



PLENARY SESSION – PART 1 –  
Sustainability, Digitalisation and People

# ERA CONVENTION 2026

**Product as a service:**

The next value step for increased environmental impact

Johnston Circular

**François Johnston**

#ERAConvention2026



2-4 JUNE 2026



EUROPEAN  
RENTAL  
ASSOCIATION

# Product as a Service – the next value step for increased environmental impact

François JOHNSTON

# FRANCOIS JOHNSTON



Johnston Circular

*Founder – We help companies develop Service Oriented solutions to increase Customer Value and decrease Environmental Impact. We're experts in product as a Service business models*



Product as a service to  
Accelerate Cooperation and  
Circular Transformation

*Founder and Spokesperson at PACCT for Sustainability, the reference European network to promote Product as a Service Business Models as a lever to accelerate circularity. 800 members – 20 countries*

SciencesPo

*Teacher at Sciences Po Paris*



*25 years B2B and industrial experience.*

*Former GM for Michelin « Tire as a Service » Business unit.*

# They trust us

## Large Corp.



## Retail



## Cities & States



## Professional organisations



## Academics



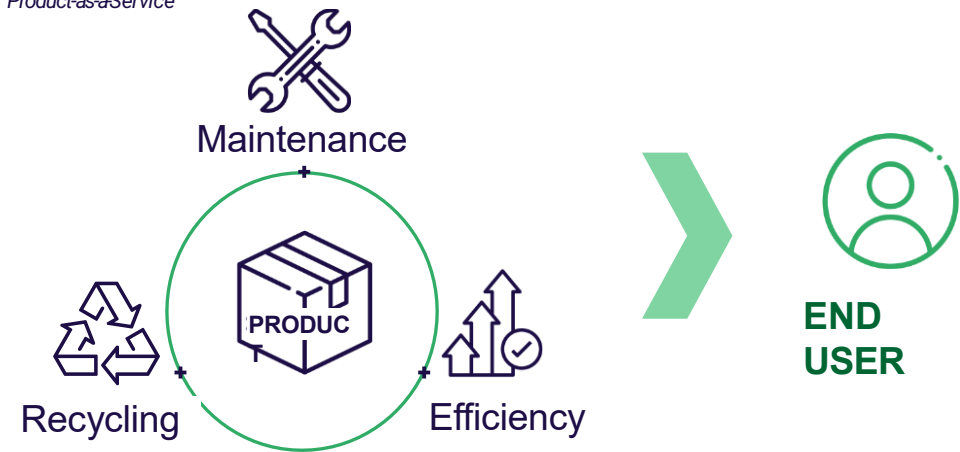
# Product as a Service: Shifting from ownership to usage

