

Case 7 Harley-Davidson, Inc. in 2018

For us and for our loyal customers, the motorcycles we build aren't just motorcycles. They are living pieces of American history, mystique on two wheels. They are the vehicle with which our riders discover the power, the passion, and the people that define the Harley-Davidson Experience.

—HARLEY-DAVIDSON, INC.¹

Harley-Davidson, Inc. was far from being the world's biggest motorcycle manufacturer. In 2017, it sold 241,498 bikes; Honda sold 11.2 million. In relation to the world market for motorcycles of about 132 million bikes—of which Asia accounted for over 80%—Harley's market share was about 0.25%.

Yet, Harley-Davidson was also one of the world's most famous motorcycle companies. On Interbrand's ranking of the world's most valuable brands, it placed #77 in 2017 with a brand value of \$5.7 billion. In 2018, the company would celebrate its 115th birthday. On Labor Day weekend, tens of thousands of Harley riders would descend on Milwaukee WI for five days of festivities. As one enthusiast explained: "It ain't a motorcycle—It's a way of life!"

Harley-Davidson was also the world's most financially successful motorcycle company. Since its listing on the NYSE in 1986, its revenues had grown 11-fold, it had earned an average return on equity of 27%, and average annual return to shareholders was 12.8%.

However, since 2008, Harley had experienced headwinds. The financial crisis of 2008–09 had hit it hard and, despite a strong recovery, sales revenues and profits had declined after 2014. The decline in sales continued in 2018—exacerbated by the trade war initiated by the Trump administration. The European Union had targeted Harley-Davidson with 25% additional tariff on imports of US-made motorcycles. However, CEO Matt Levatich's biggest concern was the longer term outlook for the market for its bikes. Was America's long-running love affair with Harley-Davidson's heavyweight motorcycles cooling? And, if it was, would international markets take up the slack? These concerns were fueled by demographic trends. Harley's core market was the baby-boomer generation—and this cohort was moving toward retirement homes rather than outdoor sports. Would the next cohorts—Generation X, Y, and the millennials—have the same affinity for the motorcycles and the cultural values that Harley-Davidson represented? The evidence pointed to worrying problems for the entire US motorcycle market. Among the youngest age group—the under-18s—motorcycle ownership was declining sharply.

The History of Harley-Davidson

From Birth to Maturity, 1903–81

Harley-Davidson, Inc. was founded in 1903 by William Harley and the three Davidson brothers: William, Arthur, and Walter. In 1909, Harley introduced its two-cylinder, V-twin engine with its deep, rumbling sound: this engine type would be the characteristic feature of Harley-Davidson motorcycles for the next 110 years. At that time, there were about 150 US motorcycle producers in the United States; by 1953, Harley-Davidson was the sole survivor.

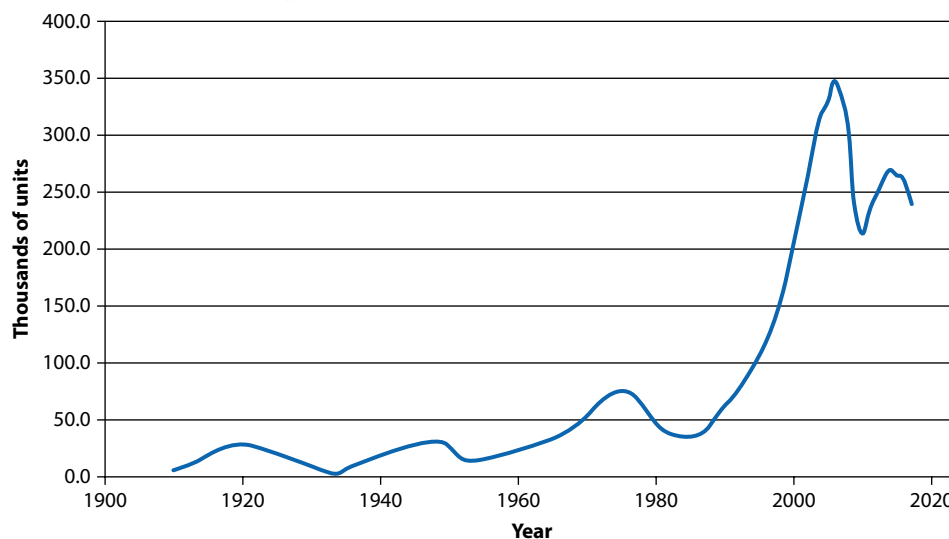
After the Second World War, the demand for motorcycles boomed. This encouraged a flood of imports: first the British (BSA, Triumph, and Norton) and then the Japanese (led by Honda). Following Harley's acquisition by the leisure conglomerate AMF in 1969, sales declined and financial losses mounted.

