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Strategic Management Analysis Using the VRIO Method and Porter's Five Forces in UMKM Teras Bapak

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Abstrak: *Effective strategic management is a crucial requirement for Micro, Small, and Medium Enterprises (MSMEs) operating on provincial transit routes, particularly amid the rapid growth of the coffee shop industry and intensifying competition. This study analyzes the competitive position of Cafe Teras Bapak, located on Jl. Kertosono-Tulungagung, Kediri, using an integrative approach combining the VRIO framework and Porter's Five Forces model. The study aims to evaluate internal capabilities, map external competitive dynamics, and formulate a sustainable competitive defense strategy. A descriptive qualitative methodology with a single case study design was employed, in which data were collected through quadrilateral source triangulation: in-depth interviews with the owner, field observations, digital sentiment analysis via Google Maps reviews, and comparative desk research on competitors. VRIO analysis results indicate that Cafe Teras Bapak possesses four sources of sustainable competitive advantage: professional espresso machines (proper coffee), authentic Joglo architecture, membership in Kediri's pioneer coffee community, and organically built customer loyalty. Meanwhile, Porter's Five Forces analysis identifies the threat of new entrants as the highest external pressure, successfully counterbalanced by low buyer bargaining power stemming from digitally verified customer loyalty. This study concludes that the integration of Joglo cultural identity with coffee technology specialization constitutes a strong and difficult-to-replicate positioning model for transit route businesses.*

Keywords : *Sustainable Competitive Advantage, VRIO, Porter's Five Forces, Culinary MSME, Transit Route Positioning*

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INTRODUCTION

The coffee shop industry in Indonesia has undergone a fundamental transformation over the past decade. From being merely a place for beverage consumption, coffee shops have evolved into social spaces, expressions of cultural identity, and dynamic vehicles for the creative economy. More significantly, the expansion of this phenomenon is no longer confined to major urban centers but has penetrated sub-urban areas and provincial transit corridors. Businesses operating along transit corridors possess characteristics that are both unique and challenging: they must simultaneously attract customers who are passing through (transit customers) while building a loyal base of local patrons. (Joseph M.J.Renwarin, 2021) asserts that competitive advantage in transit-route businesses is not solely determined by location availability, but by the strength of a positioning strategy that creates an intrinsic reason to visit something that makes customers intentionally stop rather than merely doing so for lack of alternatives.

Café Teras Bapak is one of the culinary MSMEs that has responded to this dynamic with a differentiated strategy. Located along Jl. Kertosono-Tulungagung, Kediri a high-traffic provincial corridor connecting various cities across East Java the café offers an uncommon combination within its segment: “proper coffee” specialization based on professional espresso machines and an authentic Central Javanese Joglo architectural ambiance. This combination creates a value proposition that transcends mere consumption, transforming the café into a dedicated experience destination. At the same time, the café faces significant external pressures, ranging from low entry barriers that facilitate the arrival of new competitors to fluctuations in raw coffee bean prices that compress profitability (Hamdi, F., Syah, S., & Sumampouw, 2026)

To understand and strategically manage this complexity, two complementary analytical frameworks are required. The VRIO framework (Valuable, Rare, Inimitable,

Organized) rooted in the Resource-Based View (RBV) perspective provides a systematic internal analytical lens for identifying which resources truly hold the potential to become sources of sustainable competitive advantage. Meanwhile, Porter’s Five Forces model provides a comprehensive external map for understanding the structure of industry competition and the bargaining positions of various actors within it. (Shavina Alifia & Gallang Perdana Dalimunthe, 2025) demonstrated the effectiveness of this integrative approach in a case study of a coffee business in Bandung, where the synthesis of VRIO evaluation and external forces analysis produced strategic recommendations that were sharper and more operationally actionable.

