

Marketing structures and strategies of Nordic SME's: A Norwegian case study

WPI: Market Analyses and Reports
Part of CMT Project

Yonas Zewdu Ayele, PhD

UiT The Arctic University of Norway,
Tromsø, Norway

WPI: Market Analyses and Reports

- **Project/WP responsible:**
Abbas Barabadi, Associate Professor
Yonas Zewdu Ayele, Postdoctoral Researcher
- **Host:**
Department of Engineering and safety
UiT The Arctic University of Norway
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1. Key issues
2. Why marketing analysis?
3. Categorization of SMEs – A Norwegian case study
4. The current trend
5. Expected future development

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I. Key issues – background



Corrosion & erosion © Simsite

- Corrosion/ wear/ erosion



\$2.1 trillion annually

- Applying wear & corrosion-resistant materials.



1/3 of these cost



- **Global** cladding/overlay welding markets



\$3.8 – \$7.8 billion



I. Key issues – background

Paradigm shift in cladding/ overlay welding techniques

**Existing/ conventional
surfacing and manufacturing
techniques**



**New cold metal transfer
techniques**

- CMT cladding
- Hybrid techniques (CMT + induction, CMT + laser)

I. Key issues – background

- Exploration of new markets, and
- Identification of potential business opportunities ***are very vital pieces of activities*** for new surfacing and manufacturing techniques created by CMT.

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2. Why marketing analysis: SME perspective

- **Definition:** Small and medium-sized enterprises (SME)

Company category	Staff headcount	Turnover	Or	Balance sheet total
Medium-sized	< 250	≤ € 50 m		≤ € 43 m
Small	< 50	≤ € 10 m		≤ € 10 m
Micro	< 10	≤ € 2 m		≤ € 2 m

- **Marketing analysis** is a method where the industry will take all the available information regarding the market and come up with a marketing strategy/ plan.

2. Why marketing analysis: SME perspective

Importance

- *Gaining a better understanding of **the market potential** of CMT related products for local SME's and, what kind of needs the companies have in terms of support.*
- *Mapping current initiatives, networks and programs for **supporting commercialization** of CMT (surfacing and manufacturing) techniques in each Nordic country.*
- *Mapping and categorizing SMEs working with CMT (surfacing and manufacturing) in each Nordic country.*

