



林志強 Ricky Lam

# 傳承匠心工藝 復興珠寶製造

Inheriting Craftsmanship and Revitalising  
Jewellery Manufacturing

香港是全球第六大珠寶出口地，其中高級珠寶（Fine Jewellery）更憑着匠人卓越的設計、精湛的寶石鑲嵌技術而享譽全球。但與其他製造業一樣，珠寶製造業面對着人才青黃不接的問題，為此，香港珠寶製造業廠商會榮譽主席林志強團結業界力量，成立香港珠寶業持續發展中心—香港珠寶工坊（J-HUB），希望協助年青人入行，讓香港珠寶能繼續炫動全球。

Hong Kong, the sixth largest jewellery export destination in the world, is internationally renowned for its outstanding design and exquisite gemstone inlay technology of fine jewellery. Like other manufacturing industries, the jewellery manufacturing sector in Hong Kong is facing a shortage of talent. To address this issue, Mr Ricky Lam, Honorary Chairman of the Hong Kong Jewellery Manufacturers' Association (HKJMA), has united the industry to establish J-HUB to nurture talents, helping Hong Kong's jewellery shine on the global stage.

香港珠寶製造業分為貴重珠寶和仿首飾兩個領域，並以出口主導，其中貴重珠寶佔整體珠寶出口的91%，最大的出口市場是美國；港商擅長生產鑲有小型寶石的時款首飾，並能以合理價格承接小批量訂單和製造設計複雜的珠寶。

## 從學徒到建立珠寶事業

林志強是雅寶珠寶國際有限公司（雅寶）執行董事兼行政總裁，自18歲中學畢業便加入珠寶業，由學徒做到老闆，不經不覺已過了40年光景；「由於這一行會接觸到很多昂貴的寶石，以前的珠寶公司一般不會輕易聘請學徒，我是因為有家人介紹才能入行的。」林志強回憶道。

在入行前，林志強從沒有接受過任何有關珠寶的正規課程，所有知識都是在工場裡、跟着師傅一點一滴、歷年累月浸淫出來的；「我由鑲石做起，之後學繪圖、學分辨和採購寶石、在工場跟進製造進度，幾乎所有珠寶製作的工序都有涉獵，花了5年時間才滿師出關。」



# J-HUB

## 香港珠寶工場

### 香港珠寶業持續發展中心



林志強表示，香港珠寶業廠商靈活變通，積極投入數碼轉型以應對新冠疫情，並透過與「網紅」合作，擴展電商業務

Lam praised the flexibility of Hong Kong jewellery manufacturers, who actively responded to COVID-19 through digital transformation and by expanding e-commerce in cooperation with influencers

學滿師後，林志強專注珠寶設計這環節。1991年，林志強決定自立門戶，與3位珠寶設計師共同創辦雅寶，經營企業對企業（B2B）業務，為海外珠寶批發商和零售品牌設計和製造高級珠寶；30多年來，林志強經常到訪世界各地參加珠寶展和接洽生意，其足跡已遍及全球一半國家。

### 改變經營模式 應對經濟危機

在珠寶製造業縱橫超過40年，林志強見盡業界的高山低谷；「作為奢侈品行業，每當經濟不景氣，我們必定首當其衝。」而對林志強而言，最大的衝擊莫過於1998年的亞洲金融風暴，當時雅寶的生意額大跌8成，更瀕臨倒閉邊緣，幸好得到供應商的幫助，延長貨款支付期限，公司才得以渡過危機。

經歷過經濟危機，林志強決定重組業務和改變雅寶的經營模式；由出售現貨珠寶改為只接受訂單。出售現貨珠寶的好處在於洽談生意時，可以讓客戶能見到實物，增加他們的購買意欲，但這亦意味製造商要預先自行承擔生產成本和風險。因此雅寶於2006改為在接到客戶訂單後才開始製造珠寶，同時亦積極開拓多元市場，分散風險。現時雅寶在美國、內地、東南亞、歐洲，以至中東都有業務。

### 香港珠寶 潛力無限

由最初對珠寶一竅不通，到如今擁有自己的事業，林志強很感激前輩的教導和支持；「全賴當時師傅的教導，帶我到海外參加珠寶展，才能成就今天的我，幫我找到興趣，並將興趣變成終身職業，所以現在回饋業界、提攜後輩，是我應做的事。」林志強在2011年至2013年出任香港珠寶製造業廠商會主席，積極推動業界持續發展。

