Competitive analysis decision brief

Fictional teaching case. CycleWorks, the locations, providers, people, prices and evidence below are invented to demonstrate the method.

CycleWorks routine maintenance offer

Keep CycleWorks as a $120 workshop option for local commuter and utility riders who can bring a bicycle in. Make agreed work, approval for extras and a workable return arrangement part of the offer. Preserve the weekday service that works for existing customers and test one access adaptation. Riverton is cheaper and mobile avoids bicycle transport; we should not pretend to be either. Retain the current price provisionally while observing actual quote decisions and delivery performance.

Price is only part of value

For the same listed adjustment basket, CycleWorks is $5 above Riverton Cycle Shed and $39 below HomeSpoke including its local call-out. Trips, time without a bicycle and appointment attendance also affect the buyer. The episodes do not establish that a $5 discount would change their choice.

Each route has a legitimate customer

I02 used Saturday workshop assessment with a spare bicycle; I04 chose workplace mobile service to avoid transporting an unrideable bicycle; I06 handles minor work personally; I07 prefers our quiet weekday service. Focus on workshop-fit riders rather than trying to convert every situation.

The service promise must survive delivery

I01, I03 and I05 show why an agreed return arrangement matters alongside the quote. Existing repair-bench capacity is committed. A longer intake window does not create repair throughput, so additional work needs an identified slot before we promise its return.

Adult commuter and utility riders needing ordinary mechanical maintenance in fictional Eastbank and Riverton. Specialist electronic bicycle systems and performance work are outside this comparison. Offers were checked on 4 November 2026; customer episodes cover 5 to 12 October.

Compare the customer alternatives

One mechanical adjustment service: brake and gear adjustment, bolt and safety check, and chain lubrication. Illustrative AUD including GST. Parts and additional work are quoted separately in all three offers. These are comparable listed packages, not proof of equivalent repair outcomes or final invoices.

Buyer consideration	CycleWorks now	Riverton Cycle Shed	HomeSpoke mobile	DIY or defer purchase
Same listed adjustment basket	$120	$115	$159 including local call-out	No comparable full-service price
Customer route	Bring and collect at workshop	Bring and collect at workshop	Mechanic attends within 5 km	Minor DIY or other transport
Published access	Weekdays 09:00 to 17:00	Weekdays 08:00 to 18:00; Saturday 09:00 to 13:00 intake	Weekday or Saturday appointment	Own time, skill and tools
Work and return	Scope and expected return agreed after assessment	Intake listed; completion terms unconfirmed	On site if suitable; extra work quoted	Repair may remain unresolved
Buyer effort and trade off	Two trips; possible time without bicycle	Transport still needed; wider intake hours	Presence, suitable space and eligibility	Time and skill, or substitute transport
Episode showing fit	I07 prefers quiet weekday service	I02 used Saturday intake; Tuesday completion	I04 chose workplace service	I06 completed minor repair personally
Consequential limitation	Access or collection friction in I01, I03 and I05	Completion time unconfirmed	Live availability and additional parts matter	Not suitable for every repair or rider

CycleWorks is neither the cheapest listed workshop nor the most convenient route for everyone. The $39 mobile premium includes a local call-out but does not establish total customer cost. Technical quality, typical reliability and live availability have not been benchmarked. DIY and postponement are distinct behaviours; a bicycle requiring a safety-related repair should not stay in use merely to defer buying a repair.

Evidence behind the comparison

CW1 CycleWorks rate card and process note

4 November 2026. Our operating record.

“Standard adjustment $120 including GST: brake and gear adjustment, bolt and safety check, chain lubrication. Parts and additional repairs extra, approved first. Monday to Friday 09:00 to 17:00. After assessment agree scope and expected completion and collection.”

Establishes the current package and process. Customer episodes show collection arrangements have not always been workable.

RC1 Riverton Cycle Shed offer excerpt

4 November 2026. Provider claim.

“Standard adjustment $115 including GST. Brake and gear adjustment, safety and bolt check, chain lubrication. Parts and extra work quoted. Monday to Friday 08:00 to 18:00; Saturday 09:00 to 13:00. Book an assessment or drop off.”

