

# 2025

16 SEPTEMBER  
BUDAPEST, HUNGARY

# ICPC-I

## CONFERENCE BOOK

ISBN: 978-622-5063-06-8



**1st International Conference on  
Persian Carpets (ICPC-I)**



**Prepared By :**  
Avicenna Holding  
Ars Persica Editorial Team



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## Persian Carpet on the Global Stage: The First International Conference on Persian Carpet (ICPC-I) Hosted by ARS PERSICA

The First International Conference on Persian Carpets (ICPC-I) was held on September 16, 2025, in Budapest, Hungary, organized by ARS PERSICA. The event brought together researchers, university professors, artists, and enthusiasts from various countries including Iran, Italy, Hungary, the USA, India, Greece, and Turkey. This gathering provided a valuable opportunity for specialists to exchange knowledge and experiences concerning the history, art, and market aspects of Persian carpets.



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## Welcome Message **Dr. Shahrokh MirzaHosseini**

ARS PERSICA President & Conference Chair

It is my great pleasure to welcome you to the 1st International Conference on Persian Carpets (ICPC-I), held in the beautiful city of Budapest, Hungary. This event brings together scholars, artists, enthusiasts, and experts from around the world to celebrate, explore, and advance the history, artistry, and cultural significance of Persian carpets. Persian carpets are not only extraordinary works of art but also vital elements of Iran's cultural identity and civilizational heritage. Their intricate designs, craftsmanship, and symbolism have fascinated the world for centuries, and they continue to inspire innovation, research, and artistic expression today.

This conference provides a unique platform for dialogue and collaboration, bridging tradition with modernity. Over the course of this one-day hybrid event, we will explore a wide range of topics, from historical and artistic aspects to market trends, tourism, and the role of new technologies in carpet design.

I am delighted to see participants from countries including Hungary, Iran, Turkey, Italy, India, the USA, and Greece, sharing their knowledge through oral presentations, posters, abstracts and full-text papers. I hope this gathering will inspire fruitful discussions, foster collaboration, and open new pathways for research, creativity, and cultural exchange in the field of Persian carpets.

Welcome, and thank you for joining us in celebrating this timeless art form.



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## Welcome Message **Dr. Seyed Taher Sabahi**

Conference Chair

It is a great honor to welcome you to the 1st International Conference on Persian Carpets (ICPC-I) in Budapest, Hungary. This gathering unites scholars, artists, and enthusiasts from around the world to explore and celebrate the rich history, artistry, and cultural significance of Persian carpets.

Persian carpets are much more than decorative objects—they are a profound expression of Iranian aesthetics, culture, and craftsmanship. Their centuries-old traditions reflect the creativity, ingenuity, and artistic identity of Iran, while also contributing to the nation's economic and cultural heritage.

As we come together for this conference, we aim to address both the historical importance and the contemporary challenges facing the Persian carpet industry, including globalization, technological innovation, and the education of the next generation of artists. Through scholarly presentations, discussions, and exchanges of ideas, this event offers an opportunity to strengthen international collaboration, inspire research, and ensure the preservation and continued evolution of this timeless art form.

Welcome, and thank you for participating in this celebration of Persian carpet heritage.



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## Innovation in the Carpet Industry of Bhadohi Leading Towards the Phenomena of Social Exclusion

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### ABSTRACT

This research investigates the transformation of the Bhadohi carpet industry under globalization, emphasizing the resulting phenomenon of social exclusion. Utilizing Manuel Castells' frameworks of "Mode of Production" and "Informationalism," the study analyzes how technological advancements—such as the adoption of CAD in design and mechanized weaving—have restructured labor dynamics, leading to skilling, deskilling, and reskilling among workers. The research highlights a skills dichotomy, where adaptability to new technologies determines upward or downward social mobility, while failure to adapt results in unemployment and exclusion, particularly among traditional artisans. Generational shifts further threaten the transmission of traditional skills, as younger workers seek alternative livelihoods. Employing a mixed-methods approach, the study draws on qualitative and quantitative data from 125 respondents across various production stages in both rural and urban regions of Bhadohi district in Uttar Pradesh, India. The findings reveal that globalization and technological change have intensified disparities in labor demand and skill requirements, accelerating social exclusion. The study underscores the need for balanced modernization that preserves cultural heritage, alongside policy interventions to support affected workers and ensure sustainable industry growth.

**Keywords:** Skilling, Deskilling, Reskilling, Redundancy of labour, Unemployment.



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## The Art of Persian Carpets in the Tourism Industry

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### ABSTRACT

**Background and Aim:** Persian carpets, celebrated for their intricate designs, vibrant colors, and masterful craftsmanship, are iconic symbols of Iranian culture. This study explores their role in cultural tourism and examines strategies to enhance their contribution to Iran's tourism industry and economy.

**Method:** The study evaluates the impact of Persian carpets on tourism through activities such as visits to weaving workshops, exhibitions, and festivals. It also identifies the challenges and opportunities in promoting Persian carpets within the tourism sector.

**Results:** Persian carpets attract cultural tourists to cities like Kashan, Tabriz, and Isfahan, where weaving workshops allow visitors to observe traditional techniques. This fosters cultural appreciation and strengthens connections to Iranian heritage. International exhibitions and sales of Persian carpets generate significant revenue, supporting local jobs in designing, dyeing, and weaving. However, competition from industrial products, changing global preferences, and quality preservation remain key challenges.

**Conclusion:** Persian carpets hold immense potential to elevate Iran's tourism economy. Strategies like digital marketing, workforce training, and hosting festivals can boost global recognition and tourist engagement. Addressing challenges while preserving authenticity will ensure Persian carpets remain a vital driver of tourism and cultural exchange.

**Keywords:** Persian carpets, Cultural tourism, Carpet weaving, Iranian heritage, Tourism development, Economic impact.



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## A comparative study of Safavid and Qajar carpet motifs with the aim of finding the use of these motifs for environmental graphics

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\*Atefeh Dalghi (Corresponding Author)

### ABSTRACT

This study explores the artistic and cultural significance of Persian carpets during the Safavid and Qajar dynasties, two pivotal eras in Iran's history. Persian carpets, renowned globally for their intricate designs and vibrant colors, serve as a testament to the creativity and craftsmanship of Iranian artisans. The Safavid period is marked as a golden age of carpet weaving, where royal workshops in cities like Isfahan, Tabriz, and Kashan produced masterpieces characterized by floral patterns, hunting scenes, and symbolic motifs inspired by Persian literature and nature. In contrast, the Qajar era reflects a blend of traditional Persian aesthetics with European influences, resulting in unique motifs that mirror the socio-cultural transformations of the time.

This research utilizes a qualitative and historical analysis to investigate the evolution of designs, weaving techniques, and the use of natural dyes in carpets from these periods. By examining existing literature, archival records, and physical artifacts, the study identifies distinct features of each era's carpet-making practices. Furthermore, it highlights how these patterns and themes can inspire modern design applications, such as integrating traditional motifs into hospital graphic designs to create calming environments. This approach not only preserves Iran's rich cultural heritage but also redefines its relevance in contemporary contexts.

The findings underscore the importance of Persian carpets as a cultural emblem and an enduring legacy of Iranian art. Through a comparative analysis of Safavid and Qajar carpets, the study sheds light on their aesthetic, historical, and socio-political significance, offering insights into their potential as tools for cultural diplomacy and innovative design.

**Keywords:** Persian carpets, Safavid era, Qajar era, Cultural heritage, Natural dyes, Artistic motifs, Contemporary design.



