HYSTER COMPANY

Americas Division

SUBJECT: 2009 SWOTS Analysis

ACCOUNT: *General Mills*

BACKGROUND:

General Mills does not appear to be loyalty at a corporate level to any particular manufacturer of material handling equipment. Their corporate offices will not give out any contact information and would prefer that we not call on the local plants unless contacted first. Purchasing is de-centralized and it has been expressed to me by the new person in charge of material handling equipment, Paula West, for General Mills that they would like to take the combine purchasing power to corporate headquarters in two to three years. The purchasing person keeps changing about every 6 months as soon as a new junior buyer comes into the group they are "stuck" with forklifts. The better the relationship at the local level that better chances we have at quoting and getting their business. The local plants seem to be very loyal.

STRENGTHS:

- We have had very good success at several plants (Lodi, CA; Buffalo, NY; Wellston, OH; Vineland, NJ) over the last two years.
- We have made a little progress in the Cedar Rapids plant that is presently a Nissan plant.

WEAKNESSES:

- Can not directly contact local plants that are not currently using Hyster equipment.
- No Corporate Champion to help progress or move the account along.
- Having said that they will not take a quote from a local dealer and must be consider a National Account or vendor/OEM will not see any orders from General Mills.

OPPORTUNITIES:

- Cedar Rapids, IA is General Mills largest plant in the US and we are making a little head-way with them. If we could break into this plant it may impact the other non-Hyster plants.

THREATS:

- Every OEM and a lot of unknowns.

STRATEGY:

- Work Cedar Rapids, IA until it breaks and continue to support the 4 plants that are loyal to Hyster.

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