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Contemporary versus Traditional Culinary Micro, Small, and Medium Enterprises: A Comparative Feasibility Study of Two Street-Food Businesses in Greater Jakarta, Indonesia

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Abstract
This study compares the business feasibility of two culinary micro, small, and medium enterprises (MSMEs) representing contrasting segments of the Indonesian street-food economy: a contemporary spicy-food enterprise (Seblakks Zeva, Tangerang) and a traditional Betawi-cuisine enterprise (Ketoprak Nusantara, Jakarta). Eight feasibility dimensions market, product, marketing, operations, finance, management, legal compliance, and environmental/social impact are assessed to identify each model's comparative advantages and constraints. A comparative case study design combining quantitative financial analysis with qualitative description was used. Data were collected in February–March 2026 through direct observation, semi-structured in-depth interviews (40 indicator-based questions across the eight dimensions; 60–90 minutes per owner), and documentary evidence, with feasibility rated using a three-level rubric (Feasible / Partially Feasible / Not Yet Feasible). Financial feasibility was assessed using net profit margin, break-even point, payback period, net present value (12% discount rate), and internal rate of return, supplemented by a two-scenario sensitivity analysis (20% sales decline; 30% raw-material cost increase). The contemporary enterprise was rated feasible on all eight dimensions, led by legal compliance and digital marketing maturity. The traditional enterprise was rated feasible on six of eight dimensions, with markedly higher profitability (52.6% versus 40% net margin) and a faster break-even point (approximately 18–20 days versus 50 days), but lacked formal business registration and an active digital marketing presence. Both enterprises remained viable under the two adverse scenarios tested, with the traditional enterprise's higher margin providing a larger buffer. For the contemporary enterprise, the priority is completing halal certification and documenting standard operating procedures. For the traditional enterprise, the priority is completing formal business registration (Nomor Induk Berusaha, NIB) within one month, since legal status is a precondition for credit access, food-delivery platform partnerships, and government MSME assistance. The findings support targeted government legalization-assistance

programs for long-operating informal traditional food businesses. Unlike prior feasibility studies that typically examine a single Indonesian culinary MSME in isolation or rely on simulated data, this study offers field-based, side-by-side evidence contrasting a digitally native contemporary food business with a long-established traditional one, clarifying where each model's competitive advantage lies and what each needs to reach full feasibility.
Keywords: Business feasibility study, culinary MSMEs, comparative study, seblak, ketoprak, financial feasibility.

INTRODUCTION

The micro, small, and medium enterprise (MSME) sector is widely regarded as the backbone of the Indonesian economy. According to the Ministry of Cooperatives and Small and Medium Enterprises (Kementerian Koperasi dan UKM Republik Indonesia, 2023), MSMEs contribute approximately 61% of national Gross Domestic Product (GDP) and absorb more than 97% of the national workforce.

Within the broader MSME landscape, the culinary subsector occupies a strategic position because of its low barriers to entry, persistent demand rooted in basic food security, and ample scope for product innovation in response to shifting consumer preferences (Setyanto et al., 2026).

Two trends currently coexist within Indonesia's culinary MSME landscape. The first is the rise of trend-driven spicy street food, products such as seblak, bakso aci, ceker ngehits, and mi pedas have gained rapid popularity among Generation Z and millennial consumers, characterized by the transformation of traditional snacks into modernized products with attractive packaging, adjustable spice levels, and aggressive digital marketing (Abduh, 2024). The second is the continued resilience of traditional culinary staples products such as ketoprak, gado-gado, nasi uduk, and soto retain a loyal customer base, particularly among lower-middle-income consumers seeking authentic flavors at affordable prices, supported by hereditary recipes, stable pricing, and strong local emotional attachment (Assagaf et al., 2024).

Although both business models operate within the same broader culinary industry, they differ markedly in strategy, resource base, and formalization status. Existing feasibility-study literature, however, tends to examine a single business type in isolation or to rely on simulated or hypothetical data **(N. P. Sari & Amalia, 2025a)**, leaving a gap in field-based research that directly compares the feasibility of contemporary and traditional culinary MSMEs operating side by side in the same market.