Rebirth, 1981–2008

In 1981, Harley's senior managers led a leveraged buyout of the company. Despite a perilous financial condition, the management team embarked upon rebuilding production methods and working practices. Managers visited Japanese automobile plants and introduced their own version of Toyota's just-in-time (JIT) system called "MAN" (materials-as-needed). Harley's manufacturing plants adopted collaborative processes of quality management.

The 1986 initial public offering of Harley-Davidson's shares fueled investment in new models, plants, and dealerships. Harley's share of the market for heavyweight motorcycles (over 500cc) grew steadily. Harley's biggest challenge was satisfying the surging demand for its products. Between 1996 and 2003, it dramatically increased its production capacity. In 2006, Harley's sales reached a peak of 362,000 motorcycles, a 10-fold increase on 1986. Figure 1 shows Harley's growth in output.

FIGURE 1 Annual shipments of motorcycles by Harley-Davidson



Source: Harley Davidson annual reports and Harley-Davidson archives.

Downturn and Readjustment, 2008–14

The financial crisis of 2008 put an abrupt end to growth. After decades of customer waiting lists and a shortage of production capacity, Harley faced plummeting sales, excess inventory, and bad debts as customers defaulted on their loan repayments. In the shrinking motorcycle markets of North America and Europe, Harley—with the highest average retail price of any major manufacturer—suffered disproportionately. The credit crunch prevented Harley-Davidson Financial Services (HDFS) from securitizing its customer loans—it was obliged to retain them on its own books.

When Keith Wandell took over as Harley's CEO in May 2009, his priorities were to restore funding for Harley's consumer lending, align production and employment with lower demand, and refocus on the core Harley-Davidson brand—which involved closing Buell Motorcycles and selling Italian subsidiary MV Agusta.² With its financial position stabilized, Wandell then sought to return Harley to its previous growth path. This involved:

- Restructuring manufacturing operations including reducing capacity and increasing flexibility to allow a wider range of models to be produced and to match production to seasonal fluctuations in demand.
- Expanding international sales—especially in the emerging markets of Asia and Latin America. In 2011, Harley opened an Asia-Pacific regional headquarters in Singapore, and an assembly plant in India.³
- Expanding the customer base. To reestablish growth in North America, Harley needed to broaden its customer base from its core demographic of white males of 45 years or more. Targeted groups included: women riders, “Harlistas” (Latino riders), “Iron Elite” (African-American riders), “Harley's Heroes” (military and veteran riders), and, most of all, younger riders through new models. During 2013, Harley launched its “Project Rushmore” motorcycles: a restyled range of touring motorcycles. They were followed by its “Street” models—lighter, sports motorcycles featuring new, liquid-cooled 500cc and 750cc engines.

Matt Levatich and Harley's Ten-Year Strategy

In May 2015, when Matt Levatich succeeded Keith Wandell as CEO, Harley was facing declining revenues as it faced a shrinking US motorcycle market, intensifying international competition, and a rising US dollar. Of particular concern was a decline in motorcycle ownership among younger Americans. To address these challenges, in February 2017, Levatich and his team announced a 10-year development strategy for the company. The key theme of the strategy was “Building the Next Generation of Harley-Davidson Riders Globally.” Table 1 summarizes the key components of the strategy.

The Heavyweight Motorcycle Market

Until the financial crisis of 2008–09, the heavyweight segment had been the most rapidly growing part of the world motorcycle market: sales trebled between 1990 and 2008. However, during 2008–10, sales dropped sharply in North America and Europe. Despite a subsequent recovery, the US market continued to contract during 2015–17.

In North America, Harley was the leader in heavyweight bikes, with over half the market (Table 2). Overseas, Harley had been unable to replicate this market dominance, despite strong sales in a few markets: it was heavyweight market leader in Japan, Australia, and Brazil. In Europe, Harley's market share lagged those of Honda, BMW, Suzuki, and Triumph.

