



SEMTECH®

Leading Global Technology Company

From Vendor to Trusted Advisor

How better customer conversations created strategic advantage with a leading global technology company

QUICK FACTS

Company

Leading global technology company

Customer Profile

A leading global technology company and one of Semtech's most important opportunities. Multiple companies were pursuing the business, and suppliers across the ecosystem were actively engaged with the customer.

Objectives

Gain insight, not just access, on one of Semtech's most important opportunities:

- Learn before recommending
- Understand the customer's business, priorities and future direction
- Lead with discovery, not product features
- Engage before requirements are fully defined
- Establish Semtech as a trusted advisor

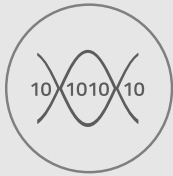
Results

A trusted-advisor relationship that began with a single 30-minute conversation:

- Strategic insights that had not emerged through traditional interactions
- Confidence to invest in strategic inventory on long lead time material
- Shipping to ecosystem partners as the program begins
- Multi-generational engagement across current and future programs
- Hardware partner expanding its use of Semtech interconnect technology

Products and Services

- [Data center portfolio](#)



“ By engaging before requirements were fully defined, Semtech gained more than customer insight. It earned a seat in the conversation shaping what comes next.

”

INTRODUCTION

Transforming customer engagement is not just about having more customer meetings. It is about changing the nature of those conversations.

For years, technology suppliers have competed by bringing better products, stronger technical specifications and more competitive pricing to the table. While those factors remain important, the most valuable customer relationships are built long before a formal design decision is made. They begin with understanding the customer's business, strategic priorities, and future direction.

That principle was put to the test during a critical engagement with a leading global technology company. At the time, the customer represented one of Semtech's most important opportunities.

CHALLENGE

A competitive, crowded field

Multiple companies were pursuing the business, and suppliers across the ecosystem were actively engaged with the customer.

Gaining insight, not just access

The challenge was not simply gaining access. The challenge was gaining insight: understanding the customer's business, strategic priorities and future direction well enough to know what mattered before recommending anything.

SOLUTION

Discovery before recommendation

Rather than approaching the meeting as a traditional sales discussion, Semtech's team applied the new customer engagement process:

- **Discovery first:** The team concentrated on understanding the customer's priorities before anything else.
- **No product pitch:** Instead of leading with product features or technical presentations, the team asked open-ended questions.
- **Active listening:** The conversation was built around listening to the customer rather than presenting to them.
- **Learn before recommending:** The objective was simple: gather insight first, recommendations second.

The results were immediate. Within a single 30-minute conversation, the team uncovered strategic insights that had not emerged through more traditional interactions. According to the team involved, the amount of information gathered surprised both Semtech and other participants in the opportunity. Even ecosystem partners involved in regular engineering discussions reportedly expressed surprise at the depth of understanding Semtech was able to develop.

BENEFITS

From supplier to trusted advisor

- **Trusted advisor:** Semtech began to establish itself as more than a potential supplier.
- **Broader discussions:** The engagement opened the door to conversations about customer priorities, requirements and future direction, rather than responding to predefined specifications.
- **Strategic inventory:** The insight gave Semtech the confidence to invest in strategic inventory on long lead time material.
- **Shipping today:** The program is in its early stages, and Semtech has begun shipping to ecosystem partners as they develop products with Semtech ICs for the customer's system.

A multi-generational engagement

That initial conversation did not end with a single design win. Semtech is supporting the customer's current-generation program, is already engaged on the generation that follows it, and is co-designing the architecture for the generation after that, in some cases years before a product decision is finalized.

This is not reactive selling. Semtech's team has been at the table shaping the solution before requirements were locked in, which we believe is what has allowed Semtech to become an embedded supplier across successive design cycles rather than a vendor re-competing for the business generation by generation.

Influence beyond the customer

- **Expanded scope:** One of the customer's key hardware partners, which builds to specifications the customer defines, has expanded its use of Semtech's interconnect technology well past its original scope.



- **New form factors:** The partner is exploring the technology in a broader set of form factors than previously considered.
- **Shaping the ecosystem:** Semtech and the hardware partner have begun coauthoring technical content for industry standards bodies and conferences, a sign the partnership is shaping ecosystem direction rather than simply fulfilling a purchase order.

A MODEL FOR FUTURE OPPORTUNITIES

Across the organization, Semtech is working to engage earlier in the customer journey, participate more deeply in roadmap discussions, and develop strategic partnerships with the world's most influential technology companies. Select global technology leaders have been identified as strategic relationships that require coordinated engagement, executive involvement, and long-term partnership development. The lessons from this engagement have since become a model for future opportunities.

Ultimately, this story is not about a single product or a single opportunity. It is about the power of engaging differently. By focusing on discovery, asking better questions, and earning a seat in strategic conversations earlier in the process, Semtech transformed a traditional vendor interaction into a trusted-advisor relationship. That shift reflects the company's broader transformation and its commitment to helping customers solve tomorrow's challenges, not just today's requirements.

Forward-looking Statements

This case study contains "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements are those other than historical information or statements of current condition and relate to matters such as future financial and operational performance; the Company's expectations regarding near term growth trends and market position; and its plans, objectives and expectations. These statements involve known and unknown risks and uncertainties that could cause actual results and events to differ materially from those projected and should be considered with the cautionary statements in the risk factors disclosed in the Company's filings with the Securities and Exchange Commission (the "SEC"), including Semtech's Annual Report on Form 10-K for the fiscal year ended January 25, 2026, filed March 23, 2026, as such risk factors may be amended, supplemented or superseded from time to time by other reports it files with the SEC. Forward-looking statements speak only as of the date made, and except as required by law, Semtech assumes no obligation to update them.

About Semtech

Semtech Corporation (Nasdaq: SMTC) is a leading provider of high-performance semiconductors powering AI data center networking, IoT connectivity and intelligent connected devices worldwide. Our global teams are committed to empowering solution architects and application developers to develop breakthrough products for the infrastructure, industrial and consumer markets.

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