

Learning business and brainstorming together

學商業，齊度橋

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Center for
Entrepreneurship





你準備好了嗎？

ARE YOU
READY?

Time 時間	Content/Activity 內容/活動	Speaker(s) 講者
09:20 – 09:30	Registration 登記	
09:30 – 09:35	Introduction 簡介	Curriculum Development Officer of Technology Education Section, EDB 教育局科技教育組課程發展主任
09:35 – 12:10	Learning entrepreneurship and being innovative (Part I) 學創業，齊創新 (第一部分) Contents: introduction, entrepreneurial characteristics (K7) 內容: 簡介、創業家特徵 (K7)	Mr. Jonathan Wong, Center for Entrepreneurship, CUHK 香港中文大學創業研究中心 王湘文先生
	Group Activity: Building Block Play 小組活動: 齊來砌積木 Contents: design thinking, 4Ps (E5) 內容: 設計思維、4Ps (E5)	
	Learning entrepreneurship and being innovative (Part II) 學創業，齊創新 (第二部分) Contents: market research (E5), customer identification (E5) 內容: 市場調查 (E5)、顧客識別 (E5)	
	Guided Case Study 案例導讀 Contents: Case highlight, business environment (K7) 內容: 案例重點、商業環境 (K7)	Dr. Frank Ng, Center for Entrepreneurship and Centre for Family Business, CUHK 香港中文大學創業研究中心及 家族企業研究中心吳穎鋒博士
12:10 – 12:25	First round submission guideline 第一輪作品提交指引	Curriculum Development Officer of Technology Education Section, EDB 教育局科技教育組課程發展 主任
12:25 – 12:30	Q&A session 問答環節	All speakers 所有講者



你為什麼在這裡？

WHY ARE
YOU HERE?

Do you want to win?

你想贏嗎？





Learning entrepreneurship

and

Being Innovative!

學習創業精神，勇於創新！

Contents 內容

Why successful and failure?

Entrepreneurial spirits

A killing idea

Design Thinking

Group activity: Building block play

Market identification: TAM SAM SOM

Customer identification

Concluding remarks

- 成功與失敗的原因是什麼？
- 開拓與創新精神
- 絶妙創意
- 設計思維
- 小組活動：積木遊戲
- 市場識別：TAM SAM SOM
- 客戶識別
- 總結

Anything common amongst these brands & companies?

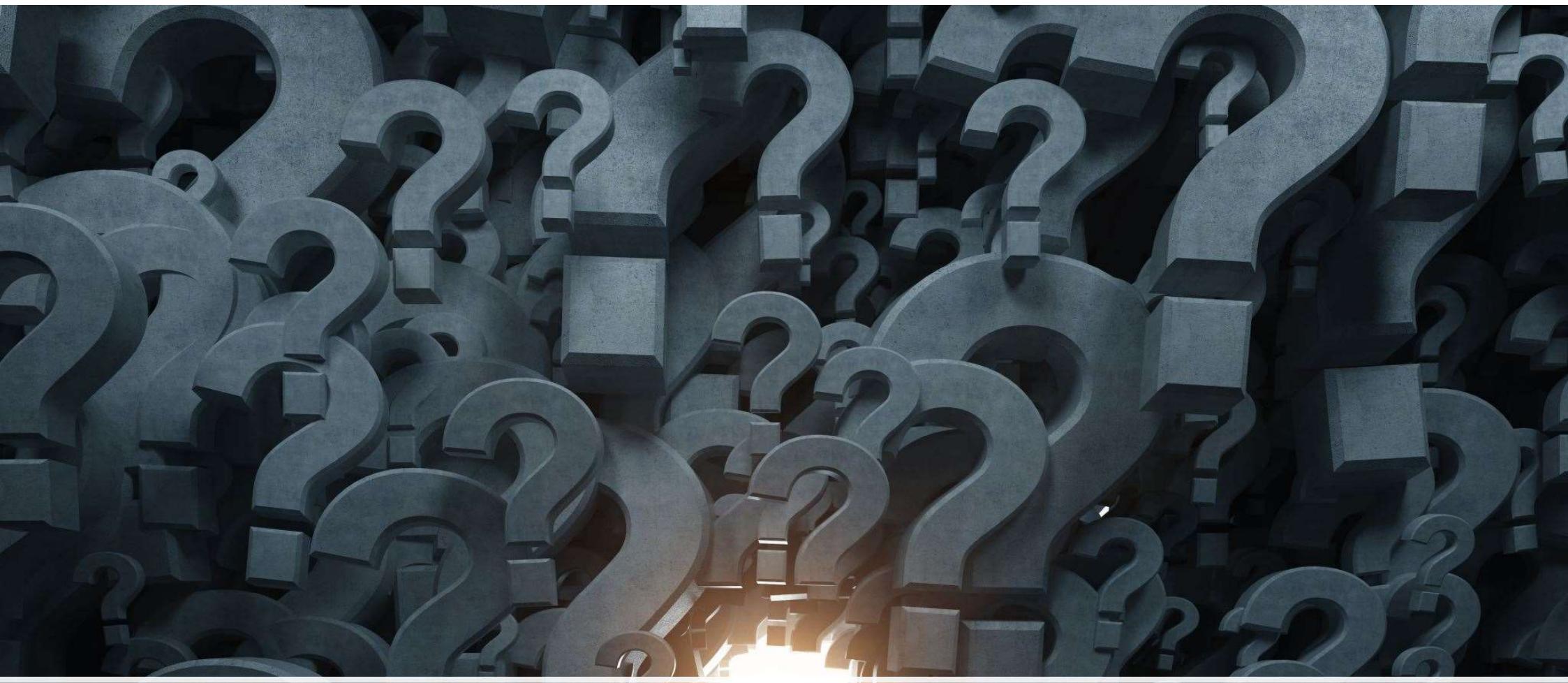
這些品牌和公司有什麼共通點嗎？

**“If you aren’t
making a difference
in other people’s lives,
you shouldn’t be in business
- it’s that simple,,**

如果你不能為他人的生活帶來改變，你就不應該經商。就這麼簡單。

**“If you aren’t
making a difference
in other people’s lives,
you shouldn’t be in business
- it’s that simple,,**

Are you making our lives easier and happier?
你是否讓我們的生活更輕鬆、更快樂？



Why are they successful? 他們成功的原因是什麼？



Why are they
successful?

Factors Contributing to Their Success

Innovation

Market Demand

Scalability

Leadership



Why are they
successful?

Factors Contributing to Their Success

Innovation: Each of these companies introduced groundbreaking ideas or technologies.

Market Demand: They addressed significant **market needs or gaps**.

Scalability: Their business models allowed for rapid growth and expansion.

