

## 匯聚兩地優勢 乘風破浪創新天

Converge the Best of Both Regions  
Ride the Wind and Waves for  
a New Destiny

保力集團創辦人及行政總裁  
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Mr. Steve Chuang, Founder and  
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宏觀大灣區的規劃綱要，再聚焦香港的區域定位，傳統基礎工業必須融合創新與科技的經營和生產模式作出變革。保力集團從事研發、製造、市場推廣及銷售等一條龍服務，產品包括：汽車休閒旅行車的電源系統、電子及倒車監控系統、太陽能發電及能源儲存技術以及消費性電子醫療產品，成功抓住行業發展趨勢升級轉型。

保力的成功經驗令它先後取得香港電子業獎、電子業年度大獎、香港科技創新大獎、恒生泛珠三角環保大獎等多項殊榮。作為創新型企業先進，保力集團創辦人莊子雄先生與我們分享成功轉型的心得及大灣區發展的視野及經驗。

Against the backdrop of the planning outline of the Greater Bay Area with a focus on the regional positioning of Hong Kong, it is important that traditional basic industries integrate innovation and technology in order to transform their operation and production models. ProVista Group is engaged in one-stop services of R&D, manufacturing, marketing and sales. Its products include: power supply systems for recreational vehicles, electronics and reversing monitoring systems, solar power generation and energy storage technologies, and consumer electronic medical products. The Group has successfully grasped the industrial development trend to upgrade and transform its operations.

The successful experience of the ProVista Group has led it to win many honors such as the Hong Kong Electronics Industry Award, the Electronics Industry Annual Award, the Hong Kong Technology Innovation Award, and the Hang Seng Pan-Pearl River Delta Environmental Protection Award. Mr. Steve Chuang, the founder of ProVista Group, an advanced innovative enterprise, shares with us the experience of the successful transformation as well as the vision and experience of the development of the Greater Bay Area.



## 發展創新型企業經驗分享

**問：**保力集團提供研發、製造、市場推廣，以及銷售電子科技等一條龍服務，當中的寶貴經驗實在值得港資金屬製造廠商借鏡。很多同業雖然擁有精密技術，但在進軍高端市場產品方面往往遇上不少阻力，可否分享一下保力如何衝破障礙？

**答：**「在港從事金屬製造廠的同業，本身擁有不少精密技術、先進的管理模式及國際市場推廣。但是企業進一步轉型升級是必經之路。在過程中，加大研發的投入、市場推廣、產品認證是不可缺少的。過去幾年，有不少新的行業對精密金屬及技術有很大的需求，如：自動化設備，機械人，航空航天等行業，均提供可觀的增長點。」

**問：**保力集團成功轉型升級，達致以創新技術為主體的創新型企業。在過程中你覺得最具考驗的地方是甚麼？你如何克服當中困難？

**答：**「我認為最具考驗的是，如何更好建立企業創新氛圍，讓創新的產品、技術、管理模式可以在企業落地生根。一般來說，企業內大部份員工傾向較少發表自己的意見及創新意念。人才，特別是研發人員及中高層管理人員的聘用最具挑戰性，足夠的人才將是企業發展的關鍵。」

**問：**《粵港澳大灣區發展規劃綱要》，科技創新中心被列為重點規劃項目。保力集團早於 2017 年投得大灣區東莞松山湖地段，在 2018 年開始展開保力創科園計劃，可否跟我們分享下當中的計劃是怎樣的？是什麼原因興起這個計劃的發展方向？

**答：**「保力集團一直認為未來工業的發展有賴於企業的創新能力，不斷創造新產品及技術轉型升級。保力集團決定繼續向創新及科技加大投資，期望達致以創新技術為主體的創新型企業。我們在 2018 年開始展開保力創科園計劃，它圍繞三個特點設計：第一）智慧及環保型產業園的建築，在大灣

## Sharing Experience in Developing Innovative Enterprises

**Q:** ProVista Group provides one-stop services such as R&D, manufacturing, marketing, and sales of electronic technology. The invaluable experience is indeed role model for Hong Kong-funded metal manufacturers. Despite the fact that many market players in the industry own sophisticated technology, they often encounter a lot of resistance in entering the high-end market. Would you share how ProVista broke through the obstacles?

**A:** "Market players in the metal manufacturing industry in Hong Kong possess a lot of sophisticated technology, advanced management models and international marketing. Further transformation and upgrade of enterprises is, however, inevitable. Increase investment in R&D, marketing and product certification are fundamental elements. In the past few years, many new industries have high demand for precision metals and technologies, such as industries like automation equipment, robots, and aerospace. All of these provide considerable growth points."

