

The accidental chemist

意外收穫

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Kiran Mazumdar-Shaw overcame great obstacles to found India's largest pharmaceutical company

Kiran Mazumdar-Shaw克服重重困難，成立印度最大的製藥廠

UNLIKE MANY Bengaluru billionaires who inherited their business or wealth, Kiran Mazumdar-Shaw, founder of India's largest pharmaceutical company, Biocon, is a self-made female entrepreneur. Some 30 years after she started her company, the 57-year-old has a net worth totalling US\$900 million and is one of the wealthiest women in India.

It all happened quite by accident, says Shaw. She graduated as a master brewer from Australia's University of Ballarat, but was unable to find a brewing job after returning to her hometown of Bengaluru. It was this that caused her to venture into biotechnology. Undaunted by some serious obstacles – banks would not lend her money and professionals would not work with her, since back then women were considered “high risk” – she started her own biotech company in 1978 from the confines of her garage, with capital of just Rs10,000 (about HK\$1,700).

From its modest beginnings, Biocon has transformed into a global biopharmaceutical company involved in cutting-edge research into cancer vaccines and oral insulin. It boasts Asia's largest insulin, statin and antibody production facilities, with revenues that surpassed

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對於班加羅爾許多繼承家族財產的億萬富豪，印度最大製藥廠Biocon創辦人Kiran Mazumdar-Shaw顯得與別不同，因為她是一位白手興家的女性企業家。在創立藥廠約30年之後，現年57歲的Shaw累積的財富總值達到9億美元，使她躋身為印度最富裕的女性之一。

Shaw表示她的事業發展可說是無心插柳。當年她取得澳洲巴拉瑞特大學釀酒學碩士學位，回到家鄉班加羅爾卻找不到與釀酒相關的工作，這促使她轉而進軍生物科技行業。創業初期她遭遇到重重困難——在當年女性創業被視為「高風險」的投資，銀行拒絕貸款，專業人士不願與她合作。Shaw不畏困難，最終於1978年，在自家車房裡以僅僅1萬盧布（約1,700港元）創立了一家生物科技公司。

從小規模經營開始，Biocon逐步發展成一家全球性的生物製藥企業，研發的產品包括最先進的癌症疫苗、口服胰島素等。藥廠擁有全亞洲規模最大的胰島素、降膽固醇藥物施德丁和抗體生產設施，2010年營業額超過

Kiran Mazumdar-Shaw with her husband John (above)

Kiran Mazumdar-Shaw 與丈夫John (上圖)



Shaw is a self-made woman, art collector and philanthropist

Shaw是白手興家的女富豪、藝術收藏家及慈善家



Shaw at the inauguration of a research centre in Bengaluru (right)

Shaw出席班加羅爾一個研究中心的開幕典禮 (右圖)



Shaw attends a diabetes walk alongside cricket star Wasim Akram (middle)

樂於行善的Shaw與板球名星Wasim Akram一起參加糖尿病步行籌款 (中圖)



With friend Sudha Murthy at the author's book launch (above)

Shaw出席友人Sudha Murthy的新書發售會 (上圖)

US\$500 million in 2010. While Shaw remains focused on strategy, her 5,000 employees handle the day-to-day running of the company. Shaw's assistants routinely describe her as "humble". She also mentors young entrepreneurs and believes that success comes through "conviction and purpose".

Clad in a tailored blue jacket, white scarf, black trousers and sensible flats, Shaw admits that taking time off from her high-pressure job is difficult, but she makes time during the weekend for friends and family. "I spend time on weekends relaxing with the dogs or shopping for the home," says Shaw. "My mother comes over on Sundays for lunch, and occasionally I indulge myself with a visit to the hairdresser or spa. My husband tells me to switch off my mobile phone at the weekend."

Kiran Mazumdar married Scotsman John Shaw, an Indophile expatriate who was on assignment with multinational textiles corporation Madura Coats, in 1998. The same year, he quit and joined Biocon and is now the vice-chairman of the board. When not working in their adjacent offices, they live in a spacious hacienda-style home in Bengaluru with gardens, walking trails and a swimming pool. "We swim and walk together to stay fit and I do a combination of yoga and aerobics," says Shaw. "My husband and I have a perfect understanding of our working relationship. We share responsibilities and disconnect from work on weekends."