Relevant prior research includes the study by (Guntarayana, 2025), who applied VRIO analysis to Moderate Caffe in Blitar and found that customer experience and local brand identity are the capabilities most difficult to replicate by competitors. (Sanjaya, 2025), through a Resource-Based View approach applied to the MSME Hello Donuts, affirmed that consistently maintained premium quality constitutes the foundation of a sustainable competitive advantage. (Hamdi, F., Syah, S., & Sumampouw, 2026) empirically demonstrated that the threat of new entrants has a significant negative impact on Indonesian MSME performance, with market access and customer loyalty serving as the primary buffers. However, no study has specifically examined café MSMEs in the context of a sub-urban transit corridor, incorporating the validation of digital data a gap that constitutes the primary contribution of the present research.

Based on the foregoing background, this study formulates three main objectives: (1) to evaluate the internal resources and capabilities of Cafe Teras Bapak using the VRIO framework in order to identify assets that generate sustainable competitive advantage; (2) to map the five external competitive forces as defined by Porter to understand the dynamics of the café industry along the Papar, Kediri transit

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corridor; and (3) to formulate strategic implications that can be implemented by Cafe Teras Bapak and similar MSMEs to strengthen their long-term competitive position.

METHOD

This study employs a descriptive qualitative approach with a single case study design. This approach was chosen because the research objective is to gain an in-depth and contextual understanding of strategic management phenomena within a single unit of analysis that possesses unique characteristics namely, a café MSME located on a sub-urban transit route with an unconventional cultural concept. A single case study design is appropriate when the research object represents a critical, extreme, or revelatory case capable of providing new theoretical insights, even when statistical generalization is not the intended outcome (Shavina Alifia & Gallang Perdana Dalimunthe, 2025)

Data collection was conducted through a four-source triangulation technique designed for mutual validation and complementarity. First, in-depth interviews with the owner of Cafe Teras Bapak were conducted to elicit strategic information regarding asset history, human resource management systems, pricing policies, and competitive strategies. Second, direct field observations at the café were carried out to validate the physical condition of facilities, service flow, and the characteristics of visiting customers. Third, digital sentiment analysis was performed by extracting and classifying dominant keywords from customer reviews on the Google Maps platform as a form of external validation of market-perceived value. Fourth, comparative desk research was conducted on two nearest competitors JK Cafe and Warkop Dwidjaya through social media and digital platform observation to map their competitive profiles and determine the degree of rarity of Cafe Teras Bapak's assets.

Data gathered from all four sources were then analyzed integratively using two analytical frameworks. First, VRIO analysis

was used to classify each identified resource and capability into strategic categories based on its four dimensions. Second, Porter's Five Forces analysis was used to evaluate the intensity of each of the five competitive forces relevant to the café industry in the Papar area. The synthesis of these two analyses follows the integrative methodological framework developed by (Shavina Alifia & Gallang Perdana Dalimunthe, 2025), in which the results of internal and external evaluations are combined to generate a comprehensive strategic position and set of recommendations. Data validity was ensured through member checking with informants and cross-source triangulation.

RESULTS AND DISCUSSION

Profile of Cafe Teras Bapak

Cafe Teras Bapak is a culinary MSME established along Jl. Kertosono-Tulungagung, one of the high-traffic provincial transit corridors in East Java. The café was founded with a philosophy that transcends mere consumption: to become a meeting point between authentic Central Javanese culture and a professional coffee-drinking tradition. The café's signature product is coffee prepared using a professional espresso machine with a selection of arabica and robusta bean blends, complemented by a food menu. Its most distinctive physical feature is the authentic not replica Joglo-style Central Javanese structure, adorned with traditional ornaments that create a heritage ambiance rarely found in transit-route cafés.

Organizationally, the café is managed by its owner with the assistance of a barista, cashier, and service staff. The owner plays an active role not only in managerial aspects but also in product development and coffee community relations management. The operational management system is supported by written SOPs for product and service standards, as well as monthly technical evaluation meetings that address three aspects:



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elimination of things that need to be removed, consistency of things already working well, and addition of things that are needed. The aspect that distinguishes Cafe Teras Bapak from typical café MSMEs is the owner's active membership in Kediri's pioneer coffee community, which provides access to a knowledge network, preferred suppliers, and industry trends that are unavailable to ordinary café operators.

