

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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Albert A Gayle



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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, Stanisław 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

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