

# Case in Point: Repositioning from Niche to Growth Markets

## Kotura – Surging to the Top of Silicon Photonics

Kotura was founded in 2004 and became a worldwide leader in silicon photonics. The company’s deep technology focus on optics, combined with expertise in electronics, uniquely positioned Kotura to apply photons where electrons were being used.

While Kotura and its products were known in the telecom space, the company sought to broaden the reach of their photonics solutions to other markets that were seeking greater performance, bandwidth and energy-efficient solutions. Near-term targets for Kotura’s silicon photonics chips included data centers and high-performance computers. The challenge for Kotura was that few outside of telecom knew who they were or fully understood the power of silicon photonics and its many benefits.

Kotura had its sights set on repositioning the company and enlisted Lages to work closely with its management team to develop clear messaging, rebrand the company to appeal to a broader array of markets and develop a high profile that would support a future financial event.



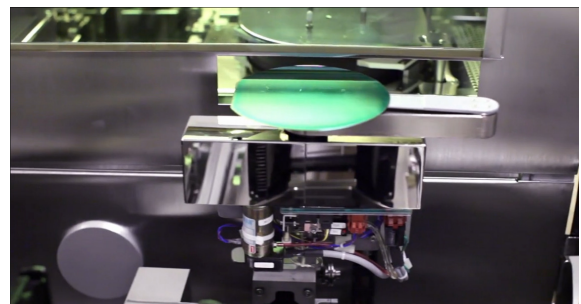
## The Program

The first step in the comprehensive public relations program was to re-define corporate messaging, along with Kotura’s product, market and technology positioning. With those components clearly defined, the challenge then became to simplify the Kotura message for broader consumption and develop a new voice – one that reached beyond academic and scientific communities to a wider range of audiences including electrical engineering, general tech and business.

With numerous Ph.D.s and patents to accompany its cutting-edge technology, Kotura had tremendous cache but limited visibility outside of the optics community. To move the needle and elevate the company’s stature, Lages inserted Kotura into a larger discussion about the future of silicon photonics. This helped establish Kotura as an integral player that was shaping and driving the adoption of photonics in a range of new applications – from data centers to high-performance computers.

Lages spearheaded the development of a new corporate web site with an applications focus. This site portrayed Kotura as a well-rounded and accomplished company that was leading the way for silicon photonics applications. A series of videos was also developed to communicate Kotura’s technology in a visual way.

A broad industry analyst and media relations program was employed to build awareness of Kotura throughout the technology and business communities – including electrical engineering/design, technology bloggers, vertical media, newspapers/news services, and business press. Additionally, numerous contributed articles were placed in a variety of publications to position Kotura as a thought leader and expert in silicon photonics. Lages also facilitated a number of awards and speaking opportunities to gain recognition for Kotura’s technology innovation and financial success.



## The Results

After engaging Lages to implement a full PR program, it didn't take long for Kotura to gain recognition from a variety of audiences. This increased visibility helped Kotura become attractive for potential suitors – and in May of 2013, Kotura was acquired by Mellanox for \$82 million.

In the months leading up to the acquisition, Kotura nabbed a steady stream of media coverage in a wide range of publications. Additionally, Kotura achieved awareness through carefully-placed contributed articles that positioned the company as a subject matter expert, as well as analyst briefings and accolades by industry influencers. During this time, Kotura garnered a number of awards and honors, including a new product innovation award from Frost & Sullivan, and was named to *Inc.* magazine's [Inc. 500|5000](#) and [Deloitte's Technology Fast 500™](#) – both of which highlighted the nation's fastest-growing companies.

In just two years, Kotura transitioned from a niche company with a relatively small presence outside of the telecom industry, to a highly-visible company with stellar technology and an established leader in silicon photonics.

“Silicon photonics is poised to be a critical enabler of tomorrow's light-speed computing. While Intel and IBM have been doing active research in this area for several years, several companies have already risen to the challenge. Start-up Kotura is approaching nearly 1 million shipped devices.” – Forbes

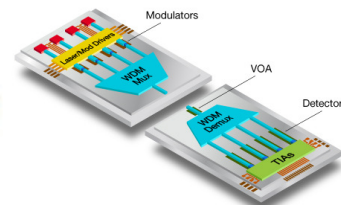
“Because Kotura's chip stuffs 25 Gbps into a single wavelength in a strand of fiber with up to 40 available wavelengths, customers can light up the remaining wavelengths as needed to reach up to a terabit of capacity.” – GigaOM

“Kotura is the only photonics provider to demonstrate WDM (Wavelength Division Multiplexing) in a 100 gigabits per second (Gb/s) 4x25 QSFP package with 3.5 watts of power.” – Data Center Knowledge

“Kotura put multiple devices together to make an optical engine for 100Gbps single-mode transceivers. While the industry is contorting itself through CFP and CFP2 form factors, this approach enables a leap directly to QSFP+ density.” – Ovum

“Kotura's silicon photonics process allows it to integrate the optical transceivers from a cigarette-pack-sized, \$10,000 conventional unit into a streamlined, iPhone-sized \$500 package that uses four to 20 times less power.” – EE Times

**“We were immediately impressed with the Lages team and their ability to not only understand what we do but also to help us realign our message to appeal to a broader audience.” – Arlon Martin, Vice President of Marketing, Kotura**



*Forbes, GigaOM, EE Times, ECN, Product Design & Development, EEWeb, Datacenter Dynamics, Data Center Knowledge, Inside HPC, Supercomputing Online, Semiconductor Today, Silicon Semiconductor, Chip Design, Photonics Spectra, Lightwave, OptoIQ, Light Reading, socialTECH*



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