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## Analysis of the Role of Multinational Companies in the Development of the Carpet Industry and the Economy of Sultanabad, Arak

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\*Abdolah Motevali (Corresponding Author)

### ABSTRACT

This research, using a descriptive-analytical approach and relying on historical documents, examines the role of domestic and foreign commercial companies in the development of the handmade carpet industry and the economic prosperity of Sultanabad in Iraq (present-day Arak) during the years 1285 to 1320 AH. The findings show that the presence of multinational companies such as Ziegler, Hats & Sons, and Towson & Jan New York, alongside the participation of local merchants, transformed Sultanabad into one of the main centers for the production and export of Iranian carpets. These companies increased both the quantity and quality of production by investing in carpet weaving workshops, using modern dyeing methods, and adapting designs to the tastes of European and American markets. Although these activities led to relative welfare and economic growth in the region, challenges of this period included a decline in the quality of traditional carpets and dependence on global markets. The research results emphasize the importance of Sultanabad's geographical location on the east-to-west trade route and the role of foreign companies in shaping the local economy.

**Keywords:** Sultanabad, Carpet industry, Trade, Commercial companies, Export.



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## The Role of Persian Carpet Heritage in Promoting Cultural Tourism and Mental Well-being

Helia Jangi

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### ABSTRACT

**Background and Aim:** Persian carpets, celebrated for their craftsmanship and cultural depth, have long represented Iran's artistic identity. While extensively valued for their aesthetic and economic roles, their potential in supporting cultural tourism and mental well-being remains underexplored. This study investigates how Persian carpet heritage contributes not only to sustainable tourism but also to emotional healing and psychological wellness, offering a multidimensional perspective on this traditional art form.

**Methods:** A mixed-methods research design was employed, incorporating field observations, structured interviews with artisans and mental health experts, and surveys from domestic and international tourists. Study locations included major weaving hubs such as Tabriz, Isfahan, and Qom. Qualitative data were analyzed thematically, while quantitative survey responses were subjected to descriptive statistical analysis.

**Results:** Findings revealed that carpet-related tourism enhances cultural engagement and offers emotional benefits such as relaxation, mindfulness, and community connection. Weaving activities serve therapeutic roles for both artisans—especially women and the elderly—and tourists. Participants reported reduced stress and heightened cultural appreciation, with hands-on workshops significantly enriching tourist experiences.

**Conclusion:** Persian carpet heritage emerges as a powerful medium that bridges tradition with modern societal needs. It supports cultural pride, economic growth, and emotional well-being, reinforcing its relevance in today's global wellness and tourism landscape. These findings call for policy efforts to integrate carpet heritage into broader cultural and therapeutic frameworks.

**Keywords:** Persian Carpet, Cultural Tourism, Mental Well-being, Traditional Art, Art Therapy.



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## Framing Luxury from the Ground Up: How Carpet Dimensions Influence Guest Perception and Loyalty

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### ABSTRACT

**Background and Aim:** While luxury hotel design often emphasizes lighting, furniture, or architecture, subtle environmental details—such as carpet size and placement—can profoundly influence guest experience. This study investigates how carpet dimensions act as psychological frames, shaping emotional response, memory retention, and guests' intent to return, offering a fresh perspective on luxury perception from the ground up.

**Methods:** Using a mixed-method design, 120 participants experienced one of three hotel room setups—each with identical furnishings but different carpet configurations (wall-to-wall, mid-size rug, or small rug). Participants then completed surveys, interviews, and memory recall tasks, including sketching the room layout. Data were analyzed through ANOVA and thematic coding.

**Results:** Guests in rooms with wall-to-wall carpets reported higher feelings of luxury (82%), stronger spatial memory (68%), and greater return intent (average rating 4.6/5). Smaller rugs significantly decreased emotional warmth and memory clarity. Interestingly, most guests did not consciously attribute their impressions to the carpet, yet it played a key framing role in their spatial perception.

**Conclusion:** Carpet dimensions subtly but significantly affect hotel guest psychology, influencing both their emotional satisfaction and memory-based loyalty. Hotels can harness this insight to enhance guest experience through cost-effective design changes. Carpets are not just decor—they are emotional anchors that frame luxury perception.

**Keywords:** Hotel Design, Guest Memory, Environmental Psychology, Carpet Dimensions, Return Intent.



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## Analysis of the Role of Artificial Intelligence in the Effectiveness of Digital Marketing and Its Impact on Customer Satisfaction in the International Markets of Iranian Handwoven Carpets

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### ABSTRACT

In recent decades, digital marketing has undergone significant transformations due to the emergence of technologies such as artificial intelligence, a trend observable in traditional industries like handwoven carpets. Leveraging these technologies to improve customer satisfaction and enhance competitiveness in international markets necessitates applied and comprehensive research. This study aims to analyze the role of artificial intelligence in enhancing the effectiveness of digital marketing and its impact on customer satisfaction in Iran's international handwoven carpet market. Using a qualitative approach and thematic analysis, the collected data were analyzed to identify key themes related to the application of artificial intelligence in digital marketing.

Findings reveal that artificial intelligence plays a pivotal role in increasing customer satisfaction and market share by improving marketing planning, facilitating digital communications, enhancing customer experience, and enabling data-driven decision-making. However, uncritical use—particularly in design and visual storytelling—may compromise the cultural authenticity and identity of the product. Intelligent and culturally-aligned application of artificial intelligence not only increases foreign customer satisfaction but also enables the revival of narrative-driven and human-centered aspects of carpets in the digital environment. Maintaining a human and cultural understanding of the market alongside technical utilization of AI is essential for achieving genuine effectiveness in digital marketing. It is recommended that handwoven carpet businesses integrate AI with digital marketing to update strategies and create more effective synergies for greater international success.

**Keywords:** Artificial Intelligence, Digital Marketing, Customer Satisfaction.



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## Weaving the Future: The Application of Artificial Intelligence in Oriental Carpet Design

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### ABSTRACT

Oriental carpets have traditionally reflected centuries of cultural heritage, manual craftsmanship, and symbolic artistry. However, with rapid advancements in Artificial Intelligence (AI), the future of carpet design is entering a transformative phase. This review aims to explore the emerging role of AI in the evolution of Oriental carpet design, focusing on pattern generation, color prediction, cultural preservation, and personalization, while considering the balance between tradition and innovation. A systematic literature and technology trend review was conducted using databases such as Google Scholar, IEEE Xplore, ScienceDirect, and ArXiv, along with design-focused platforms like Dezeen and DesignBoom. Search terms included: "AI in textile design", "machine learning and carpet patterns", "generative design in traditional arts", "AI and cultural heritage preservation", and "neural networks in decorative design". Inclusion criteria were English-language academic papers, design tech articles, and relevant patents published from 2010 to 2024. Excluded were non-AI-based digital tools, purely commercial reports, and works without reference to Oriental or traditional carpet contexts. The review revealed that AI technologies—particularly deep learning, generative adversarial networks (GANs), and computer vision—are being increasingly applied to carpet design. These tools can analyze historical motifs and generate new patterns that retain traditional aesthetics while offering modern customization. AI models trained on regional styles (e.g., Persian, Turkish, Caucasian) are capable of creating hybrid or revived motifs. Additionally, AI supports digitization and preservation of endangered patterns and improves efficiency in design prototyping. However, challenges remain regarding cultural authenticity, artistic authorship, and the risk of aesthetic homogenization. AI presents powerful opportunities for innovation in Oriental carpet design, offering a bridge between heritage and future-oriented creativity. While AI can enhance efficiency, personalization, and pattern generation, its ethical integration must involve collaboration with traditional artisans and cultural historians. Future research should focus on human-AI co-creation frameworks to ensure that technology serves cultural continuity rather than displacing it.

**Keywords:** Artificial Intelligence, Oriental carpets, generative design, GANs, cultural heritage, machine learning, textile innovation, AI in art and craft.



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## The Feeling of Calmness Induced by Persian Carpets: A Psychological and Aesthetic Review

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### ABSTRACT

**Background and Aim:** Persian carpets, renowned for their intricate patterns, natural dyes, and cultural depth, have long been appreciated not only as decorative objects but also for their calming presence in domestic and spiritual spaces. This review investigates the psychological mechanisms through which Persian carpets evoke feelings of calmness, focusing on visual aesthetics, symbolic motifs, color psychology, and cultural associations.

