

**SUMMER TRAINING REPORT
ON**

AMUL

THE TASTE OF INDIA

Prepared By

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RAJKOT

PREFACE

AMUL is the pride not only of Gujarat but also of entire country. I have great pleasure in preparing this project of such organization. A person aspiring to enter in management profession must have practical knowledge of the subject. The objective of industrial training is to develop practical knowledge in student as a supplement to the theoretical study of management in general as well as industrial. It provides foundation to students intending to pursue a career in this field.

The industrial training is the most exciting experience of the education. Every person needs some changes from the routine education. For this training industry is selected by me and fetch information about different products of 'AMUL', and its activities. But I concentrated more on taking information about Marketing for AMUL Chocolates to promote AMUL Chocolates.

As I am student of management and the future Manager the training play vital role in my education. Because of the industrial training I have knowledge of industrial environment and I felt hat this would be the part of my life. I become conscious that I am the manager of future and I should also learn hoe to solve managerial problem and fulfill others requirement at the time.

I have tried my best to represent all relevant data and information relating to my project work. I hope this report will serve the purpose of the readers

Darshan Makwana
M.B.A

ACKNOWLEDGEMENT

This is to acknowledge to something about those people who have cooperated me to reach at the edge of my training work. I wish to place a close profound indebtedness and deep sense of gratitude to Prof. Vijay Vyas (Project Guide), Mrs. Aarti Joshi, Mr. Alpesh Nashid (Placement Advisor), Miss Vishwa Kasundra (Faculty) and all professors for providing and guiding me to get training in AMUL industry.

I am grateful to respected Mr. D.T. Rawal (Branch Manager), Mr. Naval Parmar, Bhasmang Acharya and Arun Karkera (Sales Executive) of Ahmedabad and Vivek Agarwal (Assistant Manager) in Chocolate production department.


I am highly thankful to the Management committee for helping me in my project work by providing me all the information needed and guided me in making the report, directing and helping me which made the process very easy and educational. I would also like to thank all those people who have knowingly and unknowingly helped me in my report making.

Darshan Makwana
M.B.A

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I.



AMUL
INDIAN
DAIRY
INDUSYTRY
PROFILE

INDIAN DAIRY INDUSTRY– A PROFILE

India's modern dairy sector has expanded rapidly. India is recognized as a biggest and fastest growing market in the world for milk and milk products. India's dairy market is multi-layered. It's shaped like a pyramid with the base made up of a vast market for Chocolate. The bulk of the demand for Chocolate is among the Rural areas whose requirement is large.

India's dairy sector is expected to triple its production in the next 10 years in view of expanding potential for export to Europe and the West; so all the countries are looking at Indian dairy industry markets for exports. As per GATT agreement the export subsidy is reduced. Because of this India is expecting major changes in dairy industry of North America, Europe and Australia. It may also get some advantage in this situation. After reduction in subsidies given by other countries India would be able to compete with their products efficiently on price in international markets. At present India has a negligible export to international markets.

Both public and private sector have contributed to the dairy industry growth in India. Government dairy distributes 90% of its milk in sachets or in containers while remaining 10% is marketed as butter, ghee etc. On contrary, private sector only markets 20% of milk and remaining 80% of milk is made into preparations suitable for exports. Amul have Chocolate as their main product.

Though India is No. 1 in milk production, it is unfortunate that we are importing milk products from other countries. Since we do not have good technology for production of skim milk powder we are forced to import them from Europe and New Zealand.

EXECUTIVE SUMMARY

1. Student Name : Kiran .Ishwarlal. Jaiswal
2. Organization : Gujarat Cooperative Milk Marketing Federation
3. Reporting Officers : D.T. Rawal (Branch Manager)
Naval Parmar (Sales Executive)
4. Project Title : Chocolate Marketing of potential Areas of
Mahesana ,
Patan , Palanpur and Deesa.

5. Objective

- A) To study the existing market of Amul Chocolate in various areas Like Patan , Palanpur, Deesa and Mahesana .
- B) To increase the 10% market share of Amul Chocolates in Mahesana, Patan, Palanpur and Deesa
- C) To study the position of Amul Chocolate in certain established market.
- D) To estimate the market potential for Amul Chocolate in unexplored market.
- E) To identify the problem in various areas.
- F) To develop the strategies & provide suggestions to increase the sales of

VII) Methodology :

The area of work was in important rural and town areas Patan , Palanpur , Deesa and Mahesana . We had to depend mainly on primary data so as to have to a first hand knowledge of the prevailing market position of liquid milk of various brands. Thus, our actual study was conducted in 3 stages. First we talked informally on various aspects with our guiding officers, certain consumers & retailer. Next we prepared our questionnaires based on the priors discussions having separate questionnaires for established & unexplored markets. Both consumers & retailers were given separate questionnaires.

Final questionnaire was prepared after various modifications to the previous questionnaire. Both open ended & close ended questions were used. Informal interviews were also conducted.

VIII) Major findings :

- 1) Majority of the consumers assign easy availability and quality as their main preference in buying Chocolate of a particular brand.
- 2) Per capital consumption is around 250 ml.
- 3) In established market, people buy amul chocolate mainly because of its brand popularity, good quality and easy availability.
- 4) Private brand have been able to enter the market only on the basis of their low-pricing strategy.
- 5) Amul has the highest market share in liquid milk market of Mahesana and Deesa.
- 6) Brand awareness for amul chocolate is very Low.
- 7) The main preference for selling amul chocolate by the retailers is the easier availability and fair commission.
- 8) Town or villages where amul chocolate is less available at present, most people prefer centre and nearby local shops.

IX) Suggestions :

- 1) People use milk for various purposes like making Curd, Lassi, Ice-cream besides Tea and for drinking purpose. So a positive perception can be created to make them think that amul milk is best suited for those purposes.
- 2) Projector films may be shown to the villagers emphasizing on the quality and the hygenity of amul chocolate. This would help in convincing the people & creating a favourable attitude towards amul chocolate in pouches.
- 3) Arrangement should be made to ensure regular supply of amul chocolate to the consumers in new places once the milk is introduced. If possible

transportation facility should also be arranged to make it convenient for the retailers.

- 4) Suggestions & complaints made by retailers & consumers should be given due attention to provide maximum satisfaction. This could create an impression that Amul cares for them.

x) Limitation :

- 1) The time for the project was short & I had to be completed on time.
- 2) Language barrier was also a problem in one or two areas.
- 3) Retailers were not ready to furnish the detailed information. Some consumers in the villages were hesitant in giving response which could have led to some sort of biasedness.

TITLE OF THE PROJECT

1 Project Activities :

Chocolate market is one of the minor activities of Amul milk unions. It is an active proposition since Amul sells chocolates but could not make the product a moving product like milk due to its less demand. The topic has been selected with a view to study the chocolate market scenario in various parts of district (Mahesana, Patan, Palanpur, and Deesa) and identify ways and means to increase the existing sales as well as explore the possibilities for introducing new varieties in chocolates and reduce the price to some extent in all areas. For the purpose of the study, the market was segregated into established and unexplored markets. Following places have been studied.

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1. Mahesana
2. Patan
3. Palanpur
4. Deesa

Each and every town was studied individually and properly analysed.

4 Objectives :-

Following are the major objectives :-

1. To study the chocolate market scenario in various area Patan , Palanpur, Deesa and Mahesana . The first and foremost objective of the project was perfect. Under this, the consumption pattern, market share of various brands and the factors influencing the buying decisions of the consumers were studied.
2. To study the position of amul chocolate in established market. The nearest competitor and the various possibilities has been explored to minimize their threats.
3. To estimate the market potential for amul chocolate in unexplored market was one of the major objectives. Here the conditions were also studied under which the consumer as well as the retailer would be willing to buy amul chocolate.
4. To identify the problem areas for all the places separately. Here the shortcomings of amul were studied which could be removed after careful understanding & detailed analysis.
5. To develop strategies and come out with suggestions for increasing the sales.

5 Methodology :-

The research methodology adopted is of descriptive type. The major purpose of this research was the description of the state of affairs as it exists at

present. Even though there was no control over the variables. The cause were tried to be discovered. The method of research utilized here was survey method. The facts or information gathered were analyzed to make a critical evaluation of the information.

5.1 Research Approach : -

One had to depend mainly on primary data as first hand knowledge was required about market position of various brands in the chocolate market. So our actual study was conducted in 3 stages : -

First we discussed with our guiding officers on the various parameters of the project. We also talked informally with some consumers and retailers to have some preliminary idea.

Next questionnaire was prepared based on priori discussion. Separate questionnaire was prepared for established and unexplored markets.

Lastly the final questionnaire was prepared with various modification to the previous questionnaire.

Separate questionnaires were prepared for the consumers and retailers

5.2 Sampling techniques : -

The stratified sampling method was followed. The population of all the towns was not homogeneous. There exists people of different occupation. So stratified sampling technique had to be applied in order to obtain a representative sample.

5.3 Sample size : -

The sample size varied form town to town for both consumers and retailers. In Patan , Palanpur, Deesa andMahesana the sample size taken was 100. 50 retailer and 50 consumers respectively. The sample size of retailers varied from 7 to 25 according to the size of the market.

6 Data Analysis : -

The data were analyzed separately for each town. The findings resulting of the analysis varied from town to town and the recommendations stated accordingly arrived at after thorough analysis and recommendation stated accordingly.

COMPANY

PROFILE

HISTORY OF THE COMPANY

The story of AMUL inspired 'Operation Flood' and heralded the 'White Revolution' in India. It began with two village cooperatives and 250 liters of milk per day, nothing but a trickle compared to the flood it has become today. Today Amul collects processes and distributes over a million liters of milk and milk products per day, during the peak, on behalf of more than a thousand village cooperatives owned by half a million farmer members. Amul has become a symbol of the aspirations of millions of farmers; creating a pattern of liberation and self-reliance for every farmer to follow.

The 'AMUL revolution' started as awareness among the farmers grew and matured into a protest movement. Over four decades ago, the life of a farmer in Kaira District was very much like that of his counterpart anywhere else in India. His income was derived almost entirely from seasonal crops. The income from milch buffaloes was undependable. Private traders and middlemen controlled the marketing and distribution system for the milk. As milk is perishable, farmers were compelled to sell it for whatever they were offered. Often, they had to sell cream and ghee at throwaway prices. In this situation, the one who gained was the private trader. Gradually, the realization dawned on the farmers that the exploitation by the trader could be checked only if marketed their milk themselves.