TABLE 1 Harley-Davidson's 10-year strategy, 2017–27

10-Year objectives	Actions
Build 2 million new HD ^a riders in the United States	To convert "customer opportunities" into HD customers, HD would use its dealer network to provide more instruction in m-c ^b riding, expand m-c rental, assure quality of local events, and expand HD presence in used m-c market.
Grow international business to 50% of annual volume	Add 150–200 dealer points between 2016 and 2020. Increase brand awareness and loyalty through test rides and dealer events, including "Battle of the Kings" dealer customization competition.
Launch 100 new high-impact H-D motorcycles	Annual expenditure on product development to be doubled. New models intended to expand HD's customer base while building on HD's "Key Differentiators": Look, Sound, Feel, Personalization, and Connected Riding Experience.
Deliver superior return on invested capital for HDMC ^c (S&P 500 top 25%)	HD's initiatives to grow demand and increase the appeal of HD m-cs would help revenue growth while improvements in operational efficiency would support margins. HD Financial Services would become increasingly important source of competitive advantage.
Grow our business without growing our environmental impact	Sustainability initiatives related mainly to waste reduction and improvements in fuel economy. The launch of an all-electric m-c announced January 2018.

Notes:^aHD = Harley-Davidson;^bm-c = motorcycle;^cHDMC = Harley-Davidson Motor Company, the main subsidiary of Harley-Davidson, Inc.**Source:** Harley-Davidson, Inc. Investor Meeting, February 28, 2017.**TABLE 2** Retail sales (registrations) of heavyweight motorcycles (601+cc), 2008–17 (thousands of units)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
United States^a										
Total market	477	304	260	271	299	306	316	328	311	289
Harley-Davidson	235	174	154	152	161	168	167	165	160	147
Market share (%)	49.3	53.2	54.9	55.7	53.8	54.9	52.8	50.2	51.2	50.7
Europe										
Total market	384	314	301	293	300	282	320	352	392	391
Harley-Davidson ^b	45	40	41	44	36	36	39	37	42	38
Market share (%)	11.7	12	12.7	13.7	12.1	12.8	12	10.5	10.8	9.8
Asia-Pacific										
Harley-Davidson	25	23	21	21 ^c	25 ^c	27 ^c	30 ^c	32	33	30
Latin America										
Harley-Davidson	8	6	6	7	9	11	12	11	10	9
Canada										
Harley-Davidson	n.a.	n.a.	n.a.	10	11	11	10	10	10	10

Notes:^aIncludes Canada for 2008–10.^bIncludes Middle East and Africa a 2005–11.^cIn 2011–17, sales in Japan were between 9,500 and 11,000 each year.

n.a. = not available.

Source: Harley-Davidson 10-K reports.

The heavyweight motorcycle market comprised three segments:

- *Cruiser motorcycles*: These were “big, noisy, low riding, unapologetically macho cycles,”⁴ typically with V-twin, large displacement engines and an upright riding position. Their design reflected the dominance of styling over either comfort or speed. For the urban males (and some females), the cruiser motorcycle, while a practical mode of transportation, was primarily a statement of style. The cruiser segment was dominated by Harley and most of its competitors in this segment had imitated the main features of the traditional Harley design.
- *Touring motorcycles*: These included cruisers especially equipped for longer-distance riding and bikes especially designed for comfort over long distances (including the Honda Goldwing and the bigger BMWs). These tourers featured luxuries such as audio systems, two-way intercoms, and heaters. While Harley was segment leader, Honda and BMW had engineered their motorcycles for greater smoothness and comfort over long distances through the use of multi-cylinder, shaft-drive engines and advanced suspension systems.
- *Performance motorcycles*: These were based on racing bikes, with high-technology, high-revving engines offering speed, acceleration, race-track styling, and minimal concessions to rider comfort. The segment was the most important in the European and Asia-Pacific markets, representing 62% and 65% of total heavyweight bike sales, respectively. It was dominated by Japanese motorcycle companies, with a strong representation of European specialists, such as Ducati and Triumph. Harley had competed in this segment during 1993–2010 through Buell Motorcycles.

Unlike its Japanese competitors, Harley was highly market focused: its Harley’s models were concentrated on the “super-heavyweight” segment (over 850cc) and within this on cruiser and touring motorcycles.

Harley-Davidson in 2018

The Brand

Harley-Davidson’s image and the loyalty the company engendered among its customers were seen as its greatest assets. The famed spread eagle signified not just the brand of one of the world’s oldest motorcycle companies but also an entire lifestyle with which it was associated. Harley has been described as “the ultimate biker status symbol . . . a quasi religion, an institution, a way of life.”⁵ Harley had a unique relationship with American culture. The values that Harley represented—individuality, freedom, and adventure—could be traced back to the cowboy and frontiersman of yesteryear, and before that to the quest that brought people to America in the first place. As the sole surviving indigenous motorcycle company, Harley-Davidson represented a once-great tradition of American engineering and manufacturing.

