



Business Feasibility Study Assistance for TMJ Fitness Center Development at BUMDes Tri Manunggal Jaya

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Abstrak

Pengembangan unit usaha baru membutuhkan perencanaan yang matang agar keputusan yang diambil sesuai dengan kondisi dan kemampuan pengelola. Kegiatan Pengabdian kepada Masyarakat ini dilaksanakan berdasarkan kebutuhan BUMDes Tri Manunggal Jaya Desa Dalung dalam mempersiapkan rencana pengembangan TMJ Fitness Center. Kegiatan bertujuan mendampingi mitra dalam memahami dan menyusun studi kelayakan bisnis secara sistematis. Pendampingan dilakukan melalui koordinasi, identifikasi kebutuhan, sosialisasi, diskusi, praktik analisis, pendampingan penyusunan dokumen, evaluasi, dan penyusunan rekomendasi. Aspek yang dibahas meliputi pasar dan pemasaran, produk dan layanan, sumber daya manusia, operasional, keuangan, serta risiko usaha. Hasil kegiatan berupa dokumen studi kelayakan bisnis dan rekomendasi pengembangan usaha yang dapat digunakan mitra sebagai bahan pertimbangan dalam mempersiapkan TMJ Fitness Center. Pendampingan juga membantu pengelola memahami keterkaitan berbagai aspek usaha dan hal-hal yang perlu diperhatikan dalam pengelolaan unit usaha secara berkelanjutan.

Kata kunci: *BUMDes; studi kelayakan bisnis; pendampingan; TMJ Fitness Center; pengembangan usaha*

Abstract

The development of a new business unit requires careful planning so that decisions are aligned with the conditions and capabilities of the management. This community service activity was conducted based on the needs of BUMDes Tri Manunggal Jaya in Dalung Village to prepare the development plan for TMJ Fitness Center. The activity aimed to assist the partner in understanding and preparing a business feasibility study systematically. The mentoring process consisted of coordination, needs identification, socialization, discussion, analytical practice, document preparation, evaluation, and formulation of recommendations. The aspects discussed included market and marketing, products and services, human resources, operations, finance, and business risks. The activity resulted in a business feasibility study document and business development recommendations that can be used by the partner as a basis for considering the development of TMJ Fitness Center. The mentoring process also helped the BUMDes management understand the relationship among various business aspects and the matters that need to be considered in managing the business unit sustainably.



Keywords: *BUMDes, Business feasibility study, Mentoring, Fitness center, Business development.*

Introduction

Village-Owned Enterprises (BUMDes) are village economic institutions that can serve as a means of developing business activities based on local potential and community needs. Research on BUMDes in Indonesia indicates that BUMDes can contribute to rural entrepreneurship through the utilization of local resources, management capacity development, and the involvement of various stakeholders in business development (Kania et al., 2021). This role indicates that BUMDes development is not only related to establishing business units but also to the ability of managers to plan, operate, and develop business activities appropriately. Therefore, the development of a new business unit requires consideration of market conditions, management capabilities, resource requirements, operational activities, financial conditions, and potential risks. Government Regulation of the Republic of Indonesia Number 11 of 2021 concerning Village-Owned Enterprises also provides a legal foundation for managing BUMDes as legal entities that conduct business activities and village business development professionally and responsibly (Pemerintah Republik Indonesia, 2021).

This need is relevant to BUMDes Tri Manunggal Jaya, which is preparing the development of TMJ Fitness Center as a new business unit. TMJ Fitness Center is planned to provide membership, personal training, fitness classes, and supporting products. The development of this business requires readiness in understanding potential customers and competitive conditions, designing services, determining human resource requirements, preparing operational activities, and managing investment and business costs. Based on initial discussions with the partner, the need was not limited to preparing a business planning document but also included understanding the business conditions and readiness before entering the implementation stage. This condition became the basis for conducting assistance in preparing a business feasibility study for TMJ Fitness Center according to the partner's needs.

