

Michelin's case

Problem statement

"Sales forecasting often met with the criticism of Michelin"

-Forecasting error and lack of coordination between groups, these lead to high logistical, inventory costs, and shortage of stock.

-How to provide and maintain high service levels for the leader of this tyre manufacturing industry.

Forecasting

-Because of error in forecasting Michelin should improve its forecasting techniques.

Sales

-Demand and customers preferences are different in each country. This leads to huge variations in global sales forecasting.

-Sales forecasting must be region specific and centralized for each country.

Production

-The production volume of tyres are either less or more than the actual tire sales. This lead to shortage of stock or excess inventory and poor customer service.

Inventory

-Due wrong sales forecasting is leading to excess inventory or inventory stockout. Inventory management should be localized to serve individual market for each country.

-Tying the IT systems, a IT breaks inventory as a sign of inefficiency. In order to change the IT system, Michelin should have the suppliers near the production plants quickly get the stuff.

Logistics and distribution

-The huge differences in logistics expenditures in each of the EU market, lead to variation in inventory cost and transportation cost.

-Building more distribution centers to reduce the frequency of deliveries and transportation costs leading an increase in supply constraints.

Instead of building more distribution center, use or have localized distribution centers for each country to sufficient for meet each regions demand leading further inventory cost.

-In the global scenario, Michelin can outsource some of its distribution function to outside logistics / transportation providers. So it can focus on its core business competencies.

Michelin Mechanical Study Guide

Christian G. Meyer



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