1. Internal Capability Analysis: VRIO Framework

Resource & Capability	V	R	I	O	Competitive Implication
Location & Large Parking Area on Provincial Road	✓	✗	✗	✓	Competitive Parity
Professional Espresso Machine (Proper Coffee)	✓	✓	✓	✓	Sustainable Competitive Advantage
Authentic Joglo Architecture & Experiential Vibe	✓	✓	✓	✓	Sustainable Competitive Advantage
Human Resources, Work Culture & Operational SOP	✓	✗	✗	✓	Competitive Equality
Membership in Kediri Pioneer Coffee	✓	✓	✓	✓	Sustainable Competitive Advantage

Resource & Capability	V	R	I	O	Competitive Implication
Community					
Customer Loyalty & Customer Bonding	✓	✓	✓	✓	Sustainable Competitive Advantage

a. Valuable: Value Relevance to Market Needs

Data collection was conducted through a four-source triangulation technique designed for mutual validation and complementarity. First, in-depth interviews with the owner of Cafe Teras Bapak were conducted to elicit strategic information regarding asset history, human resource management systems, pricing policies, and competitive strategies. Second, direct field observations at the café were carried out to validate the physical condition of facilities, service flow, and the characteristics of visiting customers. Third, digital sentiment analysis was performed by extracting and classifying dominant keywords from customer reviews on the Google Maps platform as a form of external validation of market-perceived value. Fourth, comparative desk research was conducted on two nearest competitors JK Cafe and Warkop Dwidjaya through social media and digital platform observation to map their competitive profiles and determine the degree of rarity of Cafe Teras Bapak's assets.

b. Rare: Scarcity within the Local Competitive Context

The scarcity of resources must always be evaluated within a specific competitive context, not in absolute terms. In the context of the Pajar area and the Kertosono–Tulungagung transit corridor, Cafe Teras Bapak's rarity is demonstrably significant across three dimensions. First, desk research on JK Cafe and Warkop Dwidjaya its two nearest competitors confirms that neither operates a professional-grade espresso machine, making Cafe Teras

Bapak’s proper coffee technology genuinely scarce within its local competitive arena. Second, the Joglo architecture used is an authentic historical structure, not a thematic decoration that could be replicated with a certain budget. Third, membership in Kediri’s pioneer coffee community is a network based on reputation, trust, and active involvement that cannot be instantly acquired by a new entrant(Shavina Alifia & Gallang Perdana Dalimunthe, 2025) state that assets that are scarce within a local context provide a far more practical and impactful positional advantage than global scarcity.of rarity of Cafe Teras Bapak’s assets.

c. Initable: Structural Barries to Imitation

Cafe Teras Bapak possesses structurally embedded imitation barriers for two of its most strategic assets. First, the authentic Joglo architecture creates an imitation barrier rooted in unique historical conditions. (Guntarayana, 2025) demonstrated that authentic cultural identity represents the strongest fortress of imitability in the coffee shop business, because its core value lies precisely in the impossibility of reproduction. Second, community membership and customer loyalty constitute imitation barriers based on social complexity. The coffee community network built over years of active involvement, trust, and reputation reflects human relationships that cannot be replicated even by a competitor with substantial financial capital. Customer loyalty verified digitally through the pattern of customers returning despite trying new cafés reflects an emotional bond that transcends product function.

d. Organized: Organizational Capability as an Enabler

Even resources that are valuable, rare, and inimitable will not yield competitive advantage if the organization is unable to exploit them consistently. In this regard, Cafe Teras Bapak

demonstrates adequate organizational maturity. The implementation of written SOPs for product standards covering measurements, temperatures, and brewing techniques ensures that the quality of coffee produced remains consistent. The monthly technical meeting functions as a continuous organizational learning mechanism. However, this analysis also identifies one point of weakness: human resources and work culture currently produce only competitive equality, not competitive advantage. This means there is significant room for improvement particularly regarding barista specialization and the formalization of coffee knowledge which, if developed, could elevate the Rare and Inimitable dimensions of human resources to a higher level. As affirmed by (Shavina Alifia & Gallang Perdana Dalimunthe, 2025), organizational capability is not an endpoint but an enabler that must be continuously developed in tandem with the growth of the resources it sustains.

