

Amul Case Study

The Taste of India – A Cooperative Success Story

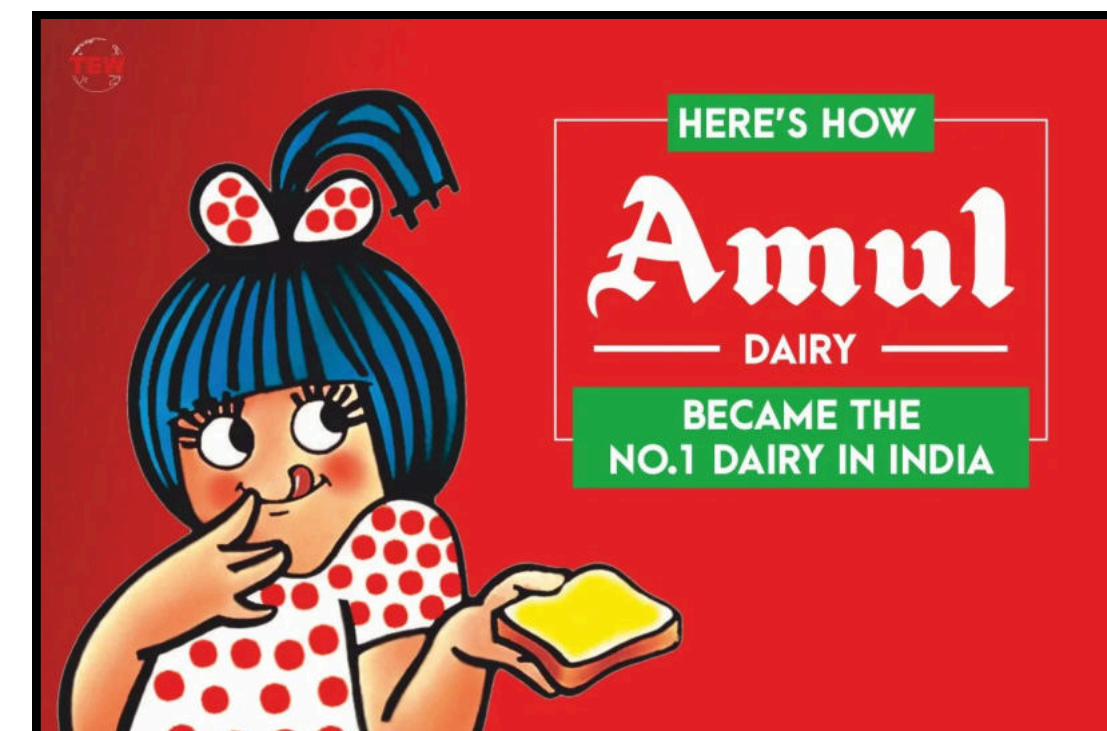


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Introduction to Amul

Amul, short for Anand Milk Union Limited, is India's most iconic dairy cooperative brand, headquartered in Anand, Gujarat. It operates under the umbrella of the Gujarat Cooperative Milk Marketing Federation (GCMMF), which is jointly owned by 3.6 million milk producers in Gujarat.

Established in 1946, Amul is more than just a dairy brand—it is a symbol of India's rural empowerment, cooperative strength, and self-sufficiency. Its name is synonymous with trust, quality, and affordability in dairy products. From milk and butter to cheese, ice cream, and chocolates, Amul caters to millions of consumers daily while uplifting rural farmers and eliminating exploitative middlemen.

Amul is widely recognized for launching India's White Revolution, transforming the country from a milk-deficient nation to the world's largest milk producer. This revolutionary journey was spearheaded by Dr. Verghese Kurien, who is fondly known as the Milkman of India.

Amul Girl:



Most popular Mascot in India

History and Origin

Amul's roots are deeply embedded in India's freedom struggle and rural empowerment. It began not as a business venture but as a movement against exploitation.

The Problem:

In the 1940s, dairy farmers in Kaira (now Kheda) district of Gujarat were being exploited by Polson Dairy, a private firm that paid farmers meagre prices and monopolized the supply chain. The prices were fixed arbitrarily, and there was no system to ensure fair returns for the producers.

