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# Amul Crosses ₹1 Lakh Crore Turnover — India's Cooperative Model at Scale

9 April 2026 · **GS3**

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# Amul Crosses ₹1 Lakh Crore Turnover — India's Cooperative Model at Scale

9 April 2026 · 3 min read · 1 tag

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## WHY IN NEWS:

Gujarat Cooperative Milk Marketing Federation (GCMMF), the organisation behind the Amul brand, crossed **₹1 lakh crore (₹1 trillion) in group annual turnover** in FY26 — becoming the first FMCG company in India to achieve this milestone. GCMMF registered approximately 11.4% year-on-year growth.



## GCMMF AND AMUL: ORGANISATIONAL STRUCTURE

### What is GCMMF?

The **Gujarat Cooperative Milk Marketing Federation** is an apex cooperative body that markets dairy and food products under the **Amul brand**. It is the federation-level organisation that aggregates and markets milk and products collected by district-level dairy cooperatives across Gujarat.

**Amul = Anand Milk Union Limited** — named after the founding cooperative at Anand, Gujarat.

### Three-Tier Cooperative Structure

Village Dairy Cooperative Societies (VDCS)



District Cooperative Milk Producers' Unions (DCMPUs)



Gujarat Cooperative Milk Marketing Federation (GCMMF)

[markets as "Amul"]

This structure — often called the **Anand Pattern** — separates production, processing, and marketing into distinct cooperative tiers, ensuring economies of scale at each level while keeping ownership with farmers.

## FINANCIAL MILESTONES

METRIC	FY25	FY26	GROWTH
GCMMF standalone revenue	₹65,911 crore	₹73,450 crore	+11.4% YoY
GCMMF group turnover	—	₹1,00,000 crore (₹1 trillion)	First FMCG in India

## OPERATION FLOOD AND THE WHITE REVOLUTION

### Dr. Verghese Kurien — Architect of the Model

Dr. Verghese Kurien, known as the “**Milkman of India**” and “**Father of the White Revolution**”, established the cooperative dairy model at Anand in 1949 and later led the **National Dairy Development Board (NDDB)** that replicated it nationally.

### Operation Flood (1970–1996)

**Operation Flood** was the world’s largest dairy development programme, implemented in three phases:

- **Phase I (1970–81):** Linked urban milk markets to rural cooperatives; established Delhi, Mumbai, Kolkata, Chennai as major markets
- **Phase II (1981–85):** Expanded to 136 cities; increased procurement and processing capacity
- **Phase III (1985–96):** Self-sustaining cooperatives; rural women’s participation; National Milk Grid

**Results:** India transformed from a milk-deficit country to the **world’s largest milk producer** — a position it retains today. India now produces over **230 million metric tonnes of milk** annually (FY26 estimate).

## WHY THE COOPERATIVE MODEL WORKED

FEATURE	IMPACT
Farmer ownership	Price signals align with farmer interest, not middlemen
Backward linkage	Procurement from >36 lakh farmer members (GCMMF alone)
Forward linkage	Processing, cold chain, retail under cooperative control
No profit extraction	Surplus reinvested in farmer welfare and rural infrastructure
Quality standards	GCMMF maintains ISO and FSSAI certifications; branded trust

The Amul model is studied globally as a **cooperative scaling success** that integrates rural producers into national and global value chains without subordinating them to corporate intermediaries.

## NDDB AND THE REPLICATION CHALLENGE

The **National Dairy Development Board (NDDB)**, headquartered in Anand, Gujarat, was established in 1965 to replicate the Anand pattern. It supported the formation of state-level dairy federations including:

- **Mother Dairy** (Delhi)
- **Karnataka Milk Federation (Nandini)**
- **Aavin** (Tamil Nadu)
- **Vijaya** (Andhra Pradesh)

NDDB also operates the **National Milk Grid** — a network connecting surplus and deficit regions through cold-chain infrastructure.



## UPSC RELEVANCE

### GS Paper 3 — Economy

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- Cooperative sector — structure, constitutional basis (Part IXB, 97th Amendment 2011)
- Operation Flood — phases, Dr. Verghese Kurien, NDDB, White Revolution
- Agri-value chains — from farm to FMCG; cooperative advantage
- India as world's largest milk producer — context in food security

### GS Paper 1 — Society

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- Rural development — cooperatives as rural empowerment institutions
- Role of women in dairy cooperatives (significant contributor)

### Mains Angle

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“The Amul model demonstrates that cooperatives can achieve global commercial scale while preserving farmer ownership and rural welfare. Examine the replicability of the Anand Pattern across India’s agricultural economy.” (GS3)

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## FACTS CORNER

ITEM	FACT
GCMMF FY26 group turnover	₹1 lakh crore (₹1 trillion) — first FMCG in India
GCMMF standalone FY26	₹73,450 crore (+11.4% YoY from ₹65,911 crore)
Amul full form	Anand Milk Union Limited
GCMMF headquarters	Anand, Gujarat
Founded	1946 (Anand Milk Union); GCMMF: 1973
Dr. Verghese Kurien	“Milkman of India”; NDDDB chairman 1965–1998
Operation Flood	1970–1996; three phases; world’s largest dairy development programme
India milk production	World’s largest milk producer; >230 MMT/year (FY26 est.)
97th Amendment	2011 — added Part IXB (cooperatives) to the Constitution
National Milk Grid	NDDDB-operated connectivity between surplus and deficit regions
GCMMF farmer members	>36 lakh farmers directly linked
NDDDB headquarters	Anand, Gujarat

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