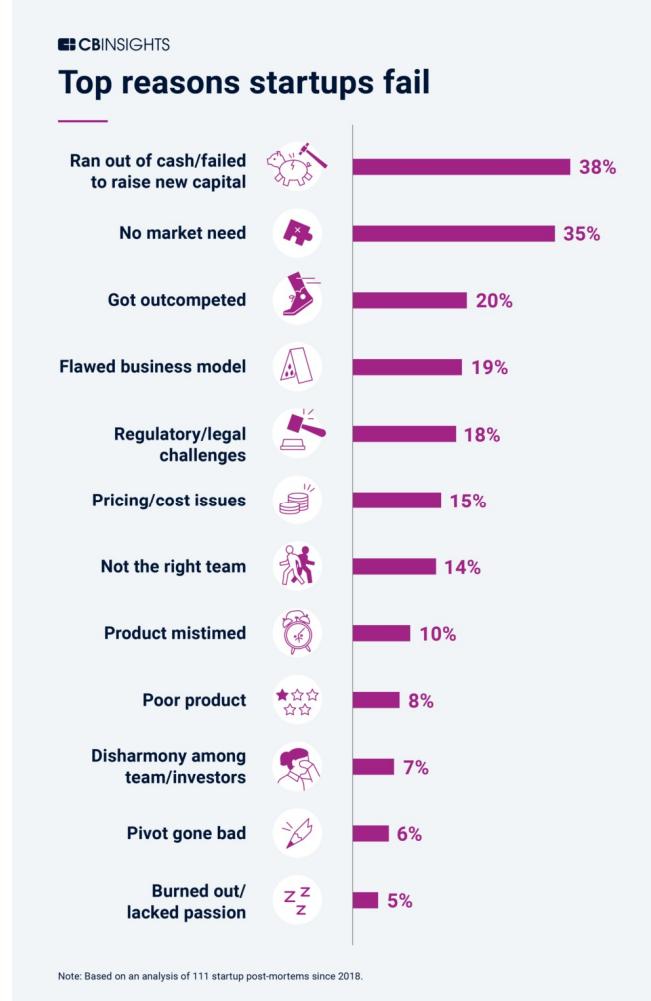
Leadership: Strong vision and execution from founders and management teams.



為什麼大多數初
創公司都會失敗？
Why do most
startups fail?

初創公司失敗的 12個主要原因

The Top 12 Reasons Startups Fail



The Top 12 Reasons Startups Fail

No.	Items	%
1	Ran out of cash / failed to raise new capital	38
2	No market need	35
3	Got outcompeted	20
4	Flawed business model	19
5	Regulatory / legal challenges	18
6	Pricing / cost issues	15

No.	Items	%
7	Not the right team	14
8	Product mistimed	10
9	Poor product	8
10	Disharmony among team / investors	7
11	Pivot gone bad	6
12	Burned out / lacked passion	5

初創公司失敗統計



The failure rate for startups is currently **90%** 目前初創企業的失敗率高達**90%**。.



10% of new businesses don't survive the first year. **10%** 的初創企業無法撐過第一年。.



34% of small businesses that fail lack the proper product-market fit. **34%** 的失敗小企業**缺乏合適的產品市場契合度**。.



22% of startups that fail don't have a sound marketing strategy. **22%** 的失敗初創公司**沒有完善**的行銷策略。.



Payroll and rent are the highest costs a business incurs. **薪金和租金支出**是企業最大的成本。.

贏在起跑線

Winning At The
Starting Line





What do you
need?

- The 'A team'
- A killing idea
- A plan

Global business entrepreneurs

全球商業企業家

Their spirit / attitude?
他們的精神 / 態度？

態度決定一切





Do you have their attitude? 你是否持有他們的態度？



The spirit / attitude of an entrepreneur

企業家的精神 /
態度

1. Ambition 志向 / 抱負
2. Decision making 決策能力
3. Creativity 創造力
4. Innovation 革新
5. Optimism 樂觀
6. Positive Attitude 積極的態度
7. Possess skills and knowledge 擁有技能和知識
8. Independence 獨立
9. Enthusiasm 热情
10. Commitment 承諾
11. Leadership qualities 領導才能
12. Future-oriented - think about ahead 面向未來 -- 前瞻性
13. Self-confidence 自信心
14. Self-motivated 自我激勵
15. Diligence 勤勞
16. Flexibility 靈活性
17. Ready to undertake risk... 準備承擔風險...



What do you
need?

- The 'A team'
- A killing idea
- A plan



什麼是一個絕妙的主意？

What is a killing idea?

Why are they successful?

