

# COMPETING EFFECTIVELY THROUGH SHARPER STRATEGIC POSITIONING

## THE SITUATION

Founded in 1989 and headquartered in Austin, Texas, Emergent Technologies (ETI) is a venture capital firm that helps investors, scientists and universities confidently seek profits from the commercialization of biotechnology research. The company manages several venture funds and provides its portfolio companies with extensive technology commercialization expertise together with a unique methodology that moves new ventures into the market and to a point of liquidity faster and with less up-front cost.

While the company can leverage its commercialization expertise across a variety of technologies, the current emphasis is on biotechnology developed and proven in University environments.

## THE NEED

Emergent operates in a highly competitive and skittish environment. The majority of its fund contributions had come from high net-worth individuals, however to meet the company's goals it needed to secure funding from institutional investors, as well.

Thomas Harlan, CEO for Emergent, recognized that having a compelling value proposition, together with a well-crafted positioning platform and associated messaging could make a difference.

"Prior to working with VisionEdge Marketing, we generally called ourselves a technology commercialization firm", recalled Harlan. "However, it became clear to me that the term was causing confusion and each of our managers was describing the company and what we do a little differently."

"We wanted to assess whether 'technology commercialization firm' or some other category might be best, and to refine our positioning platform to help us communicate our business model and strategy more effectively," he concluded.

---

**“ We wanted to work with a consulting firm who specialized in B2B strategic marketing— one with an excellent track record and reputation. ”**

---

## THE CRITERIA

Harlan realized that before he changed the company's sales collateral, presentations and web site they needed to develop a solid strategy based on objectivity and market research.

"We wanted to work with a consulting firm who specialized in B2B strategic marketing—one with an excellent track record and reputation. We also felt it was important for the consulting firm to have an interactive and iterative methodology that would involve our managers in the process.

---

**“ We're beginning to see market traction, which in times such as these says a lot. ”**

---

## THE DECISION

"VisionEdge Marketing came highly recommended and we'd recommend them as well," said Harlan. "We're a small firm and like many firms we're facing economic challenges in this tough environment. The VisionEdge Marketing team has a good track record helping firms our size. They have a suite of services well matched to the scope of our problem and budget. The VisionEdge Marketing team provides a very collaborative approach which sat well with our team," added Harlan.

## THE METHODOLOGY

To complete the work, VisionEdge Marketing deployed several services from its SmartStart Services Suite™, specifically QuickStart™ and JumpStart™. To accurately assess the situation, the methodology started with an "inside-out" view of the company and competitive landscape. This phase was accomplished via a half-day Discovery Session with ETI management.

Then an "outside-in" view was derived from conducting a phone survey and secondary research of the venture capital competitive landscape. This combined perspective was then used as the basis for the recommended strategic positioning and message map. From start to finish the project was completed in 12 weeks and included interim deliverables allowing ETI management to review and interact with the project.

## THE RESULTS

Emergent Technologies is armed with a positioning platform that precisely and strategically describes the company in a compelling manner that differentiates the firm from other VCs.

"We're now communicating a consistent message. The process helped clarify our thoughts and give us focus," said Tommy. "We're beginning to see market traction, which in times such as these says a lot."

## **ABOUT VISIONEDGE MARKETING**

Headquartered in Austin, Texas, VisionEdge Marketing ([www.visionedgemarketing.com](http://www.visionedgemarketing.com)) is a data-driven metrics-based strategic and product marketing consulting firm recognized as a trusted authority in the area of marketing performance management.

The company excels at helping companies strengthen their competitive advantage, accelerate their ability to acquire, keep, and grow profitable customers, and measure Marketing's contribution to business goals. Founded in 1999, VisionEdge Marketing is located in Austin, Texas.

© 2021. VisionEdge Marketing, Inc. Accelance® and Outcome-Based Mapping are trademarks of VisionEdge Marketing. All rights reserved. VisionEdge Marketing holds the patent for Accelance® and the Outcome-Based Mapping process.

