



印度的街道供所有需要的人使用，悠然自得的牛車、人力車，成為街頭另類風景。  
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# 田中光—— 經營印度， 當蹲深而後高 **正耀**

## Tien Chung Kwang: Look Before You Leap into India

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「我從事外交工作已經三十多年了，去過很多地方，許多國家的物質條件遠不如印度。印度對我來說，沒有太大適應上的困難，反而是在工作上，怎麼樣把印度做好，這個比環境的挑戰來得大。」駐印度台北經濟文化中心代表田中光說。



*“In my three decades in diplomatic work I've been to many places, many of them with material conditions far behind India's. I didn't have too much trouble adapting to India; in fact, in terms of work, trying to do our job right in India has been a much bigger challenge than adapting to the environment.” So says Tien Chung Kwang, Taiwan's representative at the Taipei Economic and Cultural Center in India.*





田中光於2013年派駐印度，他面對的是一個擁有深遠古文明、13億人口、22種官方語言、種族多元，又被稱為「宗教博物館」的國度。甫上任時，他接受中央社的專訪表示，印度是台灣將來發展的「機會之地」，「創造台灣被需要的價值」和「建立永續經營的基地」，是他推動台印關係的兩大主軸。四年多來，台印關係也在他任內有大幅進展。

### 莫迪上台，台印關係拉近

台灣與印度時差2.5個小時，飛行時間約7.5個小時，地理距離如此，但田中光說，兩地的關係在莫迪（Narendra Modi）上台後明顯地拉近。

2014年，莫迪領導的印度人民黨（Bharatiya Janata Party）在大選中獲勝，人民以選票完成一次漂亮的政黨輪替，終結了印度國民大會黨（Indian National Congress）連續10年的執政，使印度民眾對未來信心滿滿。莫迪主政後，接續提出「印度製造（Make in India）」、「智慧城市（Smart Cities Mission）」、「新創印度」（Startup India）與「技能印度（Skill India）」等多項政策，希望達成吸引外資設廠製造、落實數位基礎建設、鼓勵新創企業，以及提升勞動素質等目標。同時他也積極出訪各國，介紹印度，提升印度在國際間的地位。

台印於1995年互設代表處，雙方關係友好穩健，但無跳躍式的突飛猛進。轉機是在莫迪上任之後，2016~2017年雙邊貿易額從原本九億多美元躍升到2016年的50億美元，成長了5倍。田中光說，這是雙邊政策使然，台灣的新南向政策（New Southbound Policy）跟印度的東行政策（Act East Policy）正好在這時間交會。

其實，台灣與印度的經貿互補性很強，印度是軟體技術大國，台灣則擁有先進技術和高科技製造生產力。研究報告指出雙方在人資發展業、配銷及零售業、食品加工業、資通訊產業、汽車業及其零組件產業以及物流業均有合作發展的潛力。駐印度台北經濟文化中心在去年5月設立「台灣投資窗口」（Taiwan Desk），服務台商投資印度最新商情及財稅相關法律諮詢服務。印度德里台灣商會也與當地擁有百多年歷史的印度



不同時速的車輛，都可在印度街頭起跑，印度是個機會之地。

There are places for vehicles of all speeds in the streets of this land of opportunity.

PHD商工總會（PHD Chamber of Commerce and Industry）結盟，協助台商了解印度市場和環境，更易在當地拓展生意。台印雙方的科技合作備忘錄已簽署10年了，每年定期舉辦雙邊科技會議，已展開七十多項合作計畫。而當漢字文化圈之影響力漸形重要，華語更是台灣不可錯失的切入點，身為國際上唯一正體中文的傳承者，台灣也在印度7所著名大學內成立台灣教育中心，從台灣派遣教師，提供優質的華語教學。

When Tien Chung Kwang was dispatched to India in 2013, he found himself confronted by a country with an ancient civilization, a population of over 1.3 billion, 22 official languages, and a multitude of ethnic groups, which has been referred to as a “museum of religions.” Not long after taking up his position, Tien took an interview with Taiwan’s Central News Agency (CNA), in which he described India as a future “land of opportunities” for Taiwan, promoting a two-pronged strategy around “creating a need for Taiwan” and “making India a base for sustainable operations.” Thanks to such efforts to promote Taiwan-India relations, the relationship between the two countries has come on in leaps and bounds over the past four-plus years.

