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僱主與僱員指引 -
如何處理減薪及裁員

Guidelines on What to do if Wage Reductions
and Retrenchments are Unavoidable



處理減薪及裁員須知

Do's and Don'ts -
When Wage Reductions and
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中文版



English Version

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- Before adopting a wage-reduction exercise, employers should obtain consent from employees and give them sufficient time to consider the proposal

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A Clearer Path Forward for Hong Kong



萬眾期待的香港首份《五年規劃》與《2026年施政報告》早前一併公布。兩份文件展現特區政府的開創思維與改革決心，為香港未來發展作出長遠部署，並為經濟轉型和社會進步注入新動力。

《五年規劃》與《施政報告》體現「頂層設計與年度落實」並進的治理模式。前者勾畫未來五年的發展藍圖，後者提出具體的年度措施，兩者互相呼應，有助提升施政效能，亦讓社會更清晰掌握香港的發展方向，推動香港更深入對接國家「十五五」規劃。

《五年規劃》訂立五大目標，並更新及增設二十多項關鍵績效指標，有助提升政策的連貫性、透明度和可預測性。我們建議，政府可進一步加入反映創科「產出端」的指標，例如科研成果商業化、企業應用程度及實際經濟效益，以更全面評估政策成效。同時，亦可引入以GNI為導向的發展思維，將港商在境外的研發投資及經濟活動納入規劃指標，甚至建立港資企業境外工業體系的專項統計，更準確反映香港產業發展的全貌。

特區政府近年積極推動新型工業化，相關政策持續完善。我們欣喜看到，《五年規劃》首次明確提出新型工業化的四大方向，包括推動傳統產業升級、壯大新興產業、布局未來產業及發展生產性服務業，體現「全面製造業發展觀」以及因地制宜培育新質生產力的戰略思維。我們期待政府盡快公布新型工業化中長期發展方案，增撥資源並推出更具體的支援措施，鞏固傳統優勢產業，協助中小企持續發展。

北部都會區是香港未來發展的重要引擎。兩份文件均以較大篇幅闡述北都發展，包括公布北都大學城進一步分區發展規劃。各大學城將以「一城五元素」為理念，推動教育、科技、產業、人才及城市建設協同發展；配合精簡程序等措施，將有助加快北都建設。

我們亦建議，政府可以北都重點產業園區為試點，透過制度創新，促進貨物、人員、資金及數據等生產要素高效跨境流動，並按不同園區的定位制定更精準的產業規劃和招商政策，吸引產業鏈上下游

企業，包括本地中小企進駐，逐步形成具規模和競爭力的產業集群。

人工智能（AI）是推動傳統產業升級及培育新質生產力的關鍵力量。政府將AI列為重點發展領域，從算力基建、人才培育、法律配套、科研轉化及產業應用等方面作出部署，包括優化「數碼轉型支援先導計劃」及「BUD專項基金」，以加快企業應用AI轉型。我們亦建議，政府研究推出「算力券」等直接支援措施，進一步降低中小企應用AI的成本和門檻。

政府亦多管齊下支援企業「走出去」，在市場資訊、融資、品牌推廣及海外服務網絡等各方面加強配套。其中，「BUD專項基金」的資助地域將擴展至烏茲別克斯坦和卡塔爾，有助企業開拓中亞及中東市場。我們亦期待政府推出針對更多新興市場，例如非洲的支援措施出台。與此同時，政府持續協同推動CEPA全面升級，將為更多不同領域的香港企業進入內地市場創造更有利條件。

《五年規劃》與《施政報告》以改革開新篇、以長遠謀全局，為工商界注入信心。我深信，在特區政府帶領及社會各界共同努力下，香港必能把握國家發展和全球產業變革帶來的機遇，充分發揮自身優勢，推動經濟高質量發展，行穩致遠。 (圖)

Hong Kong's first Five-Year Plan and the 2026 Policy Address set out a clear and ambitious vision for the city's future. Together, they demonstrate the HKSAR Government's commitment to reform and innovation, while providing fresh impetus for economic transformation and social progress.

The two documents complement each other by combining long-term planning with concrete annual measures. The Five-Year Plan establishes the overall direction, while the Policy Address sets out the steps needed to deliver it. This approach should improve policy coordination, strengthen implementation, and give the community greater confidence in Hong Kong's long-term development. It also provides a stronger framework for aligning Hong Kong's growth with the national 15th Five-Year Plan.

The Five-Year Plan sets out five major goals and introduces or updates more than 20 key performance indicators. These indicators should enhance policy continuity, transparency, and predictability. Looking ahead, the Government could further develop KPIs to reflect the effectiveness of innovation and technology outputs, such as the commercialisation of research, business adoption, and measurable economic impact. It should also consider adopting a broader GNI-based approach that captures the R&D investment and business activities of Hong Kong companies outside the territory. This would provide a more complete picture of the city's industrial development.

We welcome the plan's clear focus on new industrialisation. Its four priorities – upgrading traditional industries, expanding emerging industries, preparing for future industries, and developing producer services – reflect a broad-based approach to strengthening Hong Kong's industrial foundation. We look forward to the publication of a medium to long-term development plan of new industrialisation, supported by more resources and targeted measures to help traditional industries and SMEs upgrade and grow.

The Northern Metropolis will be a key driver of Hong Kong's future development. Further planning for the Northern Metropolis University Town, guided by the "one town, five elements" concept, will promote closer integration between education, technology, industry, talent, and urban development. Together with streamlined procedures, the development of the Northern Metropolis is expected to accelerate and provide important support for the upgrading of strategic industries in Hong Kong and the Greater Bay Area.

We also recommend using industrial parks in the Northern Metropolis as pilots for institutional innovation. More efficient cross-boundary flows of goods, people, capital, and data would strengthen regional cooperation. Targeted industrial and investment-attraction policies should also be developed to bring in companies across the value chain, including Hong Kong SMEs, and foster competitive industry clusters.

Artificial intelligence (AI) is another important driver of industrial upgrading and new quality productive forces. We welcome the Government's enhanced measures on computing infrastructure, talent development, legal frameworks, research commercialisation, and industrial applications. Enhancements to the Digital Transformation Support Pilot Programme and the BUD Fund should encourage wider business adoption of AI. The Government could also consider measures such as "computing vouchers" to lower the cost and technical barriers faced by SMEs.

The Government is also strengthening support for businesses seeking to expand overseas, including through market intelligence, financing, branding, and overseas service networks. Extending the BUD Fund's coverage to Uzbekistan and Qatar will help companies explore opportunities in Central Asia and the Middle East. Further support for other emerging markets, including Africa, would be welcome. Continued efforts to upgrade CEPA and widen Mainland market access will likewise create new opportunities for Hong Kong businesses.

The Five-Year Plan and the Policy Address provide Hong Kong with a clearer direction and renewed confidence. With the leadership of the HKSAR Government and the collective efforts of the community, Hong Kong can fully seize the opportunities created by national development and global industrial change, achieve high-quality growth, and move forward with confidence. (圖)



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守業與創新 蘋果換帥的啟示

Stewardship to Innovation:
Takeaways from Apple's Change of Leadership

Tim Cook (庫克) 9月正式卸下蘋果公司 (Apple) 行政總裁職務，結束15年掌舵生涯，轉任董事會執行主席，由原本擔任硬件工程高級副總裁的 John Ternus (特努斯) 接掌領導。

外界普遍關注這場管理層變動背後的深意；有評論認為今次換帥主要是由於近年中國尖端科技取得重要突破，並在AI大模型、人形機械人、無人機、AI手機技術等新賽道領跑，驅使Apple不得不調整策略。

Tim Cook：稱職的守業者

2011年，Tim Cook接替Steve Jobs擔任Apple舵手後一直以業績為先，大力推動市場、供應鏈及零售體系發展，擴大公司版圖。在他任內，Apple市值由2011年約3,500億美元，躍升至2026年約4萬億美元，15年間增長超過10倍。

有經濟學者形容Tim Cook是稱職的守業者。事實上，守業的難度不亞於創業，要鞏固壯大規模的同時取得穩健增長，少一點魄力與智慧也不可。在硬體產品以外，Tim Cook更著重開拓App Store、Apple Music、iCloud等服務領域，這些業務如今已變成Apple第二大收入來源。

John Ternus：提升工業創新

Tim Cook的能力雖獲肯定，然而亦有聲音指他不及Steve Jobs般敢於創新。面對當前全球、特別是中國科技高歌猛進的競爭形勢，Apple明顯「窒步」。

因此，某程度上，John Ternus接任是時勢使然。外媒分析指，John Ternus出身產品設計及工程團隊，曾深度參與iPhone、iPad及AirPods的開發，比較理解產品及技術創新對科技企業的重要性。

報道估計，新任CEO的首要任務，是提升工業設計團隊在產品決策中的主導角色，讓設計師參與早期規劃。

對香港的啟示：深化「政產學研」合作

從換帥事件中，我們不僅看到大企業的人事更替，更領悟到工業創新對產業永續發展的關鍵作用。筆者認為，香港應從中得到啟示，提升對「工業創新」的重視，推動科技研發與工業應用深度融合。為此，特區政府與業界應攜手建立更多創意設計與科技平台，深化「政產學研」合作，善用創新引擎，驅動新經濟疾風前行。🇭🇰🇨🇳

This September, Tim Cook officially stepped down as Apple's Chief Executive Officer after 15-year tenure to become Executive Chairman of the Board. He handed over the reins to John Ternus, formerly the Senior Vice President of Hardware Engineering.

This executive transition has sparked global discussion regarding its strategic implications. Commentators believe the leadership shake-

up is primarily driven by recent breakthroughs from Chinese tech giants—which have taken the lead in AI large language models (LLMs), humanoid robotics, drones, and AI-driven smartphones—compelling Apple to recalibrate its strategy.

Tim Cook: A capable guardian

In 2011, after succeeding Steve Jobs, Tim Cook prioritised operational excellence, driving aggressive growth across market expansion, supply chains, and retail networks. Under his leadership, Apple's market capitalisation skyrocketed more than tenfold, soaring from roughly \$350 billion in 2011 to approximately \$4 trillion by 2026.

Economists have frequently described Cook as an exceptional steward. Preserving and scaling an empire is no less difficult than founding one, and delivering steady, long-term growth requires immense resilience and wisdom. Beyond hardware, Cook spearheaded a pivotal expansion into services such as the App Store, Apple Music, and iCloud, transforming secondary offerings into Apple's second-largest revenue engine.

John Ternus: Elevating industrial innovation

While Cook's commercial achievements are undisputed, critics argue that he lacked the disruptive innovation characteristic of Steve Jobs. Faced with fierce global competition—particularly from the rapid momentum of Chinese tech giants—Apple's product pipeline noticeably stalled.

In this light, John Ternus's elevation feels nearly inevitable. Hailing from product design and hardware engineering, Ternus has played a pivotal role in developing iconic products, including the iPhone, iPad, and AirPods. He possesses a deep understanding of how technological breakthroughs drive the lifeblood of a tech giant's enduring appeal.

Industry reports indicate that the new CEO's primary objective is to elevate the role of the industrial design team in product decision-making, allowing designers to be engaged from the earliest planning stages.

Lessons for Hong Kong: Deepening cross-sector synergy

Apple's leadership shift highlights more than corporate succession; it underscores the critical role of industrial innovation in sustainable development. Hong Kong must take this lesson to heart by prioritising industrial innovation and promoting the deep integration of technological R&D with practical applications.

To achieve this, the HKSAR Government and industry leaders should join forces to build robust design and technology platforms, deepen cross-sector synergy among government, industry, academia, and research sectors, and unleash innovation to propel Hong Kong's new economy forward. 🇭🇰🇨🇳



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Decoding the Winning Strategies for Global Expansion

在全球供應鏈重塑和製造業「內捲」加劇的雙重壓力下，「不出海，就出局」已成為企業共識。香港品牌發展局、工業貿易署、香港貿易發展局及香港中華廠商聯合會合辦的「品牌『智』勝研討會 2026」，匯聚學者、業界專家與品牌掌舵人，從宏觀理論到實戰案例，深入剖析品牌出海的成功要訣。

Driven by global supply chain restructuring and fierce domestic competition, "going global" is no longer optional for Chinese enterprises. The Branding to Win Seminar 2026 brought together academics, experts, and industry leaders to explore the keys to successful international expansion. Jointly organised by the Hong Kong Brand Development Council (BDC), the Trade and Industry Department (TID), the Hong Kong Trade Development Council (HKTDC), and the Chinese Manufacturers' Association of Hong Kong (the CMA), the seminar provided a comprehensive blend of real-world case studies and macro-level insights.



是次研討會由工業貿易署助理署長（工商業支援部）陳栢榮、廠商會會長盧金榮、品牌局主席陳家偉以及香港貿易發展局大健康及創意產業副總監張慧姬等擔任主禮嘉賓，吸引近 100 位業界代表出席。

中國企業的新出海戰略

中國企業拓展國際市場的歷程，早於 1980 年代改革開放便已展開，大致可分為三個階段。第一階段自上世紀八十年代至 2000 年，以「引進來」為主，企業透過「三來一補」和代工生產，初步融入全球產業鏈。第二階段以 2001 年中國加入世界貿易組織為分水嶺，企業藉由跨境併購迅速獲取海外市場和資源；第三階段則始於 2017 年中美貿易摩擦與新科技浪潮的興起，推動企業邁向更深層次的戰略轉型。

香港中文大學商學院管理學教授馬旭飛表示，早期的中國「出海」企業多採取由輕及重、穩步推進的擴張模式；然而在全球化格局重塑的今天，出海企業已發展出全新的「全球化新藍海戰略」（GLOVIDICAL）框架，將全球本土化（Glocal）、顛覆式創新（Disruptive Innovation）與價值創新（Value Innovation）深度融合。



出海品牌實現價值創新的關鍵，在於根據行業競爭要素，決定產品或服務哪些元素需要刪除、減少、增加及創造，從而在有限資源下取得最大競爭力。

The key to value innovation for globalising brands lies in assessing industry competition factors to determine which product or service elements to eliminate, reduce, raise, and create, thereby maximising competitiveness within resource constraints.

馬旭飛教授
Professor Xufei Ma

馬旭飛解釋：「出海企業善用內地強大的產能與供應鏈能力，為目標市場提供差異化及本地化的產品與服務。更重要的是，他們不再僅限於競爭最激烈的市場硬碰硬，而是主動發掘那些被忽略卻具備巨大潛力的市場，並以創新作為突破口。」

與此同時，企業也審視行業競爭要素，果斷決定哪些要刪除、減少、強化，或創造，在有限資源下取得最大競爭力。

價值創新 打造「後來者優勢」

他以中國手機企業傳音控股為例，公司主攻被全球手機巨頭忽視的非洲市場，避開高端機型的正面價格戰。傳音刪減過於複雜且昂貴的功能，以配合當地客群的消費力；同時針對非洲基礎設施不足的痛點，強化長續航電池與多卡多待功能。團隊更研發專為深

色膚色客群而設的美顏拍照技術，以及耐熱防汗的設計，將本土化創新發揮到極致。

馬旭飛認為，相較於早已布局的外資企業，中國企業在出海過程中難免承受「後來者劣勢」。但他相信，透過實踐 GLOVIDICAL 框架，結合價值創新、全球本土化與顛覆式創新，企業完全有能力打造「後來者優勢」，在全球市場脫穎而出。

「中國製造」的突圍之路：從代工到品牌建設

過去中國品牌出海的主力多為大型企業與國企，但隨着地緣政治貿易風險升溫，加上國內「內捲」競爭加劇，越來越多中小型廠商亦投身這股浪潮。對他們而言，最迫切的課題並非單純的產能輸出，而是如何從隱形的代工生產商，轉型為具備自主品牌的市場參與者。



「品牌『智』勝研討會
2026」
The Branding to Win Seminar
2026

Red Gimmick Global Solution Limited 創辦人黃湘茗有 20 年協助企業開拓海外市場經驗。她指出，「中國製造」憑藉卓越產能、精進技術與優良品質，早已成為全球供應鏈的重要支柱。然而在代工模式下，產品規格高度透明且缺乏自主品牌，面對東南亞或其他低成本地區的競爭，廠商容易陷於價格戰泥沼。

她續指，一些廠商嘗試透過代理商拓展海外市場，雖然能降低前期投入，實質上卻將發展主導權拱手讓人，「傳統代理商追求短期利潤，一旦銷售未達預期便會迅速更換品牌，而且他們僅負責分銷，不會協助建立品牌知名度或進行本土化發展。」廠商無法掌握終端消費者的真實需求，一旦合作中斷，出海之路便無以為繼，試錯成本極高。



改革開放初期，中國製造業借助代工生產模式，融入全球產業鏈
In the early years of reform and opening-up, China's manufacturing sector integrated into global supply chains through the contract manufacturing model



企業出海講求整體能力的構建，廠商會新推出「企業出海策劃師」服務，由專人提供「一對一」及度身訂造支援，涵蓋公司註冊、標準對接、品牌推廣、ESG 合規、技術提升以及商貿配對等全方位領域，為企業出海征途保駕護航。

Going global requires holistic capabilities. To support this, the CMA has launched its Enterprise Go-Global Strategist Services, offering dedicated, tailored one-on-one assistance across company registration, regulatory alignment, branding, ESG compliance, technology upgrading, and business matchmaking to guide enterprises on their international journey.