2. Why marketing analysis: SME perspective

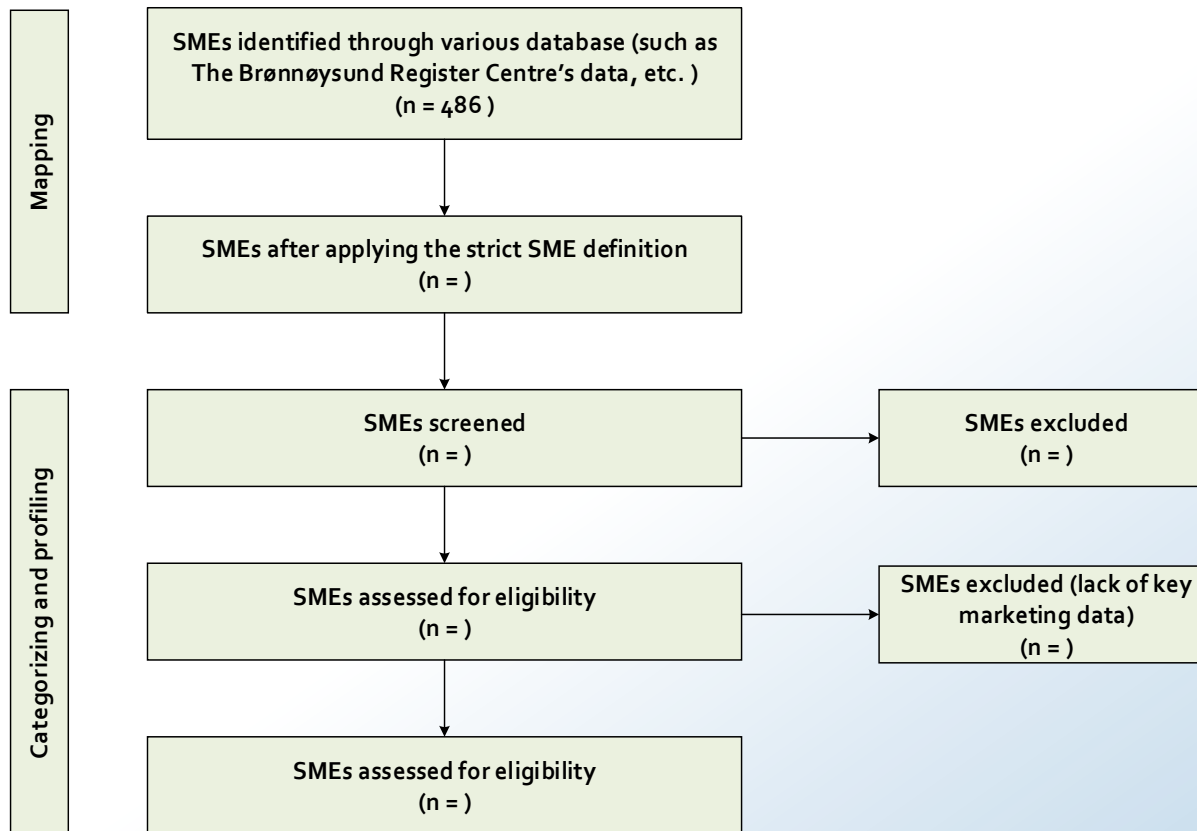
Three stages of analysis

1. Analysing the *historical /past* marketing and commercialization reports
 - Who is successful in commercialising CMT (surfacing and manufacturing) products?
 - Why do products fail?
 - Ways forward?
2. Analysing the *state-of-the-art* with respect to current marketing