



## 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**, Dabanez 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 Answers

**Christian G. Meyer**



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## **Table of Contents Michelin Fleet Solutions Case Study Answers**

1. Understanding the eBook Michelin Fleet Solutions Case Study Answers
  - The Rise of Digital Reading Michelin Fleet Solutions Case Study Answers
  - Advantages of eBooks Over Traditional Books
2. Identifying Michelin Fleet Solutions Case Study Answers
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Michelin Fleet Solutions Case Study Answers
  - User-Friendly Interface
4. Exploring eBook Recommendations from Michelin Fleet Solutions Case Study Answers
  - Personalized Recommendations
  - Michelin Fleet Solutions Case Study Answers User Reviews and Ratings
  - Michelin Fleet Solutions Case Study Answers and Bestseller Lists
5. Accessing Michelin Fleet Solutions Case Study Answers Free and Paid eBooks
  - Michelin Fleet Solutions Case Study Answers Public Domain eBooks
  - Michelin Fleet Solutions Case Study Answers eBook Subscription Services
  - Michelin Fleet Solutions Case Study Answers Budget-Friendly Options
6. Navigating Michelin Fleet Solutions Case Study Answers eBook Formats

- ePub, PDF, MOBI, and More
- Michelin Fleet Solutions Case Study Answers Compatibility with Devices
- Michelin Fleet Solutions Case Study Answers Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Michelin Fleet Solutions Case Study Answers
  - Highlighting and Note-Taking Michelin Fleet Solutions Case Study Answers
  - Interactive Elements Michelin Fleet Solutions Case Study Answers
- 8. Staying Engaged with Michelin Fleet Solutions Case Study Answers
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Michelin Fleet Solutions Case Study Answers
- 9. Balancing eBooks and Physical Books Michelin Fleet Solutions Case Study Answers
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Michelin Fleet Solutions Case Study Answers
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Michelin Fleet Solutions Case Study Answers
  - Setting Reading Goals Michelin Fleet Solutions Case Study Answers
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Michelin Fleet Solutions Case Study Answers
  - Fact-Checking eBook Content of Michelin Fleet Solutions Case Study Answers
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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