In order to do that they needed to form some sort of an organization. This realization is what led to the establishment of the Kaira District Cooperative Milk Producers' Union Limited (popularly known as Amul) which was formally registered on December 14, 1946.

Currently AMUL has 2.28 million producer members with milk collection average of 5.08 million liters/day.

Today AMUL is a symbol of many things. (High-quality products sold at reasonable prices, genesis of a vast co-operative network and a proven model for dairy development). The Kaira Union began pasteurizing milk for the Bombay Milk Scheme in June 1948.

MAIN BUSINESS

AMUL is mainly into the business of marketing, transporting and distributing the milk and milk products manufactured by its owners. Besides creating urban employment in dairy plants, marketing, transporting and distribution, it has helped to provide farmers with a sustainable rural employment program. AMUL has always tried to be a step ahead of the market. It has always been a model to which other cooperatives have looked up as an example and inspiration as well as one from which many have benefited. AMUL was one of the first major organizations

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in India to have a website. This site has been used both to develop an intranet of AMUL distributors as well as a cyber-store for consumers, one of the first examples of e-commerce activity in India.

MISSION STATEMENT

“We at *GCMMF* (Gujarat Co-operative milk Marketing Federation) endeavor to satisfy the taste and nutritional requirements of the customers of the world, through excellence in marketing by our committed team.

Through co-operative networking, we are committed to offering quality products that provide best value for money.”

VALUES

AMUL cherish following values:

- Customer orientation
- Commitment to producers
- Integrity
- Co-operation
- Excellence
- Leadership
- Quality
- Innovation
- Growth orientation
- Belongingness
- Pride in the organization
- Employee satisfaction

SALES TURNOVER

Gujarat Cooperative Milk Marketing Federation: An Overview

Gujarat Cooperative Milk Marketing Federation (GCMMF) is India's largest food products marketing organization. It is a state level apex body of milk cooperatives in Gujarat which aims to provide remunerative returns to the farmers and also serve the interest of consumers by providing quality products which are good value for money.

Members

12 district cooperative milk producers'
Union

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| | |
|------------------------------------------------|-----------------------------|
| No. of Producer Members | 2.5 million |
| No. of Village Societies | 11,962 |
| Total Milk handling capacity | 9.91 million litres per day |
| Milk collection (Total - 2007-08) | 2.28 billion litres |
| Milk collection (Daily Average 2007-08) | 6.3 million litres |
| Milk Drying Capacity | 511 metric Tons per day |
| Cattle feed manufacturing Capacity | 2340 Mts per day |

The annual sales turnover of AMUL in last 9 years is as follows, which itself is the proof of the huge turnover and the success and profitability of the company.

| Sales Turnover | Rs (million) | US \$ (in million) |
|-----------------------|---------------------|---------------------------|
| 1994-95 | 11140 | 355 |
| 1995-96 | 13790 | 400 |
| 1996-97 | 15540 | 450 |
| 1997-98 | 18840 | 455 |
| 1998-99 | 22192 | 493 |
| 1999-00 | 22185 | 493 |
| 2000-01 | 22588 | 500 |
| 2001-02 | 23365 | 500 |
| 2002-03 | 27457 | 575 |
| 2003-04 | 28941 | 616 |
| 2004-05 | 29225 | 672 |
| 2005-06 | 37736 | 850 |
| 2006-2007 | 43280 | 975 |



PRODUCTION DEPARTMENT

ABOUT PRODUCTS

AMUL means "priceless" in Sanskrit. The brand name "Amul," from the Sanskrit "Amoolya," was suggested by a quality control expert in Anand. Variants, all meaning "priceless", are found in several Indian languages. Amul products have been in use in millions of homes since 1946. Amul Butter, Amul Milk Powder, Amul Ghee, Amul spray, Amul Cheese, Amul Chocolates, Amul Shrikhand, Amul Ice cream, Nutramul, Amul Milk and Amulya have made Amul a leading food brand in India. (Turnover: Rs. 37.74 billion in 2005-06). Today Amul is a symbol of many things. Of high-quality products sold at reasonable prices. Of the genesis of a vast co-operative network. Of the triumph of indigenous technology. Of the marketing savvy of a farmers' organisation. And of a proven model for dairy development.

PRODUCTS

A. Bread Spred

AMUL BUTTER: Utterly Butterly Decision



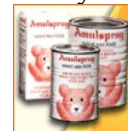
AMUL LITE: Low fat, low Cholesterol Bread Spred



Delicious Table Margine: The Delicious way to eat healthy

B. Powder Milk

Amul spray infant milk food: Still, mother milk is best for baby.



Amul instant full cream milk powder: A dairy in your home



Sagar skimmed milk powder: Which is especially useful for diet preparations or for use by people on low calorie and high protein diet.

Sagar tea coffee whitener

Amulya dairy whitener: The Richest, Purest Dairy Whitener

C. fresh milk

Amul fresh milk: This is the most hygienic milk available in the market. Pasteurized in state-of-the-art processing plants and pouch-packed for convenience

Amul Gold Milk:



Amul Tazza Double Milk:



Amul Lite slim and trim milk:



Amul fresh cream:



Amul cool chocolate milk



Amul cool flavoured botteled milk:



Amul cool flavoured Tetra pack:



Amul Shakti toned milk:



Amul masti spiced buttermilk: Amul introduces the Best Thirst Quenching Drink

D. Cheese

Amul pasteurized processed cheese: 100% Vegetarian Cheese made from microbial rennet



Amul cheese spreads: Tasty Cheese Spreads in 3 great flavours



Amul Emmental Cheese: The Great Swiss Cheese from Amul has a sweet-dry flavour and hazelnut aroma.



Amul Pizza Mozzarella Cheese: Pizza cheese...makes great tasting pizzas



Guuda Cheese:



E. For cooking

Amul/Sagar Pure Ghee: Made from fresh cream. Has typical rich aroma and granular texture. An ethnic product made by dairies with decades of experience.



Cooking Butter:



Amul Malai Paneer: Ready to cook paneer to make your favourite recipes



Utterly Delicious Pizza:



Mithai Mate: Sweetened Condensed Milk - Free flowing and smooth texture. White to creamy color with a pleasant taste.



Masti Dahi:



F. Desserts

Amul Ice Creams

Premium Ice Cream made in various varieties and flavours with dry fruits and nuts.



Amul Shrikhand: A delicious treat, anytime



Amul Mithaee Gulab Jamuns: Pure Khoya Gulab Jamuns...best served piping hot.



Gulab Jamuns Mix:

Amul Chocolates: The perfect gift for someone you love

Amul Lassee:



Amul Basundi:



G. Health Drink:

Nutramul: Malted Milk Food made from malt extract has the highest protein content among all the brown beverage powders sold in India.



Amul Shakti Health Food Drink : Available in Kesar-Almond and Chocolate flavours.

RAW MATERIAL & PRODUCTION PROCESS

Introduction:

This section receives milk from tankers only and is located in the new dairy premises. Here milk is tested and processed further automatically as per requirements of the other departments. The milk is also received from other states but only in tankers.

Process flow chart:

Raw chilled milk reception

Sample

Grading and analysis

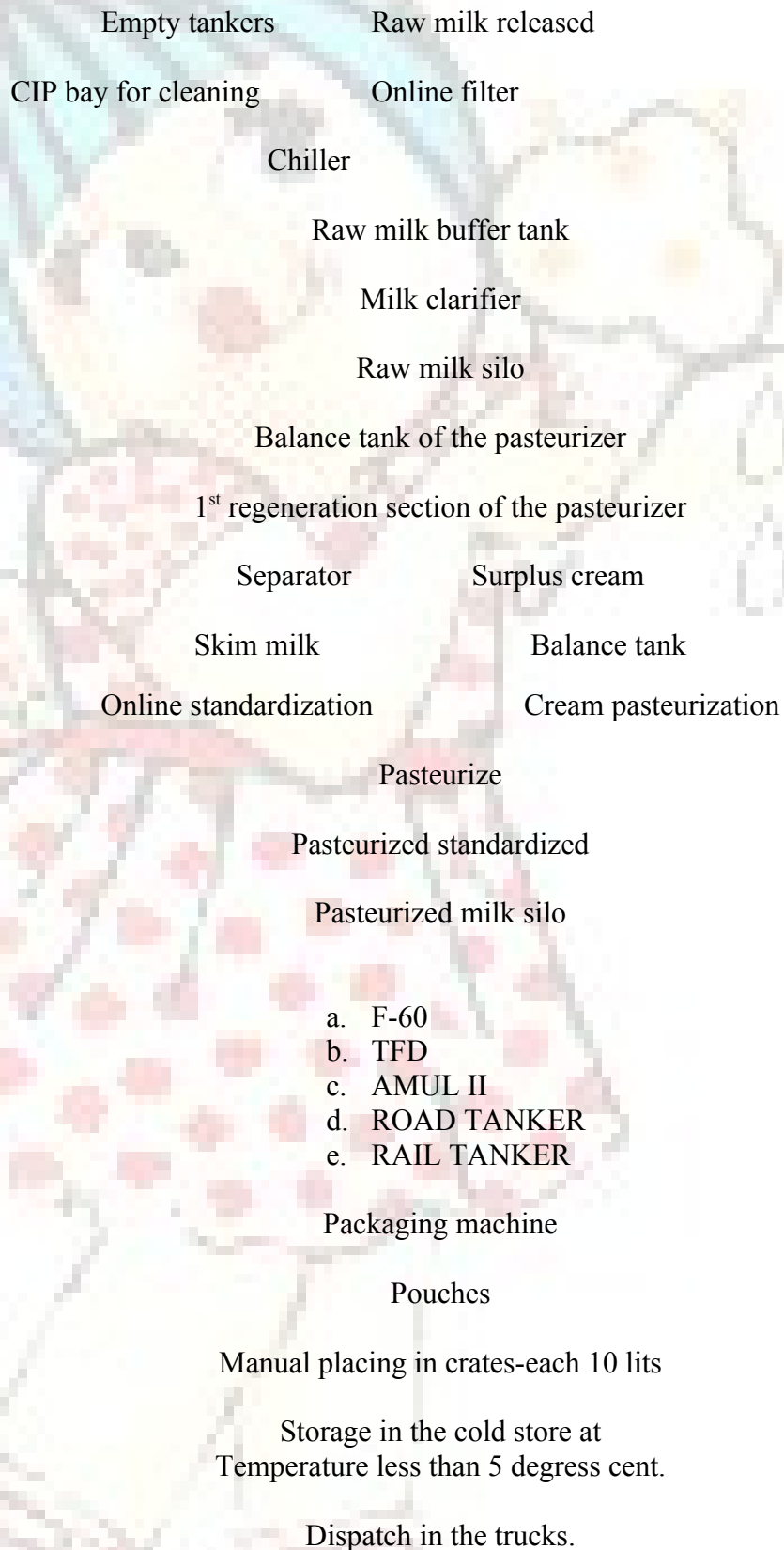
Not O.K.

