kerajinan bambu yang lebih tangguh.

**Kata kunci:** Strategi Pasca COVID 19, kerajinan bambu, Analisis SWOT, Selaawi.

### **Abstract**

Bamboo in Selaawi is very important element for the community, it has been providing basic needs such as housing and furniture as well as providing major economic contribution from bamboo crafts as a main commodity. As it is happened to the most industries, bamboo handicraft also got a hit during the pandemic. This study was conducted in order to analyse and identify the strategy to establish resiliency in bamboo handicraft industry in this specific area. This study used a qualitative method to identify and analyse the SWOT of the business by conducting in-depth interviews with respective stakeholders and distributing questionnaire to the craftsmen. Based on the result and discussion, beside normative strategy such as product differentiation, optimizing e-commerce, productivity and profitability improvement this study also suggested a collaboration of eco-edu-tourism to be introduced as another approach to develop more resilient bamboo handicraft industry.

**Keywords:** Post-COVID 19 Strategy, bamboo handicraft, SWOT Analysis, Selaawi.

## 1 Introduction

Bamboo has been taking a long story as a part of Indonesian culture and lifestyle; and craft made of bamboo is one of a popular art form that has been practiced for centuries (Utomo et.al., 2021). Bamboo craft is a vibrant and important part of the country's cultural heritage and economy, and it is evolving and adapting over the time. The popularity is due to its' position as an abundant and versatile material that can be found throughout the country, and it has been used for a wide variety of purposes, from housing and furniture to musical instruments and decorative items (Brata, 2016). Bamboo craft is often associated with traditional village life and is seen as an important part of traditional arts. Many artisans continue to use traditional techniques to create bamboo crafts despite new adoption of new technology to create more contemporary designs (Lin, 2011, Mathew, 2017). Bamboo is a popular wood substitute material, non-plastic and non-metal material provides conservatory support, social, and economic benefits (Indrajaya et al., 2016; Pande et al., 2012).

Selaawi (“a place surrounded by bamboo trees”) has a long history that the people in this are has been living dependently on bamboo as part of their daily life include benefit from the economic contribution provided by derivative products made of bamboo craft (Sofianto et al., 2001). Similar to another area, the producers are mostly at a scale of small medium enterprise whom work from home or in small workshops and made the craft as an important source of income (Aisyah et. al., 2018).

The purpose of this study is to develop the strategy for bamboo creative industry in Selaawi Garut and also to provide academic and practical contribution to science and practice.

## 2 Literature Review

In Indonesia, bamboo is one of sub-sector in creative industry and in most of the places has been run by small medium enterprise (Indrajaya et. al., 2016), a creative industry that has a lot of personal touch in term of creativity, skills, and talents for generating more income. (Ananda & Susilowati, 2017). Some studies reflected that a proper strategy is required in order to develop creative industries (Fitriaty & Kurniawan, 2018) and (Lita, Meuthia, & Faisal, 2018) given the position and contribution to the economy of the country such as a supporting factor to increase GDP (Utami & Lantu, 2013), apart from the benefits in creating job opportunities, innovations, and social relations (Zuhdi, 2012).

Most of the literatures concluded that the COVID-19 pandemic impacted the reduction of income, create jobless, and limited economic activities at all business areas (Widiyanto et al., 2021) included in small business sectors (Fabeil et al., 2020). Government could create a more resilient by facilitating the craftsmen's capacity especially in e-market place, export import process, market network match creation, acquisition of new tools, and proficiency in English (Utomo et.a., 2022) as part of local economic development strategy (Fransesca et.al., 2019) and (Yu-Jen, 2011) while from industry perspective, it is important to build innovation capability with design tool development and product development strategy (Gumulya et.al., 2022) and to adopt a permanent innovation strategy such as new techniques of production and better forms of production organization and marketing (Mathew, 2017).

It is implied that this creative sub-sector needs both a robust strategic direction and a solid government intervention to secure the business sustainability and create a more resilience industry in the future.

### 3 Research Methods

A qualitative method using SWOT analysis approach was brought in to the study, some literature reviews has been conducted to synthesize the theoretical basis to be used prior conducting in-depth interviews. Research questionnaires has been distributed to the craftsmen to obtain the construct and research indicators. This study performed a focus group discussion (FGD) followed by SWOT analysis to find the best strategy to regain and continue the improvement of this creative industry in Selaawi. In-depth interview was conducted to eight respective stakeholders of bamboo handicraft industry sub-sector while the questionnaires were distributed to thirty (30) bamboo handicraftsmen located in Selaawi Garut Indonesia in Dec 2022.

### 4 Results and Discussion

The questionnaire responses from the craftsmen are used to analyse the strengths and weaknesses of bamboo handicraft industry in Selaawi. The respondents were also required to provide the weight of each factor while the final rating is a simple formula based on provided numbers (Wheelen & Hunger, 2018) and (Hamdani & Ramdhani, 2019). The matrix of Internal Factors Analysis Summary (IFAS) is shown in the Table 1 explained the factors of opportunity and threat in managing bamboo handicraft industry in Selaawi. The matrix of External Factors Analysis Summary (EFAS) can be seen in table 2 below.

