

The George W. Woodruff School of Mechanical Engineering at Georgia Tech Presents The Annual Harold W. Gegenheimer Lecture Series on Innovation

Featuring:

Richard F. Teerlink
Retired President and Chief Executive Officer,
Harley-Davidson, Inc.

Speaking About:

Our Learning Journey

Thursday, October 21, 1999, 11:00 A.M.

Van Leer (EE) Auditorium
Georgia Tech Campus, Atlanta, Georgia

Biographical Sketch



Richard F. Teerlink, a CPA by education and training, has served as an auditor, controller, strategic planner, plant manager, and vice president. He joined Harley-Davidson as Chief Financial Officer two months after the management buyout in August 1981. He was elected to the Board of Directors in 1982. While he was not one of the shareholder/employees, Rich was one of the seven-person Policy Committee. As a member of the Policy Committee, he was deeply involved in developing the operating and financial strategies and tactics that rebuilt the functional capabilities which saved the firm from bankruptcy in 1985. In 1986, he led the effort to guide the firm back to public ownership. He was appointed Chairman of the Board of Harley-Davidson, Inc. in May 1996 and served as President and Chief Executive Officer from March 1989 to June 1997.

Prior to joining Harley-Davidson, he served in senior management positions with Herman Miller and RTE Corporation. His experience has included divisional, corporate, line, and staff responsibilities with large, small, public, and private companies.

Rich graduated from Bradley University in 1961 with a Bachelor of Science in Accounting and received his Master's of Business Administration in 1976 from the University of Chicago.

He serves on the Board of Directors of Johnson Controls, Inc., Snap-On Incorporated, and Firststar Bank of Milwaukee. He is also an active board member and participant in many business and community organizations.

He has been honored by many organizations for his leadership and humanitarian accomplishments. These include the Sales and Marketing Executives International Association

for Corporate Growth, the American Jewish Committee, and the Harvard Business School Alumni of Wisconsin.

Synopsis of the 1999 Gegenheimer Lecture

Harley-Davidson has a rich history that started in 1903. Since that time it has experienced feast and famine. In 1981 it was acquired in a management buyout by the then existing management, from AMF, Incorporated. The subsequent journey focused on revitalizing one of the most readily recognizable brands in the world. During that journey the company fought for its market and financial survival. Its market share fell to 13 percent in 1983 and in 1985 its lead bank was threatening bankruptcy. To overcome these challenges the management had to dramatically change how it approached each functional area of the business. This process resulted in a revitalized company. As they experienced improvements in the functional areas of the business, the management realized they had more to do. They now faced the challenge of changing the underlying culture. This culture change focused on the recognition that people are the only competitive advantage and that leaders must take responsibility for the operating environment.

Today, Harley's market share is approaching 50 percent, its market capitalization is approaching \$8.5 billion, and it is identified in Fortune as one of the best places to work. One of the major lessons learned during this period of change was the realization that this is really a journey based on life-long learning and that this is a journey that will never end.

About the Lecture Series

The Lecture Series on Innovation was established in 1995 through an endowment from Mr. Harold W. Gegenheimer (Class of 1933) to support student programs that encourage creativity, innovation, and design. Through the lecture series and support of capstone design projects, students are exposed to processes that stimulate creativity and lead to inventions and patents. The previous Gegenheimer lecturers were:

1995	Dr. Jerry M. Woodall	Distinguished Professor of Microelectronics at Purdue University	<i>Necessity Is the Mother of Invention, But Curiosity and Persistence Make It Happen</i>
1996	Mr. Burt Rutan	President and CEO of Scaled Composites, Inc.	<i>Innovation: Use It or Lose It</i>
1997	Dr. Jim Adams	Professor at Stanford University	<i>Creativity Versus Control: Their Impact on Innovation</i>
1998	Dr. George N. Hatsopoulos	Founder of Thermo-Electron Corporation	<i>Thermo Electron and the Spin-Out Business Design</i>

About the Woodruff School

The Woodruff School of Mechanical Engineering is the oldest and second largest of the ten divisions in the College of Engineering at Georgia Tech. The School offers academic and research programs in mechanical engineering, nuclear and radiological engineering/medical physics, paper science and engineering, and bioengineering. The enrollment includes 1674 undergraduates and 696 graduate students. Studies are directed by a full-time staff of 72

professors, ten joint faculty, 23 research faculty, and five academic professionals, who are supported by 43 staff members. The George W. Woodruff School of Mechanical Engineering is the only educational institution to be designated a Mechanical Engineering Heritage Site by the American Society of Mechanical Engineers. For more information about the Woodruff School contact:

Phone: 404.894.3200

Fax: 404.894.8336

E-mail: information@me.gatech.edu

Online: www.me.gatech.edu