

# Michelin Fleet Solutions From selling tires to selling kilometers



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# Michelin Fleet Solutions From Selling Tires To Selling Kilometers

**Raphael Amit, Christoph Zott**



## **Michelin Fleet Solutions From Selling Tires To Selling Kilometers:**

**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 Business Model Innovation Strategy Raphael Amit,Christoph Zott,2020-10-13 The most comprehensive global guide to business model design and innovation for academic and business audiences Business Model Innovation Strategy Transformational Concepts and Tools for Entrepreneurial Leaders is centered on a timely mission critical strategic issue that both founders of new firms and senior managers of incumbent firms globally need to address as they reimagine their firms in the post COVID 19 world The book which draws on over 20 years of the authors collaborative theoretical and rigorous empirical research has a pragmatic orientation and is filled with examples and illustrations from around the world This action oriented book provides leaders with a rigorous and detailed guide to the design and implementation of innovative and scalable business models for their companies Faculty and students can use Business Model Innovation Strategy as a textbook in undergraduate MBA and EMBA degree courses as well as in executive courses of various designs and lengths The content of the book has been tested in both degree and non degree courses at some of the world s leading business schools and has helped students and firm leaders to develop ground breaking business model innovations This book will help you Learn the basics of business model innovation including the latest developments in the field Learn how business model innovation presents new and profitable business opportunities in industries that were considered all but immune to attacks from newcomers Learn how to determine the

viability of your current business model Explore new possibilities for value creation by redesigning your firm's business model Receive practical step by step guidance on how to introduce business model innovation in your own company Become well versed in an important area of business strategy and entrepreneurship Authors Amit and Zott anchored the book on their pioneering research and extensive scholarly and practitioner oriented publications on the design implementation and performance implications of innovative business models They are the most widely cited researchers in the field of business model innovation and they teach at the top ranked Wharton School of the University of Pennsylvania and the prestigious global business school IESE with campuses in Barcelona Madrid Munich New York and S o Paulo

***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

**The Ultimate Case Guide** Martin Kupp,Urs Mueller,2024-11-19 Unlock the secrets to mastering the teaching and writing of case studies with The Ultimate Case Guide This essential resource offers faculty educators and trainers in all management disciplines a comprehensive exploration into the effective use of the case method Learn about the history philosophy and pedagogical benefits of case based education Explore how to use case studies to teach individual sessions or entire courses And discover how to craft compelling case studies that enhance learning outcomes and engage students in meaningful ways The book begins with a thorough examination of the origins and evolution of the case method providing readers with context for its continued relevance in contemporary education From there The Ultimate Case Guide details practical strategies for conducting dynamic classroom sessions where theory is not merely taught but experienced and challenged Readers will learn how to facilitate discussions that promote critical thinking problem solving and decision making mirroring the complex challenges faced in the real world Furthermore this guide breaks down the art of writing effective case studies It covers every step from choosing the right topic conducting research to storytelling techniques that captivate and educate This chapter also describes how to create teaching notes that serve as roadmaps for delivering impactful lessons for yourself and other educators Whether you are a seasoned professor at a business school a corporate trainer aiming to enhance your training sessions or a newcomer to the field of educational case studies this book provides all the tools necessary to transform classroom theory into dynamic practical learning experiences The book emphasizes the importance of adapting teaching methods to fit your individual learning environment and student needs ensuring that each case study not only educates but also inspires Ideal for those committed to excellence in teaching The Ultimate Case Guide will help you elevate your educational approach making your teaching sessions more interactive engaging and effective With this guide prepare to bring the complexities of real world decision making into the classroom fostering an enriching learning environment that prepares students for the challenges of the business world

**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

**THE DEFINITIVE GUIDE TO B2B DIGITAL TRANSFORMATION** Fred Geyer,Joerg Niessing,2020-05-26 This book guides B2B leaders along a step by step path to uncommon growth through three transformative shifts The Digital Selling Shift to digital demand generation The Digital Customer Experience Makeover to digital customer engagement The Digital Proposition Pivot to data powered digital solutions The Definitive Guide is informed by the work of Fred Geyer at Prophet a leading digital transformation consultancy and Joerg Niessing at INSEAD a global standard bearer for business education Rich case studies from Maersk Michelin

Adobe and Air Liquide with best practices from IBM Salesforce com Thyssenkrupp and scores of leading B2B companies illustrate how putting customers at the heart of digital transformation drives uncommon growth Fred and Joerg map the route from customer insight to in market implementation for each transformational shift in four steps Where to Play Identify top customer growth opportunities How to Win Build the strategy to win customer preference What to Do Effectively deliver the strategy Who is Needed Assemble the team to make it happen The two biggest barriers to successful digital transformation effectively using customer data and enabling employees are addressed by outlining a clear path to navigate forward based on best practices from other leading companies The guide has won rave reviews from B2B leaders This book illuminates the secret sauce of digital transformation in the B2B space David Aaker renowned brand strategist and bestselling author A thought provoking exploration of three crucial transformational shifts for B2B companies Vincent Clerc CEO Maersk Ocean Logistics This is a great guide to applying best practices to the formidable challenge of digital transformation in complex markets and supply chains Dr Lars Brzoska Chairman of the Board of Management Jungheinrich AG By providing case examples and step by step assistance in determining where to play how to win what to do and who to win this book fulfilled my need for inspiring and pragmatic transformation guidance Lindy Hood Chief Customer Experience Officer Zurich Financial North America

