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Business Development Strategies of Culinary MSME Based on Islamic Economic Principles

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Abstract

Indonesia's rich culinary diversity not only represents cultural and historical identity but also constitutes a strategic economic sector that significantly contributes to the national gross domestic product and employment, particularly through micro, small, and medium enterprises. This study aims to analyze the integration of Islamic economic principles in the business development strategy of the culinary MSME restaurant. A qualitative phenomenological approach was employed to explore the lived experiences underlying the implementation of these principles. Data were collected through in-depth interviews with two employees and seven customers, supported by observations and document analysis. The findings indicate that the consistent internalization of Islamic economic principles functions not only as an ethical foundation but also as a strategic resource that enhances business sustainability. The principle of justice is reflected in fair and timely employee compensation and affordable pricing, honesty is manifested through transparency in raw materials and pricing, and halal principle is implemented across the production and supply chain. These practices foster trust, employee engagement, customer loyalty, and strengthen intangible assets such as reputation and value-based branding. The study implies that Islamic economic principles can serve as a viable strategic framework for culinary MSMEs when combined with adaptive management and innovation.

Keywords

Business Development Strategy, Food MSMEs, Islamic Economic Principles, Phenomenological Study, Traditional Restaurants.

1. Introduction

Indonesia is known for its rich culinary culture from Sabang to Merauke (Ahyani & Slamet, 2021). Each region has traditional foods that not only reflect the richness of spices and unique processing methods, but also serve as markers of local cultural and historical identity. The food and beverage industry sector in Indonesia also plays an important role in Gross Domestic Product (GDP). Among the sixteen creative economy sectors, the food and beverage sector ranks first in contributing the largest share to GDP, amounting to 5–7 percent, and employing more than 10 million people, predominantly through Micro, Small, and Medium Enterprises (MSMEs) (Aristawati & Sabila, 2024; Iskandar & Sulaiman, 2025).

Traditional food represents a culinary heritage deeply embedded in Indonesian society and shaped by generations of local traditions. Traditional cuisine can be understood as dishes that have been integrated into community diets over long periods, aligning with cultural preferences, religious norms, and the use of locally available ingredients and spices (Nordin et al., 2022; Abror et al., 2024). In many regions, this culinary heritage has evolved into economic ventures, particularly in the form of traditional restaurants, which contribute significantly to employment creation and regional economic development. However, amid the rapid growth of the modern food industry and increasingly intense competition, many traditional culinary businesses, such as restaurants, face a critical challenge: maintaining cultural authenticity and local wisdom while simultaneously responding to market demands for efficiency, innovation, and sustainability (Pohan et al., 2024).

Most conventional business practices prioritize profit maximization, encouraging continuous increases in production and efficiency to achieve financial gain (Abdurrahman & Nurdiansyah, 2025). In contrast, Islamic economics offers an alternative framework that integrates economic activity with moral and social objectives. The implementation of Islamic economic principles is expected to address broader social issues by promoting an economic structure oriented toward societal welfare rather than purely material accumulation (Sultan et al., 2025; Karimullah, 2025). These principles include monotheism, which frames production activities as part of worship to Allah SWT; justice, which prohibits exploitation in economic relationships; and trust and responsibility (*amanah*), which emphasize accountability for the social impact of goods and services produced, particularly food consumed by the community (Khalidin et al., 2024; Ajeng et al., 2025).

Despite the growing popularity of halal food businesses, prior studies indicate that halal labeling is often treated merely as a symbolic attribute rather than a comprehensive ethical framework (Kalkavan et al., 2021; Iqbal et al., 2024; Pamuji et al., 2024). Most culinary enterprises focus on halal certification from a product perspective, while neglecting the holistic integration of Islamic economic principles into business development strategies, human resource management, pricing, and marketing. This practice creates a gap between Islamic identity and actual business conduct, weakening the transformative potential of Islamic economics in the MSME sector (Zulhilmi, 2024).

