

# 印 是要去 台商探見印度內需

## Taiwanese Businesses Eye India's Domestic Market

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在2014年柯喬然就一個人頂著銅盞，直闖當地羽球市場，為「勝利體育」插旗印度；王雨農以最貼近印度生活的方式，要以台灣甜點征服印度人的胃，為多元的印度再添一味；「漢你華語」的閔幼林早在2006年就看到印度市場的藍海，從華語教學起家，至今11年，斐然有成。

*Joe Ko went to India in 2014 to help Victor Rackets break into the country's domestic badminton market. Hugo Wang is nibbling away at India's snack foods market by introducing Taiwanese treats to Indian palates. Cannie Min saw opportunities in India in 2006, and has enjoyed great success with her Chinese language training business in the years since.*

印度，這近年崛起中的神秘國度，擁有各國覬覦的13億人口市場；但踏進印度的日常，諸多超出常理的不可思議，也讓人瞠目結舌。

為了到古爾岡拜會全球第二大羽球運動品牌「勝利體育」在印度分公司的主管柯喬然，我們搭捷運一路向南直達HUDA City Centre。正值通勤時間，人潮比台灣跨年還誇張，也沒有先下後上的規矩，匣門一開，幾名印度男子齊聲喊了「one two three」，我們像被大浪沖上岸的魚隻，

India's economy has taken flight in recent years, but its much-coveted 1.3-billion-person market presents mindboggling barriers to entry.

Victor Rackets, the world's number two manufacturer of badminton equipment, has its Indian offices in Gurgaon, 30 kilometers southwest of New Delhi. We decide to take the Delhi Metro there to see Joe Ko, the company's managing director in India. When the train arrives at the platform and the doors open, a few young Indian men shout "one, two, three" in unison. We have







被推進車廂，卡在人群中動彈不得。這是我們對印度13億人口體感的初體驗。

不明原因的，我們在Sultanpur站被趕下車，眼看採訪時間已近，立馬轉搭Uber赴約。剛起步沒多久，司機卻在路旁一間破舊的小屋停下，一間方知，從德里到古爾岡已跨進哈里亞納州境內，跨州的營業用車要先繳納稅金才能通行。沒有任何現代科技，諸如ETC之類代勞，純人工的工序，司機慢條斯理的排隊。在21世紀的現代，再一次讓我們對印度感到無止境的驚奇。

當我們千辛萬苦抵達勝利體育，喘吁吁地告訴柯喬然這段經歷，他卻像是武俠小說中入定的老僧露出笑意，微微領首：「沒事，不要急，印度就是這樣的。」

### 柯喬然：先來再說，且戰且走

柯喬然到印度拓展市場已經三年多了，他對印度的林林總總已是處之泰然。

早年勝利體育的產品委託印度代理商銷售，但業績始終不見好轉。2014年，印度政局大變，印度人民黨勝選，大家高度期待莫迪主政後將帶領印度大步向前。柯喬然同年到印度出差，感受到當時社會信心爆棚的氛圍，於是跟台北總部報告，決定中止與原代理商的合作關係，「印度市場既大且好，那我自己來做就好了。」他說。

於是，柯喬然隻身到印度蹲點，「先來再說，且戰且走」。住在印度的屋子，吃當地的咖喱，

our first experience of India's unfathomably large population as we are borne into the carriage by a suddenly surging wave of humanity and find ourselves effectively pinioned by the crowd of commuters.

When later compelled to leave the train for reasons that weren't entirely clear, we arrange an Uber to continue our trip. Shortly after we climb aboard, our driver halts outside a shabby little building where drivers of business vehicles must line up to pay a tax at what turns out to be a state border. Absent any automation at all, the process is managed entirely by hand, leaving us flabbergasted again by 21st-century India.

When we finally arrive at Victor's offices and breathlessly relate our experience to Ko, he smiles like a monk in a martial arts novel. Nodding his head slightly, he says, "Don't worry about it. That's just the way it is in India."