**Method:** A systematic literature review was conducted using academic websites and databases such as Google Scholar, JSTOR, ScienceDirect, and PsycINFO. Search terms included: "calmness and Persian carpet", "aesthetic response to traditional rugs", "textile design and emotional wellbeing", "color psychology in Persian art", and "interior design and relaxation". Inclusion criteria consisted of English-language studies, reviews, and scholarly texts published between 2015 and 2025 that discussed psychological, perceptual, or emotional responses to Persian carpets. Exclusion criteria ruled out purely technical, commercial, or conservation-related articles without psychological or emotional relevance.

**Results:** The review found consistent evidence linking Persian carpet design elements to calming psychological effects. Specific features such as medallion-centered symmetry, muted earthy tones, and natural material textures contribute to reduced cognitive load and emotional soothing. Symbolic motifs (e.g., the tree of life, floral arabesques) were shown to foster feelings of peace, continuity, and spiritual grounding. Furthermore, environments incorporating Persian carpets were associated with increased subjective relaxation and aesthetic satisfaction, particularly in mindfulness and therapeutic spaces.

**Conclusion:** Persian carpets can be powerful tools for inducing calmness due to their unique blend of artistic harmony, cultural depth, and sensory richness. These findings support their use in therapeutic, residential, and contemplative environments. Future interdisciplinary studies should explore how design psychology and cultural heritage can be integrated in modern interior spaces to promote mental well-being.

**Key Words:** Persian carpet, Calmness, Aesthetics, Emotional well-being.



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## Shiraz Inspiration in Persian Carpet Designs

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### ABSTRACT

**Background and Aim:** The city of Shiraz, a historical center of Persian poetry, art, and craftsmanship, has deeply influenced the design language of Persian carpets. Renowned for its rich cultural heritage and natural beauty, Shiraz has inspired weavers to integrate regional motifs, color schemes, and symbolic elements into their textile art. This review aims to explore how Shiraz's cultural, poetic, and natural identity is reflected in Persian carpet designs, with a focus on aesthetics, symbolism, and regional patterns.

**Method:** A comprehensive literature review was conducted using academic databases and cultural archives, including Google Scholar, JSTOR, ScienceDirect, and Iranica Online. Search terms included: "Shiraz carpet motifs", "cultural symbolism in Persian rugs", "Fars region carpet design", "tribal and city carpets of Shiraz", and "Persian art and regional influence". Inclusion criteria consisted of English-language academic papers, books, and museum publications from 2015 to 2025 that examined the influence of Shiraz on carpet design. Excluded were purely technical weaving manuals and commercial listings lacking cultural or aesthetic analysis.

**Results:** The review highlighted distinct design characteristics unique to carpets associated with Shiraz, including stylized flora, geometric medallions, and tribal motifs derived from Qashqai and other nomadic weavers of the Fars region. The color palette—featuring deep reds, navy blues, and earthy tones—reflects both the natural landscape and historical dyes of the region. Additionally, literary and poetic references from Shirazi traditions, including imagery from Hafez and Saadi, subtly inform symbolic representations within the carpet designs. These carpets serve as both aesthetic artifacts and cultural narratives, embedding the identity of Shiraz within textile form.

**Conclusion:** Shiraz plays a significant role in shaping the visual and symbolic language of Persian carpets, particularly those from southern Iran. The city's poetic, tribal, and artisanal heritage is woven into the fabric of its regional designs, offering a distinct aesthetic and cultural signature. Further interdisciplinary research can enrich the understanding of how local identity influences traditional art forms in contemporary contexts.

**Keywords:** Shiraz carpets, Persian rug design, Fars region, Cultural symbolism, Qashqai motifs, Iranian art, Regional aesthetics, Traditional crafts.



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## Threads of the Feminine Mind: Exploring Female Psychology as Inspiration in Persian Carpet Design

Matina Fazlian

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### ABSTRACT

Among the diverse sources of artistic inspiration, the influence of female psychology—manifested through themes of fertility, intuition, creativity, and emotional expression—has subtly informed the visual and symbolic language of Persian carpets. This review aims to examine how concepts linked to femininity and the psychological experiences of women are reflected in carpet patterns, motifs, and symbolic narratives. A qualitative literature review was carried out using online academic databases and cultural archives including JSTOR, Google Scholar, ScienceDirect, and Iranica Online. Search terms included: "feminine symbolism in Persian carpets", "female psychology and textile design", "women in Persian art", "gender and symbolism in carpets", and "emotional expression in Persian weaving". Inclusion criteria comprised English-language scholarly articles, cultural histories, museum collections, and psychological studies published between 1980 and 2024 that discussed the relationship between feminine identity and Persian carpet aesthetics. Excluded were purely technical weaving guides, commercial rug listings, or sources lacking psychological or cultural analysis. The review identified recurring themes in Persian carpets that can be linked to female psychological inspiration. These include symbols of fertility (e.g., boteh, tree of life), nurturing (floral and garden motifs), emotional depth (complex color palettes), and cyclical patterns (mirroring life, growth, and renewal). In tribal and nomadic weavings, especially by women artisans, designs often contain deeply personal and intuitive patterns, reflecting aspects of the weaver's inner world. Female influence is also evident in the storytelling aspects of carpet design, where motifs act as nonverbal communication of memory, longing, and resilience. Carpets were often used as personal and domestic expressions of female creativity within culturally confined roles. The influence of female psychology in Persian carpet design is both subtle and profound, manifesting through symbolic language, emotional expression, and life-affirming themes. Recognizing these influences highlights the carpet as not only an artistic object but also a canvas for gendered expression and psychological insight. Further interdisciplinary studies—linking art history, psychology, and gender studies—could deepen understanding of how traditional crafts preserve and convey women's inner worlds.

**Keywords:** Persian carpet, Female psychology, Textile narratives



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## Persian Carpet in Italian Attitude: A Review of Cultural Reception, Aesthetic Influence, and Market Integration

Maryam Kazempour Sammak

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### ABSTRACT

**Background and Aim:** The Persian carpet, renowned for its craftsmanship and cultural richness, has long been admired beyond its geographic origin. In Italy, a country with a deep appreciation for art, design, and luxury, Persian carpets have been embraced not only as decorative items but also as cultural symbols. This review aims to explore how Persian carpets have been perceived, interpreted, and integrated into Italian cultural, artistic, and consumer contexts.

**Method:** This study utilizes a multidisciplinary literature review approach, drawing on sources from art history, design studies, cultural exchange analyses, and market research. It examines archival materials, exhibition catalogues, and academic publications to trace the evolution of Italian attitudes toward Persian carpets from the Renaissance to the contemporary period.

**Results:** The review identifies a longstanding fascination with Persian carpets in Italy, dating back to the 15th century, when they appeared in Italian paintings and aristocratic collections. Over time, they influenced Italian textile designs, interior aesthetics, and luxury branding. In the modern era, Persian carpets continue to be featured in Italian architecture and fashion. However, changing tastes and mass production have influenced the market dynamics and authenticity perception.

**Conclusion:** Persian carpets have played a significant role in shaping Italy's decorative arts and luxury culture. Their reception in Italy reflects a broader dialogue between East and West, art and commerce, tradition and innovation. Understanding this relationship offers insights into cultural transmission and the enduring global appeal of Persian artistry.

**Keywords:** Persian carpet, Italian design, cultural reception, textile art, East-West exchange.



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## The Impact of English Language Proficiency Among Workers on the Global Competitiveness of the Persian Carpet Industry

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### ABSTRACT

**Background and Aim:** The Persian carpet industry is one of Iran's most globally recognized cultural exports. As international markets increasingly rely on English as a lingua franca for trade and communication, the role of English language proficiency among workers—especially those involved in marketing, sales, customer service, and negotiations—has become more prominent. This study aims to investigate how the level of English knowledge among workers in the Persian carpet industry affects the industry's performance and integration into international markets.