Soto Abas was founded in 1997 by H. Mochammad Cholis as a small street-cart business with limited capital. Soto Abas has developed into a franchise network with 74 outlets across Indonesia by 2023. Its distinctive motto, “the cheapest soto in the world and the hereafter,” reflects an explicit attempt to integrate economic objectives with religious and ethical values. Unlike many traditional culinary MSMEs, Soto Abas positions Islamic principles not only as a brand identity but also as a foundation for its operational and social practices.

However, empirical research that systematically examines how Islamic economic principles are implemented at the operational level of culinary MSMEs, and how these principles interact with strategic tools such as SWOT analysis, remains

limited. This study highlights the urgency of examining value-based business models in practice, particularly in the context of traditional culinary MSMEs facing economic volatility and competitive pressures. The present study aims to analyze the implementation of Islamic economic principles in the operational, marketing, and human resource aspects of the Soto Abas restaurant and to examine how a SWOT analysis can be utilized to formulate effective business development strategies for increasing sales. By addressing these objectives, this study seeks to contribute both theoretically to applied Islamic economics and practically to the development of sustainable, ethical business models for culinary MSMEs in Indonesia.

2. Literature Review

2.1. Business Development Strategy

Strategies are formulated for development based on comprehensive, relevant data. The term “strategy” itself has several meanings, including a tool for achieving goals. Furthermore, strategy is also understood as an action plan that outlines the utilization of resources and various activities to address (Hakam et al., 2023). Planning experts believe that strategy consistently reflects the company’s stated mission and goals. Strategic planning has a long-term impact because it ensures a company’s survival in the competitive marketplace (Fauzi et al., 2024; Mardhiyah & Khairifa, 2024).

In the context of business development strategy, this involves deliberate efforts to expand operations, enter new markets, form partnerships, and innovate products or services to drive sustainable growth (Kader, 2021; Hanggiani et al., 2024; Shintia et al., 2025). It integrates market analysis, competitive positioning, and resource optimization to enhance profitability and market share, often incorporating digital tools and customer-centric approaches for long-term viability.

Applying this to Indonesia’s vibrant culinary sector, the nation boasts a rich culinary culture, with each region featuring traditional foods that embody spice diversity, unique processing methods, and local cultural-historical identities (Ahyani & Slamet, 2021). The food and beverage industry significantly contributes to Gross Domestic Product (GDP), ranking first among sixteen creative economy sectors with 5-7 percent share and employing over 10 million people, including micro, small, and medium enterprises (Aristawati & Sabila, 2024). Traditional cuisine, as a cultural heritage, integrates generational dietary practices respecting religious norms and local ingredients (Stanworth et al., 2004; Abror et al., 2024). Culinary heritage often evolves into economic ventures like traditional restaurants, boosting employment and regional growth, yet facing challenges from modern industries and competition, necessitating innovation while preserving authenticity (Pohan et al., 2024).

Conventional business practices prioritize profit maximization through relentless production, contrasting with Islamic economics, which addresses social issues via a welfare-focused structure (Kautsar et al., 2023; Abdurrahman & Nurdiansyah, 2025). Key principles include monotheism (viewing production as worship to Allah SWT), justice (prohibiting exploitation), and trust-responsibility for community impacts (Ajeng et al., 2025). However, many halal-labelled food businesses treat certification symbolically, ignoring holistic Islamic principles in strategies, creating a gap between identity and practice.

2.2. Principles of Islamic Economics in Business

Islam commands humanity to work hard to obtain halal sustenance to fulfil both their physical and spiritual needs. Sharia-based businesses are a manifestation of Allah’s sharia rules. In fact, Sharia-based businesses are not far from businesses in general, namely, efforts to produce goods and services to meet consumer needs. What differentiates them is the standard of Sharia compliance within them (Pamuji et al., 2024). A business that operates its business according to Sharia principles not