Shaw and her husband also love to entertain. "We have lots of friends, I network rapidly and it is fun to meet thought-leaders at parties," she says. When Infosys co-founder Narayana Murthy's daughter got married last year, Shaw threw a lavish private party for a select group of friends and the wedding couple. "I've known Narayana's wife Sudha for many years and it is what friends do for each other," she shrugs.

50億美元。Shaw至今仍主導公司的發展策略，旗下5,000名僱員則負責日常運作。她的助手們形容Shaw為人謙卑，並且不遺餘力提攜後進，教導年輕一輩的企業家。她相信，成功來自「信念和決心」。

穿上剪裁合身的藍色外套、白色圍巾、黑色長褲和平底鞋，一身俐落打扮的Shaw承認，要從壓力沉重的工作中抽出時間並不容易，但她在周末會抽空和親友共處。Shaw說：「每到周末，我會放鬆自己，與愛犬玩耍或購買家庭用品。我媽媽會在星期來我家吃午餐，我偶而也會上髮型屋，或是去水療中心享受一下。我的丈夫一到周末就要我把手機關掉。」

Kiran Mazumdar的蘇格蘭籍丈夫John Shaw熱愛印度文化。他於1998年被跨國紡織公司Madura Coats調派到印度工作，同年他辭職加入Biocon，現在是公司的董事局副主席，夫妻倆在相連的辦公室裡工作。他們兩人在班加羅爾的家則是一座偌大的西班牙式莊園，內有花園、漫步徑和游泳池。Shaw說：「我們一起游泳和漫步，保持體魄強健，另外我也會做做瑜伽或健美操。我和丈夫都很清楚各自在工作上的角色，我們分擔責任，但周末的時候，會暫時把工作放下。」

Shaw和丈夫都很好客。她說：「我們有很多朋友，社交圈不斷擴大，在宴會上認識有創見的人是很有趣的事。」Infosys創辦人之一Narayana Murthy的女兒去年出嫁時，Shaw為一對新人舉行了一場豪華的私人宴會，請來一群好友參加。對於這樣的貼心安排，Shaw不以為意地說：「Narayana的太太Sudha是我認識多年的老朋友，這本來就是朋友該做的事。」

Shaw寬敞的辦公室俯瞰園林景觀，內裡有大量藝術書籍，以及不少當代印度藝術品和



Shaw's airy office overlooking a garden is filled with art books and contemporary Indian paintings and sculptures. "I've always been interested in art and somehow, I've managed to keep that passion alive," she says.

An avid art collector, Shaw wrote a coffee-table book called *Ale and Arty: The Story of Beer*, for which she commissioned illustrations from well-known artists including Jatin Das, Yusuf Arakkal, S.G. Vasudev, Archie Forrester and James Fullarton. The book is dedicated to her father who, she says, was instrumental in starting her on her exceptional journey. She describes him as a "radical, unconventional change-maker", and a photo of him adorns her office desk.

Two or three times a year, the Shaws join her two brothers and their families on vacations – renting a villa in Tuscany or visiting beach resorts. Since all the men are interested in history, Egypt and Istanbul have been favourite destinations. Egypt was a "feast", she says because of its long history and the Nile River. China is on her wish list. "I'd love to visit Xian and see the terracotta warriors," she says. "China has so much history and culture and although I've visited it several times on business, I haven't taken a holiday there."

As a proud Bengaluru native, Shaw lends her voice and time to civic groups that aspire to improve the city. She is a member of ABIDe (Agenda for Bengaluru Infrastructure and Development Task Force), a group assembled by the Chief Minister of Karnataka to build a better Bengaluru for its citizens. "I have seen Bengaluru in its heyday, when it was a beautiful, cultured and cosmopolitan city," she says. "It bothers me that it has grown in such an unplanned way."