Table 1: IFAS Matrix

No	Internal Strategic Factors (Strengths)	Weight	Rating	WxR
1	Abundant potential of bamboo in Selaawi.	0.23	4.0	0.920
2	Bamboo handicrafts have explored the international market.	0.21	3.7	0.787
3	Production is done by the local community.	0.21	3.7	0.787
4	Become a tourism souvenir.	0.17	3.0	0.517
5	Position as a superior product in the market.	0.17	3.0	0.517
<b>Total</b>				<b>3.528</b>
No	Internal Strategic Factors (Weaknesses)	Weight	Rating	WxR
1	Limited variance of bamboo raw material.	0.18	1.2	0.215
2	Lack of public awareness on maintaining bamboo.	0.27	1.8	0.484
3	Suboptimal usage of social media for marketing	0.18	1.2	0.215
4	Left over urbanization human resources	0.19	1.3	0.252
5	Lack of management skill	0.18	1.2	0.215
<b>Total</b>				<b>1.381</b>
<b>Difference</b>			<b>2.147</b>	

Table 2: EFAS Matrix

No	External Strategic Factors (Opportunities)	Weight	Rating	WxR
1	World community support i.e. craft-themed exhibitions.	0.19	3.5	0.669
2	Area conservation.	0.20	3.7	0.748
3	Large span of bamboo varieties	0.21	3.8	0.789
4	Potentially high value if properly managed.	0.20	3.7	0.748
5	Alternative of job opportunity and local welfare improvement.	0.20	3.6	0.708
<b>Total</b>				<b>3.663</b>

No	External Strategic Factors (Threats)	Weight	Rating	WxR
1	Price monopoly by intermediaries.	0.20	1.7	0.336
2	Limited creativity.	0.22	1.9	0.420
3	Lack of proper marketing education.	0.23	2.0	0.465
4	Low level of overall education.	0.19	1.6	0.289
5	The absence of intellectual property rights.	0.16	1.4	0.228
<b>Total</b>				<b>1.747</b>
<b>Difference</b>			<b>1.916</b>	

The quadrant position of bamboo handicraft industry in the Cartesius diagram is determined x-axis (2.147) and y-axis (1.916) coordinate which value obtained from the difference between strengths and weaknesses and y the difference between opportunity and threat is as shows in Figure 1.

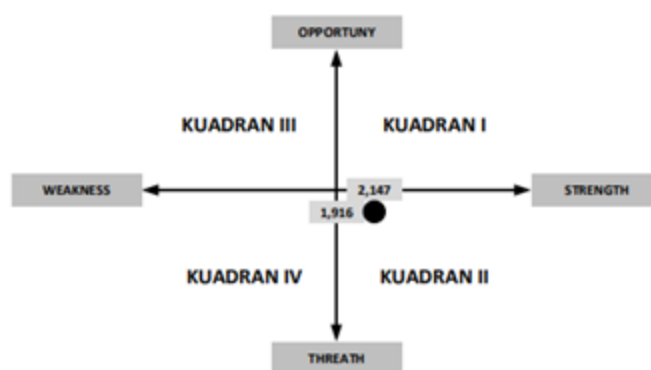


Figure 1: Cartesius Diagram of SWOT Analysis

As seen on the figure above, bamboo handicraft industry is positioned in quadrant 2 and the strategy recommendation for this position is diversification strategy. The craftsmen need to develop new products in an efficient way such as proper technology, facility sharing, and efficient marketing. The SWOT Matrix Analysis provides explanation on how to overcome with external threats and opportunities to be aligned with internal strengths and weaknesses. Four possible strategic alternatives are provided by the matrix as shown in Table 3. stated that product diversification is required by this industry to develop new markets and encourage products to sustain the industry by increasing the sales, the productivity, and profitability (Hermawati et al. 2017).

Table 3: SWOT Matrix

<b>IFAS</b> <b>EFAS</b>	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
<b>Opportunities (O)</b>	<p><b>S-O Strategy</b></p> <ul style="list-style-type: none"> <li>- To position bamboo as part of agri-eco-edu tourism</li> <li>- Geographical tagging to bamboo of Selaawi</li> <li>- Collaboration with reputable designers and global craft companies</li> <li>- Product expansion to absorb create more job slots</li> </ul>	<p><b>W-O Strategy</b></p> <ul style="list-style-type: none"> <li>- To underline on the existence and knowledge of bamboo at the exhibition</li> <li>- To socialize the benefit of bamboo from conservation perspective</li> <li>- Talent acquisition to optimize the marketing social media.</li> </ul>
<b>Threats (T)</b>	<p><b>S-T Strategy</b></p> <ul style="list-style-type: none"> <li>- High value product instead of raw material.</li> <li>- Property Right for any innovative products and processes</li> <li>- Conduct training for better marketing</li> </ul>	<p><b>W-T Strategy</b></p> <ul style="list-style-type: none"> <li>- Increase public awareness of from conservation perspective</li> <li>- Knowledge sharing on bamboo culture</li> </ul>

## 5 Conclusion

Based on the research results described, this study provides confirmation on the necessary of optimizing e-commerce as part of marketing and sales strategy (Utomo et.a., 2022; Francesca et.al., 2019; Yu-Jen, 2011) improve productivity in an efficient manner by performing shared facility as well as existing technology to develop new products (Gumulya et.al., 2022; Mathew, 2017) also provides new finding that a model of eco-edu-tourism (a collaboration model with conservatory, education, and tourism sector) could retain and boost the growth of bamboo handicraft industry in Selaawi.

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