only prioritizes the aspect of profit but also pays attention to the concept of halal in commerce (Aman, 2020). According to Chapra (2016), the principles of Islamic economics are: first, the principle of tauhid (the oneness of God), which teaches humans that in human relations, it is as important as the relationship with Allah SWT. Islam bases the economy on the principle of worshiping Allah, meaning that the goal of its business is not solely to achieve profit or material satisfaction but also spiritual satisfaction that is closely related to spiritual satisfaction. Second, the principle of representation (*Khilafah*) in the sense that humans are God's representatives on this earth. The third principle of justice (*'adalah*) is one of the important principles in Islamic economics. Justice in Islamic economics is applied in pricing, production quality, treatment of workers, and the impacts arising from various economic policies issued (Zulhilmi, 2024). The fourth principle of Tazkiyah means purification. In the context of development, this process is absolutely necessary before humans are entrusted with the task of being agents of development. The fifth principle of *Al-Falah*, in this context, is achieved during the world will contribute to success in the afterlife. Chapra's principle can be understood briefly that humans are creatures who carry the mandate of Allah to prosper life on Earth are obliged to carry out Allah's guidance. The creation of the heavens and the Earth to serve the interests of human life, humans are obliged to work to fulfill their life needs by being able to distinguish between what is halal and haram, while what is halal is the sharia approved by Allah (Ghlamallah et al., 2021).

3. Methods

This research adopted a qualitative method as the primary approach to explore and describe the phenomenon in depth, without relying on rigid numerical measurements. Qualitative methods were chosen because they were appropriate for uncovering subjective meanings, experiences, and interpretations related to the application of Islamic economic principles in the business development strategy of the Soto Abas restaurant. A phenomenological approach was applied as a specific framework in this qualitative method. Phenomenology aims to understand the essence of individual lived experiences related to the phenomenon under study, namely human resource management at the Soto Abas restaurant.

To complement the phenomenological analysis, this study also employed a SWOT analysis as an analytical tool to systematically identify internal and external strategic factors influencing business development. The SWOT analysis was conducted in a qualitative manner, based on insights derived from interviews, observations, and document analysis. Internal factors included strengths and weaknesses related to management practices, product quality, pricing strategy, and the internalization of Islamic economic principles. External factors encompass opportunities and threats arising from market conditions, competition, consumer behavior, and socio-religious dynamics. This approach allowed the study to formulate strategic implications that are not only economically viable but also aligned with Islamic ethical values.

Data were obtained through a variety of data collection techniques to ensure triangulation and validity. The primary technique included in-depth interviews with respondents, consisting of two Soto Abas restaurant employees and seven customers, to gain direct insight into their experiences related to the business motto, marketing strategy, and implementation of Islamic principles. Additionally, observations were conducted at the research location on Soto Abas Restaurant to directly observe daily operational practices, such as halal food preparation processes, service ethics, and employee customer interactions. A literature review was also used to gather conceptual data on Islamic economic principles, SWOT analysis, and culinary business development strategies.

Secondary data supports the primary analysis by providing supporting information from external sources, such as business reports, scientific articles, and official documents related to the culinary industry and Islamic economics in Indonesia. This secondary data helps enrich the context, compare Soto Abas's practices with similar cases, and strengthen the primary findings, making the research more comprehensive and credible.

4. Results

4.1. Implementation of Islamic Economic Principles

The implementation of Islamic economic principles in Soto Abas's business development strategy is fundamentally anchored in the principle of monotheism (*tawhid*), which frames all economic activities as acts of worship and divine remembrance. This principle is operationalized through disciplined religious practices, such as ensuring employees perform the five daily prayers on time, thereby integrating spiritual consciousness into daily operations (Chapra, 2016). Moreover, the restaurant's commitment to social welfare, manifested through routine free meals for Qur'an memorizers and orphans, reflects the concept of *khilafah* (vicegerency) and serves as a practical form of *tazkiyatul-mal*, namely, purifying wealth through charity (Ghلامallah et al., 2021). These practices collectively underscore the holistic application of monotheism beyond mere ritual, embedding it into the ethical and social fabric of the business.

The principle of justice (*adalah*) is systematically applied in both internal human resource management and external customer relations. Internally, Soto Abas ensures equitable and timely distribution of salaries, bonuses, and meal allowances, fostering a fair and respectful work environment that aligns with Islamic teachings on workers' rights (Zulhilmi, 2024). Externally, justice is reflected in the restaurant's affordable pricing strategy, which maintains menu accessibility for diverse consumer segments without compromising quality. This dual application of justice, toward employees and customers, strengthens stakeholder trust and enhances the brand's reputation as an ethically grounded enterprise, demonstrating that fairness can be a sustainable competitive advantage in the culinary MSME sector.