Assistance is needed so that BUMDes managers not only receive the results of an assessment but also understand the processes and considerations involved in preparing a business plan. Musinguzi et al. (2023), based on survey data from 521 rural social enterprises in Uganda, found that business planning and training support were important factors associated with rural social enterprise performance. This finding provides international support for the importance of strengthening managerial capacity through planning and training when developing community-oriented business activities. In Indonesia, Sakti et al. (2022) showed that training for BUMDes managers could strengthen their understanding and ability to prepare business plans, while Suparman et al. (2023) demonstrated that mentoring through discussion and identification of economic resource potential could help BUMDes managers identify potential markets, business resources, and business problems. These findings support the use of a participatory assistance approach in which managers are involved in discussing information, examining business conditions, and understanding the basis of the analysis. Accordingly, the assistance provided in this activity was directed not only toward completing the business feasibility study document but also toward helping the partner understand the process and use the results as supporting material for business development decisions.

A business feasibility study is important in helping the partner assess the readiness of the proposed business more comprehensively. A feasibility study can be used to identify conditions that need to be prepared before a business is developed, and therefore the assessment should be adjusted to the characteristics of the proposed business. Sudrartono et al. (2023) assessed the feasibility of BUMDes businesses through legal, environmental, market and marketing, production, technology, human resource, and financial aspects. Sukma et al. (2023) also conducted a business feasibility analysis of a BUMDes by considering marketing and financial aspects, while Hutajulu and Sunarto (2025) analyzed a BUMDes trading and service unit through market and marketing, management and organizational, legal, socioeconomic, and financial aspects. These studies indicate that business planning needs to be assessed through several interconnected aspects and adjusted to the characteristics of the business unit being developed.

This approach is also consistent with perspectives on community-based business development that place various local needs as interconnected elements. Steiner and Teasdale (2019) explain that social enterprises can contribute to sustainable economic development and community strengthening by connecting economic and community needs. For BUMDes, therefore, the development of a business unit needs to consider its ability to generate economic benefits as well as its suitability to the needs and conditions of the community being served. In the assistance provided to TMJ Fitness Center, this principle was implemented through discussions concerning the market, services, human resources, operations, finance, and business risks. Through this approach, the feasibility study was not positioned merely as a decision regarding whether the business was feasible or infeasible, but as a means of understanding the matters that needed to be prepared if the business were to be developed.

The financial aspect is an important component of a feasibility study because it is related to investment requirements, operating costs, revenue, cash flow, and the ability of the business to generate economic benefits. Gunawitra and Budiasa (2024), in a feasibility study of a BUMDes business in Bali, used financial feasibility and sensitivity analysis to assess business development conditions. Their study also indicated the importance of considering product development, human resources, and marketing together with financial analysis. In the assistance provided to TMJ Fitness Center, financial analysis was used to help the partner understand the relationships among investment requirements, costs, revenue, service capacity, and membership development. Risk analysis was also conducted to help the partner identify possible changes in business conditions and prepare appropriate responses. Thus, the financial aspect was positioned as part of the overall business planning process rather than as the sole basis for considering business-unit development.

Based on these needs, this community service activity was conducted to assist BUMDes Tri Manunggal Jaya in preparing a business feasibility study for TMJ Fitness Center. The assistance involved the partner in identifying information needs, discussing market and marketing conditions, formulating products and services, identifying human resource and operational requirements, discussing financial aspects, and recognizing business risks. The results of each discussion were subsequently used to formulate development recommendations that were adjusted to the partner's conditions and business plans. The activity was not only directed toward completing the feasibility study document but also toward improving the managers' understanding of the preparation process and the assessment results that could be used when considering business development decisions. Therefore, this activity

aimed to assist BUMDes Tri Manunggal Jaya in preparing TMJ Fitness Center in a more structured manner and to strengthen the managers' capacity to plan and evaluate the development of a new business unit.