O.K.

High acid

COB negative

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Parts of this section :

- a. Reception
- b. Milk standardization and processing
- c. Cream processing
- d. Dispatch

For successful operation of these activities, a control room has been provided. All the operations in the Dairy are Programmable Logic Controller controlled. A set of logical programmes through a programmer is prepared on the PC and stored in the memory of the CPU of the PLC. This is possible due to the microprocessor technology. Whenever the operator performs the operation these programmes are recalled and executes accordingly the commands and signals for activating or deactivating the solenoid valves and start and stop of the pumps are affected.

There is one PLC in the control room. All the parts of the PLC are run on 24 V DC supply which is converted from 220 v AC supply by the transformer in each unit of PLC. In case of power breakdown the PLC continues to get the power supply from the UPS system.

The control room has also information system for updation of production data of milk, cream, raw milk intake, centerwise milk reception and dispatch record, inventories, CIP programming and its timing, trend charts, consumption of steam, electricity, water and compressed air, etc.

Raw milk is received only in tankers at the 3 bays of reception dock of Amul-3 process section. Each reception line has:

- 1] Centrifugal pumps of 30,000 LPH
- 2] Deaerator to remove air from the milk
- 3] Autosampler to take the uniform sample
- 4] Pasilac Continuous Mass Meter to measure the milk unloaded in

Kilograms. It has 5 modules such as

- * Vortex generator for uniform flow.
- * Density transmitter that has Americium (Y-RAYS).
- * Flow transmitter
- * Non-return valve
- * Display unit
- * Duplex filters one for each line
- * PHE for each filter
- * Raw milk silos

All the incoming milk is tested by the lab in the control room for % fat, % snf, % acidity as lactic acid, temperature, MBRT and organoleptic evaluation. If the temperature of the milk is less than 10 deg. Centi. And its acidity is less than 0.136% L.A., and the fat and SNF percent matches with the delivery challan sent by the center then only the milk is unloaded.

Recently, Amul has been receiving milk from the outside states in order to fully utilize its capacity of the powder plants. The milk comes from Rajasthan (Udaipur, Bhilwada, Bhanswada, Raniwara) and Madhya Pradesh (Ujjain). Milk is received from the following centres in tankers:- 1] Khatraj

- 2] Balasinor
- 3] Khambhat
- 4] Kapadvanj
- 5] Anand

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List of equipments :

| Type | Make | Capacity | Description |
|------------------------------------------------|---------------|----------------------------------------------------------------------------------|------------------------------------------------------|
| 1] Raw milk buffer Tank | ALFA LAVAL | 15000 lit | Nos.-2 |
| 2] Cream buffer Tank | ALFA LAVAL | 15000 lit | Nos.-2 |
| 3] Balance tank for Pasteurizer | ALFA LAVAL | 350 lits | Nos.-3 |
| 4] Cream pasteurizer (PHE) | ALFA LAVAL | 10000 lits | No. Of plates-222 Nos.-3 |
| 5] Milk Pasteurizer (PHE) | ALFA LAVAL | 30000 LPH | No. Of plates-412 Nos.-2 |
| 6] Cream separator (Automatic self Desludging) | ALFA LAVAL | 30000LPH | No. Of discs- 265 No.-2 |
| 7] Milk clarifier (Automatic self Desludging) | ALFA LAVAL | 30000LPH | No. Of discs-156 Nos.-3 |
| 8] Raw milk silos | ALFA LAVAL | 1.5 LAKH LITS | Nos.-4 Insulation 2 cms thick thermocol |
| 9] Pasteurized milk Silos | ALFA LAVAL | 1.5 LAKH LITS | Nos.-4 Insulation is 2 cms thick thermocol |
| 10] Silo Agitator | | | Each silo has 2 horizontal inclined angled aditators |
| 11] Raw milk chiller | ALFA LAVAL | 30000LPH | Nos.-3 |
| 12] CIP tanks | | *Water tank- 8000 lits *Acid tank- 10000lits *Lye tank- 10000lits | Nos. – Each 1 tank and their corresponding pumps |
| 13] CIP tanks for Tanker cleaning | | ▪ Water tank-8000 lits ▪ lye 8000 lits | Nos.- Each 1 tank and their corresponding pumps |

CHOCOLATE

The plant is involved in manufacturing Milk Chocolate, Fruit & nut, Fundoo, Bindaaz, Almond Bar including Premium and Classic Cooking Chocolate of 500g slabs. Chocolate production is 4.5 MT per day.

Procedure For Chocolate Manufacture:

Dry cocoa beans dumped on Dumping Rack

Beans passed via a Cleaner (Make: Swastik) for removal of dust and dirt

Beans passed through Roaster at 160°C (Make: Carl & Montanari, Italy)

Pressure: 5.1 kg / cm²

Beans passed via Winnowing, husks and nibs get separated & nibs grinded

Cocoa Mass Making Machine (Make: Carl & Montanari)

Pressure: 25 bars

Cocoa Press

Make: Carl & Montanari, Pressure: 240 kg / cm², total nos. 2
Min. pressure: 6 kg / cm², Pressing: 700 / 1400 rpm, temp. 90°C

Cocoa cake prepared and cocoa liquor collected in a tank

Cocoa butter, cocoa liquor, SMP, WMP, sugar etc.

Passed via a Refiner

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There are 3 rollers via which well water circulated at 35 - 40°C & 2-3 kg / cm²

Conche Machine (Total 3 in no.)

Make: Carl & Montanari, temp. 65°C, cocoa butter added at 45°C

Capacity: 1st Conches 1.5 MT

2nd Conches: 1.5 MT

3rd Conches: 3.0 MT

Tank (addition of flavour)

Tempering Machine

Temp. 40-45°C, cooling to 24-30°C

Power Mill (Make: Carl & Montanari)

Molten chocolate filled in Molds

Vibrator

Cooling Box (temp. 6-7°C)

Chocolate mold inverted to remove chocolate on conveyor

Packing Machine

VARIETIES OF AMUL CHOCOLATE

Almondbar

Amul Chocozoo Hexagon

Amul Milk Chocolate

Bindaaz Chocolate

Chocozoo Birthday

Chocomini Tub

Amul Sugar Free Mini

Chocozoo Retub

Chocozoo Corporate

Chocozoo Elegant Gift

Fundoo Milk

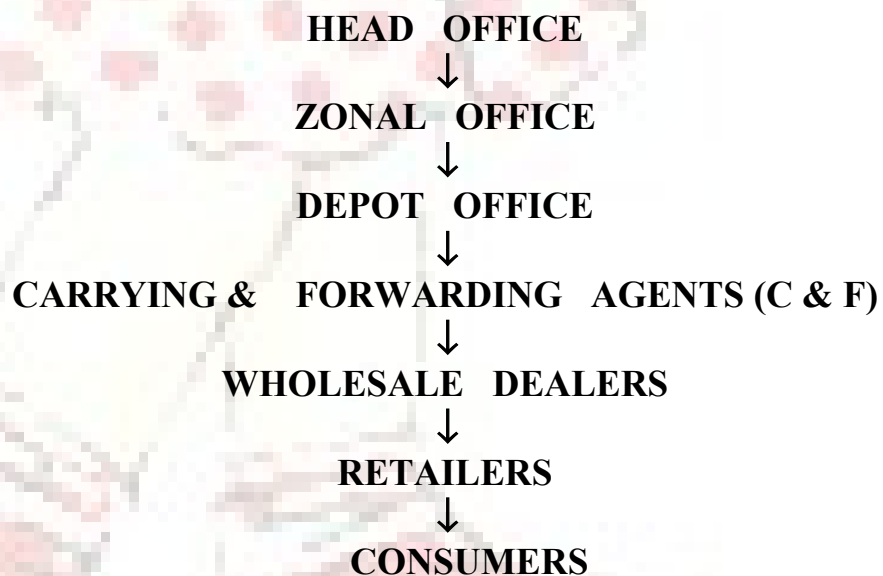
Fundoo Chocolate

Fruit And Nut



MARKETING STRATEGIES

DIVISION OF MARKETING DEPT



MARKET RESEARCH

Market research is a method of getting facts to be used by the executives in formulating policies and plans. It enables a manufacturer or producer to know what the customers want, at what time and what quantity. It is an organized attempt to reduce market risk. The principle task of marketing research is to widen the basis of facts upon which business plans can be laid. Marketing research shows changes from time to time, if any.

AMUL conducts basically two types of market research. One is for *products* and another for the *advertising* conducted by the company. These research results serve as an input in future decision making. The company basically collects feedback from the customers, about the effectiveness of its advertising campaign and liking of the product especially in case of new products launched. It tries to find out by conducting a survey in a target market whether or not the product is liked by the consumers and ask for their suggestions for improvement. However AMUL is not much into conducting research before the launch of the product. Most of its research is done only once when the product is already launched in the market. It doesn't have any separate department for this purpose but its sales agents themselves do the work of research for the company. Yet the results are almost comparable to those conducted by professionals.

NEW PRODUCT DEVELOPMENT

New product development means development of original product or product improvement or modification or new brands through Research & Development efforts. New product development has become more difficult with the passage of time, due to shortage of new ideas, keen competition, government and environmental constraints. It is an expensive affair which involves lot of crucial decision making.