Furthermore, the principle of *al-falah* (comprehensive success) guides Soto Abas's strategic orientation, linking worldly business achievements with spiritual outcomes in the hereafter. According to informants, the restaurant's financial gains are viewed not merely as profit but as a means to facilitate broader spiritual and social victories, a perspective that resonates with Islamic economic objectives (Ledhem & Mekidiche, 2020). This principle is evident in operational decisions that balance profitability with social programs, such as charitable food distribution, thereby embodying the concept that true success encompasses material, spiritual, and societal well-being. Such an integrated approach helps Soto Abas build deep customer loyalty and reinforces its value-based branding in a competitive market.

The operationalization of Islamic economic principles at Soto Abas transcends symbolic adherence, forming a coherent strategic framework that directs managerial, financial, and social practices. The consistent application of monotheism, justice, and *al-falah* creates a unique business model that harmonizes ethical commitments with commercial viability (Pamuji et al., 2022). This integration not only differentiates Soto Abas from conventionally run culinary MSMEs but also provides a replicable example of how faith-based values can enhance business sustainability, stakeholder trust, and long-term brand equity in the modern economy.

4.2. SWOT Analysis in Increasing Sales at Soto Abas Restaurant

A SWOT analysis is defined as a strategic planning and problem-solving technique that can be used for specific business needs or projects (Sampurno, 2016).

To increase sales using a SWOT analysis, several aspects are examined, as outlined in Figure 1. The business development strategy framework using a SWOT analysis, structured around two main groups: internal and external factors. Internal factors encompass elements originating from within the organization, including management, marketing, finance, and production, which are analyzed to identify the business's strengths and weaknesses. Meanwhile, external factors encompass conditions outside the organization that influence business performance, such as economic, social, technological, and competitive factors, which are analyzed to identify opportunities and threats. Through the process of identifying these internal and external factors, a SWOT analysis is used as a strategic tool to formulate more targeted and adaptive business development policies and strategies.

