

PRESS KIT

PROJECT

**ENCORE
HEUREUX**
architectes

THE CANOPY

**MICHELIN HEADQUARTER'S RENOVATED
RECEPTION AREA**

LOCATION

PLACE DES CARMES — CLERMONT-FERRAND



THE CANOPY

MICHELIN HEADQUARTER'S RENOVATED RECEPTION AREA

«For 130 years, Michelin has reinvented itself time and time again to adapt to its environment. Today, the company is proud to inaugurate its renovated headquarter reception area. This press release demonstrates Michelin's recent transformations : a company that values an openness towards the world, the city and its inhabitants, with a particular attention to its employees. The historic manufacturing headquarters, the very same place in which our small rubber bullet company was founded in 1889, was in need of a new setting to project Michelin into the future. The challenge was successfully met!»

Florent Menegaux, president of the Michelin group.



SURFACE AREA

11000m²

PRE-TAX CONSTRUCTION BUDGET

26 M€

DESIGN

2016 → 2018

CONSTRUCTION

2018 → 2021

DELIVERY

2021

ADDRESS

23 Place des Carmes
63000 Clermont-Ferrand

PROGRAM

- Reception building of the Michelin headquarters
- Exhibition spaces
- Dining area
- Shopping area
- Restoration of the tropical glasshouse
- Offices and meeting rooms

SPECIFIC FEATURES

- Architectural consulting period
- Continued dialog
- Repurposing of construction materials
- Furniture design

LOCAL AND SUSTAINABLY-SOURCED MATERIALS

- Volcanic rock from local quarries
- Wood sourced from Corrèze and Massif Central

SUMMARY

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1. FOREWORD



MICHELIN'S MESSAGE

The headquarters' innovative new reception area symbolizes Michelin's reinvention, conceived to face 21st century challenges head-on ; a design and operation that were conceptualized in a circular economy perspective, mindful of environmental impact.

The project made good on its promises. It was led with the fundamental support of an unprecedented architectural consulting period comprised of members from each of the three entities of the task force (*Encore Heureux*, *Construire* and *Base*). The consulting period's objective was to understand the company and its environment. The team, set up at the heart of the Campus, was mindful of residents' concerns. It played a particularly important role in this multiform and inventive project, but also with regards to disabled residents in order to design a wheelchair-accessible building, going above and beyond. This consulting period became the intersection for the different entities involved in the production of one of Michelin's finest construction sites and of the Clermont Auvergne Metropolis.

Favoring local contributors, representing 85 % of the companies that worked on this project, an emphasis was placed upon the use of sustainably-sourced or repurposed regional materials. A consideration was given in order to build while minimizing impact on materials, transport and transformation.

This new building, with a 20 million-euro budget, is much more than a new reception area for the Michelin headquarters. The 160-meter tall façade inspires unity and simplicity, while putting forth a unique character and specific identity. The glass façade is sheltered by curved wooden awnings, giving the headquarters a new image.

The building, which will henceforth be open to the public, puts an emphasis on transparency and proximity. It functions as a passage between the city and the heart of the company. The café Equateur, a warm and welcoming space, is open to the public and to Michelin employees, as is the store. After a virtual trip, the publicly-accessible tropical glasshouse reveals samples of the species that grow in rubber cultivation areas.

This building once again demonstrates Michelin's attachment to its region and to France, country in which the company continues to invest in order to modernize its infrastructures and develop new activities.



Reception building façade seen from Carmes Square

ENCORE HEUREUX'S MESSAGE

A company that takes on 21st century challenges

Michelin's industrial adventure began in 1989 on Clermont-Ferrand's Carmes site. No less than 20 hectares on the banks of the Tiretaine (and its hydraulic power) were fitted out, built upon and transformed according to the company's needs and technological advancements.

The Carmes site was home to Michelin's headquarters when an architectural competition was organized in 2015: the challenge embodied by the renovation of the reception area represented a unique opportunity to write a new chapter of the company's exceptional industrial history. The project aimed to give the company a new identity within the city while designing public spaces on Carmes Square, in tune with the city of Clermont-Ferrand.

The architectural and landscaping teams' approach (*Encore Heureux*, *Construire* and *Base*) was to preserve as much of the existing build as possible while providing it with a new façade and ensuring its overall coherence. The tropical glasshouse held an uncertain future before it was integrated into the new design, contributing to the global composition and featuring the company's logo.

A great peripheral awning morphs to indicate the front doors at its center, leading to a stately and luminous hall. This awning features heterogeneous buildings and takes on the task of welcoming thousands of visitors that come to Carmes Square every day. The tree-lined plaza extends to Carmes Square and beyond, all the way to the tramway station on Georges Couthon Avenue. The outdoor furniture, greenery and water displays ensure freshness in the summertime.

Taking on 21st century challenges also boils down to the choice of materials used, such as Massif Central sourced wood or Chambois and Mont-Dore sourced stone used for furniture and facing. The Carmes site, historically accessible to Michelin employees only, has made the exhibition space, store, glasshouse museum and tropical café open to the public through this project. The Canopy project symbolizes the new challenges sustainable mobility is faced with, while illustrating the connection that unites Michelin and the city of Clermont-Ferrand.



Reception area seen from Carmes Square, renovated historical buildings in background

THE PROJECT'S ORIGIN

Before the double commission for a new reception area on the plaza and a public square, the project began with a long period of need description between 2012 and 2016.

2012 A first contest was launched by Michelin for its historical Carmes site. The Construire and Encore Heureux architecture firms joined forces in response to this opportunity.

The consultation included few program-based elements at this point, but had defined a need for thermal renovation of the main headquarter buildings' facades. One of the goals was also to determine the firm's expectations for the first time, for a site and piece of land heir to a rich industrial history, that spans from late 19th century to today. It was a historic site for a multinational company : the contest aimed to choose a team of developers that would honor this vision and respond to these needs.

Bringing a potential vision to life for such an emblematic company was a challenge, but a simple and fundamental idea permeated the overall project suggested by Encore Heureux and Construire. The headquarters' future could only be decided upon in collaboration with the company and within the company itself. This idea went hand in hand with a tool and a method : an architectural consulting period with a studio set up at the heart of the company.

The project was generous, adaptable and inventive... dialog and workshops with Michelin teams truly became a corner stone of the design process behind the transforming headquarter program.



View of the reception area from Carmes Square, 2018

1. FOREWORD

2014 The consulting period was canceled and resumed on the basis of new ambitions. Encore Heureux-Construire's proposition was then reimagined, still centered around the idea of an architectural consulting period but with a project supplemented with new programmatic elements : a new reception building, an event space, a renovated company restaurant, a parking facility, and so forth. The project took into account the Carmes site itself, offering communication spaces between the city and the company.

Although certain programmatic ambitions could not be set in motion straight away, the idea for the elaboration of a guiding plan was preserved in the spirit of continued dialog between the developers and Michelin, allowing the company to have a work tool at its disposal to place each aspect of the project in a larger perspective within the site, the city and the greater area.

2016 The commission then became a triple challenge : offering a prospective guiding plan for the Carmes site layout, building a new reception area for the headquarters and rearranging Carmes Square on which the new reception area would be built.

Clermont-Metropolis sponsored the square restoration project, which is mostly public. Dialog between Michelin and the Metropolis was regular and partnership opportunities were numerous ; both entities worked together towards the common goal of enriching the area.

The new Carmes Square embodied a reflection of the site's character, with its strong urban, areal and historical roots. The project's goal was to reposition the Carmes site as a major square for Clermont-Ferrand and a meeting point between Michelin and the city.

2018 After over two years of studying and company consultations, the reception area construction site launched in June 2018, alongside the general Léon Grosse company. The Carmes Square construction site was delayed for little over a year due to significant archeological excavations.

2021 Combined inauguration of the Canopy, Michelin headquarters' new reception area and Carmes Square.



Presentation of the new reception area in 2021, renovated historical buildings in background

2. INTENTIONS



View of the café Equateur seen from the glasshouse

2. INTENTIONS

CARMES SQUARE

The new Carmes square offers two and half hectares of additional public space for Clermont-Ferrand in front of the historic Michelin headquarters. It is wholly intended for pedestrians, thanks to the removal of two roads, the preservation of preexisting trees and installation of new vegetation, a fountain and playground. Beyond this, it is intended for the city's inhabitants, employees and visitors of the Carmes site.

The site's crucial relationship with water goes without saying, given that the Carmes location was chosen due to the Tiretaine stream. Its urban relief is cultivated, with its slopes and steps, viaduct and crossings.

Volvic stone can be found on the Carmes Square, as well as slabs of preexisting recycled granite and cemented surfaces, referring to the industrial world. All these elements allude directly to Michelin's identity and atmosphere as a company.

Carmes Square is a grand plaza for Michelin, but it also offers other outdoor spaces (church forecourt, terraces) that highlight its architectural and religious heritage, its businesses and means of transportation. These different atmospheres characterize and identify Carmes Square as a crossroads, at the intersection between rich and diversified urban interactions.

Beyond its symbolism, design and written identity, the site aims to embody a comforting and relaxing space in which the city's inhabitants can access innovative urban services and new amenities.

