**A study of Product Portfolio of Sweets (Mithai) and Gourmet Offerings by Gujarat Dairy Cooperatives**

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**Abstract**

The present study explores the strategic diversification and product innovation undertaken by Gujarat Dairy Cooperatives, with a particular focus on GCMMF and its flagship brand, Amul, in the sweets (Mithai) and gourmet product segments. Traditionally known for dairy staples such as milk, butter, and ghee, Amul has successfully expanded its portfolio to include culturally significant Indian sweets and modern gourmet offerings like frozen pizzas, parathas, and snack foods. This research adopts a descriptive methodology, relying on secondary data to analyze product variety, packaging formats, shelf life, and distribution channels across general and modern trade. The study also examines consumer perceptions, market responsiveness, and the brand's ability to blend tradition with convenience, health trends, and food safety standards. The findings reveal that Amul’s diversified product strategy has allowed it to cater to evolving consumer preferences, maintain cultural relevance, and reinforce its status as India’s most comprehensive food brand. The study concludes that the Gujarat Dairy Cooperative model offers valuable insights into sustainable brand evolution and market expansion within the Indian FMCG sector.

**Keywords :**

Amul, Gujarat Dairy Cooperatives, Mithai Products, Gourmet Food, Ready-to-Eat Foods, Frozen gourmet products, Pizza, Paneer Paratha, Puffles, Chocolates

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1. **Introduction**

Gujarat's dairy sector has played a pivotal role in transforming India's position in the global dairy economy. From a nation struggling with milk scarcity to the world’s largest milk producer, much of this success can be attributed to the robust cooperative model established in Gujarat, epitomized by the Gujarat Cooperative Milk Marketing Federation (GCMMF) and its flagship brand, Amul. The evolution of GCMMF from a milk procurement cooperative to a diversified food conglomerate has led to the development of an expansive product portfolio that spans not only dairy staples but also sweets (Mithai) and gourmet convenience offerings.

With increasing urbanization, rising incomes, and a shift in consumer preferences toward hygienic, ready-to-eat traditional products, Gujarat's dairy cooperatives have strategically diversified into ambient and refrigerated product categories. These include a wide range of Indian sweets like laddoos, shrikhand, kheer, and basundi; frozen gourmet items like pizzas, parathas, and burger patties; and snack innovations such as Amul Puffles. This product innovation is not merely aimed at increasing shelf space but also at responding to evolving market dynamics where consumers demand both convenience and cultural authenticity.

Moreover, the fusion of dairy consumption with holistic wellness practices like yoga, as highlighted in contemporary studies, further emphasizes the relevance of functional and nutritious dairy offerings in promoting digestive health and overall well-being (Modi et al., 2024). Thus, this study aims to analyze the variety, market coverage, packaging innovations, and strategic positioning of mithai and gourmet products offered by Gujarat’s dairy cooperatives.

1. **Review of literature**

Recent literature highlights the significant strides made by Gujarat in dairy production and value addition. According to Gurjar and Modi (2024), Gujarat’s milk output reached 17.281 million metric tonnes in 2022–23, with key contributions from Banaskantha, Sabarkantha, and Kheda districts. This extensive milk pool serves as a robust foundation for product diversification into sweets and gourmet offerings. Complementing this, Modi et al. (2025) emphasize Gujarat’s 212% growth in milk production over the last two decades, surpassing national growth rates and enabling large-scale processing and packaging innovation.

The strategic diversification of Gujarat Dairy Cooperatives into ambient and non-dairy product segments is discussed by Gurjar, Don, and Modi (2025), who note that Amul’s product portfolio includes not only ghee and milk powder but also bakery items, chocolates, and frozen foods—catering to a broad spectrum of consumer needs. The study highlights that Amul’s use of aseptic and long-shelf-life packaging, such as Tetra Pak and vacuum-sealed containers, is instrumental in expanding their market reach through both general trade and modern retail channels.

Consumer perception and preferences also play a vital role in product portfolio success. Aswini et al. (2020) found that quality, taste, and price are key determinants of consumer preference in dairy products, with ghee emerging as a leading choice in Tamil Nadu. Similarly, Ogasia and Solanki (2020) highlighted the influence of freshness and packaging on consumer buying decisions in Gujarat’s Chikhli region. These findings suggest that the packaging and presentation of mithai and gourmet products have a direct influence on market performance.