盧金榮
Dr Wingco Lo

品牌出海的六大元素

黃湘茗認為，真正的「品牌出海」必須建立可持續的競爭力，並涵蓋六大元素：高質素與充足產能的產品力、深入海外文化的洞察力、建立消費者信任的合規體系、適合品牌定位的渠道營運、消費者關係管理，以及促進消費者重複購買的能力。

她以協助內地一個涼茶品牌進軍澳洲為例，當地消費者對中醫「上火」概念陌生，團隊於是將涼茶重新定位為促進身體平衡的草本飲料，並結合當地人對亞洲辣味美食的喜愛，將產品塑造為「辛辣食物的最

佳拍檔」，創造功能性需求；同時推出氣泡涼茶，打破西方對傳統「藥味」的刻板印象。在渠道上，品牌採分階段推進，初期深耕亞洲超市與華人餐飲通路建立信任，隨後逐步打入主流零售通路，成功轉型為高端功能性飲料，擺脫低價競爭。

黃湘茗強調，「中國製造」的下一步並非盲目壓低成本，而是以品牌創造價值。唯有如此，企業才能從隱身幕後的製造者，蛻變為被世界看見並記住的品牌。

布局東南亞市場的四步曲

除了布局線下渠道與建立品牌價值外，數碼經濟的崛起為企業出海開闢了高速通道。而東南亞憑藉龐大且年輕的人口，以及高電商普及率，成為品牌開拓海外市場的理想基地。

數碼營銷及電商代營運公司 Digitify Online Growth 創辦人 Kay Leung 將拓展東南亞電商業務歸納為四步曲。第一步是市場評估與選品，企業須綜合考慮各國消費者需求、競品價格、語言、支付習慣及平台成熟度，挑選合適產品試水溫。她特別推薦香港及中國內地品牌選擇新加坡、馬來西亞、泰國與菲律賓作為出海首站，「這些市場擁有龐大的年輕數碼人口、完善的跨境物流基建，而且對內地及香港產品的接受和信任程度高。」

選定目標市場後，第二步是確認當地認證與報關要求，確保產品能在合規及保證利潤的前提下順利落地。

第三步則是選擇合適的銷售渠道，品牌可自行營運獨立站或進駐電商平台，兩者各有優劣。獨立站能掌握完整數據與會員資料，無須與平台分成，有利企業控制毛利和提供完整的品牌體驗，但缺點是需要自



2025 年，影片電商佔東南亞電商交易總額約四分之一
Video commerce generated roughly one-quarter of Southeast Asia's total e-commerce transactions in 2025

從香港走向全球的出海智慧

在出海浪潮下，香港「超級聯繫人」的角色正被重新定義，不僅是連接內地與世界的橋樑，更成為出海企業驗證商業模式、建立國際信譽的戰略支點。

總部設於深圳的手術機器人企業元化智能科技，2022 年在香港設立國際總部，以加速推動全球業務拓展。其主要產品、全骨科手術機器人擁有全球首創的「五合一」設計，可同時覆蓋膝關節、髖關節、脊柱及創傷等多種術式。

國際銷售總監徐龍指出，醫療器械產業出海首要克服的難點是各國迥異且嚴格的審批要求。為此，公司採取階梯式策略，優先攻克人口基數大、老齡化需求迫切的市場。目前產品已取得越南、泰國、馬來西亞、印尼、巴西、哥倫比亞的註冊，並獲歐盟醫療器械法規認證，香港也有 7 家醫療機構投入臨床應用。徐龍表示，雖然目前香港的手術量不多，但其示範作用對出海具戰略價值：「香港的英語醫療環境與國際化地位，是海外專家交流臨床經驗的理想窗口，並建立他們對『中國智造』的信任。」

除了科技產業的出海布局，傳統服務業亦藉着創新的商業模式，以香港為起點向外拓展。其中，主打「零預繳、按月收費、24 小時」營運模式的健身品牌 24/7 FITNESS 近年着手向亞洲擴張。

市場總監劉嘉皓認為，出海成敗有三大關鍵：釐清商業模式是否值得複製、讀懂在地文化，以及能否提供真實價值。因此，品牌首選新加坡、澳門及內地一線城市等與香港相近的市場，並根據各地特點，微調經營策略；香港強調信任與便利，內地聚焦合規與體驗，新加坡則突出性價比。劉嘉皓強調：「出海跑得穩比跑得快更重要，因此堅持小規模試點先行，以實現可持續的增長。」



24/7 FITNESS
市場總監劉嘉皓
Mr Isaac Lau,
Marketing Director of 24/7 FITNESS

元化智能科技（香港）有限公司
國際銷售總監徐龍
Mr Lambert Xu,
Yuanhua Robotics' International Sales Director



行製作內容以吸引流量。而電商平台的好處是自帶龐大流量，企業起步成本較低；但數據由平台掌握，且須被平台抽成和面對競品的價格競爭。Kay 強調，選擇銷售渠道時，往往取決於品牌發展階段；已建立知名度的適合獨立站，尚未打響名聲的則宜先借力電商平台測試市場。

最後一步是在地化營運與內容行銷，這也是出海成敗的關鍵。在沒有實體銷售人員的網絡世界，企業須依賴優質內容，引導消費者一步步從看見產品、被說服、建立信任，最終作出下單決定。Kay 表示，以內容為主導的影片電商 2025 年已佔東南亞電商交易總額約四分之一，要迎合這個市場大勢，Kay 建議推廣資源有限的中小企可善用人工智能工具進行市場調研與競品分析，並因應不同市場的語言及文化特點，量身製作影片內容，以節省成本並提升行銷效率。

最後她提醒，企業布局出海時，不應單純以上架數量或短期交易額作為評估指標，必須精算平台抽成與跨境物流成本，維持合理毛利，才能在東南亞市場穩步前行。🚫📉



中小企可善用 AI 技術與在地網紅合作，創作內容協助消費者認識商品與應用場景，建立信心並促成下單
SMEs are leveraging AI tools and local influencers to create content that explains product utility, builds trust, and accelerates sales

From Hong Kong to the World: Wisdom for Global Expansion

The current wave of global expansion is redefining Hong Kong's role as a "Super Connector". Beyond bridging the Chinese Mainland with global markets, the city now serves as a strategic foothold where enterprises can validate business models and build international credibility before scaling globally.

Shenzhen-based surgical robotics firm Yuanhua Robotics, Perception and AI Technologies Ltd established its international headquarters in Hong Kong in 2022 to accelerate its global expansion. The firm's flagship product—a "5-in-1" robotic orthopaedic surgical system—is a world-first that integrates knee, hip, spine, and trauma surgeries into a single robotic platform.

According to Mr Lambert Xu, Yuanhua Robotics' International Sales Director, navigating complex and stringent regulatory hurdles remains the primary challenge for medical device firms expanding overseas. To address this, the firm adopted a phased strategy, prioritising populous markets with urgent demand driven by ageing demographics. Regulatory approval has already been secured for the robot in Vietnam, Thailand, Malaysia, Indonesia, Brazil, and Colombia, and certification has been obtained under the European Union's Medical Device Regulation. Seven medical institutions in Hong Kong have also integrated the system into clinical practice.

While surgical volume in Hong Kong remains modest, Xu emphasised the city's strategic demonstration value for global expansion: "Hong Kong's English-speaking medical environment and international standing make it an ideal hub for overseas experts to exchange clinical experience and, ultimately, to build trust in China's intelligent manufacturing."

Beyond the tech sector's push abroad, traditional service industries are also expanding from Hong Kong with innovative business models. For example, 24/7 FITNESS—a Hong Kong brand built on a zero-deposit, monthly-subscription model with around-the-clock access—is rolling out across Asia.

Mr Isaac Lau, Marketing Director of 24/7 FITNESS, identified three decisive factors for successful overseas expansion: verifying whether a business model is scalable, decoding local culture, and delivering genuine value. In line with these factors, the brand initially targeted markets similar to Hong Kong, such as Singapore, Macao, and tier-one Mainland cities. However, despite their similarities, these markets still differ: Hong Kong emphasises trust and convenience, the Mainland focuses on regulatory compliance and user experience, and Singapore centres on value for money. As a result, the brand needed to fine-tune its strategy to meet local demands. "Steady progress matters more than speed when going overseas," Lau highlighted. "That is why we insist on small-scale pilots first, ensuring growth remains sustainable."



The event, which attracted nearly 100 participants, was attended by Mr Sunny Chan, Assistant Director-General of the TID (Industries Support); Dr Wingco Lo, President of the CMA; Mr Calvin Chan, Chairman of the BDC; and Ms Maggie Cheung, Associate Director of Wellness and Creative Industries of HKTDC.

A new playbook for Chinese enterprises' global expansion

The expansion of Chinese enterprises into international markets has evolved in three distinct phases. The first phase, starting with the implementation of the reform and opening-up policy in the 1980s and spanning to 2000, focused on "bringing in"; local firms integrated into global supply chains primarily through processing trade and original equipment manufacturer (OEM) under the "three-plus-one" model. The second phase, triggered by China's accession to the World Trade Organization in 2001, saw enterprises rapidly expand through cross-border mergers and acquisitions to secure overseas markets and strategic resources. Finally, the third phase, which emerged after 2017 and has been propelled by escalating US-China trade tensions alongside the rapid rise of emerging technologies, has driven companies towards deep strategic transformations.



發掘那些被國際巨龍忽略卻具備巨大潛力的市場，是近年中國企業出海的重要策略

Targeting high-potential markets overlooked by global giants has become a core strategy for Chinese companies expanding abroad

在新一輪「品牌出海」浪潮下，品牌局和廠商會推出全新「出海名牌選舉」和「出海服務名牌選舉」，鼓勵企業依託香港「內聯外通」的優勢，提升品牌的國際影響力。

Amid the new wave of brand globalisation, the BDC and the CMA have launched the Global Brand Awards and Global Services Brand Awards. These accolades encourage companies to leverage Hong Kong's unique role as a super-connector between the Mainland and the world, further elevating their international influence.

陳家偉
Mr Calvin Chan



Referencing this timeline, Professor Xufei Ma of the Department of Management of the Chinese University of Hong Kong observed that while Chinese enterprises have historically favoured a cautious, step-by-step expansion from asset-light to asset-heavy models, today's landscape demands a new approach. In response, globalising enterprises have developed the "GLOVIDICAL" framework, which integrates glocalisation, disruptive innovation, and value innovation.

Ma explained, "Firms that globalise successfully capitalise on the Chinese Mainland's manufacturing power and supply-chain strengths to bring tailored, differentiated products to local markets. More importantly, rather than competing head-on in overcrowded arenas, they carve out high-potential, overlooked markets and position innovation as their main entry point." Such firms also evaluate key competitive factors within the industry and decide which to eliminate, reduce, raise, or create to maximise competitiveness within resource constraints.

Value innovation creates latecomer advantages

Chinese smartphone maker Transsion Holdings exemplifies the successful application of this approach. By targeting Africa, a market long overlooked by global tech giants, the company sidestepped price wars in the premium segment. Transsion stripped away complex, costly features to align with local purchasing power, while equipping devices with long-lasting batteries and multi-SIM support to address regional infrastructure gaps. Its research and development team also developed proprietary camera algorithms calibrated for darker skin tones, as well as heat- and sweat-resistant designs. This sustained focus on localised innovation enabled the company to rise rapidly in emerging markets.

As Ma noted, Chinese companies expanding overseas inevitably face latecomer disadvantages against deeply entrenched multinational giants. However, by deploying the GLOVIDICAL framework—fusing value innovation, glocalisation, and disruptive strategy—these firms can turn that position into a distinct latecomer advantage.

The breakthrough for “Made in China”: From OEM to brand building

Global expansion was once the domain of large corporations and state-owned enterprises. Today, however, escalating geopolitical risks and intense domestic competition are pushing a growing number of small and medium-sized manufacturers onto the world stage. For these companies, the priority is no longer exporting manufacturing capacity but evolving from white-label suppliers into standalone, recognisable brands.

Ms Rebecca Wong, Founder of Red Gimmick Global Solution Limited, brings 20 years of experience guiding enterprises through international expansion. She pointed out that while “Made in China” has long been a pillar of the global supply chain, backed by massive capacity, advanced technology, and reliable quality, the traditional contract



廠商透過代理商進入海外零售通路，雖能降低前期投入成本，卻也容易忽視品牌知名度與在地化的發展

Entering overseas retail channels via distributors can reduce initial costs, but may constrain long-term brand awareness and localisation

manufacturing model leaves little room for differentiation. Without brand equity, manufacturers remain vulnerable to price wars against lower-cost rivals in Southeast Asia and emerging markets.

Although some manufacturers rely on third-party distributors for global expansion to minimise upfront costs, Wong warned that this strategy surrenders commercial control. “Traditional distributors prioritise short-term profit margins and readily drop underperforming brands,” she explained. “Because these third parties focus purely on distribution rather than brand awareness or localisation, manufacturers are left blind to consumer insights. If a partnership sours, the entire market presence collapses, making this trial-and-error approach dangerously expensive.”

“「中國製造」的下一個階段，不是把成本壓得更低，而是把價值做得更高。

The next phase of ‘Made in China’ is not about cutting costs but about elevating value.

黃湘茗
Ms Rebecca Wong





東南亞市場定位各有不同。新加坡適合設立區域總部並推廣中高端產品；馬來西亞法規透明且華人市場龐大，對香港品牌接受度極高；泰國社交電商蓬勃，利於美妝與潮流產品發展；菲律賓則擁有龐大的年輕人口紅利，爆發力強

Market positioning varies across Southeast Asia: Singapore is a strong fit for regional headquarters and mid-to-high-end goods; Malaysia offers clear regulations and a receptive Chinese demographic that favours Hong Kong brands; Thailand's thriving social commerce suits beauty and trend-led products; and the Philippines provides high growth potential driven by a young population

Six core elements of global brand expansion

According to Wong, true global brand expansion relies on six pillars: high-quality product supply, deep local cultural insight, trust-building compliance, tailored channel operations, proactive customer relationship management, and the ability to drive repeat purchases.

To illustrate this framework, Wong referred to a Chinese herbal tea brand's entry into Australia. Because local consumers were unfamiliar with traditional Chinese medicine concepts like "excessive internal heat" (*shanghuo*), her team reframed the product as a body-balancing herbal beverage. Capitalising on the growing local appetite for spicy Asian cuisine, they positioned it as the perfect pairing for hot and spicy food, creating a distinct functional demand. To break Western stereotypes around medicinal flavours, they also introduced a sparkling herbal tea line.

Equally deliberate in its channel strategy, the brand began by securing a foothold in Asian supermarkets and Chinese dining outlets to build credibility before expanding into mainstream retail. This phased approach transformed the product into a premium functional drink, enabling it to bypass low-margin price wars.

Wong stressed that the next phase for "Made in China" isn't about blindly undercutting on price. Rather, businesses should focus on driving value through branding. Only then can they transition from anonymous, behind-the-scenes manufacturers into globally recognised brands.

/// 東南亞市場多元，處於高速數碼化階段，是香港品牌以低試錯成本建立可複製出海能力的理想戰場。

Southeast Asia's diverse markets and rapid digitisation make it an ideal testing ground for Hong Kong brands to build scalable global expansion capabilities with minimal trial-and-error costs. ///

Ms Kay Leung



A four-step framework for expanding into Southeast Asia

Beyond offline distribution and brand building, the rise of the digital economy has opened a fast track for global expansion. Powered by a massive, young population and high e-commerce penetration, Southeast Asia has become an ideal launchpad for brands venturing overseas.

Ms Kay Leung, Founder of digital marketing and e-commerce agency Digitify Online Growth, outlined a four-step roadmap for scaling e-commerce across the region. In step one, which centres on market assessment and product selection, companies evaluate local consumer demand, competitor pricing, linguistic nuances, payment preferences, and platform maturity to identify the right products for testing. Leung highlighted Singapore, Malaysia, Thailand, and the Philippines as ideal entry points for Hong Kong and Chinese Mainland brands: "These markets feature large numbers of young, tech-savvy consumers and robust cross-border logistics. Crucially, local customers show high acceptance and trust towards products from the Chinese Mainland and Hong Kong."



Shopee、TikTok shop 以及 Lazada 是東南亞三大電商平台
Shopee, TikTok Shop, and Lazada are the three leading e-commerce platforms in Southeast Asia

With the target market selected, step two involves navigating local regulatory compliance and customs clearance to ensure a smooth, compliant market entry.

Step three focuses on channel strategy, where brands choose between operating an independent direct-to-consumer (DTC) website or leveraging established e-commerce platforms, each carrying distinct trade-offs. A standalone DTC site grants full control over customer data, eliminates platform commission fees, protects gross margins, and delivers an end-to-end brand experience; however, it requires significant investment in content marketing to drive traffic. E-commerce platforms, by contrast, offer ready-made traffic and lower initial costs, but brands forfeit data ownership, pay commission fees, and face fierce price competition. Leung emphasised that channel choice depends heavily on brand maturity: Established brands may be better suited to independent sites, while newer entrants should leverage marketplace platforms to test the waters.