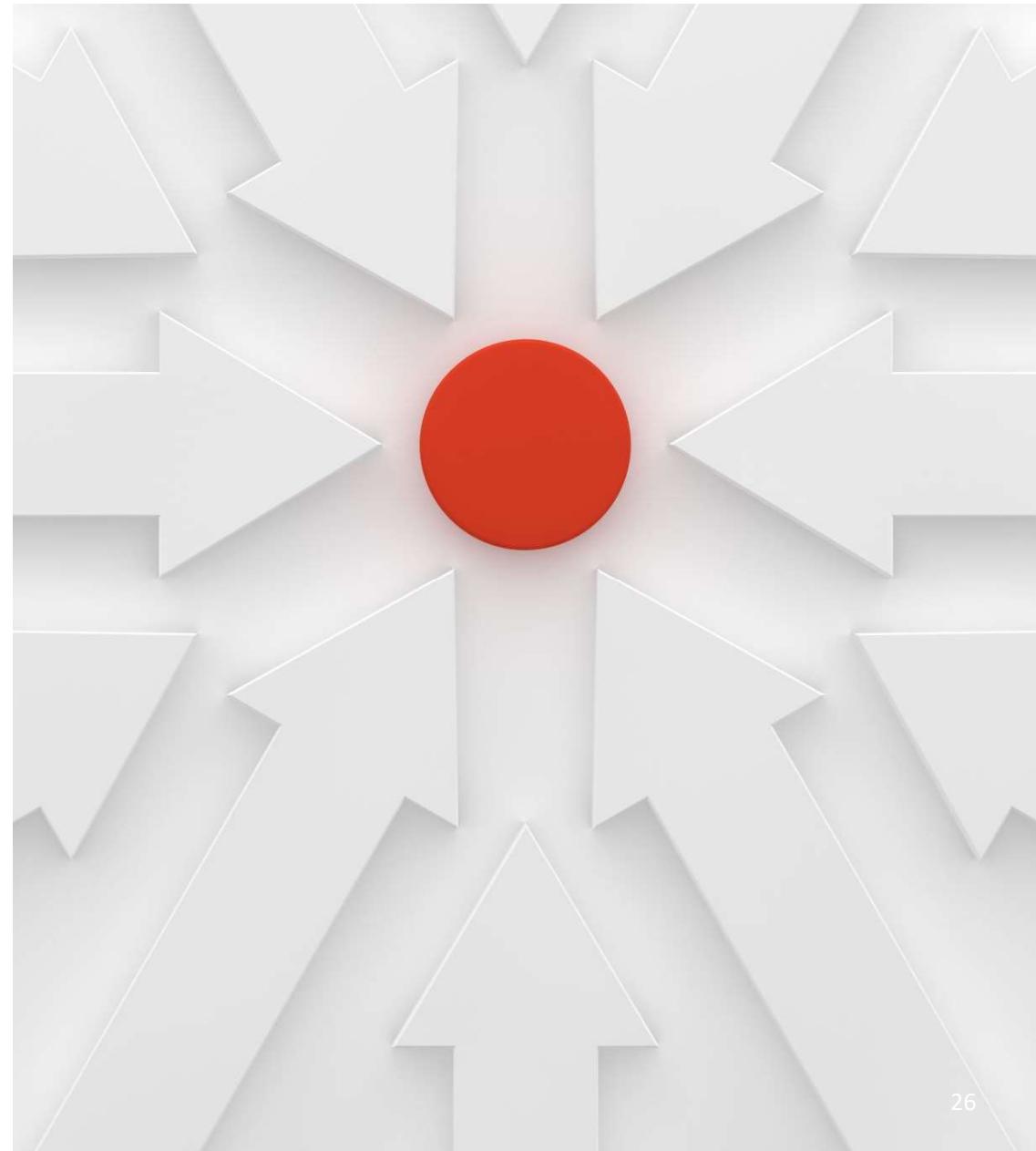
Factors Contributing to Their Success

Innovation

Market Demand

Scalability

Leadership



What is a killing idea?

1. How innovative is your idea ?
2. What impact will your idea bring to the market?
3. Can your business continue and grow?
4. Do you have a perfect team?



創造力理論 Creativity Theories

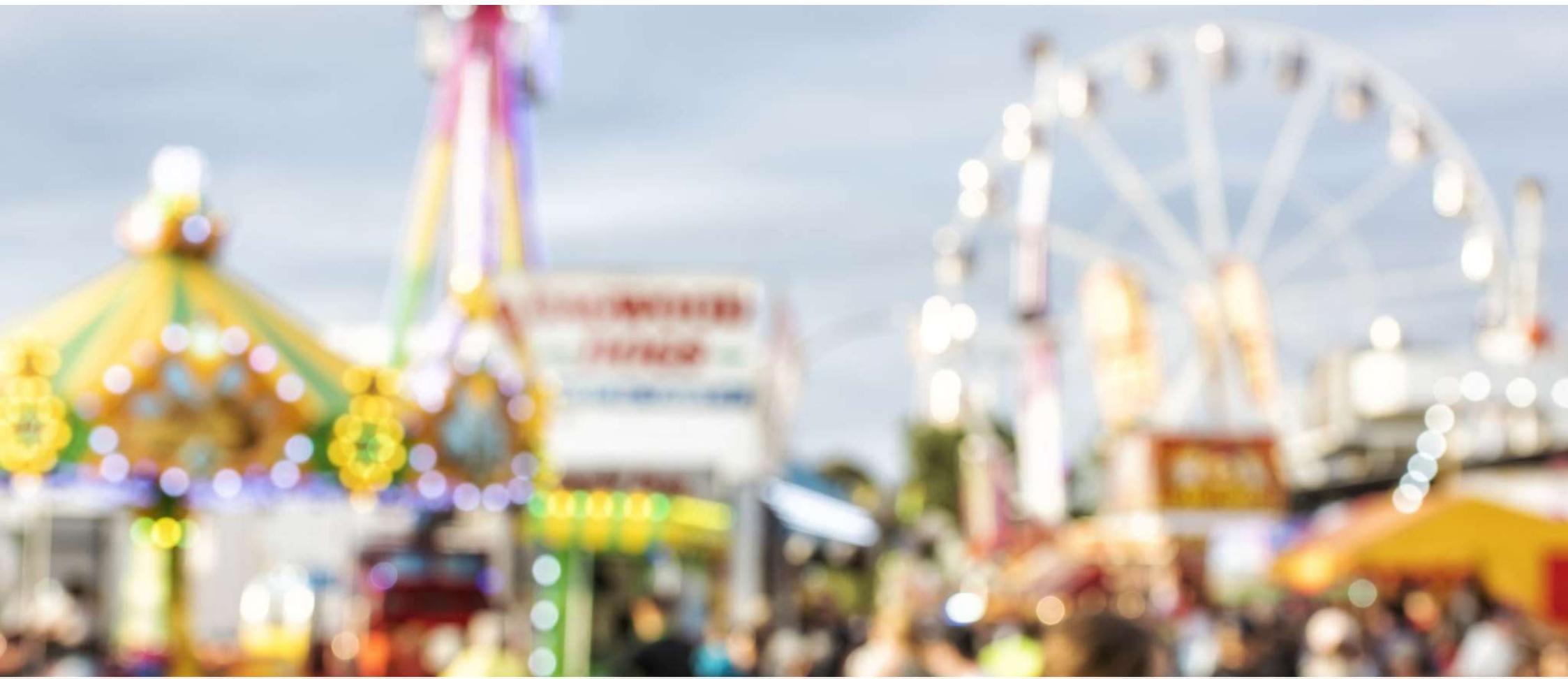
- **Imagination** 想像力
- **Creativity** 創造力
- **Innovation** 創新



Creativity Theories

- Imagination = Originality
- Creativity =
Originality x Value (to anyone)
- Innovation =
Originality x Value x Profit





Build Tomorrowland for young people 為年輕人建造明日世界

Build Tomorrowland for young people 為年輕人建造明日世界

Time	Activities	Remarks
10 – 10:10 am (10 min)	Briefing and teams' formation 簡報和團隊組建	40 teams to be formed and divided into A, B, C and D group. 2 teams can combine to become 1 big team. 將組成40支隊伍，並分為A、B、C、D四組。 2支隊伍可以合併成1支大隊伍。
10:10 – 10:15 am (5 min)	Distribution of building blocks 構件積木分佈	Each team will get a bag of building blocks 每個團隊都會得到一袋積木。
10:15 – 10:35 am (20 min)	Discussion and preparation of Tomorrowland Tomorrowland 的討論與籌備	Each team should discuss and build Tomorrowland within 20 minutes 每個團隊應在20分鐘內討論並建立Tomorrowland 明日世界。
10:35 – 10:50 am (15 min)	Presentation to judges 向評審展示	Each team should present its Tomorrowland to judges within 1 minutes 每個團隊應在1分鐘內向評審展示他們的Tomorrowland 明日世界作品。
10:50 – 11:00 am (10 min)	4 best teams' presentation 4支最佳團隊的展示	Judges will select the best team from each group to present. 評審將從每個小組中選出最佳隊伍展示。(2 min for each team)
11:00 – 11:10 am (10 min)	Debriefing 報告總結	