### Bringing Taiwan and India closer

Physically, Taiwan and India are quite some distance apart—the time difference is two and a half hours, and flights between them take seven and a half hours. Despite this, says Tien, since Narendra Modi became prime minister of India, the relationship between the two countries has become noticeably closer.

Under Modi’s leadership, the Bharatiya Janata Party (BJP) came out victorious in the 2014 general election, defeating the long-incumbent Indian National Congress.

As prime minister, Modi has launched a number of policies to promote the growth of Indian industry, including the “Make in India,” “Smart Cities Mission,” “Startup India” and “Skill India” policies, as well as visiting a number of countries and raising India’s profile on the international stage.

Taiwan and India first set up representative offices in each other countries in 1995. Since then, the relationship has been firm and friendly, and has made particular progress since Modi became prime minister. In 2016–2017, bilateral trade was valued at some US\$5 billion, a more than five-fold increase on the 1995 figure of US\$900 million. Tien remarks that what is responsible for this change is the timely coincidence of Taiwan’s New Southbound Policy and India’s Act East Policy.

In fact, there is much that is complementary about trade between India and Taiwan—India is a powerhouse in software technology, while Taiwan boasts advanced hardware technology and high-tech production capabilities. Research indicates that both countries have tremendous potential for cooperative growth in the areas of human resource development, distribution and retail,

food processing, telecommunications, automobiles and automotive parts, and logistics. In May 2017, the Taipei Economic and Cultural Center in India set up its “Taiwan Desk,” providing up-to-date business information as well as financial, tax and legal advice to Taiwanese firms looking to invest in India. The two sides also signed a Memorandum of Understanding on Scientific and Technological Cooperation a decade ago, with regular bilateral technology meetings held each year that have resulted in over 70 joint projects. And as the global influence of the Sinosphere strengthens, Taiwan’s status as a Mandarin-speaking country has become an invaluable foot in the door. As the only country to continue officially using traditional Chinese characters, Taiwan has established “Taiwan Education Centers” at seven renowned Indian universities, dispatching teachers to offer outstanding Mandarin education.

Tien also makes particular mention of the participation in Indian NGOs of young Taiwanese, and the work they’ve put in. When the 2014 Nobel Peace laureates were announced, one was the Indian children’s rights activist Kailash Satyarthi. Tien learned from a CNA reporter that Satyarthi had said in an interview, “I love Taiwan.” At first Tien was confused—generally people would just say that they “know Taiwan.” He later found out that in recent years a number of young Taiwanese

◆ 台印關係在田中光任內有大幅進展。  
◆ Taiwan-India relations have made great progress during Tien Chung Kwang’s tenure.  
◆





不僅於此，田中光特別提到，台灣年輕人在印度NGO團體的參與及付出更值得大書特書。2014年諾貝爾和平獎揭曉，得主之一是印度社會運動家沙提亞提（Kailash Satyarthi）。田中光自中央社記者轉述得知，沙提亞提在訪談中曾提到「I love Taiwan」；當時田中光不解，一般人頂多說「I know Taiwan」，事後了解，原來近年許多台灣的年輕朋友到他的NGO組織擔任志工，大家都叫他「爸爸」，稱他的夫人為「媽媽」。因此當田中光邀請沙提亞提訪台時，他一口答應，「OK，我要去看看我的孩子。」獲獎的隔年一月，這位諾貝爾和平獎得主旋即到台灣訪問，這幾乎是從來沒有過的事，台灣年輕人種下的因，在諾貝爾和平獎人身上結出了果，田中光強調說。

### 深蹲印度，做足功課

從國際情勢談到印度特質，田中光認為live and let live是印度社會的一個重要概念。他舉例說，印度人認為道路是供所有需要的人使用的，因此不管汽車、腳踏車、三輪車、卡車，甚至是騾子、馬、駱駝、牛等都在公路上悠然自得。就算看到逆行行駛的車輛，在地人也不意外，因為道路設計的關係，若不如此，駕駛人要花兩倍以上的時間才能折返原處。這樣亂中有序、和諧共存的心態，最終大家都會到達自己的目的地，就如同電影《三個傻瓜》中常聽到的：「All is well。」

