



# HARLEY DAVIDSON MEDIA PLAN

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# WHO ARE WE?



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## Ladies, start your engines...

With the unique and exceptional brand quality of Harley Davidson in mind, JLMTC Advertising has created a media plan to gain the attention of women across the nation. Through a combination of quality research, creative appeal, and the personal touch of JLMTC, this plan will serve in its purpose to increase the number of female Harley Davidson owners.

This media plan aims to target Generation X women between the ages of 35-54, full-time employees with a household income at or above \$75,000 who are married with children. This female-driven campaign takes advantage of the growing number of women who are gaining an interest in the motorcycle industry. These women are successful business professionals, seeking an outlet to relieve the stresses of the workplace.

The campaign aims to reach women from all over the country, mainly focusing on the top three markets for motorized vehicle sales, Florida, California, and Texas. These markets consist of the highest populations of working women and provide the most promising numbers for future Harley sales.

A combination of traditional and non-traditional media will be utilized to reach the largest amount of women in the target market. A total budget of \$23 million dollars will be allocated to the overall media plan. Fifteen million of that amount is dedicated to traditional media outlets including morning and primetime television, morning and evening radio, magazines, and outdoor. The remaining \$8 million will be put towards non-traditional means including social media outlets and a promotional event.

The event, themed "From Working Heels to Harley Wheels," will be the first women's Harley event of its kind. Here, women will be brought together through their unique common interest: riding. For non-Harley owners, a test-driving course will put a Harley in the hands of a potential consumer. Spokeswomen will speak on behalf of the company at this semi-formal, invitation-only event. Sponsors include Grey Goose Vodka and Frye's boots.

This campaign aims to reach an average of 73 percent of the target market, for a total of 5,047,220 women at an average of 3.7 times a week. The advertising is scheduled to run from February to October using a flighting strategy. The advertising is most heavy in March through August to take advantage of the pleasant weather when motorcyclists ride the most. Within that time period, June to August are specifically devoted to outdoor advertising consisting of billboards on major highways in the top markets.

This media plan will be the guide behind JLMTC Advertising's campaign to successfully reach the target audience of women. With the specified budget, markets, and media strategies this plan has the utmost potential to drive Harley sales and instill a sense of brand loyalty in women nationwide.

# JLMTC

# SITUATION ANALYSIS



## ***BRIEF HISTORY***

The popular and successful motorcycle company, known today as Harley Davidson, began in 1903 when William S. Harley and Arthur Davidson made their first production of motorcycles available to the public. With surprising success, the company started to gain popularity in early years of development.

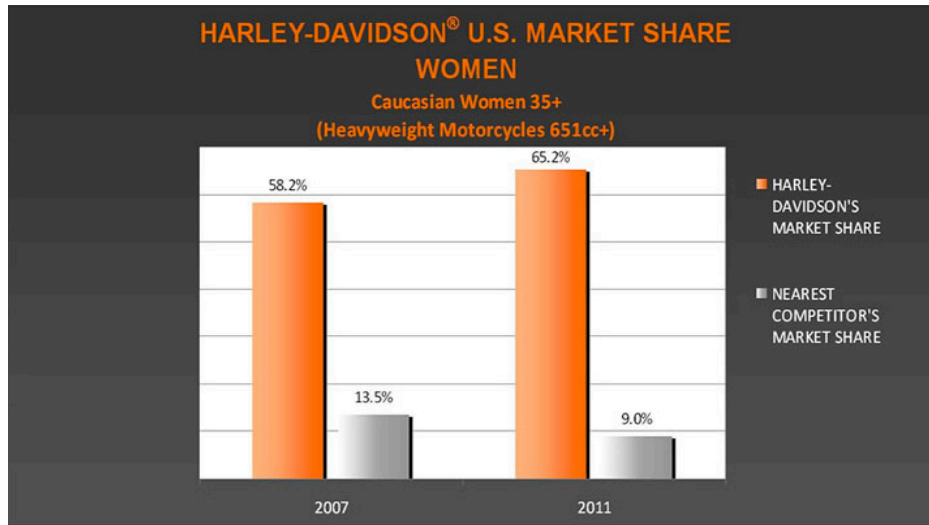
Harley Davidson made history in 1909 when they introduced their first V-powered motorcycle. Ten years later, the company became the largest motorcycle manufacturer in the world. They moved into large headquarters and produced their trademark symbol. Different technology was developed for the motorcycles, which started to be sold all over the world. A large U.S. Military market was also developed during this time.

The thirties introduced new models and art deco into their motorcycles. In the forties, WWII began and thousands of motorcycles were seen in Europe. A tradition was born in the fifties when one of the most signature and iconic motorcycles was produced, the “Sportster.” Many new inventions and models of motorcycles came about in the sixties. This was also the decade when Harley Davidson merged with the American Machine and Foundry Company (AMF), a longtime producer of leisure products. Motorcycle production was upgraded in the seventies when all assembly operations were moved to a modern 400,000 square foot plant in Pennsylvania.

Senior Executives of Harley Davidson bought back the company from AMF in 1981 and with new innovations in engineering and model creations, the company rejuvenated its brand. With such a large amount of success, the nineties brought the installation of a \$31 million state-of-the-art paint facility factory in Pennsylvania, a Parts and Accessories Distribution Center in Wisconsin, and a new Product Development Center next to the Capitol Drive plant in Milwaukee. In the 21st century, new models continue to be created. Harley Davidson still lives on as the most successful motorcycle company in the world.



# CURRENT SALES AND COMPETITORS



The graph above compares the market share of women for Harley Davidson versus their competitors in years 2007 and 2011. Harley's market share of women increased 7 percent, while the competitors declined 4.5 percent. Harley's share during both years of measurement is also exponentially higher than that of its competitors. This illustrates that not only do they have more market presence, but they are also growing at a more rapid rate.



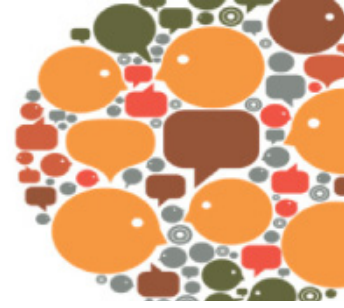
## Harley-Davidson, Inc. Results

### Q4 2011 Vs. Q4 2010 Results – Continuing Operations



- Earnings impacted by:**
- Motorcycles Segment operating income up due to:
    - 12.0% increase in revenue (14.0% increase in motorcycle shipments)
    - Higher gross margin percentage
    - Increased SG&A and restructuring spending
  - Financial Services Segment – strong operating income
  - Lower interest expense

Harley's annual report states that their revenue has gone up 9.3 percent in 2011 with a revenue of 1.18 billion.



## ***KEY BRAND ISSUES***

One of the main brand issues of Harley Davidson is its predominantly masculine reputation. Although it has one of the strongest identities in the market, Harley Davidson has mainly been known as a male-dominant brand. However, they are currently aware of the need to expand their marketing efforts to women and have been making persistent efforts to do so. In 1995, women only represented 2 percent of Harley Davidson's market. By 2010 they have managed to increase the percentage of women consumers to 12 percent. (Businessweek) They have hired spokeswomen such as Victoria's Secret Model, Marissa Miller, to help illustrate the idea of female Harley ownership.

Another brand issue that Harley has dealt with in regards to women is the need for a smaller, easier bike for females to handle. Many women feel that they would be intimidated by the size and weight of a usual Harley and are looking for something more catered to their needs. Harley heard their demands and came out with the Sportster, a 550-pound bike, much less intimidating than the usual 700-pound motorcycles Harley promotes. Women have reported positive feedback for the bike and feel more comfortable with its size and weight. In order to continue gaining the interest of it's female target market, Harley needs to get this type of specific model information out to the public so that women realize that Harley provides more options than huge, heavy bikes.