Judging criteria 評判標準

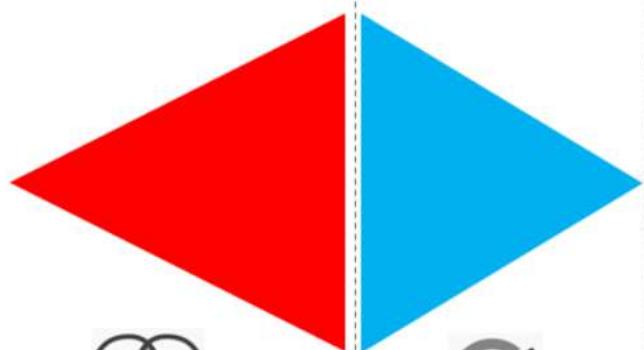
Items	評判標準	Judging criteria	Contribution 分數
1	你的想法有多創新？	How innovative your idea is?	25%
2	你的想法會對年輕人市場產生什麼影響？	What impact will your idea bring to the young people market?	25%
3	你的創業想法能否持續成長？ 可持續發展	Can your business idea continue and grow? i.e. sustainability	25%
4	你是否擁有一支完美的團隊？ 例如團隊合作	Do you have a perfect team? i.e teamwork	25%

Design Thinking Process 設計思維過程

Discover 發現

Understanding ends in **insight**

理解止於洞察力



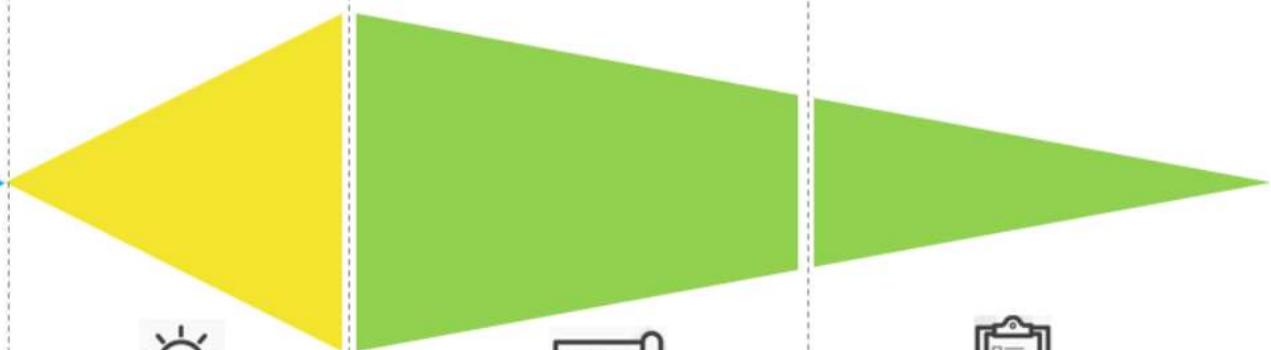
Empathy

同理心

Design 設計

Creation ends in **ideas**

創造以想法結束



Ideate

醞釀/構思



Define

定義

Deliver 遞送

Delivery ends in **reality**

交付在現實中結束



Test

測試

Design Thinking Process

設計思維過程

1. Empathize: interview, share ideas
同理心：採訪，分享想法
2. Define the problem: actual needs, formulate problem statement
定義問題：實際需求，制定問題陳述
3. Ideate: sketch up best idea
構思：勾畫出最佳創意
4. Prototype: combination of idea
原型：創意組合
5. Tested: apply your learning, solve real problem
測試：學以致用，解決實際問題

Building Block Play

- Express your reflections and thoughts — there is no ONE right answer. Everyone has different views, and this is a good thing. The process enables these different perspectives to come out.
表達你的思考和想法——沒有一個正確的答案。每個人都有不同的看法，這是好事。該過程使這些不同的觀點公開出來。
- Listening to each other.
互相傾聽。

Building Block Play

- ‘Think with your hands’: If you don’t know what you want to build, it is often a good idea just to start building.
“用你的雙手思考”：如果你不知道你想要構建什麼，那麼開始構建通常是一個好主意。
- ‘Listen with your eyes’: Look at the model that is being shared – use your visual sense to grasp and understand even more of what the other participants are describing.
“用你的眼睛傾聽”：看看正在分享的模型——用你的視覺來掌握和理解更多其他參與者所描述的內容。

Principles for consideration 考慮的原則



1. Nature inspires beauty / wonder
自然激發美麗 / 奇想
2. Colour generates interest 顏色產生興趣
3. Furnishings define space 陳設定義空間
4. Texture adds depth 紋理增加深度
5. Displays work (drawing or artwork, etc.) enhance environment
展示作品（繪畫或藝術品等）增強環境
6. Elements heighten ambiance (e.g. lighting, flowers, music, etc.)
各類元素提升氛圍（例如燈光、鮮花、音樂等）
7. Focal points attract attention (e.g. something exciting to see when entering the room, etc.)
焦點設計吸引目光（例如進入房間時看到令人興奮的東西等）

SOME EXAMPLES 一些例子



積木遊戲 Building Block Play

- If you do not have enough blocks or the blocks you want, think about how to get them!
如果你沒有足夠的積木，或者沒有你想要的積木，你要想想如何得到它們！
- Are you ready? 預備開始？