The Carmes site's transformation aims as a whole to confirm the headquarters' standing and the global group Michelin has become, while offering a new experience to the city's residents. The renovation is based on a subtle design layout that starts with the public urban space and leads to the Carmes Campus' private space.

2. INTENTIONS



Runners on Carmes Square and reception area façade



Local lava stone and Corrèze Douglas firs on Carmes Square

2. INTENTIONS

THE CANOPY

At first rural, then industrial, the site on which the Canopy is located gained its current Michelin headquarter status in the early 2000s, even though the company implanted itself in Clermont-Ferrand during its inception in the late 19th century. In terms of city planning and architecture, this long process resulted in a slightly heterogeneous end product, due to a wanting identity. Michelin was faced with a significant challenge : embodying the group's outward image as well as its headquarters within a unique and coherent building. The challenge then extended itself to a search for homogeneity for the headquarters' primary façade, the group's front door and associating the preexisting buildings.

The project chose to build in front of the various preexisting buildings. Built only over two levels so as to not mask the historic buildings, it therefore addressed questions of accessibility while creating a new and coherent building façade. It is a key element that acts in a symbiotic relationship with the Michelin group's desire to renew itself without denying the company's secular presence on this site.

The creation of an entirely reworked 160-meter tall façade functions as a barrier and a path between the outdoor and indoor spaces, symbolic of this significant change. The new reception area gives prominence to transparency and proximity and was entirely reworked and extended.

The value placed upon transparency materializes as the vast glass façade, protected from rays by wooden awnings that cover the entirety of the Carmes Square-facing front. It offers an authentic aesthetic identity to the new headquarters. The horizontal and elevated curves are prevalent in the architecture and furniture, mirroring Michelin's tires.

The Canopy's construction took on the significant challenge of low-carbon construction. Consumption of cement was extremely limited, in favor of sustainably-sourced materials, demonstrating a particular attention to the area.



Detailed view of the awning and façade and view of the tropical glasshouse, symbol of the renovated headquarters

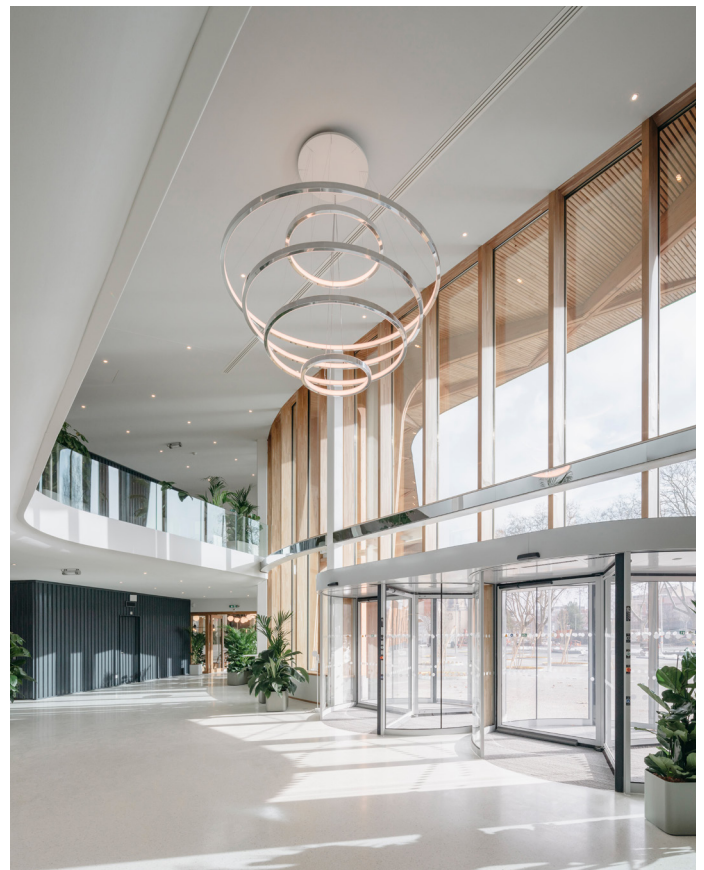
2. INTENTIONS

Collaboration with regional companies demonstrates this will. The use of regional, repurposed and sustainably-sourced materials was a common goal that aimed to implement simple constructive principles without compromising the site's industrial nature, such as the use of steel for the structure, or the decision to make the grid and frames visible.

Know-how, quality and innovation are values that Michelin embodies. They are wholly shared by the Encore Heureux and Construire agencies that suffused them into the project process. Edouard Michelin's vision and first attempt at a monumental glasshouse on the forecourt in the early 2000s was finalized with this Canopy : welcoming, transparent, open to the city and to the world.

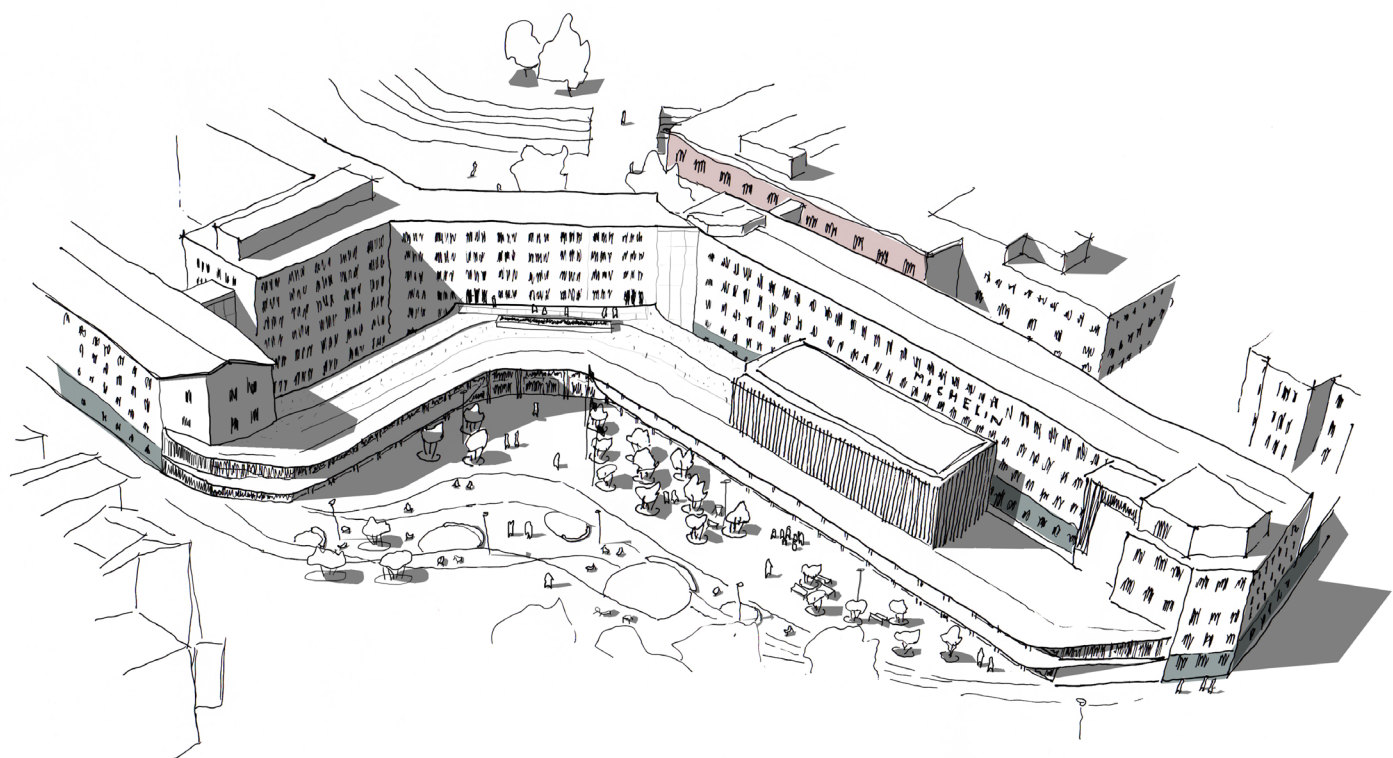
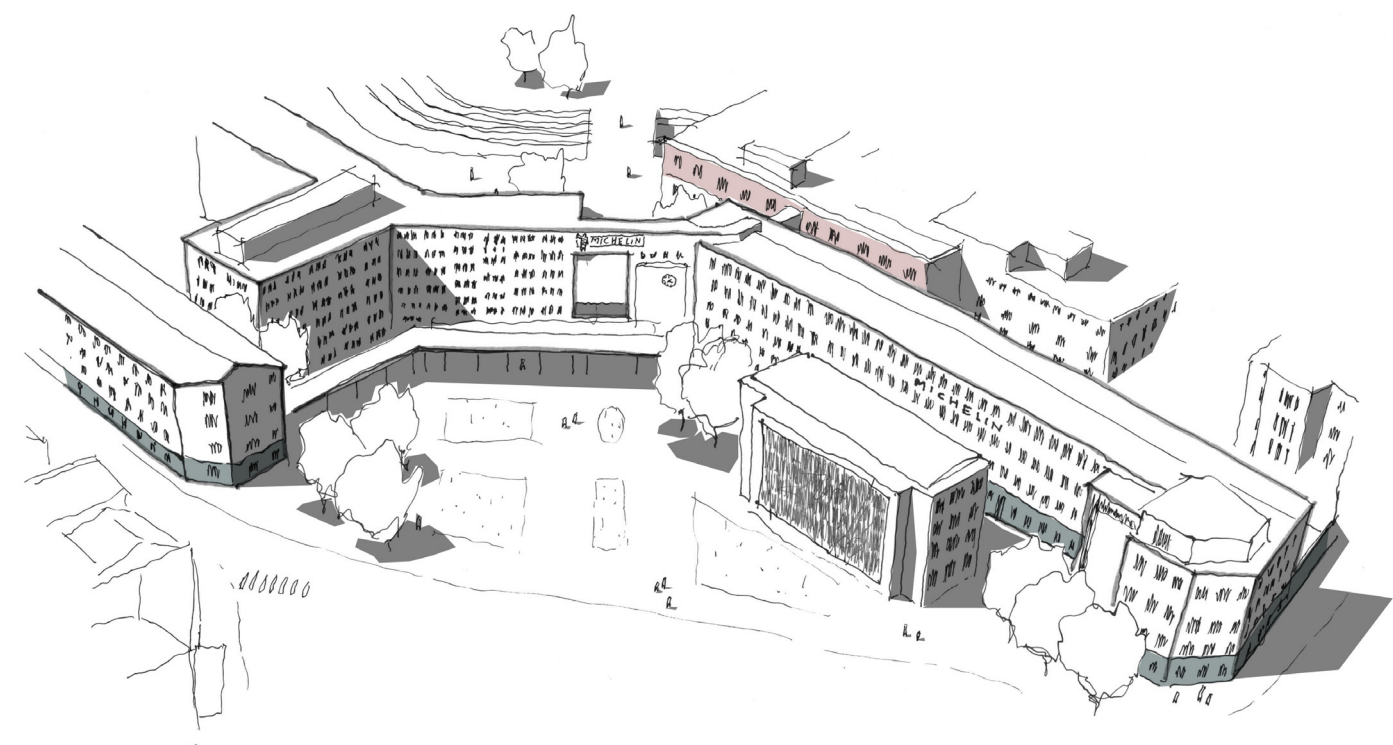