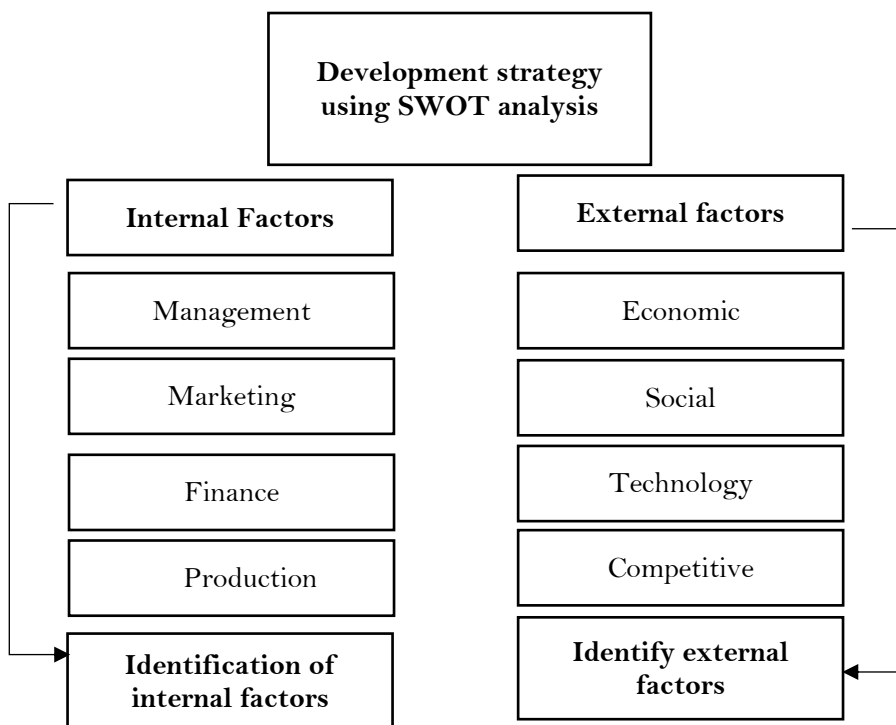


Figure 1. SWOT Analysis Framework in Business Development Strategy

A development strategy using SWOT analysis requires considering two factors: internal and external. Internal analysis is a process by which all interacting components within an organization are evaluated to identify failures and areas of opportunity (Jamaludin et al., 2024; Fauzi et al., 2024). Internal analysis involves several steps to obtain and gather information related to events in the internal environment. By analyzing a company's strengths and weaknesses based on its internal resources, internal factors are divided into several factors, including: management, marketing, finance, and production.

Management plays a crucial role in determining a company's success, as it reflects the ability to formulate and implement strategies that respond effectively to both internal and external threats while simultaneously leveraging available opportunities (Iswanto, 2023). In terms of marketing, Soto Abas benefits from its strategic location near campus areas, which attracts a large student customer base and positions the restaurant as a preferred option due to its affordable pricing. Its distribution strategy relies on local solutions, such as manual delivery through campus motorcycle taxis operated by part-time student drivers. Promotional efforts are further strengthened through collaborations with various events and social-based programs, including free meals provided every Friday for Qur'an memorizers

and orphans, followed by similar initiatives targeting orphaned children. These activities are reinforced by a distinctive branding concept, “the cheapest soto in the world and the hereafter,” which emphasizes value-based marketing, with prices starting from IDR 6,500 per portion.

From a financial perspective, Soto Abas operates under a franchise system characterized by cooperation, fairness, and mutual benefit between two parties. Franchise partners are required to pay a 10% royalty based on total sales, while financial transparency is maintained through the use of payment receipts to minimize system leakage. Meanwhile, production and operational activities are consistently guided by sharia principles, particularly in ensuring halal ingredients and avoiding prohibited elements throughout the food selection and processing stages. Maintaining product quality is essential to preserving consumer trust and brand image. Although most Soto Abas outlets operate 24 hours a day, certain locations, such as Telang Kamal, limit operations until 22:00 WIB to support employee health and uphold workers’ physical rights.

In external factors, there are several factors, including economic, social, technological, and competition. Economic factors play a significant role in supporting the sustainability of Soto Abas, particularly through its establishment as a legally protected franchise business. The company operates under Government Regulation of the Republic of Indonesia Number 16 of 1997 concerning franchise enterprises and has obtained formal recognition through a decree issued by the Minister of Industry and Trade on March 29, 2006 (Number 12/M GAD/PER/3/2006), as well as a valid Business License (*Surat Izin Tempat Uzaha/SITU*) Number 503/0659/35.73.314/2008. From a social perspective, the Soto Abas outlet in the Telang Kamal area benefits from a strategic location near Trunojoyo University in Madura. This positioning allows the restaurant to effectively target students, university staff, and surrounding residential communities, thereby creating strong potential to meet local consumer demand.

Technological factors also contribute to operational efficiency and customer convenience. Advances in technology have facilitated easier access to food services, particularly through online ordering systems such as WhatsApp and dine-in services that enable on-site consumption (Asutay & Yilmaz, 2021; Hakam et al., 2023). In terms of competition, the Telang Kamal area exhibits relatively low rivalry among soto vendors. Field observations indicate that Soto Abas dominates customer traffic, supported by its established brand recognition, affordable pricing, and diverse menu offerings, which collectively strengthen its competitive position in the local market.

Table 1. Strengths and Weaknesses Analysis

Category	Factor	Description
Strengths	Strong Branding and Unique Motto	The motto “the cheapest soto in the world and the hereafter” attracts customers, supported by Islamic principles such as justice (fixed pricing despite inflation) and social programs (free meals for Qur’an memorizers and orphans).
	Holistic Integration of Islamic Principles	Transparency in halal <i>tayyiban</i> ingredients, fair employee compensation (on-time salaries, bonuses), and <i>tazkiyah</i> (spiritual purification through charity). These practices build trust and customer loyalty.
	Profitable Franchise Model	Partnerships with a 10% royalty fee, transparent transactions, and expansion to 74 outlets.
	Product and Service Quality	High-quality local ingredients, diverse menu options (e.g., fried <i>paru</i> , <i>soto tangkar</i>), friendly service, and comfortable dining spaces.
	Strategic Locations	Located near university campuses, targeting students and local communities.