The manufacturing of this smaller, lighter bike is necessary and beneficial to gaining female attention to the brand. However, like many companies within the past decade, Harley is still trying to recover from the recent economic downfall. Motorcycle sales overall have fallen 41 percent since 2007, and 36 percent for Harley. The Sportster is a smaller bike, meaning that the production is less expensive. However, this also means they bring in less revenue than normal, larger bikes. Harley must be conscious that since these prices are lower, their buying rates need to increase in order to increase revenue for the company.





## ***TIMING CONSIDERATIONS***

As a brand with a seasonal product, Harley sales are affected by the variation of weather throughout the year. While the lowest sales months for Harley are in January and February, the weather improves in March and sales begin to incline. Harley's sales were up almost 26 percent in their first fiscal quarter of 2012. Relating to these numbers, Harley's advertising should begin to steadily increase in the first fiscal quarter and steadily increase into the second fiscal quarter. Another consideration for advertising is Sturgis, which is considered to be one of the largest motorcycle rallies in the world and is held for a full week in August in South Dakota. Many bikers like to have their bikes in prime condition for the event. At the end of February through the month of August would be the ideal time to heavy-up advertising for Harley.

## ***TARGET AUDIENCE***

It's a beautiful, warm Saturday morning - the perfect morning for a ride. Sarah walks outside into the sunshine and swings her leg over her bike. She slides the key into the ignition, checks her helmet, adjusts her gloves, and breathes. Sarah turns the key and her bike rumbles awake. As she begins to feel the wind in her hair and hear the gravel beneath her bike, all of her troubles melt away and nothing else in this world seems to matter.







Meet Sarah: A 46-year-old full-time mom, wife, and financial consultant for a large corporation. Between juggling two teenage girls, a full social calendar, and a career that demands almost every second of her time, she desperately needs a stress reliever. On Saturday's like these, she's able to break free. If even only for a few hours, she can get on her motorcycle, leave her hectic life behind her, and feel revitalized and alive.

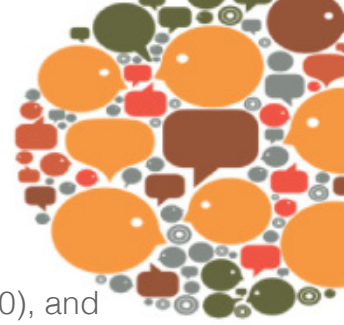
Sarah is not the only woman with this type of lifestyle. She is just one member of the target audience selected for this campaign: Generation X women between the ages of 35-54, full-time employees with a household income at or above \$75,000 who are married with children.

Sarah is the prime illustration of this female target audience for Harley Davidson. The largest numbers of these women are between the ages of 35-54 (MRI Index 136) and women who attended college (MRI Index 128). The largest numbers of this target audience are working professionals in management, business, and financial operations (MRI Index 155). Due to their significant workplace stress, Gen X women place a high priority on balancing their family life and career and greatly value maximizing their leisure time and quality of life.

According to research by Mintel, more than 6 out of 10 Gen Xers are married (MRI Index 155) and have children living at home. Most have older children between the ages of 12-17 (Index 122), allowing them flexibility for freedom on the weekends. Their household incomes are greater than \$75,000 (MRI Index 145), providing them with plenty of discretionary income to spend. Gen Xers are also significantly more likely than the average adult (ages 18 and up) to engage in a variety of outdoor activities including bicycling, camping, and motorcycling (Mintel).

The size of the target audience for female consumers is 6,914,000. This campaign aims to reach 73 percent of these women, for a total of 5,047,220 women.

# **TARGET AUDIENCE MEDIA USAGE**



Based on MRI data, female Harley users have a high propensity to read magazines (Index 111), listen to the radio (Index 110), surf the Internet (Index 130), and view outdoor advertisements (Index 133).

A report on Gen Xers stated that 63 percent surf the Internet often. (Mintel) A report from the Pew Research Center in May 2010 shows Gen Xers to be among the heaviest Internet users, along with Millennials. This suggests that Internet advertising is a great way to reach this audience. Also noteworthy is that surveyed Gen Xers report an average of 3.9 hours spent weekly commuting to and from work, which is more than one hour greater than the average adult. Even more, Gen Xers who are employed full-time averaged five hours per week. This suggests that radio and billboard advertising may also be an effective way of reaching Gen Xers.

## **COMPETITIVE ANALYSIS**

Harley Davidson is the largest manufacturer of heavyweight motorcycles in the world by market share and captures about half of the U.S. market. For many people, purchasing a Harley is a luxury. Harley competes with other motorcycle companies by stressing excellent design and quality rather than price.

Women appear to be the next emerging market in the motorcycle industry as the amount of women's riders is steadily increasing. Promoting the Harley Sportster, nicknamed the "Skirtster," is an excellent way to increase awareness and brand loyalty to this rising female market. According to Harley Davidson dealers and HOG chapters across the nation, the Sportster is the most popular entry-level bike for women buyers. Four dealerships reported that 70-80 percent of their Sportster inventory is purchased by women. The Sportster has seven model types and ranges from \$6,000-\$11,000. The bike is more suitable for the female body frame, is very durable, and highly respected among the Harley community. This already popular bike is the ideal approach for targeting this target market of working women.



### **Main Competitors:**

- Honda Motor Company
- Suzuki Motor
- Yamaha Motor
- Kawasaki Heavy Industries
- BMW: BMW should also be closely looked at due to its similar brand image and luxurious reputation. Both BMW and Harley Davidson engage in rigorous competition regarding their marketing strategies. BMW continues to fashion its marketing approach to attract clientele currently loyal to Harley Davidson.

### **Top 5 Markets:**

1. New York
2. Los Angeles
3. Chicago
4. Philadelphia
5. San Francisco

## ***SWOT ANALYSIS***

### **Strengths:**

- Harley Davidson is one of the most admired and recognized companies in the world today
- Repeat business is strong at approximately 42 percent of motorcycle purchasers have owned a Harley Davidson previously.
- Harley Davidson is the only American heavyweight motorcycle manufacturer
- Harley has a wide variety of products ranging from standard, performance, touring, and custom.
- People consider Harley Davidson an American icon.
- Major revenue comes from Harley Davidson's customization of the bike.
- Brand loyal customers.
- Strong commitment to core customers.

**Weaknesses:**

- Only about 9 percent of Harley Davidson U.S. retail motorcycles are to women.
- Due to the excellent quality, Harley's are an expensive luxury product.

**Opportunities:**

- Increasing interest among women riders.
- Increasing market share among other countries (Europe & Asia) in the last two years.
- Increasing demand for good quality, U.S. products and parts among customers.
- Customers value quality parts.

**Threats:**

- Confidence in economy is directly related to the purchasing of luxury items.
- Some major competitors such as Yamaha have larger financial and marketing resources and are more diversified.
- Possibility of manufacturing overseas: "American-made." Many American companies, regardless of the industry are going overseas to reduce expenses but hopefully not result to a decline in quality. Harley has even resulted to importing some parts from Japan and has competition against its main competitors when it comes to technical provision comparisons. Because of their brand image and loyalty, Harley has been able to maintain premium prices for their motorcycles. The question to consider is if this legendary American manufacturer cannot only thrive but survive against the inexpensive overseas competitors.



# OBJECTIVES

## **Reach, Frequency, Continuity, Impact**

This campaign aims to reach an average of 73 percent of the target market, for a total of 5,047,220 women at an average of 3.7 times a week. The campaign will run between February 1<sup>st</sup> and October 31<sup>st</sup>, 2013 with a GRP total of 2,280. This will be achieved by applying the continuity pattern with a flighting strategy to the media plan in order to increase awareness amongst the female target market and create a greater market share by 15 percent in the U.S. market.