structures and strategies of SMEs, working CMT related products
3. Predicting *future* development
 - Evaluate the trends and growths in the current market and makes assumptions based on that.

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3. Categorization of SMEs – A Norwegian case study



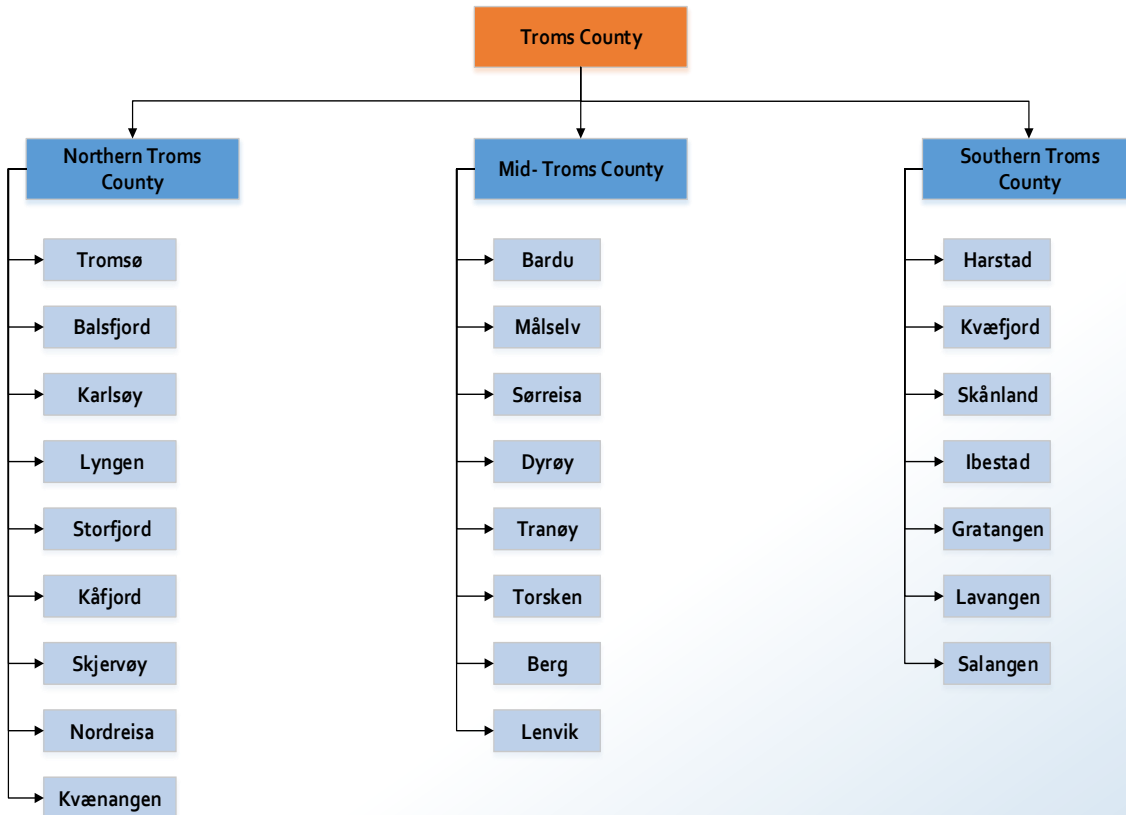
Mapping, categorizing, and profiling structure

