

TIMOTHY ODENIYI
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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

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Customer Connections Robert Edwin Wayland, Paul Michael Cole, 1997 Management consultants in highly successful separate firms Wayland and Cole collaborate to offer a comprehensive system for putting customer relationships at the center of a business and give managers the tools for implementing customer based strategies to improve profitability and growth

Rational Decisions in Organisations Frédéric Adam, Dorota Kuchta, Stanislaw Stanek, 2022-05-30 Managers in organisations must make rational decisions Rational decision making is the opposite of intuitive decision making It is a strict procedure utilising objective knowledge and logic It involves identifying the problem to solve gathering facts identifying options and outcomes analysing them considering all the relationships and selecting the decision Rational decision making requires support methods and software tools The identification of the problem to solve needs methods that would measure and evaluate the current situation Identification and evaluation of options and analysis of the available possibilities involves analysis and optimisation methods Incorporating intuition into rational decision making needs adequate methods that would translate ideas or observed behaviours into hard data Communication observation and opinions recording is hardly possible today without adequate software Information and data that form the input intermediate variables and the output must be stored managed and made accessible in a user friendly manner Rational Decisions in Organisations Theoretical and Practical Aspects presents selected recent developments in the support of the widely understood rational decision making in organisations illustrated through case studies The book shows not only the variety of perspectives involved in decision making but also the variety of domains where rational decision support systems are needed The case studies present decision making by medical doctors students and managers of various universities IT project teams construction companies banks and small and large manufacturing companies Covering the richness of relationships in which the decisions should and must be taken the book illustrates how modern organisations operate in chains and networks they have multiple responsibilities including social legal business and ethical duties Nowadays managers in organisations can make transparent decisions and consider a multitude of stakeholders and their diverse features incorporating diverse criteria using multiple types and drivers of information and decision making patterns and referring to numerous lessons learned As the book makes clear the marriage of theoretical ideas with the possibilities offered by technology can make the decisions in organisations more rational and at the same time more human

The Complete Reference to Professional Soa with Visual Studio 2005 (C# & VB 2005) .Net 3.0 Tom Gao, 2007-07-18 The Complete Reference to Professional SOA with Visual Studio 2005 C VB 2005 focuses on architecting and constructing enterprise level systems Taking advantage of the newly released Visual Studio 2005 development environment the book assesses the current service oriented platform and examines new ways to develop for scalability availability and security which have become available with NET 2 0 You ll get to look closely at application infrastructure in terms of flexibility interoperability and integration as well as the decisions that have to be made to achieve

optimum balance within your architecture Customer Centric Product Definition PDC Professional Publishing,2010-07

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advertising is the great cash giveaway a multibillion dollar problem Co marketing a far more effective technique links manufacturer and retailer in channeling branding messages to the end user The Intel Inside campaign is an example

International Marketing Strategy Isobel Doole,Robin Lowe,2004 This text looks at context techniques and strategies involved in successful international marketing It sets out to provide a good balance of the theory and implementation behind international marketing **Canadian Advertising in Action** Keith J. Tuckwell,2006 **Harley-Davidson Service-repair**

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Management Information Systems Kenneth C Laudon,Jane Price Laudon,1999-10 **Training for Organizations**

Bridget N. O'Connor,Michael Bronner,Chester Delaney,2002 This conceptual text is designed to give an overview of the training process and training careers The focus is on needs analysis and the planning for the evaluation of training Interviews with training professionals make the text effective fro both practitioners in the corporate training environment and instructor s in the classroom **Introduction to Online Market & Industry Research** Cynthia L. Shamel,Benjamin Group,2004

Introduction to Online Market and Industry Research provides workable search strategies and valuable data source information to both inexperienced and experienced industry researchers Market research strategies offer business managers a precise picture of the environment in which they operate and thus supporting informed decision making Critical data source reviews lead to cost effective purchase decisions for research managers Like all the titles in the Business Research Series this book is conveniently divided into four sections containing a number of business research applications that can be used for both in house research training and reference Internet research can be quick easy and abundant but also challenging Research sites sometimes come and go and sources can be questionable The Business Research Solutions Series provides comprehensive business and financial research reference guides and online training manuals to bridge a major gap in the field of online research methodology This resourceful and innovative multi series of reference guides teaches readers how to approach a research problem how to select the best online sources and how to effectively use these sources It also suggests alternate low cost solutions for many standard questions and problems A must have for professionals involved in

business research these invaluable tools provide step by step advice on how to analyze interpret and present data for informed decision making

Rebuilding the Brand Clyde Fessler, 2013-10-08 In the early 1980s Harley Davidson was on the verge of bankruptcy In the general public's opinion quality was substandard of both motorcycles and riders Harleys leaked oil and were often broken down Riders were roughnecks out to raise hell The Harley Davidson brand was tarnished What's more the charges were true By the mid 1980s Harley couldn't produce enough bikes to keep the public happy Dealers were selling bikes off the showroom floor struggling to assuage customers frustration And today Harley Davidson is a model brand Harley Davidson isn't just a motorcycle company anymore It is a community a look a source of self expression an all American appeal for freedom all expressed in one little logo So what happened How did Harley manage to pull itself from the fire brush itself off and ride off into the sunset The secret branding Histories will tell you how Harley Davidson closed the quality gap between Hogs and the cheaper faster sleeker Japanese bikes how Harley used Japanese manufacturing methods to increase its cash flow how Harley clawed its way back from the brink of bankruptcy All these aspects were important to Harley's rise from the ashes no doubt and as such are discussed in this book But the true power of the big beautiful orange and black machine that is Harley Davidson lies in its image the Bar and Shield the brand Rebuilding the Brand How Harley Davidson Became King of the Road is the story of how a core group led a team of not only marketing folks but also employees management dealers and vendors to rebuild the Harley Davidson image Told through the perspective of Clyde Fessler who held several positions within Harley from head of marketing services to VP of business development Rebuilding the Brand provides dynamic branding information couched in an entertaining story Fessler describes the methods used to create the iconic image Harley Davidson enjoys today methods that can be translated to nearly any industry and explores the topics of brand experience brand personality brand extension brand association brand consistency and brand welfare Allworth Press an imprint of Skyhorse Publishing publishes a broad range of books on the visual and performing arts with emphasis on the business of art Our titles cover subjects such as graphic design theater branding fine art photography interior design writing acting film how to start careers business and legal forms business practices and more While we don't aspire to publish a New York Times bestseller or a national bestseller we are deeply committed to quality books that help creative professionals succeed and thrive We often publish in areas overlooked by other publishers and welcome the author whose expertise can help our audience of readers

Information Management & Technology, 2001 *Boardroom Reports*, 1994

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