A number of decisions are taken by AMUL with regards to launch plans and strategies for the new product, which are as under:

- Deciding the target customers
- Designing the promotional campaign
- Deciding the price
- Market analysis

- Deciding the sales force to be employed
- Deciding the marketing mix
- Deciding whether to launch the product across the country or in the selected area
- Appointing distributors
- Conducting market research

PRODUCT LIFE CYCLE STAGES

A product passes through distinct stages during its life in market, each posing different challenges, opportunities and problems. Profits rise and fall at different stages of the product life cycle. There are four different stages of product life cycle, namely

1. INTRODUCTION STAGE
2. GROWTH STAGE
3. MATURITY STAGE
4. DECLINE STAGE

Different products of AMUL are in different stages in the product life cycle.

Products like milk, butter, chocolate and cheese are in the maturity stage, while ice-creams, chocolates and shrikhand are still in the growth stage. On the other hand, products like milk powders, infant food, frozen food items and mix are in introduction stage.

The company adopts aggressive selling techniques for those products which are in the introductory stage, while very less promotional programmes are carried out for those products which are in the growth or maturity stage.

PRODUCT RANGE

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A vast varieties of products are offered by AMUL which are as follows:

BREADSPREADS

Amul Butter
Amul Lite Low Fat Breadsread
Amul Cooking Butter

CHEESE RANGE

Amul Pasteurized Processed Cheddar Cheese
Amul Processed Cheese Spread
Amul Pizza (Mozarella) Cheese
Amul Shredded Pizza Cheese
Amul Emmental Cheese
Amul Gouda Cheese
Amul Malai Paneer (cottage cheese) Frozen and Tinned
Utterly Delicious Pizza

MITHAEE RANGE (ETHNIC SWEETS)

Amul Shrikhand (Mango, Saffron, Almond Pistachio, Cardamom)
Amul Amrakhand
Amul Mithaee Gulabjamuns
Amul Mithaee Gulabjamun Mix
Amul Mithaee Kulfi Mix

UHT MILK RANGE

Amul Taaza 3% fat Milk
Amul Gold 4.5% fat Milk
Amul Slim-n-Trim 0% fat milk
Amul Chocolate Milk
Amul Fresh Cream
Amul Snowcap Softy Mix
Amul Taaza Double Toned Milk

PURE GHEE

Amul Pure Ghee
Sagar Pure Ghee
Amul Cow Ghee

INFANT MILK RANGE

Amul Infant Milk Formula 1 (0-6 months)
Amul Infant Milk Formula 2 (6 months above)
Amulspray Infant Milk Food

MILK POWDERS

GUJARAT CO-OPERATIVE MILK MARKETING FEDERATION LTD

Amul Full Cream Milk Powder
Amulya Dairy Whitener
Sagar Skimmed Milk Powder
Sagar Tea and Coffee Whitener

SWEETENED CONDENSED MILK

Amul Mithaimate Sweetened Condensed Milk

FRESH MILK

Amul Taaza Toned Milk 3% fat
Amul Gold Full Cream Milk 6% fat
Amul Shakti Standardised Milk 3% fat
Amul Smart Double Toned Milk 1.5% fat

CURD PRODUCTS

Amul Masti Dahi (fresh curd)
Amul Butter Milk
Amul Lassi

AMUL ICECREAMS

- **Royal Treat Range** (Rajbhog, Cappuchino, Chocochips, Butterscotch, Tutti Frutti)
- **Nut-o-Mania Range** (Kaju Drakshi, Kesar Pista, Roasted Almond, Kesar Carnival, Badshahi Badam Kulfi, Shista Pista Kulfi)
- **Utsav Range** (Anjir, Roasted Almond)
- **Simply Delicious Range** (Vanilla, Strawberry, Pineapple, Rose, Chocolate)
- **Nature's Treat** (Alphanso Mango, Fresh Litchi, Anjir, Fresh Strawberry, Black Currant)
- **Sundae Range** (Mango, Black Currant, Chocolate, Strawberry)
- **Millennium Icecream** (Cheese with Almonds, Dates with Honey)
- **Milk Bars** (Chocobar, Mango Dolly, Raspberry Dolly, Shahi Badam Kulfi, Shahi Pista Kulfi, Mawa Malai Kulfi, Green Pista Kulfi)
- **Cool Candies** (Orange, Mango)
- **Cassatta**
- **Tricone Cones** (Butterscotch, Chocolate)
- **Megabite Almond Cone**
- **Frostik** - 3 layer chocolate Bar
- **Fundoo Range** - exclusively for kids
- **SlimScoop Fat Free Frozen Dessert** (Vanilla, Banana, Mango, Pineapple)

CHOCOLATE & CONFECTIONERY

- Amul Milk Chocolate
- Amul Fruit & Nut Chocolate
- Amul Eclairs

BROWN BEVERAGE

- Nutramul Malted Milk Food

MILK DRINK

- Amul Shakti Flavoured Milk

PRODUCT LINE

GUJARAT CO-OPERATIVE MILK MARKETING FEDERATION LTD

AMUL has basically 4 product lines which are milk and milk products, ice-cream, chocolate, wet product line and dry product line. The company is increasing the length of its product line by *filling* its line i.e. by adding more products within the

| MILK | ICE CREAM & CHOCOLATE | WET PRODUCTS | DRY PRODUCTS |
|------------------------------------------|----------------------------------|--------------------------------|-----------------------------|
| AMUL TAAZA | AMUL MILK CHOCOLATE | AMUL BUTTER | AMUL FULL CREAM MILK POWDER |
| AMUL GOLD | AMUL FRUIT AND NUT CHOCOLATE | AMUL LITE LOW FAT BREAD SPREAD | AMULYA DAIRY WHITENER |
| AMUL SLIM AND TRIM MILK | AMUL ECLAIRS | AMUL COOKING BUTTER | SAGAR SKIMMED MILK POWDER |
| AMUL CHOCOLATE MILK | AMUL FUNDUO CHOCOLATE | AMUL PROCESSED CHEESE SPREAD | SAGAR TEA & COFFEE WHITENER |
| AMUL FRESH CREAM | AMUL BINDAS CHOCOLATE | AMUL PIZZA CHEESE | AMUL MITHAEI GULABJAMUN MIX |
| AMUL SNOWCAP SOFTY MIX | ALMOND BAR | AMUL SHREDED PIZZA CHEESE | AMUL MITHAEI KULFI MIX |
| AMUL TAAZA DOUBLE TONED MILK | AMUL COOKING CHOCOLATE | AMUL EMENTAL CHEESE | AMUL INFANT MILK FORMULA-I |
| AMUL MITHAIMATE SWEETENED CONDENSED MILK | ROYAL TREAT RANGE | AMUL GAUDA CHEESE | AMUL INFANT MILK FORMULA-II |
| AMUL TAAZA TONED MILK | NUT-O-MANIA RANGE | AMUL MALAI PANEER | AMULSPRAY INFANT MILK FOOD |
| AMUL GOLD FULL CREAM MILK | UTSAV RANGE | UTTERLY DELICIOUS PIZZA | NUTRAMUL-MALTED MILK FOOD |
| AMUL SHAKTI STANDARDISED MILK | SIMPLY DELICIOUS RANGE | AMUL SHRIKHAND | |
| AMUL SMART DOUBLE TONED MILK | NATURE'S TREAT | AMUL MITHAEI GULABJAMUNS | |
| AMUL COOL MILK | SUNDAE RANGE | AMUL PURE GHEE | |
| AMUL SHAKTI FLAVOURED MILK | MILLENIUM ICECREAM | SAGAR PURE GHEE | |
| | MILKBARS | AMUL COW GHEE | |
| | COOL CANDIES | AMUL MASTI DAHI | |
| | TRICONE CONES | AMUL BUTTERMILK | |
| | FUNDUO RANGE | AMUL LASSEE | |
| | SLIMSCOOP FAT FREE FROZEN DESERT | MASTI TOMATO SOUP | |

existing lines.

PRODUCT MIX

A product mix consists of all the product lines and items that a particular seller offers for sale. A company's product mix has four important dimensions : width, length ,depth and consistency.

Product mix *width refers* to how many different product lines the company carries. AMUL has 4 different product lines namely milk and milk products, chocolate and ice-cream, wet products and dry products.

Product mix *length* refers to the total number of items in the mix . In the milk and milk products line there are 14 different products, while in ice-cream and chocolate range there are 21 products and in wet and dry products line there are 20 and 10 different products respectively.

Product line *depth* refers to how many variants are offered of each product in the line .

Product line *consistency* refers to how closely related the various product lines are in the end use, production requirements, distribution channels or some other ways . Although the products vary in many ways there is still product line consistency in AMUL. All the products of AMUL are marketed through same channels of distribution.

MARKET SEGMENTATION

Market Segmentation is the act of sub dividing a market into distinct sets of customers who merit attention. Targeting these customers for marketing by evaluating, selecting, and concentrating becomes a corollary to segmentation. Market segmentation assumes importance in the context of intense competition market is bombarded with. A market consists of buyers, and buyers differ in one or more ways. They may differ in their wants, resources, locations, products requirements. These variables have to be considered in the process of segmentation.

There are different levels of market segmentation. They are mass marketing, segment marketing, niche marketing and micro marketing. Markets can be segmented on the geographical basis, demographical basis, psychological basis, behavioral basis and loyalty status.

AMUL segments its market on the following basis:

1. GEOGRAPHICAL BASIS:

This segmentation is done on the basis of the lifestyle of people in different regions and their tastes and consumption patterns which are distinct according to their geographical situation. AMUL has segmented India geographically into 5 zones.

2. DEMOGRAPHICAL BASIS:

They have segmented its market on the basis of the socio-economic status of the customers. i.e. on the basis of their purchasing power and income level as follows:

GROUP'A':

Consumers falling in this group are from higher social and economic class.

GROUP'B':

Consumers falling in this group are from middle socio-economic class.

GROUP'C':

Consumers falling in this group are from the lower middle class.

MARKET TARGETING

After segmenting the market, company evaluate the various segments and decides how many and which ones to target.

Generally the market is targeted in three ways:-

UNDIFFERENTIATED MARKETING

DIFFERENTIATED MARKETING

CONCENTRATED MARKETING

AMUL uses *undifferentiated* marketing strategy for targeting its customers as far as its milk and milk product line is concerned. While the company implements *differentiated* marketing strategy for targeting its customers for the other product lines that are ice creams and chocolates, wet products and dry products. Differentiated marketing means market coverage strategy in which a firm decides to target several market segments and designs separate offers for each. AMUL targets its customers according to the segments like geographic and demographic.