2. Analysis of External Competitive Forces: Porter’s Five Forces

Competitive Force	Level	Determining Factors
Rivalry Among Competitors	Moderate	Proper coffee differentiation vs. competitors without espresso
Threat of New Entrants	High	Low entry barriers; capital & information easily accessible
Supplier Bargaining Power	Moderate	Multi-sourcing possible; coffee bean

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Competitive Force	Level	Determining Factors
		prices uniform & volatile
Buyer Bargaining Power	Low	High loyalty digitally verified; no discount pressure
Threat of Substitute Products	Low	No equivalent substitute for proper coffee + Joglo experience

a. Rivalry Among Competitors

Rivalry among competitors stands at a moderate level, with the important caveat that the actual competition occurs across two distinct arenas. In the arena of coffee quality which constitutes Cafe Teras Bapak’s core business rivalry is nearly absent, as JK Cafe and Warkop Dwidjaya do not operate comparable coffee technology. The more tangible competition occurs in the arena of capturing consumer time and spending, where angkringan stalls and simple warungs serve as indirect competitors offering considerably lower prices. (Siokalang et al., 2026) explain that MSMEs which successfully redefine their competitive arena through technology-based differentiation effectively reduce the intensity of direct rivalry, as conventional competitors are unable to compete on the same dimensions. The strategy of quality consistency and vibe uniqueness adopted by Cafe Teras Bapak is an appropriate response to this competitive structure..

b. Threat of New Entrants

The threat of new entrants represents the competitive force exerting the highest pressure

on Cafe Teras Bapak. Industry entry barriers for cafés are structurally low: information on how to open a café is readily accessible online, basic coffee equipment is available on online marketplaces, and the initial capital required is not prohibitive. (Hamdi, F., Syah, S., & Sumampouw, 2026) empirically confirmed that among the five Porter forces, the threat of new entrants carries the most significant negative impact on Indonesian MSME performance, particularly in segments with low differentiation. Nevertheless, field findings provide an important nuance: new entrants in the Papar area consistently only manage to survive in the short term experiencing an initial surge in visits (a boom effect) before gradually losing customers. This phenomenon indicates that although entry barriers are low, survival barriers are considerably high. The loyalty that Cafe Teras Bapak has built through the Joglo architectural experience and proper coffee creates emotional switching costs that lead customers to return even after trying new alternatives. This is consistent with (Hamdi, F., Syah, S., & Sumampouw, 2026) argument regarding the mediating role of market access and loyalty in mitigating the impact of the threat of new entrants.

c. Supplier Bargaining Power

Supplier bargaining power stands at a moderate level, with dynamics that must be understood in a layered manner. In terms of supply structure, Cafe Teras Bapak has flexibility due to its non-reliance on a single supplier multi-sourcing enables price and quality comparisons. However, for the strategic raw material of coffee beans, prices at the distributor level in the Kediri area tend to be uniform and subject to periodic increases that cannot be avoided. This effectively limits the room for negotiation. The strategic management response of Cafe Teras Bapak to this pressure merits particular attention: rather than passing the cost burden to consumers through aggressive price increases, the owner chose to absorb part of the increase by reducing

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margins.. This customer-centric pricing approach also recommended by (Lestari Hulu et al., 2024) for MSMEs with a loyal customer base constitutes a long-term investment in customer trust.

d. Buyer Bargaining Power

Buyer bargaining power stands at a low level, and this represents one of the strongest indicators of the health of Cafe Teras Bapak's competitive position. In theory, buyer bargaining power increases when switching costs are low and functionally, café customers can indeed easily shift to another venue. Yet the reality found in the field differs: customers tend to return to Cafe Teras Bapak after trying new places, even in the absence of discount incentives or formal loyalty programs. Validation through Google Maps digital sentiment analysis reveals findings that reinforce this condition: the five dominant customer review keywords are "cozy," "affordable price," "large parking," "great taste," and "comfortable atmosphere." This keyword pattern indicates that customers are not only functionally satisfied but also have an emotional attachment to the place experience. (Sanjaya, 2025) state that MSMEs that successfully build a perception of premium quality not merely affordability will possess far greater bargaining power in the face of buyers.