The tropical glasshouse



Main entrance of the reception area

3. PROCESS



Sketch of the site before and after presentation of the reception area

ARCHITECTURAL CONSULTING PERIOD

One of this project's particular strengths was the presence of an architecture studio at the heart of the company from the beginning to the end of the adventure.

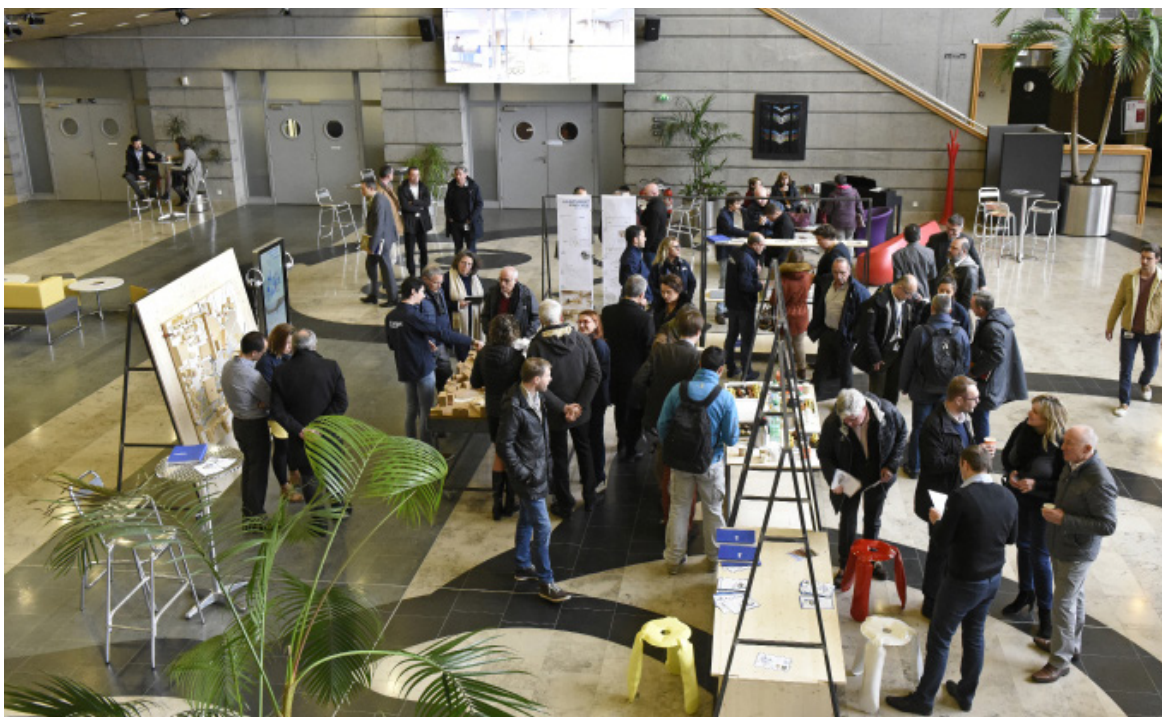
What is a consulting period ?

Experienced multiple times by Patrick Bouchain and Loïc Julienne since 2010, an architectural consulting period is a means for architects to embody the project and the construction site, on the same grounds they are working on. The architect's on-site presence allows for the creation of a trusting relationship, necessary to construction and co-construction.

The architectural consulting period also favors the assimilation of the project ahead of time and the program status, in collaboration with the users. The uses a site can embody are shaped with future users, during study periods. The objective is to "shape a project instead of imposing it". Consulting periods are diverse and their form varies from one site or project to another. It is a loose model that can be reinvented according to different situations.

This tool was put in place for a private client for the first time, spanning from the beginning of the studies to the construction site reception. This proposal echoed the value *Encore Heureux* and *Construire* place upon the area and family ties Michelin has, and strengthened the mutual desire to work on the project in their home, in collaboration with them.

This is how the architectural studio was constructed directly at the heart of the headquarters, with a view of the Campus. Three young architects from the region helped to understand the company's functioning, to gather the needs and opinions of future users in order to co-construct a program. They embody the project at its heart. This consulting period's ambition was also to communicate and explain the project to the site's community of users, in order to avoid constructing a disconnected project but rather one that is grounded in Michelin and the users' real needs.



Employees discover the project around the main model

3. PROCESS

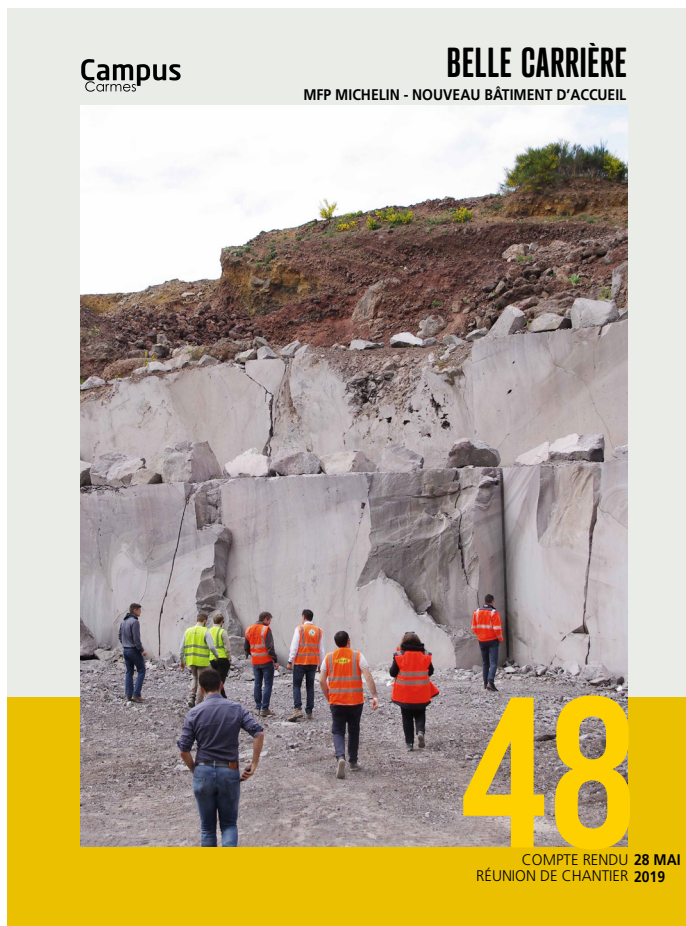
For two years, the consulting architects formed trusting relationships, listened tirelessly to the 3,500 headquarter employees, led workshops and produced designs and models. They also acted as a relay for the Parisian agencies' conceptual teams.

When construction began, the consulting period turned into a relocated "studio" and moved to the center of the site. This gave great proximity between the studio and Léon Grosse's teams ; a base camp that would be reimagined multiple times as construction progressed. In this way, Michelin stayed faithful to its values and industrial process : to listen to the client on the one hand (here, the users), and to constantly optimize the product on the other.

The architectural consulting period also acted as a stable anchor for the Léon Grosse company and for all of its teams. The constructor's input was maximized thanks to this, and took on a crucial significance within the continuity of interactions between the contractor, the project management and the users.