**Method:** A systematic literature review was conducted using electronic databases including Scopus, Web of Science, Google Scholar, and ProQuest. The search terms used were "English language skills", "Persian carpet industry", "international trade", "language and export performance", and "cross-cultural communication in business". Articles published between 2000 and 2024 were included. Inclusion criteria encompassed empirical studies, industry reports, and case studies relevant to language and international trade in the carpet or broader handicrafts industries. Exclusion criteria included studies not available in English, non-peer-reviewed sources, and those unrelated to language skills or international trade.

**Results:** Analysis revealed that improved English proficiency among workers significantly enhanced international communication, reduced transaction misunderstandings, increased trust with foreign buyers, and allowed for better digital marketing practices. Furthermore, exporters with English-speaking staff were more likely to establish and maintain long-term relationships with foreign clients, resulting in increased sales and repeat orders. However, language barriers remained a challenge for many smaller carpet workshops and exporters.

**Conclusion:** English language skills among workers in the Persian carpet industry play a crucial role in enhancing the industry's international competitiveness. Investments in language training can facilitate market access, improve customer satisfaction, and increase export revenues. Policymakers and industry stakeholders should prioritize language education as part of workforce development to ensure continued success in the global market.

**Keywords:** English proficiency, Persian carpet industry, International trade.



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## The Transformation of Persian Carpet Design Following the Islamic Arab Conquest of Iran

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### ABSTRACT

Persian carpet weaving is one of the oldest and most revered artistic traditions in Iran, reflecting the nation's cultural, religious, and aesthetic values across centuries. Before the Islamic Arab conquest in the 7th century CE, Persian carpet designs were deeply influenced by Zoroastrian, Sassanian, and pre-Islamic motifs. This study aims to examine the stylistic and symbolic changes in Persian carpet design following the Arab-Islamic conquest, exploring how the new religious, political, and cultural paradigms reshaped this traditional art form. A historical-qualitative research method was employed. Data was collected through literature review across academic databases including JSTOR, Scopus, Google Scholar, and IranDoc. Search terms included "Persian carpet history", "Islamic influence on Persian art", "pre-Islamic Iranian design", "Arab conquest of Iran", and "cultural transformation post-651 CE." Inclusion criteria focused on peer-reviewed articles, historical manuscripts, museum archives, and textile studies from 1950–2024. Exclusion criteria ruled out non-academic sources, works without references to visual design elements, and general histories without carpet-specific content. The findings indicate a significant shift in Persian carpet motifs and patterns after the Islamic conquest. Pre-Islamic carpets featured figurative imagery, mythological scenes, animal motifs, and royal symbolism influenced by Zoroastrianism and Sassanian imperial aesthetics. Post-conquest, carpet designs increasingly incorporated geometric patterns, arabesques, calligraphy, and floral motifs reflecting Islamic aniconism and aesthetic philosophy. Regional carpet schools (e.g., Tabriz, Kashan) gradually adapted their designs to Islamic tastes, while still preserving subtle traces of their pre-Islamic heritage. This fusion led to the emergence of uniquely Persian-Islamic visual expressions. The Islamic Arab conquest of Iran marked a turning point in Persian carpet design. While the conquest imposed religious and cultural shifts, Persian artisans adapted by integrating Islamic visual language with their indigenous craftsmanship. This synthesis not only preserved the continuity of Persian carpet weaving but also contributed to its elevation as a symbol of Islamic artistic excellence across the medieval Islamic world.

**Keywords:** Persian carpet design, Islamic conquest, Pre-Islamic Iran, Cultural transformation, Islamic art.



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## The Role of Kermanshah in Persian Carpet Weaving: A Cultural and Artistic Legacy

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### ABSTRACT

**Background and Aim:** Persian carpets are globally recognized for their intricate designs, cultural symbolism, and exceptional craftsmanship. Among the various regions contributing to this heritage, Kermanshah, a historical city in western Iran, holds a distinctive position. This review aims to explore the historical evolution, cultural significance, artistic features, and socio-economic impact of Kermanshah's carpet weaving tradition within the broader context of Persian rug production.

**Method:** This review synthesizes data from historical texts, academic publications, ethnographic studies, museum collections, and interviews with local artisans. A qualitative approach is employed to analyze the stylistic characteristics of Kermanshah carpets, regional weaving techniques, and the role of tribal and urban influences in design development.

**Results:** The findings indicate that Kermanshah has played a critical role in the development of Persian carpet art, particularly through its unique fusion of Kurdish tribal motifs and classical Persian patterns. The region is known for high-quality wool, natural dyes, and distinctive medallion and floral designs. Historically, Kermanshah carpets gained popularity in both domestic and international markets during the Qajar and Pahlavi eras, and they continue to be valued in global auctions and collections. Despite modern challenges, such as industrial competition and reduced artisanal engagement, Kermanshah remains an important center for traditional carpet weaving in Iran.

**Conclusion:** Kermanshah's contribution to Persian carpet heritage is both artistically and culturally significant. Preserving and promoting this regional art form requires targeted support for local weavers, investment in cultural tourism, and documentation of traditional practices. Continued research and policy attention can ensure the survival and revitalization of Kermanshah's rich carpet weaving legacy.

**Keywords:** Kermanshah, Persian carpet, Traditional weaving, Kurdish motifs, Iranian cultural heritage.



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## The Looming Legacy: Downfall of Hand Knotted Carpets in India

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### ABSTRACT

**Background and Aim:** India plays a significant role in the global carpet export market. Being a leading exporter, hand-knotted carpets have long been a symbol of cultural heritage, craftsmanship, and international trade in India. However, this unorganized sector has witnessed a steady decline due to changing global market dynamics, mechanization, shifting consumer preferences, and socio-economic challenges faced by artisans. The present study aims to examine the underlying causes of the downfall with a special focus on the Bhadohi region, assess its socio-economic implications, and explore possible strategies for revival.

**Methods:** To provide a true picture, we adopt a mixed-method approach, combining secondary data analysis from industry reports, government publications, and trade statistics with qualitative insights gathered through case studies and interviews with artisans, exporters, and policymakers. The protagonist, being an exporter of carpet, tries to capture the true essence of the precarious sector by investigating from the ground level.

**Results:** With the rise of machine-made carpets, there has been a significant decline in both production and export volumes of hand-knotted carpets. The Bhadohi region, in particular, suffers from reduced demand in global markets, stiff competition from low-cost machine-made alternatives, a lack of innovation, and poor institutional support. Artisans face declining wages, occupational health issues, and intergenerational disengagement from the craft. Although niche demand for luxury and sustainable products persists, it remains insufficient to sustain large-scale production.

**Conclusion:** The downfall of the hand-knotted carpet sector in India reflects broader challenges of sustaining traditional crafts in the face of globalization and industrial substitution. Revitalization requires a multi-pronged approach, including policy interventions, fair trade mechanisms, design innovation, skill upgradation, and enhanced marketing of hand-knotted carpets as heritage and luxury products. Without urgent measures, the industry risks cultural erosion and permanent loss of artisanal livelihoods.

**Keywords:** Hand-knotted carpets, India, Unorganized sector, Textile industry, Cultural heritage.



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## A Comparative Study of Kelardasht and Chaleshtor Carpets in Terms of Structure and Theme

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### ABSTRACT

**Background and Aim:** Kelardasht and Chaleshtor areas are one of the special areas in the field of handwoven carpets. The carpets of these regions have a special place in the world of carpets due to their characteristics such as design, pattern and color. The patterns of the materials in one of the most famous carpets of Kelardasht and Chaleshtor region have a universal visual expression, which are mostly used to present messages or decorations, and the motifs in them reflect the surrounding environment, weather, interests and beliefs of the weavers. The purpose of this research is to classify the motifs of Kelardasht and Chaleshtor kheshti carpets and examine the similarities and qualitative differences of these motifs in terms of themes and structure.