The Revolution:

In 1946, under the guidance of Sardar Vallabhbhai Patel, and the leadership of Tribhuvandas Kishibhai Patel, the farmers decided to form their own cooperative. With support from Morarji Desai, the groundwork was laid for a farmers-led milk union to pool, process, and market their milk independently. Thus, Amul was born in the town of Anand as a part of the Kaira District Cooperative Milk Producers' Union. It marked the beginning of the cooperative dairy movement in India and empowered small farmers, many of whom supplied just 1–2 litres of milk daily.

Enter Dr. Verghese Kurien:

In 1949, Dr. Kurien, a dairy engineer, joined the cooperative to oversee technical and marketing aspects. He brought in innovation, professionalism, and vision to scale up Amul. Under his leadership, Amul launched India's first milk powder plant using buffalo milk, which was a global first. He also created the Anand Pattern—a three-tier cooperative structure that was replicated across India to form the foundation of the National Dairy Development Board (NDDB).



Amul and the White Revolution

In the 1970s, Amul played a crucial role in Operation Flood, India's largest dairy development program, also known as the White Revolution. Led by Dr. Kurien, this movement transformed India from a milk-importing country to the largest milk producer in the world.

The strategy was simple but powerful:

- Eliminate middlemen who exploited farmers
- Connect rural producers directly with urban consumers
- Provide better prices to farmers, incentivizing production
- Empower women and marginal farmers through inclusive cooperative models