Implementation Method

Place and Time

The community service activity was conducted in collaboration with BUMDes Tri Manunggal Jaya, Dalung Village, Kuta Utara District, Badung Regency, Bali, from March to August 2026. The activity involved BUMDes managers who were responsible for the development plan of TMJ Fitness Center. The implementation was designed based on the needs identified by the partner, particularly the need for assistance in preparing a business feasibility study. The stages of the activity were adjusted to the business conditions, availability of information, and aspects that still required joint assessment. This approach allowed the assistance process to be conducted gradually according to the development of the partner's needs.

Target and Activity Partner

The target of the activity was the management of BUMDes Tri Manunggal Jaya involved in planning the development of TMJ Fitness Center. The partner was selected based on the actual need to prepare a new business unit and the need for assistance in preparing a business feasibility study. The managers were actively involved in providing information, identifying needs, participating in discussions, collecting data, reviewing analytical results, and formulating recommendations. Partner involvement was necessary to ensure that the study reflected the actual conditions and business plans. This participatory approach is consistent with Kania et al. (2021), who emphasized the importance of capacity building and stakeholder involvement in entrepreneurship development through BUMDes.

Mentoring Method

The activity used a participatory mentoring approach that combined coordination, needs identification, discussion, knowledge delivery, information collection, analytical practice, document preparation, evaluation, and recommendation development. The approach was selected to ensure that the managers did not merely receive the final results but were also involved in understanding the feasibility-study preparation process. Musinguzi et al. (2023) demonstrated the importance of business planning and training support in supporting rural social enterprise performance. Suparman et al. (2023) also used discussion and mentoring to assist BUMDes managers in identifying resource potential and business problems. Based on these considerations, the assistance for TMJ Fitness Center was conducted through the following stages.

1. Coordination and Needs Identification

The activity began with coordination with the BUMDes management to obtain an overview of the development plan for TMJ Fitness Center. Discussions covered the objectives of business development, proposed services, potential customers, required facilities, workforce requirements, sources of revenue, costs, and information already available. At this stage, the partner also identified various needs and issues requiring further assessment before business development. The information obtained was used to determine the data that needed to be completed and the aspects requiring attention during the assistance process.

2. Understanding the Business Feasibility Study

The next stage involved providing the partner with an understanding of the objectives, functions, and aspects included in a business feasibility study. The material was directly related to the TMJ Fitness Center plan so that the managers could understand the relationship between the concepts and the business requirements. The discussion covered market and marketing, products and services, human resources, operations, finance, and business risks. This approach gave the partner an opportunity to understand the relationships among the various aspects before conducting further analysis. The selection of these aspects was supported by Sudrartono et al. (2023), Sukma et al. (2023), and Hutajulu and Sunarto (2025), who incorporated several nonfinancial and financial aspects into BUMDes business feasibility assessments.

3. Assistance in Market and Marketing Analysis

Assistance was provided through discussions concerning potential customers, consumer characteristics, target areas, competitive conditions, business positioning, pricing, promotion, and customer retention strategies. The information was discussed with the partner to assess the suitability between the proposed services and the needs of potential customers. The managers were also assisted in assessing the position of TMJ Fitness Center among other fitness-service providers. The results of the discussion were used to formulate marketing strategies appropriate to the characteristics of the business. This stage was important because business planning needs to connect business plans with market conditions and the organization's ability to implement those plans (Musinguzi et al., 2023).

4. Assistance in Products, Services, and Operations

The assistance focused on mapping the planned membership, personal training, fitness classes, and supporting products. Each service was discussed in terms of customer needs, required resources, service processes, and its relationship with the overall business activities. Operational discussions included facilities, equipment, service capacity, space requirements, asset maintenance, and operational activities required to support service delivery. The results were used to assess the readiness of facilities and operational processes before the business unit was implemented.