**Methods:** This article is a descriptive, comparative and analytical research that has been used to collect information from the library method. This article is an attempt to answer the question that considering the unique features of Chaleshtor kheshti carpet and Kelardasht carpet patterns, what are the similarities and differences in terms of themes and structure.

**Results:** Considering the patterns and decorative forms used in the carpets of the two regions, the most important similarity is in the motifs. But in some cases, due to the different types of beliefs and the surrounding environment, the types of motifs used are different even though they are in the same category.

**Conclusion:** Warm and mature colors are used in both carpets, but the number of colors of the Kelardasht carpet is more limited than that of the Chaleshtor kheshti carpet, and the patterns of the Chaleshtor carpet are more naturalistic and the patterns of the Kelardasht carpet are simply woven.

**Keywords:** Kelardasht carpet, Chaleshtor kheshti carpet, Matching decorative patterns, The structure of motifs, The theme of the motifs.



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## A Group of Western Anatolian Carpets in the Hungary Museum of Applied Arts

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### ABSTRACT

It is known that Turks have made significant contributions to textile art throughout world history. This contribution, which began with Pazirik, the oldest knotted hand-made carpet in history, continued in the following centuries. The weaving adventure, which was carried to Anatolia by the Seljuks, continued with its regional characteristics during the Ottoman Empire and took its place in Europe as an important textile material and with its aspects that influenced western art. Some Turkish carpets belonging to the group defined as Western Anatolian carpets and attracting attention with their cartridge borders also constitute an important part of the collection of the Hungarian Museum of Applied Arts. Some Western Anatolian carpets registered in the inventories of the Hungarian Museum of Applied Arts were selected as the subject of this study.

**Keywords:** Art, Textile, Carpet, Weaving, Motif, Color.



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## Visual Representation on Social Exclusion of Carpet and Shawl Weavers in Kashmir

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### ABSTRACT

This study seeks to explore the social exclusion experienced by carpet and shawl weavers in Kashmir, drawing on a series of photographs captured by the researcher during fieldwork. Through visual documentation and ethnographic observation, the researcher highlights multiple dimensions of marginalization faced by these weavers. These include substandard housing, reliance on outdated tools and techniques, harsh and unsafe working environments, lack of access to clean drinking water, and limited awareness or access to healthcare services. In addition, the study sheds light on the socio-economic structures particularly the exploitative role of intermediaries that perpetuate their vulnerability and restrict their upward mobility. By examining these interconnected challenges, the research also aims to identify potential avenues for social inclusion and empowerment. It argues for the need to improve working conditions, upgrade tools and infrastructure, and ensure direct access to markets and welfare schemes, so that the livelihoods and dignity of these weavers can be protected and enhanced.

**Keywords:** Social exclusion, Wages, Carpet weavers, Shawl weavers, Kashmir.



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## Persian Carpet Designs for Children's Mental Well-Being Ali Ahmadi Expert in Social and Industrial Psychology, Iran

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### ABSTRACT

Persian carpets are traditionally celebrated for their artistic beauty, but their intricate colors, motifs, and patterns also hold significant psychological value, particularly for children. Research in environmental psychology highlights that visually harmonious and meaningful designs can reduce stress, support emotional regulation, and enhance cognitive development. Persian carpets combine visual principles—such as color, rhythm, symmetry, and repetition—with cultural storytelling, creating environments that foster safety, creativity, and emotional resilience. Specific design elements, including colors and motifs, evoke targeted emotional responses, while geometric repetition and tactile textures support sensory exploration and predictability. Applied in classrooms, therapy settings, or homes, Persian carpets serve as multifunctional tools, promoting calmness, focus, and interactive play while reinforcing cultural identity. By integrating traditional artistry with contemporary psychological insights, Persian carpets offer therapeutic and developmental benefits, transforming everyday spaces into nurturing environments that enhance children's mental well-being and holistic growth.

**Keywords:** Persian carpets, Children's mental health, Emotional regulation, Cognitive development, Visual design.



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## Analysis of Chanteh Motifs from the Sistan and Baluchestan Region

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### ABSTRACT

The art of Chanteh weaving from the Sistan and Baluchestan region represents a rich cultural heritage that has largely been forgotten. Historically, Zoroastrians in Abarkuh, Yazd Province, used Chanteh—a small pouch woven with multiple needles—to carry precious items such as gemstones or gold, which were presented as gifts during wedding ceremonies. Over time, Islamic traditions added rituals in which the bride's family returned Chantehs containing seals to the groom's close relatives. The motifs in Chanteh weaving reflect a deep interaction between humans and their environment, including domesticated and wild animals, migratory birds, architecture, climate, vegetation, religious beliefs, stories, and personal connections of the weaver. Existing examples from the region show motifs adapted from pottery and other textiles such as embroidery, often varying according to material and medium. Circular motifs appear in pottery, while geometric shapes like squares, triangles, and diamonds are common in textiles. Angular designs in kilims may reflect environmental and climatic influences on the artist's creative expression. Motifs are classified into vegetal, animal, human, object-based, and other phenomena, with local names and origins analyzed. Techniques such as rhythm, symmetry, repetition, linear patterns, and geometric forms illustrate the connection between artistic expression, geographic conditions, and socio-cultural traditions.

**Keywords:** Chanteh weaving, Sistan and Baluchestan, Persian textile art, Geometric motifs, Cultural heritage.



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## Analysis of Turkmen Poshti (Backrest) Motifs

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### ABSTRACT

Understanding Turkmen Poshti (backrest) rugs provides insight into their economic, cultural, and artistic significance in the region. This study aims to preserve the historical and ethnic authenticity of this fading art by analyzing the characteristics of Turkmen Poshti motifs. Artistic form and color are influenced by the surrounding natural environment, while the motifs themselves reflect the beliefs, traditions, and religion of the local people. Over time, thousands of years of cultural transformation have shaped the designs, which incorporate animal, plant, and composite motifs that narrate daily life, historical roots, climate, and spiritual beliefs. Environmental factors such as geography, human interaction with animals, migratory birds, architecture, and vegetation also inform the weaver's choices. Research methods included library and document studies, internet-based searches for images, and interviews with experts and practitioners, with data analyzed through description, inference, and interpretation. Although some motifs share similarities with neighboring regions, each is expressed locally and classified into vegetal, animal, human, object-based, and other categories. Repetition, symmetry, geometric shapes, and linear patterns serve both decorative and conceptual purposes, reflecting the lifestyle, geographic conditions, and traditions of the Turkmen people. This analysis aims to contribute to a motif database and support the preservation and practical application of this traditional art.

**Keywords:** Turkmen Poshti, Traditional motifs, Textile art, Cultural heritage, Geometric patterns.



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## Analysis of Door Hanging Motifs from the Khorasan Region

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### ABSTRACT

Kilims were woven earlier than carpets, with the history of kilim weaving dating back to 3000 BCE, marking the beginning of textile production. The oldest documented evidence of crafts in the Qohestan region shows that traditional arts in this area date back at least a thousand years. Like any artistic work, kilims possess visual and figurative qualities that convey messages, needs, and ideas. Over generations, the names of each motif or design have been passed down from mother to daughter, master to apprentice, and one weaver to the next. Differences in language and dialect lead to variations in motif names, and oral teaching methods over time may result in misinterpretations of meanings.

Among the most prominent kilims of southern Khorasan are needlepoint kilims and those woven with a technique called "floating weft." Key motifs include mountains, Baluchi patterns, Kajmar, boteh, Haft-Likeh, Negar, moon, horses, Kojak, Dardehan, "Pishboro Pishbia," rings, checkerboard, "Kuch" or lamb teeth, shrubs, desert plants, animals, and birds.

While traditional artists draw inspiration from nature, they do not limit themselves to simple imitation. Visual qualities such as order, repetition, rhythm, symmetry, and unity in diversity give a unique character to the angular, broken, and zigzag forms of the motifs. Stepped broken lines, earthy colors, and geometric forms are widely found in Khorasan kilims.

