



**Company Name**

Gujarat Milk Marketing Federation Limited



**Industry**

Dairy & Dairy Products



**No. of Salespeople**

4500+



**Geography**

India



**Company Size**

1000 employees



**No. Of Distributors**

~4000



# Amul's Secret to 72,000+ Crore Revenue

How Technology and Secondary Sales Data Visibility Helped Amul Unlock New Markets and Drive Sales

## About Amul

Amul, one of India's most renowned dairy brands, has dominated the dairy market for decades. With a humble beginning in 1946, this cooperative society has become a household name, offering a wide range of dairy products. Amul's commitment to quality and affordability has won the hearts of millions across the country.

## Amul's Digital Transformation Journey

"Amul is an IT-driven company," says Ajay Sheth, Head - IT, Amul. The team has implemented various IT initiatives to seamlessly integrate its entire value chain. With SAP serving as the core ERP system, Amul has successfully connected more than 100 plants and 85 branches across India.



### 1. Integrated IT Ecosystem

Through the implementation of a Distribution Management System (DMS) powered by Botree, Amul has unified around 4,000 distributors under a common application. The Botree DMS is also connected with various mobile apps, including Botree SFA, Locate Amul, and Amul Cart, enhancing operational efficiency.

### 2. Empowering The Farmer Network

Amul's commitment to innovation extends to its farmer network with the introduction of the Amul Automatic Milk Collection System (AMCS). With more than 25,000 village societies equipped with a common ERP system, Amul can collect real-time data from over 20 lakh active farmers who use mobile apps to streamline their activities.

### 3. Fueling Growth And Innovation

Some of these IT initiatives form the core of Amul's transformation, enabling the company to achieve a remarkable Compound Annual Growth Rate (CAGR) of over 15% in the past decade. Amul stands as a market leader in all dairy product segments, thanks to a robust distribution network.

In the competitive landscape, Amul stands tall as India's largest FMCG food product company and Asia's largest dairy product company, ranking eighth globally. It has also made a significant impact on being India's leading dairy product exporter. The company is now focused on expanding its presence and distribution network in the top 100 cities worldwide. With an unwavering commitment to excellence, Amul is poised for continued success.

## Embarking On Sales Automation Journey

The primary challenge the company faced was the lack of visibility into secondary sales information. Operating as a primary sales-driven organization in an industry shifting towards secondary sales, the management encountered a dilemma. During corporate sales meetings, they manually compiled data from various sales territories. Despite these efforts, the management remained hesitant about the accuracy of this information. This was the primary motivator for the adoption of the DMS solution at Amul back in 2014.

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*Amul is a tech-savvy, IT-driven company. While we've successfully implemented SAP to capture primary sales data, we recognized the importance of acquiring secondary sales data to enhance market penetration.*

*Additionally, our goal was to offer our distributors a top-tier application that would streamline their business operations and provide access to technology-driven information. Hence, Amul made the decision to implement DMS to fulfill these objectives.*

**Ajay Sheth**

Head - IT, Amul

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## Strengthening The Distribution Network

The implementation of Botree DMS provided Amul with access to secondary sales data such as salesman details, payment status, and retail outlet information (including geolocation). The newfound data visibility resulted in improvements in sales beats and monitored the availability and productivity of salespersons.

Various Key Performance Indicators (KPIs) such as DPS (Distinct Products Sold), total product sold, and total line sold were introduced and closely monitored. This resulted in a significant improvement in RAIN Selling considering Amul's extensive product range.

“These are some of the Key Performance Indicators (KPIs) that our management monitors closely during meetings. We'd discuss these KPIs and set various targets for our branches,” states Anil Badaya, Manager – Systems at Amul. Tracking these KPIs ensured continuous improvement across the territories, gradually improving RAIN Selling and strengthening distribution.



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*Along with Botree DMS, we also implemented SFA. Amul was one of the few early adopters of SFA. It was the time when smartphones were getting adopted, so this proved favorable for us.*

**Anil Badaya**

Manager – Systems, Amul

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The Sales Force Automation (SFA) system tracks the salesperson order booking patterns, enabling the sales team to provide feedback to salespersons on beat coverage, product placement, and other essential information. Thus, the data from secondary sales, facilitated by DMS, played a pivotal role in advancing the organization's distribution strategies.



*Our sales team efficiently handles billing by entering orders in the SFA online system. This process keeps them well-informed about stock availability, schemes, product variety, priority products, promotional items, and the status of out-of-stock products. In essence, they have access to a rich source of information that enhances their daily operations.*

**Ajay Sheth**

Head - IT, Amul



## Benefits For Distributors And Retailers

Before the implementation of Botree DMS, distributors operated with their own independent systems, which entailed a manual process. Distributors would manually record product purchases and enter each Stock Keeping Unit (SKU) into their systems. With the adoption of DMS, this process was completely automated. Distributors now simply select the company's invoice to trigger automatic stock purchases, inventory updates, and synchronization of sales rates and promotional schemes, eliminating manual data entry.

Another advantage of implementing Botree DMS relates to billing. Previously, salesmen and distributors manually recorded orders in notebooks during market visits, and in the evening, these orders were manually entered into the system before billing could take place. Even during market visits, salesmen lacked real-time updates on stock levels. However, with Botree DMS, these processes have been streamlined. Retailer orders are now uploaded into the system directly from the market, enabling real-time billing with no manual entry required.