5. Human Resource Assistance

Human resource assistance focused on identifying workforce requirements, organizational structure, division of duties, responsibilities, and service systems. Discussions covered the roles of operational management, customer service, personal trainers, and supporting staff. The partner was assisted in understanding the relationship between workforce requirements, workload, service quality, and labor costs. The results were used as a basis for preparing human resource requirements consistent with the planned operations. Human resources are also an important aspect in BUMDes business feasibility assessments (Sudrartono et al., 2023).

6. Financial and Risk Assistance

Financial assistance was provided to help the partner understand the relationship among investment requirements, operating costs, revenue, depreciation, profit, and

cash flow. The analysis was continued through financial projections, break-even analysis, return on investment, membership growth scenarios, and sensitivity analysis. Gunawitra et al. (2024) used NPV, IRR, Net B/C, Payback Period, and sensitivity analysis in assessing the financial feasibility of a BUMDes business. This approach served as a reference for discussing the relationship between business assumptions and the financial conditions of TMJ Fitness Center. Risks discussed included competition, changes in membership, equipment damage, increases in utility costs, changes in service utilization, and changes in sales of supporting products.

Success Indicators

The success indicators of the activity were determined based on the involvement and understanding of the BUMDes managers throughout the assistance process. The indicators included the partner's ability to identify the information required for the feasibility study, discuss the relevant business aspects, understand market and service conditions, relate revenue and cost components, identify potential business risks, review the results of the analysis, and participate in formulating business development recommendations. Another indicator was the completion of a business feasibility study document that could be used by the partner as supporting material for considering the development of TMJ Fitness Center.

Evaluation Method

The final stage involved reviewing all analytical results together with the partner. The evaluation focused on the alignment among market plans, services, human resources, operations, finance, and business risks. The partner and mentoring team identified aspects that had been adequately prepared and those requiring further attention before the business entered the implementation stage. Based on the evaluation, recommendations were developed concerning membership growth and retention, strengthening personal training services, cost control, energy efficiency, asset maintenance, marketing, risk management, and business performance monitoring.

Table 1. Stages of Assistance in Preparing the Business Feasibility Study

No.	Stage	Mentoring Material	Output
1	Needs identification	Business profile, objectives, service concept, data requirements	Mapping of feasibility-study requirements
2	Understanding feasibility study	Objectives, functions, and feasibility-study aspects	Understanding of the feasibility-study framework
3	Market and marketing analysis	Target consumers, target area, competitors, pricing, promotion	Market and marketing analysis
4	Products, services, and operations	Services, facilities, equipment, capacity, operational processes	Product, service, and operational plan
5	Human resources	Organizational structure, duties,	Human resource plan

No.	Stage	Mentoring Material	Output
		workforce requirements, service	
6	Finance	Investment, revenue, costs, cash flow, break-even point, return on investment, sensitivity	Financial analysis
7	Risk	Risk identification and mitigation	Risk and mitigation matrix
8	Evaluation	Review of analytical results with the partner	Identification of aspects requiring strengthening
9	Recommendations	Business development and control strategies	Business development recommendations
10	Document preparation	Integration of all assistance results	Business feasibility study document

Source: Compiled based on the assistance process and the TMJ Fitness Center Business Feasibility Study document.

Results and Discussion

1. Implementation of Assistance in Preparing the Business Feasibility Study

The assistance activity was conducted based on the needs of BUMDes Tri Manunggal Jaya in preparing the development of TMJ Fitness Center. The assistance was conducted gradually by involving the managers in identifying the required information, discussing business conditions, understanding feasibility aspects, and formulating development recommendations. The mentoring materials were adjusted to the conditions and information available from the partner so that the discussion could focus on the actual needs of the proposed business. This process provided opportunities for the managers to provide information, respond to issues, and discuss matters requiring further attention.

The assistance was not limited to completing the business feasibility study document but also focused on helping managers understand the preparation process. The managers participated in discussions concerning the market, potential customers, services, human resources, operations, finance, and risks. This involvement helped them understand the relationship between one aspect and another in the business development plan. For example, the planned increase in membership was not only related to marketing but also to facility capacity, workforce requirements, revenue, and operating costs.

