



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

Kathleen Armour



Michelin Fleet Solutions Case Study:

Michelin Fleet Solutions Case Study Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the power of words has be more evident than ever. They have the ability to inspire, provoke, and ignite change. Such could be the essence of the book **Michelin Fleet Solutions Case Study**, a literary masterpiece that delves deep in to the significance of words and their affect our lives. Published by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we shall explore the book is key themes, examine its writing style, and analyze its overall effect on readers.

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