

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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