



Downstream OPE (Chine)



Objectif d'OPE (Outil de Pilotage d' Entreprise)

SERVICE

Améliorer le service pour nos clients, à travers une offre de service adaptée



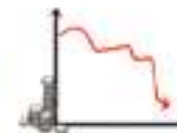
RESULTAT
OPERATIONNEL

STOCK



Améliorer le niveau de stock à travers la capacité à s'engager

COÛTS



Optimiser les coûts d'exécution (notamment les coûts logistiques pour Michelin et les clients)



Specific objectives for ZBC

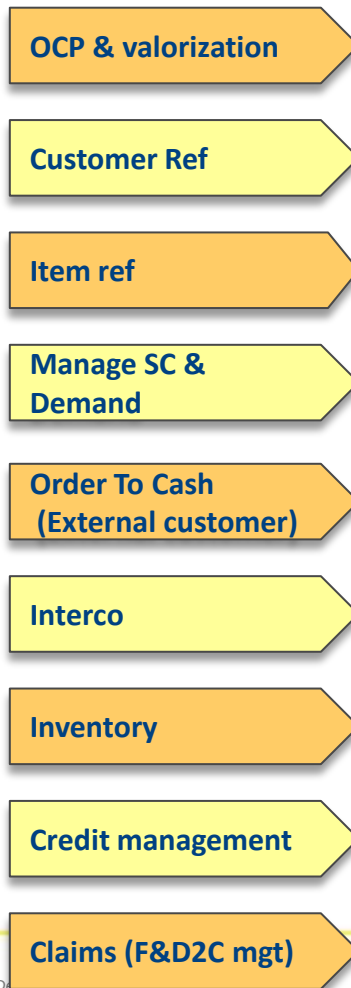
Downstream will have > 80 % of the capabilities available to serve its objectives

Core Available Capabilities (v1.1)

China ambitions supported by v1.1

Every physical or financial transactions are supported by ERP

Unique data for all users



Grow

- Scalable Platform
- Increase Direct and Indirect customer Satisfaction
- Improve ease of doing business with Michelin
- Improve people competency towards Group vision

Control

- Internal control
- Improve efficiency & cost
- BI Platform across ERP, WDMS, DMS
- Reconciliation with customer/supplier

Standardize

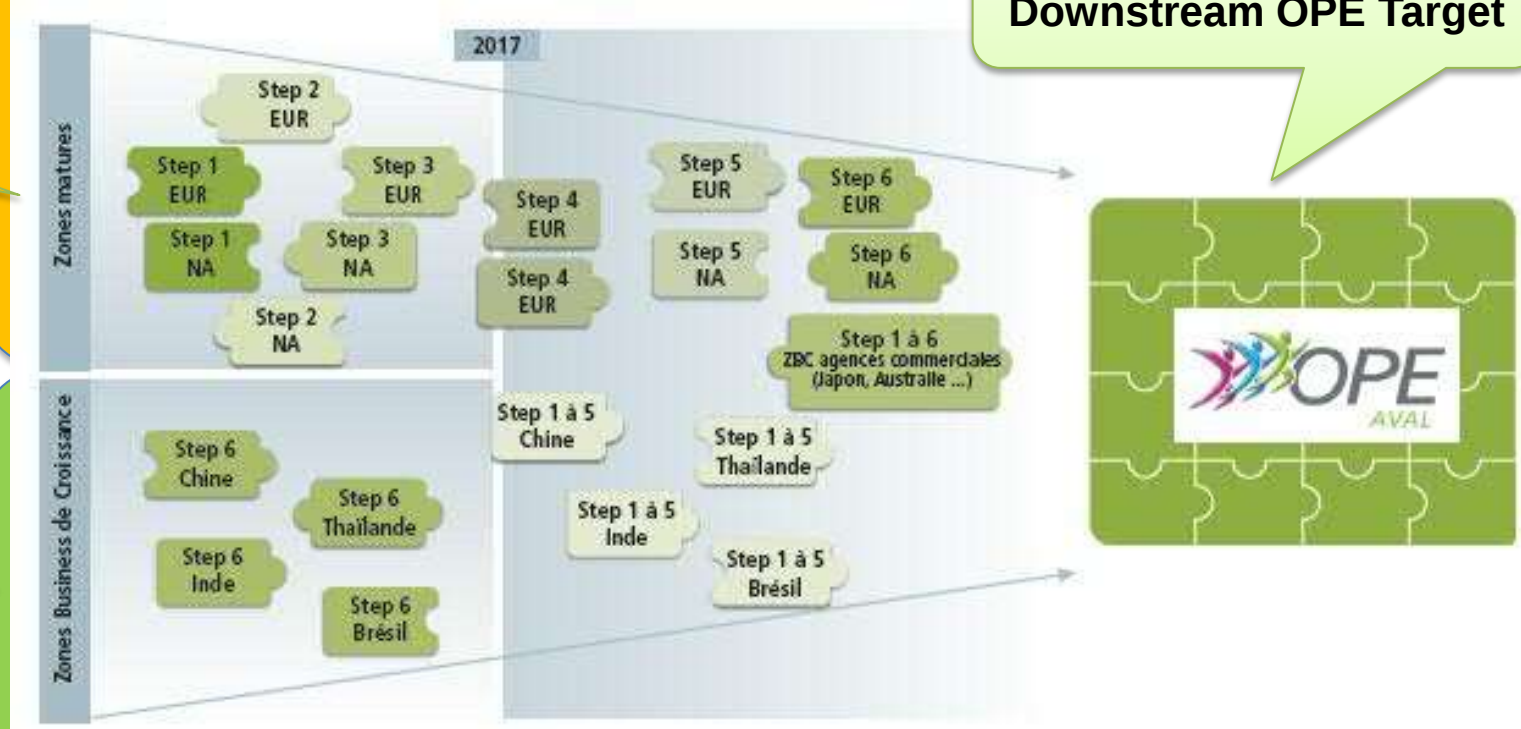
- Process alignment to Group best practices
- Standard Cost
- Streamline IS landscape in Asia
- Ease introduction of group initiatives and master app

A Road Map driven by Business Value...

... towards a unique/core Downstream OPE Target

Mature Zones

Fast Growing Zones (ZBC)



Mature Zones :

- Markets = near zero growth
- Target = win market share
- ⇒ Value = offer differentiation
- ⇒ OPE Strategy = start implementing new capabilities beyond pure execution

ZBC (Zones Business de Croissance):

- Markets = significant growth & opportunities
- Michelin = relatively young teams/orga.
- ⇒ Value = Robustness in Execution (Growth / Control / Standardise)
- ⇒ OPE Strategy = start with cross-stream ERP BB

✓ Chine :

environ 3800 utilisateurs en interne

- ✓ Finance
- ✓ Achats
- ✓ Customer Service
- ✓ Administration des Ventres
- ✓ Supply Chain et Logistique
- ✓ Usines

environ 130 clients/fournisseurs directs

- ✓ Wholesalers
- ✓ banques
- ✓ partenaires logistique

environ 6000 clients indirects (retailers)

Worldwide :

environ 30 000 personnes impactées



✓ Donner du sens aux investissements



100 Millions € / an sur 8 ans

✓ Donner du sens aux clients et fournisseurs

« Easy to do business with Michelin »



✓ Donner du sens aux personnes



Mettre les personnes au cœur de notre programme