This study addresses that gap through two real, currently operating cases: Seblakks Zeva, a contemporary spicy-food enterprise that has formalized its legal status and built an active digital marketing presence, and Ketoprak Nusantara, a traditional Betawi-food enterprise that excels in profitability and location but has not yet completed business registration and has no active digital marketing presence

To address the research gap, this study examines two real-life cases by investigating three primary research questions. First, it explores how a contemporary and a traditional culinary MSME compare across the eight standard business-feasibility dimensions, namely market, product, marketing, operations, finance, management, legal, and environmental or social impact. Second, the study analyzes how the two business models differ in terms of financial performance and evaluates the resilience of each model when subjected to adverse sales and cost scenarios. Finally, it seeks to identify the priority interventions that would most effectively improve the overall feasibility of each respective business model

This study contributes field-based, side-by-side comparative evidence — rather than single-case or simulated analysis — on the trade-offs between a digitally native contemporary culinary MSME and a long-established traditional one. Practically, it offers a prioritized, low-cost intervention roadmap that policymakers and business development service providers can use when supporting informal traditional food MSMEs toward legal formalization, and supports contemporary MSMEs in closing remaining compliance gaps (notably halal certification) (Kemiskinan (TNP2K), 2011).

The remainder of this paper is organized as follows. Section 2 reviews the relevant literature on MSME feasibility analysis. Section 3 describes the research design, instruments, scoring rubric, and ethical considerations. Section 4 presents the comparative results across the eight feasibility dimensions and the financial and sensitivity analyses. Section 5 discusses the findings in relation to the literature and their theoretical and practical implications. Section 6 concludes with recommendations and limitations.

Literature Review

MSMEs and the Indonesian Culinary Sector

MSMEs are consistently identified as a central pillar of the Indonesian economy, both as a source of employment and as a mechanism for economic resilience (Kusumastuti et al., 2026). The culinary subsector in particular has been highlighted as a driver of post-pandemic economic recovery, owing to its capacity to absorb labor at low capital thresholds and to adapt quickly to shifting consumer demand (Aulia et al., 2022).

Business Feasibility Study Framework

Business feasibility analysis is conventionally organized around a multi-aspect framework covering market, technical/product, marketing, operational, financial, management/organizational, legal, and socio-environmental dimensions (W. P. Sari & Hudzaifah, 2024). The financial dimension is typically operationalized through discounted cash-flow indicators — net present value (NPV), internal rate of return (IRR), payback period, and break-even point (BEP) — while the marketing dimension draws on classic marketing-mix and segmentation-targeting-positioning concepts (Yani, 2025). Feasibility analysis is frequently paired with strategic diagnostic tools such as SWOT analysis to translate aspect-level findings into actionable strategy (M.M & M.Si, 2025).

Contemporary versus Traditional Culinary Business Models

Contemporary, trend-driven food businesses and traditional family-run food businesses differ not only in product positioning but in their relationship to formal regulatory infrastructure (Faza, 2025). Contemporary food entrepreneurs targeting younger, digitally connected consumers face growing pressure to obtain halal certification, given its role as both a regulatory requirement and a purchase-decision signal for Muslim-majority Indonesian consumers (Badan Penyelenggara Jaminan Produk Halal (BPJPH) 2024). Traditional food businesses, by contrast, often operate for years on an informal basis, which can leave them outside formal credit channels and digital food-delivery ecosystems even when their underlying unit economics are strong (Wahab et al., 2023).

Research Gap and Conceptual Framework

The literature cited above establishes the standard eight-aspect feasibility framework and identifies formalization and digitalization as salient issues for Indonesian culinary MSMEs, but it does not provide field-based, side-by-side comparative evidence contrasting a contemporary and a traditional business operating concurrently in the same general market. This study applies the same eight-aspect instrument to both cases to close that gap, allowing direct comparison rather than separate, non-comparable single-case assessments (N. P. Sari & Amalia, 2025b).

METHODS

This study uses a comparative case study design with a descriptive quantitative and qualitative approach. The design was chosen to allow in-depth understanding of two units of analysis (Seblakks Zeva and Ketoprak Nusantara) within their natural operating contexts, followed by systematic cross-case comparison to identify patterns of difference and similarity (Sukmana et al., 2025). Consistent with case study logic, the intended mode of generalization is analytical rather than statistical (Adab, n.d.); see Section 3.9 for the implications of this choice.

Table 1. **Profile of the two cases**

Variable	Seblakks Zeva	Ketoprak Nusantara
Location	Babakan Street, Setu, Tangerang City	Legoso Raya Nusantara Street, Jakarta
Owner	Mr. Firmansyah	Mr Jamal
Type of business	Contemporary spicy food (seblak)	Traditional Betawi food (ketoprak)
Length of operation	± 1 year (since 2025)	± 4 years (since 2022)

Cases were selected according to the following criteria: (a) actively operating during the research period; (b) owners willing to act as informants and to provide full access for observation; (c) representative of two distinct culinary MSME categories (contemporary versus traditional); and (d) located within an area accessible to the research team for direct, repeated observation.

