



HYSTER COMPANY

Americas Division

SUBJECT: 2009 SWOTS Analysis

ACCOUNT: Volvo Non Automotive Division

BACKGROUND:

Volvo Non Automotive Division has a global agreement with Hyster Company. They have taken over Mack Truck, and US facilities include distribution centers, engine and truck manufacturing and assembly, and rental yards. The largest truck assembly plant is in Dublin, VA.

STRENGTHS:

- The global agreement, along with good performance of our products and service, is a definite strength.

WEAKNESSES:

- I have just recently taken over this account, but I understand we had some concerns with a demo of our orderpicker. Crown is our biggest competitor in that area, and there is a perception that they have a better offering.

OPPORTUNITIES:

- Volvo NA will issue a new RFQ for a global agreement at the end of 2008. We have a good opportunity to renew our global relationship. Volvo has expressed interest in fleet management in particular.
- Following a supplier meeting, we submitted cost savings suggestions and hope to have an opportunity to expand on those after Volvo finishes their analysis.
- We have recently prepared quotes for a significant number of truck replacements for the Dublin, VA plant.

THREATS:

- Volvo is affected by the current economic crisis and will be closing some facilities and laying off employees. We have not received the new RFQ as expected yet, and this may be an indication of the "wait and see" mode that we're seeing with other customers.

STRATEGY:

- I will respond to the global RFQ when we receive it.
- I have plans to visit the Dublin VA plant during Q1 and ascertain when an order may be forthcoming for their replacement units (already quoted).
- I will contact local dealers to visit plants in their area Q1, Q2 and Q3. This customer is going through all the pains of the manufacturing sector and we will gain favor if we provide local support and assistance.
- I will concentrate a significant amount of time and effort on Volvo in 2009, as they appear to present more opportunities than some of our other manufacturing customers.