The consulting team's presence within the base camp was a surprise to the site supervisors, foremen and workers at first, but its place became evident as time went on through its fast-paced decision-making and quality execution.

The consulting period allowed for the construction site's openness towards the city, showing the construction's advancements to nearly 2,000 visitors. This type of experimentation made the project an unusual one, and contributed to the realization of headquarters level with its ambitions : linked to the group's DNA, to its employees, its users and its land.



Illustrated construction reports

3. PROCESS

LOCAL MATERIALS

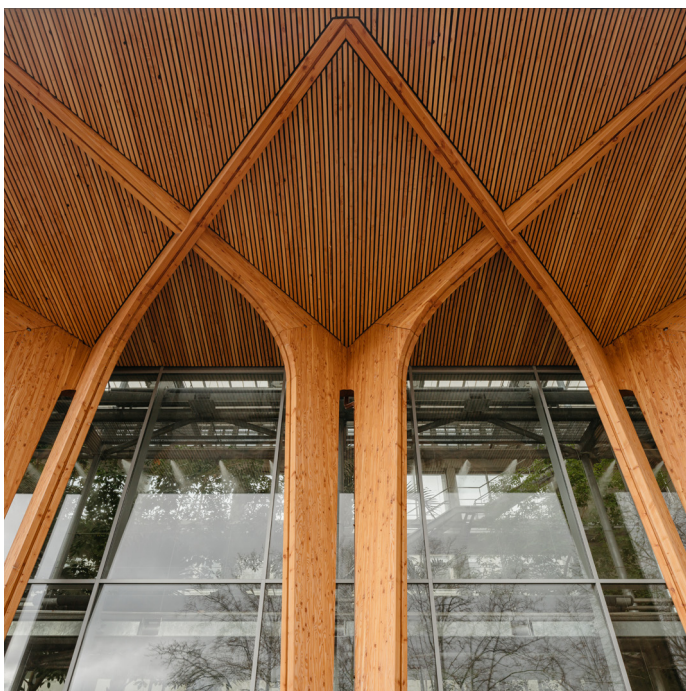
Repurposed, sustainably-sourced, geologically-sourced : work on materials constituted a crucial challenge for the Michelin project, minimizing material impact from transportation to transformation.

The method was designed following principles of formal simplicity and constructive effectiveness, all while connecting to the land, the aesthetic and the users. Far from being a classic approach, this project developed a thought-process centered on materials in their ecological, economic and local aspects. The Michelin project allowed for an application of experimental practices that were often exclusively used for confidential projects until then, demonstrating the use of repurposed, sustainably-sourced and geologically-sourced materials for a multinational company's headquarters.

The construction of this new reception area became an experimentation space for large-scale repurposing, and corresponds to a vast and diverse body of elements over the building as a whole. These include all of the windows for the reception area's glasshouse, the hardwood floors and sanitary elements, as well as an electrical transformer that hails from another one of Michelin's Clermont-Ferrand sites. 1,100 square meters of oak floors from the 1950s were placed in the building as a result of the La Redoute headquarter cleaning works in Roubaix.

Repurposing favored experimentation with an ecological and local but also economical method : the repurposed windows that weren't planned for in the initial deal saved funds for the project manager while avoiding material over-consumption. A part of the windows was reused *in situ* as an internal partition for conference rooms. The rest aided Métabatik, a local startup and platform for repurposed materials.

This method could not have been put in place in the same way without the architects' on-site presence through the consulting studio. It requires constant adjustments, a presence and global perspective on the construction site, in order to enable dialog between involved parties and working professionals. Material repurposing is still a limited method, and requires a significant amount of pedagogy, explanation and support, made possible thanks to the consulting team's presence.

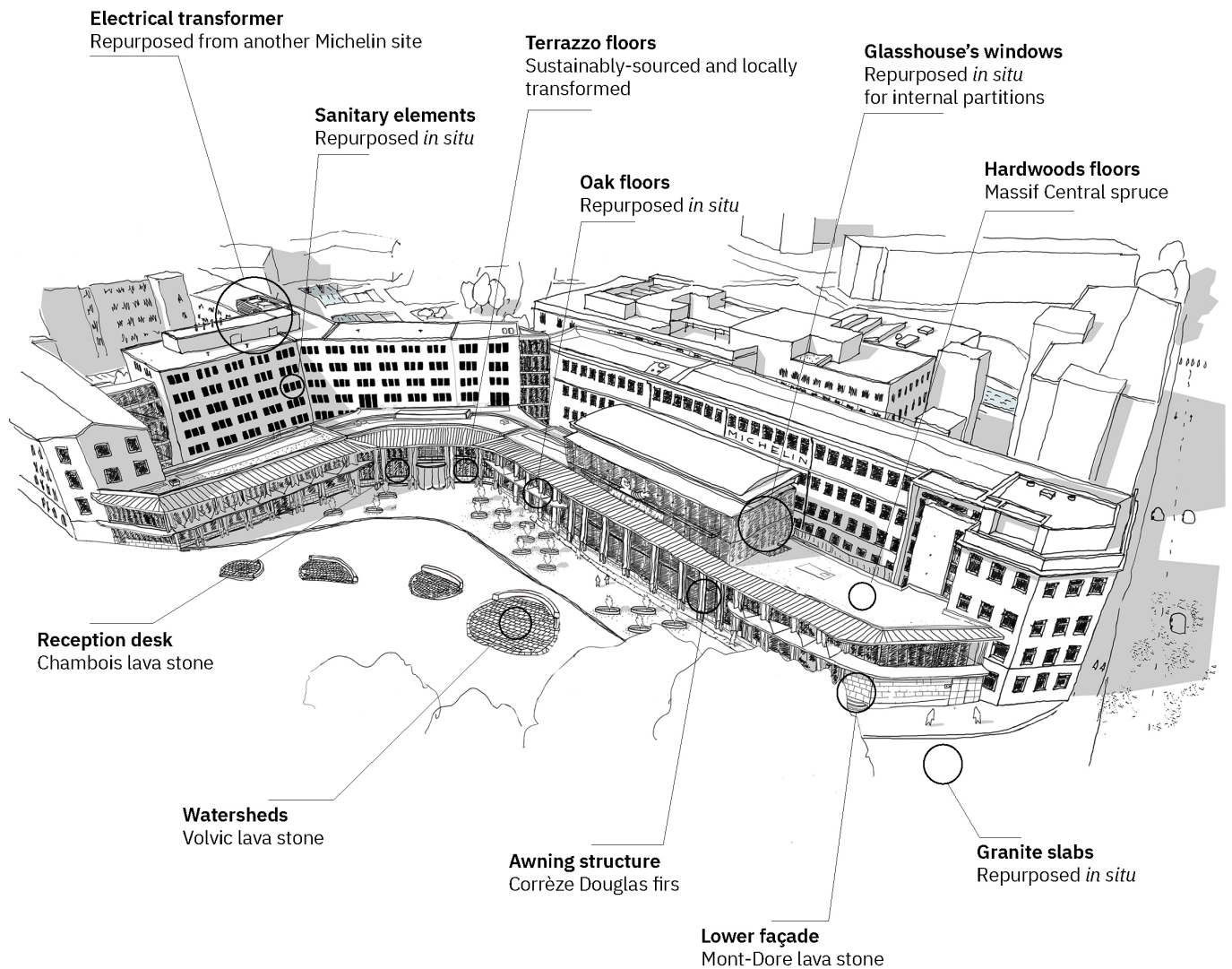


Corrèze Douglas firs and repurposed windows



Polished and enameled lava stone, terrazzo, Baswaphon

3. PROCESS



4. PICTURES



Reception area façade seen from Carmes Square, renovated historical building in backgrounds

