**HYSTER COMPANY**

*Americas Division*

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

ACCOUNT: Kimberly-Clark

STRENGTHS:
- Strong corporate relationships
- Although we have some regional difficulties, we still have the strongest dealer network in the industry, and these dealers are quite supportive of the account.

WEAKNESSES:
- Product availability: KC purchases mostly E50and 60Z from us. Our lead times have ranged from 16 to 22 Weeks. Kimberly-Clark order process lends itself to placing orders at the very last minute or after the fact, which puts us in a bind to react.
- Service Labor Cost : Pressure for independent service agents has push out many of our dealers in providing service. The main influence has been labor cost per hour

OPPORTUNITIES:
- Fleet Management: Like most paper companies, KC is heavily pressured to reduce their operating cost. Currently, their main focus is in time and material labor cost. A solid fleet management program would provide them the necessary tools to identify, track and reduce their maintenance cost

THREATS:
3PL provides the biggest threat to our business. More and more of their distribution is outsourced through 3PLs and each 3PL has their own purchase agreement with a non Hyster manufacture

STRATEGY:
We need to pursue and fleet management initiative that will identify KC's annual maintenance spend and provide them with a cost reduction full maintenance program. In doing so, we will provide the proper focus on their cost per hour rather than labor cost per hour. In addition, we need to strategies on developing a forward ordering program, which focuses on equipment standardization (minimizes SPED items) and upcoming needs.

Hyster Company 1400 Sullivan Drive Greenville, NC 27834
Phone: 815-517-0411 Fax: 815-328-0501 www.hysteramericas.com