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HARLEY-DAVIDSON CASE STUDY

Introduction

Harley-Davidson has over the years continued to remain a dominant force in the motorbike industry globally. Its name, 'HARLEY-DAVIDSON', was derived from its founders Arthur, Walter Davidson and William Harley in 1903. Like every other commodity, Harley-Davidson's motorbike experienced the product life cycle. The introduction stage where it began operations in 1907 with one full time employee, its growth through research, investment and innovation, its maturity when it became the world's largest motorcycle company in 15 years (1903-1918) having produced 28000 motorcycles then its decline when it lost 80% of market share to the Japanese competitors. Despite the intense competition from its rivals, aging customer base, the economic downturn and the high value of its products, the company weathered the storm by remaining profitable. Harley-Davidson carved a niche market for itself being a pioneer in the industry and essentially because it sold lifestyle to its customers. It continued to explore opportunities, offer incentives that rebranded its image, make strategic decisions, innovation coupled with its focus on research and development.

1. Harley-Davidson continue to operate in the motor bike industry which is characterised by major features like fierce competition, differentiation strategies and demographics.

Firstly, Harley-Davidson was the biggest motorcycle firm in the United States until the late 1950's when the Japanese companies penetrated the local market. This created a competitive environment which affected the market share, sales and profits of Harley-Davidson. Hitt, Black and porter (2014) opined that a larger number and diversity of competitors produce more complex environments. For example, Honda's production of the most technologically advanced heavyweight motorcycle in 1975 caused Kawasaki, another Japanese company, to manufacture its own. Harley-Davidson was gradually losing its competitive advantage because

Harley Davidson Case Study Solution

Mark Steyvers



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Table of Contents Harley Davidson Case Study Solution

1. Understanding the eBook Harley Davidson Case Study Solution
 - The Rise of Digital Reading Harley Davidson Case Study Solution
 - Advantages of eBooks Over Traditional Books
2. Identifying Harley Davidson Case Study Solution
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Harley Davidson Case Study Solution
 - User-Friendly Interface
4. Exploring eBook Recommendations from Harley Davidson Case Study Solution
 - Personalized Recommendations
 - Harley Davidson Case Study Solution User Reviews and Ratings

- Harley Davidson Case Study Solution and Bestseller Lists
- 5. Accessing Harley Davidson Case Study Solution Free and Paid eBooks
 - Harley Davidson Case Study Solution Public Domain eBooks
 - Harley Davidson Case Study Solution eBook Subscription Services
 - Harley Davidson Case Study Solution Budget-Friendly Options
- 6. Navigating Harley Davidson Case Study Solution eBook Formats
 - ePub, PDF, MOBI, and More
 - Harley Davidson Case Study Solution Compatibility with Devices
 - Harley Davidson Case Study Solution Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Harley Davidson Case Study Solution
 - Highlighting and Note-Taking Harley Davidson Case Study Solution
 - Interactive Elements Harley Davidson Case Study Solution
- 8. Staying Engaged with Harley Davidson Case Study Solution
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Harley Davidson Case Study Solution
- 9. Balancing eBooks and Physical Books Harley Davidson Case Study Solution
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Harley Davidson Case Study Solution
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Harley Davidson Case Study Solution
 - Setting Reading Goals Harley Davidson Case Study Solution
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Harley Davidson Case Study Solution
 - Fact-Checking eBook Content of Harley Davidson Case Study Solution
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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