3. Categorization of SMEs – A Norwegian case study

The identified SMEs working with CMT (surfacing and manufacturing) have the following industry codes:

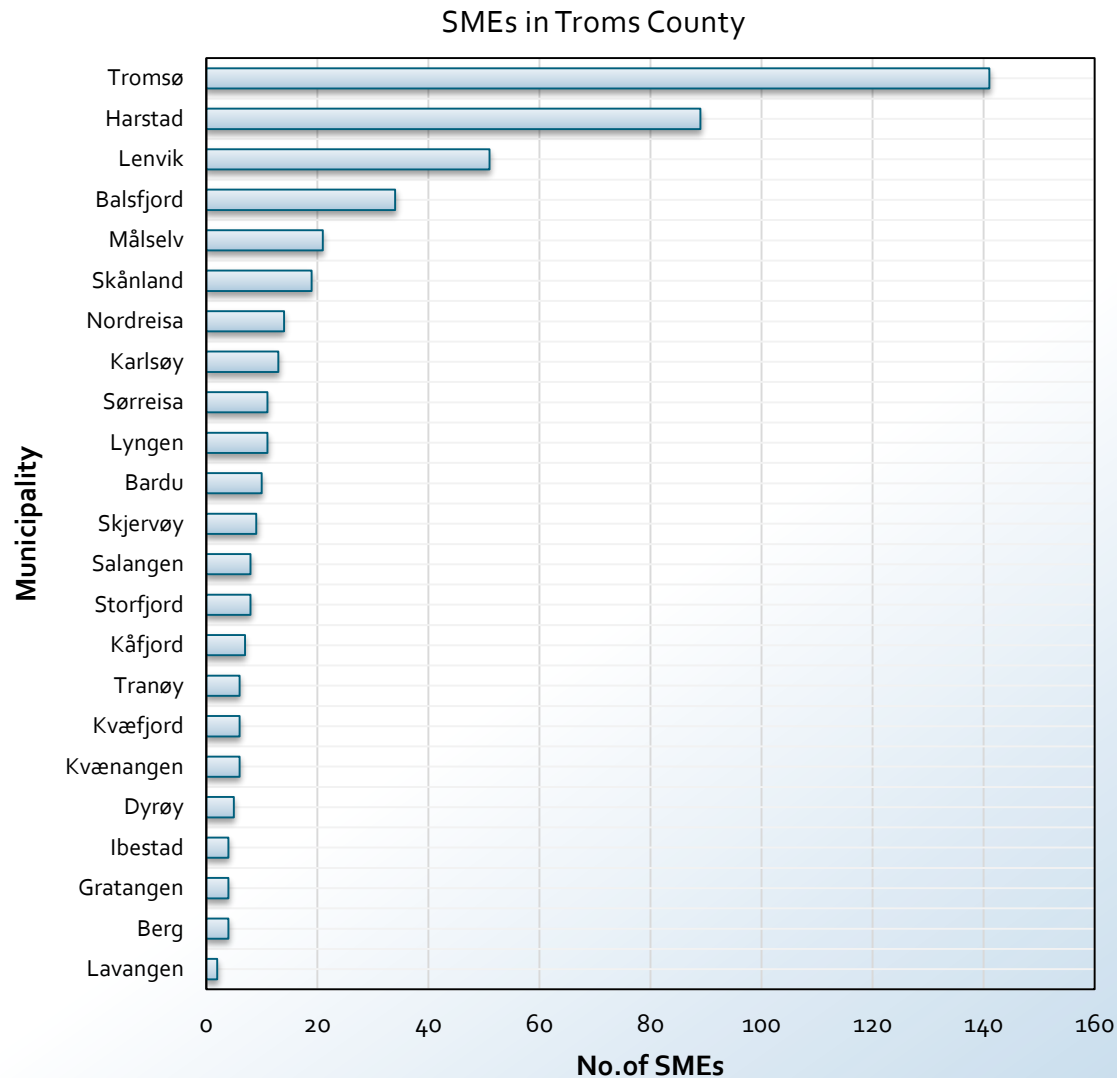
- **Code 24** (Basic metal: manufacturing of basic iron, steels, tubes, pipes, non-ferrous metals, etc.)
- **Code 25** (Fabricated metal production: structural metal prod, tanks/reservoirs, treatment & coating of metals, machining, etc.)
- **Code 28** (Machinery and equipment: general-purpose machinery, agricultural & forestry machinery, etc.)
- **Code 30** (Other transport equipment: building of ships and boats, manufacturing of locomotive and rolling stock, air/space craft machinery, etc.)
- **Code 33** (Repair, installation of machinery: repair of fabricated metal, installation of industrial machines and equipment, etc.)
- **Code 45.2** (Maintenance/repair of motor vehicles)