Data Collection Techniques

1. Direct observation – operational activities, customer interaction, location conditions, and financial-management practices were observed on both weekdays and weekends to obtain a representative picture.
2. In-depth interviews – a semi-structured guide covering 40 questions (five per feasibility aspect) was administered to each owner, with sessions lasting 60–90 minutes.
3. Documentation – photographs of location, equipment, and products; proof of raw-material purchases; rental agreements; social media screenshots (Seblakks Zeva); and any available legal documents.

The interview and observation guide was structured around the eight feasibility aspects, with three to five indicator-level questions per aspect, and validated by the research supervisor. An illustrative financial-aspect prompt is: "What is the total initial capital outlay, broken down by component? What is the average daily and monthly income? Is cash flow recorded regularly? What break-even point is targeted?"

Feasibility Scoring Rubric

Each indicator was rated using a three-level qualitative rubric, applied consistently to both cases:

- Feasible (F): the business fully satisfies the indicator, with verifiable triangulated evidence and no material gap.
- Partially Feasible (PF): the business satisfies the indicator in principle, or is in active, verifiable progress toward compliance, but full completion could not yet be confirmed.
- Not Yet Feasible (NF): the business does not satisfy the indicator, and no active remedial process was observed.

An aspect-level rating was then derived from its constituent indicator ratings.

Data Analysis Procedure

1. Data reduction – raw observation and interview data were sorted into the eight feasibility aspects (Miles, Huberman, & Saldana, 2014).
2. Individual analysis – each business was assessed separately per aspect using the rubric in Section 3.5.
3. Comparative analysis – ratings for the two businesses were compared aspect by aspect to identify differences and similarities.
4. Financial calculation – cash-flow projections, NPV (12% discount rate), IRR, payback period, and BEP were computed in Microsoft Excel. NPV was calculated as the sum of discounted monthly net cash flows over the 12-month projection horizon, net of the initial capital outlay treated as a Year-0 cash outflow; IRR is the discount rate at which NPV equals zero.
5. Sensitivity analysis – two adverse scenarios were tested: (i) a 20% decrease in sales volume, and (ii) a 30% increase in raw-material prices.

Validity and reliability were supported through source triangulation (comparing interview, observation, and documentary data), member checking (reconfirming interview summaries with each owner), and an audit trail (retaining all field notes as evidence).

As a comparative case study limited to one business per category (N = 2 in total), this study's findings are illustrative rather than statistically generalizable to the wider population of contemporary or traditional culinary MSMEs in Indonesia. Findings should be read as analytical generalization in Yin's (2018) sense — informing theory and practice through depth of insight — rather than as statistical generalization. Replication across a larger, matched set of cases is recommended (see Section 6.3)

This study used three main data collection techniques:

1. Direct observation – Researchers directly observed the operational activities, interactions with customers, location conditions, and financial management of each business. Observations were conducted on weekdays and weekends to obtain a representative picture.

2. In-depth interviews – Using a semi-structured interview guide structured around eight aspects of feasibility. There were a total of 40 questions (5 questions per aspect). Interviews were conducted with each business owner, lasting 60-90 minutes per informant.
3. Documentation – Collect physical evidence such as photos of the location, equipment, products, proof of raw material purchases, proof of rental space, social media screenshots (specifically for Seblakks Zeva), and any legal documents.

The main instruments are structured observation and interview guides validated by the supervisor. Each feasibility aspect is broken down into 3-5 question indicators.
Example of an instrument for the financial aspect:
"What is the total initial capital outlay? Please provide a breakdown by component. What is the average daily and monthly income? Do you record cash flow regularly? What is your target break-even point?"

Data analysis was conducted in four stages:
Stage 1: Data Reduction – Sorting raw data from observations and interviews into information relevant to the eight feasibility aspects.
Stage 2: Individual Analysis – Assessing the feasibility of each business separately. Each aspect is assigned a status: FEASIBLE, QUITE FEASIBLE, or NOT YET FEASIBLE.
Stage 3: Comparative analysis – Compare the assessment results of both businesses per aspect, identifying differences and similarities.
Stage 4: Financial calculations – Perform cash flow projections, calculate NPV (12% discount rate), IRR, Payback Period, and BEP using Microsoft Excel.
Stage 5: Sensitivity analysis – Test the resilience of financial feasibility to two risk scenarios:
• Scenario 1: A 20% decrease in sales volume.
• Scenario 2: A 30% increase in raw material prices.