The Harley brand was central not just to the company’s marketing but also to its strategy as a whole. The central thrust of the strategy was reinforcing and extending the relationship between the company and its consumers. Harley-Davidson had long

recognized that it was not selling motorcycles: it was selling the Harley Experience, which formed the central theme in almost all its external communications:

A chill sweeps through your body, created by a spontaneous outburst of pure, unadulterated joy. You are surrounded by people from all walks of life and every corner of the globe. They are complete strangers, but you know them like your own family. They were drawn to this place by the same passion—the same dream. And they came here on the same machine. This is one place you can truly be yourself. Because you don't just fit in. You belong.⁶

Customers and Customer Relations

If the appeal of the Harley motorcycle was the image it conveyed and the lifestyle it represented, the company's challenge was to ensure that the experience matched the image. Harley's involvement in its consumers' riding experience was through the Harley Owners' Group (HOG), which organized social and charity events. Employees, from the CEO down, were encouraged to take an active role in attending HOG shows, rallies, and rides. "The feeling of being out there on a Harley-Davidson motorcycle links us like no other experience can. It's made HOG like no other organization in the world . . . more family reunion than organized meeting."⁷ Customer loyalty led to their continuing reinvesting in Harley products: Harley-branded accessories and apparel, customizing their bikes, and eventually trading them in for a new (typically more expensive) model. About half of bike sales were to repeat customers.

Financial success involved Harley's repositioning from blue-collar youngsters to middle-aged and upper-income buyers, many of whom had never ridden a motorcycle before. Harley's core demographic was Caucasian males aged 35 and over. The average age of Harley's customers was about 50.

Harley's core customer base was narrow and it was aging, hence the priority given to widening the brands appeal. In his final letter to shareholders, retiring CEO Keith Wandell reported success in expanding Harley's customer base. Between 2012 and 2014, Harley had grown its sales to "outreach customers": young adults, women, African Americans, and Hispanics. In addition, its international sales had grown to 36% of total retail sales.⁸

The Products

Broadening Harley's market appeal had major implications for product policy and design. Ever since its disastrous foray into small bikes during the AMF years, Harley had recognized that its competitive advantage lay with super-heavyweight bikes. Here it stuck resolutely to the classic styling that had characterized Harleys since the company's early years. At the heart of the Harley motorcycle was the air-cooled V-twin engine that had been Harley's distinctive feature since 1909. Harley's frames, handlebars, fuel tanks, and seats also reflected traditional designs.

Harley's commitment to traditional design features may be seen as making a virtue out of necessity. Its smaller corporate size and inability to share R & D across cars and bikes (unlike Honda and BMW) limited its ability to invest in technology and new products. As a result, Harley lagged far behind its competitors in the development and application of automotive technologies: not only did its motorcycles look old-style, much of their technology was old-style. Among the 238 US patents awarded to Harley during 2000–2016, a large proportion related to the design of peripheral items: saddlebag

mounting systems, footpegs, seats, backrests, electrical assemblies, and motorcycle music systems. Over the same period Honda was awarded 12,228 US patents, Kawasaki 2146, and Suzuki 740.

Long after other manufacturers had moved to multiple valves per cylinder, overhead camshafts, liquid cooling, and electronic ignition, most Harley bikes featured air-cooled push-rod engines with two valves per cylinder. Hence, the launch of the Milwaukee Eight engine in 2016 was a major event for Harley. Throughout Harley's entire history there had been just nine engines powering its heavyweight V-twins. The Milwaukee Eight's predecessor was the Twin-Cam introduced in 1999.

Nevertheless, Harley was engaged in constant upgrading—principally incremental refinements to its engines, frames, and gearboxes—aimed at improving power delivery and reliability, increasing braking power, and reducing vibration. Harley's automotive technology alliance partners included Porsche, Ford, and Gemini Racing.

Harley's new product development was driven by design rather than by technology. By 2018, Harley offered 47 different models. Its Product Development Center and Prototyping Lab were among the most important units within the company. Most of Harley's product development efforts were limited to style changes, new paint designs, and engineering improvements. However, after 2000, Harley accelerated technological development. Milestones included the liquid-cooled engines, fuel injection, electronic ignition, a six-speed gearbox, and electric propulsion.