PACKAGING

Packing includes the activities of designing and producing the container for the product. Packaging has become the potent marketing tool. Well designed packages can create convenience and promotional value. Various factors contribute to packaging growing use as a marketing tool:

- SELF SERVICE
- CONSUMER AFFLUENCE
- COMPANY AND BRAND IMAGE
- INNOVATION OPPORTUNITY

Packaging of the products of AMUL varies according to the nature of the product. As most of the products are perishable in nature special care is taken in packing them. *MILK AND MILK PRODUCTS* are packed in plastic bags or containers, while *ICE-CREAMS AND CHOCLATES* are packed in cardboard packing. The company maintains the standards prescribed by BIS, with regards to packing. These products are then packed in cartoons, for greater safety measures and for transporting them to the market.

LABELING

Labeling printed information that appears on or with the package, is also a part of packaging. Labels may range from simples tags attached to products to complex graphics that are part of the package. Label identifies describes and promotes the product through attractive graphics. The label might carry only the brand name or great deal of information or pictures. Even if the seller prefers a simple label the law may require additional information.

The labels of the products of AMUL are attractively designed. It contains all the information as per statutory requirements. Information like name of product, brand name, logo, date of packing & manufacturing, expiry date, price, code number, ingredients, storage and usage instructions, weight, manufacturer's and marketer's name, logo showing "PURE VEG" etc appears on the label of the products.

BRANDING

A brand is a name, term, sign, symbol or design or a combination of these used to identify a product or company. A trademark is a legally recognized brand. Branding has become so strong that today hardly anything goes unbranded. Today

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customers view a brand as an important part of the product and branding adds *value* to a product.

Brand names help customers identify products that might benefit them and also tells the buyer something about the product quality. To the sellers brand name and trademark provides legal protection for unique product features that otherwise might be copied by the competitors and it also helps them to segment markets. A brand name is selected keeping in view the product and its benefits, the target market and proposed marketing strategies.

Decisions about branding are taken at the Head Office at Anand. AMUL means “*priceless*” in Sanskrit. The brand name “*AMUL*” from the Sanskrit “*Amoolya*” was suggested by a quality control expert in Anand. Variants, all meaning “*priceless*”, are found in several languages of India. AMUL manufactures and markets its products under two brand names *AMUL* and *SAGAR Information Technology (IT)* has played a significant role in developing the Amul brand. The installation of 3000 Automatic Milk Collection System Units (AMCUS) at Village Societies to capture member information, milk fat content, the volume collected and amount payable to each member has proved invaluable in ensuring fairness and transparency throughout the whole Amul organization.

UMBRELLA BRAND

The network follows an umbrella branding strategy. Amul is the common brand for most product categories produced by various unions: liquid milk, milk powders, butter, ghee, cheese, cocoa products, sweets, ice-cream and condensed milk.

Amul's sub-brands include variants such as Amulspray, Amulspree, Amulya and Nutramul. The edible oil products are grouped around Dhara and Lokdhara, mineral water is sold under the Jal Dhara brand while fruit drinks bear the Safal name.

By insisting on an umbrella brand, GCMF not only skillfully avoided inter-union conflicts but also created an opportunity for the union members to cooperate in developing products.

BRAND EQUITY

Brand equity refers to the value of a brand, based on the extent to which it has brand loyalty, brand name awareness, perceived quality, strong brand associations, and the other assets such as patents, trademarks and channel relationship.

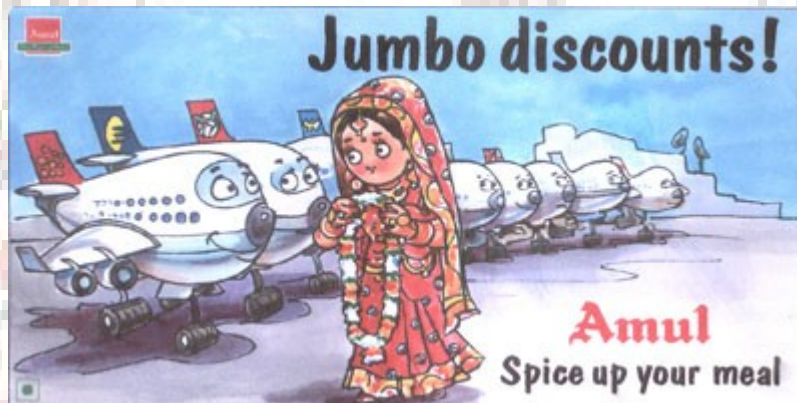
It is evaluated on the basis of brand assets which are:

1. BRAND AWARENESS: Awareness ultimately enhances brand equity. AMUL enjoys very high brand awareness among its customers. According to the survey done by the company, brand awareness is as high as almost 90%.

2. BRAND LOYALTY: Brand loyalty means the ability to retain the existing customers. AMUL is blessed with high brand loyalty among its customers. As it is one of the biggest market players it has proportionately larger group of loyal customer, who are in turn a medium of marketing/ advertising.

3. BRAND ASSOCIATIONS: Consumers associate the brand with certain tangible and intangible attributes. Most of these associations are derived from brand identity and brand image. Customers associate AMUL's brand with high quality standards and reasonable price.

4. BRAND IMAGE: Brand image is the meaning consumers give to a product based on the perceived values it delivers. AMUL has created brand image by offering excellent quality products at reasonable price. Perfect distribution channel; continuous & effective advertising; use of different promotional tools; wide loyal market share, has contributed to create an excellent image in its trade operations.





INFORMATION
TECHNOLOGY
INTEGRATION

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Amul is bolstering its brand identity as a farmers' co-operative through the Internet based "amul.coop" URL and e-mail addresses. This will continually remind the world's consumers that they are a cooperative, and proud of it. This identity gives Amul a vital business advantage and facilitates Amul brand penetration across the world. It also strengthens their co-operatives by bringing their members together and closer to consumers.

Technology and e-initiatives

GCMMF's technology strategy is characterized by four distinct components: new products, process technology, and complementary assets to enhance milk production and e-commerce.

Few dairies of the world have the wide variety of products produced by the GCMMF network. Village societies are encouraged through subsidies to install chilling units. Automation in processing and packaging areas is common, as is HACCP certification. Amul actively pursues developments in embryo transfer and cattle breeding in order to improve cattle quality and increases in milk yields.

GCMMF was one of the first FMCG (fast-moving consumer goods) firms in India to employ Internet technologies to implement B2C commerce.

Today customers can order a variety of products through the Internet and be assured of timely delivery with cash payment upon receipt.

Another e-initiative underway is to provide farmers access to information relating to markets, technology and best practices in the dairy industry through net enabled kiosks in the villages.

GCMMF has also implemented a Geographical Information System (GIS) at both ends of the supply chain, i.e. milk collection as well as the marketing process.

Farmers now have better access to information on the output as well as support services while providing a better planning tool to marketing personnel.

MANAGING THE SUPPLY CHAIN

Even though the cooperative was formed to bring together farmers, it was recognized that professional managers and technocrats would be required to manage the network effectively and make it commercially viable.

Coordination

Given the large number of organizations and entities in the supply chain and decentralized responsibility for various activities, effective coordination is critical for

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efficiency and cost control. GCMMF and the unions play a major role in this process and jointly achieve the desired degree of control.

Buy-in from the unions is assured as the plans are approved by GCMMF's board. The board is drawn from the heads of all the unions, and the boards of the unions comprise of farmers elected through village societies, thereby creating a situation of interlocking control.

The federation handles the distribution of end products and coordination with retailers and the dealers. The unions coordinate the supply side activities.

These include monitoring milk collection contractors, the supply of animal feed and other supplies, provision of veterinary services, and educational activities.

Managing third party service providers

From the beginning, it was recognized that the unions' core activity lay in milk processing and the production of dairy products. Accordingly, marketing efforts (including brand development) were assumed by GCMMF. All other activities were entrusted to third parties. These include logistics of milk collection, distribution of dairy products, sale of products through dealers and retail stores, provision of animal feed, and veterinary services.

It is worth noting that a number of these third parties are not in the organized sector, and many are not professionally managed with little regard for quality and service.

This is a particularly critical issue in the logistics and transport of a perishable commodity where there are already weaknesses in the basic infrastructure.

Establishing best practices

A key source of competitive advantage has been the enterprise's ability to continuously implement best practices across all elements of the network: the federation, the unions, the village societies and the distribution channel.

In developing these practices, the federation and the unions have adapted successful models from around the world. It could be the implementation of small group activities or quality circles at the federation. Or a TQM program at the unions. Or housekeeping and good accounting practices at the village society level.

More important, the network has been able to regularly roll out improvement programs across to a large number of members and the implementation rate is consistently high.

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For example, every Friday, without fail, between 10.00 a.m. and 11.00 a.m., all employees of GCMMF meet at the closest office, be it a department or a branch or a depot to discuss their various quality concerns.

Each meeting has its pre-set format in terms of Purpose, Agenda and Limit (PAL) with a process check at the end to record how the meeting was conducted. Similar processes are in place at the village societies, the unions and even at the wholesaler and C&F agent levels as well.

Examples of benefits from recent initiatives include reduction in transportation time from the depots to the wholesale dealers, improvement in ROI of wholesale dealers, implementation of Zero Stock Out through improved availability of products at depots and also the implementation of Just-in-Time in finance to reduce the float.

Kaizens at the unions have helped improve the quality of milk in terms of acidity and sour milk. *(Undertaken by multi-disciplined teams, Kaizens are highly focused projects, reliant on a structured approach based on data gathering and analysis.)* For example, Sabar Union's records show a reduction from 2.0% to 0.5% in the amount of sour milk/curd received at the union.

The most impressive aspect of this large-scale roll out is that improvement processes are turning the village societies into individual improvement centers.

PRICING

The amount of money charged for a product or service or the sum of the values that consumers exchange for the benefit of having or using the product or service is called its price. A company's pricing decisions are affected by both internal factors like company's objectives, marketing mix strategy, cost and organizational considerations and external factors like nature of the market and demand, competition and other environmental elements.

While deciding the price of its products AMUL takes into consideration all the below mentioned factors, this is true for all the products.