Moreover, research into the symbiotic relationship between dairy nutrition and wellness practices such as yoga has opened new avenues for product positioning. Modi et al. (2024) assert that probiotic dairy products, ghee, and easily digestible sweets are increasingly associated with digestive health across age groups, strengthening their appeal in the health-conscious segment.

Furthermore, FNB News (2025) affirms that Amul’s transformation into India’s largest integrated food brand is a testimony to its innovative product strategy and strong cooperative backing. The success of mithai and gourmet offerings is not merely a response to demand but a manifestation of a well-orchestrated model of farmer empowerment, supply chain control, and consumer-centric branding.

Packaging as a silent marketing tool has been emphasized by Ramesh and Naveen (2022), who argue that attractive and functional packaging greatly influences FMCG consumer behavior. Their insights are particularly relevant to mithai and gourmet categories where presentation is often tied to cultural and gifting contexts.

Research conducted in Ahmedabad and Pune has demonstrated strong consumer awareness and positive perceptions of Amul’s traditional products like milk, butter, and ghee. However, awareness of newer offerings such as flavored milk, UHT products, and lactose-free variants remains limited, particularly among younger and more health-conscious demographics (Sayankar & Pawar, 2024). This suggests an opportunity for GCMMF to bolster product-specific marketing campaigns and engage new market segments more effectively.

At the retail level, the acceptance of Amul’s ambient products is influenced by factors such as profit margins, supply support, and promotional schemes. Retailers in the Pune metropolitan area, for instance, emphasized that effective distributor services and sustained consumer demand were crucial for the success of products like Amul Gold and Amul Taaza (Sayankar & Pawar, 2024). This aligns with broader findings from supply chain literature which highlight that robust logistics and demand management systems are essential for perishable and ambient product categories (Thakkar & Ravalji, 2019).

Amul has embraced this consumer shift to some extent through its health and nutrition-oriented products such as Amul Pro, camel milk, and lactose-free variants. Nonetheless, comparative studies suggest that to remain competitive, dairy cooperatives must adopt targeted marketing strategies that highlight not just product features but also brand values aligned with sustainability and consumer wellness (Kayande, 2023; Manikandan & Balamurugan, 2024).

Ultimately, Amul’s success in expanding its ambient and non-dairy product portfolio rests on its ability to navigate evolving consumer preferences, enhance retail partnerships, and integrate digital platforms for market outreach. As Dighe et al. (2025) emphasize, Amul’s blend of cooperative ethics, quality assurance, and market innovation makes it a leading case in how legacy brands can adapt to emerging food consumption trends in India and beyond.

1. **Research objectives**

The present study has following research objectives:

1. To analyze the product portfolio of Mithai and Gourmet dairy and non-dairy products offered by Gujarat Dairy Cooperatives, focusing on variety, innovation, and geographical market coverage.
2. To explore the extent of product diversification across various categories such as – Amul Mithai, Puffles, Ready to Eat –Frozen Gourmet products, etc.
3. To study the type of packaging, shelf life, and market channels (General Trade vs. Modern Trade) for the above products.
4. **Research methodology**

This report is based on:

This study adopts a descriptive research design, relying on secondary data analysis. The methodology includes:

* Data Sources: Product brochures, GCMMF annual reports, market research articles, peer-reviewed publications, and company websites.
* Approach: Qualitative analysis of product attributes (nutrition, shelf life, packaging), quantitative review of SKU diversity, and regional market segmentation.
* Analytical Framework:
	+ Product Line Depth & Breadth: Evaluating the variety and specialization across each product category.
* Scope: Focus is limited to ambient as well as refrigerated dairy and non-dairy product segments produced by Gujarat-based cooperatives, primarily under brand Amul.
1. **Result and discussion**

**5.1 Amul Sweets (Mithai range) Product Portfolio**

The GCMMF offers a wide range of Sweets (Mihai) . The details of major products under this category are given in the following table.