At the heart of the Levatich's "Ten Year Strategy" for "Building the Next Generation of Harley-Davidson Riders Globally" was a new range of motorcycles that were radically different from Harley's traditional designs. The Street 500cc and 750cc models, introduced in 2015, were the first of series of lighter-weight, more technologically-advanced motorcycles. In 2019 they would be joined by the LiveWire, Harley's first all-electric motorcycle. Additional electric models will follow. Harley will also introduce the Pan-American—an adventure bike designed for on and off-road use.

Central to Harley's product strategy was the belief that every Harley rider should own a unique, personalized motorcycle—hence the offer of a wide range of presale and postsale customization opportunities. New bikes offered multiple options for seats, bars, pegs, controls, and paint jobs, with over 7000 accessories, and special services such as "Chrome Consulting."

Reconciling product differentiation with scale economies was a continuing challenge for Harley. The solution was to offer a wide range of customization options while standardizing key components. Thus, Harley's broad model range involved "permutations of four": four engine types, four basic frames, four styles of gas tank, and so on.

The Harley product line also covered a wide price range. The Street 500 model was priced as an entry-level bike, beginning at \$6799, less than one-fifth of the price of the CVO Limited, at \$39,349. Table 3 shows Harley's motorcycle output by product type.

Distribution

Upgrading Harley's distribution network was central to its resurgence during the 1980s and 1990s. At the time of the buyout, many of Harley's 620 US dealerships were operated by enthusiasts, with erratic opening hours, a poor stock of bikes and spares, and indifferent customer service. If Harley was in the business of selling a lifestyle and an experience, then dealers played a pivotal role in delivering that experience. Moreover, if Harley's target market had shifted toward mature, upper-income individuals, Harley needed to provide a retail experience commensurate with the expectations of this group.

Harley's dealer development program provided increased support for dealers, while imposing higher standards of pre- and after-sales service and requiring improved

TABLE 3 Harley-Davidson shipments of motorcycles, 2006–17

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Unit shipments (thousands of motorcycles)												
United States	273.2	241.5	206.3	144.4	131.6	152.2	160.5	167	174	170	161.8	144.8
International	76.0	89.1	97.2	78.5	78.8	80.9	87.1	93.4	96.7	95.6	100.3	96.6
Buell	12.5	11.5	13.1	9.5	2.6	0.2	—	—	—	—	—	—
Company total	361.6	342.1	316.4	232.4	213	233.2	247.6	260.5	270.7	266.3	262.2	241.7
Product mix (%)												
Sportster and Street	18.5	21.8	20	21.4	19.5	21.3	20.5	19.3	21.0	23.4	23.4	22.5
Cruiser	46.2	43.7	46.4	40.9	41.4	39.2	39.1	39.5	33.8	33.5	35.6	36.2
Touring	35.4	34.5	33.6	37.7	39.0	39.5	40.4	41.2	45.2	43.1	41.0	41.3

Source: Harley-Davidson 10-K reports.

TABLE 4 Harley-Davidson's dealership network, 2008–17

	US	Canada	EMEA	Asia-Pacific	Latin America
2008	686	71	383	201	32
2014	669	69	369	273	55
2017	698	68	398	276	58

Source: Harley Davidson 10-K reports.

facilities. Dealers were obliged to carry a full line of Harley products and accessories and to offer services that extended beyond service, repair and financing to include test ride facilities, rider instruction classes, motorcycle rental, consulting for customization, insurance services, and vacation packages. Over 90% of Harley dealerships in the United States were exclusive: most other motorcycle manufacturers sold through multi-brand dealerships.

Dealer services were a continuing strategic priority for Harley. Its Retail Environments Group established a meticulous set of performance standards and guidelines for dealers that covered every aspect of managing the showroom and interacting with actual and potential customers. Harley-Davidson University was established to “enhance dealer competencies in every area, from customer satisfaction to inventory management, service proficiency, and front-line sales.”⁹

Expanding international sales required Harley to extend its dealer network into countries where it had little or no distribution presence. Yet, as Table 4 shows, Harley's dealership network outside of North America was still sparse even in 2018.

Other Products and Services

Sales of parts, accessories, “general merchandise” (clothing and collectibles), and financial services represented 32% of Harley's total revenue in 2017 (Table 5)—much higher than for other motorcycle companies. Clothing sales included not just traditional riding apparel but also a wide range of men's, women's, and children's leisure apparel.