**Q:** ProVista Group has successfully transformed and upgraded to become an innovative enterprise focused on innovative technology. What do you think is the most challenging part throughout the process? How did you overcome these difficulties?

**A:** "I believe that the most challenging part is how to better establish a corporate innovation atmosphere so that innovative products, technologies, and management models can take root in the company. Generally speaking, most employees in the company seldom express their opinions and innovative ideas. Talents, especially R&D personnel and middle and senior management personnel are the most difficult to recruit, and a sufficient talent pool will be the key to enterprise development."

**Q:** In the "Outline of the Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area", the Science and Technology Innovation Center is listed as a key project. ProVista Group won the bid for the Songshan Lake site in Dongguan, Greater Bay Area as early as 2017, and started the ProVista Inno Park project in 2018. Would you share more with us about the plan? What were the forces driving the development direction of this plan?

**A:** "ProVista Group has always believed that the future development of the industry depends on the innovation capability of enterprises, and we constantly create new products and technological transformation and upgrades. ProVista Group has decided to continue to increase investment in innovation and technology, with a view to becoming an innovative enterprise focused on innovation and technology. In 2018, we launched the ProVista Inno Park Plan, which was designed around three core features: 1) The buildings in the smart and environmentally friendly industrial park would establish a new low-carbon and environmentally friendly model in the Greater Bay Area. We achieve this goal through the use of solar energy as the main power supply of the industrial park, as well as the features of environmentally friendly buildings



區建立起低碳環保的新模式。我們利用太陽能作為產業園的主要電力供應，利用環保建築的特點，如：利用自然氣流降溫及建築綠化設計去達到目標。智慧型的建築提供給用家和職員友善的環境，提高創新及生產力；第二）配合先進製造的生產模式建築，以工業 IND 4.0 為目標，向新一代的先進製造邁進；第三）以創新型辦公與實驗室相結合的運作，提供友善的設計、原型製作、測試、小批量試產等要求。與此同時，我們更提供所需的服務予初創公司，創業孵化器所需的設備，提供一條龍服務。」

### 融合兩地發展優勢 掌握大灣區發展機遇

粵港澳大灣區由廣東省 9 個相鄰城市，以及香港與澳門特別行政區組成，按照規劃綱要，粵港澳大灣區不僅要建成世界級城市羣、國際科技創新中心，它更是“一帶一路”建設的重要支撐，當中以香港、澳門、廣州、深圳 4 大中心城市作為區域發展的核心引擎。

**問：**面向大灣區發展，「9+2」不斷互惠互通深化合作，你如何看港商當中的角色與機遇？

**答：**「大灣區的『9+2』發展，十一城市不斷互惠互通深入合作，對港商來說是個大好機會。首先大灣區的七千多萬人口就是港商的一個大市場，而且大家的生活習慣接近，香港長期帶領大灣區的生活文化潮流，是我們的絕佳市場，也是港商進入大中華市場的試驗場。由於大部分港商都在其他大灣區城市有生產活動，港商採用在大灣區試產新產品，在大灣區作為首站去推廣新產品，測試市場反應。當產品成熟後，再考慮擴大大中華市場及在東南亞生產基地生產及向國際市場銷售產品。與此同時，大灣區也是港商的人才供應及培訓中心，香港與大灣區其他城市達致相向人才交流，培訓及充分利用香港多間國際一流大學的研究及技術轉移給業界應用。」

**問：**港商如何善用現有資源融合大灣區發展？

such as using natural airflow to cool down and building greening design. Smart buildings provide a friendly environment for users and staff, and improve innovation and productivity; 2) Collaborate with buildings with advanced manufacturing production mode to move towards a new generation of advanced manufacturing with the target of industrial IND 4.0; 3) Combine innovative office and laboratory operations to match requirements such as friendly design, prototyping, testing and small batch trial production. At the same time, we also provide one-stop services including services to start-up companies as well as equipment required for business incubators.”

### Integrate the development advantages of both regions Grasp the development opportunities of the Greater Bay Area

The Guangdong-Hong Kong-Macao Greater Bay Area consists of 9 neighboring cities in Guangdong Province, as well as the Hong Kong and Macao Special Administrative Regions. According to the planning outline, the Guangdong-Hong Kong-Macao Greater Bay Area will not only build a world-class urban agglomeration and an international science and technology innovation center, but also a key support for the "Belt and Road" construction. The four core cities of Hong Kong, Macau, Guangzhou and Shenzhen are the key engines of regional development.

**Q:** In view of the development of the Greater Bay Area, "9+2" continues to deepen collaboration. How do you see the roles and opportunities of Hong Kong companies?