In 2009, Shaw was awarded Japan's Nikkei Asia Prize, which recognises achievements that contribute to the improved well-being of Asian people, in the regional growth category. She was also named as one of four

Biocon Biopharmaceuticals campus in Bengaluru (above)

位於班加羅爾的Biocon Biopharmaceuticals生物製藥公司 (上圖)

A painting competition for juvenile diabetics (below) combines art and philanthropy, both which are important to Shaw

熱愛藝術和行善的Shaw出席為糖尿病兒童舉辦的繪畫比賽 (下圖)

雕塑。Shaw說：「我向來熱愛藝術，並且一直熱情不減。」

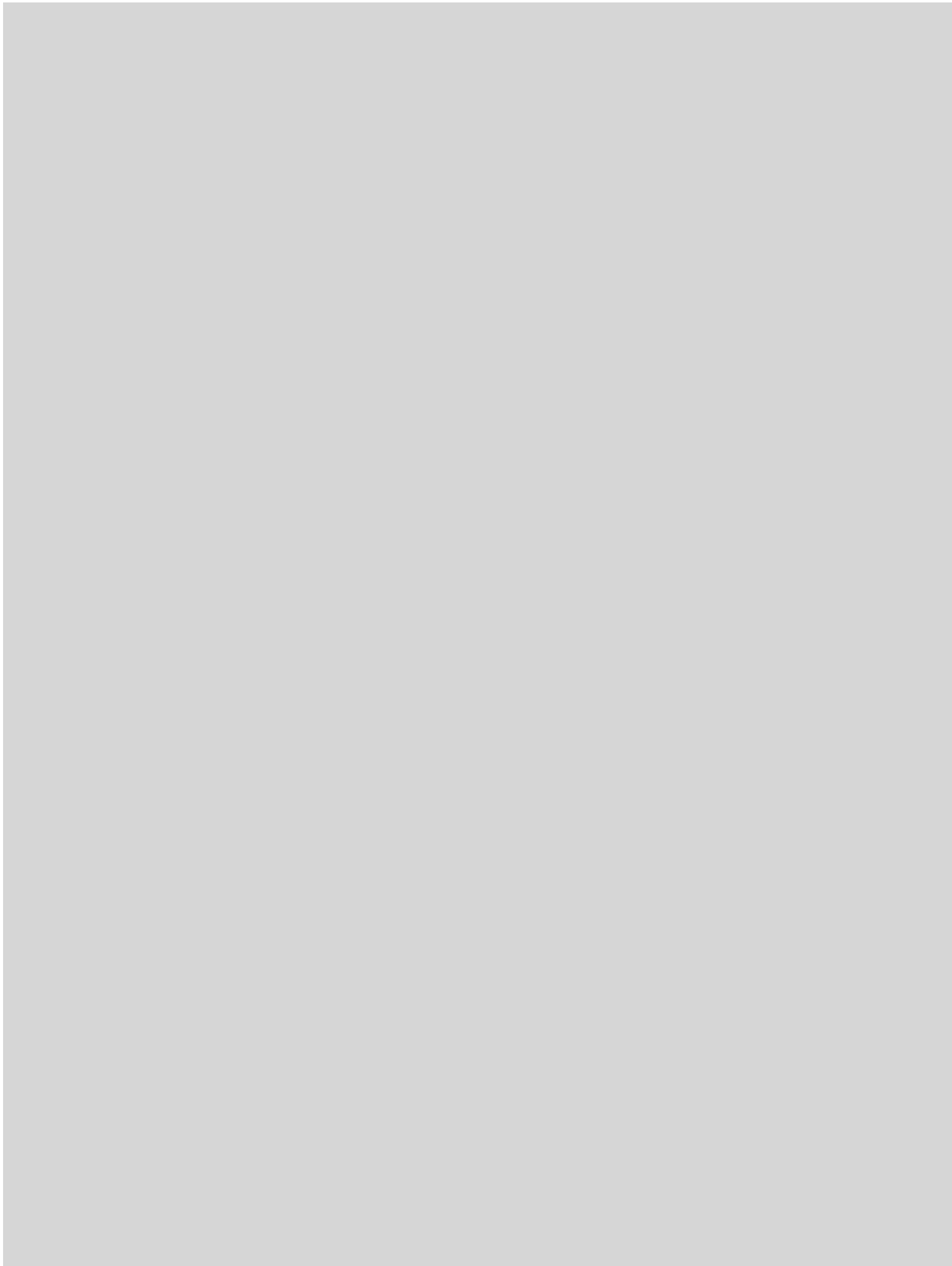
作為一位熱心的藝術品收藏家，Shaw曾出版一本名為《Ale and Arty: the Story of Beer》的畫冊，展示了多位著名藝術家，包括Jatin Das、Yusuf Arakkal、S.G. Vasudev、Archie Forrester和James Fullarton的作品。Shaw將這本畫冊獻給父親，她說自己能夠有卓越的成就，全是受到父親的啟發。她形容自己的父親是個「激進、不拘泥於傳統和勇於創新的人」，她在辦公桌上擺放了父親的照片。