Table no. 1: **A Brief summary of Amul Sweets (Mithai range) Product Portfolio**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Product Name** | **Description** | **Packing** | **Key Ingredients** | **Shelf Life & Storage** | **Product Features & Application** | **Availability** |
| **Amul Avsar Laddoo** | Ready to eat, nutritious besan laddoo with pure Amul Ghee | Box of 15 Ladoos, 500g | Besan, Sugar, Pure Ghee, Dry Fruits | 45 days; store cool & dry | Hygienic, no manual handling, ideal for gifting & occasions | Gujarat (APOs & selected retail) |
| **Amul Basundi** | Traditional Gujarati condensed milk dessert (Kesar Elaichi) | 1L Tetra Pak | Milk, Milk Solids, Sugar, Saffron, Cardamom | 180 days; refrigerate after opening | Aseptic packing, served chilled or as ingredient | Gujarat, Maharashtra, Bengaluru, Chennai |
| **Amul Gulab Jamun** | Ready to eat sweet in syrup | 1kg (16 pcs), 500g (8 pcs) | Milk Fat 10%, Total solids 70%, Sugar Syrup 62.5% | 9 months; store cool & dry | Instant serving, easy to open tin pack | India, UAE, Oman |
| **Amul Kaju Katri** | Cashew-based traditional dessert | 200g & 500g | Min 55% Cashew nuts, Sugar, Silver foil | 75 days; refrigerated at 15-20°C | Premium cashew, hygienic, ideal for gifting & festivals | Gujarat, Mumbai, Bangalore, others |
| **Amul Kheer** | Traditional milk-based dessert | 85g, 180g, 400g | Milk, Sugar, Rice | 15 days; refrigerated below 4°C | Made from fresh milk, calorie dense, ready to eat | Punjab, Jammu, Mumbai, UP, Gujarat |
| **Amul Shrikhand** | Semi-soft fermented milk dessert | 100g, 200g, 500g, 1kg+ | Curd (Chakka), Sugar, Spices | 6 months; refrigerated at 0°C | Hygienic, pasteurized, no artificial additives | Gujarat, Maharashtra, Gulf countries, USA, others |

The Amul Mithai Range offers a diverse portfolio of traditional Indian sweets and desserts, catering to both regional tastes and pan-Indian preferences. Each product emphasizes high-quality ingredients, hygienic preparation, and convenient packaging suitable for festivals, gifting, and everyday consumption. Nutritionally, these sweets provide a rich source of energy mainly from fats and sugars, with moderate protein content and varying shelf lives, mostly requiring cool storage. Amul’s approach combines traditional recipes with modern food safety standards, making these products accessible in multiple regions and international markets while maintaining authentic taste and nutritional value.

**5.2 Amul Puffles Product Portfolio**

Amul Puffles offers a range of crispy, crunchy corn-based snacks in distinct flavors — Fiery Peri Peri, Pudina Pataka, and Cheesy Burst — all packaged in convenient 30g bags with a shelf life of 120 days. Each variant provides a satisfying blend of energy and protein with zero trans fats, making them ideal for a tasty on-the-go snack. **Amul Puffles** in three flavors — Fiery Peri Peri, Pudina Pataka, and Cheesy Burst

Table no. 2: **A Brief summary of Amul Puffles Product Portfolio**

|  |  |  |  |
| --- | --- | --- | --- |
| **Attribute** | **Fiery Peri Peri** | **Pudina Pataka** | **Cheesy Burst** |
| **Product Name** | Amul Puffles - Fiery Peri Peri | Amul Puffles - Pudina Pataka | Amul Puffles - Cheesy Burst |
| **Description** | Ready-to-eat savoury corn snack, one of 4 flavors | Ready-to-eat savoury corn snack, one of 4 flavors | Ready-to-eat savoury corn snack, one of 4 flavors |
| **Packing (Weight)** | 30g | 30g | 30g |
| **Shelf Life** | 120 Days | 120 Days | 120 Days |
| **Storage Condition** | At Room Temperature | At Room Temperature | At Room Temperature |
| **Product Features** | Crispy and crunchy puffed corn snack, convenient anytime, anywhere | Crispy and crunchy puffed corn snack, convenient anytime, anywhere | Crispy and crunchy puffed corn snack, convenient anytime, anywhere |
| **Availability** | Anand, Vadodara, Gandhinagar, Ahmedabad | Anand, Vadodara, Gandhinagar, Ahmedabad | Anand, Vadodara, Gandhinagar, Ahmedabad |

Notably, the Cheesy Burst and Fiery Peri Peri flavors have higher sodium content compared to Pudina Pataka, and Cheesy Burst contains the highest added sugar among the three. These snacks are widely available across select cities like Anand, Vadodara, Gandhinagar, and Ahmedabad.