To ensure data validity, the researcher implemented:
• Source triangulation – comparing data from interviews, observations, and documentation.
• Member checking – reconfirming the summary of interview results with the business owner.
• Audit trail – retaining all field notes as evidence.

RESULT AND DISCUSSION

Seblakks Zeva was founded by Mr. Firmansyah in 2025 on Jalan Babakan, Setu, Tangerang City, targeting students, university students, and the general public who enjoy spicy food at affordable prices. Its main advantages are an adjustable spiciness scale (levels 1–10), a distinctive house seasoning, and formal business registration (NIB) combined with an active presence on social media and online food-delivery platforms. The business averages 50 servings per day at IDR 10,000 per portion, staffed by the owner plus one to two support workers.

Ketoprak Nusantara (Traditional Culinary MSME)

Ketoprak Nusantara has been operated by Mr. Jamal since 2022 (approximately four years) on Jalan Legoso Raya Nusantara, Jakarta, directly in front of Sekolah Nusantara 1. Its main advantages are a proven homemade peanut-sauce recipe, the use of selected rice in volume, and a highly strategic location with an affordable monthly rent of IDR 800,000. The business sells 30–50 servings per day at IDR 15,000–20,000 per portion (with an egg add-on for IDR 5,000), staffed by the owner, his wife, and one child.

Comparative Feasibility Analysis by Aspect

Table 2. Summary of comparative feasibility ratings (F = Feasible, PF = Partially Feasible, NF = Not Yet Feasible).

No.	Feasibility aspect	Seblakks Zeva	Ketoprak Nusantara	Comparative result
1	Market	F	F	Equivalent
2	Product	F	F	Equivalent
3	Marketing	F	PF	Seblakks Zeva stronger
4	Operations	F	F	Equivalent
5	Finance	F	F	Equivalent overall rating; different profiles — see Table 4
6	Management	F	F	Equivalent
7	Legal	F	NF	Seblakks Zeva stronger
8	Environmental/social	F	PF	Seblakks Zeva stronger

Note: Seblakks Zeva's halal certification was in process, not yet completed, at the time of data collection; this is reflected as a partial gap within the Legal aspect narrative even though the overall aspect rating is Feasible on the strength of its completed NIB registration. Aggregate score: Seblakks Zeva 8/8 aspects Feasible; Ketoprak Nusantara 6/8 aspects Feasible, 2/8 Partially Feasible.

Market Aspect (Equivalent)

Indicator	Seblakks Zeva	Ketoprak Nusantara
Target market	Students, university students, and the general public who enjoy spicy food	Students of Sekolah Nusantara 1 and local residents
Demand	~50 servings/day (stable)	30–50 servings/day (stable)
Competition	Competitors present, but the customer segment is loyal	Not yet mapped in detail, but location provides an advantage

Both businesses show a clearly defined target market and stable demand, supporting a Feasible rating on this aspect for both cases.

Product Aspect (Equivalent)

Indicator	Seblakks Zeva	Ketoprak Nusantara

Product quality	Fresh ingredients, consistent taste, hygienic preparation	Fresh ingredients purchased daily from the market
Distinctiveness	Adjustable spiciness (levels 1–10); proprietary seasoning	Homemade peanut sauce; choice of rice
Product range	Four variants (soup, dry, noodle, seafood)	Optional fried/boiled egg add-on (IDR 5,000)

Both businesses are rated Feasible on product quality, though their sources of distinctiveness differ — product-variant breadth for Seblakks Zeva versus recipe authenticity for Ketoprak Nusantara.

Marketing Aspect (Seblakks Zeva stronger)

Indicator	**Seblakks Zeva**	**Ketoprak Nusantara**
Promotion	Active on social media; periodic discount promotions	Word of mouth only; no digital promotion
Marketing channels	Instagram, WhatsApp, ride-hailing food-delivery apps	None currently in use
Distribution	Direct dine-in plus online delivery	Direct dine-in and take-away only

Seblakks Zeva is rated Feasible on this aspect; Ketoprak Nusantara is rated Partially Feasible, with clear potential to reach Feasible once formal business registration is completed (a prerequisite for official onboarding to delivery platforms) and a basic digital presence is established.

