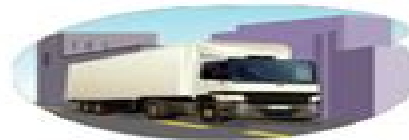




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Michelin Fleet Solutions From selling tires to selling kilometers

Case Abstract

Michelin, a worldwide leader in the tire industry, launched in 2000 a comprehensive tire-management solution offer for large European transportation companies, called Michelin Fleet Solutions (MFS). With this new business model, the company ventured into selling kilometers – instead of selling tires. This decision moves the strongly product-driven firm into the new world of services and solutions. The shift is intuitively appealing, and it provides Michelin with an opportunity to differentiate itself in the tire business. After 3 years, however, expansion is far below expectations and profitability is terrible – despite the outside help of a strategy consulting firm. The case presents the decision point in 2003, whereby MFS's future has to be decided. Should Michelin seek to further develop this solution offer, and try to repackaging the offer yet another time? Or was it just a passing fad that should be abandoned?

This case investigates the difficulties that industrial groups face when they transition from selling products to providing service. It enables participants to reflect on the following issues: What's industrial groups' rationale for moving towards solutions? What kind of business model reconfiguration does it imply? How does moving to solutions raise multiple challenges throughout the organization (e.g. in terms of sales force management, risk management, channel relationships etc.)?

* This case study was written by **Chloé Renault**, HEC 2006 and PhD Student at HEC, under the supervision of **Frédéric Dubanez**, Dabenez Chair of Social Business/Firm & Poverty and **Wolfgang Ullaga**, EDF Chair in Marketing/New Business Models in the Energy Industry, both Associate Professors at HEC Paris. The case was written as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation. We would like to thank **Stéphane Marnette** at Michelin for his assistance and support. Some data have been modified for reasons of confidentiality.

Michelin Fleet Solutions Case Study

C. Sempels, J. Hoffmann



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Strategy Implementation Kurt Verweire, 2014-04-24 Strategy implementation or strategy execution is a hot topic today. Managers spend significant resources on consulting and training in the hope of creating brilliant strategies but all too often brilliant strategies do not translate into brilliant performance. This book presents new conceptual models and tools that can be used to implement different strategies. The author analyses how market leaders have benefitted from successful strategy implementation and provides the reader with a comprehensive and systematic framework to tackle strategy implementation challenges. Have clear strategic choices been made? Are actions aligned with the strategy? What is the organizational context for the strategy? In answering these simple questions, the book provides students of strategic management along with managers involved in designing and implementing strategies with a valuable resource.

The Case Study Companion Scott Andrews, 2021-05-25 The Case Study method of teaching and learning adopted by business schools and management centres globally provides an important function in management education but employing it effectively can often be a challenge. This book provides practical insights, tools and approaches for both case teaching and writing, drawing on perspectives from expert practitioners around the world. This book aims to critically examine different approaches to using case studies in group-based participant-centred learning environments, exploring good practices for case teaching and learning. It provides guidance for case writers on various approaches to structuring case data, presentational formats and the use of technology in the construction of different types of cases. It also demonstrates the use of the case method as a tool for assessment, supporting students' own development of cases to showcase good practice in organisations. The final section of this book showcases some of the resources available, providing links and reviews of additional material that can support future case teaching and writing practice, including publication.

The Case Study Companion is designed for lecturers using cases within their teaching across all management disciplines as well as those training for Professional Development and Management Education qualifications. It will also be useful for postgraduate MBA and Executive Education students wanting to make the most of case studies in their learning and assessments.

Xaas: Everything-as-a-service - The Lean And Agile

Approach To Business Growth Shantanu Bhattacharya, Lipika Bhattacharya, 2021-10-13 XaaS Everything as a Service The Lean and Agile Approach to Business Growth takes the reader into the bold new world of pay per use for a product or service. From the perspective of the customer, the servitization model yields multiple benefits: the consumer can try out the product/service at a relatively low cost; the risk is mitigated; capital expenses can be converted into operating expenses; it is not needed to forecast how often the product/service is used and only parts of the product/service needed can be used. Similarly, a provider can benefit by having a larger market coverage, steadier stream of revenues, upgrades as and when needed, sharing of fixed assets across consumers, practicing of value-based pricing and unbundling or bundling utility for consumers using appropriate pricing techniques. However, this nanoization of products/services is tricky and has to be designed carefully. This

book provides a set of recipes to providers to adopt the XaaS model by changing the provider's mindset dividing the product service forces the provider to take a value driven approach to his product service and consequently eliminate all non value added activities The requirements of the XaaS model serve both as an objective to the innovation and internal processes of the provider and as guide to understanding the customer's needs The book also covers data acquisition data analysis and synthesis and data application needs of the XaaS model with simple examples and case studies from the business world of firms that achieve these objectives successfully

