



HYSTER COMPANY

Americas Division

SUBJECT: 2009 S.W.O.T.S. Analysis

ACCOUNT: *Smurfit-Stone Container*

BACKGROUND:

We are entering our third year of a five year agreement. In 2007, Smurfit purchased 350 trucks and in 2008, 185 trucks sold.

2009 will be a challenging year for Smurfit. Cost containment demands will force additional plant closures and curtail new equipment purchase. Smurfit estimate 162-units to be purchased to replace lease expiration equipment.

STRENGTHS:

- Strong relationships at corporate and local facility levels.
- Although we have some regional difficulties, we still have the strongest dealer network in the industry, and these dealers are quite supportive of the Smurfit account.
- Adoption of our **P**ower **B**y the **H**our Maintenance program to contain cost
- Product loyalty is strong at most container board plants and mills

WEAKNESSES:

- Product availability
- Lease end termination

OPPORTUNITIES:

- Identify cost containment opportunities at each facility
- Enhance communication on lease end termination
- Field Base Focus Survey
- LP Gas to Electric conversion

THREATS:

- 3rd party fleet manager (BEB) promoting a different agenda than ours.
- Additional plant closures may reduce Smurfit's plan replacement program further.





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STRATEGY:

- Eliminate Delivery Delays
 - o Timely order entry to coincide with lease expiration
- Communications
 - o Provide notice of lease expiration to each facility and dealer 6-months prior to lease term.
- Field Base Focus Survey
 - o The purpose of this survey is to be proactive in identifying dissatisfaction before it reaches a point of no return. Often is the case that by the time we hear of a problem it has festered to the point of no return. Problems will exist and customers are usually empathetic to this as long as they know you care and are willing to do all you can to over come them.
- Quarterly maintenance reports identifying abuse and out of scope charges
- Select a test site to demonstrate the TCO saving using electric trucks over LP Gas

