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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.

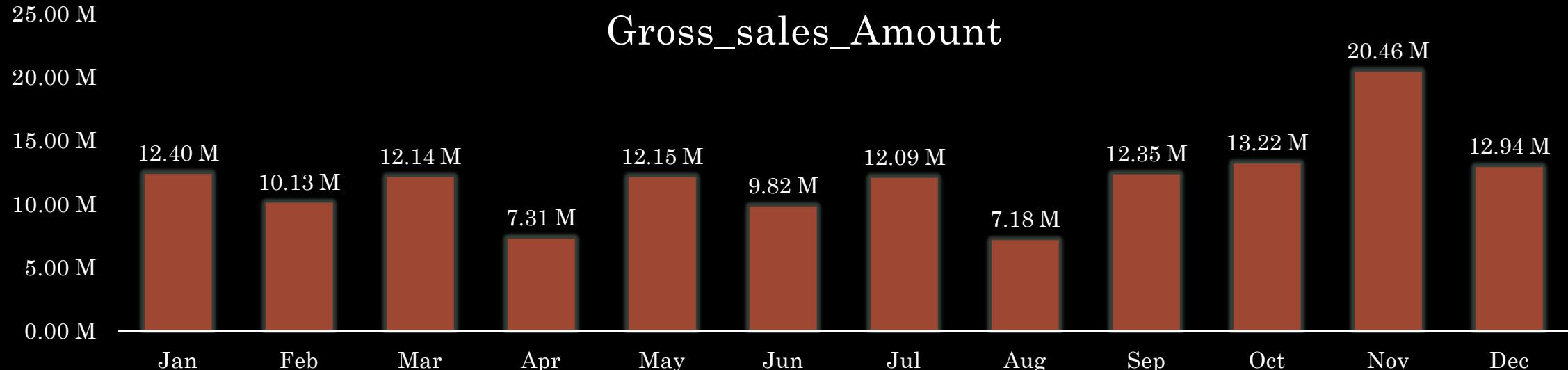
Why this is dangerous:

- 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:

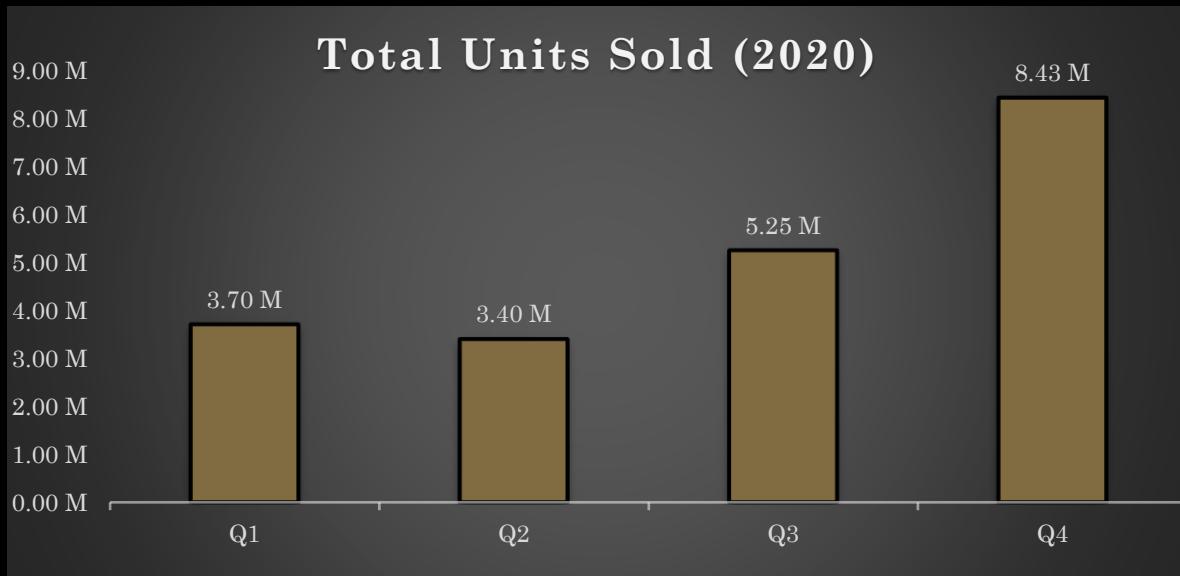
- November is the peak revenue month driven by festive and promotional demand
- April and August are low-demand periods requiring demand stimulation or cost control.

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.