



HYSTER COMPANY

Americas Division

SUBJECT: 2009 SWOTS Analysis

ACCOUNT: *Estes Express Lines, Inc.*

STRENGTHS:

- Products - Hyster has the most durable product offering to meet all of their application needs with an installed base of over 1600 trucks.
- Dealer Relationships – Our relationships with our dealer network should allow us to partner and focus on attaining unified goals. VBS has a strong presence at corporate to help promote our goals and reach our objectives
- Application Knowledge– The Hyster team has the knowledge to help manage and promote change as necessary based on application requirements and needs.
- Hyster Fleet Services – Our group boasts one of the strongest fleet offerings in our industry.

WEAKNESSES:

- High Visibility – ESTES is and will continue to be targeted by our competition especially Toyota because of their presence and dominance in the LTL customer base.
- Cost Disadvantage – Hyster has to continue to value add all product features and services because of the standard and more robust build of our Fortis offering.

OPPORTUNITIES:

- Fleet Services
- Failing and financially disadvantaged Competitors may allow additional ESTES business opportunities and increase material handling needs.

THREATS:

- Toyota – The installed base in the LTL market and the pricing strategy will continue to stress relationships due to cost differential and “baiting” strategy.
- Economy – The freight business in general is down significantly and ESTES will have to closely monitor its costs to weather the storm

STRATEGY:

- Visit sample sites to get closer to the applications looking for out of the box solutions
- Continue to align with key internal personnel
- Show united front with strong dealer network and consistent support
- Get Hyster Fleet Services engaged.
- Monitor parts pricing.