4. PICTURES



Detailed view of the façade and view of the restaurant seen from Carmes Square

4. PICTURES



Main entrance of the reception area

4. PICTURES



Main hall of the reception area



First floor waiting area



Second floor and main staircase

4. PICTURES



View of the café Equateur seen from the glasshouse



The tropical glasshouse

4. PICTURES



Café Equateur restauration area



Café Equateur restauration area and the tropical glasshouse in background

4. PICTURES



The temporary exhibition space



Second floor materials and light



Small common room

4. PICTURES



Spacious circulation areas with gathering spaces



Second floor conference room

4. PICTURES

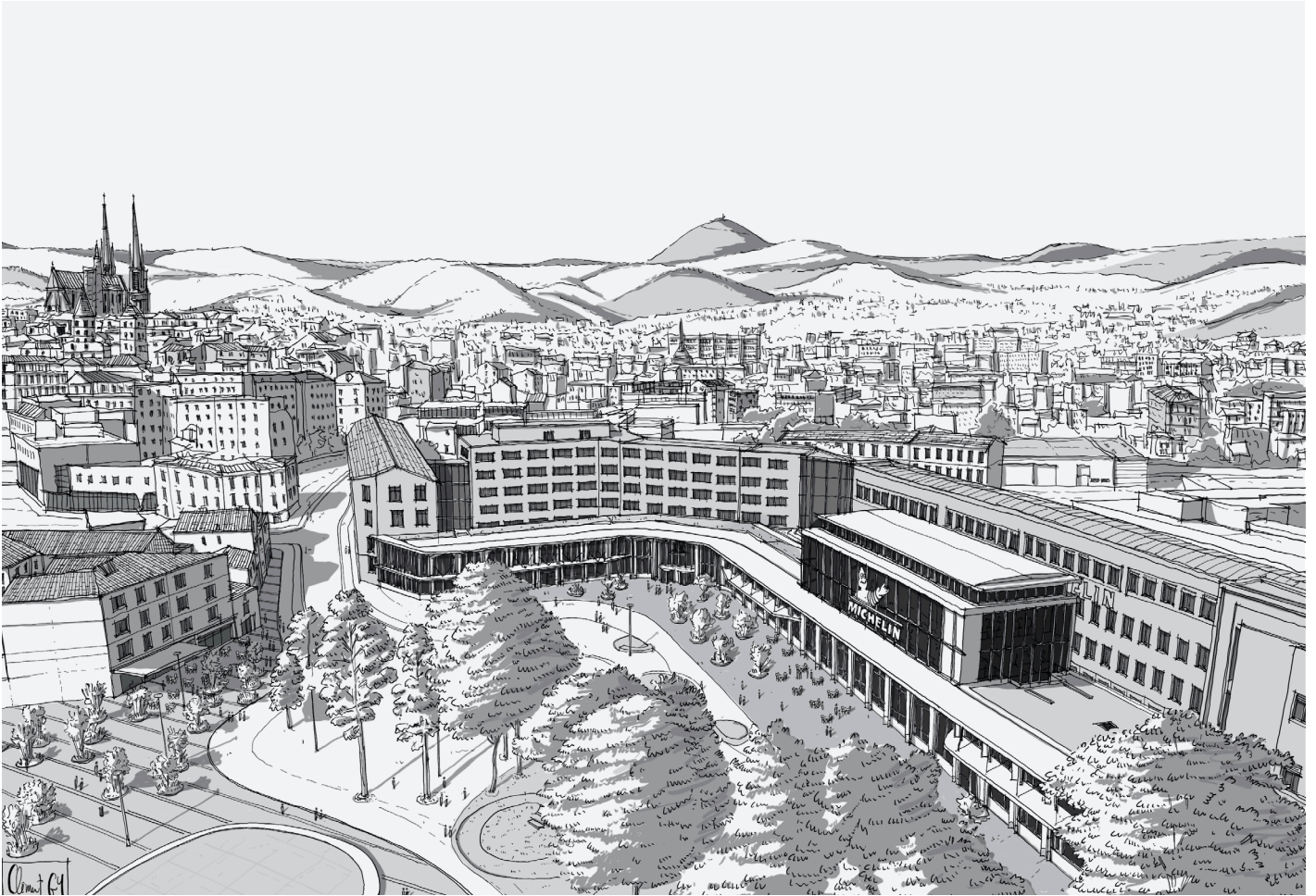


Reception building façade from Carmes Square