"This automation has significantly benefited distributors, salesmen, and retailers, resulting in improved efficiency and streamlined operations," mentions Anil Badaya.

## Managing Schemes And Promotions

Previously, the team at Amul lacked visibility into the effectiveness of schemes and promotions. With the introduction of Botree DMS, they can track every rupee spent on schemes and their impact.

Amul has introduced diverse schemes at multiple levels, such as retail, channel, distributor, and product-specific schemes. And Botree DMS provides precise budget oversight and enables quick adjustments for successful schemes, greatly benefiting the brand management team at Amul.



*With the availability of secondary sales data, we're able to expand to new markets and launch new products successfully. Additionally, we provide a range of incentives and schemes to our sales team and distributors based on secondary sales data, including metrics such as total line sold and total product sold, which we analyze to great advantage.*

**Ajay Sheth**  
Head - IT, Amul



## Implementation And Rollout

Amul's interaction with the Botree team encompasses two distinct aspects: the implementation phase and support. Botree allocated a dedicated team to Amul for the implementation of the DMS solution, providing training to distributors and salesmen, and ensuring the smooth utilization of the application.



*The DMS project at Amul was executed at an impressive pace. We managed to onboard 2000 distributors within a year, an achievement made possible with the support of the Botree implementation team.*

**Ajay Sheth**  
Head - IT, Amul



## The Journey Of Amul Cart

During the COVID-19 pandemic, the deployment of tools like Amul Cart played a crucial role in facilitating order-taking, as salesmen were unable to visit retailers.



*We were highly proactive during the COVID-19 pandemic. Our entire business team, along with the management, continuously monitored our operations from the office. Amul Cart played a pivotal role in ensuring the continuity of our business. It proved to be an invaluable asset, allowing retailers to order our products effectively.*

**Ajay Sheth**  
Head - IT, Amul



A significant insight from Amul Cart is that when retailers place orders themselves, they tend to select a broader range of products. Salesmen, during their brief visits, might only have 5 to 10 minutes to take orders, and retailers may be occupied with customer service.

With Amul Cart, retailers can view the entire product range at their convenience and explore the offerings of Amul. Additionally, they can check the distributor's stock position and available schemes. As a result, around 30-40% of orders are received outside of office or business hours, indicating that retailers prefer placing orders during off-market hours.

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*Another valuable feature of Amul Cart is the ability to place orders for SKUs that are not in stock with the distributor but are available at the Amul branch. These orders are routed directly to the branch, ensuring retailers can access the desired products. This feature is particularly helpful for launching new products.*

**Ajay Sheth**  
Head - IT, Amul

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# Why Botree and one Vendor Approach

When it comes to vendor selection, Amul has established several key criteria for choosing the right vendor, such as:

1.

## Vendor's Establishment and Maturity:

The selected vendor must have a well-established presence in the market to ensure that the solution offered is mature and thoroughly tested.

2.

## Solution Testing:

The chosen solution should undergo comprehensive testing to guarantee a smooth implementation process without encountering unforeseen challenges.

3.

## Industry Adoption:

A market leader whose solutions are adopted by other industry players, indicating its track record of success and suitability for the organization.

4.

## Vendor Support and Platform:

Amul requires a vendor that is committed to providing robust support and a reliable platform for their solution, ensuring timely issue resolution and updates.

5.

## Technology Relevance:

The vendor's solution should be built on the latest technology to facilitate seamless integration of future updates.

6.

## Customization and Roadmap:

The solution's features and modules must align with Amul's current and future requirements, fitting within the organization's development roadmap.

7.

## Thorough Evaluation:

Amul believes in conducting a comprehensive evaluation to ensure that the selected vendor aligns with their unique business needs.

By adhering to these stringent criteria, Amul made the informed decision to choose Botree as their vendor, ensuring that the solution meets their specific business requirements and supports future growth.





*Overall, our experience with Botree has been highly satisfactory. The team at Botree is diligent and consistently attentive to our needs. We are content with Botree's performance, and we are confident that we made the right choice in selecting them as our partner for DMS implementation.*

**Ajay Sheth**  
Head - IT, Amul



Today, Amul is using five Botree Software products, which includes Botree DMS, Botree SFA, Mobile DMS, and Amul Cart. And overall, the team is very satisfied with the Botree solutions.



*The success of the DMS project can be largely attributed to the one-vendor approach we adopted. The Botree team has consistently demonstrated their commitment and provided excellent support throughout.*

*We opted for comprehensive end-to-end services from Botree, encompassing DMS implementation, ongoing DMS support, and even server management. With a single vendor overseeing all these aspects, our coordination with the Botree team has been seamless, ensuring the smooth progression of our project.*

**Ajay Sheth**  
Head - IT, Amul







Botree Software is a pioneer and leader in DMS, SFA and Analytics solutions, empowering businesses to enhance retail execution. With a legacy of over 25 years, the Botree Product and Insights ecosystem empowers more than 60+ blue-chip customers, 85,000+ distributors, 32,000+ active sales representatives, and over 5 million retail stores, driving increased market share, revenue, and profit for its customers.



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## Interested To Know How Botree Software Can Help You Scale Your Business?

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**For Inquiry**



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