Motifs are categorized into vegetal, animal, human, object-based, and other phenomena. Local and indigenous names of motifs and their relation to the designs were analyzed. Inspiration from nature, rhythm and symmetry, repetition of patterns, use of straight, vertical, horizontal, diagonal, parallel, intersecting, and dotted lines, as well as squares, triangles, diamonds, and other abstract forms, serve both decorative purposes and the transmission of concepts, reflecting the lifestyle, geographic environment, and cultural traditions of the region.

**Keywords:** Khorasan kilims, Door hanging motifs, Traditional textile art, Geometric patterns, Cultural heritage.



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## Cultural Significance of Persian Carpets in Enhancing Iran's Tourism Industry: Insights Through the Lens of Human Resource Management

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### ABSTRACT

Studies show that although the Iranian carpet is an important symbol of Iranian culture, art, tradition, and history, which has played an important role in attracting international tourists, in recent years the Iranian carpet industry has faced serious challenges. This review article examines the intersection of Iranian carpet, tourism, and government management, and emphasizes the role of human resource management in promoting the Iranian tourism industry. In this study, by referring to reputable websites and using keywords such as "Iranian carpet", "Iranian rug", "tourism", and "human resource management", reputable articles published in the last twenty years were reviewed and the documents were analyzed in a descriptive format. The results of this review study showed that the Iranian carpet, especially since the Safavid period, has played an effective role in Iranian industry, trade, art, and culture, but in recent years, despite economic sanctions, it has faced many challenges that have prevented its integration with tourism. This paper advocates a multidisciplinary approach that incorporates effective management strategies and skilled human resources to preserve traditional weaving techniques and promote carpet-related tourism. Finally, the findings suggest that leveraging the cultural significance of Iranian carpets can significantly enhance Iran's tourism sector and boost economic growth, while preserving valuable cultural heritage.

**Keywords:** Persian carpet, Persian rug, Tourism, Human resource, Management.

### Introduction

Persian carpet, perhaps as a unique term, has a special meaning that has been a valuable part of Iranian culture for many years, although it has had many ups and downs in Iranian history and culture. Historically, Persian carpets and rugs are recognized as a key element of Iranian identity, having evolved from basic functional items to very important works of art and culture that symbolize the rich heritage and intricate craftsmanship of the Middle East region and the world. The art of carpet weaving in Iran dates back to ancient times, and evidence suggests that this industry and art of carpet weaving have been prevalent in Iran for many centuries (1). Carpets not only serve to decorate places and homes and are aesthetically important, but also reflect the socio-economic and cultural narratives of their time (2).



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The global reputation of the Iranian carpet is so pervasive that it has attracted international tourists from all over the world (3). This potential is particularly relevant given the growing interest in authentic cultural experiences among travelers (4). Iranian carpets are, in fact, a reflection of the family traditions and religious customs of Iranian ethnic groups and subcultures (5). For example, the intricate designs and motifs found in Iranian carpets often convey deep symbolic meanings that are derived from historical events, religious beliefs, and local customs (6).

However, to fully utilize the potential of Iranian carpets in promoting the tourism, especially tourism in Iran, there is a need to shift the approach towards a multidisciplinary approach. Including the application of management science and modern management methods and the use of efficient human resources play an important role in this area (7). Strategic human resource management is very important in preserving traditional weaving techniques and involving artisans in the tourism narrative (8). By integrating these elements, Iran can enhance its cultural offerings and create a more attractive environment for tourists.

Although a number of studies have reviewed the importance of Iranian carpets in promoting tourism, unfortunately, studies in the field of applying human resource management in the Iranian carpet industry and its integration with tourism are very limited. Accordingly, the aim of this study is to examine the intersection of cultural heritage, tourism, and management strategies as a tool for utilizing the full potential of Iranian carpets in promoting the tourism sector in Iran.

## The Historical and Cultural Value of Persian Carpets

The Persian carpet and rug is more than 2,500 years old and is recognized as one of the most enduring symbols of Iranian handicrafts. Historical studies show that from the Safavid period to the contemporary era, the Persian carpet and rug has evolved from a commodity and handicraft to a work of art that reflects the social, economic, and cultural narratives of its time. The Safavid period (1501-1739) holds a special place in the history of Iranian carpets because government administrators, using efficient human resources, were able to create a great transformation in the art and industry of carpets (2). During this period, major carpet weaving centers were established in cities such as Tabriz and Isfahan, where craftsmen produced intricate carpets that showcased a combination of artistic styles and techniques (3). The development of the Persian carpet was not only an artistic endeavor, but also a reflection of the socio-political context of the time. The Safavid dynasty promoted carpet weaving as a national craft, elevating its status from a rural industry to a significant export commodity (5). Carpets from this period often featured elaborate designs that incorporated motifs from various cultures, including influences from Chinese art and Islamic patterns (6).

The attractive artistic designs and beautiful and meaningful motifs, as well as the high-quality materials used in carpet weaving, have contributed to their desirability in domestic and international markets (9). Persian carpets and rugs have also played an important role in defining Iran's cultural identity. The craftsmanship in creating these carpets is passed down through generations, preserving not only the techniques but also the cultural narratives associated with them (8). As a result, Persian carpets continue to be celebrated not only as decorative items but also as vital expressions of Iranian heritage. In contemporary times, there has been a renewed interest in Persian carpets among collectors and art enthusiasts around the world, particularly in Asia, Europe, and the Americas. This interest has sparked debates about the sustainability of traditional carpet weaving practices and the need for effective strategies to promote this cultural heritage in the global market (1).



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## The Role of Persian Carpets in Tourism

Despite economic difficulties and political and economic turmoil, global tourism is expanding significantly, with international tourist arrivals projected to reach 1.53 billion in 2024, a 2% increase from pre-COVID-19 levels in 2019, contributing \$11.1 trillion to global GDP (10, 11). The resurgence in tourism is driven by increased global demand, improved aviation, and easing travel restrictions, with significant growth observed in regions such as the Middle East and Europe (12, 13). In this regard, Iranian carpets and rugs can play a vital role in this context by strengthening cultural tourism in Iran, which is a symbol of its rich artistic and handicraft heritage. Employing efficient management and expert human resources, as well as fundamental changes in the way we view the potential of Iranian carpets to attract tourists, can help improve the position of Iranian carpets in international tourism (3, 14, 15). In this way, Iranian carpets can serve not only as symbols of cultural significance, but also as economic assets in the booming global tourist sector.

## Methodology

This study is a descriptive study to gain comprehensive insight into the role of Iranian carpets in Iranian tourism and the role of human resource management in this field. This study used scientific documents including academic articles, industry reports, and tourism-related journals. A systematic search was conducted using a list of targeted keywords such as "Iranian carpets," "Iranian tourism," "cultural heritage," "government management in tourism," and "human resource management in handicrafts." The selection criteria emphasized sources published in English or Persian within the past 20 years, while excluding old or irrelevant materials and those lacking academic rigor.

## Human Resource Management in the Carpet Industry

The use of skilled manpower and effective and efficient management in the Iranian carpet industry in various areas of education, production and trade play an important role. The use of educated manpower and human resource management in the Iranian carpet industry and effective training programs that cover both traditional weaving techniques and contemporary business practices can significantly increase the skills of artisans and ensure the longevity of the industry (16). In addition, proper human resource management to address challenges such as low wages can lead to high turnover rates among skilled workers and be effective in improving the carpet industry. Studies have shown that improving working conditions and providing incentives are critical strategies for retaining a motivated workforce (17). In addition, strengthening cooperation with tourism professionals can increase the attractiveness of carpet-related attractions and play an effective role in carpet-oriented tourism (18). Finally, a strategic approach to human resource management in the carpet industry is crucial for its sustainable growth and cultural preservation.

