



Explanation of the 9\$ Business Model in the Cycling Industry

Sales: Complete Bicycle Sales

Traditional complete bicycle sales remain the foundation of the industry. Increasingly, design-driven innovation and brand value are key drivers of growth in high-value-added product segments.

Spare Parts: Bicycle Components Trade

Catering to market upgrades and personalized demands, this segment focuses on high-performance, premium-quality, and high-priced niche markets.

Service: Bicycle Maintenance and Repair Services

The concept of service has evolved from a “necessary cost” to an “experience-driven added value”. The focus is on speed, professionalism, convenience, and premium maintenance systems, incorporating membership programs and smart diagnostic tools.

Sharing: Bike-Sharing Rental Services

Bike-sharing systems have expanded beyond public transportation connections to serve tourism, university campuses, business districts, and residential communities. Notable examples include Taiwan’s uBike and Moovo.

MassS: Bicycle Transportation Services

Through platform integration, bicycles are becoming modular components within broader transportation networks, enhancing flexibility and accessibility. In Europe, for instance, electric cargo bikes have become the “third vehicle” for many families.

Sports: Bicycle Racing Events

Combining sports, entertainment, and social engagement, cycling races serve

Cycling 9\$ Business Model

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as a catalyst for local revitalization, tourism promotion, and public health initiatives. They also open opportunities for sponsorships, broadcasting, and IP licensing, as seen in the Tour de Taiwan and Tour de France.

Leasing: Bicycle Leasing

Bicycle leasing is adopted by corporate employees, government agencies, and the hospitality industry. For example, the German government subsidizes corporate bicycle leasing for employees' commutes, which also helps calculate corporate carbon footprints and enhances ESG performance.

Sightseeing: Bicycle Tourism

Bicycle tourism centers on the values of slow-paced living, ecology, culture, and immersive local experiences. It is often enhanced through mobile apps that highlight regional attractions, guided routes, and event-based itineraries. Examples include cycling tours designed for international visitors exploring Taiwan, or city-based cycling initiatives abroad that allow travelers to discover local scenery at their own pace.

SaaS: Bicycle Software Services

Cloud services, mobile apps, and data platforms are making the cycling experience increasingly smarter. From route planning and health tracking to social sharing and personalized insights, these tools are helping build a digitally enhanced business ecosystem. For example, Garmin offers features such as route logging and performance tracking, while WhiiZu's indoor 3D training platform allows cyclists to virtually ride and train on famous routes in Taiwan and around the world.

Reference: <https://www.tba-cycling.org/>