再者，印度擁有13億人口，居世界第二，因為長期的競爭關係，使印度人在各方面都較精打細算；再加上各州稅法不同及行政上諸多的繁文縟節，使外國人在印度生活、經商需要花更多力氣適應。如此一來勢必影響效率，這也是莫迪政府迫切要解決的問題。為此，莫迪宣示要以「紅地毯」取代繁文縟節（Red carpet will replace red tape），主張小政府大治理（Minimum Government, Maximum Governance），這些都是他提出的因應。此外，在印度許多問題非不為也，乃不能也，田中光解釋。面對問題往往非靠一己之力能解決，要多一點時間和耐心，等待周遭各種條件配合才能成事。

因此想要跨進印度，田中光建議，當先蹲深而後躍高。深入當地長期蹲點觀察，了解在地的



風土民情；再者，要以國家代表隊的模式，把整個產業鏈帶進來，互相照應。在印度發展並非百米短跑，而是一場較勁毅力的馬拉松賽事，擬訂10~30年長遠的計畫，做足功課，尋覓好夥伴，方能走得久遠。他也建議國內應先做好產業總體檢，檢討哪些產業適合到印度發展，然後「膽子要大，心要細，腳步要踩出來。」

日前世界銀行對全球190個經濟體中，評估經商便利度（Ease of Doing Business, EoDB），台灣排名第15位，而印度排名第100名。這樣的差距，使台灣人到印度投資當然困難得多，但是請不要拿台灣的模式套用在印度，台灣要看到印度的潛力，「印度是一個值得深耕的市場」，田中光再三強調。

一如田中光所言，在印度的道路包容了各式的交通工具，象徵各國都有機會在此地奔馳。台灣也當準備好，站上起跑點，雖然路面崎嶇，行走不易，但只要發動引擎，控好方向盤，胸懷目的地的旅人自會抵達夢想之境。 □

have volunteered with Satyarthi's NGO, developing close relationships with Satyarthi and his wife. As a result, Tien invited Satyarthi to visit Taiwan, an invitation that was immediately accepted, and in the January after receiving his Nobel Prize, Satyarthi did just that. Such an event had likely never happened before, and it was all thanks to the efforts of young Taiwanese, Tien stresses.

### Do your homework

Turning from international affairs to India itself, Tien describes the society's attitude as one of "live and let live." By way of example, he explains that Indians tend to consider the road to be there for those that need to use it, and so you'll see everything from cars, bikes, trucks, and tricycle rickshaws to mules, horses, camels, and cows making their use of the roads. Indian people barely even care about people driving against traffic. This attitude of finding order in chaos and of living together harmoniously so that ultimately everyone can get where they're going is well summed up in the catchphrase from the film *3 Idiots* (2009), "All is well."

With a population of 1.3 billion, intense competition

◆ 在印度發展並非百米短跑，  
◆ 而是一場較勁毅力的馬拉松賽事。  
◆ Doing business in India isn't a sprint, it's a  
marathon, demanding tenacity and will.

has made the Indian people meticulous planners in many aspects of life. This, combined with the varying tax codes in each state and the piles of administrative red tape, can make adapting to living and doing business in India hard going for many foreigners. In response to this situation, Modi has declared that "red carpet will replace red tape" and that his administration will focus on "minimum government, maximum governance."

This is why Tien recommends that those interested in making the move into India should remember that you have to "squat deep to jump higher." First spend time embedded in the locale, observing and getting to understand local customs and culture. You'll also need to bring your entire industry value chain with you as a "national team" to back you up. Setting up in India isn't a 100-meter dash, it's a marathon, a test of tenacity and will. You need to do your homework and find the right partners in order to go the distance. Tien also recommends that industries in Taiwan make a full-scale examination to determine what lines of business are best suited for developing in India, and then "you need to have audacity, an eye for detail, and the courage to take the first step."

Today, the World Bank ranks Taiwan 15th out of the 190 economies it tracks in terms of ease of doing business; India ranks 100th. However, Tien stresses, Taiwan needs to be able to see the potential in India, because India is a market well worth setting down strong roots in.

As Tien has said, the tolerance of all modes of transport on the roads of India is symbolic of how every country can find a place in the Indian market. It's time for ambitious Taiwanese to get themselves ready and take their place on the starting grid, for while the road may be rough and the going difficult, if only we fire up our engines and steer a steady course, those who have their destination firmly in view will surely reach the land of their dreams. □

(Cathy Teng/photos by Chuang Kung-ju/  
tr. by Geof Aberhart)