**LINEAR  
ECONOMY  
PUSHES  
FOR VOLUMES**

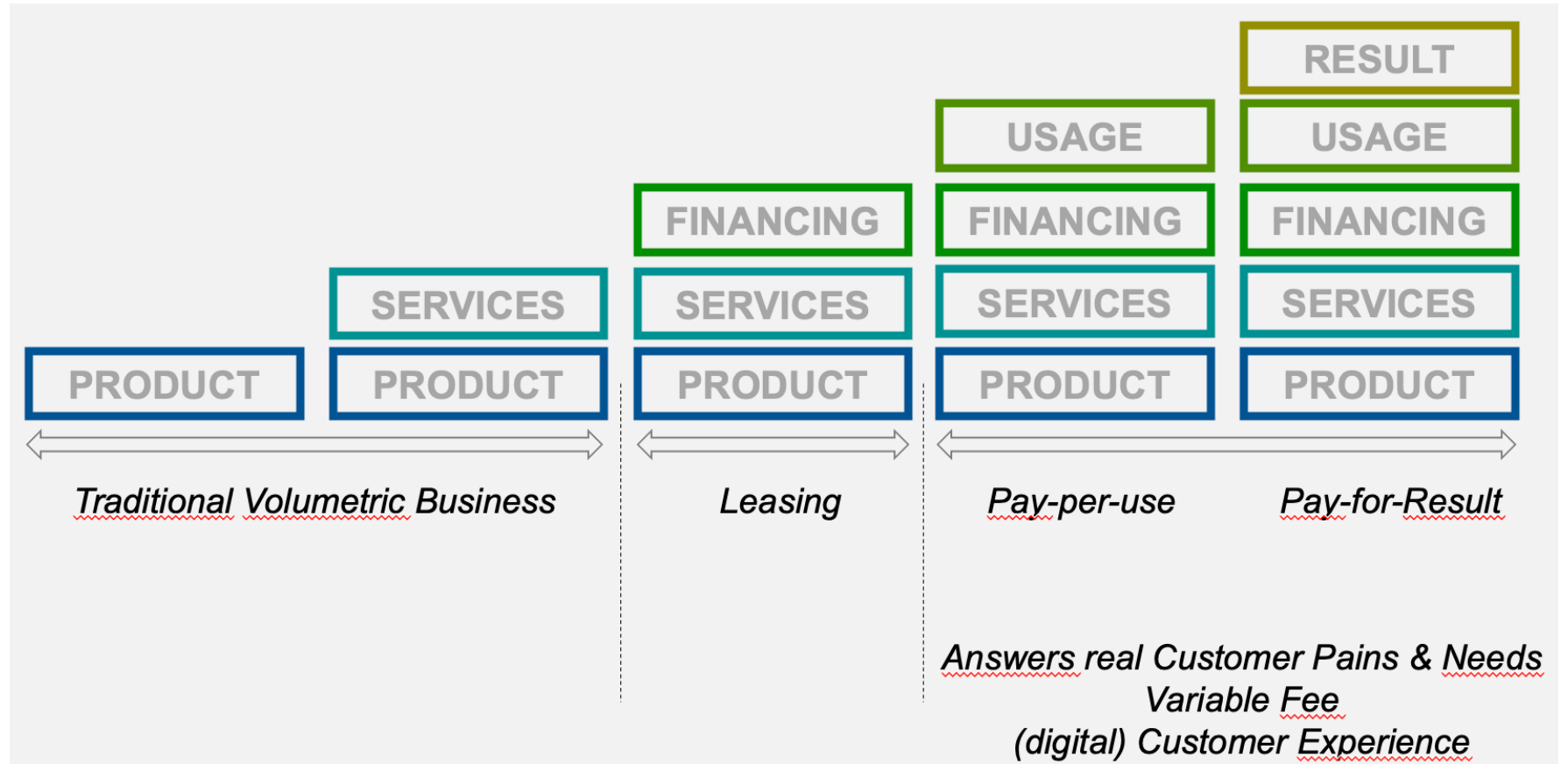


**PAAS\*  
COMMITTS ON  
AN OUTPUT &  
REDUCES  
ENVIRONMENTAL  
IMPACT**

*\* Product-as-a-Service*



# THIS IS MUCH MORE THAN LEASING



# IT'S ALL ABOUT VALUE FOR CUSTOMERS



You sell a  
result

Healthy Crops  
(€/ha)

**With high  
Environmental  
impact**

-20% fungicides

**And unique  
customer  
intimacy**

Infield  
operations

Long term  
contracts



Mobility, Availability,  
Safety...  
(€/Km)

26 kt. raw mat.  
300 kt. CO2

Recurring vs  
transactional

Customer  
intimacy x 10



Performance  
Light / Uptime...  
(Fee/year)

Up to 70% Energy  
Savings

Premium vs  
Budget

# (R)EVOLUTION

## FROM OWNERSHIP TO USERSHIP

Air conditioning as a service

kaer

Insurance as a Service

YouDrive   

Power by the Hour

Printer as a Service

Healthy Fields

Light as a Service

Tire as a Service

Tools Fleet Management



Machine Tools as a Service

Product & Volume Centric  
Offers




Customer & Impact Centric  
Services

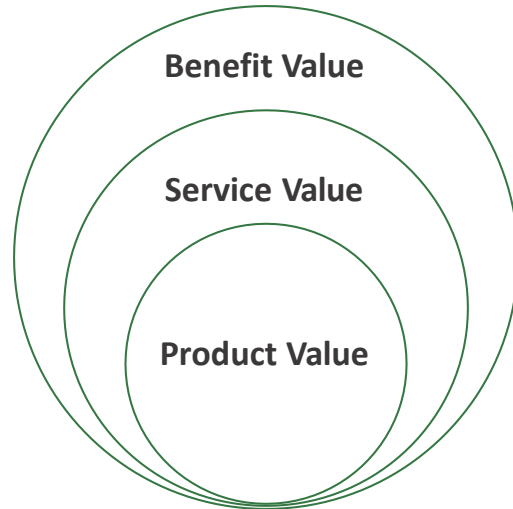
*Driven by need for differentiation, improved customer experience and loyalty, and by the search for improved environmental impact*

# KEY FACTORS OF SUCCESS

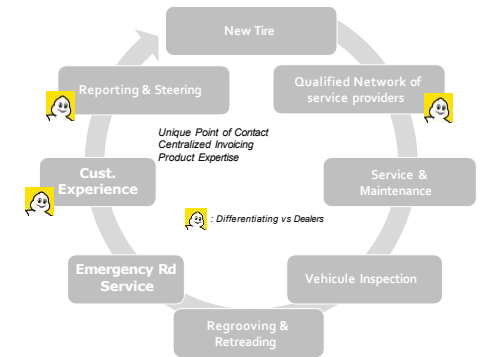
 **Monetize**  
Benefits Value

 **Transform**  
Customer Experience

 **Improve**  
Operations



## Product Related Claims (%)



## Digital Customer Experience



## Quickscan Technology



# The next steps



The European Ecosystem to facilitate the adoption of use-oriented business models and power the enviromental shift of our economy

**10+3**

6 webinars &  
1 White Paper in 2024

4 webinars, 1 policy brief  
& 1 document with PaaS  
use cases in 2025

Financing Partners 2026



**911**

911 members  
*Professional Individuals*

20+ countries

4

**>90%**

>90% satisfaction

Full digital experience:  
Webinars – Web Site  
LinkedIn

Scientific Advisory Board 2026



[www.pacct-sustainability.org](http://www.pacct-sustainability.org)

### 3 offers to support companies and institutions

#### INSPIRE

Lead the Change



Diagnostic & Roadmaps  
Change Management  
Training & Events  
Coaching

#### DEVELOP

Create Value and Impact



Offer Development  
Design Thinking  
Customer Insights  
Collective Innovation

#### SCALE

Power your Business



Portfolio & Solutions  
Optimisation  
Improvement Plan  
Change Management

**Francois JOHNSTON**

+33 (0)6 77 65 37 24

[francois.johnston@johnstoncircular.com](mailto:francois.johnston@johnstoncircular.com)

