





Michelin Fleet Solutions From selling tires to selling kilometers

Case Abstract

Michelin, a worldwide leader in the tire industry, launched in 2000 a comprehensive tiremanagement 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 repackage 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 Chlor Remank, HEC 2006 and PhD Student at HEC, under the supervision of Prédéric Dalmer. Chair of Social Business/Form & Powerty and Wolfgang Ulaga, EDF Chair in Marketing/New Business Models in the Energy Industry, both Associate Frederics at HEC Paris. The case was written as a basis for class discussion rather than to illustrate either of ineffective translating of an administrative virtuation. We would like to thank Stephane Mannelle at Michelin for his assistance and support. Some data have been modelled for transcent of confidentiality.

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M Walker

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