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Sample: Market Check

Question (fictitious sample client, a regional bicycle retailer with its own workshop): Is an online shop for refurbished e-bikes from returned lease bikes worthwhile in Germany?

Data as of: October 2026
Scope: shortened excerpt for preview. A real Market Check runs to 7 to 10 pages.

This is a sample. The client is fictitious; the market figures are real and sourced. All estimates are marked as estimates and the calculation is shown in full. Every Market Check always includes a **SWOT analysis**, a **BCG matrix** and a **weighted scoring model** before the recommendations (chapters 5 to 7).

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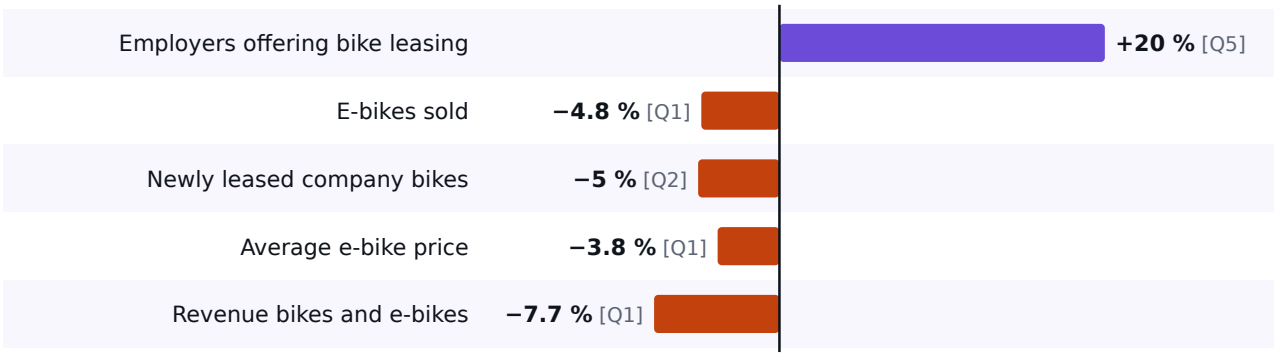
1. Summary

The market for new bikes is saturated and slightly shrinking, but the installed base is huge and growing. More than 17 million e-bikes are on Germany's roads [Q1], the company-bike lease fleet is around 2.2 million bikes [Q2], and according to the industry, returns from leasing have more than doubled every year [Q3]. **Our reading:** the timing for a refurbishment business is good. The deciding factor is access to returned bikes from leasing companies, not demand. According to the scoring model (chapter 7), a regional start with an online showroom and in-store pickup is the best entry.

2. Market in figures

Indicator	Value	Change	Source
E-bikes sold in Germany 2025	approx. 2.0 m	−4.8 % vs. 2024	[Q1][Q4]
E-bike share of bike sales 2025	52.7 %	stable	[Q1]
Average e-bike price 2025	€2,550	−3.8 %	[Q1]
Revenue bikes and e-bikes 2025	€5.85 bn	−7.7 %	[Q1]
E-bikes in use	more than 17 m	–	[Q1]
Company-bike lease fleet 2025	approx. 2.2 m	growing	[Q2]
Newly leased company bikes 2025	approx. 0.72 m	−5 %	[Q2]
Employers offering bike leasing 2025	approx. 342,000	+20 %	[Q5]
Leasing share of bike sales 2025	41.9 %	stable	[Q3]
Returns from early contract termination	70 % of all returns	–	[Q3]

Change 2025 vs. 2024



Values from the table above. New sales are shrinking while the number of employers offering bike leasing is growing.

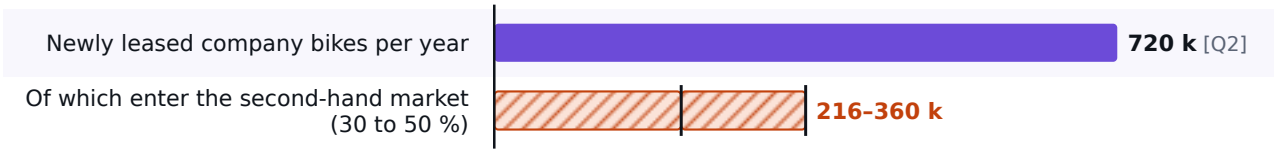
3. Market size for refurbished lease e-bikes (estimate)

There is no public figure for this segment. We therefore calculate bottom-up and disclose every assumption.

Building block	Value	Type
Newly leased company bikes per year	0.72 m	sourced [Q2]
Share that enters the second-hand market at or before contract end	30 to 50 %	estimate, to be checked with leasing companies
Refurbished selling price as % of the new price of €2,550	50 to 65 %, i.e. €1,275 to €1,660	estimate
Result: volume per year	**approx. 216,000 to 360,000 bikes, approx. €275 m to €600 m**	**estimate**

Calculation: 0.72 m × 30 % × €1,275 ≈ €275 m (lower end), 0.72 m × 50 % × €1,660 ≈ €598 m (upper end).

From leasing to the second-hand market, bikes per year



Quantities in thousands of bikes. Value of the volume: approx. €275 m to €600 m per year (calculation above). The 30 to 50 % share is an assumption. **hatched/orange = estimate**.