Category	Factor	Description
Weaknesses	Limited Digitalization	Ordering is still mainly via WhatsApp or manual methods (e.g., campus motorcycle taxis), with limited use of platforms such as GoFood or ShopeeFood. This restricts access for distant customers.
	Limited Operating Hours	Some branches close at 10:00 p.m. or on Sundays, despite the ideal of 24-hour operations. This reduces potential nighttime sales.
	Dependence on Low Pricing	Prices increased to IDR 35,000 at some branches risking the loss of the “cheapest” appeal. Inflation affects profit margins without corresponding strategic adjustments.

Based on Table 1, the findings indicate that Soto Abas possesses a solid internal foundation supported by effective managerial and operational practices. The company’s internal strengths are reflected in its ability to consistently attract and retain customers through a clear value proposition that combines affordability with ethical and religious values. This approach is reinforced by operational discipline in maintaining food quality and hygiene, as well as by service standards that emphasize customer comfort and professionalism. Informants highlighted positive dining experiences, noting the friendly attitude of staff, orderly appearance, and spacious environment, which collectively enhance customer satisfaction and repeat visits. Management capability is also evident in the company’s responsiveness to operational needs and its efforts to differentiate itself within a competitive market. Nevertheless, the analysis suggests that internal constraints remain, particularly in adapting operational systems to broader market reach and in maintaining sustainability amid changing cost structures. Without strategic adjustments, these internal limitations may gradually reduce the effectiveness of existing strengths in supporting long-term business performance.

Table 2. Opportunities and Threats Analysis

Category	Factor	Description
Opportunities	Growth of the Culinary MSME Sector	The food sector contributes approximately 5–7% of Indonesia’s GDP, offering opportunities for digital expansion and culinary tourism.
	Technology Adoption	Potential collaboration with delivery applications, online marketing.
	Demand for Halal and Ethical Products	Consumers increasingly seek Islam-based businesses, creating opportunities for advanced certification and expansion into global Muslim markets.
	Locations with Limited Competition	In areas such as Telang Kamal, competition is minimal, providing opportunities for collaborative events (e.g., with universities).
	Expansion of Social Programs	Scaling up free-meal programs across more branches to strengthen CSR-based branding.
Threats	Competition from Modern Restaurants	Competition from <i>soto</i> brands or modern restaurant chains offering digital promotions.
	Inflation and Economic Fluctuations	Rising raw material costs may pressure low-price strategies, as reflected in price increases to IDR 35,000.
	Changes in Consumer Behavior	Trends toward healthy or modern food may shift preferences away from traditional <i>soto</i> ; impacts from pandemics or new halal regulations are also possible.

Category	Factor	Description
	Franchise Risks	Inconsistent quality across outlets or legal issues during expansion.

The results in Table 2 indicate that Soto Abas Telang Kamal operates within a generally favorable environment that provides substantial room for growth while also presenting strategic challenges. The business benefits from broader developments in the culinary MSME sector and increasing public interest in ethically grounded and halal-oriented consumption, which strengthen its relevance and long-term market potential. Legal recognition as a franchised business further enhances business security and expansion capacity. However, the findings also highlight external pressures that may affect sustainability, including intensifying competition from modern food outlets, economic volatility that challenges cost control, and evolving consumer preferences that demand continuous adaptation. In addition, franchise-related risks require consistent quality management to preserve brand credibility as the business expands.

5. Discussion

The findings of this study indicate that the core competitive advantage of Soto Abas lies in its consistent and substantive application of Islamic economic principles within daily business operations. Unlike many halal-labeled culinary MSMEs that adopt Islamic values symbolically, Soto Abas integrates principles such as honesty (*shiddiq*), justice (*adalah*), and *al-falah* into managerial, financial, and operational practices. This alignment supports prior studies emphasizing that Islamic economics functions as a practical system capable of enhancing business sustainability (Khalidin, 2024).