Reach and frequency levels were determined by good judgment and by using Ostrow's model of effective frequency. The media goals were calculated by averaging the numbers from the months during which advertisements will be run, February through October. November, December and January are not used due to the colder temperatures and weather conditions resulting in few motorcycle sales.

February's reach is at 60 to introduce brand awareness in the month leading up to the seven-month period of maximum exposure. In the two months following this period, September and October conclude the media exposure with a reach of 60. These months are geared to reinforce consumer satisfaction on their potential brand purchases.

## **Geographic Considerations**

So where do all of these future biker chicks reside? And how is JLMTC going to encourage them to try out a Harley? The top ten U.S states for motorcycle sales are located in Florida, California, Texas, Ohio, New York, Washington, North Carolina, Michigan, Pennsylvania, and Illinois. These states represent the places where motorcycles have already been established as a popular pastime. This campaign seeks to use the advantage of those high numbers and appeal to the women in those states. These are women who are most likely to have the most exposure to motorcycles sales, though they might not have been a contributing purchaser. This campaign seeks to change that. JLMCT will create a feminine



side to Harley so that women in these markets will go from being familiar with motorcycles to becoming an actual purchaser.

Within these states, this campaign will select the cities with either the highest population or the cities that have the highest number of working women, therefore matching a main component of the target market. By blending these two strategies this campaign will target the places that are most likely to take the target audience from their working heels to Harley wheels.

**Target Cities:**

**Florida:** Miami, Tampa, Jacksonville

**California:** Los Angeles, San Francisco, San Jose, San Diego

**Texas:** Dallas, Houston, Austin, San Antonio

**Ohio:** Columbus, Cleveland, Cincinnati

**New York:** New York City

**Washington:** Seattle, Spokane

**North Carolina:** Charlotte, Raleigh

**Michigan:** Detroit

**Pennsylvania:** Philadelphia Pittsburg

**Illinois:** Chicago





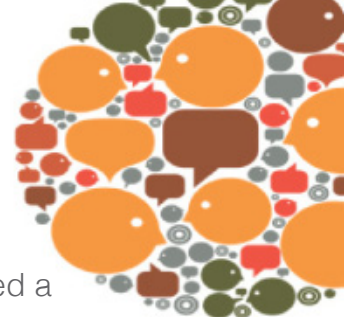


## **Demographic Considerations**

The demographic that this campaign is aiming to reach includes fulltime working women between the ages of 35 and 54 with a household income at or above \$75,000, married and with kids. The reason that the marketing will be aimed at women with higher incomes is because a Harley bike is a luxury purchase. The women who are most likely going to be turning to motorcycles as a pastime have to have the money to do so. By examining the top markets of Harley Davidson sales, it is shown that eight out of the ten top states for Harley sales are also listed under the top states for highest household income, proving that these two statistics are related.

The age group of women between 35 and 54 is young enough to still be interested in adventurous purchases and thrilling past times, such as a motorcycle. They are also mature enough to be financially stable enough to afford it. This is an age group that is accessing new online trends such as Pinterest, which is a part of this marketing campaign. Mashable Social Media reported that 40 percent of all Pinterest users are between the ages of 35 and 54, which gives the Harley Female Rider's Pinboard a very good chance of being viewed by this age group.

The demographic selected for this campaign is also married and with children. This family environment makes for both a support system and, conversely, a potential source of stress. With nagging kids or an overload of housework, moms and wives often need a break - a mental vacation. This can instantly be accessed on the back of a Harley, the wind in a woman's hair as she lets loose and cruises the roads to relaxation, much like Sarah from the target market description.



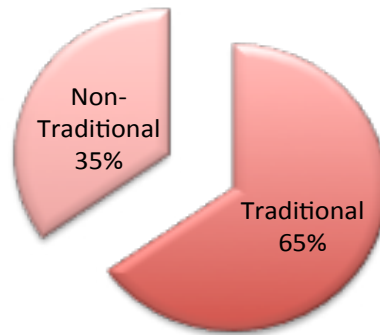
# STRATEGY

In order to increase market share by 15 percent, JLMTC Advertising created a media mix that will be most effective in targeting the chosen female target market of women between the ages of 35-54. With a budget of \$23 million, the media mix will be launched through magazines, television, radio, and outdoor advertising. Along with these traditional media channels, this campaign also includes non-traditional media advertising outlets to create an even larger impact with the selected target audience. Chosen outlets such as social media, blog advertising, display advertising, and a sponsored Harley event will be integrated to support the campaign and drive Harley sales. The media plan for Harley begins February 1<sup>st</sup> 2013 and ends October 31<sup>st</sup>, 2013. The strategy for this timeline is to use a flighting schedule. The campaign will run through the months of February through October; however the bulk of advertising will be during the high season for motorcycle riders, March through August. The plan is designed to have zero advertising in the months of January, November and December due to cold weather resulting in few Harley sales.

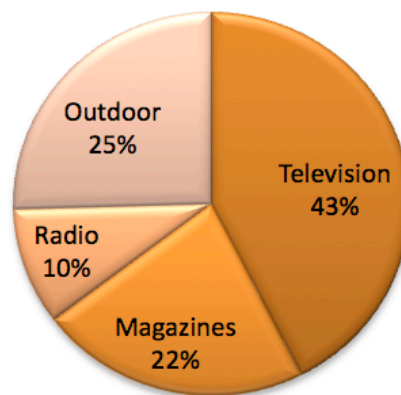




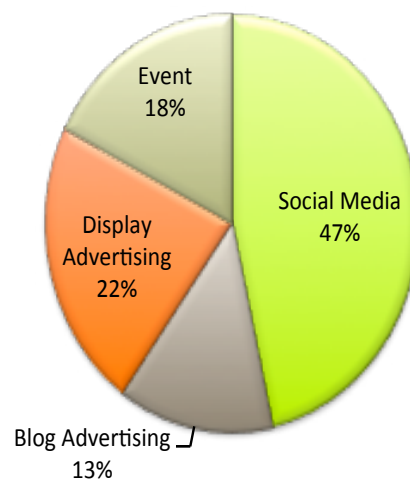
## Total Media Usage



## Traditional Media- Breakdown



## Non-Traditional Media Breakdown



# MEDIA MIX - Traditional



## **TELEVISION**

With the busy lifestyle of the target market, the campaign determined that morning and primetime slots would be when the prospective audience watches television most frequently. As working women in high-stress jobs, a typical workday usually consists of approximately 8.6 hours, morning to mid-evening. Therefore, the purchase of advertisements on network television in these slot times appropriately complies with the target's daily routine. The big three networks, ABC, CBS and NBC will be where the Harley ads are placed. Good Morning America (Index 101), The View and The Today Show (Index 117), are three long-lasting, popular morning shows featured on these networks where the campaign will purchase several commercial spots. Reality based television shows (Index 141) such as Dancing with the Stars, Amazing Race (Index 160), 20/20 (Index 142), and The Voice will fulfill the primetime spots. These 30-second commercials will promote Harley to women as well as the large audience who watch these shows and networks.