This mentoring approach is consistent with Musinguzi et al. (2023), who demonstrated the importance of business planning and training support in supporting rural social enterprise performance. In this activity, the principle was implemented through joint discussions, enabling managers not merely to receive the assessment results but also to understand the information and considerations used in preparing the feasibility study.



Figure 1. Participatory Assistance Process in Preparing the TMJ Fitness Center Business Feasibility Study

2. Assistance in Market and Marketing Analysis

Market analysis was conducted to help the partner understand potential users of TMJ Fitness Center, competitive conditions, target areas, and the position of the proposed business. Discussions with the managers focused on identifying the characteristics of potential members and the needs that could be served through the planned fitness facilities. The assistance also helped the partner understand that marketing needs to be prepared from the planning stage so that the business has a clearer direction when it enters the implementation stage.

Marketing discussions were not limited to acquiring new members but also addressed member retention. Several alternatives discussed with the partner included free trials, referral programs, loyalty programs, family packages, partnerships with nearby companies or offices, and digital marketing. These discussions helped the partner understand that sustainable revenue depends not only on the ability to attract new customers but also on the ability to maintain continued use of the services.

The results of the assistance indicated that market considerations need to be aligned with operational capabilities and available resources. This is consistent with Kania et al. (2021), who explained that BUMDes can serve as a means of developing rural entrepreneurship through resource utilization and stakeholder involvement. In this community service activity, market analysis was used to help the partner understand potential users and the business environment in which TMJ Fitness Center would be developed.

3. Assistance in Products and Services

Assistance in products and services focused on the planned membership, personal training, fitness classes, and retail products. Each service was discussed based on customer needs, required resources, service processes, and operational requirements. This process helped the partner understand that each type of service requires different management considerations.

Membership is related to the business's ability to maintain relationships with members, while personal training requires personnel with appropriate competencies. Fitness classes require scheduling and instructors, whereas retail products require inventory management. Therefore, service development was not considered solely on the basis of potential revenue but also on facility readiness, workforce availability, service time, and associated costs.

During the assistance process, personal training received particular attention because it requires more specific management of schedules and trainers. Discussions with the partner focused on developing personal training packages, increasing members' utilization of the service, and managing trainer schedules. Thus, the assistance helped the partner translate the planned services into more concrete management requirements.

4. Human Resource Assistance

Human resources were an important component in preparing TMJ Fitness Center. The assistance helped the managers identify the functions of operational management, customer service, personal trainers, and supporting staff. Clear division of functions was considered necessary to ensure that responsibilities were properly assigned and services to members could be delivered consistently.

The discussion was not limited to the number of employees but also covered duties, responsibilities, competencies, service systems, and labor costs. The managers were encouraged to consider the relationship between workforce requirements and planned service capacity. Thus, human resource requirements could be considered together with operational needs and business capabilities.

This approach is relevant to Kania et al. (2021), who indicated that BUMDes development is also associated with management capacity and capabilities. In this community service activity, the discussion of human resources not only produced an outline of workforce requirements but also helped managers understand the role of each function in supporting TMJ Fitness Center operations.

5. Assistance in the Financial Aspect

Financial assistance was conducted to help managers understand how the business plan could be translated into financial requirements and planning. The discussion covered investment requirements, asset classification, operating costs, revenue assumptions, projected profit and loss, break-even point, return on investment, and sensitivity.

The assistance process gave managers an opportunity to understand the relationship among membership levels, revenue, operating costs, and the business's ability to generate economic benefits. The managers did not merely review the calculation results but also discussed the assumptions underlying those calculations. In this way, if membership, costs, or service utilization changed, the managers could understand the potential implications for the business.

This approach is consistent with Gunawitra et al. (2024), who used financial feasibility and sensitivity analysis to assess BUMDes business development. In the TMJ Fitness Center activity, financial analysis served as a learning tool for the partner to understand conditions that need to be considered if the business enters the implementation stage.

