

# Orange County Choppers

<b>CORE COMPETENCIES</b>	RE-BRANDING AND SISTER BRAND CREATION PROCESS
<b>MARKET SEGMENT</b>	V-TWIN
<b>TARGET DEMOGRAPHIC</b>	IN-INDUSTRY AND CROSSOVER DEALERS AND CONSUMERS

## Case Study I

### How Velocity, Inc. Repositioned Orange County Choppers as a Credible Manufacturer of Production Motorcycles through Market Research, Marketing, Positioning and Branding.

## SITUATION

### Summary

Almost overnight, Orange County Choppers (OCC) achieved significant recognition and popularity among both custom bike aficionados and casual television viewers worldwide. This success led to heavy promotion and suddenly, between the hit TV show, high profile commercials, print ads and even movie appearances, the Teutuls were everywhere.

While they clearly enjoyed the perks of TV fame, a deeply rooted passion for building motorcycles compelled OCC to develop a production bike line for sale to the general public through a conventional dealer network. Velocity was hired to take ownership of that process, including the creation of a production bike brand.

### Customer Profile

Orange County Choppers grew from a two-man basement bike building operation into what it is today: a enterprise of over 70 employees headquartered in a 90,000 sq. ft. building from which they film the hit cable show American Chopper (currently airing on cable network TLC) as well as design, fabricate and manufacture custom, semi-custom and production motorcycles.

*"When we started our production bike line, our idea was to focus on Orange County Choppers as traditional builders. We found that this sort of branding was a first for the V-twin industry and had never been done before. We've committed to building the OCC Motorcycles brand, and doing what's necessary to make it the success we know it can be." -- Paul Teutul Jr., Lead Designer, Orange County Choppers*

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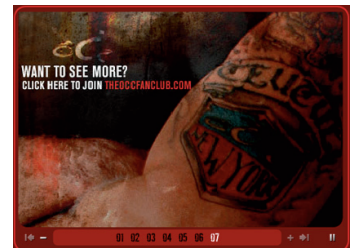


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## PRE-LAUNCH STATUS

Prior to the production bike line launch, OCC was purely an entertainment brand. While they desired to break into the world of production cycles, they were hampered by several crucial factors:

- A network-shaped image of semi-professional designers and fabricators.
- TV show diluted respectability with riders and in-industry professionals.
- Perceived lack of seriousness and drive necessary to launch a bike line.



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### PROBLEM

#### Context

A significant issue which OCC needed to address and overcome was their negative perception in the V-twin industry, especially with riders and dealers.

The popularity gained through American Chopper with the fan base did not transfer to the V-twin market. The problem resided in TLC's positioning of OCC as an entertainment brand, not a bike manufacturer. Among other negative sentiments, there existed a lack of credibility and quality. The OCC brand was one of shtick and entertainment, and for OCC to become a respected manufacturer they needed to get away from this stereotype.

Additionally, the routine of shooting American Chopper had created an OCC company culture which was not conducive to launching and supporting a line of motorcycles.

These problems, and more, were discovered during an intensive and detailed discovery phase when Velocity surveyed not only riders, dealers, manufacturers and others within the industry but also interviewed OCC employees on-site to get an accurate assessment of OCC's image and position.

#### Objectives

Following this discovery phase, Velocity outlined key objectives for the creation of the OCC Motorcycle brand with the macro goal of positioning OCC as a credible manufacturer of quality and innovative motorcycles and products. Concurrently, the existing OCC corporate culture had to be massaged in order to accomplish swift approvals, timely milestones and cohesiveness.

#### Finding the Right Partners

Velocity was a particularly good fit for OCC as Velocity was able to leverage their own industry relationships for the benefit of OCC as the following three examples demonstrate:

1. Seeking assistance from industry movers and shakers, e.g. Drag Specialties, Velocity tapped into a network of dealers, manufacturers, builders, riders and fans during the discovery phase. Writing and distributing surveys to these market segments was the backbone of the market research.
2. Leveraging their relationship with Metzeler Motorcycle Tires, Velocity helped elevate the OCC brand by piggybacking OCC motorcycles with Metzeler at numerous industry events, including a national bike contest, stage time at Sturgis and travel with the Metzeler event truck.
3. A close Velocity relationship with American Iron magazine was the catalyst to providing OCC with valuable exposure to their extensive readership through editorials as well as insertions.

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### POSITIONING AND BRANDING OPTIONS

The market research criteria – the foundation for determining OCC's positioning and branding – which had the greatest influence was:

- OCC was regarded as innovative (per American Chopper builds).
- Quality of OCC was cited as a weakness (result of television shtick).
- OCC desired to be elevated brand (with a commensurate price point).



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QUALITY. INNOVATION.



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BUILDER OF DISTINCTIVE  
CUSTOM BIKES™**

#### INDUSTRY CONTACTS

OCC had several valuable in-industry contacts that were leveraged in nearly every phase of the marketing process.