3. Categorization of SMEs – A Norwegian case study



Categorization of SMEs in Troms County

3. Categorization of SMEs – A Norwegian case study

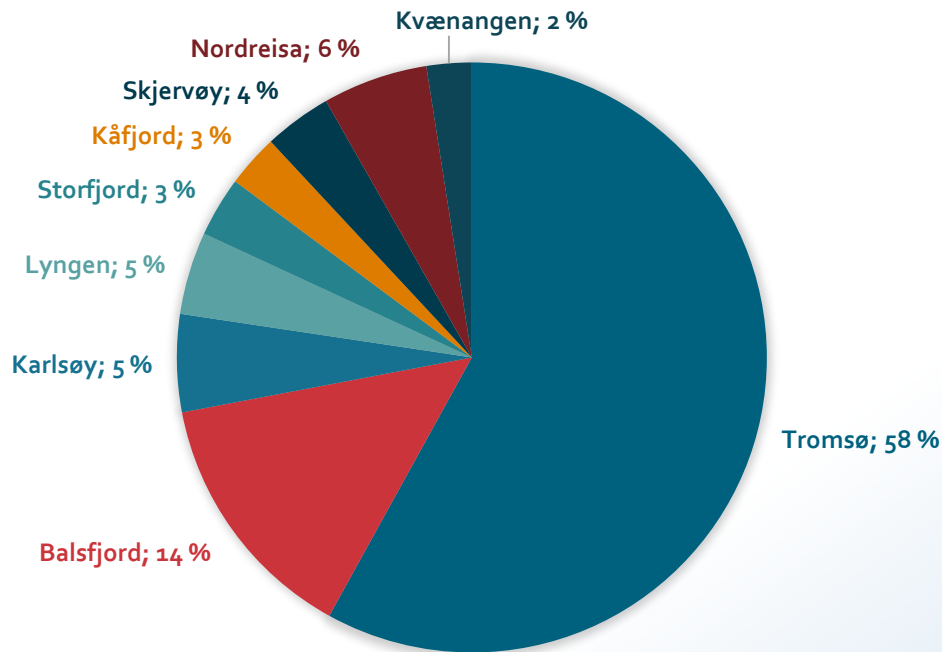


Distribution of the SMEs in Troms County in 2015

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4. The current trend



SMEs distribution in **Northern Troms** County

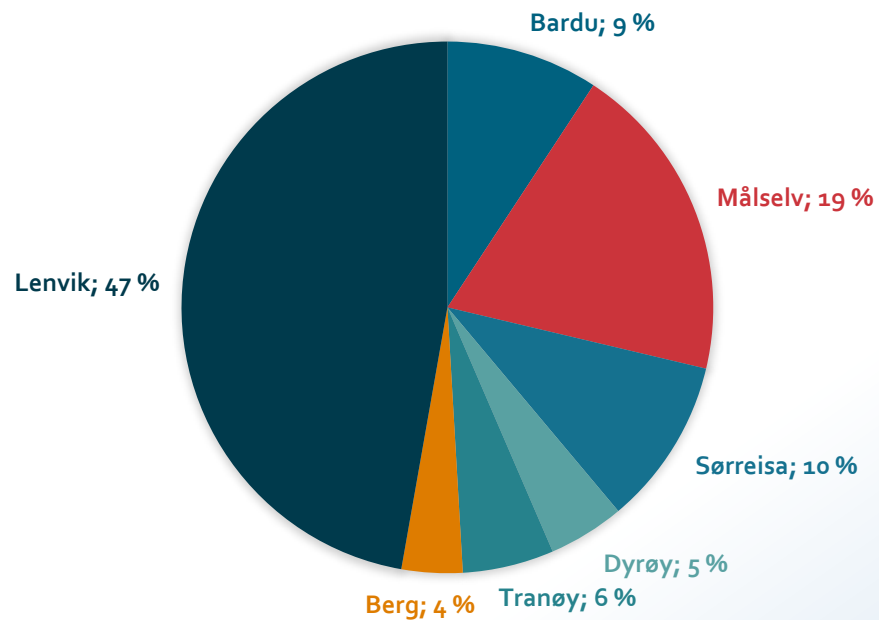
These SMEs contribute to a **significant percent** of the Tromsø Municipality **sales and output** with a diverse range of surfacing and manufacturing products.

The SME market is regarded as **large potential** customers, suppliers and partner for the CMT related products.

Evaluating the shares and distributions of SMEs:

- **helps to adapt** the marketing strategies and approaches to the **market demand**.
- **provides guidance** on how to improve opportunities for SMEs participation in the municipality and county marketplace.

4. The current trend

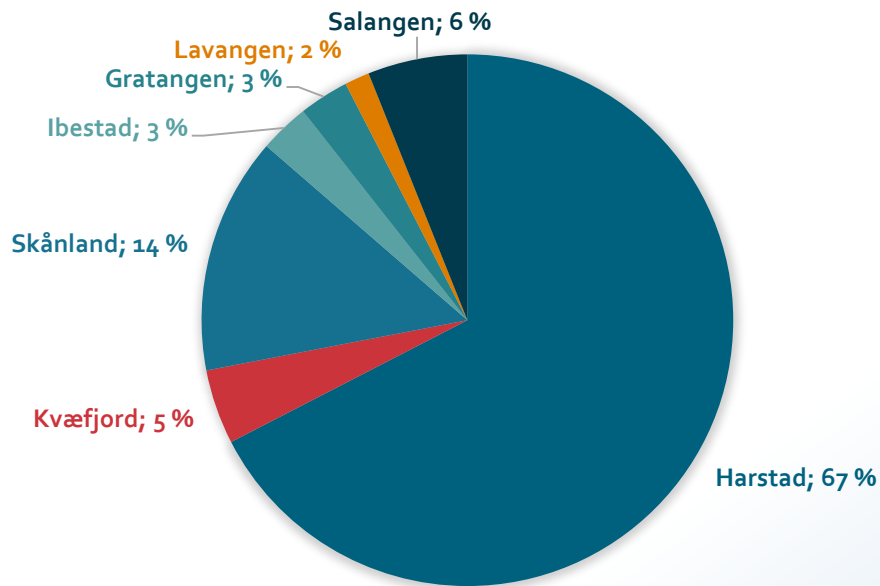


SMEs distribution in **Mid-Troms** County

Lenvik Municipality has almost 50 percent shares of SMEs.

