

The Legend Continues, Harley Dynamics

The man

One man who has held onto this company is Willie G Davidson, after whose family, Harley-Davidson takes its name. In a NBC show, called *American Made*, he stated that this company is his hobby, his love and his passion. He says, "The products are emotional and therefore, we have loyalty second to none. The brand is world famous and I'm just proud to be part of it. I'm lucky that I can help keep the flame burning." His passion for the bikes began in his childhood. His father, William H Davidson was President of the Harley-Davidson Motor Company from 1942 to 1971. He had a great passion for riding and this was something that his sons -- Willie G and his younger brother John inherited. While, there was no pressure on the boys to join the firm, Willie G had a talent that would prove to be valuable. He could draw very well and while listening to history lectures in school, he didn't take down notes, instead he was sketching motorcycles!

He then sharpened his skills at the Art Centre and Design College in Los Angeles. He recalls, "After graduation, my portfolio was looked at by automobile design companies, industrial design firms and I actually wound up at a design firm in Milwaukee for a couple of years." At this job, he designed everything but bikes; he designed everything, from outboard motors to furniture. He couldn't design bikes right away because there was no designing department at his father's firm, so he moonlighted for the company. By 1953, his father realized the need for a full designing department and that's when Willie G finally joined the family firm. He says, "We are close to our customer, we ride these bikes, we collect them, we design them and so, we have an intimate understanding of the products and what they are all about. We try and understand its history over all these years and use our heads to make sure, we can keep it going for the next 100 years. I think it can go on forever, if we do it right. But every company is vulnerable as we all know."

The company

The company has a rich and long history. It was founded in 1903, at the turn of the century when transportation was in a state of flux. Willie G explains, "The original four, the three Davidson brothers and one Harley; were in the process of designing and producing prototype motorcycle, so you could get to your destination easier than on a horse (which was the favoured mode of transportation being used then). They were struggling trying to build this and they were working in a little shack behind my great grandfather's house. They all had jobs, so they did this in their spare time."

"Railroads were big then and they all knew about machinery. They used to come home from work at night, go into the shack and start making parts. There were no auto part manuals then, so they had to do it all themselves. They built a motorcycle, that they thought would have durability and that would work okay." Around this time, the team ran into competition from another entrepreneur - Henry Ford. Willie G says, "Henry Ford created mass production and the Model Ts became equal in cost to a Harley-Davidson. So, back in the 1920s, everyone could have a car. So, we were no longer the cheapest mode of transportation." That's when Harley-Davidson made owning and riding a motorcycle a fun thing to do, which continues to be its unique selling proposition even today.

The bikes also found their way to the local and federal government. In 1908, the Detroit police department had been utilizing the bikes to help maintain law and order. During World War 1 and the Second World War, the Harley-Davidson founders were roped in to help with the war effort. They produced thousands of bikes for the US and its allies. These bikes were built to go over fields and rough roads, had high ground clearance, was painted olive green with a white star on the fuel tank and had a gun scabbard on the front fork.

In 1969, some of the owners of Harley-Davidson thought of diversifying their interests. Willie G, his father and brother did not want to do this and wanted to remain an independent company. But the company was an attractive cash cow, so the manufacturing group Bangor Punta approached Harley-Davidson shareholders and offered to buy their stock. To avoid this, the company leaders decided to look for a white knight - essentially a cash-rich third party, who understood what Harley-Davidson stood for. They found AMF, America Machine and Foundry; a manufacturing company that made a wide range of products from food and tobacco processing equipment to bowling balls. AMF came in and quickly established who was boss, by incorporating their logo on the bike's fuel tank. This marriage wasn't turning out the way it was intended. AMF realised how capital intensive the business was and the quality had begun to slip. With the American economy in a recession and the Japanese bikes coming in, their problems just seemed to be getting worse.

So, in the 1980s, the company came back to its original owners because AMF asked them to buy it back! So, they used their personal net worth, help from the banks and whatever they could raise personally to buy back Harley-Davidson. They managed to raise about \$80 million. They had to rescue the company from debt and they were able to do it because they were passionate about it and believed in the brand.

But 1982-83 and 1984 were rough years because Japanese manufacturers like Kawasaki, Suzuki and Honda began selling in the US in increasing numbers and were able to build bigger bikes at lower costs. And this began to tell on Harley-Davidson's balance sheet.

