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# Business Performance & Strategic Insights – AtliQ Hardwares (FY 2020–2021)

Customer, Product & Channel Drivers of Revenue and Risk  
Prepared for Senior Management

**Based on transactional sales,  
pricing & cost data**

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# Executive Summary

- **Atliq Exclusive operates across multiple APAC markets**

→ Revenue risk is geographically diversified rather than tied to a single country.

- **Product portfolio expanded in 2021, driven by a few key segments.**

→ Indicates clear strategic focus on selected growth categories.

- **High discounts and high manufacturing-cost products are hurting margins.**

→ Sales growth is not fully translating into profit.

## Recommended actions :

- Optimize discounting for high-revenue customers
- Prioritize profitable product segments
- Reduce cost pressure on high-cost SKUs

# Atliq Exclusive – APAC Market Coverage

South Asia (India, Bangladesh)

East Asia (Japan, South Korea)

Oceania (Australia, New Zealand)

Southeast Asia (Indonesia, Philippines)

Atliq Exclusive operates across 8 APAC markets, representing a wide regional footprint, making it one of AtliQ's most geographically diversified customers.

This lowers single-country risk but increases the need for market-specific pricing, inventory and demand planning.

## **Implication:**

Regional performance tracking and localized pricing are critical for this customer.

# Product Portfolio Expansion (2020 → 2021)

**Unique Products 2020: 245**  
**Unique Products 2021: 334**  
**Growth: 36.33%**  
**+89 new SKUs launched in 2021**

Segment	2020 SKUs	2021 SKUs	Change
Accessories	69	103	34
Notebook	92	108	16
Peripherals	59	75	16
Desktop	7	22	15
Storage	12	17	5
Networking	6	9	3

AtliQ added 89 new SKUs in 2021, with most of the expansion concentrated in Accessories, Notebooks and Peripherals.

This indicates a deliberate strategic bet on specific categories instead of broad-based expansion.

## **Implication:**

R&D, inventory and marketing should prioritize these growth segments to maximize return on new product investment..

# Cost & Margin Risk

## Highest Manufacturing Cost

AQ HOME Allin1 Gen 2

**263.42**

*High-cost flagship hardware*

## Lowest Manufacturing Cost

AQ Master wired x1 Ms

**0.87**

*Low-cost accessory*

**Cost spread: 300×+ between cheapest and most expensive products**

AtliQ's wide cost spread means pricing and discounting errors on high-cost SKUs can wipe out profits quickly.

- High-cost products combined with high customer discounts create **double margin pressure**
- Low-cost products are safer to scale and discount

## Implication:

Pricing, discount and sales strategies must be driven by product cost tier — not applied uniformly across the portfolio.

# Discount Risk (India, FY2021)

Customer	Avg Discount %
Flipkart	31%
Viveks	30%
Croma	30%
Ezone	30%
Amazon	29%

**These customers are receiving ~30% off list price on average.**

A handful of Indian customers are capturing ~30% discounts, giving them strong pricing power and creating sustained margin pressure.

## **Why this is dangerous:**

- High-discount customers can contribute large revenue but low profit
- Discounts combined with high-cost SKUs amplify margin leakage

## **Implication:**

High-discount customers must be evaluated on net margin, not just revenue, and discount caps should be enforced for high-cost products.

# Monthly Gross Sales Trend (Atliq Exclusive, 2021)



**November alone generates ~20M — nearly double most other months.**

## Insight:

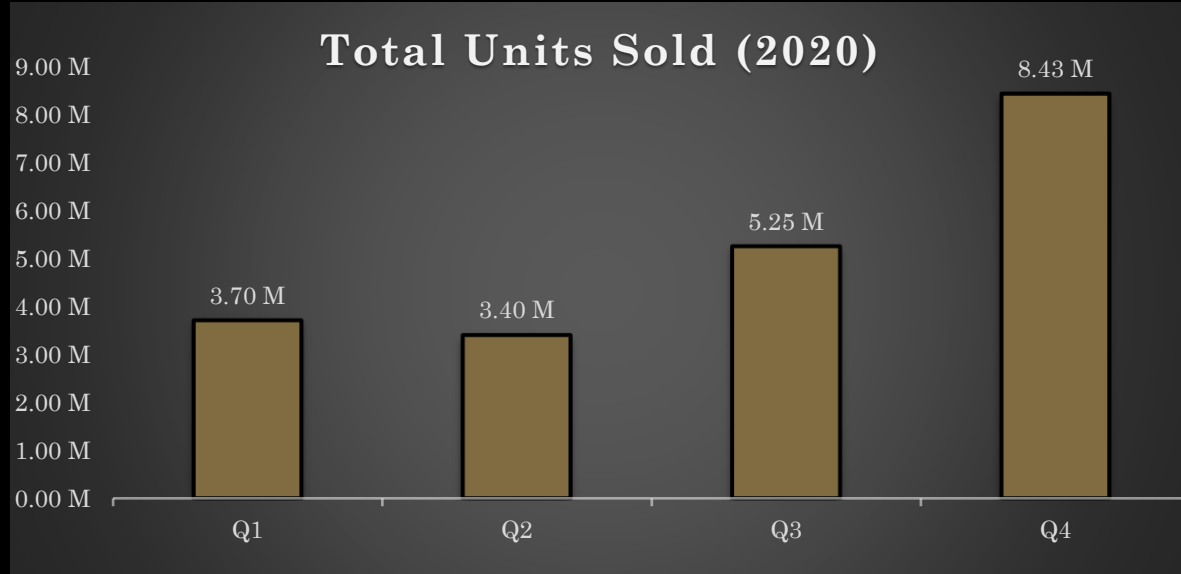
- November is the peak revenue month driven by festive and promotional demand
- April and August are low-demand periods requiring demand stimulation or cost control.

## Implication:

**Inventory, marketing and discount strategies must be seasonally optimized — overstocking in weak months and under-preparing for November directly hits revenue and margins.**

# Quarterly Demand Pattern (2020)

**Q4 alone contributes ~41% of annual unit demand**



## **Business meaning:**

- Festive and year-end buying drives most of the annual volume
- Operations (production, inventory, logistics) must be designed around Q4 peaks

Festive and year-end buying make Q4 the dominant demand period, with more than double the volume of Q1 or Q2.

## **Implication**

Production, procurement and promotions must be planned around Q4 peaks while keeping Q1–Q2 lean to avoid inventory risk.

# Channel Contribution (FY2021)

Retailer channel drives nearly three-quarters of AtliQ’s revenue.

Channel	% Contribution
Retailer	73.23%
Direct	15.47%
Distributor	11.30%

**Business meaning**  
•Retailers control pricing and customer access — giving them strong negotiating power and creating revenue risk.

**Implication**  
**AtliQ must protect and optimize the Retailer channel while gradually growing Direct and Distributor channels to reduce concentration risk.**

# Product Winners by Division (FY2021)

A small number of SKUs drive most of the volume inside each division.

Division	Top Product	Units Sold
N & S	A6720160103	701,373
	A6818160202	688,003
	A6819160203	676,245
P & A	A2319150302	428,498
	A2520150501	419,865
	A2520150504	419,471
PC	A4218110202	17,434
	A4319110306	17,280
	A4218110208	17,275

## Business meaning

- A handful of SKUs drive most volume in every division — making forecasting and pricing accuracy on these products critical to revenue and inventory control.

In every division, the top 3 products account for the majority of demand — indicating strong product concentration.

N & S drives ~40× more volume than PC — inventory, cost and pricing priorities should not be equal across divisions.

## Implication

Operations, procurement and pricing should focus on the top SKUs in each division — not treat all products equally.