## Literature Review

Persian carpets have long been a symbol of artistry and craftsmanship in Persian culture. The influence of static and dynamic loading on the properties of handmade Persian carpets has been a subject of study (19). Recent scholarship has led to a re-evaluation of previously held theories regarding Safavid carpets, with new documentary evidence and updated methods of analysis challenging existing beliefs (20). The physical characteristics of handmade Persian carpets have been investigated in relation to static and dynamic loading, highlighting the effects of such loading on these carpets (21). Additionally, the brand positioning of handmade Persian carpets in the European market has been explored, focusing on the perspectives of European customers and branding and marketing elites (22). The significance of Persian carpets extends beyond their physical properties, as they have become transnational commodities representing Persian culture on a global scale (24). The significance of Persian carpets extends beyond their



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physical properties, as they have become transnational commodities representing Persian culture on a global scale (24). Additionally, the investigation of mordants for dyeing yarns in ancient Persian carpets has shed light on the intricate processes involved in creating these historical masterpieces (13).

Persian Carpets and Tourism have a strong connection, as evidenced by various travel experiences and tours centered around these intricate and culturally significant pieces. In Iran, cities like Isfahan are known for being the best places to shop for Persian carpets, with tour guides recommending visits to specific locations for the best shopping experiences. The Carpet Museum of Iran serves as a hub for tourists looking to delve deeper into the history and meanings behind Persian carpets, with knowledgeable guides providing valuable insights into this art form [25]. Tourism ministries have also shown interest in promoting Persian carpets, as seen in reports of significant spending on these items to showcase their cultural value. Handicraft tours in cities like Isfahan offer visitors the chance to witness traditional carpet-making processes firsthand, gaining a deeper understanding of Iranian handicrafts and cultural traditions [26]. Nomadic rugs, made by authentic nomad tribes, offer a unique perspective on the art of carpet weaving in Iran, showcasing the diversity and authenticity of these handmade pieces [27]. Iranian carpets, renowned for their intricate designs and high-quality materials, have garnered international acclaim, leading to their presence in prestigious museums around the world. This global recognition enhances the cultural dialogue between Iran and other nations, fostering a greater appreciation for Iranian artistry. However, the industry faces challenges that impact its integration with tourism.

Research in the field of public administration and human resource management has seen a variety of topics being explored. Dixon et al. (28) discuss the commercialization of the Australian public sector and the implications for management education. Hays et al. (29) present anticipated changes in human resource management based on a survey distributed to members of relevant associations. Steijn (30) highlights the importance of human resource management practices in the Dutch public sector and their impact on job satisfaction. Pitts et al. (31) call for more research on workforce diversity management in public organizations, emphasizing the need for a better understanding of how to manage human diversity effectively. Blunt et al. (32) delve into the influence of patronage networks on human resource management practices in subnational governments in Indonesia, particularly in education and health services. Zheng et al. (33) focus on e-government adoption in public administration organizations, integrating institutional theory perspective and resource-based view to understand the adoption of information systems. Overall, the literature review on Persian Carpets and Public Administration and Human Resource Management reveals a diverse range of topics within the field, from commercialization of public sectors to workforce diversity management and e-government adoption. These studies shed light on the complexities and challenges faced by public organizations in managing human resources effectively.

## Conclusion

The Iranian carpet represents the history, identity, culture and art of Iran and has been considered as one of the Iranian symbols all over the world for many years. Iranian carpets and rugs also have a very high potential to attract tourists. Although the Iranian carpet industry has faced serious challenges in recent years, by using efficient management and human resource management strategies, Iran can increase the global appeal of its carpets, attract more tourists and ensure the sustainability of this valuable industry. The use of scientific centers and academic experts and researchers in this field can play an important role in improving the Iranian carpet industry and attracting international tourists.



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## Conflict of Interests

The authors declare that there are no competing interests and all the authors are willing on common ground to publish this article without any conflict or distraction.

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## Human Resource Strategies for Overcoming Challenges in Persian Carpet Global Trade

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### ABSTRACT

Studies have shown that the Persian carpet industry has undergone significant changes over the past hundred years, the reasons for which are related to internal changes in the country as well as regional and global developments. In the meantime, several challenges have recently emerged in front of the Iranian carpet trade, some of which are related to human resources. The purpose of this study is to examine strategies related to human resources in overcoming the challenges facing the international Iranian carpet trade. This study shows that the use of human resources strategies can play an important role in overcoming challenges such as labor shortages, managerial inefficiency, and compliance with international standards. By strengthening cultural integration, increasing employee motivation, and developing local talents, the Iranian carpet industry and the Iranian carpet trade can improve their competitiveness in the global market. In general, improving strategies related to the human carpet trade and training and using skilled and efficient personnel can play an effective role in reviving the Iranian carpet trade.

**Keywords:** Persian carpet, Global trade, Future challenges, Human resource strategies.

### 1. Introduction

#### 1.1. Overview of the Persian Carpet Industry

The Persian carpet industry has undergone significant transformations throughout its history from 1925 to 2024. Recent studies have classified Persian carpet patterns based on quantitative aesthetic-related features, highlighting the intricate craftsmanship involved (2). Additionally, modernization efforts during this era significantly impacted the production and cultural significance of Persian carpets (1). A review of Iran's carpet industry situation in international markets indicates ongoing challenges and opportunities for growth (3). Table 1 shows key transformations in the Persian carpet industry from 1925 to 2024.



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Table 1. Key transformations in the Persian carpet industry from 1925 to 2024.

Time Period	Era	Key Transformations
1925–1945	Neo-Classical Era	- Shift toward Neo-Classical designs blending traditional and modern motifs.
1946–1979	Post-War and Pahlavi Era	- Revival of traditional designs to cater to global demand.
1980–2000	Post-Revolution Era	- Decline in global exports due to political instability and sanctions.
2001–2020	Globalization Era	- Re-entry into global markets as sanctions eased temporarily.
2021–2024	Modern Challenges Era	- Persistent export challenges due to renewed sanctions and rising costs.

physical properties, as they have become transnational commodities representing Persian culture on a global scale (24). Additionally, the investigation of mordants for dyeing yarns in ancient Persian carpets has shed light on the intricate processes involved in creating these historical masterpieces (13).

### 1.2. Importance of International Trade in the Persian Carpet Sector

The importance of international trade in the Persian carpet sector is underscored by its historical and economic significance, as Persian carpets have long been valued commodities that connect cultures and economies across the globe. Historically, these carpets were essential trade items along the Silk Road, enhancing Persia's position as a key trading power between East and West (1). In contemporary times, the Persian carpet industry remains a vital source of foreign currency and income for Iran, with exports generating substantial revenue despite recent declines due to sanctions and competition from other countries (2). Recent reports indicate a resurgence in exports, with a 12% increase noted in early 2024, reflecting efforts to resolve trade barriers and improve market access (3). The export of Persian carpets not only contributes to the national economy but also serves as a cultural ambassador, introducing Iranian art and heritage to international markets (4). Thus, international trade plays a crucial role in sustaining the Persian carpet industry and preserving its cultural legacy.

### 1.3. Significance of Human Resource Strategies in Overcoming Trade Challenges

The significance of human resource strategies in overcoming trade challenges is increasingly recognized in the context of globalization and the complexities of managing a diverse workforce. As multinational corporations (MNCs) expand their operations internationally, they face numerous human resource challenges, including compliance with local labor laws, cultural differences, and effective communication across borders (5). Implementing robust HR strategies that prioritize cultural integration and legal compliance can significantly enhance an organization's ability to navigate these challenges (6). For instance, developing talent acquisition strategies that focus on local talent development and offering competitive compensation can improve employee retention and loyalty (7). Furthermore, fostering an inclusive organizational culture that respects diverse perspectives not only enhances productivity but also mitigates conflicts arising from cultural misunderstandings (8).



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## 1.4. Objectives and Scope of the Paper

This review study aims to identify effective human resource management practices that enable the Persian carpet industry to navigate international trade complexities. It focuses on HR strategies addressing cultural integration, compliance with labor standards, and local talent development to enhance competitiveness. The scope includes a review of literature, case studies, and insights from industry stakeholders. Ultimately, the paper seeks to provide actionable recommendations for strengthening the human resource framework within the Persian carpet sector.

