HYSTER COMPANY

Americas Division

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

ACCOUNT: *WAL-MART*

<u>STRENGTHS</u>:

- Hyster Fleet Services has a strong program of fleet management for nearly 600 Wal-Mart assets that includes dispatch, auditing, preauthorization and consolidated billing.

<u>WEAKNESSES</u>:

- Hyster is not an approved supplier for Wal-Mart. Wal-Mart has a centralized purchasing program that does not allow orders to be placed by unapproved lift truck suppliers.
- Wal-Mart does not currently perceive a need for two NACCO brand suppliers.

<u>OPPORTUNITIES</u>:

- Present a compelling value proposition for including Hyster as an approved vendor.
- Leverage the improved class 2 product as an entrée for areas where Hyster has obvious superior support over competitors.
- Individual Wal-Mart stores have chosen to issue purchase orders direct rather than through the corporate purchasing program.

<u>THREATS</u>:

- Wal-Mart is not currently soliciting for additional approved lift truck suppliers.
- Wal-Mart corporate purchasing will not entertain information, quotes or demonstrations from Hyster while not an authorized supplier.

<u>STRATEGY</u>:

- Revisit the Hyster Fleet Services relationship as a compelling reason for reconsidering having Hyster as an approved supplier.
- Continue to contact Wal-Mart to show a high level of interest in obtaining an approved supplier status.
- Encourage Hyster dealers to approach Wal-Mart facilities especially local stores to win the service business and investigate potential new equipment sales.

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