e. Threat of Substitute Product

The threat of substitute products stands at a low level in the current Papar context. This is not because there are no other products selling coffee angkringan stalls and ordinary coffee shops are available but because none can replicate the holistic value proposition of Cafe Teras Bapak: the combination of espresso-based proper coffee and an immersive Joglo architectural experience. The available substitutes may win on price, but are decisively outcompeted on experience. (Joseph M.J.Renwarin, 2021) explains that transit-route businesses that successfully build a strong experiential identity will possess resistance to substitution far above the industry average, as customers are not merely purchasing a product

they are purchasing an experience that is unavailable elsewhere

Strategic Implications: Synthesis of VRIO and Porter's Five Force

The integration of VRIO analysis and Porter's Five Forces produces a comprehensive strategic map for Cafe Teras Bapak. Overall, the café's competitive profile is very strong on internal aspects (particularly intangible assets) but faces persistent external pressure from the threat of new entrants. This synthesis yields four strategic implications that can be operationalized.

First, protection and deepening of full VRIO assets. The Joglo architecture and coffee community represent pillars of competitive advantage whose authenticity must be safeguarded. Investment in building maintenance, active community involvement, and consistent cultural storytelling (narrative development) will further reinforce the already-existing barriers to imitation. Second, converting the threat of new entrants into a loyalty opportunity. Faced with low entry barriers, Cafe Teras Bapak needs to shift from a reactive to a proactive approach: building a structured loyalty program, creating visit rituals (such as seasonal menus or community events), and optimizing its digital presence so that word-of-mouth effects function as informal barriers for new entrants (Hamdi, F., Syah, S., & Sumampouw, 2026). Third, strengthening the supply chain through community networks. The owner's community coffee membership should be leveraged not only for knowledge access but also for access to more competitive supplier networks. Collective purchasing through community networks can improve bargaining power against suppliers while maintaining the quality of coffee beans (Lestari Hulu et al., 2024). Fourth, transforming human resources from competitive equality to competitive advantage. This remains the sole VRIO dimension that has yet to reach its full potential. A more specialized barista training program including advanced coffee

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certifications or courses can elevate human resource expertise to the level of Rare and Inimitable, while simultaneously reinforcing the proper coffee image that forms the core of the café's value proposition.

CONCLUSIONS

This study has demonstrated that Cafe Teras Bapak has built a strong sustainable competitive advantage along the Kertosono–Tulungagung transit corridor in Kediri through an uncommon integration of Joglo cultural identity and coffee technology specialization. Based on VRIO analysis, four resources satisfy all VRIO criteria the professional espresso machine, authentic Joglo architecture, pioneer coffee community membership, and organically built customer loyalty—while location produces only competitive parity and human resources remain at the level of competitive equality. This finding is doubly validated: through desk research confirming that the nearest competitors have not adopted comparable technology, and through digital sentiment analysis demonstrating consistently positive market perception.

From the perspective of Porter's Five Forces, the threat of new entrants emerges as the competitive force exerting the highest external pressure a structural challenge inherent to the café industry with its low entry barriers. Nevertheless, Cafe Teras Bapak has successfully mitigated its impact through strong customer loyalty, which effectively suppresses buyer bargaining power to a low level. Competitive rivalry and supplier bargaining power stand at moderate levels, while the threat of substitution is low given the comprehensiveness of the café's unique value proposition. These findings reinforce and confirm the argument of (Hamdi, F., Syah, S., & Sumampouw, 2026) that customer loyalty is the critical mediator determining an MSME's ability to survive amid high competitive pressure.

The primary contribution of this study lies in its demonstration that the integration of

local cultural identity with technical product specialization constitutes an effective and replicable positioning model for other MSMEs operating on transit routes. This study recommends that culinary MSMEs in similar corridors not rely solely on locational advantage but instead strategically invest resources in assets with high imitation barriers particularly cultural identity, technical specialization, and community relations. The limitation of this study is its single case study scope, which does not permit statistical generalization. Future research is recommended to compare several café MSMEs across different transit corridors, using a comparative quantitative approach, to produce stronger and more generalizable theoretical propositions regarding the determinants of competitive advantage in the sub-urban transit business segment.

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