5.3 **Amul Gourmet Products Portfolio (Frozen)**

Amul Gourmet Products: Redefining Convenience with Culinary Sophistication:-

Gourmet food refers to high-quality, carefully prepared food items that often feature premium ingredients, refined preparation methods, and a focus on sensory experience. These products typically stand out due to their uniqueness, creativity, superior presentation, and sometimes global or fusion flavors. Unlike everyday meals, gourmet foods are associated with fine dining, indulgence, and artisanal craftsmanship, and are often curated for discerning consumers seeking a blend of taste, nutrition, and elegance.

Recognizing this growing appetite among Indian urban consumers for gourmet experiences at home, Amul—India’s most iconic dairy brand—has strategically expanded its product portfolio into the gourmet segment, especially in the frozen category. The Amul Gourmet range includes a curated selection of ready-to-cook and ready-to-eat items such as 4-Cheese Pizza, Margherita Pizza, Garlic Pizza, and Indian staples with a twist like Paneer Paratha and Cheese Onion Paratha. In addition, globally inspired snacks like Veggie Stix, French Fries, Veg Burger Patties, and Aloo Tikki have been added to cater to changing urban taste buds. These products are crafted using high-quality ingredients like Amul's signature cheeses, fresh paneer, and carefully blended herbs and spices. The use of frozen technology ensures freshness, long shelf life (up to 24 months for some items), and ease of preparation, making them ideal for busy consumers who seek indulgent flavors without compromising on convenience or safety.

Amul’s entry into the gourmet segment reflects its transformation from a traditional dairy brand to a complete food solutions provider, catering not only to Indian culinary tastes but also to global food trends. With their innovative fusion of traditional Indian elements and modern gourmet sensibilities, Amul’s frozen gourmet line appeals to both domestic and international markets, reinforcing its position as a market leader committed to both innovation and heritage.

Table no. 3: **A Brief summary of Amul Frozen Gourmet Product Portfolio**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Product Name** | **Key Ingredients** | **Pack Size** | **Shelf Life** | **Key Features** |
| **4-Cheese Pizza** | Mozzarella, Cheddar, Gouda, Emmental, tomato sauce | 210g | 6 months | Jain pizza, rich cheese blend, herb topping |
| **Garlic Pizza** | Amul cheese, garlic sauce, herbs | 210g | 6 months | Spicy garlic flavor, ready-to-bake |
| **Margherita Pizza** | Amul cheese, tomato-based pizza sauce | 210g | 6 months | Classic cheese pizza, customizable toppings |
| **Paneer Paratha** | Paneer, wheat flour, spices | 500g (4 × 125g) | 24 months | High-protein Indian meal, easy to prepare |
| **Cheese Onion Paratha** | Processed cheese, onion, wheat flour | 500g (4 × 125g) | 24 months | Cheesy Indian flatbread, ideal breakfast |
| **French Fries** | Potatoes (92%), refined palmolein oil | 200g / 425g / 750g | 24 months | Classic fries, deep-fry/air-fry ready |
| **Aloo Tikki** | Potatoes, onion, garlic, spices | 400g (10 × 40g) | 24 months | Indian chaat-friendly snack, crispy texture |
| **Veg Burger Patty** | Potatoes, peas, carrot, sweet corn, bread crumbs | 360g (6 × 60g) | 24 months | Quick burger base, mildly spiced |
| **Veggie Stix** | Potatoes, peas, carrot, sweet corn, breaded coating | 400g (12 × 35g) | 24 months | Snack sticks, crunchy with mild flavor |

Amul’s frozen gurmet portfolio showcases a strategic blend of variety, nutrition, and convenience, with offerings across pizzas, parathas, and potato-based snacks. Pizzas cater to indulgent and global taste preferences with cheese-rich variants like Margherita and Garlic Pizza, while parathas reflect Indian palate preferences, packed with protein and dairy from paneer and cheese. Snacks such as fries, tikkis, and veggie stix are designed for quick preparation and family-friendly appeal. Nutritionally, parathas are the most calorie-dense due to their dairy content and frying, while fries and tikkis serve as lighter options. Pizzas and paneer parathas are high in protein (12–13g/100g). With a frozen shelf life of 6 to 24 months, these products are ideal for bulk stocking, requiring storage at -18°C. Preparation methods vary by category—pizzas need thawing and baking, parathas cook directly on a tawa, and snacks can be deep-fried or air-fried. Available across Amul outlets, modern retail chains, and e-commerce platforms like Amazon, BigBasket, and Swiggy Instamart, Amul ensures wide accessibility and consumer convenience.