4. Trends and drivers (excerpt)

1. **Discount pressure on new bikes:** prices are falling mainly due to discounting [Q1]. This narrows the gap between new and used prices, a risk for refurbishment margins.
2. **Inventory reduction:** retail and industry keep reducing stock; according to ZIV a normal level is expected by the end of 2026 [Q1]. Discount pressure should ease afterwards.
3. **Leasing as the engine:** around half of all employees (22.6 m) can lease a company bike, but only 2.4 m do [Q5]. The fleet, and with it future returns, keeps growing.
4. **The industry itself sees refurbishment as an opportunity:** the association explicitly calls returned lease bikes a large potential for new customer groups [Q3].

5. SWOT analysis

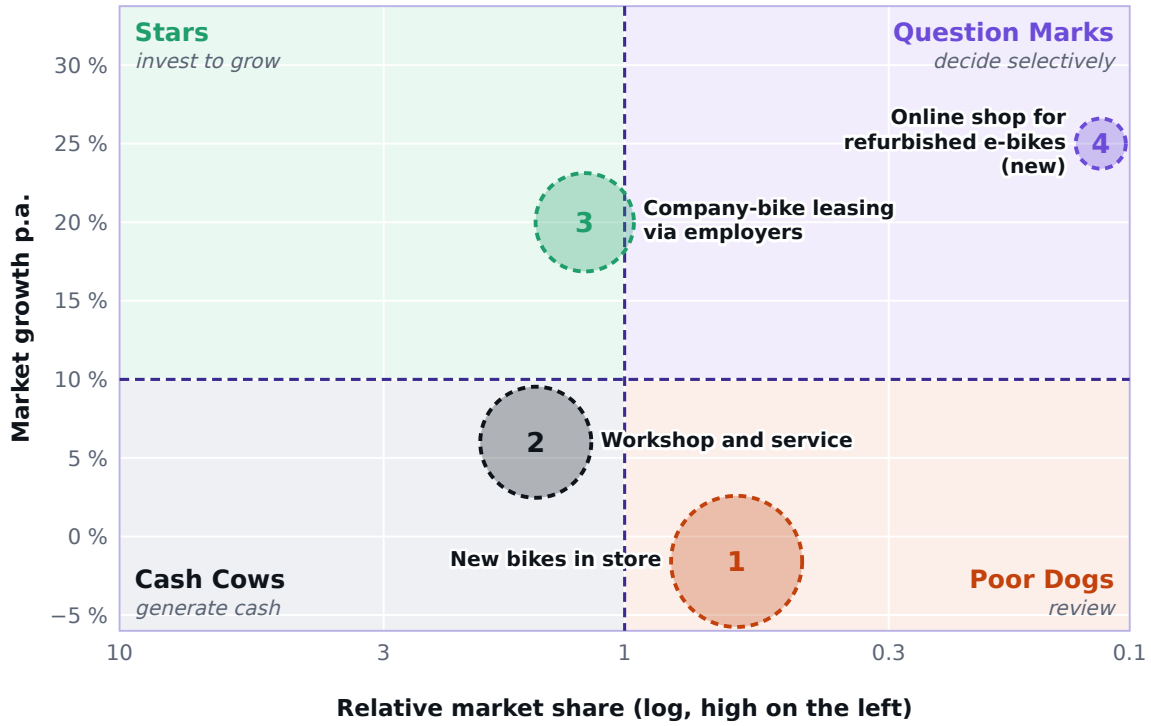
Summary of chapters 1 to 4. Strengths and weaknesses refer to the fictitious retailer (internal), opportunities and threats to the German market (external).

	HELPFUL	HARMFUL
INTERNAL	**S Strengths** • **Own workshop:** refurbishment, battery testing and service from one source • **Local trust:** test rides and handover in the shop are possible • **Knows the company-bike business** from existing sales (ch. 2)	**W Weaknesses** • **No secured access to returned bikes:** no contracts with leasing companies yet (ch. 1) • **Little online experience** and no national brand awareness (sample-case assumption) • **Limited workshop capacity** for larger volumes (sample-case assumption)
EXTERNAL	**O Opportunities** • **Huge installed base:** more than 17 m e-bikes, lease fleet approx. 2.2 m [Q1] [Q2] • **Returns have more than doubled every year** [Q3] • **New customer groups** for whom a new e-bike (avg. €2,550) is too expensive [Q1] [Q3] • **Workshop business is growing** dynamically, according to the industry [Q3]	**T Threats** • **Discounts on new bikes** push down used prices [Q1] • **A few leasing companies** control access to the goods (ch. 1) • **Battery condition and warranty** are matters of trust when buying used

Conclusion: The workshop is the strength that fits the opportunities. The biggest weakness, missing access to returned bikes, meets the biggest threat and must be solved first (recommendation 1).

6. BCG matrix

Positioning of the fictitious retailer's business units by market growth and relative market share in its region. Revenue and market shares of the sample client are invented and therefore marked as estimates.



Thresholds: 10 % growth, relative share 1.0. Circle size = share of revenue; dashed = estimate.