The plant was operating at 50% capacity and struggling to maintain the 13% market share they had. They had to layoff 1,800 employees. Even the banks were thinking of pulling the plug on them. So, they went to the government to ask for assistance in putting curbs on Japanese imports, which the government agreed to do. And within a timeframe, Harley-Davidson bounced back. The company was held up as an example of American competitiveness and was even given a stamp of approval by President Ronald Reagan himself, who came to their plant and gave them a congratulatory speech.

Keeping the customers coming is a challenge, which they are more than geared up to meet. As Willie G Davidson says, the company has brand loyalty and recognition and some new products lined up as well. So, those die-hard Harley-Davidson bikers can ride on into the sunset. Willie G left the company in 2011 in retirement.

Harley-Davidson sustains a loyal brand community which keeps active through clubs, events, and a museum. Licensing of the Harley-Davidson brand and logo accounted for \$40 million (0.8%) of the company's net revenue in 2010.

Financial crisis

According to Interbrand, the value of the Harley-Davidson brand fell by 43% to \$4.34 billion in 2009. The fall in value is believed to be connected to the 66% drop in the company profits in two quarters of the previous year. On April 29, 2010, Harley-Davidson stated that they must cut \$54 million in manufacturing costs from its production facilities in Wisconsin, and that they would explore alternative U.S. sites to accomplish this. The announcement came in the wake of a massive company-wide restructuring, which began in early 2009 and involved the closing of two factories, one distribution center, and the planned elimination of nearly 25% of its total workforce (around 3,500 employees). The company announced on September 14, 2010 that it would remain in Wisconsin. In 2009 Harley Davidson reported a loss as a consequence of the financial crisis. In 2011 things were close to normal and the Company reported increased market shares in both the US (55%) and in Europe (14%), but in a declining market. Income increased substantially compared to 2010.

Current model designations

Harley has a carefully build up product line, with the following product groups and types.



883 Sportster Hugger



The all new (2012) Softail Slim

- **Sportster** With the exception of the street-going XR1000 of the 1980s and the XR1200 most Sportsters made for street use have the prefix XL in their model designation. For the Sportster Evolution engines used since the mid 1980s, there have been two engine sizes. Motorcycles with the smaller engine are designated XL883, while those with the larger engine were initially designated XL1100.
- **Dyna** models utilize the big-twin engine (F), small-diameter telescopic forks similar to those used on the Sportster (X), and the Dyna chassis (D). Therefore, all Dyna models have designations that begin with FXD, e.g., FXDWG (Dyna Wide Glide) and FXDL (Dyna Low Rider).
- **Softail** models utilize the big-twin engine (F) and the Softail chassis (ST).
 - Softail models that use small-diameter telescopic forks.
 - Softail models that use large-diameter telescopic forks similar to those used on the touring bikes (L) have designations beginning with FLST.
 - Softail models that use Springer forks with a 21-inch (530 mm) wheel have designations that begin with FXSTS.
- **Touring** models use Big-Twin engines and large-diameter telescopic forks. All Touring designations begin with the letters FL, e.g., FLHR (Road King) and FLTR (Road Glide).

- **VRSC** models utilize the Revolution engine (VR), and the street versions are designated Street Custom (SC). After the VRSC prefix common to all street Revolution bikes, the next letter denotes the model.

Harley Owners Group

The **Harley Owners Group** (HOG) is a sponsored community marketing club, operated by Harley-Davidson for enthusiasts of that brand's motorcycles. The HOG is "the granddaddy of all community-building efforts," serving to promote not just a consumer product, but a lifestyle. The HOG has also served to open new revenue streams for the company, with the production of tie-in merchandise offered to club members, numbering over one million strong, making it the largest factory-sponsored riding club in the world. The Harley-Davidson community was the prototype for the ethnographic term subculture of consumption, defined as "a distinctive subgroup of society that self-selects on the basis of a shared commitment to a particular product class, brand, or consumption activity."

The Harley Owners Group was created in 1983 as way to build longer-lasting and stronger relationships with Harley-Davidson's customers, by making ties between the company, its employees, and consumers. HOG members typically spend 30% more than other Harley owners, on such items as clothing and Harley-Davidson-sponsored events. Much of the intent of this branding effort is presenting Harley-Davidson as an American icon, with the focus on authenticity and pride in being American-made. All of this is credited with turning flagging sales around, and allowing the Harley-Davidson company to grow again.