Fill
The
Gap



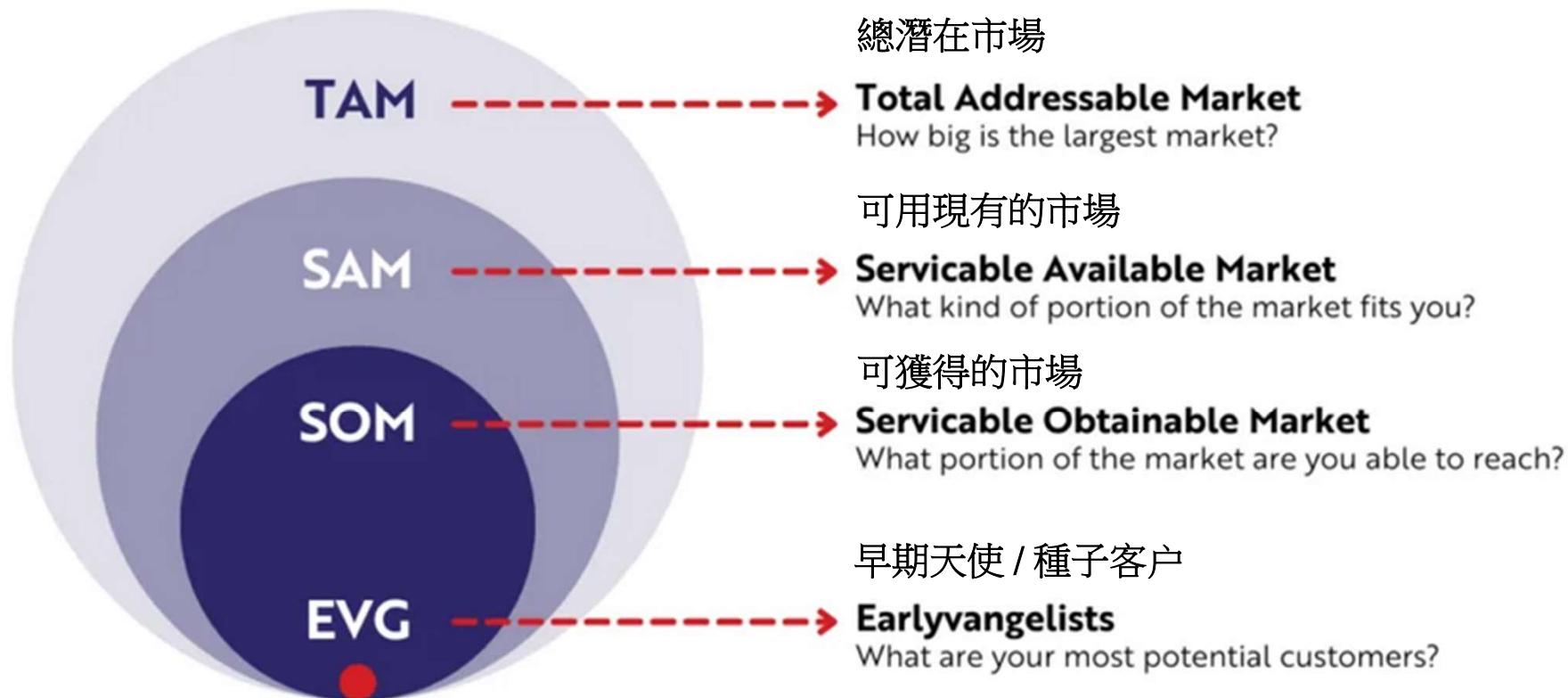
你是否正在填補市場空隙？

Are you filling the market gap?



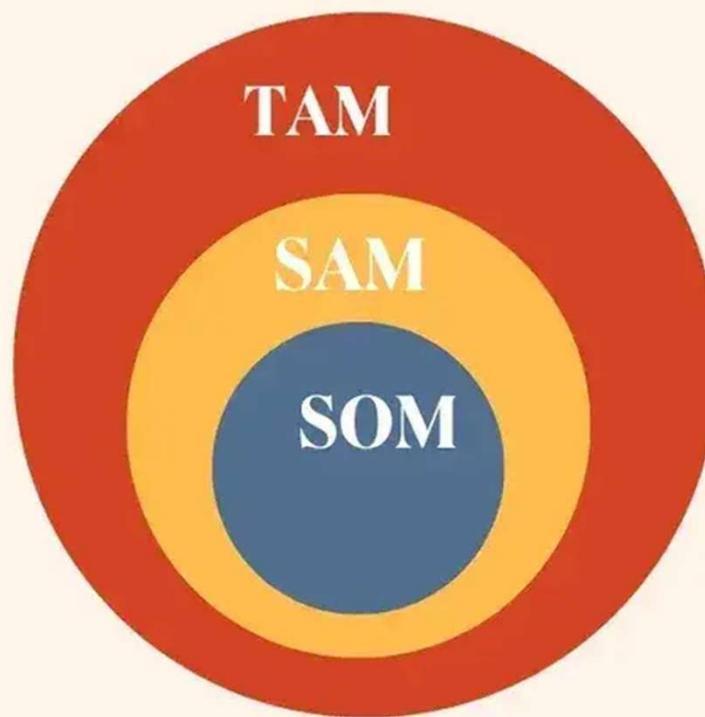
市場空隙在哪裡?
Where is the gap?

TAM SAM SOM



<https://gustdebacker.com/tam-sam-som-market/>

TAM SAM SOM



TAM 總潛在市場

Total market for your product.

SAM 可用現有的市場

Percentage of SAM you can realistically capture.

SOM 可獲得的市場

Portion of the market you can acquire based on your business model (your targets).



What is Marketing?

- Where are you now?
- Where do you want to go?
- How to get there?



4 Ps

Marketing Mix

營銷組合

產品

Product

價錢

Price

分銷渠道

Place

推廣

Promotion

Product 產品

- Image
- Quality
- Brand
- Features
- Variants
- Use case
- Availability
- Guarantee
- Support
- 圖片
- 質量
- 品牌
- 特徵
- 變體
- 用例
- 可用性
- 保證
- 支持



Price 價錢 \$\$\$

Strategy

策略

Positioning

定位

Discounts

折扣

Listings

清單

Payment
Methods

支付方式

Free gifts

免費贈品

Value-adds

增值

Place 分銷渠道

- Distribution channels
- Retail
- Wholesale
- Online
- Local
- Exports

- 分銷渠道
- 零售
- 批發的
- 在線的
- 當地的
- 出口



Promotion 推廣

- Marketing
- PR
- Branding
- Packaging
- Advertising
- Sales staff
- Methodology
- Communication

- 營銷
- 公關
- 品牌推廣
- 包裝
- 廣告
- 銷售人員
- 方法
- 溝通



4Ps only?

NO

8Ps

Marketing Mix 營銷組合



People

- Staff
- Leadership team
- Culture
- Customer Service
- Training
- Skills
- Remuneration

- 職員
- 領導班子
- 文化
- 客戶服務
- 訓練
- 技能
- 報酬



Process 流程

- Business-led
- IT-enabled
- Service delivery
- Response times
- Customer focus
- Complaints
- R&D

- 以業務為主導
- IT 化
- 服務交付
- 反應時間
- 以客戶為中心
- 投訴
- 研究與開發



Physical Evidence (Packaging) 實體 / 場地 (包裝)

- Store design and layout
- User stories
- Online experience
- Sales staff
- Product packaging
- Social sentiment
- Office premises
- Recommendations
- Buzz
- 店鋪設計與佈局
- 用戶故事
- 線上體驗
- 銷售人員
- 產品包裝
- 社會情緒
- 辦公場所
- 建議
- 流行語



Partners 夥伴

- Network 網絡
- Affiliates 附屬公司
- Suppliers 供應商
- Service Providers 服務供應商
- Producers 生產者
- Consumers 消費者
- 目標群體



Productivity & Quality

- Offering a good deal to your customer?
- This is less about you as a business improving your own productivity for cost management, and more about how your company passes this to its customers.



