

CASE STUDY

MICHELIN FAMILY

The challenges of building your own family intranet

Based in Clermont-Ferrand, France, the Michelin family is heir to one of the largest tyre manufacturers in the world. Established in 1888, the company is known for its innovative approach to tyre manufacturing. Michelin is publicly listed, active in over 20 countries worldwide and employs over a 100,000 people. The Michelin family continues to be a significant shareholder of the group, with over 400 relatives holding an interest in the family company.

THE PROBLEM

The Michelin family is spread across the world. Most members of the family don't work in the Michelin business any more. In order to improve communications, the family built a website a few years ago. The site was populated with interesting content, photographs of the family, news on events and on the Michelin business. Unfortunately, after the initial excitement, the site lost popularity amongst family members. A year after launch, the site had limited number of visitors and updates were not as frequent. Communication and interaction had dipped to a low.

APPROACHING TRUSTED FAMILY

The Michelin family got in touch with Trusted Family in September 2011 in order to get some help.

They wanted to understand the problem and potentially design a solution. They were interested in achieving a few key objectives - keeping the family together, communicating frequently, informing and educating next generation members about the Michelin Group and increasing interaction and engagement. Needless to say, given their profile, security and privacy of the family members was an important requirement.

THE SOLUTION

The Trusted Family team started by doing an audit of the family website to establish why usage levels had declined since the initial excitement. What we found was as follows:

- The navigation and interface was basic but not very intuitive. This made it harder for the family to quickly identify new content when they logged in.
- Only a limited number of people could add new content to the platform, The platform restricted other people from posting information which made updates infrequent.
- Whenever new content appeared on the platform, the family was not automatically informed.
- When information was posted on the website, it was often available through another channel, for example on the Michelin Group website or through the post.
- As only a few people could add content, family members became unmotivated and felt the platform did not encourage sharing in an open manner.
- While the site may have looked good, the family believed the technology was out of date and did not compare with social networks such as Facebook and LinkedIn.

CONCLUSION

Once we submitted our initial findings, the Michelin family decided to upgrade to the Trusted Family platform.

Vincent Montagne points out:

“When we saw a demo of the platform, we realized that it was so easy to use and so intuitive that family members would adopt it very easily. The Trusted Family team understood our needs and could share best practices from other families in business around the world on how they managed internal communication“.

The Trusted Family team migrated all the content from the old website to the new interactive platform. In addition, custom modules were developed to suit the family's requirements. We trained and helped the Michelin family members to use the platform, answering questions and making modifications along the way.

Now Michelin has a specific 'Family Action Committee' in charge of the Trusted Family platform - the committee is responsible for creating fresh content. And unlike before, anytime there is new content on the website, each registered member of the Michelin family gets an email in their inbox!



THE RESULT

Michelin now has a fully functioning communication platform that serves their needs accurately.

The family is able to communicate effectively, frequently and in a secure manner making it possible to keep all 400 members informed.

'We wanted a common platform which could bring and keep our family together.'

'We knew that Trusted Family had experience of working with families but more importantly valued security.'

'The team at Trusted Family knew exactly what we wanted and helped us set it up from scratch.'

'We look forward to using the Trusted Family platform to do a lot more. They frequently update their technology every month or so, we don't have to take care of anything related to technology, as that's clearly not our core business.'



ABOUT TRUSTED FAMILY

Trusted Family is based on the belief that families can create greater financial as well as non-financial value through increased cohesion between their members.

Our goal is to help families go beyond merely staying together, and to enable them to systematically identify and leverage their unique family assets.

To accomplish this goal, we have built a set of solutions, which enable families to measure, track and manage towards internal cohesion.

At the heart of our approach is a purpose-built, modular and secure online platform. This, coupled with our family business expertise, equips us to deliver platform based advisory services across communication, education and societal strategies - the three key drivers of cohesion

Trusted Family was created and is majority controlled by some of its client families. Today, more than 90 progressive business families across 25 countries share our vision for the future of the successful family. Should you wish to find out how to join this rapidly growing movement, contact us for a preliminary consultation.

For any comments or questions on this paper, please email:

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