The final, and often decisive, step in cross-border e-commerce success is localised operations and content marketing. In a digital environment without physical sales teams, businesses depend entirely on compelling content to guide consumers through every stage of the sales funnel: building awareness, driving conviction, earning trust, and ultimately closing the deal. As Leung observed, video commerce accounted for roughly a quarter of Southeast Asia's total e-commerce gross merchandise value in 2025. To capitalise on this trend, she advised resource-constrained SMEs to leverage AI tools not only for market research and competitive analysis but also to tailor video content to the distinct linguistic and cultural nuances of each market.

Finally, she cautioned that companies expanding abroad should look beyond vanity metrics, such as listing counts or short-term sales volumes, as long-term viability in Southeast Asia requires careful calculation of platform commissions and cross-border logistics costs to protect healthy margins. (圖)

黃培珊
Simon Huang

永續養殖 打造綠色供應鏈品牌

Pioneering a Green Supply Chain Brand in Aquaculture

作為全球最重要的糧食生產系統之一，水產養殖業在藍色經濟與科技轉型的浪潮下正迎來龐大機遇。深耕水產行業 32 年的長明國際董事總經理黃培珊，憑藉敏銳的洞察力，以新興科技賦能供應鏈、以品牌戰略驅動發展，成功帶領公司從傳統批發商蛻變為現代化冷凍食材供應鏈企業，為行業樹立創新轉型的典範。

One of the world's most vital food production systems—the aquaculture industry—is capitalising on massive opportunities driven by the blue economy and technological innovation. With 32 years of industry experience, Simon Huang, Managing Director of Charming International, has leveraged his sharp market insight and strategic brand focus to empower the company's supply chain through emerging technologies. Under his leadership, the company has evolved from a traditional wholesaler into a modern food supply chain enterprise, setting a benchmark for industry transformation.

長明國際（香港）集團有限公司的業務源於 1994 年創立的珠海魚場，隨着業務不斷發展，集團於 2008 年正式在香港成立註冊公司。現時，長明國際在珠海擁有超過 3,000 畝的現代化養殖漁場，年產量超過 2 萬噸，產品涵蓋活魚、冰鮮及預製菜等，不僅穩佔本地及大灣區市場的重要位置，更遠銷東南亞、中東、澳洲等全球 50 多個國家及地區。

長明國際早期以傳統批發為主，客戶覆蓋本地大型餐飲集團、內地餐廳及連鎖超市，累積穩固的客源。然而，近年市場對食品安全與品質要求持續提升，傳統批發模式的局限性逐漸浮現。黃培珊解釋：「基於行業特性，漁產品高度依賴大宗批發，缺乏包

裝與源頭追蹤機制，導致市場產品質素良莠不齊。加上產品缺乏差異化，令行業陷入低價競爭的漩渦。」雪上加霜的是，2019 年新冠疫情重創餐飲業，連帶影響長明國際的業務，這促使黃培珊決心轉型，直面行業痛點。





長明國際於珠海坐擁超過 3,000 畝的現代化養殖漁場，年產量突破 2 萬噸

Charming International operates over 3,000 mu of modern aquaculture farms in Zhuhai and generates an annual yield exceeding 20,000 metric tons

打造高增值供應鏈品牌

黃培珊於 2018 年將「品質」確立為轉型核心，推動長明國際從單純的食材供應商升級為面向餐飲客戶群及終端消費者的品牌經營者。短短八年，公司相繼推出「海的」、「祿的」、「鮮的」及「S 食 MART」四大品牌，並將業務延伸至蔬菜、鮮果及急凍食品。黃培珊指出，「要建立品牌口碑，關鍵在於標準化，做好從漁場到餐桌的每一個環節。以『海的』為例，我們嚴格統一產品重量、規格、加工工藝及包裝設計，顯著提升產品質量穩定性，為客戶提供嚴謹監控食物安全的流程，以保持品質及保障食品安全。」

針對供應鏈中游的餐飲客戶，長明國際打造涵蓋苗種培育、科學養殖、精密加工、低溫冷鏈及全球配送的一站式服務體系，幫助客戶降本增效，「考慮到餐飲業招聘人手困難，我們近年推出定制化深加工服務，包括水產切片、花切、去鱗、去骨加工等，簡化廚房工序和提升效率。此外，我們更成立專門團隊，免費協助客戶研發新菜式、設計菜單及提供推廣素材。」這種與客戶並肩作戰的模式，有助長明國際贏得客戶信任及支持，建立長期良好合作關係。

除了鞏固「企業對企業」業務，黃培珊也看準疫後消費者飲食習慣的轉變，開拓下游零售業務，推出海產配套調味包、預製菜和深加工魚糜製品等數十款產品，專攻「宅經濟」市場。由於這些產品的備餐時間短、易烹調、份量小，深受年青人及小家庭青睞，黃培珊期望未來零售及預製菜業務收入按比例提升至 30%，成為公司新的增長引擎。

揚帆出海 打開中東清真市場

除了扎根本地與大灣區市場，黃培珊也緊貼「出海」新趨勢，將目光投向潛力龐大的中東市場。他指出，中東水產資源相對匱乏，但人口結構年輕而且消費力強，進口需求旺盛。因此，長明國際採取「雙線並進」策略：一方面將即食海鮮與預製菜進駐當地的主流清真超市；另一方面與杜拜、利雅得等地的大型海鮮市場合作，將沙特阿拉伯美人蝦等高端海產引進至本港，僅半年時間銷量便錄得 42% 增長。



長明國際不時參加各類型消費型展覽，打入本地零售市場
Charming International actively exhibits at major consumer expos to expand its reach across the Hong Kong retail market

不過黃培珊坦言，水產養殖業的國際化之路並不易走，「各國的檢疫標準、認證體系與法規不一，導致認證成本高昂。此外，海外冷鏈和加工配套不足，以及跨國供應鏈風險等都需要逐一克服。」為此，長明國際積極應用創新科技，引入智慧養殖系統，透過物聯網實時監控養殖水質和自動調節投餵，加工環節則引進液化氮急速降溫至零下負196度鎖鮮技術，在海鮮捕撈後第一時間以超低溫急凍，最主要保留其鮮味、營養與口感，解決長途運輸對品質的影響。

同時，為符合嚴格的清真規範與中東飲食偏好，長明國際設立獨立生產線與專用冷鏈通道，並取得國際清真認證，確保從生產、加工到運輸整個流程符合伊斯蘭教法規範，不受違規物質污染。

此外，黃培珊觀察到，當地人烹調海鮮的手法多限於煎炸或燒烤，往往無法發揮食材的鮮味。公司於是特別開發了無添加料酒以及專為高溫燒烤設計的調味海產，降低烹飪門檻。黃培珊期望，未來三年內，中東市場可貢獻公司海外總營業額超過15%。

永續養殖 與自然共生

深耕水產行業超過30年，黃培珊深明水產養殖本質上是與大自然共生的行業；唯有平衡環境與社會責任，守護生態平衡，海洋資源才能生生不息。因此長明國際由2022年開始推行「永續養殖」，將理念切實落實至ESG的各個領域。



黃培珊不時參與中東訪問團，與當地商人建立良好關係，積極進軍清真市場

Huang actively participates in trade missions to the Middle East, establishing strong relationships with local business partners to expand into Halal market

在環境方面，長明國際嚴格控制抗生素的使用，以維護海洋生態，並在養殖場安裝尾水循環淨化系統，將污水氮排放量大幅減少68%，漁場更獲全球最佳水產養殖規範（BAP）認證。公司同時採用節能製冷、可降解包裝以及新能源冷藏車，成功將整體碳足跡降至低於行業平均值36%。社會層面，公司實施漁民承包責任制，免費將魚塘租借給內地漁民，並透過統一的管理標準及養殖方法，按照穩定的價格保價回購機制，提升漁民積極性的同時，保障漁民的年均收益。管治方面，公司除了淘汰不合規的供應商，每年也會進行水產養殖管理委員會（ASC）的永續水產認證年檢並公開審計報告，確保綠色營運的同時，提供透明度。

黃培珊指，長明國際屬下的四個品牌均取得ASC及海洋管理委員會（MSC）的永續漁業的雙認證，隨著各地監管機構及消費者愈來愈重視企業ESG表現，取得永續認證不但增加產品的溢價空間，更成為了公司拓展海外業務的快速通行證。他以中東市場為例，當地十分重視永續漁業，長明國際計劃與中東業界合作建立養殖場，將自身的永續養殖技術和管理經驗複製去當地，擴大中東業務。

緊扣國家戰略 迎接藍色機遇

國家「十五五」規劃提出要「做強做優做大海洋產業」，黃培珊對此深感鼓舞，並已繪製了清晰戰略藍圖，以配合國家發展：「我們以香港為品牌與研發總部，發揮其自由港與國際物流樞紐優勢；內地基地則專注於高標準養殖與技術研發。在市場布局上，我們將對內深耕長三角與珠三角市場，對外加快發展中東及東南亞市場，以打造面向全球的一站式永續水產供應平台。」



長明國際的品牌「海的」榮獲香港品牌發展局頒發的2024年香港名牌

Charming International's core brand, Hidee, was awarded the 2024 Hong Kong Top Brand Award by the Hong Kong Brand Development Council

Established in 1994 as a Zhuhai aquaculture operation, Charming International (Hong Kong) Group Limited was officially incorporated in Hong Kong in 2008. Today, the company operates over 3,000 mu of modern aquaculture farms in Zhuhai, yielding an annual output exceeding 20,000 metric tons across live fish, frozen seafood, and pre-made meals. Charming International holds a prominent market position locally and across the Greater Bay Area (GBA), with exports reaching over 50 countries across Southeast Asia, the Middle East, Australia, and beyond.

In its early years as a traditional bulk wholesaler, Charming International's robust customer network spanned major local catering groups, Mainland restaurants, and supermarket chains. However, eventually, consumer demand for food safety and quality made evident the structural limits of traditional wholesaling. As Huang observed, "Historically, aquatic products relied heavily on unpackaged bulk distribution with limited traceability, resulting in inconsistent quality across the market. Lacking clear differentiation, the sector became trapped in zero-sum price competition." The COVID-19 pandemic further disrupted the catering industry and accelerated Huang's pivot toward integrated, modern supply chain solutions.

Building a high-value supply chain brand

In 2018, Huang spearheaded the company's evolution from a traditional food supplier into a brand-driven operator serving catering clients and retail consumers. He established quality as the core driver of this transformation. Within eight years, the company launched four core brands—Hidee, Rodee, Fresh, and SmART—while expanding its product lineup to include fresh vegetables, fruits, and frozen groceries.

黃培珊指出，長明國際將以香港為研發與品牌樞紐，緊扣國家「十五五」海洋產業機遇

Huang outlines Charming International's strategy to leverage Hong Kong as a brand and R&D hub, capitalising on marine economy opportunities under the 15th Five-Year Plan



Explaining what made this transition successful, Huang noted that “building a strong brand reputation relies entirely on standardisation across the supply chain. Take our seafood brand, Hidee, as an example: we enforce strict standardisation in weight, specifications, processing techniques, and packaging. This significantly enhances quality consistency, ensuring a meticulously monitored food safety process that guarantees uncompromised quality and safety for our consumers.”

To help midstream catering partners lower costs and maximise operational efficiency, Charming International delivers a comprehensive, one-stop service system that spans seed breeding, scientific aquaculture, precision processing, cold-chain logistics, and global distribution. “As catering is facing severe labour shortages, we launched customised deep-processing solutions for aquatic products—including slicing, fancy cutting, scaling, and deboning to streamline kitchen operations,” stated Huang. “We also deployed a dedicated team to assist clients with menu development, custom menu design, and promotional collateral.” This collaborative model has enabled Charming International to build deep industry trust and foster long-term partnerships.

Beyond consolidating the company’s business-to-business (B2B) operations, Huang capitalised on shifting post-pandemic dining habits by expanding into downstream retail market. Charming International introduced dozens of products targeting the stay-at-home economy, including seafood seasoning kits, ready-to-cook meals, and processed fish-paste items. Favoured by young consumers and small households for their quick preparation times, ease of cooking, and small portion sizes, these products represent a vital growth vector. Huang expects retail and pre-made meal sales to scale up to 30% of total revenue, making this segment a dynamic new growth engine for the company.

Tapping into the Middle Eastern Halal market

Looking beyond the company's core local and GBA footprints, Huang is turning his attention to global expansion trends, with a particular focus on the high-potential Middle Eastern market. Given the region's limited aquatic resources and young, affluent demographic with high import demand, Charming International executed a two-pronged strategy: placing ready-to-eat seafood and prepared meals into mainstream Halal supermarkets. In parallel, the company partnered with major seafood exchanges in Dubai and Riyadh to introduce high-end products like vannamei shrimp to Hong Kong, driving a 42% sales increase within six months.

Huang admits that global expansion poses unique challenges: "Diverse international quarantine standards and compliance frameworks push certification costs high, while companies must also mitigate cross-border logistics risks and address insufficient local cold-chain infrastructure." In response, Charming International has integrated advanced technologies across its operations, implementing Internet of Things (IoT)-driven smart aquaculture systems to monitor water quality and automated feeding. For processing, the group introduced -196°C liquid nitrogen cryogenic technology, freezing live seafood immediately after harvest. By rapidly locking in freshness, texture, and nutritional value, the technology eliminates quality degradation during long-distance transportation.



長明國際將沙特阿拉伯美人蝦引進本港，市場反應超出預期
Charming International introduced premium vannamei shrimp to Hong Kong, where consumer demand response has far exceeded expectations



廠商會組團參觀長明國際位於珠海的養殖漁場
The CMA led a delegation to tour Charming International's modern aquaculture facility in Zhuhai

To guarantee full compliance with Halal regulations and local culinary preferences, Charming International has established dedicated production lines and isolated cold-chain logistics. By securing international Halal certifications, the company ensures every stage of the process—from harvesting to distribution—adheres to Islamic law and avoids any risk of cross-contamination.

As Middle Eastern cooking methods lean heavily toward deep-frying and grilling, the company has also developed alcohol-free cooking products and pre-seasoned seafood designed for high-temperature grilling to simplify the preparation work for consumers. Looking ahead, Huang anticipates that Middle Eastern operations will generate over 15% of Charming International's total international revenue within three years.

Sustainable aquaculture: Coexisting with nature

Having spent more than three decades in the aquatic industry, Huang recognises that aquaculture is inherently about coexisting with nature. Preserving marine ecosystems requires an unwavering commitment to balancing ecological stability with social responsibility. To put this philosophy into practice, Charming International has embedded sustainability directly into its corporate ESG strategy since 2022.

On the environmental front, Charming International strictly controls antibiotic usage to protect marine ecosystems. By installing tailwater circulation and purification systems, the company has reduced nitrogen emissions in its wastewater by 68%, earning Best Aquaculture Practices (BAP) certification. By combining energy-efficient refrigeration, eco-friendly packaging, and electric cold-chain vehicles, the company has reduced its carbon footprint to 36% below the industry average. On the social side, the company operates a farmer contracting responsibility model, leasing fishponds to Mainland aquaculturists free of charge. By establishing standardised management guidelines and fish farming techniques, while guaranteeing buyback prices, the company has boosted farmers' engagement and secured their steady annual earnings. Regarding governance, the company has been actively phasing out non-compliant suppliers,

undergoing annual audits for Aquaculture Stewardship Council (ASC) certification, and publicly disclosing reports to ensure full transparency.

Charming International's four core brands have all achieved sustainability certifications from both the ASC and the Marine Stewardship Council (MSC). As global regulators and consumers increasingly prioritise corporate ESG performance, these credentials boost product price premiums and serve as a fast-track passport for global expansion. Citing the Middle East as a prime example, Huang highlighted the region's strong focus on sustainable fisheries. To drive the next phase of its Middle Eastern expansion, the company plans to collaborate with local industry players to establish aquaculture facilities, transferring its sustainable aquaculture model and management expertise in the process.

Aligning with national strategy to capitalise on the marine economy

In line with the nation's 15th Five-Year Plan initiative to "strengthen, optimise, and expand marine industries", Huang has mapped out a clear vision supporting national development goals. With Hong Kong as its brand and R&D headquarters, Charming International will leverage the city's strengths as a global logistics hub and free port, while developing its Mainland bases for high-standard aquaculture and technological innovation. Through strategic expansion across the Yangtze River Delta and Pearl River Delta as well as into the Middle East and Southeast Asia, Charming International is establishing itself as a premier global platform for sustainable aquatic products. 減碳



長明國際積極推行 ESG 措施，於 2025 年榮獲廠商會「香港 ESG 獎——中小型企業特別獎」，展現永續營運與利他共贏的決心
Charming International was honoured with the 2025 Hong Kong ESG Award - Special Award for SME by the CMA, which recognises its commitment to sustainable operations and shared value creation

CMA Cocktail Reception for Consular Corps

14 AUG 2026



廠商會舉行領事酒會 深化國際合作

CMA Hosts Annual Cocktail Reception to Expand Global Partnerships

廠商會於8月14日假香港會舉行年度「廠商會與各國駐港領事交流酒會」，深化香港與全球商界的聯繫，鞏固香港作為國際商業樞紐的角色。

The CMA hosted its annual cocktail reception for consular corps in Hong Kong at the Hong Kong Club on 14 August, to strengthen the city's global network and reinforce its position as a premier hub for international exchange and cooperation.