◆ 柯喬然（左二）隻身到印度開發市場，「先來再說，且戰且走」是他的策略。勝利體育與當地協會、教練配合，贊助比賽、蓋球場，深入各城鎮。

◆ Joe Ko (second from left) went to India to grow his company's sales. His strategy was to "get here, then work it out on the fly." Victor Rackets is working with local badminton coaches and associations, sponsoring matches, and building courts to establish itself across India.

### Joe Ko: Figuring it out on the fly

Having worked in India for more than three years, Ko is unfazed by its quirks.

Victor used to operate its India business through an agent, but its sales were stagnant. Ko happened to visit India in 2014, a year in which it underwent a major political shift, and found the nation bursting with confidence. After he reported this to Victor's Taipei head office, the company decided to terminate its relationship with its Indian agent and open its own office there. "India is a good market, and they decided I could handle it myself," says Ko.

So he set up shop, figuring he'd work things out on the fly. He lived in an Indian building, ate the local food, learned the language, observed how people went about their everyday lives, and immersed himself in the local culture, all to get a grip on the ABCs of investing—taxes, the electricity supply, good spots to set up a factory and hire workers—as they applied to India.

Once Ko had done that, he had to find the right person to work with. He asked the individual who had handled Victor's business at its former agency to join the branch office, and, with the right person in place, was able to build relationships in the Indian badminton community and market very quickly.



學習他們的語言，觀察人民的每天日常生活。唯有這樣地深入在地，才能了解到這個不拿筷子的國家思維有多麼不同。他舉例說，印度人的家庭觀念重，不願離家寄居工廠宿舍，因此設廠地點要慎選，否則將影響招工情形。要了解當地稅法、供電情況、哪邊適合圈地設廠，這些投資的ABC，都是要實際踏入當地才能了解。

實際深入當地生活，是成功的第一步，第二步是找到對的人。柯喬然邀請前代理商負責勝利的業務經理，加入印度分公司的行列。對的人到位了，使他能在短時間內與全印度的市場、球界接觸，建立合作關係。

在印度，勝利體育同樣遇到它最大的競爭對手——日本的YONEX，印度各地協會仍為其壟斷。面對勁敵，柯喬然只能耐心等待換約的時

機點，與各地的協會溝通遊說，全印度約有32個地方協會，勝利體育目前已經談下三、四個地方協會的贊助；藉由贊助球員、舉辦比賽，提供當地協會另一個選擇。

勝利體育也深入各城鎮的體育用品社，與當地協會、教練配合，贊助比賽，提供產品試用，並藉此推廣產品。柯喬然說，這樣的銷售模式等於是需要無數的灘頭堡，壞處是慢，好處是很踏實。

一步一腳印，柯喬然有信心2017年可以挑戰1億盧比的營業額門檻，雖然他的競爭對手已樹立了至少30億盧比營業額的高牆。但若不是柯喬然在當年勇敢地、什麼都不管、頂著一頂鋼盔就衝過來，沒有蹲這3年的馬步，是不可能擁有這漂亮的營業數字，柯喬然略帶驕傲地說。

In India, Victor again encountered its biggest competitor, Japan's Yonex. Facing such a formidable rival, Ko could only talk to local associations while waiting for contracts to come up for renewal. Victor has so far negotiated sponsorship arrangements with three or four local associations and established itself with sporting goods stores in a number of cities and towns.

Ko is building Victor's India business one step at a time, and is confident that 2017 sales will top Rs100 million. True, his competitor already has annual India sales of at least Rs3 billion, but Ko is proud to point out that if he hadn't leapt into the fray three years ago, Victor wouldn't have reached this milestone.

#### **Hugo Wang: Tailoring flavors to local tastes**

Hugo Wang's food store Moon of Taj has a small storefront in the central market district of Lajpat Nagar, South Delhi, that blends Indian style with Taiwanese elements: tucked away inside the store is a gold-colored room with a raised floor, one wall decorated with a painting of peacocks, which Indians regard as auspicious; visitors are greeted with tea served in cups made by Taiwan's Tai-Hwa Pottery; and the store's own products are wrapped in eye-catching pink, sapphire blue, and violet packaging.