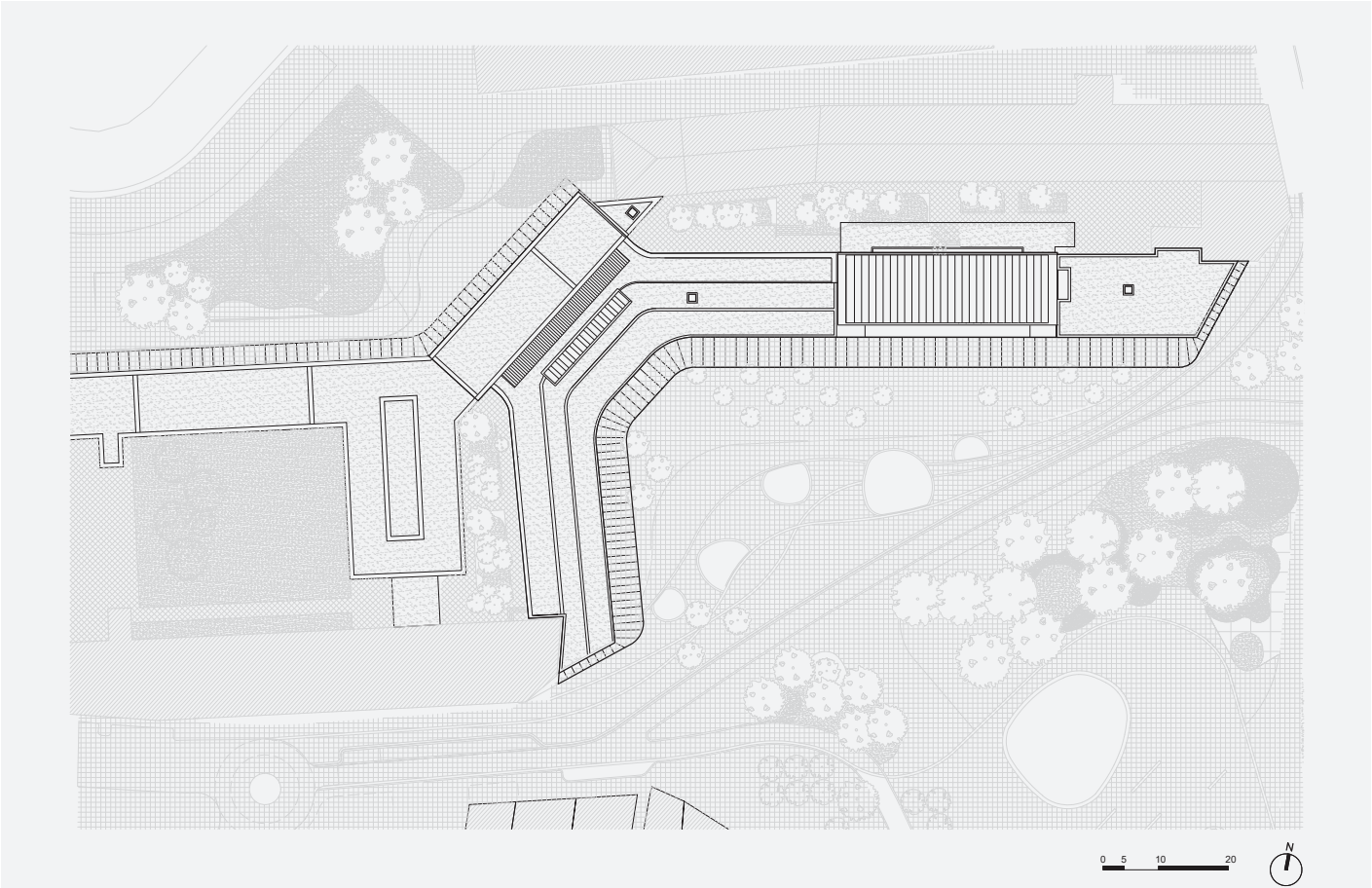
The Michelin store

5. DRAWINGS

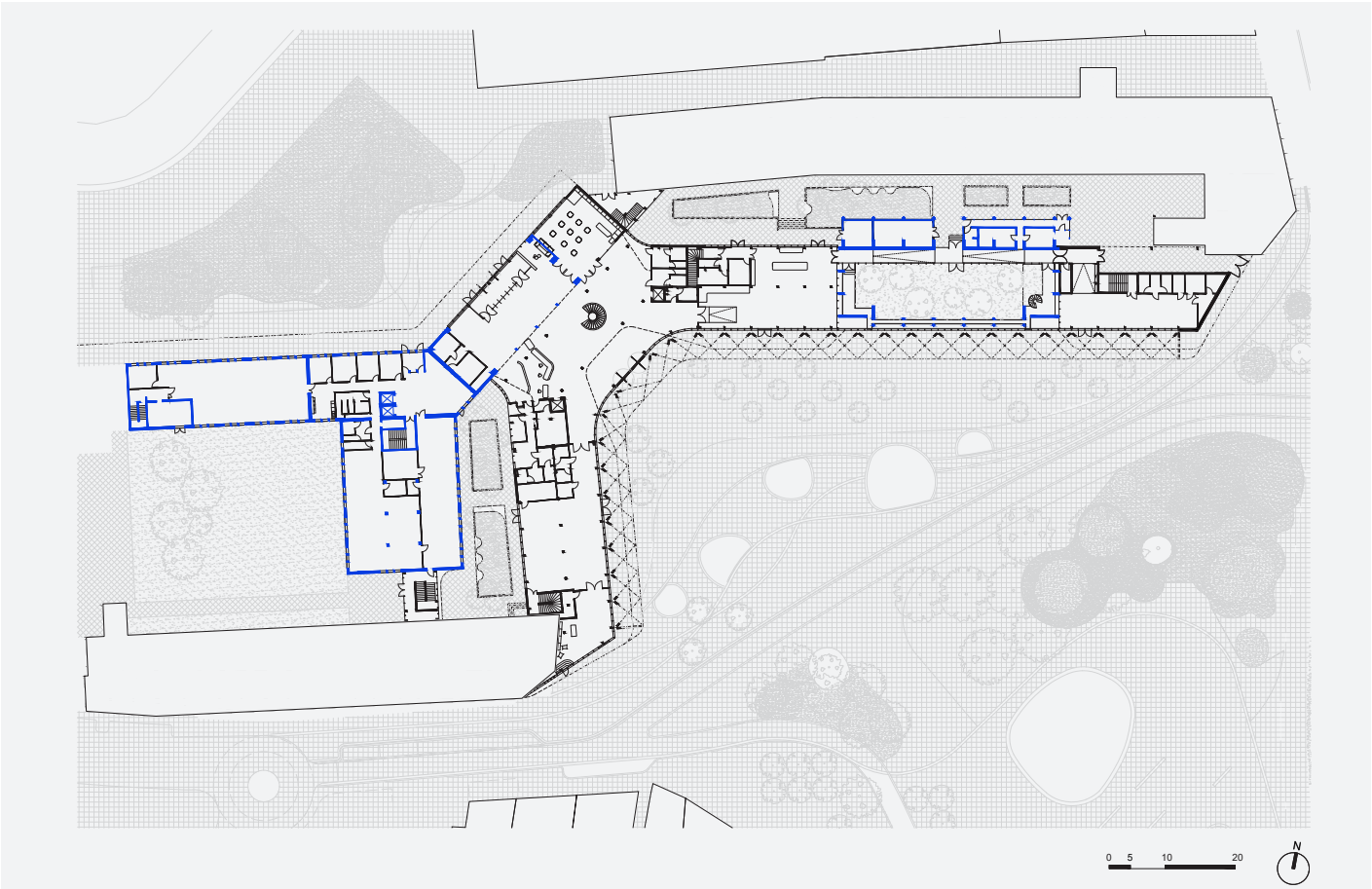


Axonometric drawing of the project

5. DRAWINGS

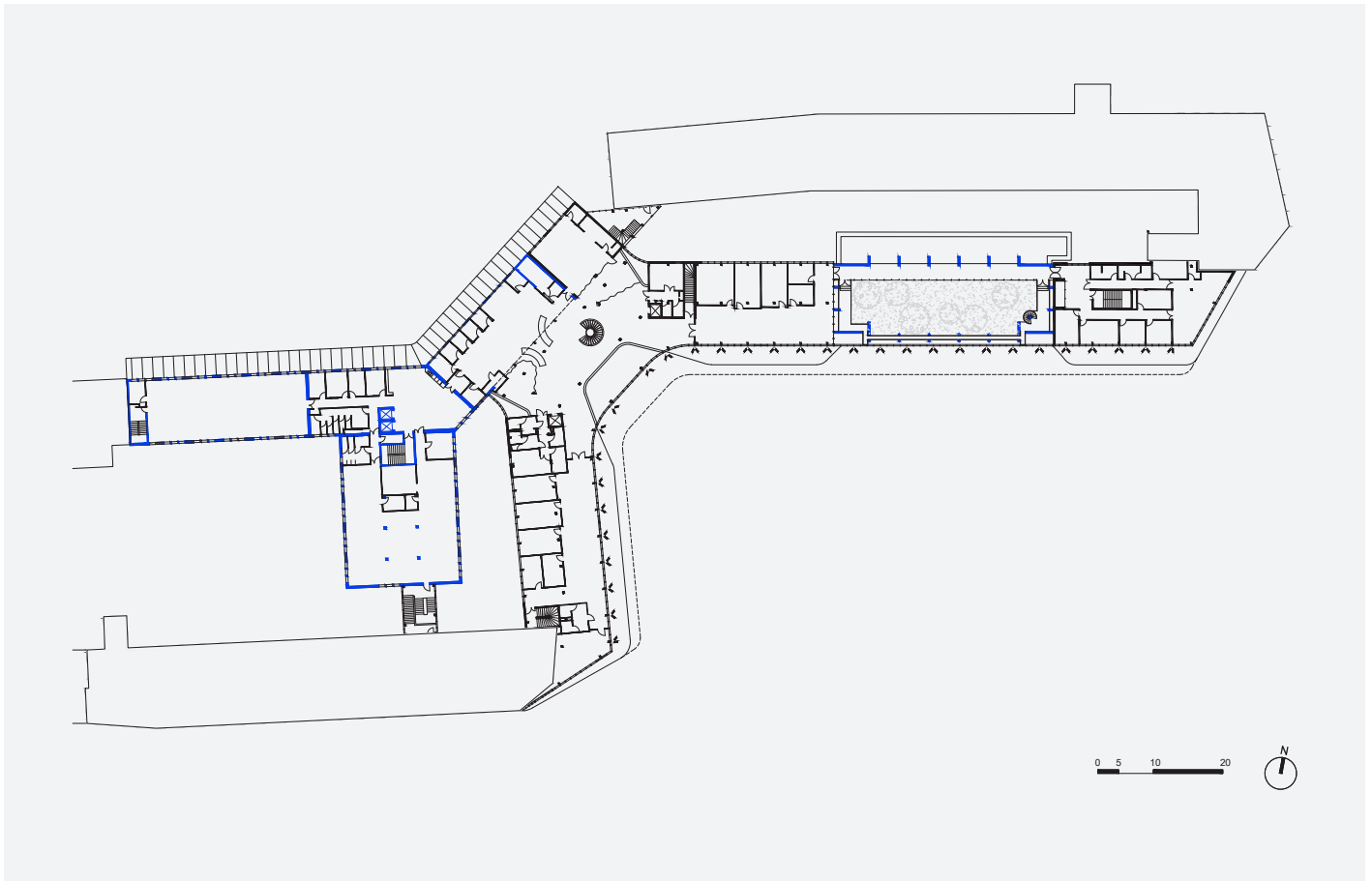


Overall plan

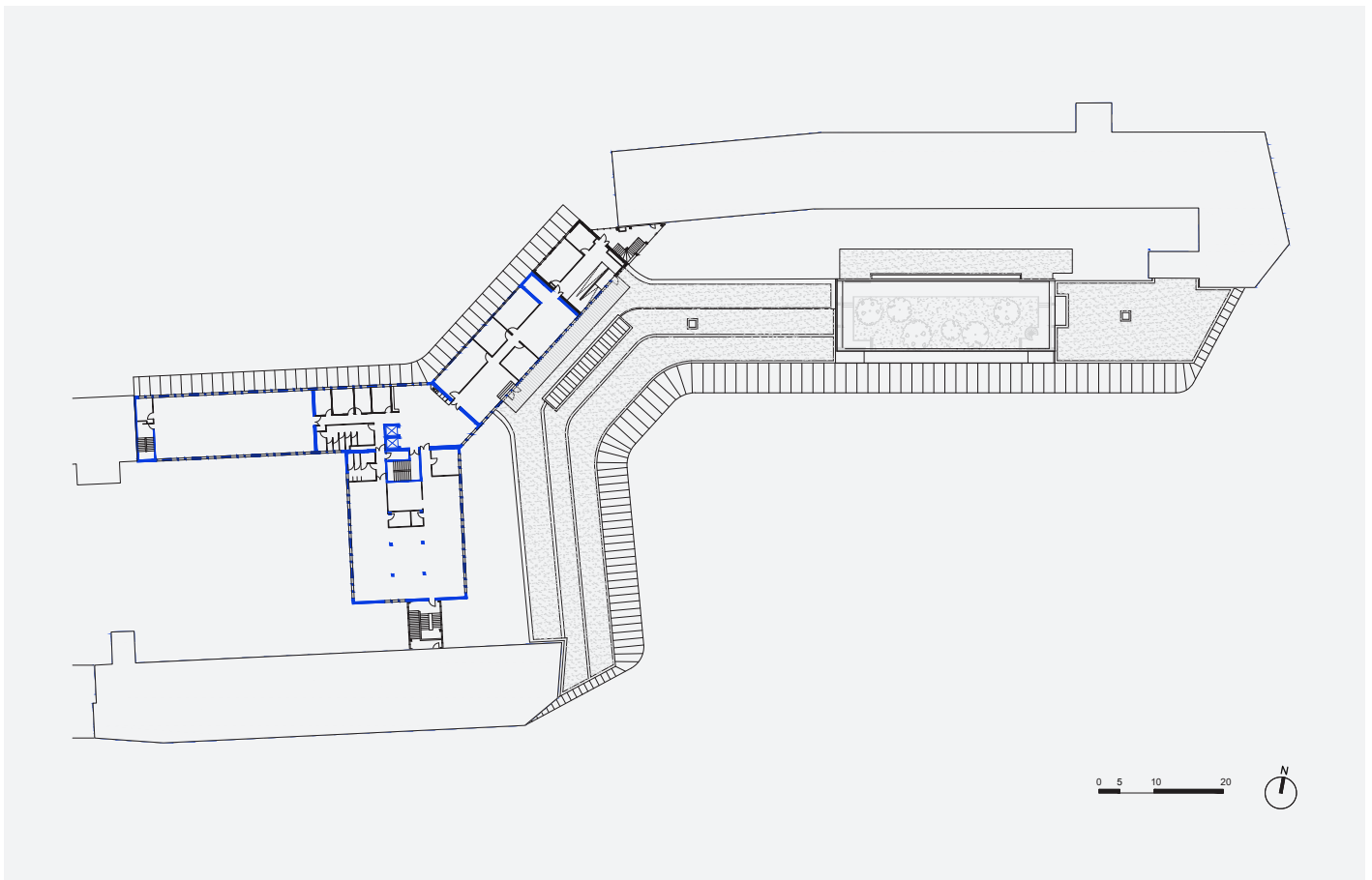


First floor plan

5. DRAWINGS

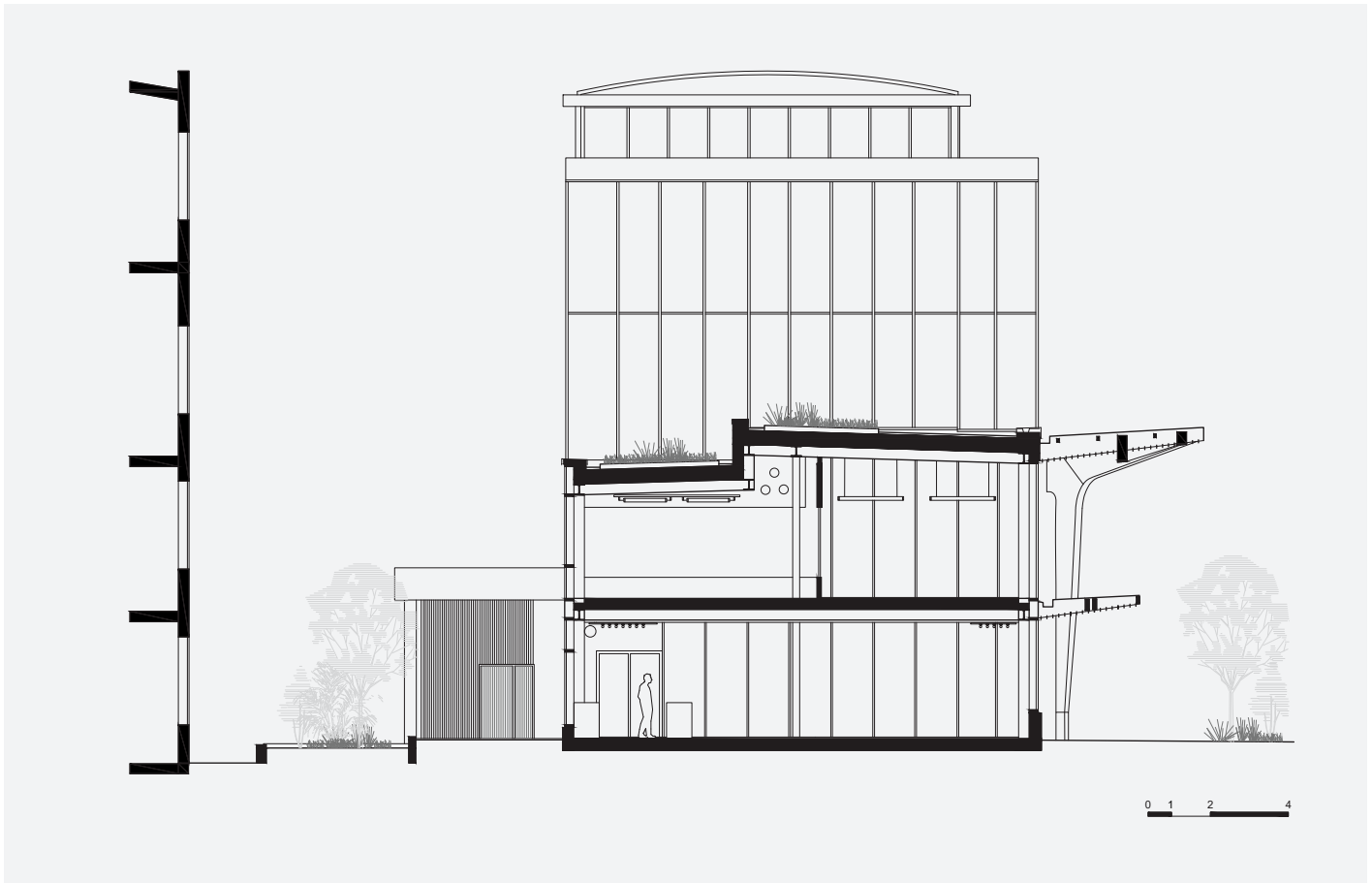


Second floor plan

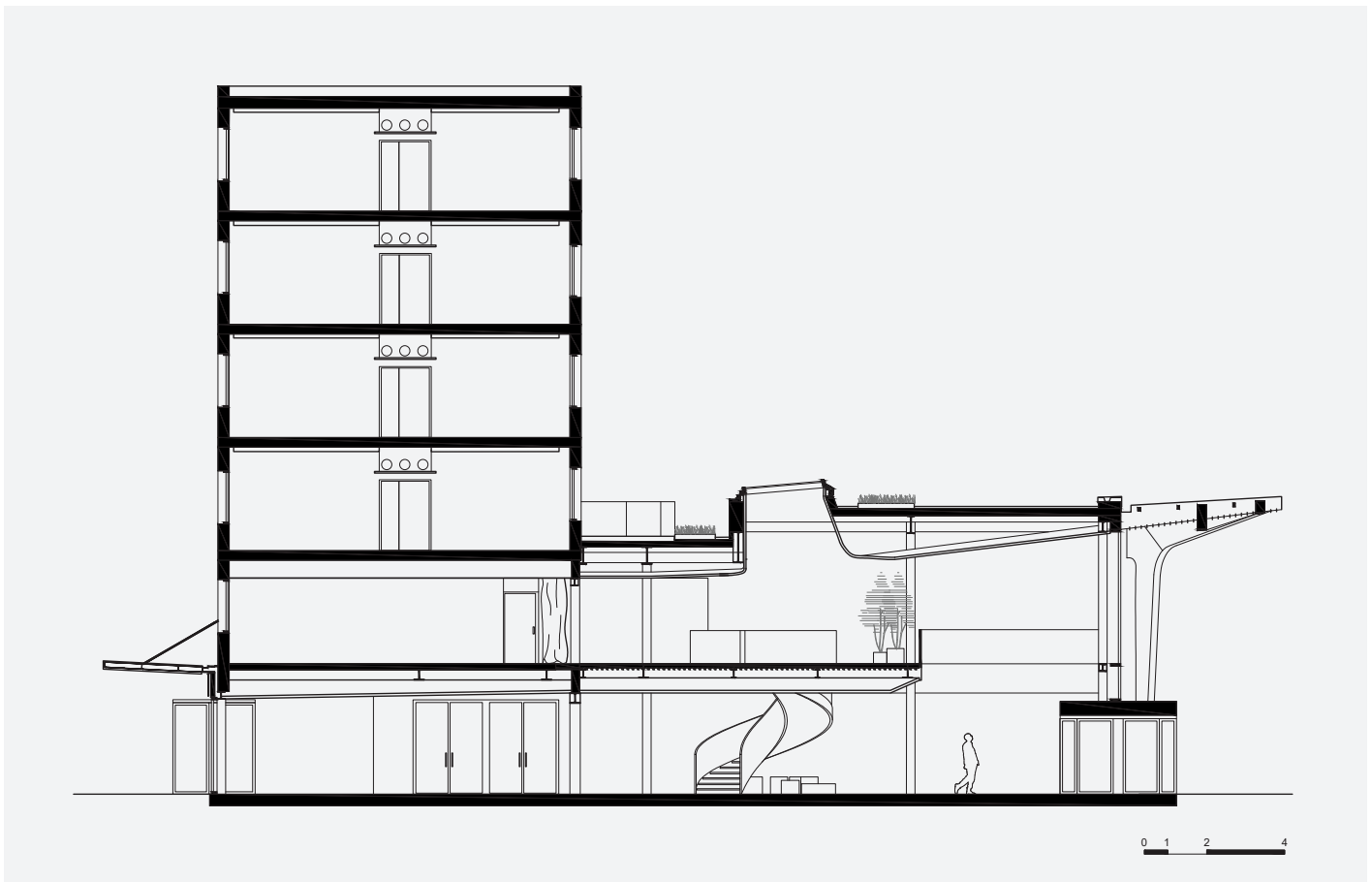


Third floor plan

5. DRAWINGS

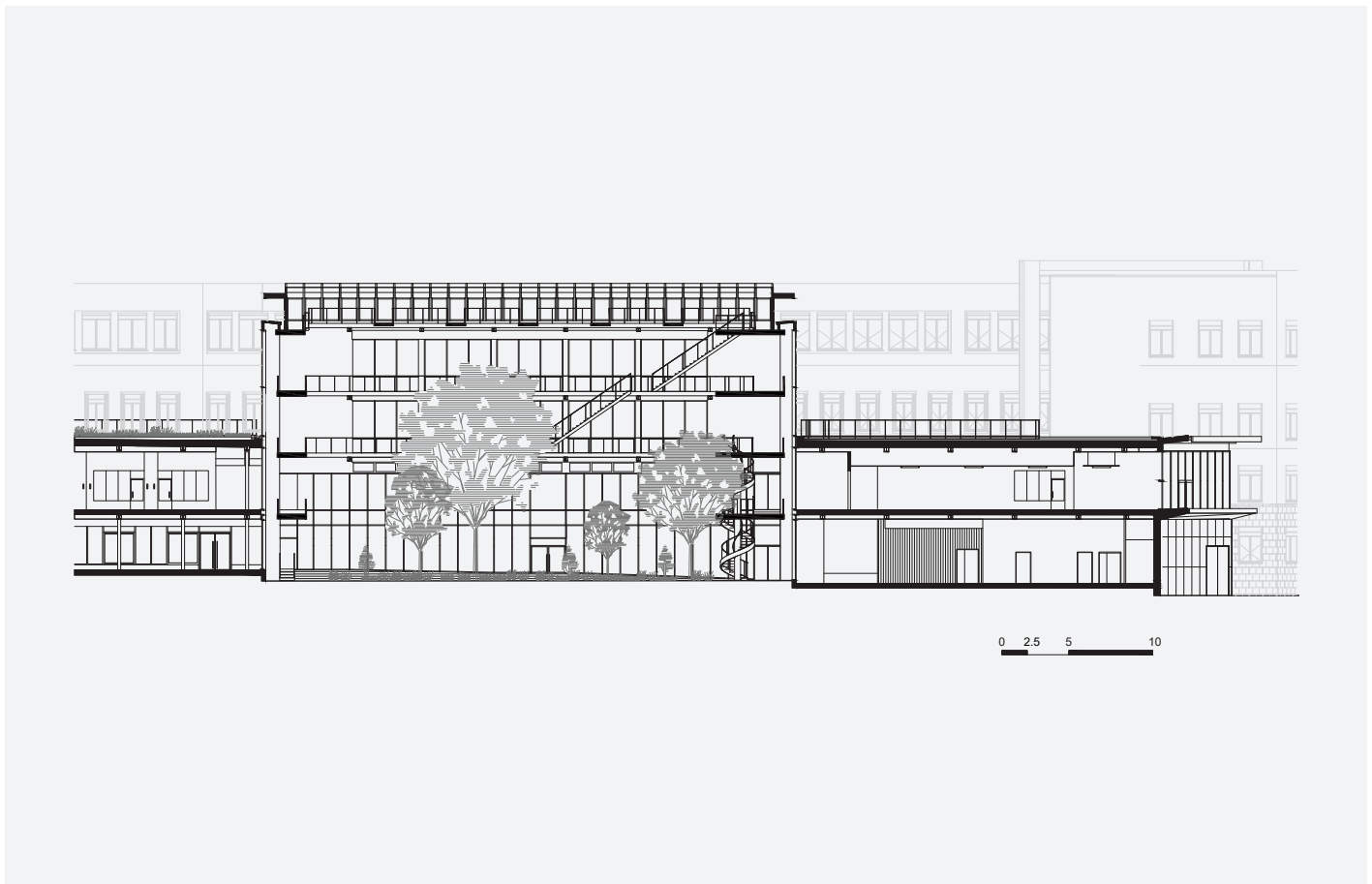


Reception hall and renovated office building cross section view

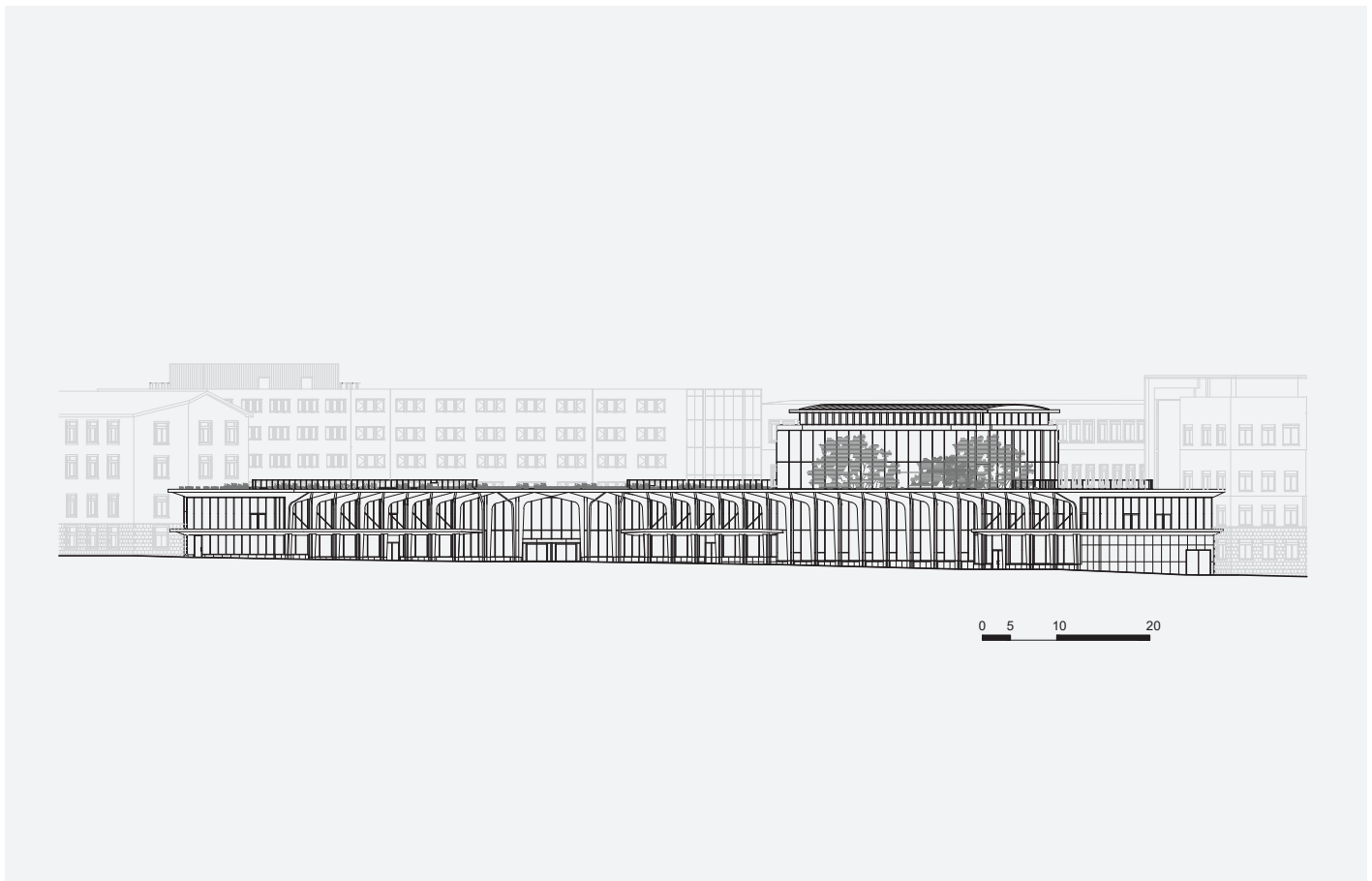


Café cross section view

5. DRAWINGS



Reception building façade from Carmes Square



Tropical glasshouse longitudinal section view

TEAM

PROJECT MANAGER

MPF MICHELIN