HOG delivers

Elements of the program which are available for HOG members are:

Roadside Assistance

You're automatically covered when you need it most. H.O.G.® Roadside Assistance Standard Package comes with a one-time coverage up to \$100. (Upgrades available)

H.O.G.® Events

Participate in anything from local chapter rides to pin stops, to state and national rallies.

HOG® Magazine

Packed with riding stories, product info, H.O.G. news, member stories, and more, *HOG* magazine has become one of the most popular magazines in the motorcycle industry.

Touring Handbook

The Touring Handbook features H-D road maps for the U.S., Canada and Latin America with a quick reference to dealer information.

H.O.G.® ABC's of Touring Contest

An alphabetical "Scavenger Hunt" for you and your Harley-Davidson® motorcycle! Earn points and win prizes. NEW FOR 2012! Spell out the word SWITCHBACK by using photos from specific locations to enter into a drawing for a 2013 Harley-Davidson Switchback motorcycle.

And there is more:

AT&T Wireless
 Best Western Ride Rewards®
 Harley-Davidson® Insurance
 H.O.G.® Mileage Program
 Chapters
 Motorcycle Shipping
 Member Services Center
 Harley Davidson Finance



Daytona's Bike Week, Main Street packed with Harley's

Ladies of Harley

A separate group in the HOG, Ladies of Harley. Herewith a typical sort of contribution from a lady of Harley and her dedication to the brand and the influence it has on her lifestyle.

"I have been on the back on and off bikes through out the last 25 years never ever thought about having my own bike until...2008 a good family friend from growing up in Florida came to visit my brother and I in Maine. She currently lives in Alaska and works 3 weeks on and 3 weeks off and got her bike in 2006. She rides all over, and when she came to Maine I was at a changing point in my life, my 3 kids were pretty much grown and off to college or working. My 28 years of marriage were done and I wanted to do something with people, so I saved for 1 year and went on line and bought a used 2002 Harley Heritage Classic. In hindsight probably too big but I don't fall over anymore; well for the last year anyway and I love my bike. I have met some amazing riders, male and female, and made some good friends. People love to come up and ask about your bike; how long have you been riding? Etc. and usually even more so when its a woman. I have a neighbor that bought a bike 3 days after me; neither one of us had ever rode a motorcycle before so we had the same learning curve, in Maine there is an old air strip now used as a drag strip so she and I would go practice there until we felt we would not cause havoc on the rode and rode we have; our season is a bit shorter than other places but a beautiful place to ride, I had to take Pepto-Bismol (pills to keep your stomach calm) the first 3 months as I was very nervous but one day it just clicked and I was on my way. No more Pepto and the best part is if you fall over, people for the most part are there to help you up and of course crash bars are a big knee saver. I have had double knee replacement since I bought the bike and it hasn't slowed me down and it actually feels as the best thing I ever did. My brother lived through talking me out for group rides and supports me still. The biking family is friendly and a great place to meet new people and for me, most recently the new love of my life. I would encourage any one to give it a try; it will change your life and the way your think, and every day is a GOOD day"



MDA's Women's Ride "ladies make muscle"

Steps towards export to India

In August 2009, Harley-Davidson announced plans to enter the market in India, where, according to press releases, it expects to start selling its motorcycles in 2010. The company has established a subsidiary to be located in Gurgaon, near Delhi, and has begun the process of seeking dealers. Plans to enter the Indian market have been delayed for several years, due to high tariffs and emissions regulations. The pollution regulations have recently changed, but the tariff problem is yet unresolved. In 2007, U.S. Trade Representative Susan Schwab and the Minister for Commerce and Industry of India, Kamal Nath, had agreed that Harley-Davidson motorcycles will be allowed access to the Indian market in exchange for the export of Indian mangoes. However, India had not specified emission standards for motorcycles over 500 cc displacement, effectively prohibiting the import of Harley-Davidsons, along with most models of other manufacturers. Plans to export to India were also held up by import duties of 60% and taxes of 30%, which effectively doubled the sale price. A Harley-Davidson spokesman said the company thinks demand is high enough to overcome the tariffs, and chief operating officer Matt Levatich said they would continue to push for lower tariffs.