Increasing knowledge sharing capacities of these SMEs & informing the sector about marketing strategies, and structures and upcoming new CMT related technologies is **vital**.

4. The current trend

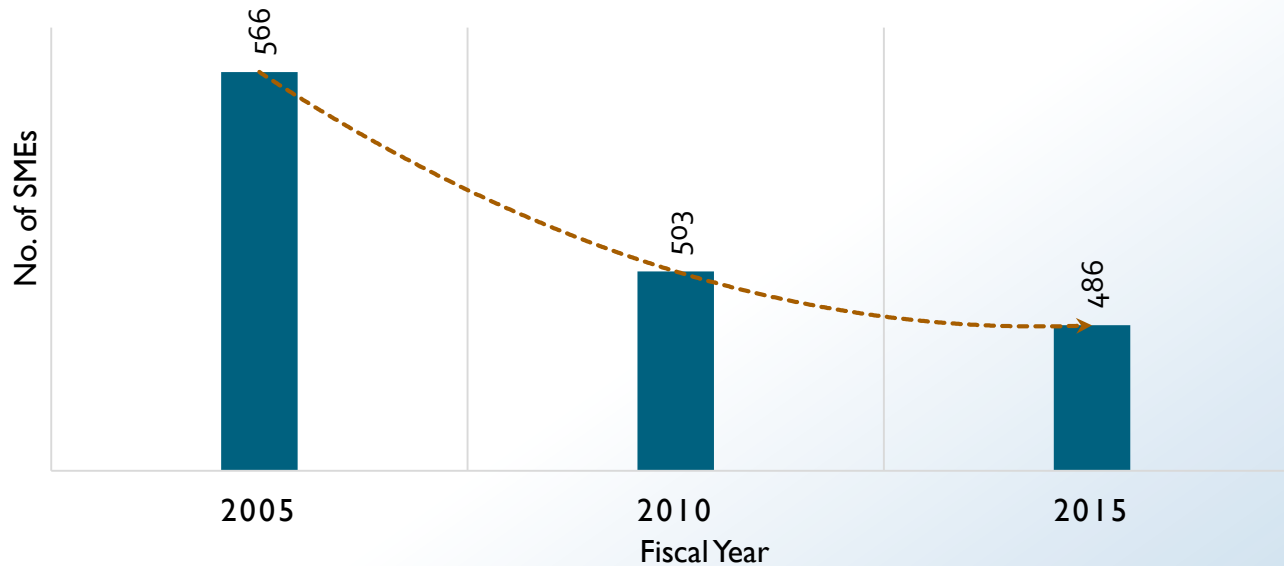


SMEs distribution in **Southern Troms** County

Guiding the SMEs in spend and market analysis, procurement strategy, and guide to building international market entry strategy.

4. The current trend

SMEs working on metal manufacturing, maintenance and repair, etc. in Troms County