Soto Abas possesses strategic resources that are valuable, rare, and difficult to imitate. The intergenerational recipe heritage and a 26-year brand reputation constitute intangible assets that competitors cannot easily replicate. Similar to findings in other traditional culinary MSMEs, long-standing authenticity and embedded cultural identity strengthen customer loyalty and brand differentiation (Carroll et al., 2022). However, Soto Abas differs from many MSMEs by reinforcing these assets through ethical labor practices and transparent franchise governance, which fosters employee engagement, an uncommon characteristic in labor-intensive restaurant businesses.

Nevertheless, the study also reveals structural weaknesses that may constrain long-term growth. Limited digitalization, particularly the reliance on WhatsApp-based ordering and manual delivery systems, reduces market reach. Chapra (2016) stated that MSMEs that have adopted platform-based delivery services and digital marketing strategies can enhance their performance. Additionally, partial limitations on operating hours, while ethically justified to protect workers' rights, may reduce revenue potential during peak demand periods. These findings align with broader MSME challenges, where ethical commitments often compete with operational efficiency (Kalseth & Cummings, 2001).

External threats further complicate sustainability prospects. Inflation and economic fluctuations significantly affect food commodity prices, placing pressure on Soto Abas's low-price strategy (Saputra et al., 2024). Rising input costs without proportional price adjustments may erode profit margins, a risk commonly faced by traditional food MSMEs. Moreover, the lack of institutional incentives for MSME actors implementing Sharia-based business models, combined with bureaucratic barriers in accessing Sharia-compliant financing, limits expansion capacity (Yani & Maulana, 2024). This condition contrasts with modern culinary enterprises that benefit from easier access to venture capital and digital ecosystems.

Compared to other culinary MSMEs, Soto Abas demonstrates stronger ethical legitimacy and social embeddedness but lags behind in technological adaptability. This imbalance suggests that ethical strength alone is insufficient without strategic modernization. Therefore, integrating digital tools while preserving Islamic values becomes a critical strategic challenge. The implications of this study are twofold. It reinforces the relevance of Islamic economic principles as strategic resources. This study suggests that policymakers should design incentive mechanisms and simplify access to Sharia financing for value-based MSMEs. For business practitioners, the findings highlight the importance of balancing ethical commitments with innovation to ensure resilience amid economic volatility.

6. Conclusion

This study demonstrates that the business development strategy of Soto Abas is strongly anchored in the consistent implementation of Islamic economic principles, particularly monotheism, justice, honesty, and *al-falah*. Through a qualitative phenomenological approach supported by SWOT analysis, the findings reveal that these values are not merely normative ideals but are actively embedded in managerial decision-making, employee relations, pricing strategies, and social programs. Such integration has generated trust, strengthened employee engagement, and enhanced customer loyalty, which collectively function as strategic advantages. In addition, intangible resources, such as inherited culinary recipes, long-standing brand reputation, and value-based branding, serve as distinctive assets that reinforce Soto Abas's competitiveness within the culinary MSME sector, especially amid growing demand for halal and ethically oriented consumption.

The implications of these findings suggest that Islamic economic principles can operate as a viable strategic foundation for MSME development when aligned with operational discipline and adaptive innovation. This study highlights the importance of balancing ethical commitments with technological and managerial improvements to sustain competitiveness. The results underscore the need to strengthen institutional support for Sharia-based MSMEs, particularly through simplified access to Sharia-compliant financing, targeted incentives, and digital capacity-building programs to enhance market reach and business resilience.

The study relies on a single-case qualitative design with a limited number of informants, which may restrict the transferability of the findings to other culinary MSMEs operating in different contexts or scales. Furthermore, the absence of quantitative data limits the ability to measure the long-term economic impact of Islamic economic principles. Future research is therefore recommended to adopt comparative or mixed-method approaches involving multiple halal culinary MSMEs. Such studies could integrate quantitative indicators to assess financial performance, scalability, and resilience over time, thereby providing a more comprehensive understanding of the strategic role of Islamic economic principles in MSME development.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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