## 2. Challenges Facing Persian Carpet Global Trade

The Persian carpet industry faces several significant challenges in global trade. One major issue is the impact of international sanctions, which have severely restricted Iran's ability to export carpets, leading to a dramatic decline in market share. Once dominant in the global market, Iran's share has diminished due to increased competition from countries like India, Turkey, and Pakistan, which benefit from lower production costs and the ability to replicate Persian designs (9). This competition has resulted in a decrease in the prices of Iranian carpets, further straining the industry (10). Additionally, the influx of smuggled Afghan carpets into the market has undercut local producers, exacerbating the economic challenges faced by Iranian weavers (11). The shift in labor dynamics is also notable; many skilled Iranian weavers have left the industry due to declining wages and job opportunities, while Afghan immigrants increasingly fill these roles (12). As a result, the Persian carpet sector is not only battling external market forces but also internal challenges related to workforce sustainability and maintaining quality craftsmanship.

### 2.1. Economic and Market Challenges

The Persian carpet industry faces numerous economic and market challenges that significantly impact its global trade. A major issue is the dramatic decline in exports, which have fallen from \$426 million in 2017 to less than \$40 million in 2024, primarily due to international sanctions and regional competition (9). The U.S. market, which previously accounted for a substantial portion of Iranian carpet exports, has largely shifted to Indian suppliers, further eroding Iran's market share (13).

Additionally, the industry grapples with rising production costs, exacerbated by inflation and increased raw material prices. The cost of weaving has surged, making Iranian carpets less competitive compared to cheaper alternatives from countries like India and Turkey (14). Compounding these challenges are restrictive currency policies and difficulties in international transactions, which hinder exporters' ability to operate effectively in global markets (10).

The influx of lower-quality Afghan carpets, often misrepresented as Persian rugs, has also contributed to the decline in demand for authentic Iranian carpets (12). Furthermore, the lack of a centralized organization to support carpet producers and exporters in Iran has left the industry without adequate guidance or resources to adapt to changing market conditions (11). These factors collectively threaten not only the economic viability of the Persian carpet sector but also its cultural heritage and employment opportunities for skilled artisans.

### 2.2. Human Resource-related Challenges

The Persian carpet industry faces several human resource-related challenges that significantly impact its ability to compete in the global market. One of the primary issues is the shortage of skilled labor. The industry has been struggling to attract and retain artisans due to low wages and poor working conditions, leading to a lack of both skilled and unskilled workers (15). This shortage hampers production capacity and results in delayed orders, which can damage relationships with international buyers.



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Additionally, there is a lack of managerial skills among many small-scale manufacturers. Many businesses are run by individuals without formal training in management, resulting in inefficient operations and an inability to fully utilize resources (16). This lack of expertise contributes to difficulties in adapting to market changes and implementing modern production techniques. Moreover, the poor working conditions in the carpet industry, including inadequate lighting and health risks associated with weaving, deter potential workers from entering the field (17). The absence of adequate facilities and safety measures further exacerbates the problem, leading to high turnover rates among employees.

Finally, the industry suffers from a lack of technological intervention. Many manufacturers are unaware of new tools and technologies that could enhance productivity and quality. This gap in knowledge prevents them from modernizing their operations, which is crucial for competing with lower-cost producers from other countries (3).

Addressing these human resource challenges is essential for revitalizing the Persian carpet industry and improving its competitiveness in the global market. Table 2 shows the challenges facing Persian carpet global trade.

### 3. Human Resource Strategies for Overcoming Persian Carpet Trade Challenges

#### 3.1. Impact of Sanctions

One significant challenge is the impact of international sanctions on Iran, which complicates trade and requires careful navigation of regulatory landscapes. These sanctions have led to a drastic decline in exports, with reports indicating that Iranian handwoven carpet exports have plummeted to their lowest levels in over two decades, exacerbated by logistical challenges and rising production costs (18).

#### 3.2. Networking and Trade Adaptation

Networking emerges as a critical strategy for overcoming these challenges. For instance, creative trading practices, such as exchanging Persian silk rugs for other goods, exemplify how businesses can leverage relationships to maintain operations despite external pressures. This adaptability is crucial in a market where traditional sales channels may be disrupted (19).

#### 3.3. Importance of HR Expertise

A robust background in business administration and finance enhances the development of effective human resource strategies tailored to the unique challenges of the Persian carpet industry. Such expertise allows for better alignment of HR practices with business objectives, fostering a culture that supports resilience and innovation. Furthermore, an emphasis on continuous learning and employee engagement can significantly improve workforce morale and productivity, which are vital during challenging times (20).

#### 3.4. Motivating Employees

Addressing employee motivation is another critical aspect. In an industry facing significant external pressures, it is essential to provide employees with diverse tasks and challenges to keep them engaged. This approach not only enhances job satisfaction but also improves overall productivity (21).

#### 3.5. Supply Chain Challenges

The Persian carpet industry also grapples with supply chain disruptions caused by manufacturing issues, raw material shortages, and logistical hurdles. Developing mitigation strategies is crucial for ensuring continuity in production and maintaining quality standards. This includes fostering relationships with suppliers and exploring alternative materials or methods of production (22). Diagram 1 shows the major HR strategies for overcoming Persian carpet trade challenges.



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Table 2. Challenges facing Persian carpet global trade.

Category	Challenges	Details
Economic and Market Challenges	Impact of International Sanctions	<ul style="list-style-type: none"><li>- Restricted exports leading to a dramatic decline in market share.</li><li>- Exports fell from \$426 million in 2017 to less than \$40 million in 2024 and loss of U.S. market to Indian suppliers</li></ul>
	Increased Competition	<ul style="list-style-type: none"><li>- Countries like India, Turkey, and Pakistan benefit from lower production costs.</li><li>- Competitors replicate Persian designs, eroding uniqueness and price undercutting worsens the situation.</li></ul>
	Influx of Afghan Carpets	<ul style="list-style-type: none"><li>- Smuggled Afghan carpets misrepresented as Persian rugs.</li><li>- Undercuts local producers, reducing demand for authentic Iranian carpets.</li></ul>
	Rising Production Costs	<ul style="list-style-type: none"><li>- Inflation and higher raw material prices have made Iranian carpets less competitive.</li><li>- Weaving costs are higher compared to alternatives.</li></ul>
	Lack of Centralized Support	<ul style="list-style-type: none"><li>- Absence of a unified organization to assist producers and exporters.</li><li>- Limited resources to adapt to market changes.</li></ul>
Human Resource Challenges	Shortage of Skilled Labor	<ul style="list-style-type: none"><li>- Difficulty attracting and retaining artisans due to low wages and poor working conditions.</li><li>- Labor shortages lead to reduced production capacity and delayed orders.</li></ul>
	Lack of Managerial Expertise	<ul style="list-style-type: none"><li>- Small-scale manufacturers often lack formal training in management.</li><li>- Inefficient operations and inability to adapt to market changes and struggles with implementing modern techniques.</li></ul>



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Diagram 1. Major HR strategies for overcoming Persian carpet trade challenges.

## 4. Conclusion

The Persian carpet industry faces significant challenges in the global market, primarily due to international sanctions, increased competition, and labor shortages. However, by implementing effective human resource strategies that focus on cultural integration, employee motivation, and supply chain management, the industry can enhance its resilience and adaptability. These strategies are essential for navigating the complexities of international trade and ensuring the sustainability of this culturally rich sector. As the industry seeks to reclaim its position in the global market, fostering a skilled workforce and leveraging networking opportunities will be crucial for revitalizing its economic viability and preserving its artistic heritage.

## Acknowledgment

All the authors contributed in writing and formatting this review paper very effectively. Very heartfelt appreciation is given to all those who contributed to the successful completion of this study.

## Conflict of Interests

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