## **MAGAZINES**

With the magazines selected, the campaign will be able to advertise and reach a great amount of the target audience, which is working women in their mid-30s to mid-50s. Magazines exclusively for women will be the focus as well as touching on magazines that are classified under a broader, more general interest. Robb Report, a high-end magazine reaching "the most affluent and active consumer" has an average reader's age of 45, which falls in the middle of the target market. Advertising in this magazine will potentially reach professionals with discretionary income interested in purchasing luxurious brands like Harley. From the MRI+ database, magazines that fall under the motorcycle category have the highest propensity to women who own motorcycles, with an index of 464. As of 2010, women who currently own motorcycles have a tendency to read Motorcyclist (Index 134) with a high index of 520. This magazine renders towards both female and male riders making it an appropriate magazine to advertise to women as well as the



possible men in their lives who might also subscribe. Cycle World (Index 147), America's leading motorcycle magazine since 1962, covers a full spectrum of motorcycling and features certain issues focused on buying, power and performance, and even traveling.

Based on findings on the target market, each of these five women's magazines have high index numbers. The magazine selection within this category incorporate interests the majority of women in this age bracket have in common. Woman Rider, written by women, for women motorcyclists gives helpful tips and insights geared at the female rider. Advertising here will continue to appeal to the portion of the market already dedicated to riding motorcycles. Allure (Index 182) and Oprah Magazine (Index 229) magazines are targeted to an older audience featuring women's daily lives as a whole. Advertising here will reach the target market and factor in Harley as a recreational, stress reliever. The last two magazines the advertisements will be in are Shape (Index 270) and Self (Index 262). By advertising to these health-conscious publications, the population concerned about staying active will be met as well as suggest that riding a Harley is the way to do it. For the campaign, a 9-month, one page buy for one ad in each magazine will be issued for those 9 months. These ads will be bold and grab the attention of each particular audience subscribing to the different publications. With the similar yet diverse magazine selection, the campaign will successfully reach the target audience's various appeals as well as potential Harley customers.

## ***RADIO & OUTDOOR***

Based on MRI data, female Harley users have a high propensity to view outdoor advertisements (133) and listen to the radio (110). A report from the Pew Research Center in May 2010 shows Gen Xers report an average of 3.9 hours spend weekly commuting to and from work, which is more than one hour greater than the average adult. Even more, Gen Xers who are employed full-time, averaged five hours per week. This suggests that radio and billboard advertising is a very effective way for the campaign to reach the target market. According to



Harley Davidson media use information, the female motorcycle audience has the highest propensity to listen to country (Index 135) and alternative (Index 132) music stations. This will increase frequency to the target audience on their drive to and from work during those 9 months.

The strategy used to implement both outdoor and radio is to target the top three markets for motor vehicle sales. Within the states of Florida, California and Texas, this campaign will choose the cities with the highest population or the ones with the highest number of working women. Florida, the top market with 12.46 percent, Miami, Tampa and Jacksonville will be selected. In California, the second highest market with 9.17 percent, the campaign will span across the cities of Los Angeles, San Francisco, San Jose and San Diego. Lastly, the cities of Dallas, Houston, Austin and San Antonio in Texas will be chosen as the third, highest market with 6.49 percent. For radio, the campaign will distribute 60-second advertisements dedicated to the morning and evening drive slots from February to October. The most popular radio stations in each city will feature ads such as common morning talk shows and well-liked music channels that appeal to 35-54 year old women. This will increase frequency to the target audience on their drive to and from work during those 9 months.

The campaign will allocate funds for outdoor advertising during the months of June, July and August. These three months produce high sales for Harley due to pleasant weather that makes a motorcycle ride enjoyable. Along the major highways in these cities, Harley billboards will be distributed to spread brand awareness to the target audience. The billboards will present a bold representation of the target individual; a middle-aged business woman wearing a blazer, pencil skirt and heels. She will be featured on a Harley Sportser with a briefcase in hand and the slogan “Heels to Wheels” above her. The out of the ordinary image of a woman in a suit on a motorcycle will direct attention to prospective customers and the short and witty message is a strong illustration of what and who Harley wants to reach.



# MEDIA MIX - Non-Traditional



In the non-traditional media campaign, the money will be allocated differently in certain months than the traditional media. Coming out of no advertising in January, the campaign takes a turn into a high advertising month. The non-traditional media will start heavily in February with about \$1.3 million using all media except Pinterest. Going into March, the campaign will use all of the selected media outlets, incorporating the Pinterest contest. April will be the highest spending month with about \$2.4 million for the campaign. This month will be the highest because this is the selected month for the “Working Heels to Harley Wheels” event. After April, the non-traditional media begins to level out into low and medium advertising continuing to advertise steadily with Facebook, Twitter and banner ads on selected websites. The bulk of the non-traditional media is social media with display advertising.

## **Blog Advertising**

The blog advertising will be high and only used in the months of February, March and April in order to coincide with the event. The campaign will connect with female Harley weekend riders who blog about their riding experiences. Women who blog about Harley, such as those on [motorcyclesandwomen.com](http://motorcyclesandwomen.com), who partner the Harley experience into their busy careers will help give a visionary to the consumer about the event. Other blogs will include [IowaHarleyGirl.com](http://IowaHarleyGirl.com), [BikerChicz.com](http://BikerChicz.com) and [RippinKitten.com](http://RippinKitten.com). These blogs will contain both paid placement and Cost per Click advertising within their sites so that when women read these blogs, they can associate this event with their favorite blogger. Each site will include banners and skyscrapers on the blogger’s site of Harley and promotion of the event. \$475,000 is allocated to the cost of paid placement and will be featured in the blogs of popular female Harley riders. Two hundred thousand dollars a month for February, March and April will be assigned to Cost per Click advertising on these specified blogs.



## **Display Advertising**

Unlike blog advertising, display advertising will grow more continuous after the event in April. There will be \$600,000 allocated evenly to page takeovers, full-screen advertisements on the screen of a viewer, during the months of February, March and April. These page takeovers will include the event sponsors, Grey Goose and Frye during the three-month time span to help spread the word of the partnerships. The page takeovers will also include the Women Riders section on the Harley Davidson website. Banner ads will be consistent throughout the nine months of the campaign but \$200,000 a month will be for February, March and April. The banner ads will be heaviest in the beginning three months leading up to the event because they are so easily noticed on the websites. After the event takes place, the budget for banner ads will drop to \$100,000 a month for May through October. Banner ads are an inexpensive way of presenting the campaign and one of the first things a person sees when they enter a website.

# ***SOCIAL MEDIA***

## **Facebook**

Since the target market includes active, working women aged 35 to 54, the media plan is designed to appeal to women on the go. What is the best way to catch these women's eye and convince them to make their next big purchase a Harley Davidson? Based on MRI data, female Harley users have an extremely high propensity to surf the Internet (130). An index number that high is too large to not be used in the strategy of gaining these female's attention. Specifically, Retail Advertising and Marketing Association, Facebook is the fastest growing social media site for those aged 35 to 54 and 55+. More and more of these women are joining Facebook to connect with old friends, colleagues, and stay up-to-date with the latest trends in social media. The budget for this online venture is \$80,000 a month, February through October.

JLMTC's unique plan to target these women on the Internet is through a Facebook group dedicated to female Harley owners and/or female motorcycle enthusiasts. This will be a place for women all around the U.S. to connect with other women in their cities, plan riding trips, and talk motorcycles. It will also be the primary social media outlet where



advertising for the “Working Heels to Harley Wheels” event will take place. Through these online connections and discussions, the women will create a bigger social network with females who can relate to their love for Harley Davidson. Additionally, if a woman puts “motorcycles” or “Harley” in her “Likes or Interests,” section of her profile, advertisements for Harley will pop up on the side of her web page. This brings instant advertising to the women who fit into this target market.