酒會吸引超過160位來自本地及海內外的政商界領袖出席，包括逾50位駐港總領事、領事代表及名譽領事；並邀得商務及經濟發展局局長丘應樺擔任主禮嘉賓，其他重點嘉賓包括外交部駐港公署領事部副處長顧盼、香港貿易發展局主席馬時亨教授、香港特別行政區政府「一帶一路」專員何力治、工業貿易署署長廖廣翔、引進重點企業辦公室主任任景信、香港總商會主席金澤培，以及香港工業總會主席林世豪等。

丘應樺局長致辭時強調，本屆政府高度重視拓展香港的全球網絡，加強與世界各地的經濟聯繫，「隨着國家邁入『十五五』規劃的新征程，香港將繼續為國家的高質量發展和高水平對外開放貢獻力量。」

盧金榮會長表示，隨着特區政府制訂香港首份五年計劃，香港將為國際企業提供更清晰和可預測的政策環境，以及更多元化的發展機遇。廠商會除了透過不同的交流和商貿對接活動，協助企業探索「一帶一



商務及經濟發展局局長丘應樺擔任主禮嘉賓
Mr Algernon Yau, Secretary for Commerce and Economic Development, was the Guest-of-honour at the reception

路」沿線新興市場，更為拓展全球業務的企業提供全方位的支援，期望日後與各國駐港領事深化合作，化不確定性為機遇，共創雙贏。 (商) (港)



The reception brought together over 160 political and business leaders, including more than 50 Consuls General, their representatives, and Honorary Consuls, and was officiated by Mr Algernon Yau, Secretary for Commerce and Economic Development. Other distinguished guests were Ms Gu Pan, Deputy Director of the Consular Department at the Office of the Commissioner of the Ministry of Foreign Affairs of the People's Republic of China in the HKSAR; Professor Frederick Ma, Chairman of the Hong Kong Trade Development Council; Mr Nicholas Ho, Commissioner for the Belt and Road; Mr Aaron Liu, the Director-General of Trade and Industry, and Mr Peter Yan, Director-General of the Office for Attracting Strategic Enterprises of the HKSAR Government; Dr Jacob Kam, Chairman of the Hong Kong General Chamber of Commerce; and Mr Anthony Lam, Chairman of the Federation of Hong Kong Industries.



盧金榮會長致歡迎辭
Dr Wingco Lo delivered a welcome remark

In his address, Mr Yau emphasised that the current-term Government is deeply committed to expanding Hong Kong's global network and economic ties with all over the world. He stated, "As our country embarks on the 15th Five-Year Plan, Hong Kong will continue to contribute to the country's high-quality development and high-standard opening-up."

Dr Wingco Lo noted that Hong Kong's first Five-Year Plan will provide international businesses with a clearer and more predictable policy environment, as well as diversified growth opportunities. The CMA will continue to help enterprises explore emerging markets along the Belt and Road through various exchange and business-matching activities, while also offering comprehensive support for their global expansion. He looks forward to deepening cooperation with the consular corps in Hong Kong, turning uncertainties into opportunities and creating win-win outcomes together. (商) (廠)





伊勢珠寶
ISE Jewellery

匠心獨運 宏揚「香港製造」

A Proud Legacy of Hong Kong Craftsmanship

莎士比亞曾說：「珠寶沉默不語，卻比任何語言更能打動女人心。」珠寶不僅是財富和身分地位的象徵，更是承載着愛與文化的符號。伊勢珠寶創辦人林乙香接受《企業雄才》訪問，娓娓道來她數十年來堅守「香港製造」的匠心之路，如何以一件件精雕細琢的作品，為顧客帶來超越物質的喜悅與自信。

As Shakespeare famously wrote, "Dumb jewels often in their silent kind more than quick words do move a woman's mind." Beyond symbolising wealth and social status, jewellery also carries deep meanings of love and culture. In an interview with *Hong Kong Entrepreneurs*, Ms Mona Lam, the founder of the ISE Jewellery, reflects on her decades-long dedication to preserving "Made in Hong Kong" craftsmanship, and explains how her finely made creations bring customers joy and confidence that go beyond the material.

林乙香年少時曾在工廠打工，並半工讀修讀英文，日文及法文。其後她投身對外語要求高的珠寶銷售行業，並進修珠寶專業課程，為日後創業之路埋下伏筆。

1991年，林乙香自立門戶，與在日本從事珍珠批發的兄長合作開設珠寶行，並以日本伊勢灣盛產珍珠為靈感，將珠寶行命名為「伊勢珠寶」。創業初期，她們主要從事批發業務，承接海外珠寶商的訂單，其後再拓展零售業務，相繼推出高級珠寶、精美珠寶、婚嫁系列等產品線，並提供定制珠寶服務。

堅持香港製造 建立自身特色

自上世紀70年代後期國家實施改革開放以來，許多本地工廠選擇北移以控制成本，珠寶行業也不例外。然而，伊勢珠寶始終堅持扎根香港，從設計、鑄造、鑲嵌到拋磨，所有工序均在香港完成。林乙香說：「香港珠寶業半世紀以來憑本地匠人的精湛手藝享譽全球，我不希望這些技藝失傳，更不希望工匠們失業。因此即使香港的生產成本高於內地，我仍堅持香港製造，並親自監督珠寶的設計與生產，既保障品質，更讓珠寶業最珍貴的工藝精神傳承下去」。

有別於大型珠寶品牌以「流水式」量產首飾，伊勢珠寶除了自設工場，更擁有一支由認證寶石學家、設計師和金匠組成的團隊。他們善於靈活運用各類寶石，為客人量身打造獨一無二的珠寶珍品。當有顧客提出特別的設計要求時，林乙香更會邀請設計團隊，從各方面搜羅資料，包括世界各地博物館的建築和書籍，開會討論，直至達成共識，才幫客人設計。

用作品說好香港故事

除了傳承本地工藝，伊勢珠寶也積極將「香港製造」的優秀作品帶到國際舞台，多次參加由香港貿易發展局舉辦的「香港珠寶設計比賽」，向國際買家展現香港的設計實力。其中，伊勢珠寶在2019年憑着以「一帶一路」為靈感的作品，奪得公開組大獎，並分別在2023年及2025年的比賽中奪得優異獎，屢獲業界及顧客的肯定。林乙香憶述，歐洲某國家的公主曾讚揚伊勢珠寶是唯一一間令她印象難忘，並且會重複光顧的珠寶小店。她亦提到，一些海外顧客本身就是設計師或藝術家，經常從不同角度為公司作品提供建議，幫助設計團隊持續尋求突破，也成為品牌成長進步的重要動力。

林乙香認為，對品質與工藝的恒久追求，是伊勢珠寶屹立逾三十載的成功秘訣。「許多顧客購買我們的首飾後感到滿意，成為了伴隨多年的老主顧。每當看見他們佩戴專屬首飾時流露出的笑容，便是我最大的滿足。」

她印象最深的是一位客人的故事。那位客人每一年都會為孫女添置一顆鑽石，多年累積下來，到孫女結婚時，便委託伊勢珠寶用這些鑽石重新設計成一條項鍊，作為孫女的結婚禮物。「我們的作品不僅是裝飾品，更承載情感、記錄人生，是一份跨越年月的愛與祝福。」



伊勢珠寶創辦以來，堅持在香港設計並鑄造珠寶

Since its founding, ISE Jewellery has proudly designed and crafted all its pieces in Hong Kong

靈活應變 從容應對市場挑戰

近年地緣政治不穩推高黃金價格，加上旅客消費模式轉變及外圍經濟不明朗等因素，均為珠寶業帶來挑戰。林乙香提到，以往經濟暢旺時，客人較願意選購華麗款式，如今他們趨於審慎。為此，伊勢珠寶積極開拓大眾消費市場，推出風格簡約，又能突顯個性的日常首飾系列，拓寬客源。此外，公司也透過Instagram、小紅書等社交媒體加強宣傳，提升品牌的知名度，吸納新客源。

縱然面對不少挑戰，林乙香仍對行業前景感到樂觀：「愛美是人的天性，曾經有一個老前輩和我說，只要這個世上有女人，珠寶一定有市場！」只要持續提升產品原創性和品質，她有信心伊勢珠寶可繼續成為顧客心中的「珠寶博物館」。



In her youth, Lam worked in a factory while studying English, Japanese and French part-time. Her language skills later opened the doors to the high-end jewellery sales industry, where she pursued specialised gemmological training. This laid a solid foundation for her entrepreneurial journey.

In 1991, Lam took the leap to start her own business, partnering with her brother, a pearl wholesaler based in Japan, to open a jewellery boutique. Inspired by the pearl-rich waters of Ise Bay in Japan, she named the brand ISE Jewellery. Initially focusing on wholesale to serve international buyers, the company eventually expanded into retail with high jewellery, fine jewellery, bridal collections, and bespoke services.

Upholding “Made in Hong Kong” through bespoke craftsmanship

Since our nation’s reform and opening up in the late 1970s, many local factories have moved northward to curb costs, and the jewellery sector was no exception. ISE Jewellery, however, has remained firmly rooted in Hong Kong, keeping every step of production, from design and casting to setting and polishing, strictly in-house. “Hong Kong’s jewellery industry has earned international acclaim over the past half-century thanks to the mastery of local artisans,” Lam explained. “I couldn’t bear to see these skills vanish, or our craftsmen lose their livelihoods. Even though local production costs are higher than in the Mainland, I remain steadfast in keeping production here. By personally overseeing both design and production, I not only guarantee uncompromising quality, but also help ensure that the industry’s finest craft traditions live on.”



林乙香表示，有顧客讚揚伊勢珠寶是一間琳瑯滿目的「珠寶博物館」

Lam noted that ISE Jewellery has been described as a dazzling “jewellery museum”



2023 年伊勢珠寶在「香港珠寶設計比賽」獲得公開組優異獎
ISE Jewellery won a Merit Award in the Open Group at the Hong Kong Jewellery Design Competition in 2023

Unlike large jewellery brands that rely on mass production, ISE Jewellery operates its own in-house workshop, backed by a multidisciplinary team of certified gemmologists, designers, and master goldsmiths. Harnessing their expertise across a wide range of gemstones, they craft bespoke, one-of-a-kind pieces tailored to each client’s vision. For every custom commission, Lam convenes her team for extensive research, drawing inspiration from global museum architecture and specialised literature, before leading collaborative design sessions until a shared creative vision is reached. This ensures that the design journey is as exceptional as the finished piece.

Telling Hong Kong stories through jewellery

Beyond preserving local craftsmanship, ISE Jewellery actively champions “Made in Hong Kong” creations on the global stage, regularly showcasing the city’s design prowess at the Hong Kong Jewellery Design Competition organised by the Hong Kong Trade Development Council. Notably, the brand won the Open Group Grand Prize in 2019 with a piece inspired by the Belt and Road Initiative, and followed that with Merit Awards in the 2023 and 2025 competitions, earning consistent recognition from industry peers and clients alike.

Lam recalled a European princess who once praised ISE Jewellery as the only boutique house that had truly captivated her and kept her returning. She added that many international clients, often artists or designers themselves, offer fresh, and valuable feedback. This continuous creative exchange pushes the team to keep innovating, and has become a key driver of the brand's evolution.

Lam believes that the enduring pursuit of quality and craftsmanship is the secret to ISE Jewellery's success over more than three decades. "So many of our clients return year after year because they genuinely connect with what we create," she said. "Seeing the joy on their faces when they wear a piece designed just for them is what brings me the greatest satisfaction."

One of her fondest memories is of a client who purchased a diamond for her granddaughter every year. By the time the granddaughter was married, the accumulated stones were entrusted to ISE Jewellery and redesigned into a necklace as a wedding gift. "Our pieces are far more than mere ornaments," she noted. "They carry memories, chronicle life's most important milestones, and serve as lasting tokens of love and blessings passed down through time."



伊勢珠寶的18K白金及玫瑰金彩色寶石垂墜耳環，採用精緻的不對稱幾何設計，左右兩隻耳環在彩色寶石的色彩排列上互相呼應，營造出活潑且極具藝術感的彩虹視覺效果

ISE Jewellery's 18K rose & white gold tourmaline, pink sapphire, amethyst, peridot, topaz earrings feature an exquisite, asymmetric geometric design with complementary gem arrangements, creating a lively and artful rainbow effect



伊勢珠寶的18K白金及玫瑰金摩根石彩寶鑽石戒指，採用了豐富的幾何線條與不同顏色碰撞，呈現出猶如「指尖上的優雅彩紅」般的視覺盛宴

ISE Jewellery's 18K white and rose gold morganite, coloured stone, and diamond ring features dynamic geometric lines paired with a vibrant interplay of hues, delivering a visual feast reminiscent of "an elegant rainbow on fingertips"

Adapting with agility to market challenges

Recent geopolitical instability, soaring gold prices, shifting tourist spending habits, and broader economic uncertainties have created a challenging environment for the jewellery industry. Lam said that while more prosperous times once encouraged customers to splurge on ornate, elaborate designs, consumer sentiment has since turned more cautious. In response, ISE Jewellery has expanded into the mass-market segment by launching versatile everyday collections that blend understated simplicity and distinct personality, successfully broadening its customer base. The brand has also leveraged social media platforms like Instagram and Xiaohongshu to heighten brand awareness and attract new clients.

Despite these headwinds, Lam remains optimistic about the industry's prospects. "The desire for beauty is fundamental to human nature," she reflected. "An industry veteran once told me, 'As long as there are women in this world, there will always be a market for fine jewellery.'" By continually raising the bar for original design and product quality, she is confident that ISE Jewellery will remain a cherished "jewellery museum" in the hearts of its customers. 



內地服務消費崛起的啟示

The Implications of Rising Service Consumption

從近期中央多份政策文件可見，內地政府正銳意把促進服務消費打造為繼「以舊換新」之後驅動內需的「接引擎」。站在服務消費快速增長的「風口」上，香港企業若能主動變革，將有望開闢一片廣闊的「新藍海」。

Recent policy documents from the Central Government clearly signal Mainland's intent to position service consumption as the next primary driver of domestic demand. Against this backdrop, Hong Kong enterprises that proactively transform their operations will be well placed to unlock a vast "blue ocean" of market opportunities.

2026年初，國務院辦公廳發布《加快培育服務消費新增長點工作方案》（下稱《方案》）；其後「十五五」規劃《綱要》提出以放寬准入、業態融合為重點擴大服務消費；《2026政府工作報告》亦將「實施服務消費提質惠民行動」列為重要舉措。由此可見，內地已將促進服務消費，作為下一階段提振消費、擴大內需的戰略重點。這一部署，既是順應內地經濟結構轉型的內在要求，亦體現了對國際先進發展經驗的借鑒與吸收。

服務消費成為擴內需新動能

事實上，近年內地服務消費增速持續超越商品消費，成為居民消費增長的亮點。2020年至2025年間，居民人均服務性消費支出及其佔人均消費支出的比重均持續上升，服務零售額增速亦高於社會消費品零售總額。

此外，隨着內地居民追求情緒價值、喜愛沉浸式體驗以及注重高品質生活等新消費觀念崛起，低空飛行、郵輪遊艇、旅遊演藝等領域的新模式不斷湧現，為服務消費增長開闢了新的場景空間。

另一方面，過去兩年持續推進的「以舊換新」消費補貼政策，其邊際刺激效果正逐步遞減。在這一背景下，透過服務消費「接棒」開啟新的內需增長點，無疑更具現實意義，也更具迫切性。

從國際經驗看，當經濟步入「超越大眾消費」階段，消費將由物質需求轉向追求體驗、價值認同與情感連結，服務消費的重要性也日益凸顯。然而，目前內地服務消費佔居民消費支出比重雖已達46.1%，接近「半壁江山」，但與發達經濟體六至七成的水平相比，仍存在顯著差距，未來增長空間可觀。



《方案》順勢而為激發消費活力

在此背景下，《加快培育服務消費新增長點工作方案》順勢推出，制定「6+3+3」政策框架，圍繞激發重點領域活力、培育潛力動能及強化支持保障。「6」涵蓋交通、家政、網絡視聽、旅居、汽車後市場及入境消費；「3」包括演出、體育賽事、情緒式與體驗式服務；另一個「3」則為標準體系、信用建設及財政金融支持。

政策亦精準對接「一老一少」需求。2025年中國65歲及以上人口已超過2.2億，佔總人口近16%；預計2035年將達到22%，中國將進入深度老齡化社會。文件在交通、家政等領域激發「銀髮經濟」活力，例如推出「銀髮旅遊主題列車」、拓展居家養老服務並完善信用與評價機制。另一方面，隨着「Z世代」崛起帶動情緒式與體驗式消費發展，尤其「谷子經濟」（指動漫、遊戲衍生周邊與服務）在內地迅速發展，成為炙手可熱的消費熱點，文件提出對新業態實施包容審慎監管，以創造更多情緒式、體驗式新場景。

