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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 Renaudt**, HEC 2006 and PhD Student at HEC, under the supervision of **Frédéric Dubanez**, Dumas Chair of Social Business/Firm & Poverty and **Wolfgang Ullgast**, 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

**Siddappa N.Byrareddy**



**Michelin Fleet Solutions Case Study:**

The book delves into Michelin Fleet Solutions Case Study. Michelin Fleet Solutions Case Study is a crucial topic that must be grasped by everyone, from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Michelin Fleet Solutions Case Study, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:

- Chapter 1: Introduction to Michelin Fleet Solutions Case Study
- Chapter 2: Essential Elements of Michelin Fleet Solutions Case Study
- Chapter 3: Michelin Fleet Solutions Case Study in Everyday Life
- Chapter 4: Michelin Fleet Solutions Case Study in Specific Contexts
- Chapter 5: Conclusion

2. In chapter 1, this book will provide an overview of Michelin Fleet Solutions Case Study. The first chapter will explore what Michelin Fleet Solutions Case Study is, why Michelin Fleet Solutions Case Study is vital, and how to effectively learn about Michelin Fleet Solutions Case Study.

3. In chapter 2, this book will delve into the foundational concepts of Michelin Fleet Solutions Case Study. This chapter will elucidate the essential principles that need to be understood to grasp Michelin Fleet Solutions Case Study in its entirety.

4. In chapter 3, the author will examine the practical applications of Michelin Fleet Solutions Case Study in daily life. The third chapter will showcase real-world examples of how Michelin Fleet Solutions Case Study can be effectively utilized in everyday scenarios.

5. In chapter 4, this book will scrutinize the relevance of Michelin Fleet Solutions Case Study in specific contexts. The fourth chapter will explore how Michelin Fleet Solutions Case Study is applied in specialized fields, such as education, business, and technology.

6. In chapter 5, this book will draw a conclusion about Michelin Fleet Solutions Case Study. This chapter will summarize the key points that have been discussed throughout the book.

The book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Michelin Fleet Solutions Case Study.

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### **Michelin Fleet Solutions Case Study Introduction**

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