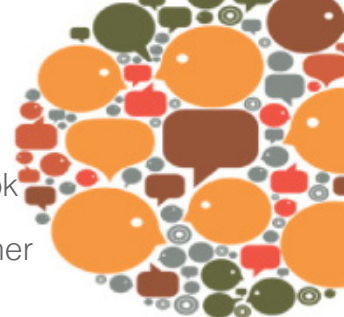
This Facebook group will also be a stage for new Harley bikes, apparel, upcoming events, lists of best places to ride, and different ways for all of these women to feel apart of something bigger. Picture this scenario– a woman has been thinking about buying a motorcycle browses the web, sees the females-only Harley Davidson Facebook group, and is instantly exposed to the world of biking women that she wishes to be apart of. She is intrigued, inspired, and excited to become a new addition to the page and a first-time owner of a Harley.

## **Pinterest**

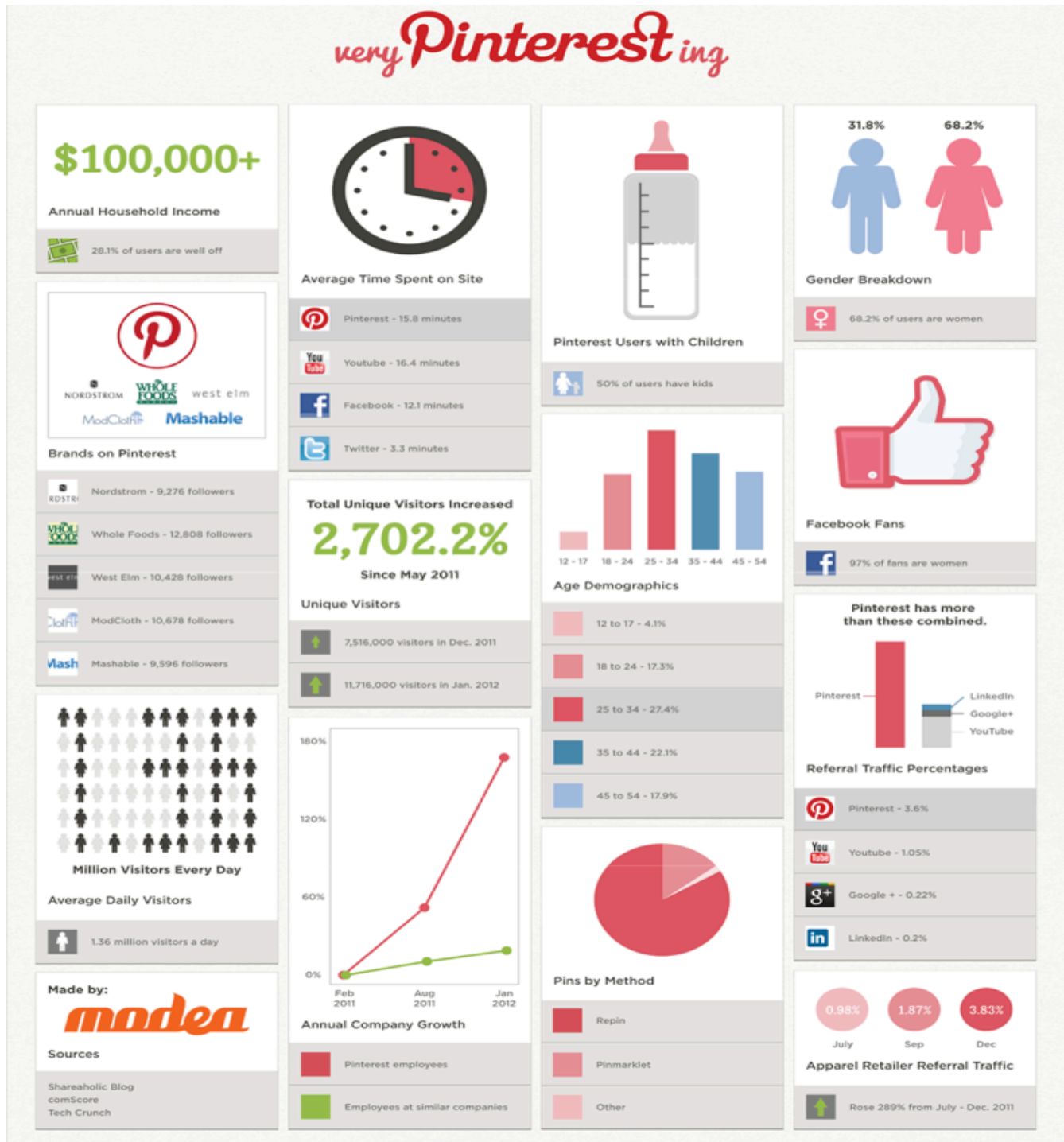
Another way to reach these women is through Pinterest, one of the top growing sites in the U.S. Over 68.2% of people on Pinterest are women, and over 50% of users have children. Forty percent of all Pinterest users are between the ages of 35 and 54. (Mashable) There is no other site currently on the web that attracts more women from the exact target market that this media plan aims to reach.

According to PR Daily, Pinterest is also driving serious traffic for some major brands. It is now driving more traffic than Google+, LinkedIn and MySpace combined. In addition, Mashable stated that daily Pinterest users have increased by more than 145% since the beginning of 2012. (Mashable) This is where Harley needs to make its “pinning” presence known as the hottest new trend in fun, female pastimes.

To maintain a strong presence on the site, two giveaway contest will take place, one in March and one in August each lasting two weeks. In the March contest, women will compete in putting together a Pinterest board all about women’s experiences with Harley. The creator of the best Pinboard will win a free invitation to the “Working Heels to Harley Wheels Event” and \$1000 to spend there. This contest will put a fun spin on promotional content for the brand and will also provide even more brand exposure for Harley on Pinterest.



Another contest will be held in August in which contestants create a memory board that documents their summer with Harley. It will be their motorcycle scrapbook via the web. They can instantly relive their memories through Pinterest and show other female riders/non-riders the fun-filled summer that a Harley brings. The winner will receive \$1000 to spend at the Harley store. In addition to the \$2,000 in prize money, there will be an additional \$1,000 set aside for advertising the contests and other expenses that may occur.





## YouTube and Twitter

The YouTube, Twitter, blog advertising and display advertising work together in the early months of non-traditional to help create a web-like effect to promote the “Working Heels to Harley Wheels” event that will be held in April. The YouTube channel will help to reinforce the working Harley women that represent the campaign with inspirational video testimony. For the YouTube aspect of the social media campaign, a social media strategist will be hired to specifically go out to Harley rallies and events at local stores and film women and their stories. The entire job of the social media strategist will be to film, upload and manage the YouTube channel and run the Twitter site. The Twitter handle is @HeelsToWheels. “Heels To Wheels” will also be the name of the YouTube channel. The idea is to have the female Harley consumer remember this catchphrase, which will be the umbrella to the social media advertising campaign. Each media outlet will be engaging in a conversation with the consumer and with each other.

The image shows a screenshot of a Twitter profile page for 'Heels to Wheels' (@HeelsToWheels). The profile header includes the Harley-Davidson logo, the name 'Heels to Wheels', the handle '@HeelsToWheels', and a bio: 'Bringing together professional women across the nation who have a passion for Harley; we're transitioning from heels to wheels...come ride with us!'. A 'Follow' button is visible, along with statistics: 1 TWEET, 6 FOLLOWING, and 0 FOLLOWERS. A sign-up overlay is present on the left, with fields for 'Full name', 'Email', and 'Password', and a 'Sign up' button. Below the sign-up form is a navigation menu with 'Tweets', 'Following', 'Followers', 'Favorites', and 'Lists'. A tweet from the profile is visible, stating: 'in the planning stages for the @HeelsToWheels campaign! brainstorming some awesome ideas...be on the lookout'. The background features a repeating pattern of the Harley-Davidson logo.