此外，《方案》緊扣消費由「物質滿足」走向「品質生活」的升級趨勢，推動汽車後市場、旅居服務、冰雪消費等領域發展。同時，也與國家高水平對外開放政策深度協同，包括擴大對外國免簽政策、優化涉外支付服務、增設離境退稅商店、提升公共場所多語種標識覆蓋率等，創建國際化的服務消費場景，吸引更多外國人來華旅遊消費。



港商應順應服務消費轉型開拓新商機

《方案》充分體現內地政府精準回應消費群體結構變化、順應消費升級需求，以及培育服務消費「新質」消費力的政策思路。可以預見，內地服務消費崛起不僅將成為拉動內需的「新引擎」，亦會為香港工商界提供清晰的轉型方向與市場機遇。

尤其在北上消費潮對本地傳統經營模式帶來衝擊之際，香港工商界更應主動出擊，善用自身在國際化服務、品牌管理、品質控制及文化創意等方面的優勢，轉化為服務消費市場中的核心競爭力。

首要方向，是由「賣產品」轉向「賣體驗」，推動零售娛樂化與科技賦能。港企應突破單純銷售實體商品的思維，提供「產品+服務+體驗」的綜合方案。例如，餐飲、酒店及零售業可結合人工智能推薦、會員數據分析及沉浸式場景設計，進一步提升個人化體驗與顧客黏性。

另一方面，港企亦應因勢而起，深耕「銀髮族」與「Z世代」兩大高潛力客群的服務消費市場。

香港在醫療管理、護理培訓、養老金融及高端服務方面具備國際聲譽，相關機構可借助大灣區政策，以品牌輸出或合資經營模式，將港式專業護理標準與個性化康養方案引入內地；金融及保險業則可善用跨境理財通，推出結合退休規劃與跨境醫療保障的產品；旅行社亦可發展高端康養慢遊，結合中醫理療、養生餐飲與文化導賞，開拓高增值客群。

至於把握「Z世代」機遇，則為香港發揮文化IP與創意設計優勢提供了新契機。香港作為中外文化藝術交流中心，可發揮橋樑作用，成為海外IP引入及內地IP出海的授權與營銷樞紐，並在創意設計、影視娛樂及品牌推廣等領域尋求新的突破。例如，港企可發展IP主題快閃店、沉浸式展演及互動劇場，將購物與娛樂場景有機結合，從而吸引更多顧客到場體驗，並帶動相關周邊商品的銷售。

服務消費正成為擴內需和推動消費升級的重要抓手。香港工商界若能把握政策窗口，主動重塑業務模式，將可在這片新藍海中搶佔先機。🚫





In early 2026, the General Office of the State Council released the *Work Plan to Accelerate the Cultivation of New Growth Drivers in Service Consumption* (the Plan). Subsequently, the *Outline of the 15th Five-Year Plan* prioritised expanding service consumption through market access relaxation and cross-industry integration, while the *2026 Government Work Report* listed “implementing initiatives to upgrade services to the benefit of consumers” as a key priority. These moves demonstrate that Mainland has made promoting service consumption a strategic focal point for boosting overall consumption and expanding internal demand in the next stage of development. This direction aligns with the structural transformation requirements of Mainland’s economy and reflects best practices drawn from international economic development.

Service consumption: A new engine for domestic demand

Service consumption in Mainland has consistently outpaced goods consumption in recent years, serving as a bright spot in overall household spending. Between 2020 and 2025, per capita service expenditure and its share of total household spending expanded steadily, with service retail sales outperforming total retail sales of consumer goods.

At the same time, shifting consumer mindsets—characterised by a growing appetite for emotional value, immersive experiences, and quality of life—are fuelling new business models in emerging sectors like low-altitude aviation, cruise and yacht tourism, and immersive live performances. These developments are creating fresh spaces for service consumption growth.

Meanwhile, the trade-in subsidy policy of the past two years has diminishing marginal returns. Against this backdrop, it is more significant and urgent for services consumption to take over as the new driver of domestic demand.

International experience shows that as an economy enters the “post-mass consumption” stage, consumer spending pivots from physical goods towards experiences, shared values, and emotional connection, elevating the role of service consumption. Though Mainland’s service expenditure now accounts for nearly half of household spending (46.1%), it still trails the 60% to 70% level common in advanced economies—signalling significant room for future growth.

Policy support to unlock consumption potential

In response to these dynamics, The *Plan* was launched to establish a “6+3+3” policy framework centred on revitalising key sectors, fostering emerging growth drivers, and strengthening institutional support. Under this framework, the first “6” covers transportation, domestic services, online audio-visual media, sojourning, the automotive aftermarket, and inbound consumption; the first “3” encompasses performing arts, sports events, and emotional and experiential services; while the remaining “3” focuses on standardisation systems, credit infrastructure, and fiscal and financial support.

The policy is also precisely tailored to address the needs of both the elderly and youth demographics. China’s population aged 65 and older exceeded 220 million in 2025 (nearly 16% of the total) and is expected to reach 22% by 2035 as the nation transitions into a deeply aged society. To tap into the potential of this growing Silver Economy, the document outlines initiatives across key sectors like transportation and domestic help, such as launching senior-focused tourist trains, expanding home-based eldercare services, and refining credit rating and evaluation mechanisms. Concurrently, the rise of Generation Z is driving a surge in emotional and experience-based consumption. The “goods economy”—centred around ACG culture—has rapidly emerged as a booming retail trend. Recognising this shift, the policy proposes an inclusive and prudent supervision towards these business models to foster new emotional and experiential consumption scenarios.



Furthermore, the *Plan* aligns with the evolving consumer shift from “basic material fulfilment” to “quality-of-life experiences” by driving growth in sectors such as the automotive aftermarket, sojourning services, and ice-and-snow consumption. At the same time, it integrates deeply with national high-level openness policies—expanding visa-free entry, streamlining cross-border payments, adding departure tax refund stores, and improving multilingual signage in public spaces. These measures aim to build an internationalised service consumption environment that attracts more foreign tourists to visit and spend in China.

Hong Kong businesses must adapt to new demand

The *Plan* reflects Mainland Government’s strategy to address shifting consumer demographics, satisfy demands for higher quality of life, and cultivate “new quality productive forces” within the service sector. The rise of Mainland service consumption will not only drive domestic demand, but also offer Hong Kong businesses a clear path for transformation and growth.

This is particularly important at a time when cross-boundary spending by Hong Kong residents is disrupting traditional local business models. Hong Kong’s commercial sector must transform in order to retain and attract customers. By leveraging its strengths in internationalised services, brand management, quality control, and cultural creativity, Hong Kong can convert these advantages into core competitiveness within the broader service consumption market.



The primary priority is shifting from “selling products” to “selling experiences” by leveraging retail entertainment and technology integration. Hong Kong enterprises should move beyond the traditional mindset of purely selling physical goods, and instead offer comprehensive solutions that blend product, service, and experience. For instance, businesses across the food and beverage, hospitality, and retail sectors can integrate AI-driven recommendations, customer data analytics, and immersive environment designs to enhance personalisation and drive customer retention.

At the same time, companies should seize emerging opportunities by catering specifically to two high-potential groups: the elderly and Generation Z, capitalising on their growing demand for service-based consumption.

Hong Kong commands an international reputation for healthcare management, nursing training, retirement finance, and premium care services. Leveraging Greater Bay Area policy support, local institutions can expand into Mainland through brand licensing or joint ventures, introducing Hong Kong-style professional nursing standards and personalised wellness solutions. Concurrently, the financial and insurance sectors can utilise the Cross-boundary Wealth Management Connect Scheme to launch integrated products that pair retirement planning with cross-boundary medical coverage.

Meanwhile, travel agencies can capture high-value market segments by developing premium, slow-paced wellness itineraries that combine traditional Chinese medicine, health-focused dining, and cultural tours.

Capitalising on the Generation Z opportunity presents a fresh catalyst for Hong Kong to leverage its strengths in cultural IP and creative design. As an international hub for cultural and art exchange, Hong Kong is well-positioned to serve as a bridge—acting as a licensing and marketing centre for both bringing overseas IPs into Mainland and taking Chinese IPs global—while driving new breakthroughs in creative design, entertainment, and brand promotion. For instance, Hong Kong businesses can develop IP-themed pop-up stores, immersive exhibitions, and interactive theatre concepts, while seamlessly integrating these elements into retail settings. This would help to create engaging, experiential destinations that boost foot traffic and drive merchandise sales.

Service consumption is increasingly becoming a vital engine for boosting domestic demand and driving consumption upgrades. By seizing this policy window to proactively reshape their business models, Hong Kong’s business sector can secure a first-mover advantage in this high-potential growth frontier. 



推動寵物友善消費新模式 共建人寵共融的標準與信任

Building Trust and Standards for Pet Economy:
The Pet-Friendly Premises Assessment Scheme

由 2026 年 7 月 9 日起，狗隻獲准進入特定持牌食肆。這不僅為香港餐飲業帶來經營模式的新變化，更開啟了人寵共融市場的新一頁。業界要真正把握這股新趨勢，關鍵不只在於接納寵物，更在於能否同時兼顧寵主與其他顧客的需要。如獲權威認證，將有效提升餐廳的管理水平與市場信心。

Since 9 July 2026, dogs have been allowed in designated licensed restaurants, marking a new chapter for Hong Kong's dining scene. To make the most of this emerging trend, restaurants must cater to the needs of both pet owners and other diners. Authoritative certification can help them raise their management standards and build consumer confidence.

近年香港飼養寵物的家庭持續增加，寵物已由單純的伴侶動物，逐漸成為家庭的重要成員，「帶狗出街食飯」已成為不少主人的習慣，人寵共融的生活模式愈來愈受重視。面對日益增長的市場需求，不少食肆紛紛加入寵物友善行列。

然而，容許狗隻進入獲批准餐廳的措施實施逾一個月後，在 1,000 間獲發牌照的食肆中，已有約 50 間退出。雖然名額已由候補食肆補上，但事件反映出部分餐廳在申請牌照前，未有充分評估自身的營運條件是否適合推行有關安排。

寵物友善餐廳的衛生、安全與顧客平衡挑戰

事實上，要真正建立競爭優勢和消費者信心，僅靠「歡迎寵物」的宣傳遠不足夠。餐廳必須兼顧衛生管理、安全風險、顧客體驗及法規要求，才能在人寵共融與食品安全之間取得平衡。

在實際營運上，環境衛生往往是經營者最關注的問題。餐廳作為食品處理場所，必須維持高水平衛生標準。當狗隻進入餐廳後，如何妥善處理毛髮、氣味及突發排泄情況，如何安排清潔消毒程序，以及如何提供合適的寵物設施，均需要清晰的管理制度和執行流程，才能確保所有顧客都能享有舒適及衛生的用餐環境。

除了衛生問題外，安全管理亦不容忽視。餐廳環境人流頻繁，服務人員需要運送熱食和飲品，而犬隻在陌生環境下，可能因緊張或興奮而出現吠叫、走動、碰撞，甚至其他難以預料的行為。若缺乏妥善管理，不但可能影響其他顧客，更有機會引致衝突、跌倒或受傷等意外。因此，建立完善的風險管理措施及提升員工的應變能力，已成為寵物友善餐廳的重要一環。

此外，餐廳亦需要平衡不同顧客群的期望。雖然愈來愈多人支持寵物友善文化，但仍有部分食客基於過敏、衛生或個人習慣等原因，不希望與犬隻共享同一用餐空間。倘若缺乏清晰的區域規劃及管理措施，容易引發顧客投訴，甚至影響品牌聲譽。因此，如何營造兼顧寵物主人與一般顧客需要的用餐環境，同樣是業界面對的重要挑戰。

第三方認證提升寵物友善餐廳品牌價值

CMA 檢定中心推出的《寵物友善場所評價計劃》（下稱《計劃》），正好回應業界在這方面的需要。該計劃透過獨立第三方評核，從整體營運角度檢視場所是否具備人寵共融的管理能力，為餐飲業建立一致及具公信力的管理標準，並協助企業建立符合衛生、安全及服務要求的制度化管理模式。

《計劃》依託國際及行業相關標準，涵蓋空間規劃、衛生管理、安全措施、服務流程及員工培訓等範疇，就餐廳如何劃分寵物與非寵物區域、減少對食品處理程序的影響，以及如何優化顧客及員工動線等進行評估及認證，以降低風險，並提升營運效率。同時，認證亦重視員工專業知識，包括寵物衛生處理、顧客溝通及突發事故應對能力，確保服務團隊能夠妥善處理各種情況。

對企業而言，第三方認證不僅是品質保證，更是提升品牌價值的重要工具。透過獨立評核，讓消費者清楚了解餐廳已具備相關管理措施和服務標準，有助提升市場認受性及顧客信心，同時強化品牌差異化優勢，令餐廳在競爭激烈的餐飲市場中建立更鮮明的定位。

人寵共融不只是市場趨勢，更體現城市對共融生活方式的重視。如何在開放與規範之間取得最佳平衡，將決定香港寵物友善經濟能走得多遠，這有賴政策、寵主、業界與市民共同配合。 



In recent years, the number of pet-owning households in Hong Kong has continued to rise. Pets have gradually evolved from being companion animals to becoming important members of the family, and “taking dogs out for meals” has become part of the routine for many owners. As pet-inclusive lifestyles gain increasing traction, more and more restaurants have joined the pet-friendly movement.

However, a month after the measure allowing dogs into approved restaurants took effect, around 50 of the 1,000 licensed restaurants had surrendered their licences. Although these vacancies were all filled by restaurants on the waiting list, the situation also suggests that some operators may not have fully assessed whether their business conditions were suitable before applying.

Challenges in hygiene, safety, and customer balance for pet-friendly restaurants

Yet, simply hanging a “pets welcome” sign falls far short of earning consumer trust or creating a true competitive advantage. Restaurants must also address hygiene management, safety risks, customer experience, and regulatory compliance if they are to strike the right balance between pet inclusion and food safety.

From an operational perspective, hygiene remains the primary concern. In environments where food is prepared and served, operators face strict sanitation requirements and must actively address shedding, odours, and unexpected accidents. Clear management policies, cleaning protocols, and dedicated pet amenities are essential to ensure a pristine dining experience for all customers.



Safety management is equally crucial. In fast-paced dining rooms where staff carry hot dishes and beverages, unfamiliar surroundings can cause dogs to become anxious or excited. Unmanaged behaviours like barking or sudden movements can disrupt guests and lead to trips, spills, or injuries. Risk management and well-trained staff are therefore vital to maintaining a safe, controlled environment.

Operators must also respect the needs of non-pet owners. While support for pet inclusion is growing, some diners still prefer separate spaces due to allergies, hygiene concerns, or personal preference. Without smart spatial zoning and thoughtful guest management measures, complaints can easily arise and compromise a restaurant's reputation.

Third-party certification enhances brand value for pet-friendly restaurants

To help the F&B sector establish consistent, credible standards, CMA Testing introduced the Pet-Friendly Premises Assessment Scheme to evaluate a venue's operational readiness through independent third-party audits. It also assists businesses in establishing a structured management model that meets hygiene, safety, and service requirements.

The Scheme covers spatial planning, hygiene management, safety measures, service workflows, and staff training. It evaluates how restaurants designate pet and non-pet areas, minimise the impact on food preparation processes, and optimise traffic flow for both guests and staff to mitigate risks and enhance operational efficiency. Additionally,



the Scheme places strong emphasis on staff expertise—including pet sanitation procedures, guest communication, and emergency response capabilities—ensuring that the service team is fully equipped to handle a variety of situations professionally.

For businesses, third-party certification serves not only as a mark of quality assurance but also as a powerful tool for enhancing brand value. Independent audits provide customers with a clearer understanding that a venue has the necessary management measures and service standards, helping to build market credibility and consumer trust. Crucially, certification creates a strong competitive edge, allowing businesses to differentiate their brand and establish a more distinct position in an increasingly competitive dining market.

Human-pet coexistence is more than a market trend; it reflects a broader vision of urban living. How Hong Kong strikes the right balance between openness and regulation will determine how far its pet-friendly economy can go, and achieving that balance will require the concerted efforts of policymakers, pet owners, businesses, and the public alike.





灣區遊艇自由行啟航 香港全鏈條商機湧現

Hong Kong Sets Sail for a Full-Chain Yacht Economy

6月，粵港澳遊艇自由行正式落地。首批逾20艘港澳遊艇北上，順利入境廣州、深圳等地。另一邊廂，「北艇南下」亦持續推進。雙向通航的落實，除標誌着大灣區海上交通與休閒產業深度融合，更為香港拓展遊艇經濟全鏈條發展帶來契機。

In June, the Guangdong-Hong Kong-Macao Individual Yacht Travel scheme officially launched, with over 20 yachts from Hong Kong and Macao making inaugural entries into Mainland ports, including Guangzhou and Shenzhen. As the southward movement of Mainland yachts gets underway, this two-way navigational access not only marks deeper maritime and leisure integration across the Greater Bay Area (GBA) but also unlocks substantial opportunities for Hong Kong's full-chain yacht economy.