香港「去工業化」多時，不少珠寶製造商將生產工序轉移到內地，但林志強認為，珠寶製造業絕非「明日黃花」，仍有很多潛力有待發掘；「香港雖然是彈丸之地，不適合量產，但我們的優勢在於擁有自由的營商環境，資金能自由流通，沒有增值稅，方便交易商將寶石從香港進出口到全世界，加上香港珠寶業歷史悠久，在國際市場的口碑良好，大有條件在本地生產手造的高價珠寶和發展研發中心。」

他續指，香港每年有4個國際級珠寶展，當中2個更是全球最大規模的珠寶展，吸引世界各地的買家來港採購，對香港展覽業有重要影響，而每年香港珠寶商都會組團參加美國拉斯維加斯珠寶鐘錶展覽會；「今年6月，珠寶廠商會亦將率領本地珠寶商到拉斯維加斯參加該展，達190多個展位，是整個展會最大的展團。我可以很自豪地說，有人的地方就有香港珠寶。」

## 成立 J-HUB 培育新一代能工巧匠

雖然發展潛力可期，但珠寶製造業一直受人才斷層的問題困擾。林志強解釋，雖然香港有珠寶相關的職業教育課程，但教學模式與昔日的學徒制存在很大差異。學徒作為受薪僱員，是在工作中學習，並要不斷精進工藝、完成公司指派的工作；「但現在的職業教育大多是紙上談兵，有的導師甚至沒有從事珠寶製造的經驗。如果學生未能掌握珠寶工藝，是很難獲得僱主聘用的，而當入行機會低，又會削弱年青人修讀珠寶課程的意欲，形成惡性循環。」

為解決青黃不接的問題，珠寶廠商會耗資數千萬港元，在珠寶業的心臟地帶一紅磡自置超過 8,000 呎物業，成立香港珠寶工場（J-HUB）。長達 5 年的籌備過程，林志強都參與其中，並諮詢了很多年青設計師、初創企業的意見，確保 J-HUB 的服務能切合他們所需，並成為傳承香港珠寶精湛工藝、孵化新銳品牌的搖籃。

J-HUB 在 2020 年落成啟用，服務圍繞設計、工藝、教育、檢測 4 大版塊，設有共享工藝室，供學生、新晉設計師和初創企業租用，亦提供駐場珠寶設計師諮詢服務，協助租戶完成作品。此外，J-HUB 亦會與學界合辦工作坊，加強年青人對珠寶業的認識和興趣。林志強表示，未來 J-HUB 會籌辦學界珠寶設計比賽，為職訓學生提供平台提升和展現工藝，協助他們入行。




J-HUB 不時與學界合辦工作坊，讓年青人多了解珠寶製造業的發展前景，助他們尋找合適的工種

J-HUB collaborates with academic institutions to co-organise workshops that help young people understand the development prospects of the jewellery manufacturing industry and find suitable jobs

## 敬業樂業 傳承匠人精神

從事珠寶業近半個世紀，林志強自言，對珠寶的熱情從未減退，除了參與商會事務，他最近獲委任為香港職業訓練局珠寶及鐘錶業訓練委員會主席，一方面協助優化珠寶業的職訓課程，亦會與學生分享匠人敬業樂業的精神；「珠寶製造最有趣之處，是能將天馬行空的意念，化作一件件美得令人屏息的珠寶。這是一個很浪漫，而且充滿喜悅的行業，因為將珠寶送給摯愛，無論是送禮的、還是收到的人，都會感到無比幸福。」

他表示，匠人的工藝是珠寶的靈魂所在，勉勵年青工匠創作時應心懷喜悅，並持續精進工藝，這樣才能為珠寶賦予真正意義和價值，讓香港珠寶業能閃爍生輝，永恆地傳承下去。 

## VTC Welcoming Reception for Training Boards

### 職業訓練局訓練委員會歡迎會

May 2022



林志強（前排右三）積極協助年青人加入珠寶行業，他最近獲委任為香港職業訓練局珠寶及鐘錶業訓練委員會主席  
Lam (third from the right, front row) actively helps young people enter the jewellery industry and was recently appointed Chairman of the Jewellery and Timepiece Training Board of the VTC

Hong Kong's export-oriented jewellery industry can be classified into two sectors: fine jewellery and imitation jewellery. Fine jewellery accounts for 91% of overall jewellery exports, with the United States being the largest export market. Hong Kong manufacturers are skilled at producing trendy jewellery with small gemstones in batch orders and jewellery with complex designs at reasonable prices.