* 1. **Amul Chocolates Product Portfolio**

Amul Chocolates represent a remarkable entry into the gourmet food segment, offering an expansive and sophisticated range that appeals to a diverse spectrum of chocolate lovers—from casual consumers to connoisseurs. As a gourmet product, Amul’s chocolate line is distinguished by its emphasis on high-quality ingredients, varied cocoa percentages, international flavor inspirations, and elegant packaging. The range begins with Classic Dark Chocolates, available in cocoa intensities of 55%, 75%, 90%, and even 99%, reflecting refined taste preferences. The Premium Dark Chocolate variants like Tropical Orange, Mystic Mocha, and Sugar-Free 55% blend indulgence with health-conscious choices. A standout feature in Amul’s gourmet offering is its Single Origin Chocolates, made with beans sourced from renowned cocoa-producing countries such as Peru, Venezuela, Madagascar, and India—each offering a unique terroir-driven flavor profile, much like fine wine. The Exotic Milk Variants include indulgences such as Belgian and Camel Milk Chocolates, alongside nuts and textured inclusions that enhance sensory appeal. Additionally, Exclusive White Chocolates, Wafer Chocolates, and Emotion Packs cater to celebratory occasions and gift-giving, while Amul Chocozoo, filled bars, and assorted gift boxes broaden the offering for families and festive use. With packaging sizes ranging from 12g impulse bites to 5kg institutional packs, and chocolate syrups in both sachets and large bottles, Amul's chocolate portfolio reflects gourmet versatility. By merging international flair with Indian consumer sensibilities, Amul has successfully positioned its chocolates not just as snacks, but as premium, indulgent gourmet experiences. Additionally, Amul’s strategic expansion into related segments such as wafer chocolates, filled bars, syrups, and assorted gift packs indicates a well-rounded portfolio designed to capture opportunities across different consumption occasions. The availability of institutional chocolate variants in bulk packaging further reflects Amul’s presence in commercial and industrial markets.

**Table no.4: A Brief summary of Amul ‘Chocolates’ Product Portfolio**

|  |  |  |  |
| --- | --- | --- | --- |
| Major Category | Sub Category | Variants | SKU Sizes |
| Amul Chocolates | Classic Dark Chocolates | 55% Dark, 75% Dark, 90% Dark, 99% Dark | 15g, 40g, 100g, 125g, 150g, 250g  |
|  | Premium Dark Chocolates | Tropical Orange 55%, Fruit N Nut 55%, Mystic Mocha 55%, Green T 55%, Sugar Free 55% | 35g, 40g, 150g |
|  | Single Origin Dark Chocolates | PERU, VENEZUELA, TANZANIA, ECUADOR, COLOMBIA, MADAGASCAR, IVORY COAST, INDIA origin (all 55% Dark) | 125g |
|  | Exotic Milk Variants | Milk Chocolate, Belgian Milk Chocolate, Camel Milk Chocolate, Hazelnut Chocolate, Raisin N Almond, Choco Cracker, INDIA origin Milk Chocolate | 12g, 20g, 35g, 40g, 40g, 100g, 125g, 150g, 250g, |
|  | Exclusive White Chocolates | Super Fruit, White Limon | 150g |
|  | Emotion Packs | Happy Birthday, Best Wishes, I LOVE YOU | 150g |
|  | Amul Wafer Chocolates | Dark Passion, Bindaaz | 15g, 300g tub |
|  | Amul Chocozoo | Chocomini, Chocozoo | 250g |
|  | Amul Filled Bars | Almond Bar, Energy Bar | 35g, 40g |
|  | Amul Syrups | Chocolate Syrup | 30g sachet, 250g, 650g |
|  | Assorted / Gift Packs | Rejoice assorted gift pack, Almondo, Dark Emerald | 200g, 229g, 280g |
| Amul Institutional Chocolates |  | Dark Chocolate DCH-47, Milk Chocolate MCH-23, White Chocolate WCH-28, Dark Compound DCO-18, Milk Compound MCO-11, White Compound WCO-20 | 500g, 5kg (Choco Chips) |

Overall, the extensive SKU variety in sizes and flavors ensures accessibility and flexibility, allowing Amul to meet diverse consumer needs while maintaining a strong foothold in the competitive chocolate market. This diversified approach strengthens Amul’s position as a leading chocolate brand in India.