**A:** "The "9+2" development of the Greater Bay Area and the ongoing mutual exchange and in-depth cooperation of the eleven cities are great opportunities for Hong Kong companies. First of all, the population of more than 70 million in the Greater Bay Area is a huge market for Hong Kong companies. Moreover, with similar living habits in the region, Hong Kong has long been the pioneer of living and cultural trends in the Greater Bay Area. It is an excellent market for us and a testing ground for Hong Kong companies to enter the Greater China market. Since most Hong Kong companies have production activities in other cities in the Greater Bay Area, Hong Kong companies could adopt trial production of new products in the Greater Bay Area, and use the Greater Bay Area as the first stop to promote new products and test market reactions. As the products become mature, they could consider expanding into the Greater China market, producing in Southeast Asian production bases, and exporting sales to the international market. At the same time, the Greater Bay Area is also a talent supply and training center for Hong Kong companies. Hong Kong and other cities in the Greater Bay Area have achieved mutual talent exchanges, training and research and technology transfer of the many world-class universities in Hong Kong for application to the industry."

**Q:** How can Hong Kong companies make good use of existing resources to integrate into the development of the Greater Bay Area?

**A:** "In a matter of just a few years, cities in the Greater Bay Area have become closely integrated. In addition to Hong Kong's traditional strengths such as producer services, marketing,

**答：**「短短幾年，大灣區的城市正在緊密的融合中。香港除了有它的傳統強項，如：生產性服務業、市場推廣、金融及專業服務、供應鏈管理等。我們需要充分利用香港的大學研究優勢，特區政府成立的 5 間 R&D (Research and Development) 研究機構等資源，投資更多在 R&D，激發創科文化及產品，研究成果產業化等方面的努力。人才的培養及累積才是未來的取勝之道。」

**問：**可否舉例分享港商於大灣區發展一般會遇上甚麼困難？你如何化解這些問題？

**答：**「大灣區的其他城市都在不斷發展及進步，我們港商絕對沒有太多喘息的機會。內資企業不斷在突破，除了研究與開發，工業 4.0 生產技術的提升，產品設計等方面都在迎頭趕上；他們在國內市場的網上銷售、數碼平台的運作及應用，正在國內市場領先我們，他們正在投放更多資源及資金在研發及升級轉型，也更多利用市場集資，用更多的金融手段去吸引人才。」

「港商在國際市場及跨境人才，跨國企業管理都很突出，但經歷過去三年的疫情，大家出差都變得絕不容易，但是我們大灣區及東南亞工廠都能運作如常，表現都不比以前差，或者更好。這對我們以後更能開放管理，更好利用數碼科技的工具去運作企業打了強心針，企業的管理走向更數碼化、國際化。」

**問：**如何展望 2023 年的發展？

**答：**「2023 年將會是十分挑戰的一年，國際市場，特別是歐美市場，由於通貨膨脹高企不下、俄烏戰爭引發的歐洲能源危機、中美貿易及科技進一步脫鉤等因素的影響下，出口還是十分困難，大家必須做好準備，相信 2023 年下半年有所好轉。」



financial and professional services, supply chain management, etc., it is important that we make the most out of resources such as the research advantages of Hong Kong's universities, the five R and D (Research and Development) research institutions established by the SAR Government, invest more in R&D, stimulate innovation and technology culture and products, and industrialize research results. The cultivation and accumulation of talents is the way to win going forward."

**Q:** Could you share some examples of the challenges that Hong Kong companies generally encounter when developing in the Greater Bay Area? How do you resolve these issues?

**A:** "Other cities in the Greater Bay Area are constantly developing and improving, and we Hong Kong companies absolutely do not have much space to slow down. Domestic companies are constantly making breakthroughs. In addition to research and development, they are catching up in all aspects, including the improvement of Industry 4.0 production technology, product design, etc. They are leading in the domestic market in online sales, operation and application of digital platforms. They are also investing more resources and funds in R&D, upgrading and transformation. In addition, they are raising more funds from the financial markets and deploying financial means to attract talents."

"Hong Kong companies are outstanding in international market, cross-border talents, and multinational enterprise management. During the pandemic in the past three years, travelling has been greatly restricted. Our factories in the Greater Bay Area and Southeast Asia have, however, been operating as usual and performing no worse than before, or actually even better. This is a boost in confidence for us to be more open to management in the future, and to better use the tools of digital technology to operate the enterprise. We believe the management of the enterprise will become more digital and international."

**Q:** What is the outlook of the development in 2023?

**A:** "2023 will be a very challenging year. Exports will remain difficult in the international market, especially the European and American markets, which are affected by factors such as high inflation, the European energy crisis triggered by the Russian-Ukrainian war, and the further decoupling of Sino-US trade and technology. We should get ourselves ready, and I believe the situation will improve in the second half of 2023."