## **“From Working Heels to Harley Wheels” Event**

With the increase in Harley Davidson’s advertisements towards women, it is important to remain consistent in emphasizing the personality of the marketing strategy. The female Harley owner is strong, successful, and independent. She’s fun, fearless and classy. What better way to showcase the personality of the target market than through an event that portrays the same characteristics and ideals. The event, themed “From Working Heels to Harley Wheels,” will be the first women’s Harley event of its kind. The event is geared towards women who represent the target market: a woman who transitions from a high-powered professional to an adventurous Harley rider in her everyday life. The budget for this event is \$1.4 million and will take place in April in the three top market cities: Los Angeles, Dallas, and Miami.

Specifically, this event will aim to promote the new bike, the Special Edition Harley Sportster, which is designed with strictly women’s needs in mind. However, the event will do much more than simply reveal the latest design in female motorcycling. There will be an area for test-driving the Sportster, which will give some women the opportunity to ride a motorcycle for the first time. Because Harley Davidson is usually a male-dominated brand, this comfortable atmosphere will remove the pressure of a Harley store filled with men that a woman would normally have to endure when test driving a bike. The event will have retail areas that sell Harley clothing for women that promote the Sportster and the brand name in general. Former Harley spokeswoman and professional model, Marissa Miller will attend the event and speak on behalf of her experience with Harley Davidson.

This will be a semi-formal, evening event to parallel the sophisticated, high status of the females who will be in attendance. In the months prior to April, all of the nontraditional means for advertising will be allocated for the promotion of the event. The event will be sponsored by Grey Goose, which will account for the costs of alcohol and stay consistent with the market of luxury brands. An additional sponsor to the event will be Frye boots to highlight the accessory that any female Harley motorcyclist can’t ride without. We will promote the boots in such a manner that will suggest that one should buy a bike to match her boots, much in the same way a woman buys her dress to match her shoes. The exclusive event will directly target the campaign’s female audience in a fun and exciting way and in turn, drive Harley women’s sales.

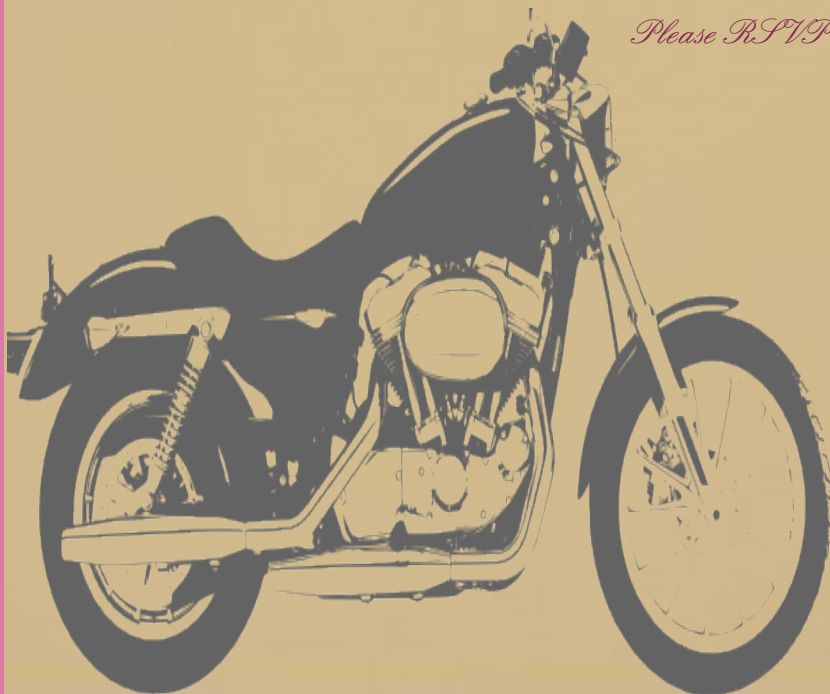




## *Working Heels to Harley Wheels Event*

*Join us for the launch of Harley Davidson's newest motorcycle designed specifically for women, the Special Edition Sportster. As Harley's first official **females-only event**, the evening will be unlike any other. Test drive the Harley bike you've been dreaming of, try on the latest in biking apparel and mingle with the queens of the biking industry. Let Harley take you from "Working Heels to Biker Wheels."*

*Please RSVP at [www.heelstowheels.com](http://www.heelstowheels.com)*



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# BUDGET



Primetime television and billboard advertising are the most expensive outlets, therefore, the majority of the budget has been allocated for these expenses. These channels are vital to the effectiveness of the campaign because they allow for high viewership on a large scale basis. Equally important is the budget allocated for magazine placements due to the opportunity of targeting a niche market including specific women's magazines and popular motorcycle magazines. The least amount was budgeted for radio spots because they are easier to attain than other channels.

The non-traditional means of advertising are used in support of the larger, traditional advertising ventures in order to keep messages consistent. These outlets allow media messages to be constantly updated based on the latest topics of conversation online. These mediums also invite the opportunity for responses from the target audience which opens a two-way communication between the brand and the client. With these channels, Harley can be better informed of the needs, wants, and ideas of the female consumer. A large portion of the non-traditional budget is allocated to planning and executing the females-only Harley event because of the unique opportunity it provides the target audience to have personal interaction with the brand, the product, and like-minded consumers.