當局曾預計，未來遊艇產業每年將可為香港帶來約44億至225億港元的直接及間接經濟收益。而綜觀整個大灣區，香港在發展遊艇經濟方面早具備得天獨厚的條件。

根基深厚 潛力廣泛

首先，香港維港與周邊島嶼構成天然避風錨地，加上亞熱帶氣候，為遊艇活動提供優越的自然環境。在地理位置上，香港北接內地、南連東南亞，航程便捷，是亞太區域遊艇活動的理想中轉站與目的地之一。

其次，香港作為中西文化交匯的城市，遊艇文化早已植根。從1849年成立的維多利亞賽舟會（即香港遊艇會前身），到黃金海岸、匡湖居等遊艇會相繼落成，遊艇活動逐步由上流社會專屬，演變為遊艇派對、無繩滑水、夜釣墨魚等多元化大眾休閒活動。

再者，香港造船業歷史悠久，除具備遊艇維修、保養、改裝等基本服務能力，更延伸至融資、註冊、保險、銷售、租賃等周邊環節，早已形成完整的遊艇服務產業鏈。

此外，香港船舶註冊及牌照申請程序較內地簡便。本港對遊艇進口及交易不徵收關稅、消費稅或增值稅，顯著降低持有與交易成本。截至2024年底，本港登記的第IV類別船隻已逾12,000艘。多家國際遊艇代理與租賃商已將亞洲總部或核心船隊設於香港，眾多國際遊艇亦選擇以香港為營運基地，足見其市場吸引力。

基建提速 動能釋放

為推動遊艇經濟發展，特區政府近兩年的《施政報告》中均提出增建本地遊艇旅遊基礎設施，包括在前南丫石礦場、香港仔避風塘及紅磡站臨海項目等地增設配套，新增約600個泊位；同時推進「機場城市」遊艇港灣建設，額外提供逾500個泊位，當中更有可容納80米以上超級遊艇的專用泊位，為香港邁向亞洲遊艇樞紐提供硬件支撐。

毋庸置疑，粵港澳遊艇自由行將為香港遊艇經濟注入更強動能。一方面能串聯多個大灣區核心城市，構建「一小時遊艇消費圈」，為業界開發「一程多站」海上休閒旅遊創造條件。另一方面，「北艇南下」除了直接帶動泊位、燃料、補給及維修等產業鏈外，更能拉動餐飲、奢華住宿、精品零售，以至私人管家和財富管理等高端服務需求。



盛事引流 拓展全鏈

當前，香港正全力推動「盛事經濟」。政府已在《2026-27年度財政預算案》中預留一億元引入大型國際展覽，包括遊艇展。參考美國勞德代爾堡國際遊艇展的經驗，香港可考慮將遊艇展與藝術博覽、體育賽事結合，打造「海洋盛事嘉年華」，吸引更多全球頂級消費群體。

展望中長期發展，香港還可進一步拓展遊艇經濟全鏈條產業潛力。作為全球第四大船籍地，香港可推動買賣雙方在港一站式完成驗船、過戶、註冊及保險等手續。跨境航行便利化除有望增加遊艇買賣和融資租賃業務量，亦為資產證券化、分時享有、共享租賃等新興業態提供試驗空間。

與此同時，面對全球遊艇產業電動化與智能化的升級浪潮，香港可發揮高校研發優勢，推動遊艇產業與創科、新能源技術融合；並借助北部都會區創科合作機制，對接大灣區製造業供應鏈，構建「研發和總部在香港、生產在珠三角」的新分工模式，推動大灣區藍色經濟全鏈條提質升級。

According to the SAR Government, the yacht economy could generate annual economic benefits of HK\$4.4 billion to HK\$22.5 billion for Hong Kong. In fact, across the GBA, Hong Kong possesses distinct advantages in developing a robust yacht economy.

Deep-rooted strengths unlock strategic potential

First, Victoria Harbour and its surrounding islands offer natural sheltered anchorage within a favourable subtropical climate, strategically positioning the city as both an ideal transit hub and a premier yachting destination between the Mainland and Southeast Asia.

Second, as a city where East meets West, Hong Kong boasts deeply rooted yachting culture. Dating back to the founding of the Victoria Regatta Club (the predecessor of the Royal Hong Kong Yacht Club) in 1849, and the subsequent opening of marinas such as Gold Coast and Marina Cove, yachting has evolved from an exclusive pastime for the elite into a diverse range of public leisure activities, including yacht parties, wakesurfing, and night squid fishing.

Third, Hong Kong has a long-established shipbuilding industry. Its expertise extends well beyond basic repair, maintenance, and refitting to cover financing, registration, insurance, sales, and chartering. Together, these services form a comprehensive yachting service industrial chain.

Moreover, Hong Kong's vessel registration and licensing procedures are more streamlined than those in the Mainland. The absence of customs duties, consumption tax, and value-added tax on yacht imports and transactions significantly reduces both ownership and transaction costs. By the end of 2024, over 12,000 Class IV vessels were registered in Hong Kong. Many international yacht dealers and charter operators have established their Asian headquarters or core fleets in the city, while numerous global yachts have chosen it as their home port—a clear testament to its market appeal.



Infrastructure expansion fuels new momentum

To promote the yacht economy, the HKSAR Government has proposed in its recent Policy Addresses, expanding local yachting tourism infrastructure. These initiatives include new facilities at the former Lamma Quarry, the Aberdeen Typhoon Shelter, and the Hung Hom Station waterfront projects, which will provide approximately 600 additional yacht berths. In parallel, the yacht bay at the Airport City will provide more than 500 additional berths, including those capable of accommodating superyachts over 80 metres in length. These initiatives offer concrete physical infrastructure to support Hong Kong's vision of becoming a yachting hub in Asia.

Undoubtedly, the Individual Yacht Travel scheme will inject further momentum into Hong Kong's yacht economy. On the one hand, it links multiple core cities across the GBA, creating a one-hour yacht consumption circle and enabling the industry to develop multi-stop leisure itineraries. On the other hand, the southward flow of Mainland yachts will not only stimulate berthing, fuelling, supplies, and maintenance—but also boost demand across high-end hospitality, luxury accommodation, boutique retail, and private concierge and wealth management service.

Mega-events and tech integration drive full-chain growth

Hong Kong is currently advancing its mega-event economy. The government has set aside HK\$100 million in the 2026-27 Budget to attract major international exhibitions, including boat shows. Drawing on the success of the Fort Lauderdale International Boat Show in the United States, Hong Kong could consider integrating yacht exhibitions with art fairs and sporting events to curate high-end marine carnivals.

Looking further ahead, Hong Kong can tap into the full-chain potential of its yacht economy. As the world's fourth-largest ship registry, the city is well placed to provide one-stop services, covering vessel surveys, title transfers, registration, and insurance. Seamless crossboundary navigation is expected to boost transaction volume and finance leasing, while offering a testing ground for emerging business models such as asset securitisation, fractional ownership, and shared chartering.

Meanwhile, in response to the global shift towards electrification and intelligence in the yachting sector, Hong Kong can leverage its university research capabilities to foster deeper integration of innovation, technology, and new energy solutions into the yacht industry. Through the Northern Metropolis framework, Hong Kong can link with the GBA's manufacturing ecosystem, adopting a "Hong Kong R&D and Headquarters, Pearl River Delta Manufacturing" model to drive high-value upgrades across the region's emerging blue economy. 香港





柔性供應鏈重塑產業協作格局

Agile Supply Chains Reshape the Industrial Collaboration Landscape

跨境快時尚電商企業希音（SHEIN）九月正式於香港交易所掛牌上市，其招股書反復提及的「大規模自動化小單快返」競爭模式，再次引起市場對柔性供應鏈的關注。事實上，從快消品、化妝品到電子產品和汽車製造，越來越多行業嘗試以這種更靈活的供應鏈管理模式回應市場需求。對香港而言，這是一個重新定位自身供應鏈角色的重要機遇。

The listing of fast-fashion e-commerce giant SHEIN on the Hong Kong Stock Exchange this September has once again brought the agile supply chains into the spotlight, driven by the company's emphasis on its core competitive model: the large-scale automated test and reorder (LATR) system. Beyond fast fashion, industries ranging from fast-moving consumer goods and cosmetics to consumer electronics and automotive manufacturing are increasingly embracing this agile model to navigate shifting market demand. For Hong Kong, this shift presents a vital opportunity to redefine its role in global supply chains.

傳統的「以產定銷」是由產能決定生產計劃，企業一般會預測市場反應，並提前大量備貨；然而一旦銷情受阻，庫存無法消化，滯銷風險便如影隨形。相較之下，柔性供應鏈強調「以銷定產」，企業利用大數據和人工智能迅速捕捉銷售信息，先以小批量測試市場，再根據實際反應快速追加產量或停止生產。這種模式不但能降低庫存風險，提高資金周轉效率，亦能更快回應消費者對個性化、多品類和快速更新產品的需求。

推動柔性供應鏈變革的根本動力，在於企業必須對消費趨勢與需求變化作出近乎即時的反應。在TikTok、小紅書等社交媒體帶動下，消費者越來越傾向低單價、高頻率、多品類的「碎步式」購物，決策周期亦由過去按季計算，壓縮至按周甚至按日計算。面對這種碎片化節奏，企業必須即時分析瀏覽、加購、複購、評價、退貨及社群輿情等數據，從而在爆款形成前搶先排產，或在反應欠佳時及時止損。

而支撐這種模式的，則是敏捷的「履約網絡」（Supply Chain Fulfilment Network）和智能化管理系統。以SHEIN為例，其供應鏈串聯超過7,500家合約製造商、大量中小商家及獨立設計師，形成由「衛星工廠」組成的協作網絡，可把市場需求迅速轉化為生產指令，從設計到備貨最快僅需5天，並長期維持較低的滯銷庫存率。

同時，SHEIN亦透過雲端模塊化軟件協助供應商管理接單、生產、質檢和發貨等流程，並以自動訂單分配、全程監控、實時預測及敏捷返單機制提升整體效率。系統更加入AI圖案開發、AI時裝攝影等功能，將智能化延伸至設計、製造和交付全流程，進一步賦能上下游中小企業。

香港打造成柔性供應鏈管理中樞

香港長期是全球供應鏈的重要節點，本地企業具備豐富出口經驗、敏銳市場觸覺和跨地域產銷網絡。然而，柔性供應鏈不只是這些傳統優勢的延伸，更是對生產與銷售關係的重塑。面對這一轉變，港商須重新審視營商模式，主動引入人工智能、大數據等技術，在合適領域逐步轉向低庫存、高彈性的小規模靈活生產模式，重塑競爭優勢。



這一轉型方向，亦與香港近年積極推動供應鏈管理服務升級和新型工業化的政策思路相呼應。正如財政司司長陳茂波曾在多個場合指出，柔性供應鏈與個性化定製正重塑市場競爭格局，為企業開拓新機遇。香港可發揮金融、法律及物流等跨境調度優勢，與內地智能工廠的彈性產能結合，達致互補共贏。

首先，香港憑藉國際市場經驗、法律專業及跨境營商網絡，可為內地製造商提供對接海外品牌，並為國際企業提供專業的供應商管理、跨境合規和市場拓展等服務。

其次，香港可進一步發展供應鏈金融。柔性供應鏈依賴中小企業參與，而「小批量、高頻次」生產對現金流要求甚高。香港可運用成熟的金融體系，設計靈活的融資方案，提升中小企接單和履約能力。

第三，香港可強化跨境物流和供應鏈數字化能力。柔性供應鏈要求企業實時掌握訂單、庫存、運輸及交付狀態。香港可結合機場、港口、物流企業及資訊科技能力，發展供應鏈數據管理平台，提升跨境貨物流轉的透明度和效率。

此外，北部都會區及河套港深創科園的發展，亦為香港參與柔性供應鏈提供新空間。香港可聚焦研發設計、原型製作、中試轉化和小批量測試，再與大灣區製造能力對接，形成「香港研發與中試轉化、大灣區敏捷製造、全球市場銷售」的協作模式，進一步釋放柔性供應鏈的發展潛能，為香港升級為柔性供應鏈管理中樞開創新局。 

Traditional supply chain management systems prioritise the production of goods. They require enterprises to forecast demand and stockpile goods in advance. However, if sales fail to meet expectations, excess stock can quickly become a severe inventory drag. Agile supply chains reverse this approach by operating on a demand-driven model. Powered by big data and AI, companies capture real-time sales signals, test the market response with small initial production runs, and rapidly scale up or halt production based on sell-through rates. This approach helps mitigate inventory risk and optimise capital efficiency while enabling brands to respond dynamically to fast-shifting consumer preferences and provide more personalised and diverse product offerings.



The catalyst for this shift is the urgent need to react instantly to rapidly shifting consumer trends. Driven by social media platforms like TikTok and Xiaohongshu, modern shoppers increasingly favour low-cost, high-frequency “micro-purchases.” In turn, buying decision cycles have shortened from quarterly schedules to weekly or even daily rhythms. To capture this fragmented demand, businesses must analyse real-time signals, including browsing behaviour, cart additions, repeat purchases, reviews, returns, and social sentiment, so that they can scale up production before a trend peaks or cut losses as soon as a product underperforms.

Underpinning this operational agility are highly responsive supply chain fulfilment networks and intelligent management systems. SHEIN, for example, connects more

than 7,500 contract manufacturers with a vast roster of small and medium-sized suppliers and independent designers. This network of “satellite factories” translates market signals into goods in as little as five days, from design to shelf, while keeping unsold inventory exceptionally low.

SHEIN also equips its suppliers with modular, cloud-based software that streamlines order fulfilment, production, quality control, and logistics. Automated order allocation, end-to-end tracking, real-time forecasting, and rapid reordering elevate efficiency across the ecosystem. By integrating tools like AI pattern generation and virtual fashion photography, SHEIN embeds intelligence across the entire product lifecycle—from design and manufacturing to final delivery—empowering upstream and downstream SMEs alike.

Positioning Hong Kong as an agile supply chain management hub

Hong Kong has long served as a crucial global trade node, anchored by the deep export expertise, strong market insight, and expansive cross-border networks of its businesses. Yet adopting agile supply chains requires more than leaning on traditional strengths—it demands a fundamental rethinking of how production is connected to sales. To adapt, Hong Kong businesses must transform their operating models, systematically integrate AI and big data, and shift toward low-inventory, highly responsive, and small-batch production models.

This strategic direction aligns seamlessly with Hong Kong's efforts to upgrade its supply chain management services and foster new industrialisation. As Financial Secretary Paul Chan has noted on various occasions, agile supply chains and personalised manufacturing are reshaping market competition and unlocking new growth avenues. By pairing Hong Kong's advantages in cross-border coordination—spanning finance, law, and logistics—with the agile manufacturing capacity of smart factories in Chinese Mainland, both sides can unlock powerful synergies.



First, Hong Kong can leverage its international market expertise, legal infrastructure, and cross-border business networks to connect Mainland manufacturers with global brands. At the same time, it can provide international firms with specialised services in supplier management, cross-border compliance, and market expansion.

Second, the city is well-positioned to pioneer supply chain finance. Agile supply chains rely heavily on SMEs, whose “small-batch, high-frequency” production cycles demand robust cash flow management. Drawing on its sophisticated financial ecosystem, Hong Kong can design tailored financing solutions to strengthen SMEs’ capacity to accept and fulfil orders efficiently.

Third, Hong Kong can further strengthen its cross-border logistics and digital supply chain capabilities. Agile supply chains require real-time visibility of orders, inventory, shipments, and deliveries. By integrating the strengths of its world-class airport, port infrastructure, logistics operators, and IT sector, Hong Kong can build advanced data platforms that improve transparency and efficiency across cross-border supply chains.

Finally, the development of the Northern Metropolis and the Hong Kong-Shenzhen Innovation and Technology Park at the Lok Ma Chau Loop offers vital space and strategic support for this evolution. Hong Kong can spearhead R&D, design, prototyping, and small-batch manufacturing and product testing before plugging into the broader Guangdong-Hong Kong-Macao Greater Bay Area (GBA) for rapid scaling. This would create a seamless collaborative model: “Hong Kong R&D and pilot production, GBA agile manufacturing, and global distribution.” By pushing this model, the city can solidify its position as a premier global hub for agile supply chain management. 



圖片來源：創新科技及工業局
Source: Innovation, Technology and Industry Bureau

勝利香蝦廠

大澳鹹香世代傳承

Passing Down Tai O's Savoury Flavour

在香港這個繁榮都市裡，大澳是少數保留傳統風貌的漁村。水上棚屋、河涌小艇，這裡處處是風景，空氣中更飄散陣陣鹹香。這股香氣，正是源自百年老店「勝利香蝦廠」。老闆三代人堅持人手製作蝦膏蝦醬，將這項珍貴的本土非物質文化遺產傳承下去，也讓大澳的靈魂滋味，送上香港的每一張餐桌。

In bustling Hong Kong, Tai O remains a rare haven of traditional fishing life, a village defined by stilt houses, winding waterways, and the scent of dried seafood hanging heavy in the air. That rich, savoury aroma stems from Sing Lee Shrimp Sauce & Paste Manufacturer (Sing Lee), a century-old establishment. For three generations, the family has upheld the handmade tradition of shrimp sauce and shrimp paste blocks, safeguarding a piece of Hong Kong's intangible cultural heritage while delivering the soul of Tai O to dining tables across the city.