**The Waste-Free World** Ron Gonen, 2024-05-14 The next revolution in business will provide for a sustainable future from founder CEO and circular economy expert Ron Gonen Our take make waste economy has cost consumers and taxpayers billions while cheating us out of a habitable planet But it doesn't have to be this way The Waste Free World makes a persuasive forward looking case for a circular economic model a closed loop system that wastes no natural resources Entrepreneur CEO and sustainability expert Ron Gonen argues that circularity is not only crucial for the planet but holds immense business opportunity As the founder of an investment firm focused on the circular economy Gonen reveals brilliant innovations emerging worldwide smart packaging robotics that optimize recycling nutrient rich fabrics technologies that convert food waste into energy for your home and many more Drawing on his experience in technology business and city government and interviews with leading entrepreneurs and top companies he introduces a vital and growing movement The Waste Free World invites us all to take part in a sustainable and prosperous future where companies foster innovation investors recognize long term value creation and consumers can align their values with the products they buy

**The Pricing Model Revolution** Danilo Zatta, 2022-05-24 An incisive and accessible blueprint to pricing your company's products and services In The Pricing Model Revolution How Pricing Will Change the Way We Sell and Buy On and Offline world renowned pricing expert Danilo Zatta delivers an essential and engaging blueprint to building an enduring competitive advantage with insightful pricing models In the book you'll learn to identify the best monetization approaches for your products and how to execute the one that makes the most sense for your business From freemium to subscription pay per use and even neuromarketing the author discusses every available option and shows you how to choose

Although it's rigorous and evidence backed The Pricing Model Revolution avoids an overly academic perspective in favour of providing you with concrete practical guidance you can apply immediately to start generating more revenue You'll learn things like How to make smart and innovative pricing a core component of your next product offering How to distinguish between every new future oriented monetization approach Which factors to consider when you're choosing on a new pricing model for your most popular products An essential read for C level executives managers entrepreneurs and sales team leaders The Pricing Model Revolution belongs on the bookshelves of every business leader seeking to learn more about one of the foundational topics driving top line revenue and bottom line profitability today *(Re)invent your business model* Laurence Lehmann-Ortega,Hélène Musikas,Jean- Marc Schoettl,2022-02-02 As challenges evolve businesses need to adapt their strategies accordingly innovation must be intertwined with the sustainable development imperative Instead of focusing solely on products processes or technologies innovation should also encompass business models How can a business be created or reinvented while ensuring it operates within planetary boundaries and contributes to fulfilling fundamental human needs This book provides a fresh perspective on tackling this precise issue By leveraging the 3 pillars of the business model Odyssey 3.14 invites you to explore 14 directions to invent or reinvent your business model The stakes are high meeting present needs without compromising the ability of future generations to meet theirs The book stands out not only for its original content but also for its innovative presentation Each concept is showcased on a double page spread seamlessly blending theory with concrete examples infographics and photos Whether you're a business leader entrepreneur manager or student you'll find in this book a stimulating innovation approach from idea generation to concrete implementation This second edition is enriched with new recent examples and features 50 real cases of business model invention or reinvention Their aim is to ignite inspiration and prompt you to take action So are you ready for the Odyssey ahead **Relationship Marketing in the Digital Age** Robert Palmatier,Lena Steinhoff,2019-01-15 The concept of relationship marketing has been discussed among marketing academics and managers since the early 1980s But instead of reaching its maturity stage relationship marketing is nowadays encountering its next upsurge Due to a confluence of trends driving the global business world including the transition to service based economies faster product commoditization intensified competition worldwide growth among emerging markets aging populations advertising saturation and above all the digital age strong customer relationships are more than ever vital to company strategy and performance Relationship Marketing in the Digital Age provides a comprehensive overview of the state of the art of relationship marketing offering fruitful insights to marketing scholars and practitioners In seven chapters divided into two main sections on understanding Part I and effectively applying Part II relationship marketing an introductory and a concluding chapter readers learn how to successfully manage customer seller relationships 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 *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 *Circular Economy Opportunities and Pathways for Manufacturers* Henrik Hvid Jensen,2025-03-11 In today s rapidly evolving manufacturing landscape the future competitiveness for manufacturers hinges on three interlinked paradigms 1 Circular Economy Models for Zero Waste Product Lifecycles The shift from traditional linear models to circular ones is increasingly crucial Circular strategies extend product lifecycles optimize resource use and open new revenue streams ultimately bolstering resilience competitiveness and customer relationships 2 Sustainable Manufacturing Through Decarbonization As global awareness around sustainability grows the push toward decarbonized manufacturing processes is no longer optional Such an approach minimizes environmental impact while aligning with international sustainability goals 3 Digital Enablement for Paradigm Transformation Digitization serves as the lynchpin in realizing cleaner manufacturing and circular economy objectives Tools like the Digital Product Passport DPP empower manufacturers to achieve transparency encourage collaboration and create unmatched business value expediting the transition to sustainable and circular manufacturing One of the most pressing challenges for manufacturers today is achieving the transition to cleaner and circular business models in a financially viable way This book delves deeply into the business opportunities circularity presents and the pivotal role of digital solutions in enabling a smooth and cost effective transition It emphasizes how digitization can address economic feasibility concerns while driving operational efficiency and sustainability By breaking down these critical elements the book provides actionable insights and frameworks serving as a practical guide for manufacturers striving to align economic priorities with environmental and operational demands ensuring long term competitiveness and resilience Visit <https://circularpathwaysbook.com> to continue your journey **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