- Cost of raw materials
- Cost of labour
- Profit margin of distributors
- Various administrative and manufacturing overheads
- Prices of the competitors
- Demand and supply position in market
- Fair return to the farmers

AMUL believes that the company with largest market share will enjoy lowest cost and highest long run profit to become the market leader. They set prices as low as possible.

PRICING APPROACH

AMUL employs different pricing policies for different products depending upon the life cycle stage of the product, market condition and the nature of product.

In case if the product is newly launched in the market the company doesn't emphasize on the profit margin and keeps its prices as low as possible so as to penetrate in the new market.

However in case of the already established products the company uses a mix of **cost plus pricing approach** and **competitor based pricing approach** i.e. it sets its prices keeping in view the cost of production, desired profit margin and prices of competitor's products.

DISTRIBUTION CHANNEL

A distribution channel is a set of interdependent organizations involved in the process of making a product or service available for the use of consumption by the consumer or business user. In other words, the channel decision is one which takes the product to the customer. The channel selected affects every other marketing decision and has a bearing on the future. Marketing channel decision is among the most decision that management faces.

Before selecting a particular channel, every firm takes some factors into consideration and then only decides a particular channel. Decisions taken by AMUL are as under:

1. ANALYSING CONSUMER'S NEEDS
2. SELECTING CHANNEL OBJECTIVES
3. TYPES OF INTERMEDIARIES
4. NUMBER OF INTERMEDIARIES
5. EVALUATING ALTERNATIVES

Distribution channel can be described by the number of channels levels involved. Channel level is the level of intermediaries that performs some work in bringing the product and its ownership closer to the final buyer. The following are the different types of distribution channel that a firm may use:

(i) ZERO-LEVEL CHANNEL:

Manufacturer----->Consumer

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(ii) ONE-LEVEL CHANNEL:

Manufacturer---→Retailer---→Consumer

(iii) TWO-LEVEL CHANNEL:

Manufacturer--→Wholesaler--→Retailer--→Consumer

(iv) THREE-LEVEL CHANNEL:

Manufacturer-→Wholesaler-→Agents-→Retailer-→Consumer

AMUL has three-level distribution channel, i.e. it employs carry forward agents, wholesaler and retailers to carry its products to the final consumers.

Till today, the major development on the distribution front is the development and alignment of four distribution highways - those of Fresh Products, Chilled Products, Frozen Products and Ambient Products. This is a significant achievement because it allows AMUL to develop synergies among all their product lines and to leverage these highways to introduce and distribute new products as per market demand. No other organization in India has been able to develop this kind of channel synergy so far.

Another major initiative undertaken is the *Time-based Military Technique (TMT)* of distribution. This has been deployed to effect a nationally synchronized mass distribution of their products with the objective of achieving total channel penetration on a single day.

After Distributor Salesmen in the previous year and Distributors in the year before last, it was the turn of the top Retailers across the country to participate in the *Amul Yatra Programme* which is a unique experiment conducted by Amul to bring their channel partners face to face with their cooperative institutions, activities, culture and achievements through a guided tour in and around Anand. A total of 114 Distributor Salesmen and 482 top retailers from across the country participated in the Amul Yatra this year. With the opening of several new milk markets and 3 separate Milk Sales Offices at Mumbai, New Delhi and Boisar, the number of Milk Area Delivery Agents has increased.

DECISION ABOUT THE CHANNEL MEMBER

Decisions about selecting a channel member is taken by the head office. Wholesalers are appointed by conducting the market survey, finding out the number of distributors available, manpower and financial capabilities of each of them, market likelihood, infrastructural facilities etc. all this information is filled in a form which is sent to the head office where it moves from Marketing Manager to the General Manager who finally selects the one that suits the best to the company.

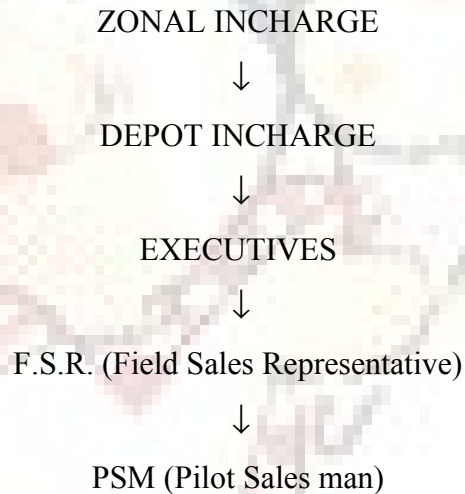
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Distributors have to give a bank guarantee or demand draft in against of the value of goods they want to purchase and have to make a payment for the same within four days of the dispatch of the order. The seller then forwards the goods to the retailers for which prices and norms of delivery are fixed by the head office. Both the retailers and wholesalers are required to maintain certain basic infrastructural facilities.

The head office and all the depot offices have their own authorized transporters who carry the order from the production place to place of order.

SALES FORCE MANAGEMENT

The organization of sales department is as under:



The total staff at AMUL is of nearly 750 people. The company conducts intensive training programme for its employees. The company sends any of its employees for training who will later train the other employees. It's not necessary that the person sent for training must be someone from the top or middle management, he can be any employee. The company treats all its employees equally. Various training programmes like TQM, Self management Programmes, etc conducted so far. The turnover and absenteeism ratio is almost negligible at AMUL which is the proof of the well functioning of the Human Resource Management. All the agents and sales force is giving a percentage of sales as commission.

INTEGRATED MARKETING

COMMUNICATIONS

ADVERTISING

Amul has had one of the most successful Ad campaigns in the country. Innovative and refreshing, Amul's Ads have, through the years, captured the imagination of the whole nation. Created in 1966 the topical, news-event-oriented ads are reportedly ready to enter the Guinness Book of World Records as the longest running advertising campaign ever.

The reason for the unprecedented success of the Amul ads is because of their simplicity. These Ads do not involve any high flying or hi-tech special effects. They are very simple and bank solely on clean humor for their success. The team, which designs all the Ad campaigns for Amul, has been very focused on this point. As a result you don't see any radical deviations in their Ad campaigns and all the Ads are built along the same lines. And this too while maintaining the freshness that was present in the very first Ad 5 decades back. Another main reason for their success is the range of topics they cover in their Ads. The Ads always take a shot at the current hot topics in the news. Such has been the popularity of these campaigns that people go down to the nearest Amul hoarding just to see the latest Ad. People talk about it over lunch, in parties. It is hard to imagine the amount of brand equity the thumb sized girl polka dotted dress has achieved ever since she went up the Amul hoarding.

All the ad campaigns of AMUL are carried out by the two Bombay based ad agencies namely *DA CUNAS* and *ALUKA*, which takes care of all its promotional campaigns. The company just briefs these agencies about the product and the rest is done by them i.e. creating message, deciding the media vehicle and timing, execution, etc.

PUBLIC RELATION TOOLS AND

PROGRAMME

Public relation is another major mass promotion tool. It means building good relations with the company's concern parties by obtaining favorable publicity, building up a good corporate image and handling of unfavorable rumors, stories and events.

Amul maintains healthy public relations with all concern parties. It does not have any department for this purpose but is carried out by corporate communication. It has also appointed F.S.R.s (Field Sales Representatives) for this purpose who looks after the complaints of the wholesalers and the retailers, they also contact the customers and try to find out if they have any complaint regarding the product and presents it before the appropriate authority. However there is no formal procedure to contact the authorities and any person wanting to communicate can directly approach the concerned person. The plant and the administrative office is kept open for public visits for two hours everyday .

SALES PROMOTION TOOLS AND PROGRAMMES

Sales promotion consists of short term incentives to encourage the purchase or sale of the product or service. It comprises of a variety of promotional tools as short term incentives. The purpose of sales promotion is to communicate about the product to the customer to enable the buying decision. It is felt that sales promotion helps break brand loyalty of consumers. Promotion with the help of price concessions is of short duration to make them effective.

AMUL implements various sales promotion tools for wholesalers, retailers, sales force and customers. They offer 3% to 3.5% profit margin to stimulate its wholesaler and retailers. The sales persons are given a commission on a fixed percentage on their sales. The profit of the company reaches directly to the owners i.e. the farmers in the way of increase in price of milk, other technical assistance and subsidies. The company also introduces various schemes for the customers like more quantity at less price, free gifts and contests. The company had introduced a contest namely *AMUL MAHARANI CONTEST* in the previous year for promoting its products.

INTERNATIONAL BUSINESS

AMUL stands out a star performer both in the domestic and international market. With the perfect mix of technical know how and business acumen the company has grown into a major of milk and milk products producing company.

AMUL is India's largest exporter of dairy products. It has been accorded a "Trading House" status. It has received the APEDA Award from Government of India for excellence in dairy product exports for the last 8 years.

AMUL has its market in almost 20 countries which include USA, Iraq, Kuwait, Russia, Nepal, Qatar, Muscat, Singapore, Saudi Arabia, Sri Lanka, Bangladesh, Gambia, Uganda, Madagaskar, Tanzania, U.A.E., Bahrain. Major export products of AMUL are:

Consumer Packs

- AMUL PURE GHEE
- AMUL BUTTER
- AMUL SHRIKHAND
- AMUL FULL CREAM POWDER
- AMUL MITHAEE GULAB JAMUN
- AMUL SKIMMED MILK POWDER
- NUTRAMUL BROWN BEVERAGE

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- AMULSPRAY INFANT MILK FOOD
- AMUL CHEESE
- AMUL MALAI PANEER
- AMUL UHT MILK (LONG LIFE)
- AMUL FRESH CREAM

Bulk Packs

- AMUL SKIMMED MILK POWDER
- AMUL FULL CREAM MILK POWDER

INTERNATIONAL DISTRIBUTION STRATEGIES

The company has appointed special carry forward agents for distributing its products in the international market .It has rented cold storages in various countries to store its products from where they are distributed as per orders. Although the distribution network for international market is not so well knitted as in case of domestic market, it has been successful in maintaining a satisfactory network that ensures smooth functioning.

INTERNATIONAL PRICING STRATEGIES

While deciding the prices for international market the company takes into consideration the prices of the competitors , production cost , distribution cost for international market , taxes and duties to be paid ,etc. However the company tries not to have much difference in prices in National and the International markets.

PRODUCT VARIATIONS

There are no variations in the basic products that the company offers in National and International markets, except for the fact that the company has to maintain the quality standards as per the regulations of the respective countries. Not all the products manufactured are yet available in International market because of the difference in preferences and consumption pattern of the people in various countries.