大澳地處鹹淡水交界，這一帶水域的海鮮格外鮮甜，加上大澳自古以來盛產鹽，鹽田曾佔全大澳約三分之二的面積，因此不少居民會用鹽來保存水產，逐步形成了鹹魚和蝦醬蝦膏產業。

據勝利香蝦廠二代負責人李錦平憶述，家業是於1930年由父親李勝創立。李家本定居在珠江口的外島，世代打魚；李勝於12、13歲由外島輾轉到大澳，先在「海鮮艇」上工作，負責收集各漁船的漁獲，再運到市場販賣。憑藉勤奮的性格和累積的人脈，最終在大澳紮根，最初以醃製銀蝦食品維生，二戰後改為專注製作蝦膏蝦醬，外海的漁民會將從珠江口捕獲的銀蝦，運到於廠前平台交易。由於勝利香蝦廠面朝東南偏南，夏天日照從七點直至五點，配以西南海風，使其製品容易發酵風乾，可謂佔盡地利。



勝利香蝦廠坐落在大澳墟市以西的石仔步街佔盡地利，用盡舖前地方曬製

Leveraging its prime location along Shek Tsai Po Street in Tai O, Sing Lee utilises every inch of its storefront to sun-dry its products



李錦平早年在岸邊進行收蝦工作（受訪者提供）

The photo shows Li Kam Ping gathering fresh krill along the shore in his early years in the trade (Photo courtesy of Sing Lee)

由於當時交通不發達，往來大澳和市區動輒耗時超過八小時，難以發展零售業務，因此勝利香蝦廠與其他副食品廠一樣，以批發形式將產品銷往至市區。至四十年代末，勝利香蝦廠成為某大醬料廠獨家供應商，到了七、八十年代，受惠於香港與內地經濟的急速發展及捕撈技術的改進，蝦膏蝦醬的產量與銷量與日俱增，勝利香蝦廠也隨之迎來黃金時代。



製作蝦膏蝦醬工藝 體現匠心精神

製作蝦膏蝦醬，每一步都是耐性與體力的考驗。李錦平年少時跟隨父親學藝，由基本功開始，逐步掌握蝦醬廠經營之道。說起醃製工序，他熟練得如數家珍：製作蝦醬首先要將銀蝦磨泥，加海鹽發酵，放入瓦缸反覆晾曬，歷時三至四個月；蝦膏則相對快一些，先將銀蝦打糊，攤在竹簍籬上曬乾，期間要按時割開和翻面，數天後待底面皆乾透，按傳統做法會放進竹簍，用木棍椿至結實，也可用製麵機揉壓，然後裝入模具壓成一塊塊的方磚，最後曬走多餘水分，便可裝袋出售。

李錦平強調，醃製工序自似簡單，但極講究師傅的匠人精神，「每一步攪拌、翻動、椿打，都依賴人手細心處理，讓食材在時間中慢慢沉澱，才能醃釀出層次厚實且鹹香平衡的獨特味道。」隨着時代變遷，李錦平引入半自動設備，提升攪拌及磨碎等工序的效率。

然而，勝利香蝦廠始終是家庭式作業，成本和產量難以與流水式生產的大型工廠競爭。1997年，合作了近半世紀的本地醬料品牌終止合約，轉而與內地廠商合作以控制成本。這一記打擊，驅使李錦平決心轉型，着手打造自家品牌。他一方面積極尋找其他小型醬料廠合作，同時推出小包裝的產品，上架至西環海味街等旅遊區，以及拓展澳門零售市場。

李錦平將香蝦廠交棒給兒子 Hago，讓蝦醬工藝代代傳承
Li Kam Ping hands the reins of Sing Lee to his son, Hago, preserving the heritage craft for a new generation



傳統蝦醬製作方法，把銀蝦分半鹽下桶後，每隔數天都要用木棍搗製、揉搓，再將蝦漿用石磨輾磨至幼滑，使味道層次厚實、鹹香平衡

The traditional artisanal process of making shrimp paste involves salting the catch, hand-pounding every few days, and stone-grinding the mixture into a silky paste to develop its balanced, savoury depth

三代接棒 矢志將蝦醬蝦膏打造成大澳特色手信

成本壓力只是考驗的冰山一角，隨着本地漁業衰退，漁獲減少，加上行業青黃不接，昔日的榮光早已不復再。全盛時期，香港約有20家蝦醬廠，遍布大澳、馬灣、長洲、香港仔等地，時至今日，僅餘大澳仍保留着這門古老手藝。

儘管行業挑戰重重，卻無阻勝利香蝦廠傳承的步伐。近年，李錦平逐步將家族事業交棒給兒子李學斌(Hago)。作為80後的Hago相信，要延續蝦醬風味，必須注入創新思維。為應對疫情後的營運環境及市場變化，Hago除了積極參與食品展覽會推廣產品，也與妹妹李穎瑤(Angel)合作經營網店，開設社交媒體帳號加強宣傳，以開拓更大客源。香蝦廠更不時與連鎖餐廳聯乘，例如推出限定菜色，將蝦醬與蝦膏融入火鍋之中，讓更多顧客感受本土蝦醬的風味。

「蝦膏蝦醬製作技藝」於2014年正式列入《香港非物質文化遺產清單》，Hago深感自豪，主動擔起傳承非遺文化的重任，包括與設計中心及非政府組織等合辦工作坊，講解及示範蝦醬蝦膏的製作過程，讓更多人了解這門承載着香港漁村歷史的技藝。

「畢竟這是一門消耗體力的行業，如果我們不接手，恐怕再也沒有其他人願意入行學習了。」展望未來，Hago堅定地表示：「作為土生土長的大澳人，我希望把自家品牌的蝦膏蝦醬產品打造為香港特色手信，讓更多外地人感受到最純正的大澳風味。」



Situated where fresh water meets the sea, Tai O yields exceptionally sweet seafood. With salt pans historically covering nearly two-thirds of the area, local residents turned to salt-curing to preserve their bountiful catches—a practice that eventually gave rise to the region's famed salted fish and shrimp paste industries.

According to second-generation owner Li Kam Ping, the origins of Sing Lee date back to 1930, when his father, Li Sing, established the business. Coming from a seafaring family on an island in the Pearl River Estuary, Li Sing made his way to Tai O at just 12 or 13 years old. He first worked on a local market vessel, collecting catches from fishing boats and reselling them onshore. Through hard work and the connections he built, Li Sing settled in the village, initially processing salted krill before shifting exclusively to artisanal shrimp paste after World War II. Offshore fishermen would dock directly at the

factory's waterfront platform to unload fresh krill. Facing south-southeast, the factory caught the summer sun from 7 a.m. to 5 p.m. and welcomed south westerly sea breezes—creating ideal conditions for natural fermentation and sun-drying.

In the early days, the poor transport links made a journey from Tai O to the city an eight-hour ordeal, making retail unviable. Like many preserved-food makers in the village, Sing Lee operated as a wholesaler, shipping its products to urban markets. A major breakthrough came in the late 1940s, when the factory secured an exclusive supply agreement with a prominent local sauce brand. By the 1970s and 1980s, rapid economic growth across Hong Kong and the Chinese Mainland, coupled with modernised fishing techniques, drove production and sales to new heights, ushering in a golden era for the family enterprise.





The craftsmanship behind traditional shrimp sauce

Making shrimp sauce and shrimp paste blocks is a test of both physical stamina and patient precision. Having apprenticed under his father in his youth, Li Kam Ping mastered the trade from the ground up. He walks through the preservation process with effortless familiarity: for soft shrimp sauce, fresh krill is first pureed, seasoned with sea salt, and aged in earthenware jars, undergoing repeatedly sun-drying over three to four months. Shrimp paste blocks follow a faster timeline. The ground krill is spread onto woven bamboo trays to sun-dry, requiring regular scoring and flipping. Once both sides are fully dried after several days, traditional method calls for packing the mixture into bamboo baskets and pounding it dense with wooden posts –though a heavy-duty noodle-making press can also perform the task. Finally, the paste is shaped into rectangular blocks and given a final sun-curing to draw out residual moisture before packaging.

As Li Kam Ping explains, the curing process might seem straightforward at first glance, but it demands true

craftsmanship. “Every paddle turn, flip, and pound of the mallet relies on skilled hands,” he notes. “Giving the ingredients time to age and settle is what develops that signature depth of flavour—layered, savoury, and perfectly balanced.” To keep up with modern demand, Sing Lee has introduced semi-automated equipment, streamlining the labour-intensive mixing and grinding stages.

Still, operating as a traditional family enterprise, Sing Lee struggled to compete with the low overhead and sheer scale of industrial factories. A major blow came in 1997, when its primary local partner of nearly five decades terminated its contract to source lower-cost alternatives in the Chinese Mainland. Forced to adapt, Li Kam Ping resolved to build his own brand. He sought out smaller sauce makers for new wholesale partnerships while introducing consumer-friendly packaging. This shift allowed Sing Lee to expand into tourist districts such as Dried Seafood Street in Western District, and enter the Macao market.

Passing the torch: Three generations make shrimp sauce Tai O’s signature souvenir

Cost pressures were only the tip of the iceberg. The decline of the local fishing industry, dwindling catches, and a succession crisis as younger generations turn away from the trade have brought an end to the industry’s golden age. At its peak, around 20 shrimp sauce factories flourished across Tai O, Ma Wan, Cheung Chau, and Aberdeen. Today, Tai O stands alone in keeping this age-old industry alive.

Industry headwinds have not shaken Sing Lee's commitment to preserving its legacy. As Li Kam Ping gradually hands the reins to his son, Hago, the millennial successor believes that sustaining traditional flavours requires continuous innovation. To adapt to shifting post-pandemic market dynamics, Hago actively showcases the brand at major food expos and works with his younger sister, Angel, to drive e-commerce business and digital presence. The brand also frequently partners with restaurant chains on limited-edition menu items, such as infusing hot pot bases with rich shrimp sauce—introducing this iconic Hong Kong heritage to broader, modern palates.

When the Shrimp Paste Blocks and Shrimp Paste Making Technique was officially added to the Hong Kong's Intangible Cultural Heritage Inventory in 2014, Hago took immense pride in the recognition. Driven to safeguard this heritage, he actively partners with NGOs and design organisations to host workshops and live demonstrations, introducing wider audiences to the time-honoured techniques that embody the city's fishing heritage.

"This is physically demanding work. If we don't step up, I fear no one else ever will," Hago reflects. Looking ahead, his focus remains sharp: "As a Tai O native, I want to transform our family's shrimp sauce into a signature Hong Kong souvenir, giving visitors from around the world a taste of authentic Tai O heritage." 🇭🻜



勝利香蝦廠打造自家品牌，將自家製蝦醬、蝦膏及其他小包裝產品，運往市區售賣

To build its brand presence, Sing Lee packages its artisanal shrimp sauce and shrimp paste blocks into consumer-friendly formats for distribution



勝利香蝦廠與各大機構團體，如設計中心及非政府組織合辦工作坊，擔起非遺文化的保育工作（受訪者提供）

Sing Lee collaborates with local NGOs and design centres to host workshops, safeguarding Hong Kong's intangible cultural heritage (Photo courtesy of Sing Lee)



訪問團獲山西省副書記、省長盧東亮（右八）接見
The delegation met with Mr Lu Dongliang (eighth from right)

廠商會山西行 把握中部商機

CMA Delegation Visits Shanxi to Seize Business Opportunities in Central China

為加強晉港產業及經貿聯動，廠商會於8月31日至9月3日間組織13人訪問團前往山西，協助港商把握中部地區崛起帶來的龐大商機。

訪問團由盧金榮會長率領，訪問團先後與山西省副書記、省長盧東亮、省政協主席張春林、省委常委、統戰部部長趙紅巖、省港澳辦主任王成禹、省商務廳黨組書記、廳長王宏晉，以及省農業農村廳副廳長趙文志等領導交流。

訪問團參觀美錦華盛氫能產業園、山西建投集團、汾酒文化景區，以及晉中市怡園酒莊等著名企業及產業基地，並出席酒類及中藥材企業對接交流座談會。

盧會長表示，近年山西在推動能源、農業等傳統優勢產業升級轉型及高質量發展成效顯著。他相信，廠商會的「企業出海策劃師」、檢測認證及展覽推廣服務，能為山西酒類產品、中醫藥等「晉品出海」提供有力支援。商通



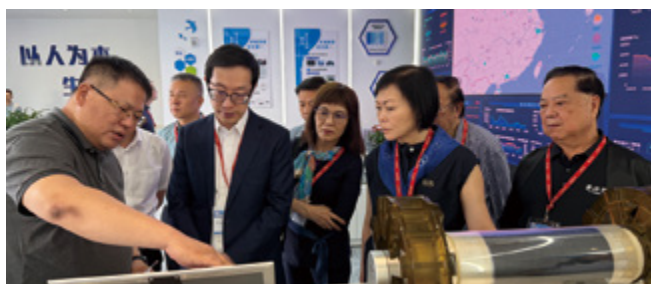
盧會長（左）與山西省政協主席張春林（右）
Dr Lo (left) and Mr Zhang Chunlin (right)

To deepen industrial, economic and trade connectivity between Shanxi and Hong Kong, a 13-member CMA delegation visited Shanxi from 31 August to 3 September to support Hong Kong enterprises in capitalising on the vast business opportunities of Central China.

Led by Dr Wingco Lo, President of the CMA, the delegation met with several provincial leaders, including Mr Lu Dongliang, Deputy Secretary of the Communist Party of China (CPC) Shanxi Provincial Committee and Governor of Shanxi Province; Mr Zhang Chunlin, Chairman of the Shanxi Provincial Committee of the Chinese People's Political Consultative Conference; Ms Zhao Hongyan, Member of the Standing Committee of the Shanxi Provincial Committee of the CPC and Head of the United Front Work Department of the CPC Shanxi Provincial Committee.

The delegation also visited a number of representative industrial sites and enterprises, including Meijin Huasheng Hydrogen Energy Industrial Park; Shanxi Construction Investment Group; Fenjiu Cultural Scenic Area and Grace Vineyard in Jinzhong city. Members also attended a networking session with local wine and traditional Chinese medicine (TCM) companies.

Dr Lo noted that Shanxi has made remarkable progress in recent years in industrial transformation and high-quality development, particularly in its advantageous sectors such as energy and medicine, demonstrating strong new quality productive forces. He believes that the CMA's services can provide effective support for Shanxi products, including wine, TCM and modern pharmaceutical products, in expanding into overseas markets. 商通



考察美錦華盛氫能產業園
Meijin Huasheng Hydrogen Energy Industrial Park



出席酒類及中藥材企業對接交流座談會
Networking session with local wine and TCM companies

廠商會成員參與新皇崗口岸運作演練

CMA Members Take Part in New Huanggang Port Drill

新皇崗口岸將成為港深之間最重要的24小時客運陸路口岸。口岸實施「一地兩檢」及嶄新的「合作查驗、一次放行」通關模式，將大幅縮短兩地人員往來的通關時間，是推進大灣區互聯互通的重要一步。

為確保新皇崗口岸順利開通，特區政府進行了多輪大型演練，並與深圳相關部門開展跨境壓力測試。其中，廠商會多位成員，包括副會長吳國安、施榮恆、黃偉鴻等，亦參與了8月29日舉行的跨境汽車演練，協助測試口岸整體運作效能。



The new Huanggang Port will become the most important 24-hour passenger land boundary control point between Hong Kong and Shenzhen. Operating under the co-location arrangement and the novel "collaborative inspection and joint clearance" model, the port is expected to significantly reduce clearance times for cross-boundary travellers. It will also represent a major step forward in strengthening connectivity across the Greater Bay Area.

To ensure a smooth opening, the HKSAR Government has conducted a series of large-scale drills. Several CMA members, including Vice Chairmen Mr Dennis Ng, Mr Ivan Sze and Dr Ellis Wong, also took part in the cross-boundary vehicle and passenger stress test held on 29 August, helping to assess the port's overall operational efficiency.

廠商會隨商經局代表團訪問馬來西亞

CMA Joins CEDB Business Delegation to Malaysia

商務及經濟發展局局長丘應樺於8月10日至13日率領香港商務代表團訪問馬來西亞吉隆坡，旨在推廣香港的營商優勢，並協助香港及內地企業更深入了解馬來西亞的最新發展。廠商會副會長梁兆賢代表本會隨團出訪，並於與馬來西亞數碼經濟機構會面時發言表示，雙方在深化數字經濟合作方面具有巨大潛力。他亦出席了由香港投資推廣署舉辦的商務研討會暨交流午宴，活動有馬來西亞投資、貿易及工業部副部長沈志勤，以及當地其他政商領袖出席。



Mr Algernon Yau, Secretary for Commerce and Economic Development, led a business delegation to Kuala Lumpur, Malaysia, from 10 to 13 August to promote Hong Kong's business advantages and assist Hong Kong and Mainland enterprises in gaining a better understanding of the latest developments in Malaysia for business expansion. Mr Jackson Leung, Vice President of the CMA, joined the outbound mission and said at a

meeting with Malaysia Digital Economy Corporate that there is great potential for deepening cooperation in the digital economy between the two places. He also participated in a business seminar cum networking lunch organised by Invest Hong Kong, which was attended by Mr Sim Tze Tzin, Deputy Minister of Investment, Trade and Industry of Malaysia, as well as other local political and business leaders.

