



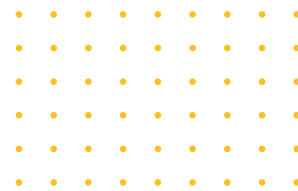
MICHELIN DSP

CLOUD-BASED
SUPPORT SYSTEM

2024

AN ADOPTION
STRATEGY





Executive Summary

Michelin, a renowned tire manufacturer, has achieved global recognition for its innovative contributions to tire technology, notably the development of radial tires in 1946. Michelin demonstrates versatility and excellence in tire production with a broad product range catering to various vehicles, including cars, motorcycles, and heavy-duty trucks.

The company boasts a substantial global presence in over 170 countries, underlining its international influence in the tire industry. A commitment to sustainability is a crucial aspect of Michelin's ethos. The company aims to make its tires 100% sustainable by 2050, reflecting its dedication to environmental stewardship.

Beyond tires, Michelin is famous for the Michelin Guide, a trusted resource for restaurant and hotel recommendations, which was initially created to encourage road travel and tire usage. Financially, Michelin exhibits robust performance in the global market, as evidenced by its listing on the Euronext Paris stock exchange. The company's heavy investment in research and development ensures continual improvement and innovation in its product lineup. Lastly, Michelin's numerous awards and recognitions in quality and performance solidify its status as a leader in the tire industry.

Michelin DSP



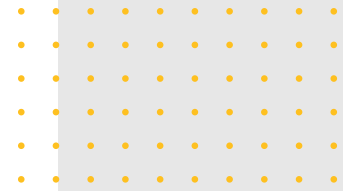
Michelin's DSP is a cloud-based system that connects Michelin with its fleet customers and service providers. The goal is to reduce inefficient processes and improve delivery. Before the launch of the DSP, services were performed by many different service providers across the US. This created errors and delays in payment because of hundreds of invoices.

Key Target Users

The critical target users for the DSP are fleet customers who own and operate commercial trucks but do not perform their services like repairs and tire changes. Because of the fleet market size, each company must do business with 400 vendors, and before the DSP, this created a roadblock to getting efficient service and paying on time.

Because most of the service was done with pen and paper, tracking what service to which truck made it difficult to keep up with and efficiently process records and payments.

Resistance Factors

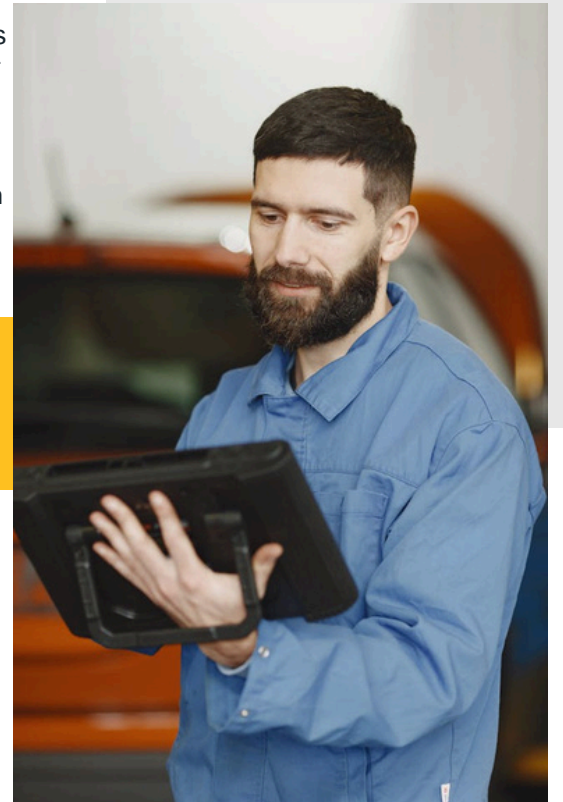


Early resistance was from the lack of a clear value proposition for the DSP. Michelin created it to provide a more efficient and effective way of communicating and selling products between dealers and the fleets they serviced. However, the messaging didn't come across how it was meant to. In 2019, Michelin had Forrester conduct a study to understand how dealers recorded work performed by technicians and created invoices.

They found that paper and pen were the most common way to track these functions.

After the study, Michelin came away with a better value prop and positioned the DSP as a way to improve technician productivity through tracking work on tablets and smartphones, decrease the time spent processing orders, shorten the time between work orders and approval by the fleet management, and provided a reliable set of data for auditing and decreased legal liability due to mistakes created by hand-written work orders and invoices.

By positioning the DSP in these ways, Michelin gained more traction in the market by providing a product that directly correlated to the dealer's bottom line. This increased adoption and became the standard for service operations.



Accelerate Adoption

Michelin can accelerate adoption by demonstrating clear ROI to dealers and ensuring the platform is user-friendly. Many fleet mechanics are not computer-savvy, so creating a user-friendly interface that is easy to follow and designed with the mechanic in mind would help accelerate adoption. Additionally, providing incentives and extensive training and support for users would help adoption.

Increase Awareness & Usage



To increase awareness and usage of the DSP, Michelin could do the following:

1. Provide ongoing support and training when updates are pushed out, ensuring end-users are consistently updated on any changes.
2. Create targeted ad campaigns for fleet owners and service dealers, providing discounted subscriptions or increasing the number of users allowed for each license.
3. Use a usage license instead of individual permits per user. This allows for a flexible payment structure based on the hours used instead of the number of people using the system. It also helps with technician turnover, as the instance used is easily modified.
4. Provide discounts for heavier usage—if the shop has 20+ mechanics who work around the clock, a discount is applied over a shop with five mechanics working in two shifts.
5. Continually obtain user feedback to understand how the DSP is used and create a more intuitive interface to save additional time for mechanics and technicians entering completed work, parts, and closing out jobs.

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Empowering Brands in the Digital Age

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