Hugo Wang established the Moon of Taj brand in India. Born in 1981 to a family that owns a well-known *baozi* shop in Jinshan on Taiwan's north coast, he has been around the food processing business since he was a boy. His personal work history is interesting as well, including stints in traditional manufacturing, and electronics, as well as food processing. He began competing with Indians in 2006 while working for a Japanese firm. "I recognized even then that the country would be challenging. But the tremendous business opportunities it offers demand your attention nonetheless."

印度的樣貌複雜，傳統的、摩登的都有，要滿足這多元的市場，得實際深入當地才能了解。India is a complex place that mixes tradition and modernity. Before you can even begin to meet the needs of its diverse market, you must first immerse yourself in the country.

Later he entered the Indian Institute of Management Ahmedabad (IIMA) as its first exchange student from Taiwan. The experience would give him a different impression of India, introduce him to members of its higher social strata, and enable him to build a local network. When Indian prime minister Narendra Modi's government launched its Startup India and Stand-Up India programs in 2016, Wang decided to give the Indian market a try.

Sweet snacks are an essential part of life in India, especially around holidays, so Wang took his experience in food processing and manufacturing to India, and set about designing the logo, packaging, and storefront for his new sweet snacks company. Drawing inspiration from the look of the Taj Mahal in the light of the full moon, he named his brand "Moon of Taj," introducing Taiwanese cakes to India with the tagline "Taiwan Sweets – Indian Heart."

How did he interest Indian palates? He started by developing a latte-flavored treat with the kind of butter





### 王雨農：善用地緣人脈，抓準在地口味

位在南德里拉札柏拿加（Lajpat Nagar）中央市場區，一間不大的店面，門口掛著「泰姬之月」四個漢字，店內藏著一間金黃色調的和室，室內畫上印度人喜愛、象徵吉祥的孔雀，老闆用來自台灣的臺華窯瓷器招待客人品茶，自家產品的包裝用上粉紅、寶藍、紫羅蘭等鮮豔的顏色妝點，整個空間台灣元素與印度風格，混搭得一片祥和。

「泰姬之月」是來自台灣的王雨農在印度的基地。1981年次的王雨農，出身新北市金山王家，食品加工是他從小耳濡目染的日常。他的工作資歷也傲人，跨足傳統、電子產業、食品加工等產業，在日商公司的經歷，讓他早在2006年就跟印度人交手，知曉印度人的想法與行為模式和台灣截然不同，「我那時候就知道說這個國家很有挑戰性，但是商機在那兒，你不能不密切關注這個國家。」王雨農說。

不僅於此，他當年在英國曼徹斯特讀書時以交換學生的身分進入印度管理學院阿默達巴德分校（IIM Ahmedabad）學習，可說是台灣第一人。印度管理學院是孕育管理人才的搖籃，阿默達巴德分校更是管理學院之首。因為這個機緣，讓他對印度有不一樣的印象，認識了不同階層的印度人士，建立當地人脈。2016年，莫迪政府號召「印度創業，印度崛起」計畫（Startup India，Stand-Up India），鼓勵青年創業投資，王雨農就決定到印度市場試身手。

甜品是印度生活中不可或缺的品項，尤其在各式的節慶祭典中。王雨農以甜品為切入點，把自己專長的食品加工生產流程搬到印度去，不僅申請印度的國家安全標章，更從商標、產品包裝、店面設計，整體打造品牌精神。品牌從滿月時的泰姬瑪拉陵獲得靈感，以「泰姬之月Moon of Taj」取得印度人的認同，用「Taiwan Sweets · Indian Heart」為標語，把台灣的糕點介紹給印度。

如何抓住印度人的胃？王雨農開玩笑地說：「印度人的味覺敏感度比我們少一半。」他嘗試按照印度口味開發拿鐵奶油口味，嚐起來有如我們熟悉的酥油餡，這也是印度人熟悉的傳統味



道，十分受當地人喜愛。當然也有失敗的產品，綠茶芒果的品項就因印度人認定綠茶是藥的一種，而停產了。食材的使用習慣也不一樣，紅豆在印度被視為咖喱的佐料，因此台灣傳統糕點大量使用的紅豆沙，印度人幾乎無法接受。