Harley Davidson is introducing 12 models in India from the range of motorcycles. The motorcycles are completely built units and will be imported to India, thus attracting a tax over 100% in the price range of 695,000 rupees and 3,495,000 rupees ex-showroom. The bookings started in April 2010 and the motorcycle delivery started June 2010. Now Harley Davidson has five dealerships (Delhi, Mumbai, Bangalore, Hyderabad and Chandigarh) with the aim of increasing the dealerships to more than 20 in the next five years. HD has started an assembly facility for complete knock down (CKD) kits of its motorcycles in India making it only the second CKD facility outside the US.

Ladies of Harley in India

Fahima Shamim, successful Indian entrepreneur, and a dedicated Harley Davidson Rider, has asked for a Dealer Prospect Handbook which contains all information necessary to start, in a sort of franchise form, a Harley Dealership in India. There are a number of opportunities available and as she already owns a nice piece of land in Panaji, the capital of the smallest Indian State, Goa; which is suitable to build a landmark Harley dealership. Being a lady Harley Rider she expects to play a major role in the Indian Ladies of Harley and convince a large number of Ladies to ride with her, and obviously buy a Harley from her. Through a friend she expects to find more suitable pieces of land for her dealer and retail activities.

Harley claims that their dealers are not going to enter a franchise formula, but are going to be truly independently owned and operated businesses with independent entrepreneurs. They will not charge a franchise fee; but the setup of the average dealership requires a net worth of INR 27.275.000 (approx. 400.000 euro) and liquid assets of INR 13.650.000. (approx. 200.000 euro). Fahima expects, with a little help from her friends, to get the required funds and is very keen to start the build of her company. She plans to establish two dealerships in Goa and plans the set up of four HD apparel stores.

Tim McGregor, responsible for the Indian operations of Harley Davidson is very positive about Fahima' project proposal and gives her the green light based upon Harley's own market research. Harley does their own research and will not rely upon information from other than their own sources. Obviously this research is available for Fahima.

Fahima's roll out

For the dealerships Fahima will need a total of 800.000 euro (in rupees) and expect to invest another 400.000 euro's in liquid assets, as indicated by Harley Davidson. For the HD-shops she will need another 100.000 investment and 50.000 in liquid assets. She will start with the HD dealerships and plans on getting the first one up and running in 2015, and the second in 2016. Her two HD apparel shops will start in 2015.

Fahima assumes her businesses will be up and running during the full calendar year. For all practical purposes she calculates with a desired return of 15% on the capital invested, and for calculating purposes she assumes all investment is taking place before the first year of operation, and profits will remain unchanged for the period of analysis.

The numbers

Statement of income per dealership in euro's

Statement of income	
Sales	1.500.000
Cost of sales	950.000
margin	550.000
Costs:	
Personnel	150.000
Building (including 10.000 depreciation)	45.000
Several (excluding depreciation)	25.000
Total costs	220.000
Pretax Profit	330.000

Statement of income per HD shop in euro's

Statement of income	
Sales	250.000
Cost of sales	150.000
margin	100.000
Costs:	
Personnel	25.000
Building (including 5.000 depreciation)	15.000
Several (excluding depreciation)	5.000
Total costs	45.000
Pretax Profit	55.000

Note: The case is based on public sources. Ladies of Harley in India and Fahima's roll-out by Bob Fetter, Intersumma, may 2014.

Questions

1.

Harley Davidson has a long history in serving customers who want to buy motorcycles. Their brand value is very high.

- a. Name the four factors which determine brand value.

Antwoord 1 a:

The four factors which determine brand value are:

- brand awareness
- brand loyalty
- brand image price/quality relationship
- brand personality
-

- b. Indicate how Harley Davidson does on those four factors

Answer 1 b.

Harley-Davidson has tremendous brand value, it is extremely well known, both as a brand and as a "lifestyle". Also as a brand which has some negative associations (Hell's Angels) but that seem to further enhance the brand instead of reducing it.As long as they talk about you.....

Brand loyalty seems to be very high because of the HOG (Harley Ownership) program and the apparent close relationship with the lifestyle, implying that the product will continuously be bought again.. customers for life.

The brand is masculine, stands for freedom and for individualism. Lots of famous persons (moviestars like Brad Pitt) like and own Harley's.

The image is strongly connected to lifestyle, good quality and a very high price. There has been a period that quality was an issue, as with more US products. There has also been European support to improve that, Porsche was involved in the engine development of the V-Rod for example.

2.