Marketing Mix 營銷組合



4Ps or 8Ps?

- **It depends on what you're marketing.** The 4Ps often suffice for physical products, while the 8Ps are particularly crucial for services, digital products, and complex customer experiences.
- 這取決於你行銷的是什麼。對於實體產品，4P 通常就足夠了，而對於服務、數位產品和複雜的客戶體驗，8P 則特別重要。

4Ps or 8Ps?

- You don't have to choose one *over* the other. **Think of the 8Ps as the 4Ps plus an essential service-extension pack.**
- 你不必在兩者之間作出選擇。你可以把**8P**看成是**4P**加上一個必要的服務擴充包。

What is Marketing?

- Where are you now?
- Where do you want to go?
- How to get there?

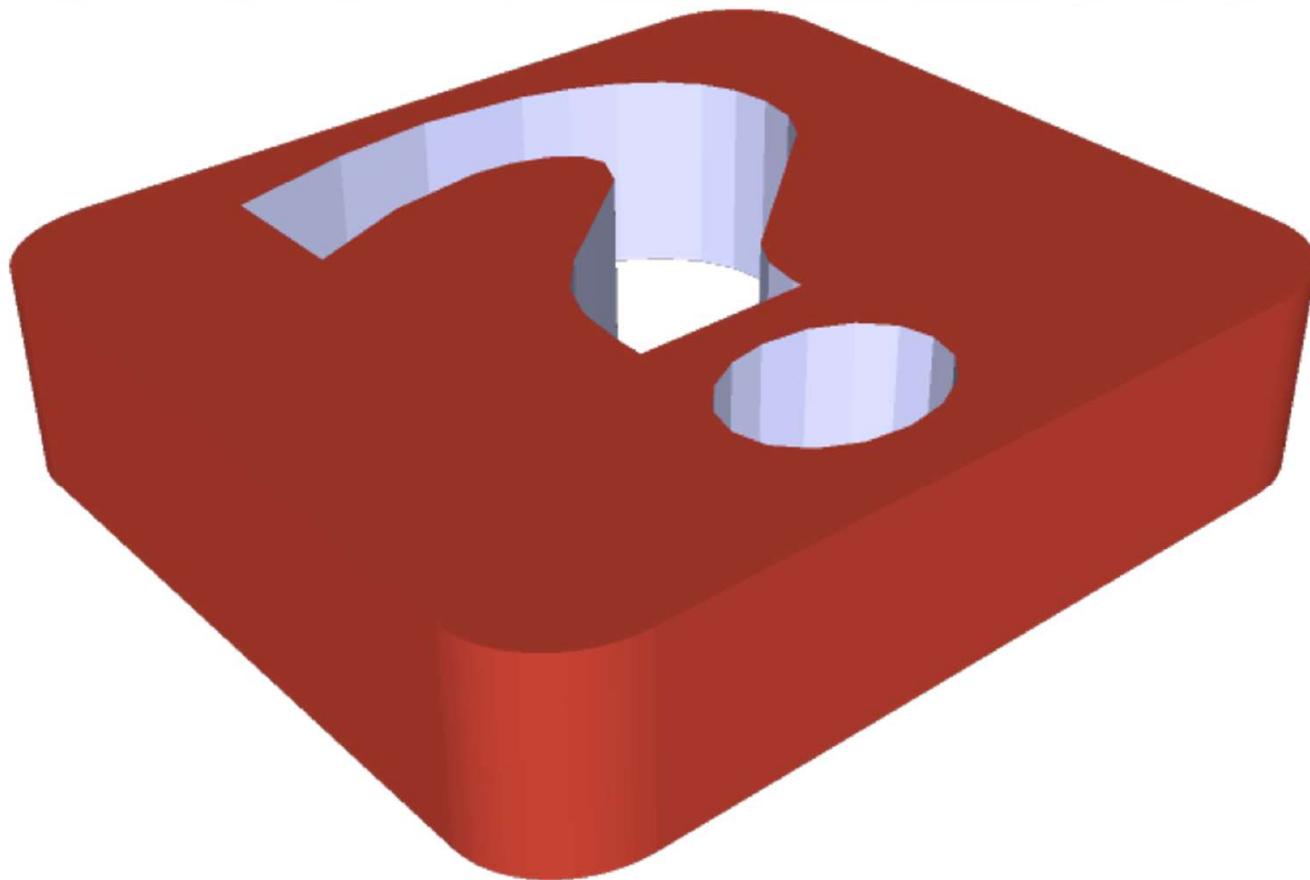




Consumer Behaviour

消費者行為

What's your
PROBLEM



——
你的問題是什麼？

我的解決方案
是什麼？

What is my
solution?

1. Problem – Solution Fit
2. Product – Market Fit
3. Scale



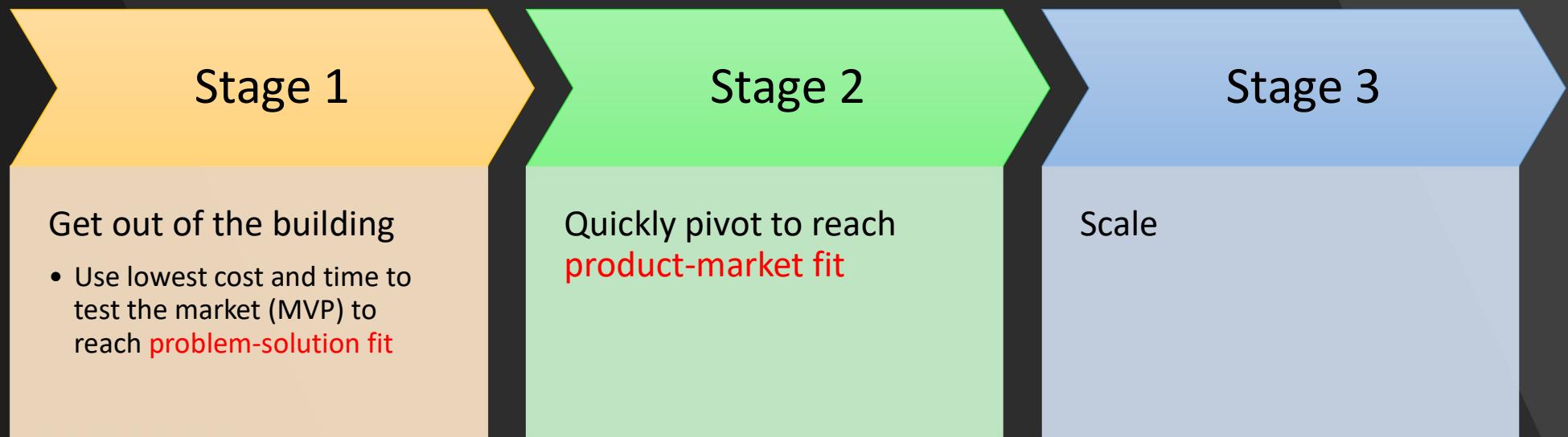
Lean Startup?