PRIME CONTRACTOR

ARCHITECTURAL TEAM
**ENCORE HEUREUX ARCHITECTES
+ CONSTRUIRE**

LANDSCAPER
BASE

STRUCTURE AND FAÇADE TECHNICAL
STUDIES OFFICE (TSO)
DVVD

ECONOMIST
HECOS

FLUID AND THERMAL TSO
ALTO

ACOUSTIC TSO
ATELIER ROUCH

ROADS AND MISCELLANEOUS
NETWORKS TSO
ATEVE

COMPANIES

GENERAL COMPANY
LÉON GROSSE

COMPREHENSIVE STUDIES
NODAL

DEMOLITION – SHELL – FRAMEWORK
**SORECO
MATHIS
PIVETEAU BOIS
BEZACIER SAS
DELAVET TP
AMPEN
RCTP LOC
SGC TRAVAUX SPÉCIAUX
DAUPHIN TP**

FACADES – WATERTIGHT ROOFING
**MTECH BUILD
ALU CONSTRUCTION
BOON EDAM
ETANCHÉITÉ ROANNAISE
KESER
MATUISSIÈRE
BCI
GOBATHEV CONCEPT
FLEURY ENSEIGNES**

DEMOLITION – CLEANING WORKS
**TDD
PROCAP BTP**

PARTITIONS – INSULATION
**MAZET
BALAND
GERRIETS**

DROP CEILING
**MICHEL
SADIRA**

LOWER JOINERY
**ATELIER DES DÔMES
ARCHITECTURES MATÉRIAUX
AUTHENTIQUES**

FLOORING – EARTHENWEAR
**BRUNHES JAMES
CENTRE CHAPE AUVERGNE
4M**

FLEXIBLE FLOORING
TAPIS FRANÇOIS

PAINTWORK – WALL COATING
MAZET

METALWORK – LOCKSMITHING
**TICHIT SAS
CHAMBON-GAUTHIER**

LAYOUT – FURNITURE
AAG

PLUMBING – SANITARY FACILITIES
– HEATING/COOLING/VENTILATION
**ENGIE AXIMA
AQUASOL**

ELECTRICAL WIRING – FIRE SAFETY
– TECHNICAL MANAGEMENT
**SEGMA
LEGRAND THIERRY SARL
ENTREPRISE ÉLECTRIQUE
GONCALVES SSI**

BADGE ACCESS SYSTEM
GUNNEBO

ELEVATORS
SCHINDLER

ROADS AND MISC NETWORKS – GREEN
SPACES
**SANCHEZ
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GRENAILLAGE 42
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PICTURES

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