* 1. **Amul Product portfolio of Amul Panchamrit** and **Amul Roti Softener** –

Amul Panchamrit and Amul Roti Softener serve two entirely different yet culturally relevant purposes in Indian households. Panchamrit, based on a traditional five-ingredient formula (milk, curd, ghee, sugar, honey), is a sacred offering used in religious rituals and distributed as prasada. It is convenient in a 10 ml hygienic pack with no preservatives and a moderate calorie count, ideal for spiritual gatherings or temples.

Table no.5: **A Brief summary of Amul niche Product Portfolio**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Product Name** | **Key Ingredients** | **Form** | **Pack Size** | **Protein (g)** | **Shelf Life** | **Storage** | **Main Use** |
| **Amul Panchamrit** | Cow milk dahi, milk solids, sugar, honey | Liquid | 10 ml | 3.0 | 120 days | Ambient | Religious offering / Prasada |
| **Amul Roti Softener** | Milk-based powder (rich in protein & lactose) | Powder | 500 g | 11.0 | 9 months | Ambient/Room temp | Added to dough to soften chapatis |

In contrast, the Roti Softener is a functional kitchen aid in powder form, designed to improve the texture and palatability of Indian breads like rotis, parathas, and pooris. With high carbohydrate and protein content, it enhances dough handling, water absorption, and softness of the final cooked product. Both products highlight Amul's diversification into niche, culturally sensitive, and utility-based food segments.

**6. Summary and Conclusion**

This study highlights the dynamic evolution and strategic diversification of the Gujarat Dairy Cooperatives, particularly GCMMF and its flagship brand Amul, into the domain of sweets (mithai) and gourmet offerings. Rooted in the cooperative movement that catalyzed India’s White Revolution, Amul has successfully transformed from a traditional milk brand into a comprehensive food solutions provider catering to modern, urban, and health-conscious consumers. The analysis demonstrates that Amul’s product portfolio—ranging from culturally significant sweets like shrikhand, kheer, and laddoos to contemporary gourmet frozen foods such as pizzas, parathas, and snack items like puffles—reflects a seamless blend of tradition and innovation.

Key observations from the study include Amul's ability to leverage its strong supply chain, large-scale milk production, and R&D capabilities to create hygienically packaged, shelf-stable, and ready-to-consume products. The gourmet segment, particularly frozen and chocolate-based items, has been skillfully curated with high-quality ingredients, global flavor inspiration, and convenience-oriented design—underscoring Amul’s responsiveness to evolving food consumption patterns. Further, the brand’s expansion into niche categories like Panchamrit and Roti Softener signals a deep understanding of cultural relevance and emerging consumer utility needs.

Packaging emerges as a silent yet powerful promotional tool that enhances the appeal and functionality of these products, while the use of modern trade, general trade, and digital platforms ensures wide accessibility. With a focus on health, heritage, and convenience, Amul continues to strengthen its position in both domestic and international markets.

In conclusion, Gujarat’s dairy cooperatives, led by Amul, exemplify how cooperative models can scale sustainably while adapting to market trends and consumer expectations. Their diversified product portfolio in the mithai and gourmet segment not only broadens brand equity but also reinforces India’s growing capability in delivering value-added, culturally rooted, and globally competitive food products. This case stands as a benchmark for other cooperative and private entities seeking growth through innovation, strategic branding, and deep-rooted consumer trust.

**7. Limitations of the research Study**

While the study provides valuable insights, it is subject to several limitations:

1. Secondary data reliance: Findings are based solely on existing literature, brand reports, and publicly available product data.
2. Limited comparative benchmarking: The study focuses on Amul and does not deeply compare other state cooperatives or private competitors.
3. Major focus is on Product range, variants, pack size and other related aspects, hence several other aspects regard product features (such as composition, ingredients, etc.) have not been included. Further, the focus is to just give an idea of enormous product range / variants/ pack size/ pack forms; hence the product portfolio discussed above is not exhaustive, there may be many flavours, many options of a particular product which might have not been considered here.

COMPETING INTERESTS DISCLAIMER:

Authors have declared that they have no known competing financial interests OR non-financial interests OR personal relationships that could have appeared to influence the work reported in this paper.

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