隨著新時代健康趨勢，王雨農也朝向提供印度人喜愛、但少油少糖的產品，用優質的原料進行加工，使甜點在健康和口感之間達到完美的平衡。

泰姬之月目前鎖定印度在地的婚宴市場，公司還在新創階段，未來還會轉型，目標是創造出台灣印度化口味的甜點。這個挑戰真的很大，但看見市場，王雨農會繼續努力下去。



◇ 王雨農把自己放到印度的市場擂台，用「泰姬之月」為品牌，要與世界各地的高手一較高下。  
◇ Hugo Wang was attracted to the Indian market by the opportunity to compete head to head with some of the world's best and brightest with his Moon of Taj brand.

filling common in Taiwan. Indians loved the flavor, which was already familiar to them.

However, as people have become more interested in healthier eating, Wang has moved towards products containing less fat and sugar, but still delivering flavors that Indians love. His use of high-quality ingredients ensures that his products perfectly balance healthfulness and taste.

Moon of Taj currently serves India's wedding-banquet market, but it is still innovating. The challenges are great, but Wang plans to continue to diligently pursue the Indian market's outstanding opportunities.

#### Cannie Min: A first mover

Cannie Min recalls a time 11 years ago when there was only one private-sector Chinese language school in

Delhi, which was Indian-owned. "The only true market is one in which there is no market," says Min, who decided to take her chances in the "blue ocean" of the Indian market where there were very few other Taiwanese.

In her early years there, she was involved in the import-export business while also teaching business-oriented Mandarin language classes. Two years in, she knew there was a market for her language venture, but it hadn't taken off and she had burned through all of her capital.

A friend told her, "You're already in this deep. Why not try a little longer?" Min thought it over, borrowed some money from her family, and gave herself two more years. During this period, she also founded a



## 閔幼林：看見市場，取得先機

時間回到11年前，閔幼林憶起當時的印度，只有一間印度人開設的華文補習班，「一個沒有市場的市場，才是真的市場。」於是她在印度下了錨，開始深耕這塊台灣少人觸及的藍海。

初期以貿易為主，閔幼林也兼教華語。因為1962年爆發的中印戰爭，中印關係僵滯，在印度少有華文的母語人士。看見市場，她從商務華語入手，剛開始雖只有個位數的學生，但多是企業老闆或執行長。待了兩年多，明明看見有市場，卻不見起色，帶去的資金也燒完了，她為印度先打一個逗號，返國思索，是否還要繼續下去。

朋友說：「頭都已經洗下去了，要不要再撐一下呢？」她想了想，跟家人借了錢，約定再給自己兩年的時間。這一趟回到印度，除了華語教學本業，她也與印籍合夥人成立梵天旅遊，擴展旅遊版圖。

2012年，閔幼林才有固定的辦公場所與教室，在此之前，她都是背著教材、教具，四處上課。5年前才買了行李箱，之前都是一只背包走天下。

一切的辛苦被她以「忘記了」輕描淡寫地帶過，在印度創業的諸多不便，閔幼林笑說就

「見招拆招」。印度的改變，閔幼林也看在眼里；她剛到印度時，人口結構的金字塔呈沙漏型，上層和底層階級居多，但十年後，中產階級遽增，消費市場興起，印證了她當初所見的藍海。

然而，在政府「新南向政策」喊得震天價響的同時，多數台商對印度13億的市場仍望之卻步。為此，已在印度走踏多年的閔幼林，有一點氣憤，又有一點擔心，日韓各國皆已深耕印度市場三十多年，台商願意眼睜睜地錯失嗎？進入印度市場雖然有難度，但不能因為市場開拓困難就裹足不前。「身為一個企業主，你的產品很好，難不成就因為那個地方不方便，便放棄去拓展商機嗎？」她反問。

2014年她開始回台灣開分享會，分享她的故事與經歷，也招募有興趣到印度教書的華語老師。2016年，她成立福昕國際有限公司，要把自己11年來的親身經驗傳承。同是身為中小企業主，建議台灣業者當邀集上下游廠商，大家一起來，才能發揮產業鏈的綜效。而且這個13億人口、22種語言的市場當然不容易打下，也不易短期回收，一切就端看企業主的決心了。



閔幼林早在印度下了錨，深耕這塊台灣少人觸及的藍海。  
When Cannie Min arrived in India more than a decade ago, she was one of very few Taiwanese businesspeople endeavoring to put down roots in its market.

