



HYSTER COMPANY

Americas Division

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

ACCOUNT: **USG Corporation**

BACKGROUND:

Hyster has been chosen as one of two approved vendors for USG. Cat Lift Trucks is the other vendor-of-choice. Our agreement will run for the next 4-years as of August of 2008. Each plant will decide on Hyster or Cat following a series of local dealer presentations. They will be involved with the fleet management group to deploy power-by-hour (PBH) and other locally-sensitive service solutions.

With this agreement in place, Hyster should deliver 85+ trucks in 2009. Our goal is to maintain our position as the largest installed base of approximately 60%. In addition, we look to grow in those areas where our product and dealers have a distinct competitive advantage.

STRENGTHS:

- Strong relationships at corporate and local facility levels.
- Product & dealer network to meet the challenges of this demanding application.
- Adoption of the PBH philosophy to control costs with telemetry solutions.
- Fleet management reporting mechanisms to provide customer-centric solutions.

WEAKNESSES:

- Plant relationships where we currently do not have an installed base of lift trucks
- Locations have experienced product issues that may have been slow in the resolution process by both Hyster corporation and the dealer.

OPPORTUNITIES:

- Hyster Fortis product is packed with features that will be advantageous when selling against Cat in this caustic environment.
 - o Wet disc brakes – promote benefit for cost of repairs and down-time. Cat does not offer.
 - o Single brake/inching pedal. Cat does not offer and it promotes a more positive user experience.
 - o MLM's. Cat does not offer this option and it targets the operator experience.
- PBH and fleet reporting .
- Ancillary equipment needs and maintenance opportunities.





HYSTER COMPANY

Americas Division

THREATS:

- Not meeting customer expectations on those sites that elect to use Hyster for the first time.
- Losing business Cat at long-time Hyster facilities due to a poor product/dealer experience.
- Not up-selling the features we offer to this demanding application that our competitor cannot present to the customer.

STRATEGY:

Right now, we maintain a larger portion of the business than any other supplier. We need to protect the installed base of plants and grow in areas where Toyota, Cat and others have been successful. USG demands that both national accounts and our dealers stay close to their locations. The 2009 ITC events present a perfect environment to get the customer into our dealer locations and get comfortable with our people and products. Demos against the current Cat product will prove beneficial. USG operates in a harsh environment and Hyster products will best serve their needs. Finally, we need to build from the current momentum in place as a number of facilities are pre-positioned to work with Hyster national accounts in 2009.

Weblinks:

Company: <http://www.usg.com/>