**Get out of the
building – check
with potential
users**



離開大樓—
與潛在用戶核實

Lean Startup Concept – Stage 1 to 3



Value Proposition Canvas 價值主張畫布



Value proposition canvas is a tool that allows you to **design, test and visualize** the **value of your product** for customers in a structured way

價值主張畫布 Value Proposition Canvas

價值主張畫布是一種工具，它能以結構化的方式幫助您設計、測試和視覺化產品對顧客的價值。

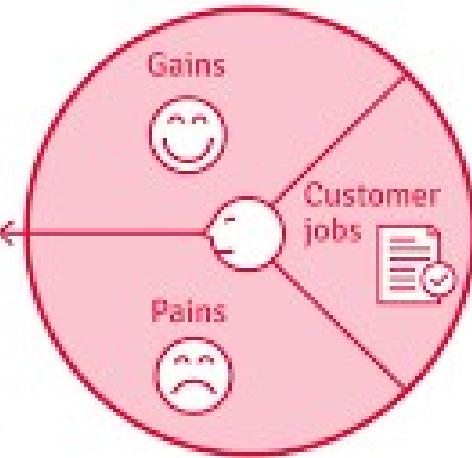
價值主張

Value Proposition



客戶概況

Customer Profile



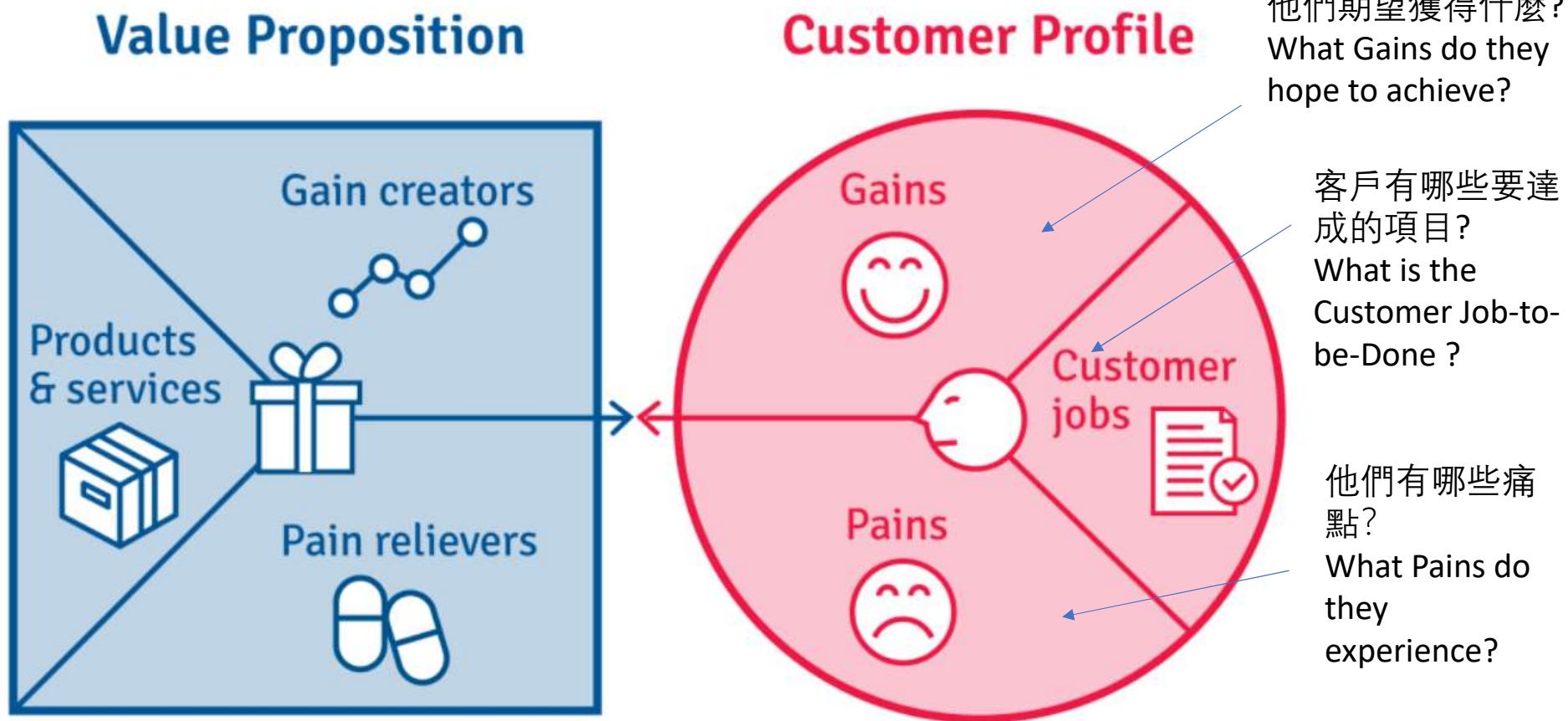


Value Proposition Design

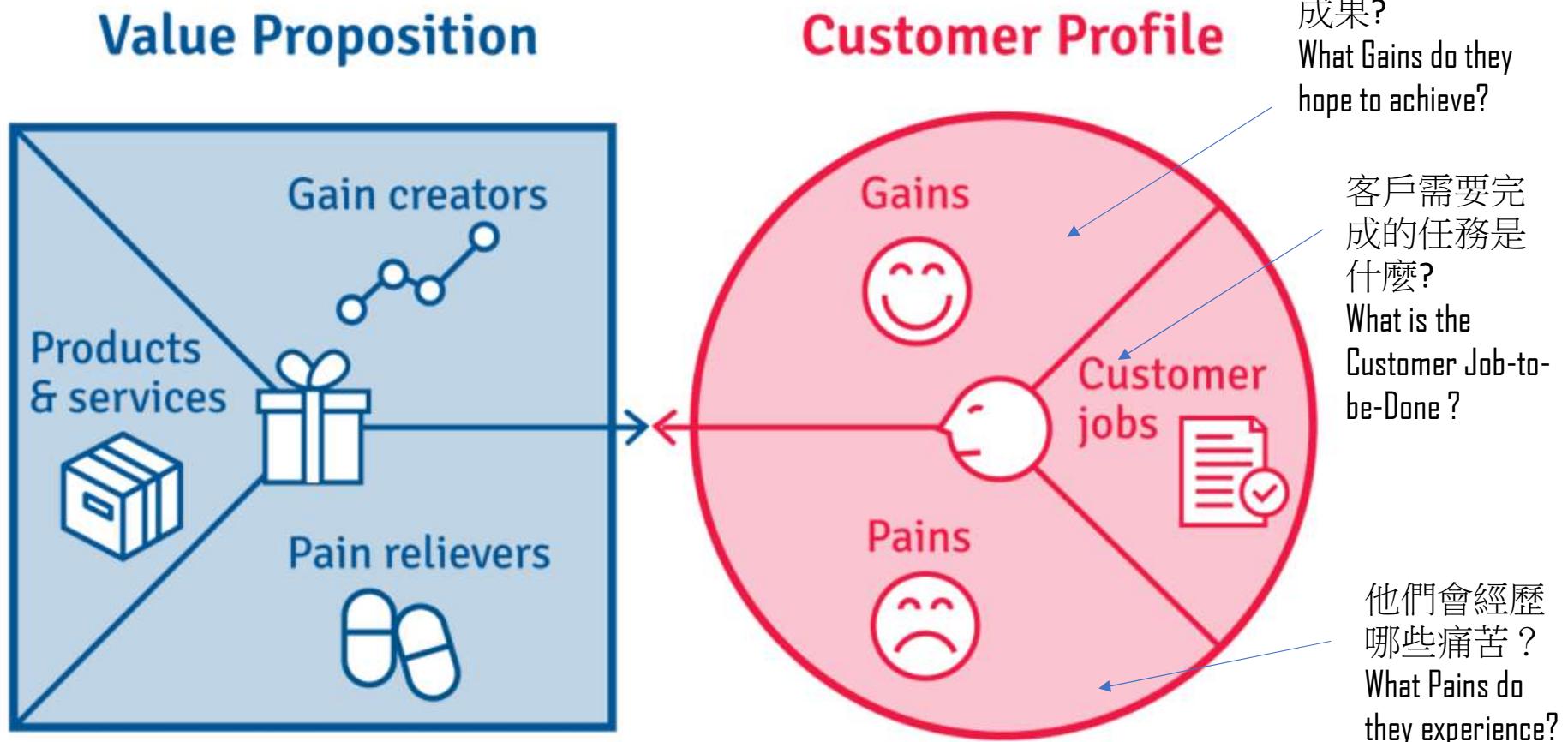
- The **Value Proposition Canvas** is a tool which can help ensure that a product or service is positioned around what the customer **values** and **needs**.