TABLE 5 Harley-Davidson's nonmotorcycle sales, 2005–14 (\$million)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Parts and accessories	858.7	767.2	749.2	816.5	836.7	873.1	875	862.6	842.6	804.3
General merchandise	313.8	282.2	259.1	274.1	282.5	295.9	284.8	292.3	284.5	262.7
Financial services	377.0	494.7	682.7	649.4	650.1	641.6	660.8	686.6	725.0	732.1

Source: Harley Davidson 10-K reports.

The “general merchandising” business included licensing of the Harley-Davidson name and trademarks to third-party manufacturers of clothing, giftware, jewelry, toys, and other products. Licensing revenues were \$35.5 million in 2017, down from \$46.5 million in 2015. To expand sales of licensed products, Harley opened “nontraditional” dealerships: retail outlets selling clothing, accessories, and giftware but not motorcycles.

Manufacturing

Since the 1981 buyout, Harley-Davidson had been upgrading its manufacturing operations through new plant and equipment, automation, enterprise resource planning, total quality management, JIT scheduling, CAD/CAM, and participative decision-making.

Despite the constant development of its manufacturing facilities and operational capabilities, Harley's low production volume relative to Honda and the other Japanese manufacturers imposed significant cost disadvantages, especially in the purchase of components.

Harley's capacity for efficiency was also limited by its dispersed manufacturing operations: engine manufacture in Milwaukee, Wisconsin and assembly in York, Pennsylvania, and Kansas City, Missouri. During 2009–14, Harley reorganized its manufacturing operations, combining the two Milwaukee-area powertrain plants into a single facility and merging the separate paint and frame operations at York, Pennsylvania. Job losses and the introduction of more flexible employment arrangements and working practices created frictions with Harley's labor unions.

Competition

Despite Harley's insistence that it was supplying a unique Harley experience, its success inevitably attracted competitors. The clearest indication of direct competition was imitation: Honda, Suzuki, Yamaha, and Kawasaki had long been offering V-twin cruisers styled closely along the lines of the classic Harleys, but at lower prices and with more advanced technologies (Table 6). In competing against Harley, the Japanese manufacturers' key advantage was the scale economies that derived from vastly greater volume. However, despite their price premium, Harley-Davidson motorcycles benefitted from a lower rate of depreciation than other brands.

Almost all of Harley's competitors were, compared to Harley, highly diversified. Honda, BMW, and Suzuki were important producers of automobiles, and more than

TABLE 6 Recommended retail prices for V-twin, cruiser motorcycles, 2018

Model	Specifications	Price (\$)
Harley-Davidson		
Street 750	Liquid-cooled, OHC, 8-valve, 750cc engine	7599*
Sportster Superlow	Air-cooled, 4-valve, 883cc engine	8699*
Softail Slim	Air/liquid cooled, 8-valve 1746 cc engine	15,899
Fat Boy	Air/liquid cooled, 8-valve 1746 cc engine	17,699
Honda		
Shadow Phantom	Liquid-cooled, 6-valve, OHC, 745cc	7799
Fury	Liquid-cooled, 6-valve, OHC, 1312cc	10,449
Suzuki		
Boulevard M50	Liquid-cooled, OHC, 805cc	8649
Boulevard C90T	Liquid-cooled, OHC, 1462cc	12,949
Kawasaki		
Vulcan 900 Classic	Liquid-cooled, 8-valve, OHC, 903cc, belt drive	7999
Vulcan 900 Custom	Liquid-cooled, 8-valve, OHC, 903cc, belt drive	8499
Yamaha		
Bolt	V-twin, OHC, 4-valve, air-cooled, 942cc	7999
Stryker	OHC, 8-valve, liquid-cooled, 1304cc	11,899
Polaris		
Victory Octane	4-valve, OHC, liquid cooled, 1200cc	9999
Victory Vegas 8-Ball	8-valve, air-cooled, 1731cc	12,999
Indian Scout Sixty	Liquid cooled, 655ccs	8999
Indian Chief	Liquid cooled, 1644ccs	18,499

Note:

*Price is for the base model which is black, other colors extra.

one-third of Yamaha's turnover came from boats and snowmobiles. These companies could share technologies, engineering capabilities, distribution, and brand awareness across their different vehicle divisions. Moreover, sheer size conferred purchasing power.