## Acid Test

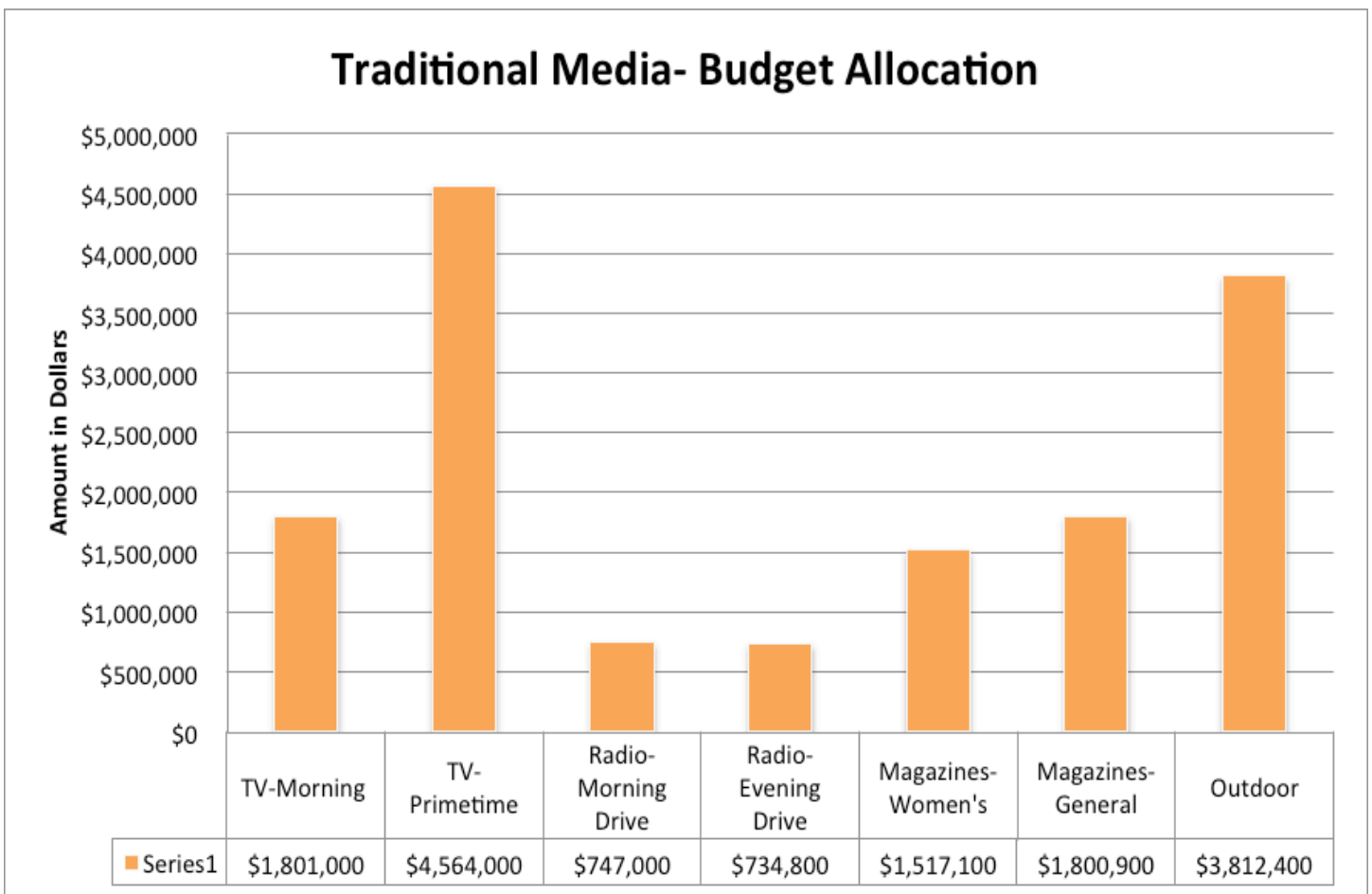
### Year at a Glance

	Reach		Avg Freq		GRPS			\$(000)		
	Goal	Est	Goal	Est	Goal	Est	Balance	Goal	Est	Balance
<b>February</b>	60.0	46.8	2.0	1.5	120	70	49	789.5	761.7	27.8
<b>March</b>	80.0	74.8	4.0	2.5	320	188	131	2105.3	2037.8	67.5
<b>April</b>	80.0	74.8	4.0	2.5	320	188	131	2105.3	2037.8	67.5
<b>May</b>	80.0	74.8	4.0	2.5	320	188	131	2105.3	2037.8	67.5
<b>June</b>	80.0	51.4	4.0	1.7	320	87	233	2105.3	2079.4	25.9
<b>July</b>	80.0	51.4	4.0	1.7	320	87	233	2105.3	2079.4	25.9
<b>August</b>	80.0	51.4	4.0	1.7	320	87	233	2105.3	2079.4	25.9
<b>September</b>	60.0	46.8	2.0	1.5	120	70	49	789.5	761.7	27.8
<b>October</b>	60.0	46.8	2.0	1.5	120	70	49	789.5	761.7	27.8
<b>November</b>	0.0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0
<b>December</b>	0.0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0
<b>January</b>	0.0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0
<b>Total</b>					2280	1035	1245	15000.0	14636.6	363.4



## Traditional Media- Budget Allocation

TV-Morning	\$1,801,000
TV-Primetime	\$4,564,000
Radio-Morning Drive	\$747,000
Radio-Evening Drive	\$734,800
Magazines-Women's	\$1,517,100
Magazines- General	\$1,800,900
Outdoor	\$3,812,400
<b>Total</b>	<b>\$15,000,000</b>

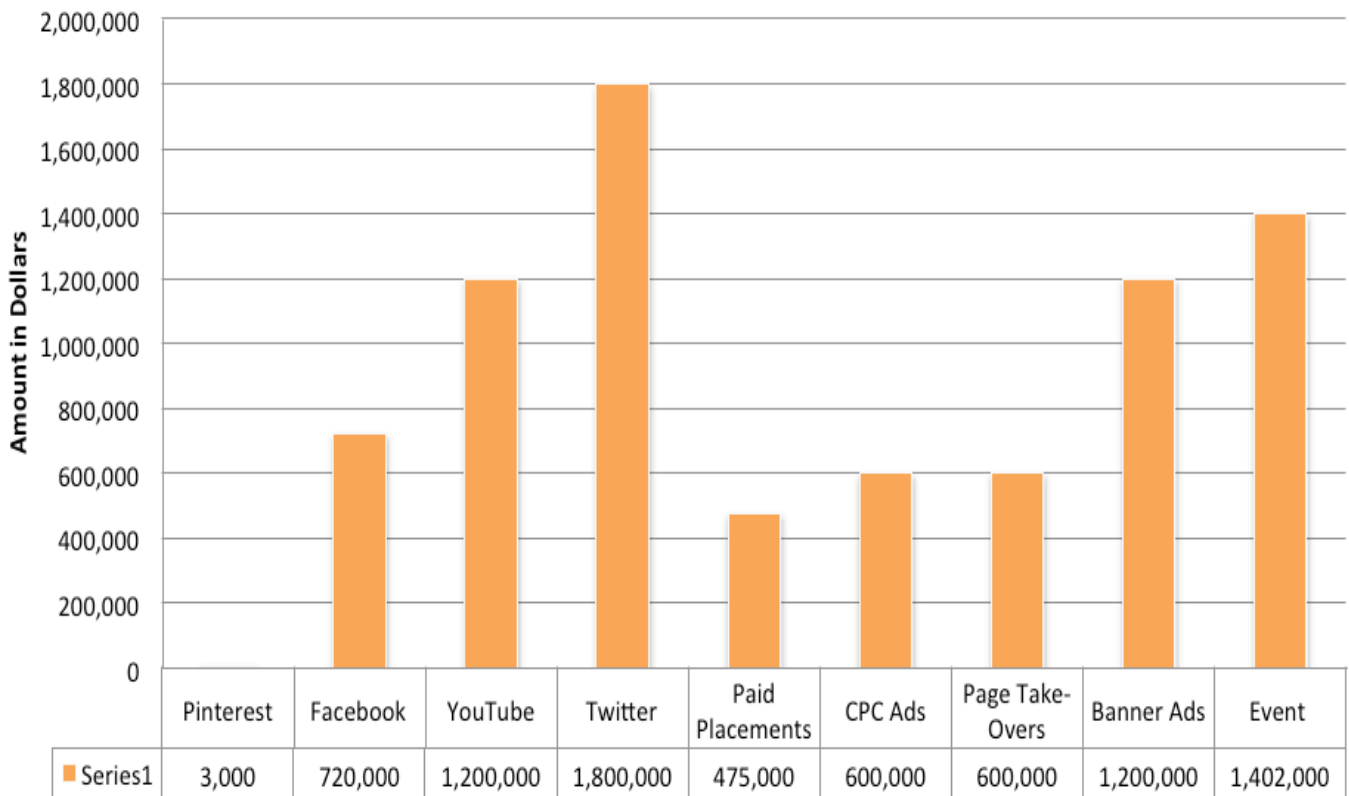




## Nontraditional- Budget Allocation

Pinterest	\$3,000
Facebook	\$720,000
YouTube	\$1,200,000
Twitter	\$1,800,000
Paid Placements	\$475,000
CPC Ads	\$600,000
Banner Ads	\$1,200,000
Event	\$1,402,000
<b>Total</b>	<b>\$8,000,000</b>

### Non-traditional Media- Budget Allocation





# CONCLUSION

## Plan Limitations – Possible Bumps in the Road

JLMTC Advertising has crafted this campaign to potentially attract more women to the Harley brand. A risk that this campaign will take is the lack of advertising throughout the entire year. There is a chance that during the three months in which the advertisements are not running, the target audience could become less aware of Harley's campaign towards women, or possibly forget about the campaign completely. However, the heavy amount of advertising that is allocated throughout the rest of the year will hopefully leave a lasting impression on the target audience.

