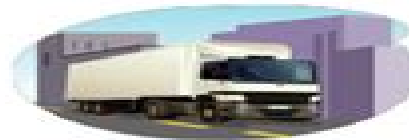




The more you know,
the more you dare*



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**, Dubanez Chair of Social Business/Firm & Poverty and **Wolfgang Ullrich**, 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

Michael F. Ashby



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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

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 s 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

Materials and Sustainable Development Michael F. Ashby, 2022-06-26 Materials and Sustainable Development Second Edition written by noted materials selection authority Mike Ashby provides a structure and framework for analyzing sustainable development and the role of materials in it The book s aim is to introduce ways of exploring sustainable development to readers in a way that avoids simplistic

interpretations and approaches complexity in a systematic way There is no completely right answer to questions of sustainable development instead there is a thoughtful well researched response that recognizes concerns of stakeholders conflicting priorities and the economic legal and social aspects of the technology and its environmental legacy The intent of the book is not to offer solutions to sustainability challenges but rather to improve the quality of discussion and enable informed balanced debate This updated edition has been updated to reflect new insights regulatory trends and other developments that have occurred since publication of the previous edition Describes sustainable development in increasingly detailed progression from a broad overview to specific tools and methods Includes updated chapter length case studies on topics such as biopolymers electric cars bamboo and lighting that vividly illustrate the sustainable development process from a materials perspective Covers business and economic aspects in chapters on corporate sustainability and the circular materials economy

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

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

Understanding Products as Services Felix Wortmann, Heiko Gebauer, Claudio Lamprecht, Elgar Fleisch, 2024-06-14 *Understanding Products as Services* serves as an indispensable guide for navigating the hybrid economy enabling you to leverage the integration of hardware and software and propel your organization to the forefront of innovation and success

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

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 *The Role of Economic Analysis in the EC Competition Rules: The European School* Doris Hildebrand, 2002-03-20 The scope is on Articles 85 and 86 and the Merger Regulation because those are the EC competition rules applying to businesses **Trade Cases** Commerce Clearing House, 1980 *Chilton's Commercial Carrier Journal for Professional Fleet Managers*, 1994 *Enviro-management* D. Keith Denton, 1994 Talk about environmentalism to many decision makers in American business today and you're likely to get a shrug or a remark about how we're doing our part As the 21st century approaches however some of the most innovative and farsighted companies in the world are turning environmental considerations into a competitive edge Japanese companies for instance are producing five times less waste per dollar than their American counterparts and German companies produce half the waste of U.S. companies Among the American exceptions is 3M's Pollution Prevention Pays 3P program which has saved over 400 million since its inception Enviro Management clearly outlines the challenges and benefits of the new green corporate thinking providing managers with a three stage process all forward thinking companies can initiate to keep in step with the times going from compliance to cost reduction to finally using pollution management as a revenue generator Environmental managers will learn how to apply life cycle cost analysis to ecological concerns a Green Management Survey and a Pollution Wheel that you can fill out to determine what sort of pollution program exists in your company and what is needed scores of strategies and guidelines for achieving environmental profits through environmental auditing energy conservation waste management and more dozens of case studies of companies that have reduced their environmental impact while improving their bottom line a complete summary of current FTC environmental marketing guidelines and a PCEQ workplace reduction guide The time has come to put an end to the adversarial relationship between industry and the environment Companies are saving money reducing costs and increasing competitiveness by better management of their environmental resources literally turning green into green Enviro Management is must reading for the environmental manager with lofty ideals and an eye on the bottom line **Principles of Operations Management** Barry Render, Jay Heizer, 1997 This text is designed as a briefer less technical introduction to operations management than the more traditional principles of operations management texts Available in two versions the hardcover version includes the Quantitative tutorials and the softcover version does not Most mathematical techniques are covered in the chapter supplements which are found in both versions *Transport Management*, 1965 **The Substantive Law of the EEC** Derrick Wyatt, Alan Dashwood, 1987 Recoge 1 The Community Legal System 2 The Free Movement of Goods 3 The Free Movement of Persons and Freedom to Provide Services 4 Social Policy 5 The Common Agricultural Policy 6 Competition 7 Intellectual Property 8 Public Undertakings *The Motor Car Journal*, 1899 **General Management, Including Cases in Business and Government, Business History, Business Policy, International Business**, 1981 **Multinational Enterprises, Innovative Strategies and Systems of Innovation** John Cantwell, José Molero Zayas, 2003 This volume explores the extent to which multinational enterprises MNEs

are decentralizing the creation of new technological capabilities to various countries The book contends that technological strategies and innovation activities undertaken by firms are a critical part of the increasing internationalization of economic activity and that MNEs are the main actors for these changes It goes on to explain that MNEs must now effectively manage new technological assets in order to cope with the extensive changes in the nature of international competition *English*
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