

AMUL: A CASE STUDY OF THE INDIAN UMBRELLA BRAND**D.J. Penkar and S.R. Pawar**Sinhgad Institute of Management, Pune
djpenkar@gmail.com, pawarsagar4488@gmail.com**ABSTRACT**

Amul is a popular brand not only in India but also at the international level. Promoted by the Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF), Amul is a classic Indian umbrella brand holding a number of products like milk, butter, cheese, paneer, chocolates, ice-creams and many others in its portfolio. The GCMMF for over more than five decades now has promoted Amul as a brand that is associated with a wide range of milk products. This article unfolds the growth story of Amul's success as an umbrella brand. It reviews the growth strides of this champion brand since its inception and the marketing strategy including the popular advertisement campaign it has run for decades together that features the round-eyed and chubby cheek little girl.

Keywords: Amul, Umbrella branding, Marketing strategy

1. Introduction

An umbrella brand may be identified as a group of various products belonging to a single brand that is marketed under the parent brand. The different items or products or with various images are designed under the parent brand. The umbrella brand is also known as family brand. There are various benefits of utilizing umbrella brand like expanding attractiveness, offering situating to an item and decreasing the expense of formation of another brand. Umbrella brands are quite normal across segments like FMCG, customer gadgets and others. Umbrella brand may be only a solitary name for every one of the items presented by an organization or a bigger organization might have various umbrella brand names for marking whole classifications. If a company has only food items (like Amul which has predominantly milk related products on offer) as offerings then they may use one name across all its products. Then again a collection may have numerous item classes serving various requirements of clients then there may be different umbrella brands one for every classification. Umbrella brand is a particular brand name which is utilized across a two or more, related however unmistakable, items which might serve comparative or associated client needs. Umbrella brand items are, all things considered, like each other as far as capacity and components, need separated images and are named under a similar brand. The thought behind the act of umbrella branding reduces to the conviction that when a

client relates a specific norm of value with a brand, the individual accepts that a similar quality is not out of the ordinary from different items that are named under a similar brand. Subsequently a solitary brand could possibly profit from a few comparative items, simply based on its image value. It builds the brand dedication among clients. Umbrella branding, otherwise called Family Branding, is a term utilized for the marketing of brands presenting a few comparable items to make more deals volume. It is a well-known fact that in this age and time, the competition for any item is immensely cutthroat. With new items springing up sometimes, with less expensive costs and better elements, the brands are consistently at their toes to think of novel thoughts that assist them with acquiring the highest market shares in the overall industry. Umbrella branding does not seem to be as an effective strategy when a subordinated product is professed to be of variable quality or there is a poor perceptual fit across equally branded products (Friesner et al., 2019). Establishment of an organization to synchronize actions is vital for any umbrella branding effort. It is also recommended that the region is particularly important for umbrella branding in rural regions (Vuorinen & Vos, 2013).

This article unfolds the growth story of Amul's success as an umbrella brand. It reviews the growth strides of this champion brand since its inception and the marketing strategy including the popular advertisement campaign it has run for decades together that features the round-eyed and chubby cheek little girl.

2. The growth story of Amul

Gujarat Co-operative Milk Marketing Federation Ltd., (GCMMF) which markets the popular Amul brand of dairy and milk products has recorded a turnover of Rs. 38,542 crores for the financial year that ended on 31st March 2020 (Amul, 2021).

The sales turnover achieved by GCMMF was 17% higher than that of the previous financial year. The group turnover of GCMMF and its constituent member unions, representing consolidated turnover of all the products sold under Amul brand is exceeding Rs.52,000 crores or USD 7.0 Billion. GCMMF is aiming to achieve a group business turnover of Rs. 1lakh crore and by 2024-25. It is significant to note that in the year 2011 Amul was ranked 18th largest dairy organization of the world. With a group turnover of USD 7.0 billion it is worlds9th largest dairy organization and the organization is targeting to enter the top 3 dairy organizations. Formed in the year 1973, Amul has been a great success story. It has 18 district cooperative milk producer union as its members. On an individual basis the GCMMF has a member base of 36.4 lakhs. It has a capacity of processing almost 39 million litres of milk every day. Its average daily milk collection during the year 2020-21 was 24.6 million litres per day.

During times of Corona pandemic, Amul cooperatives have converted the crisis into an opportunity. During the lockdown period, milk unions from Gujarat procured an additional 35 lakh litres of milk per day, which meant, that Amulhas given around Rs. 800 crore additional income to the rural milk producers. During the lockdown, while many industries generated no business and were completely shut, Amulmilk producer members, village dairy co-operative societies, milk union and the GCMMF team remained steadfast in their activities even in times of turbulence (Amul 2021).

3. Amul's strategy of umbrella branding

Amul is a classic Indian umbrella brand holding a number of products like milk, butter, cheese, paneer, chocolates, ice-creams and many others in its portfolio. The GCMMF for over more than five decades now has promoted Amul as a brand that is associated with a wide

range of milk products. Three major steps can be seen to have been taken in this direction:

Creation of Core Values: The brand is built along strong core value of cooperation and unity amongst the milk suppliers. The organization promotes the idea of bringing together the supplier and customers without the need of any middlemen. The Amul Model is also committed to the value of controlled procurement of milk and its processing. Professional Management is another core value that the brand has created and adhered to.

The Intention of the Statement: Amul for all its products has clearly spelt out its intention of sticking to its core values of co-operation, quality and professional management. It has created a brand equity through its statement of intention to remain committed to quality.

Creativity: Amul has been highly creative in its advertisement campaign. Instead of hiring any personal superstars to endorse its products it has created a round-eyed and chubby cheek little girl to represent latest themes.



Figure 1: The popular Amul Girl who completed 50 years in 2016

(Source: Economic Times 2016)

Thus, the organization has created an umbrella brand with a number of products ranging from milk to Gulabjam under its fold. The brands family has around 20 products and many of them are exported as well.

4. Conclusion

With a modest and a humble beginning in the year 1973, Amul has been an inspirational story of success. It is a classic case of an umbrella brand or a family brand with a range

of products being marketed under a single brand name of Amul. In doing so it has reaped significant advantages of umbrella branding. Its overall cost of marketing has been low since it is required to focus on only a single umbrella brand, Amul. Products launched under Amul brand are perceived to be of same quality standards and do not find it difficult to pierce competitive markets. The brand has created

core values of cooperation, quality and professional management. It has clearly spelt out its intention of sticking to its core values. Moreover, it has been highly creative in its marketing and advertising efforts. These are its success mantras that has helped creation of an umbrella brand that has sustained for over five decades now.

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