EXPORT POTENTIAL

India has the potential to become one of the leading players in milk and milk product exports.

Location advantage: India is located amidst major milk deficit countries in Asia and Africa. Major importers of milk and milk products are Bangladesh, China, Hong Kong, Singapore, Thailand, Malaysia, Philippines, Japan, UAE, Oman and other gulf countries, all located close to India.

Low Cost of Production: Milk production is scale insensitive and labor intensive. Due to low labor cost, cost of production of milk is significantly lower in India.

CONCERNS IN EXPORT COMPETITIVENESS ARE:

Quality: Significant investment has to be made in milk procurement, equipments, chilling and refrigeration facilities. Also, training has to be imparted to improve the quality to bring it up to international standards.

Productivity: To have an exportable surplus in the long-term and also to maintain cost competitiveness, it is imperative to improve productivity of Indian cattle.

There is a vast market for the export of traditional milk products such as ghee, paneer, shrikhand, rasgolas and other ethnic sweets to the large number of Indians scattered all over the world

TOTAL QUALITY MANAGEMENT

In 1994 AMUL had embarked on the Total Quality Management and in 1999 received the Rajiv Gandhi National Quality Award for the year 1999, India's premier recognition for quality. Continuing to learn their employees have consistently striven to maintain improved product and service quality at each stage of the value chain.

More than 25000 *Kaizens*—small improvements in work areas—were made by employees in different areas like cost cutting, time saving and process improvement. To ensure minimum wastage and maximum productivity and quality, house keeping initiatives have been zealously pursued at the Federation offices, Warehouses and Distributor points.

Learning from employing Total Quality Management principles have been cascaded to both the member dairies as well as distribution channel members. Workshops on Statistical Quality Control have been conducted across the member dairies to achieve total quality in the production process.

One of AMUL's most remarkable achievements has been creation of more than 225 *Quality Circles* across the length and breadth of the country. The federation's wholesale dealers meet every month in these quality circles and discuss and resolve distribution problems and improve their distribution process.

Amul continues its commitment on improving the competency of its professional managers through its *Competency Based Training Programmes* which builds both generic and functional skills through in-house, customized training programmes.

Another unique feature of the TQM programmes at AMUL is the *HOSHIN KANRI*. The word Hoshin is made up of two Chinese characters "HO" and "SHIN" which means a methodology for strategic direction setting. In Hoshin Kanri, at the strategic level the company identifies certain strategic thrust areas and the entire organization, i.e. all employees focus their attention and energy to achieve the goals derived from these strategic thrust areas. At the same time, however, more routine and fundamental aspects of the business are also covered in Hoshin Kanri in addition to the strategic goals.



FINANCE
DEPARTMENT

INTRODUCTION

Any organization, whether it is small or large scale, clears with financing every businessman keeps separate records of financial matters. Finance and account department of the business depends upon the financial policy of the firm.

Financial management is mainly concerned with finding out rational basis through answering following three questions.

What total value of funds should be invested in the business?

What specific assets should the business require?

How should the required funds be raised?

The scope of financial management comprises traditional approach on procurement of funds rather than its allocation and use. While modern approach covers not only acquisition but also allocation and utilization of funds.

The firm may have any objectives but financial management has the objectives of profit maximization or weather maximization. Keeping in mind this particular objectives only major 3 decision are taken that are:

- Investment Decision
- Financing Decision
- Dividend Policy Decision

FINANCIAL PLANNING

Planning is pre-requisite for managing any little things too. When we think about fund, financial planning comes at first. Financial planning answers the following questions: -

- What should be funds requirements?
- How should procure funds?
- From where to procure the funds?
- How to utilize the fund at maximum level?

Head office deals with the arrangement of raising the funds and provides funds required by any of four plants.

In AMUL, they make weekly forecast of funds in which requirement of each department is mentioned. After that the proposal is sent to head office and got sanction from there.

So, financial planning has a significant place for making decision of requirement and utilization of funds.

WORKING CAPITAL

Management of working capital usually involve management or administration of current assets namely cash and marketable securities, account receivable and inventories and also administration of current liabilities. The quantum of working capital in business is dependent on various factors. Such as type of business, turnover of inventories, term of purchase and sale, size of the business unit, process of manufacturing, seasonal variations etc. the present company is engaged in manufacturing of capital goods. Therefore naturally there is a high amount of working capital required.

CASH

The cash is needed for various purposes in business. They may be speculative, transitive and precautionary motives. The management of cash requires cash planning. It is a technique to plan & control the use of the cash. Cash is the most liquid current asset. Finance manager has to do cash planning. Manager the cash flows decide optimum balance of cash and invest the surplus cash in marketable securities.

ACCOUNT RECEIVABLE

Trade credit is considered as an essential marketing tool, acting as a bridge for movement of goods through production and distribution stage to customer stage to customers trade credit creates receivables involves credit policy, monitoring accounting receivables. A firm may follow a latent or a straight credit policy. Before following establishing any credit policy finance manager has to evaluate the effect of policy in terms of cost and benefits.

INVENTORIES

Inventories constitute the most significant part of current assets of a large majority of companies. The inventories are in form of raw material, work in process and finish goods. The management of inventories is necessary to maintain a large size of inventory for efficient and smooth production and sales operations and to maintain the minimum investment in inventories is not desirable. The latest and modern techniques like economic order quantity are used in the company for management of the inventories.

RATIO ANALYSIS

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Ratio analysis is one of the techniques of financial analysis where ratios are used as a yardstick for evaluating the financial condition and performance of a firm.

Ratios may be classified according to functions or tests as solvency, liquidity, or profitability ratios and according to nature as leverage ratios and activity ratios.

Liquidity ratios:

A liquidity ratio is a ratio, which points out whether there are sufficient liquid resources to meet the short-term liabilities. They are meant to measure the company's financial strength to meet current obligations.

e.g.: current ratio, quick ratio etc.

Solvency ratios:

These are long-term ratios, a pointer to the future and long-term solvency of the company in which creditors, bankers and financial institutions have great stake.

e.g.: Proprietary Ratio, Debt-Equity Ratio.

Profitability ratios:

Ratios that are meant to measure the profit-earning capacity of the firm in its business operation fall under this category.

e.g.: Gross Profit Ratio, Net Profit Ratio, Return on Capital Employed.

Activity ratios:

These ratios establish a relationship between sales and various assets of the firm, how well the assets are being made use of and the speed with which they are converted into sales.

e.g.: Debtors' Turnover Ratio, Creditors Turnover Ratio, and Stock Turnover Ratio.

Current ratio:

Current ratio is a significant ratio, which establishes a relationship between current assets and current liabilities of a firm during a given period of time. It is also known as "working capital" ratio



HUMAN RESOURCE MANAGEMENT

INTRODUCTION

The dairy industry is moving forward by leaps and bounds. Aided and supported by extensive R&D, emergence of new state of the art Dairy plants, training programs conducted by NDDB and quality control measures that make sure the end consumer gets optimum value for money.



In vitro maturation-in vitro fertilization work in progress at the Centre for Biotechnology, Bombay



Each new dairy plant is a step forward. An added advantage to an industry looking towards the future.



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The National Dairy Development Board - the accolades for the progress of the dairy industry rest squarely on it's collective shoulders.



The screw compressor room of the refrigeration plant at the 30 TPD Power plant, Meerut, the first of it's kind in the country



An embryo transfer laboratory at Sabarmati Ashram Gaushala working to implement the latest technology so that small farmers have access to the best breeds in the business.

LABOUR WELFARE SCHEME INPERF

► Facilities

MEDICAL ASSISTANCE SCHEME:

The society has a comprehensive medical benefit scheme for its employees. The employee and his dependent family members are eligible for reimbursement of medical expenses in respect of any ailment, disease, injury, or disability suffered by them. For routine medical treatment the ceiling is as under:

| No. Of family members | Ceiling for routine Medical Treatment (per annum) |
|-----------------------|---------------------------------------------------|
| For 2 family members | Rs. 2250 |
| For 3 family members | Rs. 4500 |

In case of chronic diseases, specialized treatments, hospitalization, pathological and radiological tests special medical sanctions are given at actual.

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We have full fledged dispensaries at our factories manned by doctors, nurses and paramedical staff who provide Medicare facilities to the employees and their dependents. Besides this, most of the good hospitals and nursing homes in the vicinity are on the approval panel of AMUL, where the employees and their dependent family members can be referred for treatment, according to requirement.

Employees and their family members are periodically examined and the report is given to them with doctor's suggestions for remedial action.

CANTEEN:

Canteens have been provided at our factories, which provide lunch, tea and snacks. Canteen management committees consisting of the employees also monitor the menus, cleanliness, quality of food. Canteen Subsidy is paid @ 7% of the basic pay to officers and @ 5% of basic pay to workmen.

TRANSPORT FACILITIES:

AMUL is providing bus facility to its employees for coming to their workplace at our factories.

SALES PROMOTION AND ADVERTISEMENT

There is no necessary for direct advertisement in the market because the product itself is the advertisement for dairy. There are several part of AMUL dairy so it advertised its product by the television and posters etc. The product of "Amul" and "Mother" symbol has been approved by the government it does not means that Amul dairy can not do anything increasing sales. They take part in the industrial exhibition minimum two times per day.

They also advertised for the after the service of the dairy which are the best in the dairy and available very less and cheaper rate in other competitors. Dairy is advertised its product by autorikshow and cycle. Dairy is promoted the worker to increase the productivity and motivation.



***RESEARCH
AND
DEVELOPMENT***

The Amul dairy is having independent research & development department. Dairy has to maintenance the quality of the product so person have to measure the fat, pasteurization and also quality.

The Amul dairy research its product at every two hours dairy has a milk reception lab it has a SNF. Central lab for quality assurance is found a quality every two hours in a day because the test of the product is depended on a quality and milk is a finish good so it can not be maintained for the long time so Amul dairy research every hours to maintained the sweet test of the product.

TRAINING & DEVELOPMENT CENTER

The training to the worker in necessary part in every large organization this dairy has its “personnel training center” and its provide training to its employee the training is necessary to operate and control the machinery and operational information, information about near and latest technology and computerized machine are to near provided though technology. Thus, dairy is taking steps for training and development of the employee.