Business Model

Tier 1 – Village Dairy Society

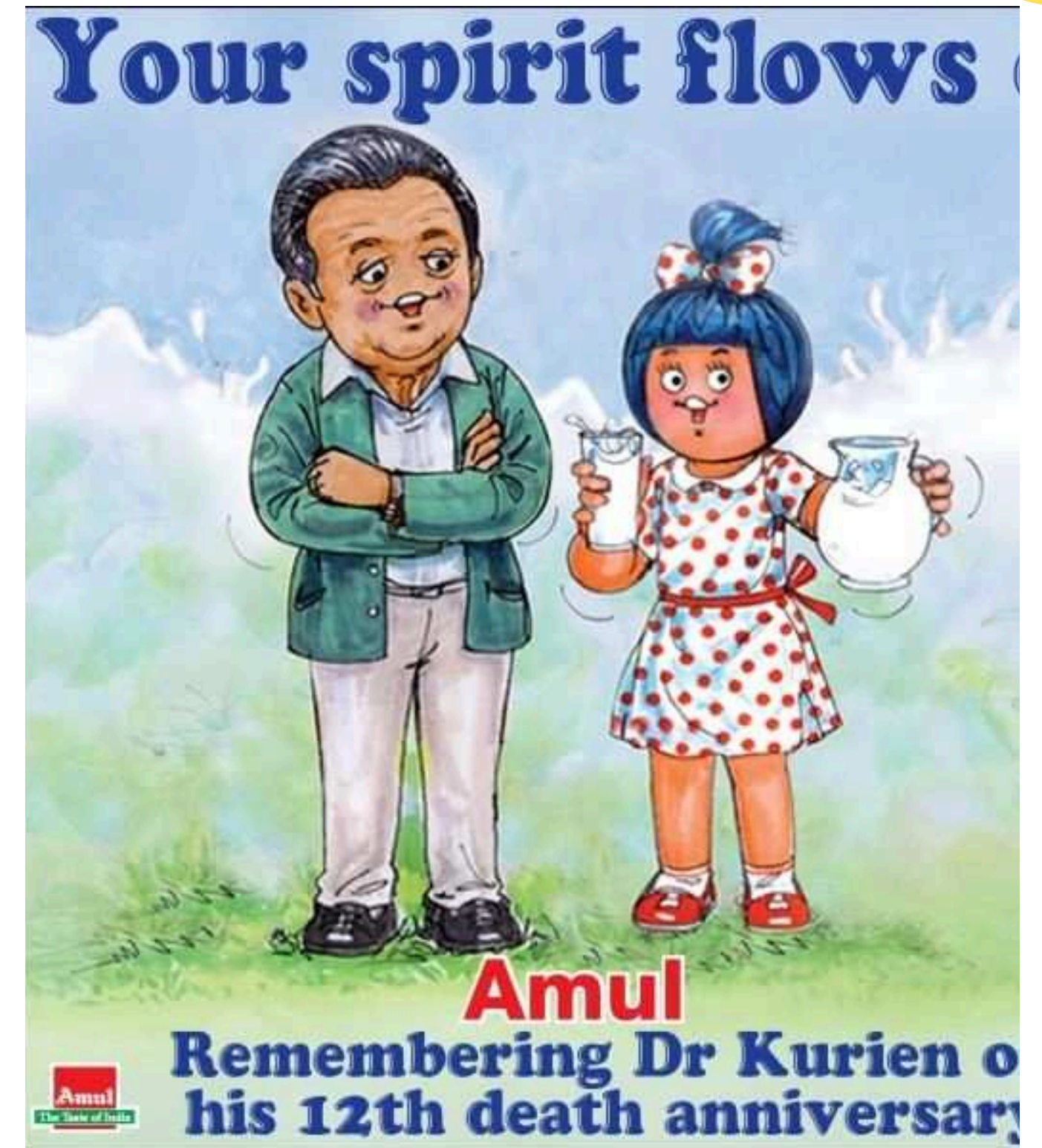
- Milk collection

Tier 2 – District Milk Union

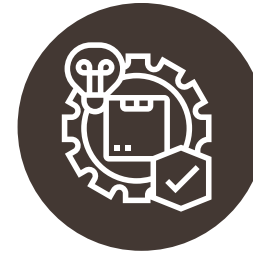
- Processing and quality testing

Tier 3 – State Federation

- Packaging, marketing, distribution



Marketing Strategy (4Ps)



Product Strategy (4Ps – Product)

- 2000+ SKUs: Milk, butter, cheese, ice cream, chocolates, lactose-free milk
- Cheese & ice cream: Top revenue drivers
- Recent expansions: Health-focused products



Pricing Strategy (4Ps – Price)

- Low-cost pricing for essentials like milk, butter, ghee
- Competitive pricing for premium items
- Pricing based on production, logistics, farmer welfare



Promotion Strategy (4Ps – Promotion)

- Amul Girl Campaign: Timely, satirical, memorable
- Tagline: “The Taste of India”
- Social media buzz (e.g., Pathaan movie cartoon)



Distribution Strategy (4Ps – Place)

- Procurement channel: Milk from 3.6M farmers cooperatives
- Distribution channel: Factories Distributors Retailers Consumers
- 10,000+ exclusive Amul parlours across India

Sustainability Practices

- Biogas from dung: Renewable energy for fuel, fertilizer
- Tree Plantation: 733+ lakh trees planted (2007–2019)
- Circular Economy: Promotes green farming & clean fuel
- Visual: Green infographic or photo collage



AMUL'S JOURNEY OF
INNOVATION
COMMUNITY IMPACT



SWOT Analysis

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Strengths

- Market Leader
- Quality Assurance
- Diverse Product Range
- Cooperative Structure
- Wide Distribution Network
- Strong Supplier Relationships



Weaknesses

- Price Sensitivity
- Cooperative Structure
- Brand Perception outside Dairy
- Inadequate Infrastructure
- Intense Competition
- Limited International Presence



Opportunities

- E-commerce
- Rising disposable incomes
- Innovation in product offerings
- Health and Wellness Trends
- Partnerships and Collaborations
- Sustainable Certifications



Threats

- Counterfeit Products
- Market Saturation
- Supply Chain Disruptions
- Regulatory Challenges
- Negative Consumer perceptions

Conclusion

Amul's inspiring journey from a farmer-led cooperative to a global dairy giant showcases the power of innovation, unity, and grassroots entrepreneurship. With a robust supply chain, iconic marketing, wide product range, and commitment to sustainability, Amul has become not just a brand—but a movement that transformed India's rural economy while delivering quality to millions.



THANKYOU

Disclaimer: This case study is for informational purposes only.