Commodity Marketing Margit Enke, Anja Geigenmüller, Alexander Leischnig, 2022-04-22 Commoditization is a major challenge for companies in a wide range of industries and commodity marketing has become a priority for many top managers This book tackles the key issues associated with the marketing of commodities and the processes of commoditization and de commoditization It summarizes the state of the art on commodity marketing providing an overview of current debates It also offers managerial insights case studies and guidance to help manage and market commodity goods and services

Sustainable Innovation Strategy C. Sempels, J. Hoffmann, 2013-10-04 Examining the links between sustainable development innovation strategy and the business model this thought provoking and timely book uses insightful case studies from mature and developing markets to demonstrate how sustainability needs to be at the core of every organization's strategy and innovation

The Phoenix Encounter Method: Lead Like Your Business Is on Fire! Ian C. Woodward, V. "Paddy" Padmanabhan, Sameer Hasija, Ram Charan, 2020-10-27 A radical new leadership strategy to transform business as we know it from a dream team of INSEAD professors and mega bestselling author Ram Charan The business landscape is littered with the wreckage of companies that crashed and burned when an apocalypse came in the shape of new competitive technologies upstart entrants demographic shifts and new world orders Who can feel safe in firestorm change The authors of The Phoenix Encounter Method don't advise safety In fact their method of leadership thinking requires you to imagine burning your business to the ground throwing yourself into a firestorm change and turning the upheaval to your organization's advantage It can then rise phoenix like from the ashes stronger and more powerful than ever Written with a sense of urgency and purposefully radical provocation The Phoenix Encounter Method represents the forward thinking of legendary business guru Ram Charan and professors from the senior global leadership program of INSEAD one of the world's top graduate business schools The resulting methodology based on analysis of thousands of articles studies reports and academic and business practice was field tested in real life Phoenix Encounters conducted with more than fifteen hundred senior executives from startups and family businesses to legacy companies representing a broad range of industry and sectors in both developed and developing economies Whatever your sector or industry if you're responsible for your organization's ability to use change as a transformative opportunity you'll appreciate the dramatic impact The Phoenix Encounter Method will have on you your leadership and your organization

Designing Sustainable Technologies, Products and Policies Enrico Benetto, Kilian Gericke, Mélanie Guiton, 2018-07-03 This open

access book provides insight into the implementation of Life Cycle approaches along the entire business value chain supporting environmental social and economic sustainability related to the development of industrial technologies products services and policies and the development and management of smart agricultural systems smart mobility systems urban infrastructures and energy for the built environment The book is based on papers presented at the 8th International Life Cycle Management Conference that took place from September 3-6 2017 in Luxembourg and which was organized by the Luxembourg Institute of Science and Technology LIST and the University of Luxembourg in the framework of the LCM Conference Series

Selling tires to selling kilometers. Was that strategy successful for the brand Michelin?, 2023-12-04 Seminar paper from the year 2023 in the subject Business economics Review of Business Studies grade 1.0 Hamburg School of Business Administration gGmbH language English abstract Michelin is a well known French tire manufacturer with a global representation They produce high quality tires for various vehicles including cars trucks motorcycles and bicycles Michelin is also known for its Michelin Guide a rating system for restaurants and hotels The transition from selling tires to selling kilometers for whole fleets is a strategic move by Michelin to move from selling tires to offering a complete mobility solution This transition involves customers receiving tires as a service TaaS where they pay based on distance driven rather than buying and servicing tires independently And while Michelin had a clear first mover advantage in the industry at the time 2000-2003 this service still presented some downsides for Michelin Another company that has established this system successfully is the aircraft jet manufacturer Rolls Royce Under the name TotalCare the price is calculated on a fixed per flying hour basis Thus maintained engines are rewarded Advantages are waste reduction efficiency increase and others Among other things Michelin's offer provides advantages such as planning security for the customer in terms of the monthly payment longer tire mileage and less impact on the environment But why was the offer still problematic In this study the analysis of the case studies and further data and references will address the central question Was this strategy successful and should it be extended to private customers At the same time an outlook on possible future developments will be given A short analytical look at the connection to the Car Subscription sector will be taken

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