No.	Business unit	Growth	Rel. share	Quadrant
1	**New bikes in store** market −4.8 % [Q1]; 50 % of revenue	−4.8 %	0.60	● Poor Dog **Estimate**
2	**Workshop and service** growing dynamically per industry [Q3]; 30 % of revenue	6.0 %	1.50	● Cash Cow **Estimate**
3	**Company-bike leasing via employers** employers offering it +20 % [Q5]; 20 % of revenue	20.0 %	1.20	● Star **Estimate**
4	**Online shop for refurbished e-bikes (new)** no revenue yet; drawn at the right edge of the axis	25.0 %	0.10	● Question Mark **Estimate**

Assumptions:

- Revenue and market shares of the sample client are invented.
- Growth of 6 % (workshop) and 25 % p.a. (online shop) are cautious estimates; the industry only says "dynamic" and reports returns doubling every year [Q3].

Conclusion: New bikes are a **Poor Dog** (shrinking market), the workshop is the **Cash Cow**. It can fund the online shop, which starts as a **Question Mark**. The goal is to turn it into a **Star** through secured access to returned bikes.

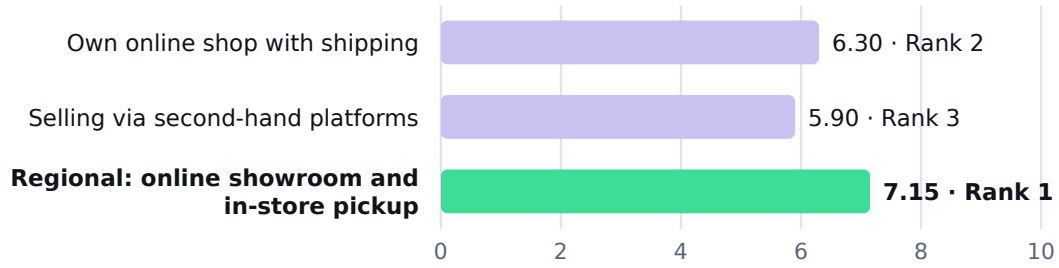
7. Weighted scoring model: sales channel

Comparison of three ways to sell refurbished e-bikes. Weights and scores are a reasoned assessment by Solventra for the sample case.

Criterion	Weight	Own online shop with shipping	Selling via second-hand platforms	Regional: online showroom and in-store pickup
Reach nationwide more than 17 m e-bikes in use [Q1]	20 %	**8** (1.60)	**9** (1.80)	**3** (0.60)
Margin per bike platform fees, discount pressure (ch. 4)	25 %	**8** (2.00)	**4** (1.00)	**7** (1.75)
Trust (battery, warranty, test ride) trust issue when buying used (ch. 5)	25 %	**6** (1.50)	**4** (1.00)	**9** (2.25)
Start-up effort and testability shop, payment and shipping vs. existing store	15 %	**4** (0.60)	**9** (1.35)	**8** (1.20)
Logistics and returns shipping e-bikes is costly (estimate)	15 %	**4** (0.60)	**5** (0.75)	**9** (1.35)
Weighted score (max. 10)	100 %	**6.30** Rank 2	**5.90** Rank 3	**7.15** ▲ Rank 1

Scores from 1 (poor) to 10 (very good); weighted scores in brackets. Robustness: the winner stays the same when any weight changes by ±10 percentage points.

Weighted score per option (0 to 10)



Conclusion: The **regional route** achieves the highest score, ahead of the own online shop. Nationwide shipping only pays off once access to returned bikes and processes are in place (recommendation 3).

8. Three recommendations

1. Before launch, check supply agreements with 2 to 3 leasing companies or their remarketers, because that is the bottleneck (SWOT, chapter 5).
2. Position a battery certificate and an own warranty as the core of the offer, not the price.
3. Start regionally with an online showroom and in-store pickup (score rank 1) and decide on nationwide shipping after 6 months; deepen the price benchmark against second-hand platforms in a competitor analysis.

Sources

No.	Title	URL
Q1	ZIV – Die Fahrradindustrie, "Marktdaten 2025", press release of 11.03.2026	https://www.ziv-zweirad.de/2026/03/11/markdaten-2025/
Q2	Deloitte and Zukunft Fahrrad, "Der Deutsche Dienstradleasing-Markt 2026"	https://zukunft-fahrrad.org/wp-content/uploads/2026/03/Deloitte-Zukunft-Fahrrad-Der-Deutsche-Dienstradleasing-Markt-2026.pdf
Q3	ZIV, VSF and Zukunft Fahrrad, "Marktdaten der Fahrradwirtschaft 2025" (PDF)	https://www.ziv-zweirad.de/wp-content/uploads/2026/03/Marktdaten-Fahrradwirtschaft-2025.pdf
Q4	elektrofahrrad24.de, "Industrie bewertet deutschen Fahrradmarkt 2025 als robust"	https://www.elektrofahrrad24.de/blog/e-bike-verkauf-ziv-2025
Q5	Zukunft Fahrrad, "Marktzahlen Dienstradleasing 2025"	https://zukunft-fahrrad.org/marktzahlen-dienstradleasing/

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