Shows the lower listed price and wider intake hours. A completion guarantee is absent from this excerpt, not proven absent from the business.

HM1 HomeSpoke mobile offer excerpt

4 November 2026. Provider claim.

“Standard adjustment $159 including GST and call-out within 5 km of Eastbank. Brake and gear adjustment, safety and bolt check, chain lubrication. Weekday and Saturday appointments. Adult mechanical bicycles; suitable covered space and adult presence or agreed access. Extra parts or work quoted. If work cannot be done safely on site we agree next steps.”

Includes the local visit, so comparing labour price alone would miss value. Next available slots were not checked.

Customer choice episodes

Eight recent-episode interviews, 5 to 12 October, purposively varied across current, former, other-provider and DIY riders. These individual reports and concept reactions reveal conditions and contrary cases; they do not estimate local demand, price sensitivity or market share.

I01 Current commuter. Delayed repair until leave; needed the bicycle for work. Late drop-off alone would not solve loss of transport.

I02 Other-workshop commuter. Used Saturday assessment and a spare bicycle until Tuesday completion. Accepted the interval after the quote.

I03 Current family and utility rider. Needed two weekday favours for drop-off and collection; can transport by car on Saturday. Collection still needs a plan.

I04 Mobile-service utility rider. Chose a workplace visit to avoid moving an unrideable bicycle. Saturday workshop access remains inferior for this occasion.

I05 Former customer. Switched after missed weekday collection windows. A written estimate and agreed return would matter before reconsidering.

I06 Mainly DIY rider. Fixed a puncture and does minor adjustments personally. Weekend counter hours would not change that behaviour.

I07 Current retired utility rider. Quiet weekday access and a two-day repair interval worked. Concerned that extra work could delay existing repairs.

I08 Other-workshop commuter. Collected at 17:30 on Thursday; a Saturday trip would conflict with other commitments. Evening collection fits this occasion.

Position and commercial response

Offer and customer focus

Offer clearly scoped routine workshop maintenance to riders able to bring a bicycle in and agree a workable repair interval. Make the standard package, approval for extras and expected return visible before commitment. Preserve the useful weekday option. Acknowledge mobile service when transport avoidance is the main need; do not sell Saturday hours as an equivalent.

Price and value

Retain $120 provisionally. We have a $5 listed-price disadvantage against Riverton but no evidence that cutting it would win these customers. Track accepted and declined quotes and reasons before changing price. Price changes or added service must also fit contribution and staffing cost. The research does not establish a quality premium.

First action and owner

The owner tests two Saturday assessment mornings next month, capped at two appointments each. Before accepting additional repair work, identify a real bench slot and agree arrival, quote and return arrangements. Record owner effort and effect on accepted jobs. This is one access adaptation; targeted evening collection remains a live alternative supported by I08.

Review and change conditions

After both sessions, review actual quote choices and reasons, promised versus actual return, staffing cost and displaced work. Change the route if transport avoidance dominates; revise or stop the access test if commitments suffer. Investigate actual price, quality or trust concerns if they emerge. Four assessment bookings alone would not justify permanent hours or a market-wide claim.

O01 Owner capacity note

O01, owner conversation on 4 November: the owner can staff two four-hour Saturday mornings next month and permits at most two trial assessments each without displacing accepted work. Weekday repair-bench commitments are allocated. Actual repairs require separately identified capacity and an agreed return date. The limit is the owner's trial design, not a measured repair-throughput benchmark.

The access test has not occurred. The decision is provisional, with delivery, actual choices and economics to review before a permanent change.

Method and related working tools

Original Navigate working material using established competitive-analysis methods. Customer evidence informs criteria; comparisons inform a response. Industry forces, SWOT and market size address complementary questions.

Competitive Analysis on the Knowledge Hub

Market Research guidance BDC competitive analysis