### From apprenticeship to jewellery business

Mr Ricky Lam, Executive Director and CEO of Elegance Jewellery International Ltd (EJI), joined the jewellery business as an apprentice 40 years ago, at the age of 18, after graduating from secondary school. "Due to the expensive gemstones involved in this business, jewellery companies generally did not hire apprentices. I joined the business because I had a family connection," Lam recalled.

Lam had never received any formal training in jewellery before entering the business. Instead, he acquired all his knowledge through years of working in the workshop and shadowing his mentor. He explained, "I started with gemstone inlay, jewellery design, gemstone identification and sourcing, and then moved on to monitoring the manufacturing progress

in the workshop. I was involved in almost every stage of the jewellery-making process. It took me five years to master all the skills and techniques involved in the industry."

After completing his apprenticeship, Lam focused on jewellery design. In 1991, he decided to establish his own company and co-founded EJI with three other jewellery designers. The company adopted the business-to-business (B2B) model, focusing on designing and manufacturing fine jewellery for overseas jewellery wholesalers and retail brands. For over 30 years, he has travelled around the world to participate in jewellery exhibitions and explore business opportunities, with his footprint covering half the world.

林志強認為，工匠的工藝是整件珠寶的靈魂，但這與應用創新科技並不抵觸，例如引用科技做模，再配以人手加工，既可以加快生產步伐，同時保留匠人獨有的韻味

Lam believes that artisans' craftsmanship is the soul of jewellery but that it can also benefit from innovative technology. For example, using technology to make moulds and combining them with manual processing can accelerate the production process without diminishing the unique charm of craftsmanship

## Changing business models to cope with economic crises

Having been in the jewellery manufacturing industry for over 40 years, Lam has witnessed the industry's ups and downs. As a luxury goods business, the jewellery manufacturing industry is often the first to be hit during an economic downturn. For him, the biggest challenge was the Asian Financial Crisis in 1998, when EJI's business volume plummeted by 80% and the company was on the brink of closure. Fortunately, suppliers extended the payment terms and helped the company weather the storm.

After his experience with the Asian Financial Crisis, Lam decided to restructure his business and change EJI's business model from selling spot jewellery to only accepting orders. Selling spot jewellery allows customers to see the actual item and can increase their purchasing intention during business negotiations. However, this model also requires manufacturers to bear production costs and risks in advance. Therefore, in 2006, EJI began manufacturing jewellery only after receiving customers' orders and began actively exploring various markets to reduce risk. Currently, EJI has businesses in the United States, Mainland, Southeast Asia, Europe, and the Middle East.



近年生活珠寶的概念日益普及，製造商會跨界合作，更將珠寶融入香薰座、鏡子和擺設等不同日常用品，形成新商機。Recently, the concept of "lifestyle jewellery" has become increasingly popular. Jewellery manufacturers started to cooperate with other brands, for example, integrating jewellery into various daily items such as aromatherapy holder, mirror and displays, bringing new opportunities to the industry.



作為自由港，香港資金能自由流通，便利寶石買賣和進出口至世界各地，加上毗鄰內地這個發展迅速的市場，為香港珠寶製造業帶來龐大機遇。

As a free port, Hong Kong benefits from a free flow of capital that facilitates the sale, import, and export of gemstones worldwide. This situation and proximity to the rapidly developing Mainland market presents Hong Kong's jewellery manufacturing industry with huge opportunities.

## Potential of Hong Kong jewellery

Lam is deeply grateful for the guidance and support of his predecessors throughout his career, from his initial stages of apprenticeship to building his own business. As he explained, "My mentor at that time, who took me to participate in overseas jewellery exhibitions, helped me become the person I am today by supporting me in finding my interest and turning it into a lifelong career. That's why I feel strongly about giving back to the industry and helping young jewellery practitioners." Lam served as Chairman of the HKJMA from 2011 to 2013 and actively promoted the continuous development of the business.