6. Assistance in Sensitivity Analysis

Sensitivity analysis was used to help the partner understand that business conditions may change when key assumptions change. Discussions focused on several factors related to the business plan, including membership levels, fixed costs, retail product margins, and personal training activities.

Through these discussions, managers gained an understanding that the results of a feasibility study do not represent a fixed business condition. Changes in business conditions can affect revenue, costs, and the ability of the business to achieve planned

targets. Therefore, the analysis should be used as a monitoring reference once the business begins operating.

Based on the mentoring process, attention was directed toward membership growth and retention, optimization of personal training services, control of fixed costs, management of retail product margins, and periodic evaluation of business assumptions. This is consistent with Gunawitra et al. (2024), who used sensitivity analysis to examine the responsiveness of financial feasibility to changes in business conditions.

7. Assistance in Risk Management

Risk management assistance was conducted by identifying conditions that could affect the sustainability of TMJ Fitness Center. Risks discussed with the partner included competition, member turnover, equipment damage, increases in utility costs, changes in membership, and changes in retail product sales.

After the risks were identified, the discussion continued with possible actions that could be taken by the partner. The risk of member loss, for example, could be addressed through stronger member relationships, loyalty programs, and service development. Equipment damage could be addressed through regular maintenance, while increases in utility costs could be anticipated through more efficient energy use.

This process helped managers understand that risk management is not merely a list of potential problems but an integral part of business preparation. In this community service activity, risk discussions helped the partner identify conditions requiring attention before and during business implementation.

8. Evaluation of the Assistance Results and Recommendation Development

Evaluation was conducted jointly with the partner by reviewing the discussions related to each aspect of the feasibility study. Managers were involved in assessing the alignment among market plans, services, human resources, operations, finance, and risks. This process was used to identify aspects that had been adequately prepared and those that still required attention before TMJ Fitness Center entered the implementation stage.

Based on the evaluation, recommendations were developed concerning membership growth and retention, strengthening personal training services, cost control, energy efficiency, asset maintenance, marketing strategy, risk management, and business performance monitoring. The recommendations were formulated together with the partner to ensure alignment with the needs and conditions of the proposed business.

An important feature of this process was that the managers did not simply receive the recommendations as final outputs but also understood the reasons underlying them. Therefore, the results of the assistance can be used as a basis for consideration when BUMDes determines the next steps for TMJ Fitness Center development.

9. Partner Involvement in the Activity

Partner involvement was an important part of the entire assistance process. The BUMDes management participated by providing information about the development plan for TMJ Fitness Center, discussing market conditions and potential customers, providing input on the proposed products and services, and discussing human resource, operational, financial, and business risk requirements. The partner was also involved in reviewing the analytical results and discussing recommendations developed based on the conditions of the proposed business.

This involvement helped ensure that the preparation of the business feasibility study was aligned with the information, conditions, and needs of BUMDes. The assistance was conducted through joint discussions, allowing the managers not only to receive the results of the assessment but also to explain business conditions, provide their considerations, and understand the basis of each analysis. Thus, the preparation of the feasibility study also became a learning process for the managers in preparing the development plan for TMJ Fitness Center.

For the partner, the assistance provided an opportunity to better understand the information that needed to be prepared, the aspects that needed to be considered in the business plan, and how the results of the assessment could be used as a basis for considering subsequent development decisions. This approach is consistent with Musinguzi et al. (2023), who highlighted the importance of business planning and training support in supporting the development and performance of rural social enterprises. In this activity, such support was implemented through assistance and joint discussions that enabled the managers to participate directly in the preparation process and understand the results of the business feasibility study.



