

**MOTOR**

**HARLEY-DAVIDSON**

**CRUISING FROM THE PAST TO THE FUTURE**

**COMPANY**



# TIMELINE: THE 1900s



Where it all began

1903



"The eagle soars alone"

1981



Acquired by the AMF

1969



The H.O.G community

1983



Listed on the NYSE

1989

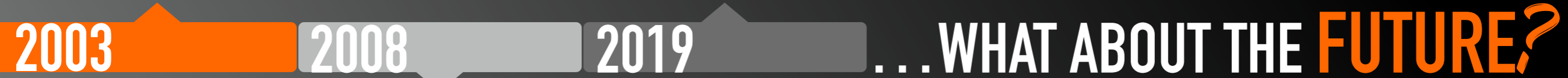
# TIMELINE: THE 2000s



100<sup>th</sup> anniversary



Lowest delivery rates in H-D history



The Financial Crisis



ALL FOR FREEDOM,  
FREEDOM FOR ALL



## Value Proposition

Endurance and reliability  
proven by history  
The Harley Davidson sound

## Relationship

Harley Davidson  
Owners Group (H.O.G)

## Position

American Premium Quality  
Leisure  
Hedonistic Lifestyle

## Expression

Leather jacket  
Harley Davidson sound  
Tough

## Brand Core

*"All for Freedom, Freedom for All"*

## Personality

Rebelious  
Hardcore  
Loud  
Adventurous  
Masculien

## Mission & Vision

Fulfill Dreams of Personal  
Freedom for All  
Reach Next Generation of Riders  
Globally

## Culture

*"One for All, All for One"*

## Competences

Unique design  
Superior quality  
Distinctive sound

# ENDURANCE & RELIABILITY

*FULFILL THE DREAMS OF PERSONAL FREEDOM FOR ALL*



## Value Proposition

Endurance and reliability  
proven by history  
The Harley Davidson sound

## Relationship

Harley Davidson  
Owners Group (H.O.G)

## Position

American Premium Quality  
Leisure  
Hedonistic Lifestyle

## Expression

Leather jacket  
Harley Davidson sound  
Tough

## Brand Core

*"All for Freedom, Freedom for All"*

## Personality

Rebelious  
Hardcore  
Loud  
Adventurous  
Masculien

## Mission & Vision

Fulfill Dreams of Personal  
Freedom for All  
Reach Next Generation of Riders  
Globally

## Culture

*"One for All, All for One"*

## Competences

Unique design  
Superior quality  
Distinctive sound





ADVENTUROUS | LEISURE | AMERICAN MADE

## Value Proposition

Endurance and reliability  
proven by history  
The Harley Davidson sound

## Relationship

Harley Davidson  
Owners Group (H.O.G)

## Position

American Premium Quality  
Leisure  
Hedonistic Lifestyle

## Expression

Leather jacket  
Harley Davidson sound  
Tough

## Brand Core

*"All for Freedom, Freedom for All"*

## Personality

Rebelious  
Hardcore  
Loud  
Adventurous  
Masculien

## Mission & Vision

Fulfill Dreams of Personal  
Freedom for All  
Reach Next Generation of Riders  
Globally

## Culture

*"One for All, All for One"*

## Competences

Unique design  
Superior quality  
Distinctive sound



# THE HARLEY DAVIDSON LINE-UP

**H-D STREET**

**SPORTSTER**

**SOFTAIL**

**TOURING**

**TRIKE**

**CVO**





# H.O.G.



# SPLIT OF GENERATIONS

*TWO ROADS INTO THE FUTURE*



**OLD GENERATION**  
*HERITAGE*



**NEW GENERATION**  
*INNOVATION*

# THE LIVEWIRE-CONCEPT





*"Either they shrink to demand and be what they've always been or they sell out and pursue some weird future-mobility business model that doesn't promise anything – even if they were capable of pulling it off"*


- **Kevin Tynan**, Bloomberg Intelligence Analyst



*"My feeling is that it will be well-received by the public and new buyers, which Harley direly needs, but not by people who normally ride a Harley"*

- **Alan Stulberg**, Revival Motorcycles





*"In the future, we will be releasing new, lightweight, urban electric motorcycles without the clutch, attempting to attract a new rider who is young, urban and not necessarily American. We are turning the page in the history of the company. We are opening our arms to the next generation"*

- **Matt Levatich**, CEO Harley-Davidson

# CASE DISCUSSION

You are Heather Malenshek, **Head of Global Marketing** and long term Harley driver. You and your brand management team should choose among one of the following alternatives for launching HD electric motorcycles;

- A. *Adding electric motorcycle (EM) model to the existing Harley-Davidson product portfolio, without distinguishing between the "old generation" and "new generation" of motorcycles*
- B. *Launching EMs as a daughter brand, endorsed by Harley-Davidson,*
- C. *Launching the EM as a new mother brand, with no expressed connection to the Harley-Davidson brand, or*
- D. *xxx*

Subsequently, since Harley-Davidson is a public and stock listed company, you need to present your alternative to executive board members, elected by shareholders, who will make a high-level decision about the direction of the business.

## Value Proposition

Endurance and reliability  
proven by history  
The Harley Davidson sound

## Relationship

Harley Davidson  
Owners Group (H.O.G)

## Position

American Premium Quality  
Leisure  
Hedonistic Lifestyle

## Expression

Leather jacket  
Harley Davidson sound  
Tough

## Brand Core

*"All for Freedom, Freedom for All"*

## Personality

Rebelious  
Hardcore  
Loud  
Adventurous  
Masculien

## Mission & Vision

Fulfill Dreams of Personal  
Freedom for All  
Reach Next Generation of Riders  
Globally

## Culture

*"One for All, All for One"*

## Competences

Unique design  
Superior quality  
Distinctive sound

# MANAGEMENT DECISIONS



**A. Adding electric motorcycle (EM) model to the existing Harley-Davidson product portfolio, without distinguishing between the "old generation" and "new generation" of motorcycles**

Announcement of upcoming launch in August 2019

Controversial launch – both positive and negative reactions among loyal customers and non-customers



LIVEWIRE™

**THE LOUDEST SOUND YOU HEAR  
WILL BE YOUR HEART RACING**

Future Vehicle