Operational Aspect (Equivalent)

Indicator	**Seblakks Zeva**	**Ketoprak Nusantara**
Location	Strategic; close to a market and residential areas	Highly strategic; in front of a school; rent IDR 800,000/month
Human resources	Owner plus one to two workers — adequate	Owner, wife, and one child — adequate for MSME scale

Both cases are rated Feasible operationally. Ketoprak Nusantara's notably low rent for a Jakarta location is a distinct operating-cost advantage.

Financial Aspect (Equivalent overall rating; differing profiles)

Table 3. **Comparison of financial indicators**.

Indicator	**Seblakks Zeva**	**Ketoprak Nusantara**

Initial capital	IDR 10,000,000	IDR 6,000,000
Revenue per month	IDR 15,000,000	IDR 18,980,000
Net profit per month	IDR 6,000,000	IDR 9,980,000
Net profit margin	40%	52.6% (higher)
Break-even point (time)	1.67 months (~50 days)	0.6 months (~18–20 days) (faster)
Payback period	1.67 months	0.6 months (faster)
NPV (12% discount rate, 12-month horizon)	IDR 4,285,714 (positive)	IDR 7,128,571 (positive)
IRR	72%	Reported as ">100%" — see note below

Despite the need to verify the discounted-cash-flow figures noted above, the underlying operating economics reported are unambiguous: Ketoprak Nusantara shows the stronger profitability profile (52.6% versus 40% net margin) and faster capital recovery, while Seblakks Zeva's larger absolute net profit on a higher cost base remains a solid result for a micro-scale enterprise, and is offset by a more mature legal and digital-marketing position.

Management Aspect (Equivalent)

Indicator	**Seblakks Zeva**	**Ketoprak Nusantara**
Organizational structure	Simple; owner acts as manager	Simple; family-based
Business planning	Plans for area expansion, menu additions, and capacity increases	Currently processing NIB registration (early-stage formal planning)

Both businesses show organizational structures appropriate to their current scale; Seblakks Zeva has more developed forward planning, while Ketoprak Nusantara has only recently begun formal planning through its NIB application.

Legal Aspect (Seblakks Zeva markedly stronger)

Indicator	**Seblakks Zeva**	**Ketoprak Nusantara**
Business registration (NIB)	Already obtained via the Online Single Submission (OSS) system	Not yet obtained (in process)
Halal certification	In process	Not yet initiated

Seblakks Zeva is rated Feasible on this aspect, with the caveat that halal certification remains in process. Ketoprak Nusantara is rated Not Yet Feasible: despite approximately four years of operation, it has not obtained business registration, which carries concrete consequences it cannot access formal bank credit (Kredit Usaha Rakyat), cannot register officially with food-delivery platforms (only informal third-party arrangements are possible), faces exposure to future regulatory action, and cannot participate in tenders or formal institutional partnerships.

Environmental and Social Aspect (Seblakks Zeva stronger)

Indicator	**Seblakks Zeva**	**Ketoprak Nusantara**

Environmental impact	Waste managed; recyclable packaging used	Organic waste not yet optimally managed
Social impact	Absorbs local labor; affordable food access	Supports family livelihood; affordable food access

Seblakks Zeva is rated Feasible on this aspect. Ketoprak Nusantara is rated Partially Feasible, primarily due to unmanaged organic waste; its social contribution through family livelihood support remains a clear strength.

Summary of Comparative Advantages

Table 4. Comparative advantage summary.

	Seblakks Zeva (contemporary)	**Ketoprak Nusantara (traditional)**
Main advantages	Legal compliance, digital marketing, product variety	Profitability (52.6% margin), fast capital recovery, strategic low-rent location
Main weaknesses	Lower profit margin (40%)	No NIB; no active digital marketing; organic-waste management gap
Strategic positioning	Ready to scale and to partner formally	Strong cash generator; lealization is the precondition for further growth

Sensitivity Analysis

Table 5. Scenario 1 -20% decrease in sales volume.

Business	**New net profit/month**	**New break-even point**	**Status**
Seblakks Zeva	IDR 4,800,000	2.08 months	Still feasible
Ketoprak Nusantara	IDR 7,984,000	0.75 months	Still feasible

Table 6. Scenario 2 - 30% increase in raw-material prices**.**

Business	**New net profit/month**	**New break-even point**	**Status**
Seblakks Zeva	IDR 4,500,000	2.22 months	Still feasible
Ketoprak Nusantara	IDR 7,200,000	0.83 months	Still feasible

Both businesses remain financially feasible under both adverse scenarios. Ketoprak Nusantara shows greater resilience to either shock, consistent with its larger margin buffer; Seblakks Zeva also remains viable despite its comparatively thinner margin.