The entry of Harley in India is a project which, we assume, has been carefully analyzed.

- a. What eight factors would you use to determine the market attractiveness of the Indian market for Harley Davidson

Answer 2 a.

In first instance they can use the normal factors:

- a. Market size
- b. Market growth
- c. Level of Competition
- d. Profitability

Furthermore:

- e. Availability of target group
- f. Sensitivity for image, branding
- g. Distribution network availability
- h. Market sophistication or differentiation

The last four are more specifically in line with this PM(T)C (Product Market, Technology) Combination)

- b. Indicate the degree of risk you would attach to the individual factors; include your argumentation

Answer 2 b.

Degree of Risk:

Market size, slightly difficult to determine; the Indian market has traditionally been more tuned to functionality of a motorbike. Sensitivity for a brand like Harley in current affluent part of the Indian society might be doubtful. Risk: relatively high.

Market growth; economic development also in India is not entirely certain, income levels are still far away from what we are used in (up till now major Harley markets), so market growth in general for motorcycles might decrease, but still higher than in their traditional market. Risk: moderate.

Level of competition: not much of a factor for Harley Davidson because the product is differentiated, and therefore establishing its own niche. Does compete with other high status and lifestyle products on a generic level though. In general direct competition; limited risk.

Profitability, dependent upon tariffs, current tariffs will mean that profitability levels will be low. Can only be compensated by CKP. General price levels low, as Indian market not as mature. Higher risk

Availability of target group; growing relatively strong depending upon future buying power of affluent Life style sensitive group. Obviously lots of people in higher educated roles. Risk: limited.
Sensitivity for image and branding; also in India there will be a strong sensitivity for image. Apart from Harley's also apparent from the interest in expensive cars (Jaguar and Landrover owned by Tata)etc. Risk limited.

Distribution network availability; addressed by Harley through the building their own distribution network through (independent) entrepreneurs. They need to find them though.. Risk moderate.

Market sophistication or differentiation, here there might be some doubt whether Harley is entering a market which is ready for this kind of product. Higher risk.

3.

In HOG (Harley owners Group) Harley Davidson has a strong program to increase customer satisfaction.

a. Describe how a customer satisfaction plan should be structured

Answer 3 a.

As with any plan we should start with 1) the targets (objectives) and 2) the target group(s) and we should always address 3) budget and control, and 4) action planning and timeline.

In between students can become creative:

1. Which factors determine satisfaction
2. Continuous measurement
3. Media and programs to be used to increase satisfaction
4. Message and tone of voice
5. Reward customer loyalty
6. Improve service levels
7. Measure loyalty and satisfaction.

b. Describe the elements of Harley' customer satisfaction plan

Answer 3 b.

In general terms Harley strongly builds upon HOG (the Harley Owners Group) to increase customer satisfaction and loyalty.

And they seem to believe that their product and everything they offer around it are the determinants of customer satisfaction.

Examples as:

- insurance, pins
 - Mileage programs
 - Hotel deals
 - Shipping programs
- Etc.

Media which are used are these programs, communicated through the Chapters and all the clubs, and their website.

Message and tone of voice, one happy family, independent, freedom, differentiated, cozy.

Customer loyalty increased through the HOG, membership free for the first year for example

HOG is also used as a program to reward customer loyalty.

Service levels seem to be high, the company does a lot to satisfy the customer, merchandising programs help to

c. Indicate the elements Harley could improve upon

Answer 5 c.

- Measuring the effect of their program might be further improved
- Communication of the outcomes
- Use of social media. Little info in the case, so room to improve, well fitted to experience.

4.

STP (segmenting, targeting and positioning) is one of the key aspects of the commercial process.

a. Describe how Fahima could address STP in India

Answer 4 a.

Fahima could address STP as follows:

Segmentation, ladies, probably 25 to 45 year. Description fine segmentation

Targetgroup, lifestyle component, income level higher, flashy, showing off

Positioning: unique motorcycle, incomparable, supports your lifestyle and offers functional mobility

Answer 4 b.

b. Give a detailed analysis of the target group for Fahima

Ladies, 25 to 45:

- trendy
- affluent
- sporting
- daring, adventurous
- freedom oriented
- feminist (a little bit)
- fashionista
- Single

c.

Indicate which elements in buying behavior could be specific for India; including argumentation

Looking at elements of buying behavior :

Answer 4 c.