周一鳴分享「智慧警政」最新部署 Joe Chow Shares the Latest Smart Policing Initiatives

警務處處長周一鳴在8月廠商會會董晚宴上，分享了警隊推動「智慧警政」的最新進展。重點工作包括開發新一代5G通訊系統以支援前線，並與數碼港及科學園合作深化人工智能（AI）應用。此外，警隊將透過年底在港舉辦的「國際刑警組織第94屆全體大會」，展現「Asia's Finest」的專業水平，並加強國際警務協作，共同應對全球安全挑戰。



Speaking at the CMA's General Committee Dinner Reception in August, Mr Joe Chow, Commissioner of Police, highlighted the Hong Kong Police Force's (HKPF) drive toward "smart policing." Key initiatives include developing a next-generation 5G communications system for frontline operations and partnering with

Cyberport and Hong Kong Science Park to integrate AI into law enforcement. Furthermore, by hosting the 94th INTERPOL General Assembly later this year, the HKPF will showcase its "Asia's Finest" professionalism, strengthen international cooperation, and jointly tackle global security challenges.

何力治：助業界抓緊「一帶一路」機遇 Nicholas Ho: Supporting Industry to Capture BRI Opportunities



Mr Nicholas Ho, Commissioner for Belt and Road, spoke at the CMA General Committee Dinner Reception in July, where he highlighted the HKSAR Government's efforts to advance Belt and Road Initiative (BRI) cooperation. Key initiatives include solidifying Hong Kong's role as a dual-circulation node and BRI Resource Allocation Hub, helping Mainland, local, and BRI enterprises expand seamlessly into one another's markets. He also noted

「一帶一路」專員何力治在廠商會7月會董晚宴上表示，政府正鞏固香港作為「雙循環節點」及「一帶一路資源分配中心」的地位，協助內地、本地與共建國家企業雙向拓展市場。他指出，當局正分階段拓展中亞、西亞、北非及南亞等新興市場且漸見成果。未來將透過擴展官方項目庫、建立跨文化人才庫及推動標準互認，為企業開拓新市場創造更有利條件。

successful phased expansion into emerging markets across Central and Western Asia, North Africa, and South Asia. To further support business growth, the Government will expand its government-to-government project pool, develop cross-cultural talent, and promote the mutual recognition of industry standards.



廠商會成員與烏茲別克斯坦總理會面

CMA meets Prime Minister of Uzbekistan

9月9日，廠商會盧金榮會長聯同多家企業代表，獲專程來港出席「一帶一路高峰論壇」的烏茲別克斯坦共和國總理阿卜杜拉·尼格馬托維奇·阿里波夫（Abdulla Nigmatovich Aripov）接見，雙方就促進香港與烏茲別克斯坦的經貿聯繫交換意見。盧會長在會中提到，廠商會計劃於10月再次率團訪問烏茲別克斯坦，期望透過此次訪問深入發掘兩地合作機遇，推動兩地在經貿及產業層面的務實對接。

其後，阿里波夫總理與其他中國工商界代表會晤，本會駱百強副會長及龐超貽會董均有參與，彼此就深化務實合作及探討具體投資機遇進行深入交流。 (商) (廠)



On 9 September, Dr Wingco Lo, President of the CMA, together with representatives from various enterprises, met with H.E. Abdulla Nigmatovich Aripov, Prime Minister of the Republic of Uzbekistan, during his visit to Hong Kong for the Belt and Road Summit. The two sides exchanged views on strengthening economic and trade ties between Hong Kong and Uzbekistan. During the meeting, Dr Lo mentioned that the CMA is planning a trade mission to Uzbekistan this October, expressing hope that the visit will unlock deeper

bilateral cooperation and foster pragmatic alignment across trade and industry sectors.

Subsequently, Mr Robert Lok, Vice President of the CMA and Mr Dario Pong, General Committee Member of the CMA, joined other Chinese enterprises at a roundtable meeting with the Prime Minister. They exchanged views with him on strengthening pragmatic cooperation and explored concrete investment opportunities in their country. (商) (廠)

廠商會與哈薩克斯坦加強聯繫

CMA Deepens Engagement with Kazakhstan

廠商會吳潔貞行政總裁和國際事務委員會主席徐晉暉常務會董，於8月11日拜訪哈薩克斯坦駐港總領事Bauyrzhan Dosmanbetov。雙方就加強香港與哈薩克斯坦的經貿聯繫進行深入交流，並為廠商會10月訪問該國商討相關安排。 (商) (廠)

On 11 August, Ms Ida Ng, CEO of the CMA, together with Mr Marvin Hsu, Executive Committee Member cum International Affairs Committee Chairman, paid a courtesy visit to Mr Bauyrzhan Dosmanbetov, Consul-General of the Republic of Kazakhstan in Hong Kong. Both sides engaged in fruitful discussions on deepening economic and trade cooperation and arranging the CMA's visit to Kazakhstan in October. (商) (廠)





廠商會就 2026 年《施政報告》提交建議

CMA Submits 2026 Policy Address Recommendations

廠商會早前聯同其他商會代表與行政長官李家超會面，就 2026 年《施政報告》交換意見。其後，廠商會以其五年規劃建議書為基礎，梳理並細化出一批可於未來一年「先行先試、立竿見影」的補充建議並正式提交。建議內容涵蓋創科和新型工業發展、北部都會區建設、打造高增值供應鏈管理中心、品牌發展、激發多元動能、支援中小企業，以及推動綠色低碳發展等範疇，合共提出近 70 項具體政策建議。

商會

Earlier, the CMA met with Mr John Lee, Chief Executive of the HKSAR, alongside representatives from other chambers to offer views on the 2026 Policy Address. Building on the broad direction of its five-year plan submission, the CMA has put forward a set of policy proposals that can be rolled out over the coming year. The submission includes nearly 70 concrete policy recommendations covering key areas such as innovation and technology, new industrialisation, Northern Metropolis development, high-value supply chain management, brand development, economic diversification, SME support and green development.

商會



廠商會完成 2026「香港 ESG 獎」決賽評審

CMA Holds Final Judging for 2026 Hong Kong ESG Awards

2026「香港 ESG 獎」經過初賽評審後，決賽評審委員會會議於 8 月 13 日舉行，選出各獎項得獎機構。會議由評審主席、香港浸會大學校長衛炳江教授主持，評審委員包括廠商會會長盧金榮、廠商會副會長兼香港品牌發展局主席陳家偉，以及環境及生態局氣候變化專員楊秀權等。頒獎典禮將於 10 月 7 日假香港會議展覽中心舉行。

商會

The final judging panel meeting for the 2026 Hong Kong ESG Awards was held on 13 August to select the winning organisations for each category. Chaired by Professor Alexander Wai, President and Vice-Chancellor of Hong Kong Baptist University, the panel included Dr Wingco Lo, President of the CMA; Mr Calvin Chan, Vice President of the CMA and Chairman of the Hong Kong Brand Development Council; and Mr Sammy Yeung, Commissioner for Climate Change of the Environment and Ecology Bureau. The award presentation will be held on 7 October at the Hong Kong Convention and Exhibition Centre.

商會



廠商會 × 數碼港創科交流活動 2026

CMA x Cyberport Tech Connect 2026

由 廠商會會員事務委員會、創新及資訊科技委員會牽頭，與數碼港合辦的「廠商會 × 數碼港創科交流活動 2026」於 7 月 23 日舉行。活動旨在協助會員了解最新的創新科技方案，同時促進實業界與科技界之間的合作。期間首先參觀「低空經濟應用展示廳」，其後進行科技商業配對及交流環節，由十家初創公司簡介其最新科技成果。是次代表團共有 40 名成員，包括廠商會會員事務委員會主席吳國安副會長、創新及資訊科技委員會主席吳長勝常董，以及趙振邦名譽會長等。 (商) (廠)

Led by the CMA Members' Affairs Committee and the Innovation and Information Technology Committee, and co-organised with Cyberport, the "CMA x Cyberport Tech

Connect 2026" was held on 23 July. The activity aims to help members understand the latest innovation and technology solutions while fostering collaboration between the industrial and technology sectors. It began with a visit to the Low-Altitude Economy (LAE) Application Exhibition Hub, followed by a technology business matching and networking session, during which participants heard presentations from ten start-ups on their latest technologies. The delegation comprised 40 members, including Mr Dennis Ng, Vice President and Chairman of the Members' Affairs Committee; Mr Ng Cheung-shing, Chairman of the Innovation and Information Technology Committee, and Dr Chiu CB, Honorary President.

(商) (廠)



上海市工商聯到訪廠商會

SFIC Delegation Visits the CMA

中 華全國工商業聯合會副主席、上海市政協副主席、上海市工商業聯合會主席壽子琪率領一行 12 人代表團，於 9 月 8 日到訪廠商會，與廠商會一眾首長就促進兩地經貿合作等議題進行交流。

壽主席表示，上海的生物醫藥、人工智能、新能源等高科技企業發展迅速，期望透過香港的國際化優勢，推動滬企出海。盧金榮會長則期望兩地建立更緊密合作，指廠商會能為滬企提供出海及檢測認證服務，創造雙贏。 (商) (廠)

Mr Shou Ziqi, Vice Chairman of the All-China Federation of Industry & Commerce, Vice Chairman of the Shanghai Municipal Committee of the CPPCC, and Chairman of the

Shanghai Federation of Industry and Commerce, led a 12-member delegation to visit the CMA. The delegation held in-depth discussions with CMA leadership on strengthening economic and trade cooperation.

Mr Shou highlighted the rapid growth of Shanghai's high-tech sectors, including biomedicine, artificial intelligence, and new energy. He expressed his hope of leveraging Hong Kong's strong international connectivity to help Shanghai enterprises expand globally. Dr Wingco Lo, President of the CMA, welcomed the opportunity for mutually beneficial collaboration, emphasising that the CMA's services can support Shanghai businesses in achieving their international goals. (商) (廠)

商校合作計劃 2026：發掘青年潛能

Business-School Partnership Programme 2026: Discovering Youth Potential

廠商會已第16年舉辦「商校合作計劃」，助學生探索職涯、累積工作經驗，同時協助企業實踐社會責任。計劃至今已累計為逾372名學生及209家企業提供實習配對。今年共有12家企業提供20個實習職位，涵蓋IT、市場營銷、文書及零售服務等領域，助學生發掘興趣和職業潛能。 



Now in its 16th year, the CMA's Business-School Partnership Programme offers students valuable work experience while helping member companies fulfil their corporate social responsibility goals. To date, the programme has matched over 372 students with 209 companies. This year, 12 companies provided 20 internships in fields like IT, marketing, administration, and retail, helping students discover their career potential. 

品牌局聯同廠商會舉行研討會 探討以 AI 賦能企業營運

品牌局動態

A Seminar on Exploring AI to Empower Enterprise Operations

品牌局聯同廠商會於9月7日合辦「人工智能新時代：企業策略、實戰應用與精準創新新機遇」研討會，邀得卡塔爾科技園前總裁及現任董事會成員、香港科技大學兼任教授及香港城市大學商學院人工智能樞紐創始主任廖家俊教授，剖析AI對企業管理與競爭格局的變革，講解AI如何應用在市場研究、文件處理、數據分析、產品開發及流程自動化等工作，協助企業精準開拓市場，把握商機。 

The BDC and the CMA jointly organised the seminar on "AI Strategy and Practical Applications: New Opportunities for Business and Precision Innovation" on

7 September. The keynote speaker was Professor Jack Lau, Board Director & Former President of Qatar Science and Technology Park, Adjunct Professor & University Honorary Fellow, The Hong Kong University of Science and Technology, Adjunct Professor & Director of AI Hub, College of Business, City University of Hong Kong. He analysed the transformative impact of AI on corporate management and demonstrated how deploying AI across key functions—such as market research, document processing, data analytics, product development, and process automation—helps enterprises target markets precisely and capitalise on emerging opportunities. 



CMA 檢定中心 助華人企業接軌國際標準獲殊榮

CMA 檢定中心消息

CMA Testing Commended for Bridging Asian Enterprises with Global Standards

CMA 檢定中心於第 11 屆全球華人品質峰會，榮獲全球華人品質聯盟頒發「全球華人品質文化建設典範（組織類）」獎項。

大會讚揚 CMA 檢定中心憑藉國際認可的檢測、檢驗及認證能力，為華人企業對接全球品質標準搭建橋樑；同時積極參與《照護食灣區標準》的制定，將中華文化重視家庭、尊老關懷的概念，轉化為「同餐同桌、食有尊嚴」的品質實踐。檢定中心表示，團隊未來將繼續發揮專業優勢，為銀髮經濟、跨境貿易及粵港澳大灣區高品質發展貢獻力量。

CMA Testing was honoured with the “A Model for World Chinese Quality Culture Construction (Organisation)” award by the World Alliance for Chinese Quality (WACQ) at the 11th World Summit for Chinese Quality.

The WACQ commended CMA Testing for leveraging its accredited testing, inspection, and certification capabilities to bridge Asian enterprises with global quality standards. It also



recognised the team's key role in developing the “Care Food Greater Bay Area (GBA) Standard”, which translates traditional values of elderly care into practical, quality-driven solutions. Moving forward, CMA Testing will continue to drive high-quality development across the silver economy, cross-border trade, and the GBA. 

Original Grant Patent System in Hong Kong 香港原授專利制度



Obtain global priority date quickly and at lower costs
快速、低成本獲取全球優先權日期



Enjoy 12-month provisional filing flexibility
可享12個月的臨時申請靈活性



Accelerated examination
可加快審查進程



File in Chinese or English, and direct communication with local examiners
使用中文或英文申請，與本地審查員直接溝通



Eligible for “patent box” profits tax concessions at the rate of 5%
可享受「專利盒」5%優惠利得稅率



sep 09



10, 12

CMA 檢定中心參展香港國際生物科技論壇暨展覽 (BIOHK) (展位 3E - B06)
CMAIDF joins Hong Kong International Biotechnology Conference and Exhibition (BIOHK) (Booth No. : 3E - B06)

10 - 11

CMA 檢定中心參展 ReThink HK 香港博覽會 (展位 E50)
CMAIDF joins ReThink HK 2026 (Booth No. : E50)

11

「內地及香港稅務審核及爭議：近期審查焦點與風險洞察」工作坊
Workshop on "Navigating Tax Audits and Controversies in Chinese Mainland and Hong Kong: Recent Focus and Risk Insights"

18

廠商會行業晚宴
2026 Industrial Dinner

20 - 22

廠商會湖北省武漢市訪問團
CMA Delegation to Wuhan

24

2026 年會員大會
Annual General Meeting 2026

24

會董會會議及晚宴
GC Meeting & Dinner Reception

29

「中小企業的實用 ESG 指南：實施可持續的發展策略」工作坊
Workshop on "Practical ESG for SMEs: Building and Implementing Sustainable Strategies"

oct 10



07

2026「香港 ESG 獎」暨「ESG 約章」頒獎典禮
2026 Hong Kong ESG Awards cum ESG Pledge Presentation Ceremony

13

CMA 檢定中心參展香港秋季電子產品展 (展位 3CON-006)
CMAIDF joins Hong Kong Electronics Fair (Autumn Edition) (Booth No. : 3CON-006)

17 - 22

廠商會中亞訪問團
CMA Delegation to Central Asia

23, 30, 6/11

「勞工法例及僱傭實務 2026」證書課程
Certification Course in Labour Legislation and Employment Practices 2026

24 - 1/11

第 13 屆香港美食嘉年華
The 13th Hong Kong Food Carnival

26

CMA 檢定中心參展國際環保博覽 (展位 6 - C28)
CMAIDF joins ECO Expo Asia (Booth No. : 6 - C28)

29

會董會會議及晚宴
GC Meeting & Dinner Reception

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11

行政長官李家超午餐演講會
Joint Business Community Luncheon with the Chief Executive of HKSAR

26

會董會會議及晚宴
GC Meeting & Dinner Reception



香港中華廠商聯合會
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立即預約

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ENVIRONMENTAL SOLUTIONS

提供認證環保服務，由檢測到可持續發展助您提升ESG績效



可持續發展

ESG

ESG 諮詢與量身訂製方案
能源審核(建築物能源效益條例)
綠色金融確信／永續確信
(ISAE 3000 + ISSA 5000)

碳管理

國際標準
i. 溫室氣體 (GHG) 排放量量化
(ISO 14064-1)
ii. 溫室氣體 (GHG) 排放量查證
(ISO 14064-3)
iii. 產品碳足跡評估
(ISO 14067)

本地標準
i. 碳審計

環保檢測及認證服務

環保檢測及認證服務

室內空氣質素 (IAQ) 認證
水質檢測
綠色建築物認證
(LEED/WELL/BEAM Plus)
環境監測及審核



掃碼
瞭解更多!



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