



HYSTER COMPANY

Americas Division

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

ACCOUNT: COOPER TIRE

STRENGTHS:

- Hyster has a large population of units at many of the Cooper manufacturing facilities.
- The Hyster dealers have a good reputation at nearly all of the Cooper facilities.
- The Cooper non-tire and distribution facilities accept Hyster as a quality truck supplier.

WEAKNESSES:

- Recurring and long standing ECM issues reduced Hyster's credibility as a low cost & high uptime supplier for Cooper at the demanding production facilities.
- Cooper uses Total Fleet Solutions (TFS) as a fleet management consultant and purchasing agent for lift trucks. TFS has been advocating Toyota as an alternative to Hyster where the ECMs were problematic.

OPPORTUNITIES:

- The ECM issues are accepted as corrected in most of the Cooper facilities. Promote the ability of Hyster to leverage the supplier relationship to get an effective field fix implement at all problematic facilities at one time.
- Work closely with TFS personnel on all Cooper deals especially Hyster replacement.

THREATS:

- The ECM problem took nearly 18 months to fix. This caused a perception that Hyster could not effectively handle the tough environment and that field engineering was not a good resource.
- There is an especially vocal Plant Manager at Tupelo, MS that is telling other facilities to get away from Hyster.





The Safe Choice

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STRATEGY:

- Work direct with the Cooper tire production facilities and through TFS to show Hyster's commitment to Cooper to overcome the stigma surrounding the length of time for the ECM fix.
- Demonstrating new Class 3 product at the distribution facilities and the Class 2 at the non-tire plants should add to Hyster's reputation for quality equipment.
- Stay very close to TFS on quotes, demos and visits.
- Convince the Hyster dealers that TFS can be Hyster's advocate at Cooper.

