



HYSTER COMPANY

Americas Division

SUBJECT: 2007 S.W.O.T.S. Analysis

ACCOUNT: *AmeriCold Logistics*

STRENGTHS:

- Strong Service Support
- Reliable Products
- Competitive Reach truck

WEAKNESSES:

- Plant Level Relationship
 - o With a few exceptions, AmeriCold facilities do not have a strong relationship with Hyster or our local service provider.
- Lead Time
 - o Product availability has hurt us. AmeriCold must react quickly to market opportunities, which mean they need to rely heavily on their lift truck providers to get them equipment fast. Hyster must improve their lead time
- Rental Availability
 - o Short and long term Freezer rentals are in constant demand, both in the sit-down and reach trucks. We have fallen way short of their expectation. In order play a major role in AmeriCold's business, we must be able to support this need.

OPPORTUNITIES:

- Reach Truck
 - o Raymond and Crown are the main providers of this product. Their distribution centers are either all Raymond or all Crown, which make it very difficult to break into. However, both manufacturers have had their share of problems, which opens up the door to us (albeit small). Our truck is new, which is a concern to AmeriCold's corporate leader, so we must prove our self in the field with demos.

THREATS:

- Equipment Pricing
 - o Although, Hyster has maintained the #3 position, overall, with AmeriCold, we are their number one supplier of sit-down riders (E50Z), we have seen new comers like Nissan and Toyota take some business away. Two main reasons for this erosion have been relationship and price. Where we have strong relationship, we have been able to keep the business, even at higher pricing; conversely is true.

STRATEGY:

- Schedule regional visit with local servicing dealer to All AmeriCold facilities, over the next 18-month.
- Promote our new reach truck at every level and demo when ever possible
- Explore fleet maintenance and leasing programs to help drive operating cost down