Imitators of Harley's retro-styled, V-twin cruisers were not only the Japanese motorcycle companies but also domestic competitors—notably Polaris which produced Victory and Indian motorcycles.

Appendix Table A2 compares the financial performance of leading motorcycle companies.

The Future

During the first half of 2018, Harley's revenues, net income, and margins continued to decline. Its problems were principally in the US where sale volume was 8.7% lower than the first half of 2017; international sales volume grew by 0.5%.¹⁰ Overseas, Harley sought to expand sales through adding new dealerships and building an assembly plant in Thailand. At home, Harley continued its quest to broaden its rider base. Among its new models, the most radical was the electric motorcycle, to be introduced in the latter part of 2019. Moreover, Harley planned to "increase its investment in electric motorcycle technology, products and infrastructure in 2018 and beyond. . . [which] will help accelerate the development of this market and assure its leadership in electric motorcycles."¹¹ In March 2018, it invested in Alta Motors, a California-based developer of electric vehicles.¹²

In the face of challenging market conditions, Harley announced the closure of its Kansas City plant. Production would be transferred to the York, PA plant, and the company would incur a \$54 million restructuring charge. However, Harley remained committed to its strategy to "build the next generation of Harley-Davidson riders globally." On July 30, 2018, Harley announced accelerated measures to develop new models, broaden market reach with "a multichannel retail experience," and strengthen its dealer network.

Exploiting the potential offered by emerging markets was particularly challenging. A major dilemma for Harley was the extent to which it should seek to replicate the same brand image and the same Harley Experience that had been so successful in the United States, or whether it should adapt to the physical and cultural differences of each national market?

A Milwaukee blogger summarized Harley's dilemma:

So what does Harley do? One tack would be to stay focused on what it does best: big bikes. While that strategy may make sense on some fronts (focus on what you know, stay loyal to the brand identity, etc.), that approach will mean greatly reduced growth prospects and could doom it if the current consumer spending environment holds out long term. And meanwhile its core audience just gets older.

Or it could do what people have been saying what it should do for years: Make smaller, more affordable bikes. That's harder than it sounds, as it would force Harley to compete against the Japanese manufacturers on their own turf. But if the market is moving away from Harley, does it have a choice?¹³

As for Harley's venture into electric motorcycles, this too attracted skepticism: "Investment in the tech will be funded by a dying business, and they are basically starting from scratch. 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."¹⁴ Bloomberg Businessweek summed up HD's dilemma as follows: "It's searching for a middle ground, one that will let it reach into the future without letting go of the past. If there is such a path, it must be pretty narrow."¹⁵

Appendix: Financial Data

TABLE A1 Selected Items from Harley-Davidson financial statements, 2005–14 (\$million)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Income statement items										
Net sales	5594	4781	4859	5311	5581	5900	6229	5995	5996	5647
R & D	164	143	136	145	137	152	138	161	172	175
Selling, administrative, and engineering expense	985	979	1020	1061	1111	1127	1160	916	866	907
Operating income	1029	197	559	829	1000	1154	1281	1155	1048	891
—of which:										
Financial services	83	(117)	181	268	259	283	278	280	275	275
Interest income/(expense)	9	(22)	(90)	(45)	(46)	(45)	(4)	12	29	31
Income before taxes	1034	178	390	792	961	1114	1283	1150	1023	863
Net income	655	(55)	146	599	624	734	845	752	692	521
Balance sheet items										
Cash	594	1630	1021	1526	1327	1067	907	722	759	687
Finance receivables	1378	1436	1080	1168	1344	1774	1917	2053	2076	2105
Accounts receivable, net	296	269	262	219	255	261	248	247	285	329
Inventories	401	323	326	418	428	425	449	585	499	538
Total current assets	5378	4341	4066	4542	4216	3989	3948	3977	3853	3884
Property, plant, and equipment, net	1094	906	815	809	819	842	883	942	981	967
Total assets	7829	9155	9430	9674	9513	9405	9528	9972	9890	9972
Current portion of long-term debt	0	1332	0	399	682	1176	1011	838	1084	1127
Accounts payable	324	162	225	255	248	240	197	235	235	227
Total current liabilities	2604	2268	2013	2698	0	2510	2389	2747	2862	3158
Long-term debt	2176	4144	2516	2396	2936	3417	3762	4832	4666	4587
Post-retirement healthcare liability	274	264	254	268	258	216	203	193	173	118
Stockholders' equity	2116	2108	2207	2420	2558	3009	2909	1839	1920	1844
Cash flow items										
Operating activities	2685	609	1163	885	801	977	1147	1100	1174	1005
Capital expenditures	(2232)	(116)	(170)	(189)	(189)	(208)	(232)	(259)	(256)	(206)
Total investing activities	(2393)	(863)	145	(63)	(261)	(569)	(745)	(915)	(392)	(562)