Initial findings regarding the trend of various SMEs in Troms County

4. The current trend

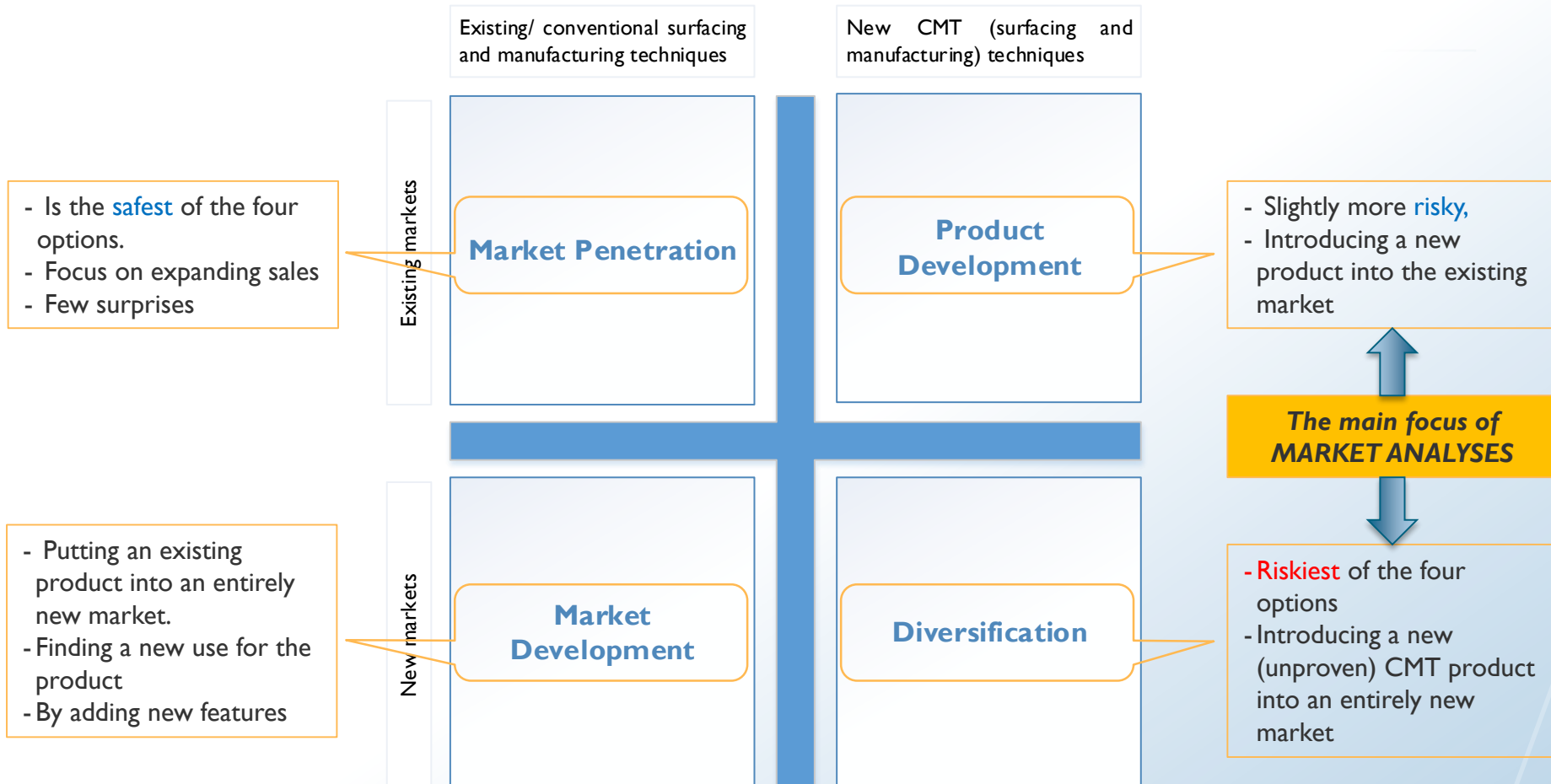
Initial findings

- There is a **decreasing trend** in the number of SMEs working on these particular area.
- There are various explanations and several reason for this decreasing trend.
- The next step is:
 - To understand the **fundamental reason** behind this decreasing trend.
 - To analyse the different option and **marketing strategies to improve this trend**.
 - To investigate what the **key players**, such as both the governmental bodies and, the local SMEs themselves, can do.

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5. Expected future development



Ansoff Matrix – Understanding the Challenges of new CMT products

5. Expected future development

- Studying the main reason **why** some SMEs, which operates in Nordic countries are successful and others are not.
- Investigating the main marketing **challenges** faced by the SMEs' in Nordic countries and, analyse if there are any correlations between product types and location.
- Exploring the marketing structures and strategies of the SMEs.

Kiitos paljon!

yonas.z.ayeles@uit.no

Postdoctoral Researcher
Department of Engineering and Safety
UiT The Arctic University of Norway
Tromsø, Norway