Rapid deindustrialisation in Hong Kong has forced many jewellery manufacturers to shift their production processes to the Mainland. However, Lam strongly believes that local jewellery manufacturing businesses are by no means a "thing of the past" and that there is still much potential to be explored. "Although Hong Kong is relatively small in size, making it an unsuitable location for mass production, our advantage lies in having a free business environment, free flow of funds, and no value-added tax. These benefits help businesses import and export gemstones from Hong Kong to the world. Hong Kong's long history in the jewellery industry has earned it a good reputation in the international market, which is beneficial for the production of fine jewellery and the development of jewellery R&D centres."



香港每年有 4 個國際級珠寶展，吸引世界各地的買家來港採購，而雅寶亦有參與其中  
Hong Kong holds four international jewellery exhibitions every year, attracting buyers from all over the world. EJI is one of the participating companies

Hong Kong holds four international jewellery exhibitions every year, two of which are the biggest jewellery exhibitions in the world. These exhibitions attract buyers from across the globe, making them crucial to Hong Kong's exhibition industry. Every year, many Hong Kong jewellery businesses participate in the JCK Show in Las Vegas. "In this June, the HKJMA will lead local jewellery companies to attend the Las Vegas event. With over 190 booths, it will be the largest delegation of the entire exhibition. I am proud to say that where there are people, there is Hong Kong jewellery."

### Establishing J-HUB to cultivate a new generation of jewellery talent

Despite the promising potential for development in jewellery manufacturing, the industry has been plagued by a shortage of talent. Lam explained that although there are jewellery-related vocational programmes in Hong Kong, the teaching approach is very different from the apprenticeship system of the past. As paid employees, apprentices used to learn on the job and improve their skills through hands-on work experience. "Nowadays, vocational education mostly consists of theory, and some teachers have no experience in jewellery manufacturing. If students fail to master necessary jewellery manufacturing skills, it is difficult for them to get a decent job in the industry. Scarce employment opportunities affect young people's desire to study in jewellery programmes, creating a vicious cycle."

To bridge the talent gap, the HKJMA has spent over tens of millions of dollars to establish J-HUB in the heart of the jewellery business - Hung Hom. During five years of preparation, Lam engaged and consulted with many young designers and startups to make sure J-HUB's services met their needs, allowing the organisation to promote Hong Kong's legacy exquisite jewellery craftsmanship and incubate cutting-edge jewellery brands.

J-HUB was officially launched in 2020, with an area of 8,000 square feet, providing services across four main segments in the jewellery-making industry: design, craftsmanship, education, and certification. The shared workshop is available for students, new designers, and startups to rent. J-HUB also provides on-site jewellery design consulting services to assist tenants in completing their works. J-HUB co-organises workshops with academic institutions to enhance young people's understanding of and interest in the jewellery industry. In the future, J-HUB will organise an inter-school jewellery design competition as a platform for vocational students to improve and demonstrate their skills, assisting them in entering the industry.

### Dedication to inheriting the craftsmanship spirit

Even after nearly half a century in the jewellery industry, Lam's passion for jewellery has never diminished. In addition to working for the HKJMA, he was recently appointed as Chairman of the Jewellery and Timepiece Training Board of the VTC. In this role, he assists in optimising vocational training programmes related to jewellery design and technology and sharing the spirit of craftsmanship with students. As he expressed, "The most interesting thing about jewellery manufacturing is the ability to turn wild ideas into breathtaking pieces of jewellery. It is a very romantic and satisfying process because giving jewellery to a loved one,



香港珠寶製造業廠商會斥資數千萬港元成立的香港珠寶工坊（J-HUB）在2020年啟用  
The HKJMA has invested more than tens of millions of dollars to establish J-HUB, launched in 2020

whether you're giving it or receiving it, brings immense happiness."

For Lam, craftsmanship has always been the soul of jewellery. He encourages young designers to find joy in their creations and continuously improve their skills; only then can jewellery have true meaning and value, allowing the Hong Kong jewellery industry to shine brightly and be passed down through generations. ㊗️



林志強（左七）在2011年至2013年擔任香港珠寶製造業廠商會主席期間，商會團隊設計了「香港珠寶，炫動全球」的口號，以突顯香港珠寶在國際市場的地位，並一直沿用至今  
Lam (seventh from the left) served as Chairman of the HKJMA from 2011-2013. During his tenure, HKJMA designed the slogan "Hong Kong Jewellery Global Brilliancy" to highlight the position of Hong Kong jewellery in the international market. This slogan is still in use today