TABLE A2 Comparative financial data for Honda, Yamaha, and Harley-Davidson^a

	Honda Motor Co.		Yamaha Motor Co.		Harley-Davidson		Triumph Motorcycles	
	2017	2016	2017	2016	2017	2016	2017	2016
Revenue (\$bn)	119.97	131.3	14.31	13.28	5.65	6.00	0.54	0.43
—of which motorcycles (\$bn)	14.7	15.23	8.95	8.02	4.92	5.27	0.54	0.43
Operating income (\$bn)	7.5	5.9	1.29	0.96	0.89	1.05	0.01	0.01
Net income after tax (\$bn)	5.8	4.1	0.87	0.56	0.52	0.69	0.01	0.01
Gross margin (%)	22.4	22.3	27.5	26.8	42.3	43.0	12.0	13.9
Operating margin (%)	5.94	4.45	8.93	7.22	15.75	17.5	1.43	2.17
Net margin (%)	4.85	2.78	6.08	4.21	9.2	11.5	1.22	2.44
Operating income/ total assets	4.43	2.76	10.57	8.19	8.92	10.62	2.31	2.97
Return on equity (%)	8.97	5.77	17.59	12.31	28.20	35.93	11.3	19.3
Inventory turnover	10.26	11.12	5.42	5.09	10.50	12.0	5.25	4.51
Debt/equity ratio	0.53	0.53	0.27	0.27	2.49	2.43	0.64	0.73
Capital expenditure (\$bn)	5.04	5.89	0.42	0.45	0.21	0.26	n.a.	n.a.
—of which motorcycles (\$bn)	0.57	0.65	n.a.	n.a. ^b	n.a	n.a	n.a.	n.a.
R&D expenditure (\$bn)	5.71	6.39	n.a.	n.a.	0.18	0.17	n.a	n.a.
Motorcycles shipped (units ,000s)	11,237	10,529	5400	5200	241	262	63	56

Notes:

^a Honda's financial year is to March 31; Triumph's is to June 30. Yamaha and Harley-Davidson have financial years that end on December 31.

^b n.a. = not available.

Sources: Company annual reports.

Notes

1. "The Company," http://www.harley-davidson.com/content/h-d/en_GB/company/becoming-a-dealer/the-company.html, accessed March 19, 2018.
2. Harley produced sports motorcycles under the Buell brand between 1990 and 2009. Harley acquired MV Agusta, an Italian manufacturer of premium, high-performance motorcycles in July 2008. On August 6, 2010, Harley sold it back to its previous owner for €3 (\$3.90).
3. The Indian plant was its second overseas assembly plant; the first was established in Brazil in 1999.
4. G. Strauss, "Born to be Bikers," *USA Today* (November 5, 1997).
5. M. Ballon, "Born to be Wild," *Inc.* (November, 1997): 42.
6. Harley-Davidson, Inc., annual report (2000).
7. "Welcome Letter," Blackstone Valley HOG Chapter, <http://www.blackstonevalleyhog.com/HTML/Welcome.php>, accessed July 20, 2015.
8. "Letter to Shareholders," Harley-Davidson 2014 annual review.
9. Harley-Davidson, Inc., "Knowledge is Horsepower," annual report (2003).
10. Harley-Davidson, Inc. Second Quarter Update (July 24, 2018).
11. Harley-Davidson, Inc. 10K Report for 2017: 24.
12. <https://www.bloomberg.com/news/articles/2018-01-30/harley-davidson-is-making-an-electric-motorcycle-after-livewire>, accessed March 18, 2018.
13. brewcitybrawler.typepad.com/brew_city_brawler/2009/01/screw-it-lets-ride-is-not-a-strategy.html, accessed March 18, 2018.
14. <https://www.bloomberg.com/news/articles/2018-01-30/harley-davidson-is-making-an-electric-motorcycle-after-livewire>. Accessed May 20, 2018.
15. "Harley-Davidson Needs a New Generation of Riders," *Bloomberg Businessweek*, August 27, 2018.