DETERMINING STEP IN SELECTION A STRATEGIC AND MRTHODS FOR INFORMATION REQRUMENTS

1. Identify those characteristics of the for elements in the development process the affects uncertainty in the determination of the information.
 - a. Utilization system
 - b. Information system or application
 - c. Users
 - d. Analysts
2. Evaluate the effect of the characteristics if the four elements in the development in the development process on three uncertainties.
 - a. Existing and availability of a set of a requirements.
 - b. Availability of users to specify requirements.
 - c. Availability of analyst to elicit and evaluate requirements.
3. Evaluate combined effect of the process uncertainties on overall requirements uncertainty.
4. Select a primary strategy for requirements determination based on overall requirements uncertainty.
5. Select one or more methods from the set of methods to implement the primary strategy.

MANAGERS AS INFORMATION PROCESSORS

The position held by individuals in an organization affects their performance as information processors. Henry Mintzberg's Study of managers and their job characteristic revealed that:

- Most managers' works at hectic pace. They always thinking about since they are responsible for a lot of important activities.
- Their roles influence the characteristics of activity like brevity, variety and fragmentation.
- Managers tend to concentrate on current issue rather than routine activities.
- Managers spend as high as 80% of their time in verbal communication.

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- Managers establish a network of communication, and 50% of this network is outside the organization.
- The manager's role involves a mix of authority and responsibility.
- Managers concentrate more on soft issues than factual information.
- Managers requested for more information than subordinates.

The study revealed that not only are managerial decisions unstructured, but the environments in which these decisions are made are also unstructured. As a result, it is a necessary to consider the cognitive style of managers when developing a decision support system. To make the system powerful, it should be combined with order information gathering and evaluation techniques. The business environment is full of interruption and managers can hardly exercise any control over such distortions.

The use of electronic communications systems can help eliminate interruptions in verbal communication. The effect of summarized data on human understanding needs to be given due importance. Mintzberg study revealed that use of summarized data helps better decision making, though the individual may not be very confident about their decisions.

CONTROL ROOM

Control room is a one of the department of the dairy. Control room is called a heart of the dairy because all the machine are handled by the control room there are two person who operate all the machine in the dairy Amul dairy is a fully computerized and machineries so there are a few workers are require for increase for increase the productivity.

ORGANIZATION CHART

**Dept.Mang.(C.F.
Supri.Operation)**

**Supri.
Quality**

**Supri.
Store**

**Dept.
(tech)**

Control

**Sr. Officer (10)
Asst. Officer (10)**

Jr. Asst. (12)

Workers



SWOT ANALYSIS

The study of this *SWOT* analysis shows that the 'strengths' and 'opportunities' far outweigh 'weaknesses' and 'threats'. The strengths and opportunities are fundamental and weaknesses and threats are transitory.

STRENGTHS:

- **Demand profile:** Absolutely optimistic.
- **Margins:** Quite reasonable.
- **Flexibility of product mix:** Tremendous. With balancing equipment, you can keep on adding to your product line.
- **Availability of raw material:** Abundant. Presently, more than 80 per cent of chocolate produced is flowing into the unorganized sector, which requires proper channelization.
- **Technical manpower:** Professionally-trained, technical human resource pool, built over last 30 years.

WEAKNESSES:

- **Perishability:** Pasteurization has overcome this weakness partially. Which gives chocolate long life. Surely, many new processes will follow to improve chocolate quality and extend its shelf life.
- **Lack of control over yield:** Theoretically, there is little control over chocolate yield. However, increased awareness of developments like embryo transplant, artificial insemination and properly managed animal husbandry practices, coupled with higher income to rural milk producers should automatically lead to improvement in chocolate.

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- **Logistics of procurement:** Woes of bad roads and inadequate transportation facility make milk procurement problematic. But with the overall economic improvement in India, these problems would also get solved.
- **Problematic distribution:** Yes, all is not well with distribution. But then if ice creams can be sold virtually at every nook and corner, why can't we sell other dairy products too? Moreover, it is only a matter of time before we see the emergence of a cold chain linking the producer to the refrigerator at the consumer's home!
- **Competition:** With so many newcomers entering this industry, competition is becoming tougher day by day. But then competition has to be faced as a ground reality. The market is large enough for many to carve out their niche.

OPPORTUNITIES:

Value addition: There is a phenomenal scope for innovations in product development, packaging and presentation. Given below are potential areas of value addition:

- Steps should be taken to introduce value-added products like *shrikhand*, ice creams, *paneer*, *khoa*, flavored milk, dairy sweets, chocolates etc. This will lead to a greater presence and flexibility in the market place along with opportunities in the field of brand building.
 - Addition of cultured products like yoghurt and cheese lend further strength - both in terms of utilization of resources and presence in the market place.
 - A lateral view opens up opportunities in milk proteins through casein, caseinates and other dietary proteins, further opening up export opportunities.
 - Yet another aspect can be the addition of infant foods, geriatric foods and nutritional.
- **Export potential:** Efforts to exploit export potential are already on. Amul is exporting to Bangladesh, Sri Lanka, Nigeria, and the Middle East. Following the new treaty, opportunities will increase tremendously for the export of agricultural products in general and dairy products in particular.

THREATS:

Milk vendors, the un-organized sector: Today chocolate vendors are occupying the pride of place in the industry. Organized dissemination of information about the harm that they are doing to producers and consumers should see a steady decline in their importance.

CONCLUSION

This is the vision of the future which the company sees for itself:

“AMUL will be an outstanding marketing organization, with specialization in marketing of food and dairy products, both fresh and long life with customer focus and information technology integration.

The network would consist of over 100 offices, 7500 stockists covering at least every taluka head quarter town, servicing nearly 10 lakh outlets with a turnover of Rs.10,000 Crore, and serving several co-operatives.

AMUL shall also create a market for its products in the neighboring countries.”

POTENTIAL FOR FURTHER GROWTH

Of the three A's of marketing – **availability, acceptability and affordability**, Indian dairying is already endowed with the first two. People in India love to drink milk and eat chocolate. Hence no efforts are needed to make it *acceptable*. Its availability is not a limitation either, because of the ample scope for increasing milk production. It leaves the third vital marketing factor *affordability*. How to make milk and its product affordable for the large majority with limited purchasing power? That is essence of the challenge. One practical way is to pack chocolate in small quantities of sachets. Already, the big chocolate has given way to single - use sachets which are more economical. Another viable alternative is to sell small quantities of chocolate in mini - sachets, adequate for one or two person.

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AMUL DAIRY PRODUCT

Bread Spreads



Amul Butter
Utterly Butterly Delicious



Amul Lite
Low fat, low Cholesterol
Bread Spread



**Delicious Table
Margarine**
The Delicious way to eat
healthy

Milk Drinks



Amul Kool



Amul Kool Cafe



Kool Koko
A delight to Chocolate Lovers.
Delicious Chocolate taste



Nutramul Energy Drink
A drink for Kids - provides
energy to suit the needs of
growing Kids



Amul Kool Chocolate Milk



**Amul Kool Flavoured
Bottled Milk**



[Amul Kool Flavoured Tetra Pack](#)



[Amul Masti Spiced Buttermilk](#)

Amul introduces the Best Thirst Quenching Drink



[Amul Kool Thandai](#)

Powder Milk



[Amul Spray Infant Milk Food](#)

Still, Mother's Milk is Best for your baby



[Amul Instant Full Cream Milk Powder](#)

A dairy in your home



[Sagar Skimmed Milk Powder](#)

Which is especially useful for diet preparations or for use by people on low calorie and high protein diet.



[Sagar Tea Coffee Whitener](#)



[Amulya Dairy Whitener](#)

The Richest, Purest Dairy Whitener

Fresh Milk



[Amul Fresh Milk](#)

This is the most hygienic milk available in the market. Pasteurised in state-of-the-art processing plants and pouch-packed for convenience.



[Amul Gold Milk](#)



[Amul Taaza Double Toned Milk](#)



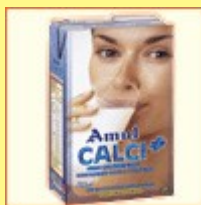
[Amul Lite Slim and Trim Milk](#)



[Amul Fresh Cream](#)



[Amul Shakti Toned Milk](#)



[Amul Calci+](#)

Cheese

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Amul Pasteurised Processed Cheese

100% Vegetarian Cheese made from microbial rennet



Amul Cheese Spreads

Tasty Cheese Spreads in 3 great flavours..



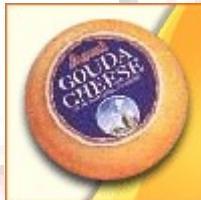
Amul Emmental Cheese

The Great Swiss Cheese from Amul, has a sweet-dry flavour and hazelnut aroma



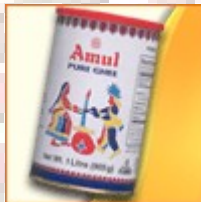
Amul Pizza Mozzarella Cheese

Pizza cheese...makes great tasting pizzas!



Gouda Cheese

For Cooking



Amul / Sagar Pure Ghee

Made from fresh cream. Has typical rich aroma and granular texture. An ethnic product made by dairies with decades of experience.

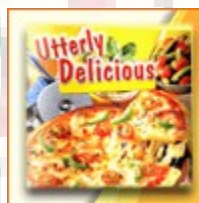


Cooking Butter



Amul Malai Paneer

Ready to cook paneer to make your favourite recipes!



Utterly Delicious Pizza



Mithai Mate

Sweetened Condensed Milk - Free flowing and smooth texture. White to creamy color with a pleasant taste.



Masti Dahi

Desserts

GUJARAT CO-OPERATIVE MILK MARKETING FEDERATION LTD



Amul Ice Creams

Premium Ice Cream made in various varieties and flavours with dry fruits and nuts.



Amul Shrikhand

A delicious treat, anytime.



Amul Mithaee Gulab Jamuns

Pure Khoya Gulab Jamuns...best served piping hot.



Amul Chocolates

The perfect gift for someone you love.



Amul Lassees



Amul Basundi

Health Drink



Nutramul

Malted Milk Food made from malt extract has the highest protein content among all the brown beverage powders sold in India.



Amul Shakti Health Food Drink

Available in Kesar-Almond and Chocolate flavours.