**Metzeler** – Exposure via tire giveaways, Sturgis custom bike contest and more.

**Drag Specialties** – Provided opportunity for all in-industry market research.



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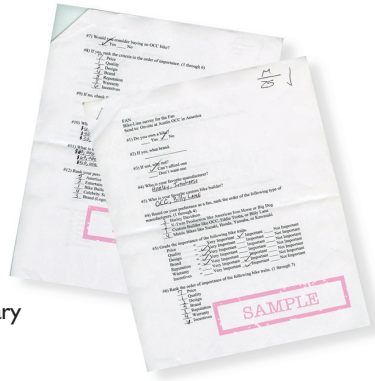
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## Case Study I

### SOLUTION

#### Process

Velocity tapped into the marketplace (dealers/distributors/ reps/riders/fans) to get their honest opinion on OCC. The data was collected through intensive fieldwork in the form of interviews and surveys. This information was then organized into a comprehensive marketing plan that focused on the common theme of “innovation and quality” – the primary selling points harvested from the market research.



	PROCEDURE	OUTCOME
PHASE I	PLANNING	RESEARCH AND DEVELOPMENT - Marketing - Organization
PHASE II	MARKETING PLANNING RESEARCH EXECUTION	- Interviews and Surveys - Media Insertion Plans - Event Plans and Budgets
PHASE III	BRAND EXECUTION	BRANDING & IDENTITY - Positioning DEALER NETWORK DEVELOPMENT - Lead Generation - Support and Materials PUBLIC RELATIONS ADVERTISING EXECUTION
PHASE IV	DELIVERABLES AND EXECUTION	- Website, brochures, ads, audio/visual, apparel, and dealer collateral
PHASE V	PRODUCTION BIKE LINE LAUNCH	- Media events, industry events, and consumer events

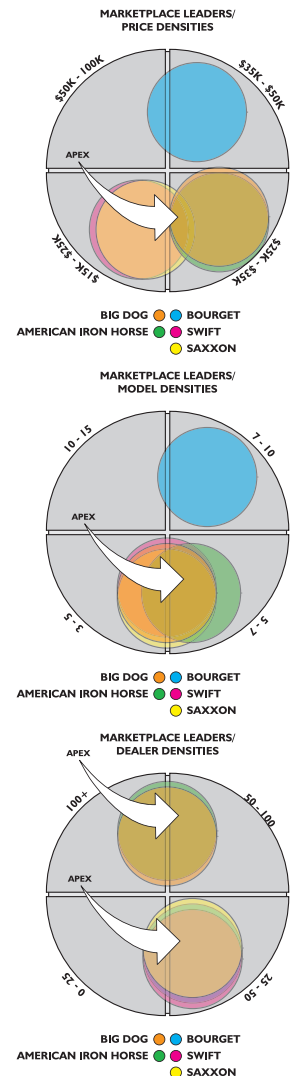
#### Solution

The solutions to the OCC challenge are all rooted in their branding, positioning and identity. Positioning was a matter of who OCC wanted to be in the marketplace in the context of the overpopulated field of competitors. And by incorporating “innovation and quality” into the OCC identity a brand was born which positioned them as a “premier builder of distinctive, custom bikes.”

### INDUSTRY FACT FINDING

Industry research was integral to the OCC marketing plan. Fact finding enabled Velocity to:

- Verify initial predictions and theories.
- Determine target audience.
- Provide foundation for marketing plan blueprint.



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### EVALUATION

#### Results and Benefits

The significant results were first the discovery of the market perception of the existing OCC brand followed by the formation and refinement of an OCC identity which essentially repositioned and rebranded them. The key deliverables were the creation of a new brand, OCC Motorcycles, and a detailed marketing plan to take the bike line to its launch and beyond.

*"An extremely competitive market like this one demands results – fast. The Velocity team proved they were more than equal to the challenge. In less than two years they took a simple idea and turned it into a compelling, functioning product line that has been picked up by dealers, won an industry award and continues to grow. They truly understand what it takes to succeed in this very unique market." -- John Sohigian, SVP of Marketing, Orange County Choppers*

#### Lessons Learned

The primary lesson learned was that perception is paramount and being presumptive of a favorable one is dangerous. Proof of such is that OCC's American Chopper popularity did not transfer favorably to the V-twin industry as fans were not always the right demographic for purchasing OCC motorcycles and true riders did not respect the OCC brand. In many respects, the American Chopper TV show was a massive liability in the context of our mission.

The follow up lesson to the reality of perception was building or reshaping a brand must start at a grass roots level. Listening to the different sectors – riders, dealers, manufacturers and distributors – and creating a correlating marketing plan inclusive of branding is the foundation for lasting success.

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#### MARKETING MATERIAL ROLLOUT

The distribution of OCC's marketing materials adhered to a precisely planned timeline cognizant of several vital components:

- Occurrence of specific industry events.
- Dealer agendas and traditional sales.
- The importance of correlating the two at all times.



#### 2008 V-TWIN EXPO (Cincinnati, OH)

OCC's presence at the Expo demonstrated the success of the marketing plan:

- Production line flagship, The OCC SplitBack, awarded 2007 Production Chopper of the Year award.
- Measurable industry acceptance at-large, well-attended show.
- Illustrated OCC's commitment to returning to V-twin industry.



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