Another possible limitation of this media plan is the ability to measure the effectiveness of social media and if it impacts Harley sales. Although it will be difficult to determine this, the use of social media in the campaign is vital. Social media is one of the newest means to represent a brand online and Harley would be a step behind the rest if they were not to jump on this brand-wagon.

Additionally, there is risk behind the campaign's first females-only event, "Working Heels to Harley Wheels." There is the chance that attendance could be low, attendees could be dissatisfied with the event in general, or there could be no apparent increase of Harley sales among women. However, the event is an innovative way to engage the prospective target market in a unique and personable way.

There is no risk-free media plan, but JLMTC Advertising is confident that the campaign created will ultimately lead to the increased market share that Harley Davidson is seeking.

## Future Strategy/ Plans:

Ideally, this media campaign will successfully increase awareness amongst the female target market and will increase market share by 15 percent in the U.S. market. The innovative and creative implementation of the media mix will drive Harley sales amongst women and place Harley in the mind of the ideal female consumer.

Harley will continue to implement the same media strategies in the following years



as detailed above. Through research of this female market, the outlets chosen such as magazines, television, radio, and outdoor advertising are the most effective ways to reach this female Harley audience.

Supplementing these traditional media outlets is a strong presence in social media, which will only continue to grow in years to come. As the technology world is constantly changing as fads quickly come and go, JLMTC advertising will integrate these new forms of media into the campaign strategy to keep up-to-date with the market's preferred forms of communication.

In the future, the “Working Heels to Harley Wheels” event will be an exclusive event that female Harley riders eagerly look forward to every year. In creating this unique and upscale brand image, all women will aspire to be this successful, trendy, and adventurous image of a Harley woman.

In this largely male dominated Harley world, a campaign directed specifically towards Harley women will allow the audience to feel valued and catered to, therefore attracting more women to the Harley brand in the future.

## **The Journey Starts Now...**

JLMTC Advertising has built a campaign that is innovative, reliable, and most importantly, achievable. The media plan created will successfully increase brand awareness as well as sales to the target market of women. The company is committed to upholding Harley Davidson's strong reputation and fulfilling the brand's mission on “Customers for life.” Harley's loyal consumer base will also expand and the vision to fulfill dreams on the road will continue to climb. Implementing this campaign will permit Harley to only move in one direction: forward. Harley's strategy to grow through diversity is also carried out in the plan and would be a beneficial guide in that development. JLMTC Advertising promises to ride with the brand over every bump on the road and pass competitors along the way.



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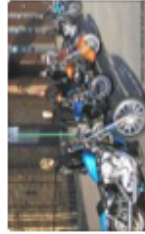
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Events

2

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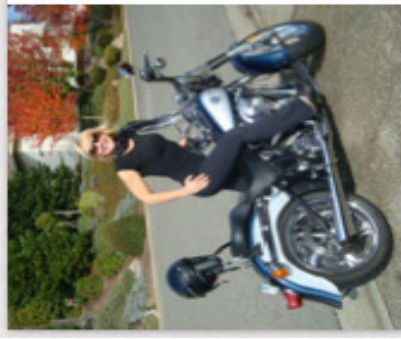
Photo / Video

Write something...

Also on

<http://www.MOTORESS.com>

<http://twitter.com/motoress>






# Sarah Hughes

Financial Consultant during the weekdays, and a biker chick on the weekends. Love my family, friends, and a good road trip.

 Dallas/FW  

Repins from

-  Tatum Current
-  Lori Schwartz
-  Chelsea Latimer

4 Boards

21 Pins

0 Likes

Activity

 Edit Profile

0 followers 10 following

## Places To Ride

5 pins



Edit

## Motorcycles

5 pins



Edit

## Bike Fashionista

6 pins



Edit

## Music n' Bikin

5 pins



Edit

APPENDIX C

Campaign Goals

	NATIONAL GOALS			BUDGET	SPOT GOALS			BUDGET
	REACH	FREQ	GRPS	SHARE	REACH	FREQ	[AD]GRPS	SHARE
February	60.0	2.0	120.0	5.3	0.0	0	0.0	0.0
March	80.0	4.0	320.0	14.0	0.0	0	0.0	0.0
April	80.0	4.0	320.0	14.0	0.0	0	0.0	0.0
<b>QTR 1</b>			<b>760.0</b>	<b>33.3</b>			<b>0.0</b>	<b>0.0</b>
May	80.0	4.0	320.0	14.0	0	0	0.0	0.0
June	80.0	4.0	320.0	14.0	0.0	0	0.0	0.0
July	80.0	4.0	320.0	14.0	0.0	0	0.0	0.0
<b>QTR 2</b>			<b>960.0</b>	<b>42.1</b>			<b>0.0</b>	<b>0.0</b>
August	80.0	4.0	320.0	14.0	0	0	0.0	0.0
September	60.0	2.0	120.0	5.3	0	0	0.0	0.0
October	60.0	2.0	120.0	5.3	0	0	0.0	0.0
<b>QTR 3</b>			<b>560.0</b>	<b>24.6</b>			<b>0.0</b>	<b>0.0</b>
November	0	0	0.0	0.0	0	0	0.0	0.0
December	0.0	0	0.0	0.0	0	0	0.0	0.0
January	0	0	0.0	0.0	0	0	0.0	0.0
<b>QTR 4</b>			<b>0.0</b>	<b>0.0</b>			<b>0.0</b>	<b>0.0</b>
	<b>NATL TOTALS</b>		<b>2280.0</b>	<b>100.0</b>	<b>SPOT TOTALS</b>		<b>0.0</b>	<b>0.0</b>

Goal Sheet

National Plan

National Plan	Reach	Freq	GRPs	%Share	Est \$(000)
February	60.0	2.0	120.0	5.3	789.5
March	80.0	4.0	320.0	14.0	2105.3
April	80.0	4.0	320.0	14.0	2105.3
May	80.0	4.0	320.0	14.0	2105.3
June	80.0	4.0	320.0	14.0	2105.3
July	80.0	4.0	320.0	14.0	2105.3
August	80.0	4.0	320.0	14.0	2105.3
September	60.0	2.0	120.0	5.3	789.5
October	60.0	2.0	120.0	5.3	789.5
November	0.0	0.0	0.0	0.0	0.0
December	0.0	0.0	0.0	0.0	0.0
January	0.0	0.0	0.0	0.0	0.0
			-----	-----	-----
<b>National Media</b>			<b>2280</b>	<b>100.0</b>	<b>15000.0</b>
<b>National Contingency</b>					<b>0.0</b>
<b>Total National \$\$</b>					<b>15000.0</b>

Media Vehicles	February	March	April	May	June	July	August	September	October	Total Spending
<b>Advertising</b>	High	High	High	Low	Low	Medium	Medium	Low	Low	
<b>Social Media</b>										
Pinterest		\$1,500					\$1,500			\$3,000
Facebook	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$720,000
YouTube	\$300,000	\$300,000				\$300,000	\$300,000			\$1,200,000
Twitter	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,800,000
<b>Blog Advertising</b>										
Paid Placement	\$125,000	\$175,000	\$175,000							\$475,000
CPC Ad	\$200,000	\$200,000	\$200,000							\$600,000
<b>Display Advertising</b>										
Page Take-overs	\$200,000	\$200,000	\$200,000	\$200,000						\$600,000
Banner Ads	\$200,000	\$200,000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,200,000
<b>Event</b>										
Working Heels to Harley Wheels			\$1,402,000							\$1,402,000
<b>Monthly Totals</b>	\$1,305,000	\$1,356,500	\$2,457,000	\$380,000	\$380,000	\$680,000	\$681,500	\$380,000	\$380,000	\$8,000,000



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