- AIO attitudes, interest, opinion
- reference groups
- economic considerations
- Maslow
- AIDA, trial, and service
- Hofstede, India is reasonably Masculine
- High Context culture, applicable to India

Specific for India for example: H-D might be a little bit to "capitalistic" for Indian circumstances. It might also be a little bit on the provocative side for ladies to sort of show this kind of masculine behavior.

Economic considerations are also an issue; it shows off wealth which surpasses that of say "an expensive car"

Majority of people in India still is very poor. Goa is pretty touristic though.

And India is pretty Masculine, and Indians have a tendency to show off, which might fit Harley perfectly well.

If Maslow issues are included (safety for example in traffic is certainly something else than in Europe or the US), bonus.

5.

Fahima has an ambitious investment plan.

- a. Determine the Cash Flows of Fahima's investment plan
- b. Determine the Net Present Value of the investment plan
- c. Advise Fahima of the desirability of her plan, including major financial aspects and major marketing aspects

Answer 5 a:

The cash flows:

- T0 : 800.000 + 400.000 + 100.000 + 50.000 = 1.350.000
- T1 : 330.000 + 10.000 = 340.000
- T2 : 660.000 + 20.000 = 680.000
- T3 : (660.000 + 20.000) + (110.000 + 10.000) = 800.000
- T4 : 800.000
- T5 : 800.000

Answer 5 b.

- T1 : 340.000/1,15 = 295.652
- T2 : 680.000/ (1,15)² = 515.151
- T3 : 800.000/ (1,15)³ = 526.000
- T4 : 800.000/ (1,15)⁴ = 457.143
- T5 : 800.000/ (1,15)⁵ = 398.010; Totaal 1.793.946, NPV -1.350.000 = 443.946

$$(1,15)^2 = 1,32$$

$$(1,15)^3 = 1,52$$

$$(1,15)^4 = 1,75$$

$$(1,15)^5 = 2,01$$

Answer 5 c:

Advice:

Financial: return well over 15%, from a financial standpoint little risk.

The risks from a commercial standpoint are much larger:

- Harley's assumptions on the market attractiveness of India seem to be on the optimistic side
- especially the Ladies target group of Fahima seem to increase the commercial risk.

Reference to earlier answers fine.

6.

Harley Davidson seems to have found a way to communicate with their target groups on a truly global basis.

- a. Describe the major opportunities a company has to communicate globally

Answer 6 a.

From the session on marketing communication:

- complete extension, successful advertising is transferred into other countries
- symbolic extension, transfers with modifications only in minor issues
- liberal extension, different media might be used, or the same media in a different way
- symbolic or literal extension, touch and feel is similar.

An opportunity is the terrific strong brand which enables you to really use global communication.

Answer 6 b.

- b. Describe the way Harley Davidson does that based on the information you have

The most logical answer is that Harley indeed tries to do things as similar as possible, and again HOG is one of their major platforms, with an added advantage that the customer produces with them.

Answer 6 c.

- c. How do current communication opportunities (f.e. social media) support the way Harley Davidson communicates?

Social media is an excellent fit with the club or lifestyle feeling Harley tries to use on their communication effort. The same applies to the other opportunities with mobile phones, I-pad's etc. Instant sharing of events and experience, opportunities to share in general, target group's (ladies), feminine touch, etc.

7.

Harley uses the HOG membership as a means of keeping track of customer information.

- a. Describe the elements of a CRM system

Answer 7 a.

In essence; although it is called a Customer Relationship Management system it goes far beyond the customer. Important to add: suspects and prospects, competition, management and marketing information, database and obviously all data on customers

Answer 7 b.

b. Indicate which elements are covered by the information from HOG and which elements are not. Obviously fully centered around the customer, and partly on customer data. Harley falls short on thinking about competition (the relative arrogance of the successful brand), suspects and prospects (some initiatives now to counter that, at least in Holland, in trying to come closer to customers riding other motorcycles)

Answer 7 c.

- c. How could Harley Davidson obtain data to comply with CRM requirements?

For Harley more data on suspects and prospect could be vital for the future. Here social media could play a major role, it could also help to further enhance the lifestyle and informal (club) feeling Harley riders have. Experiences could be shared and inroads into competitive brands could be made. They could still use the "chapter" focus of the HOG, but take it beyond the customer. They might also want to introduce the ambassadors role (introduce a friend as a new customer)

End