*Quest* N. Anand, Jean-Louis Barsoux, 2014-02-11 This book identifies and addresses the seven transformation journeys that are reshaping corporations today It integrates and builds on the collective experience and learning of IMD's professors who work directly with many organizations around the world and observe their transformation struggles at close range By taking a holistic and interdisciplinary view of how organizations are transforming themselves IMD's faculty accompany global executives as individuals and as leaders of global corporations on their transformation journeys

*(Re)invent your business model - 2e éd.* Laurence Lehmann-Ortega, Hélène Musikas, Jean-Marc Schoettl, 2024-06-19 Innovation is the new business imperative Every company big or small and regardless of its industry is trying to find the magic formula for innovation Odyssey 3 14 offers an original approach through invitation to a real journey that combines innovation and strategy Starting with the 3 pillars that make up the business model this approach recommends 14 directions to consider for inventing or reinventing the business model Odyssey 3 14 is the result of over ten years of research consulting and teaching by the three authors They have thoroughly analysed over 80 companies that have successfully invented or reinvented their business models This new edition is enriched with recent examples and offers 50 real cases of invention or reinvention of the business model They aim to inspire you to take action

*Umsatz- und Profitabilitätsauswirkungen industrieller Dienstleistungen* Eva Münkhoff, 2013-08-13 Eine gr

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unterscheiden sich die Auswirkungen industrieller Dienstleistungen in Abhängigkeit von der Unternehmensstruktur und den Kundenbeziehungen der Unternehmen. Auf Basis der Ergebnisse können Handlungsempfehlungen für den erfolgreichen Aufbau des Dienstleistungsgeschäfts abgeleitet werden. *Produkte als Dienstleistung verstehen* Felix Wortmann, Heiko Gebauer, Claudio Lamprecht, Elgar Fleisch, 2023-10-11 Europa ist berühmt für seine Hardware Produkte es versorgt die Welt mit Maschinen und Autos. Auf allen Märkten weltweit ist Made in Europe ein Qualitätssiegel zumindest solange es um Hardware geht. Den Kampf um die besten Software Lösungen hat Europa dagegen längst gegen die USA und China verloren. Es ist also höchste Zeit die Aufholjagd zu beginnen. Das Internet der Dinge ist die beste Gelegenheit dafür bietet es die Möglichkeit Produkte mit Software Lösungen verschmelzen zu lassen. Welche innovativen Produkte Services und Geschäftsmodelle dabei entstehen können zeigen die Autoren an 66 Produkt Service Mustern. Praxisorientierte Ergebnisse aus der Forschungsarbeit des Bosch IoT Lab inspirieren zum Weiterdenken. **(Ré)inventez votre Business Model - 3e éd.** Laurence Lehmann-Ortega, Hélène Musikas, Jean- Marc Schoettl, 2023-08-16 Innover pour s'adapter au monde qui change. Tel est l'impératif de toutes les entreprises petites ou grandes quel que soit leur secteur d'activité. Aujourd'hui les préoccupations volent l'engagement des entreprises avec elles. Résultat l'innovation doit converger avec les enjeux de développement durable. Au lieu de se limiter aux produits aux processus ou aux technologies l'innovation doit également porter sur le business model. Comment créer ou réinventer son entreprise en respectant les limites planétaires. Cet ouvrage offre une réponse originale cette question. En s'appuyant sur les 3 piliers composant le business model Odyssée 3.14 vous propose d'explorer 14 directions pour inventer ou réinventer votre business model. L'enjeu est de taille répondre aux besoins du présent sans compromettre la capacité des générations futures à répondre aux leurs. Original dans son contenu l'ouvrage est également dans sa forme chaque direction est présentée sur une double page qui associe théorie et exemples concrets des infographies photos et graphiques. Que vous soyez dirigeant ou créateur d'entreprise manager ou encore étudiant vous trouverez dans cet ouvrage une démarche d'innovation stimulante depuis la génération des idées jusqu'à la mise en œuvre concrète. Cette 3e édition s'enrichit de nouveaux exemples récents et propose 50 cas réels d'invention ou de réinvention du business model. Ils visent vous inspirer pour passer l'action. Alors prêts pour l'aventure.

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