Figure 2. Community Service Activity on Business Feasibility Study Assistance for TMJ Fitness Center

10. Benefits of the Activity for the Partner

The assistance activity generated two main benefits for BUMDes Tri Manunggal Jaya. The first was the preparation of a business feasibility study document for TMJ Fitness Center covering market and competitor analysis, target market, products and services, marketing strategy, human resources, operations, finance, sensitivity, risks, and business development recommendations. The second was the managers' understanding of the process of preparing and using the feasibility study as a basis for considering the proposed business development.

The assistance process provided an opportunity for the managers to understand the relationships among different business aspects. The managers could see that decisions regarding services were related to workforce and facility requirements, strategies for acquiring members were related to marketing and revenue, while investment decisions were related to costs, cash flow, and asset maintenance.

Thus, the benefits of the activity for the partner were not limited to a written document but also included practical experience in planning and assessing a proposed business. The results can be used by BUMDes as supporting material when considering the development of TMJ Fitness Center in accordance with the partner's decisions and readiness.

11. Outputs and Benefits of the Assistance

Table 2. Outputs and Benefits of Business Feasibility Study Assistance

No.	Assistance Aspect	Output for Partner	Benefit for Partner
1	Needs identification	Mapping of required information	Helps managers understand data requirements for the feasibility study
2	Market marketing and	Market analysis and marketing strategy	Helps identify potential customers and strategies to acquire and retain members
3	Products services and	TMJ Fitness Center service plan	Helps determine services and supporting requirements
4	Human resources	Workforce requirements and functional division	Helps clarify duties and workforce requirements
5	Operations	Facility, equipment, and service plan	Helps prepare operational requirements
6	Finance	Financial analysis and projections	Helps understand the relationships among revenue, costs, investment, and cash flow
7	Sensitivity	Identification of factors affecting business results	Helps the partner understand possible changes in business conditions
8	Risk	Risk identification and mitigation measures	Helps prepare responses to business risks
9	Evaluation	Review of the study results with the partner	Helps identify aspects requiring attention
10	Recommendations	TMJ Fitness Center development recommendations	Provides a basis for considering development decisions
11	Final document	TMJ Fitness Center business feasibility study	Provides supporting documentation for business preparation

Source: Compiled based on the assistance process and the TMJ Fitness Center Business Feasibility Study document, 2026

Conclusion

This community service activity was conducted as an assistance program for BUMDes Tri Manunggal Jaya in preparing the development plan for TMJ Fitness Center according to the needs identified by the partner. The assistance was conducted collaboratively through needs identification, information collection, discussion of business conditions, analysis of feasibility aspects, and formulation of recommendations. The involvement of BUMDes managers throughout the process helped ensure that the study reflected the conditions and business plans being prepared.

The activity resulted in a business feasibility study document and recommendations that can be used by the partner as supporting material in preparing

the development of TMJ Fitness Center. In addition to obtaining the document, the BUMDes managers gained an understanding of matters that need to be considered when preparing the business, including market and marketing, products and services, human resources, operations, finance, and business risks. The assistance process also helped managers understand the relationships among these aspects so that the study results could be interpreted and used in the business planning process.

The important contribution of this activity for the partner lies in the mentoring process, which positioned the feasibility study as a means of understanding the proposed business rather than merely as a document. Through the process, the managers had opportunities to discuss information, understand analytical results, and consider recommendations based on the conditions of the proposed business. This community service activity is expected to provide direct benefits to the partner by strengthening the planning process before determining subsequent business development decisions. Further assistance may be provided according to the partner's needs if TMJ Fitness Center proceeds to the implementation stage, particularly in preparing operational SOPs, financial recording and reporting systems, membership management, personal training services, asset maintenance, risk management, and business performance monitoring.

Acknowledgments

The authors would like to express their gratitude to BUMDes Tri Manunggal Jaya, Dalung Village, Kuta Utara District, Badung Regency, for its involvement and cooperation throughout the assistance process in preparing the TMJ Fitness Center business feasibility study. Appreciation is also extended to the Government of Dalung Village and all parties who supported the implementation of the community service activity and the preparation of the business feasibility study document.

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