The findings illustrate a central value of the multi-aspect feasibility framework (Triharyanto, 2024) a business can be simultaneously high-performing on one dimension and substantially deficient on another, in ways that single-aspect analysis would obscure. Ketoprak Nusantara's superior profitability and capital-recovery speed coexist with a foundational legal gap that, left unresolved, constrains its access to credit, formal delivery-platform partnerships, and institutional collaboration — underscoring that profitability alone is an incomplete proxy for overall business feasibility.

The results also suggest that digital marketing maturity functions, in this comparison, as a differentiator for growth potential and formal-channel access rather than as a precondition for day-to-day operational viability: both cases were rated Feasible on product and operational dimensions despite a wide gap in digital marketing maturity. This is consistent with the broader formalization literature's emphasis on legality, rather than marketing channel choice, as the more binding constraint for informal-sector micro-enterprises seeking to scale (see Section 2.3).

Practical Implications

For Seblakks Zeva, the priority intervention is completing halal certification, which both satisfies a regulatory expectation and signals trust to its target demographic of younger, digitally connected consumers (BPJPH, 2024), alongside documenting standard operating procedures to support consistent quality as the business scales.

For Ketoprak Nusantara, the priority intervention is completing NIB registration, which the findings indicate is the single precondition unlocking the largest number of subsequent opportunities: formal credit access, official food-delivery platform onboarding, and eligibility for institutional partnerships and government MSME assistance programs. Given the business's already-strong unit economics, the marginal return on resolving this one constraint appears disproportionately high relative to the administrative effort required.

At a policy level, the contrast between the two cases supports continued government investment in legalization-assistance programs specifically targeted at long-operating, informal traditional food MSMEs — businesses that, as this comparison shows, may already be financially sound but structurally excluded from formal economic participation.

CONCLUSION

In relation to RQ1, the two businesses converge on five of eight feasibility aspects (market, product, operations, finance at the overall rating level, and management) and diverge on three (marketing, legal, and environmental/social), with Seblakks Zeva stronger on all three points of divergence. Seblakks Zeva was rated Feasible on all eight aspects; Ketoprak Nusantara was rated Feasible on six of eight, with Partially Feasible ratings on marketing and environmental/social impact, and Not Yet Feasible on the legal aspect. In relation to RQ2, Ketoprak Nusantara substantially outperforms Seblakks Zeva on profitability (52.6% versus 40% net margin) and capital-recovery speed (approximately 18–20 days versus 50 days), while Seblakks Zeva generates a respectable absolute net profit (IDR 6,000,000/month) on a larger capital base together with a more mature legal and digital position. Both businesses remained financially feasible under a 20% sales decline and a 30% raw-material cost increase, with Ketoprak Nusantara showing greater resilience due to its larger margin buffer. In relation to RQ3, neither business model is unambiguously superior; each carries a distinct, well-defined priority gap. Seblakks Zeva is positioned for expansion and formal partnership pending completion of halal certification and SOP documentation. Ketoprak Nusantara functions as a strong cash-generating business whose further development is gated almost entirely by the completion of formal business registration.

Recommendations : For Seblakks Zeva: complete halal certification and formally document standard operating procedures to support consistent quality during expansion. For Ketoprak

Nusantara: complete NIB registration within approximately one month, given that legal status is a precondition for nearly all forms of further development identified in this study; concurrently improve organic-waste management practices. For policymakers and MSME support institutions: extend targeted legalization-assistance programs to long-operating, informal traditional culinary MSMEs, given evidence that some such businesses are already financially strong but structurally cluded from formal economic participation.

This study has four main limitations. First, the comparative design rests on a single business per category (N = 2 total), which supports analytical but not statistical generalization; future research should replicate this comparison across a larger, matched sample (e.g., ten contemporary and ten traditional culinary MSMEs) to test whether the patterns observed here hold more broadly. Second, the data represent a single cross-sectional window (February–March 2026); a longitudinal design tracking outcomes after NIB registration and halal certification are completed would allow a before/after assessment of their actual performance impact. Third, feasibility ratings were assigned by a single research team without an independent second coder; future studies should report an inter-rater reliability statistic (e.g., Cohen's kappa) to strengthen the credibility of qualitative ratings. Fourth, as discussed in Section 4.2.5, the financial analysis would benefit from a fully disclosed monthly cash-flow table supporting the NPV and IRR calculations, which would allow independent verification and benchmarking against future cases.

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