印度中產階級遽增，消費市場興起，印證了閔幼林當初所見的藍海。  
The growth of India's middle class and the rise of its consumer market validate Cannie Min's early optimism.

travel agency, Companion Travels, with an Indian partner.

It wasn't until 2012 that Min had her own office and classroom. Before that, she taught all over, carrying her teaching materials with her. She didn't even buy a suitcase until five years ago—she used to travel with just a backpack.

She downplays the hard times with an “I don't remember,” and laughs that she had “countermoves” for all of the difficulties associated with starting a business in India. She's also seen the changes in the country at first hand, noting that when she first arrived, the population skewed towards the top and bottom of the social ladder. A decade later, both the middle class and the consumer market have grown, validating her initial optimistic view of the market's opportunities.

But even with Taiwan's rollout of the New Southbound Policy, many Taiwanese businesses have hesitated to move into the huge Indian market, one in which Japanese and Korean businesses have been putting down roots for more than 30 years. Difficult though the market is, Min wonders why an entrepreneur with a good product would let a few hurdles keep them from pursuing opportunities there.

Min began returning to Taiwan in 2014 to share her story and experience with others, and to recruit Taiwanese interested in teaching Chinese in India. In 2016, she established FUCE Consulting







◆ 13億人口、22種官方語言、多元種族、以及宗教複雜的印度，是一個值得深耕的市場。  
 ◆ With a population of 1.3 billion and 22 different official languages, India's ethnically and religiously diverse market offers a host of opportunities to Taiwanese businesses.



## 「印」是要去

柯喬然為自己在印度市場開發的前景感到興奮，在印度，他有很大的發揮空間，希望在2020年能挑戰40%的市場佔有率，他說：「這是在台灣無法實現，也是許多行銷人夢寐以求的市場。」

王雨農響應莫迪的政策，把自己放到印度的市場擂台，要與世界各地的高手一較高下，他知道這條路會走得孤獨且辛苦，但王雨農說，「我們就先蹲在這邊吧！」他的成功，還在等待中。

倦了台灣一陳不變的日子，不甘於安逸的閔幼林，選擇出走到台灣人較少看上眼的印度。11年來，她成功在印度生存，公司現在已有獲利，但畢竟是一個教育事業，需要時間深耕、觀察，閔幼林自言：「我認為我現在是半成功。」

美國詩人Robert Frost曾寫下：「Two roads diverged in a wood, and I— / I took the one less traveled by, / And that has made all the difference.」（林中有兩條岔路，而我，選了那條較少人走的路，而這，也展開了我截然不同的人生。）

企業爭先西進或往華僑資源豐沛的東南亞發展時，有人選擇了較少人走過的路；雖然孤單，儘管困難，但經歷了迥然不同的風景，也成了人生轉變的起點，在他們身上，我們見證了。 □

to pass on her 11 years of experience in the country. Speaking as a fellow small business operator, Min urges Taiwanese companies not to try to go it alone because the market is just too big. Instead, she advises them to work together to develop production chains there.

## An Indian presence is essential

Joe Ko found excitement and the space to advance his career in India, where he hopes his company can achieve a 40% market share by 2020. He says, “That’s something that couldn’t happen in Taiwan. India has the kind of market that salesmen dream about.”

Hugo Wang responded to Prime Minister Modi’s policies by diving into the Indian market, where he can compete head to head with some of the world’s best. He knows his path is a lonely one, but success beckons.

Never satisfied with taking the easy way, Cannie Min chose to leave Taiwan for India. Eleven years later, she has built a profitable business there. Min says, “I think I’m halfway to success.”

The American poet Robert Frost famously wrote: “Two roads diverged in a wood, and I— / I took the one less traveled by, / And that has made all the difference.”

The road less traveled by may be lonely and difficult, but it is flanked by vastly different scenery and may well bring you to a turning point in your life, as it has for these three individuals. □

(Cathy Teng/photos by Chuang Kung-ju/  
tr. by Scott Williams)