

Imagine if **you could build a digital strategy, identifying new long-term growth positions with investments with near term payoffs. All while gaining alignment and support from the highest levels of the organization.**

Since 2014, we've worked with Harley-Davidson to address several strategic challenges — from deciding where to focus long term R+D efforts to identifying key opportunities in the Horizon 2 areas for growth . We've also helped them to develop internal capability — teaching senior execs how to take a more outside-in approach and training high potentials how to explore trends and their ecosystem.



To think **about digital** – stop **thinking about digital**

Our Hero

Harley-Davidson is one of the most revered brands in the world. The passion that the brand evokes is rivaled by few and envied by many across industries. H-D wanted to build the next generation of riders in order to replace their core consumers who are aging out of the sport. In order to appeal to younger riders, H-D knew they had to make the right investments in Digital technology platforms, but didn't know where to focus.

Obstacle

Despite the strength of the brand, H-D struggled to connect with younger riders. The tenants of the brand: rebellion, freedom, visceral experiences, conflicted with the very idea of Digital. However, finding and nurturing relevance with the next generation of riders would be close to impossible if their products and go-to-market strategy were not leveraging digital technologies. The real challenge was that there were 100's of areas where H-D could invest – from IoT to e-commerce, from bike to bike communication to AR and VR experiences. Despite the brilliance of the ideas the organization was paralyzed, not making choices – Everything was relevant but nothing was relevant.

Guide

We used our Applied Scenario approach to crack the code on relevance. Instead of thinking about where to play in digital, we flipped the problem and started looking at the key aspects of their business. We looked at areas like manufacturing, financing, retail, e-commerce and training, as well as what makes them who they are such as freedom, leisure, and community. All in all, we explored 13 future scenarios that captured very crisp, succinct impact trends for today and 10 to 20 years into the future. We created a Scary Tale and Fairy Tale for each scenario – detailing how Digital could disrupt the status quo (the Scary Tale) as well as how H-D would position themselves for success leveraging digital technologies (the Fairy Tale). This is where the magic begins!

Because you look at digital across each of these vectors, themes begin to emerge. AR shows up in half a dozen areas such as training, commerce, experience, manufacturing, and more. Now the choice of AR creates a capability that touches multiple parts of the business. And what was considered a small idea, becomes a bigger opportunity and critical capability.

Treasure

The opportunities in Digital and the business cases supporting them were so attractive for H-D that their Executive Leadership team and their Board of Directors signed off on substantial investments in multiple areas. This approach has created a roadmap for H-D's success in digital, which you will see on the road for years to come.