Shaw夫婦以及她兩個兄弟的家人每年都會一起外遊兩、三次，到意大利托斯卡尼租住度假屋，或到世界各地的海邊別墅度假。由於家族中的男性都熱愛歷史，埃及和伊斯坦布爾是他們最常去的地點。她形容埃及就像是一場盛宴，有豐富的歷史和悠久的尼羅河文化。中國也是Shaw渴望到訪的國家之一，她說：「我很想到西安去看兵馬俑。中國有著豐富的文化歷史，雖然我曾數次到中國洽談商務，卻從沒在那裡度假。」

Shaw以在班加羅爾出生長大而自豪，並經常抽空代表不同團體發言，提升家鄉形象。她是ABIDe (Agenda for Bengaluru Infrastructure and Development Task Force) 的成員之一，這個組織由班加羅爾所屬的卡納塔卡邦政府首長召集，以將班加羅爾建設成更美好的城市。她說：「我見證過班加羅爾最輝煌的時代；她曾經是個美麗、充滿文化氣息的現代化城市，但近年來欠缺規劃的發展令我感到沮喪。」

於2009年，Shaw獲頒「日經亞洲獎」，表揚她在亞洲地區促進經濟及民生的貢獻。在《福布斯》雜誌選出的2010年亞太區慈善英雄榜上，Shaw是四位印度慈善家之一；她捐獻了大量個人財富，幫助偏遠地區學校提升







Shaw and Infosys
co-founder
Narayana Murthy
(centre) at an
IT meeting in
Bengaluru

Shaw與Infosys
創辦人之一
Narayana Murthy
(中)攝於班加羅爾
的資訊科技會議上

Indians on *Forbes'* 2010 Heroes of Philanthropy list, and has given large portions of her personal wealth to improve the way maths is taught in rural schools. When Biocon's initial public offering went through in 2004, Shaw had more money at her disposal. "I felt that it was imperative to give back to society," she reveals. By teaming up with visionary cardiologist Dr Devi Shetty, she helped fund and develop an insurance programme for affordable healthcare. Her donations created the Mazumdar-Shaw Cancer Centre to provide affordable treatment to cancer patients. "I am inspired by people who do things in an unconventional way, like [2006 Nobel Peace Prize winner, economist] Mohammad Yunus and Dr Devi Shetty," she says.

When it's time to start new ventures, Shaw confesses she is not as spiritual as superstitious, believing in auspicious dates. "Since mine is a very fast-paced life, I just roll along and go with the flow," she says. During her downtime, she reads and listens to Indian classical music and opera, attending concerts in India, Austria and other parts of Europe. "I love Southern European cities – Greece, Spain, Italy. And I am beginning to be fascinated by Chile, Brazil and other parts of Latin America."

As for her original field of study, she says, "Beer will always be – if not a favourite drink – a drink that I understand. I prefer to drink wine nowadays."

在數學方面的教學質素。當Biocon於2004年上市後，Shaw有更多資金作慈善用途。她說：「我認為回饋社會是非常重要的。」她聯同高瞻遠矚的心臟科名醫Devi Shetty，資助發展價錢合理的健康保險計劃。另外，她捐款設立Mazumdar-Shaw癌症治療中心，為癌症病人提供價格低廉的服務。她說：「我深受那些突破傳統的人士所影響，像〔2006年諾貝爾和平獎得主〕Mohammad Yunus和Devi Shetty醫生。」

Shaw坦言：「由於我的生活節奏很快，我通常順其自然。」不過她也有點兒迷信，每一次拓展新業務時，都要選擇吉利的日子。不用工作的時候，她選擇閱讀、聆聽印度古典音樂及歌劇，或觀賞在印度、奧地利及其他歐洲地區舉行的演唱會。她說：「我喜愛南歐城市，像希臘、西班牙、意大利。不過現在也開始著迷智利、巴西和其他拉丁美洲城市。」

至於她原來所學的釀酒學，她表示：「儘管啤酒不是我的最愛，我對它卻相當熟悉，現在我寧願喝葡萄酒。」■