- The **Value Proposition Canvas** was initially developed by Dr Alexander Osterwalder as a framework to ensure that there is a **fit between the product and market**.

Ref: <https://www.youtube.com/watch?v=ReM1uqmVfP0> 3:12

Value Proposition Canvas 價值主張畫布



Value Proposition Canvas 價值主張畫布

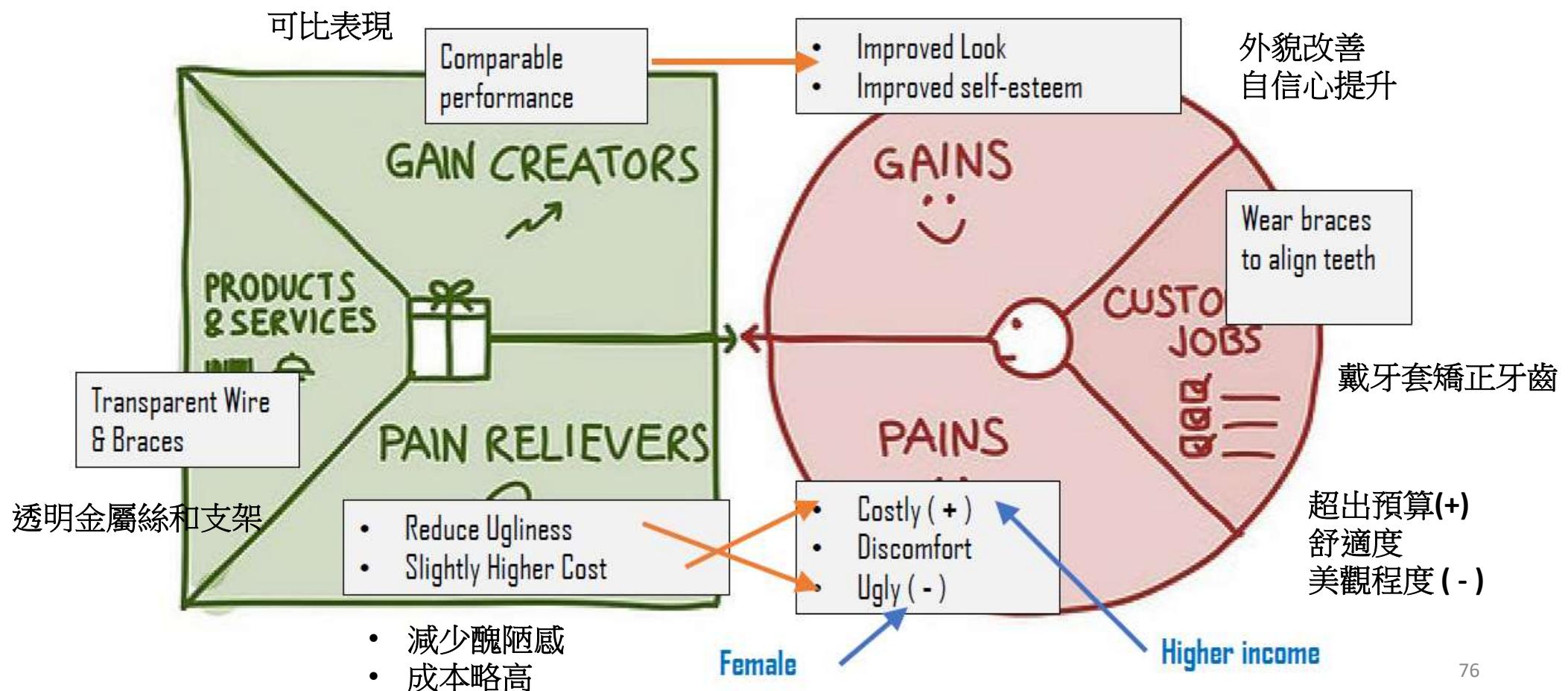




Invisible Braces

隱形牙套

Product-Market Fit: Which Customer will pay for the new solution? 產品市場合適度：哪些客戶會為新解決方案付費



Where do you start? 從哪裡開始呢？

Market 市場

Where is the market gap?
市場空隙在哪裡？

Customer 客戶

Understand customers' needs and how do you help them solve their problems?
了解客戶的需要及你如何幫助他們解決問題？

Opportunity 機會

Why do you think this opportunity has not been fully utilized?
你認為為什麼這個機會尚未被充分利用？

You know your market?

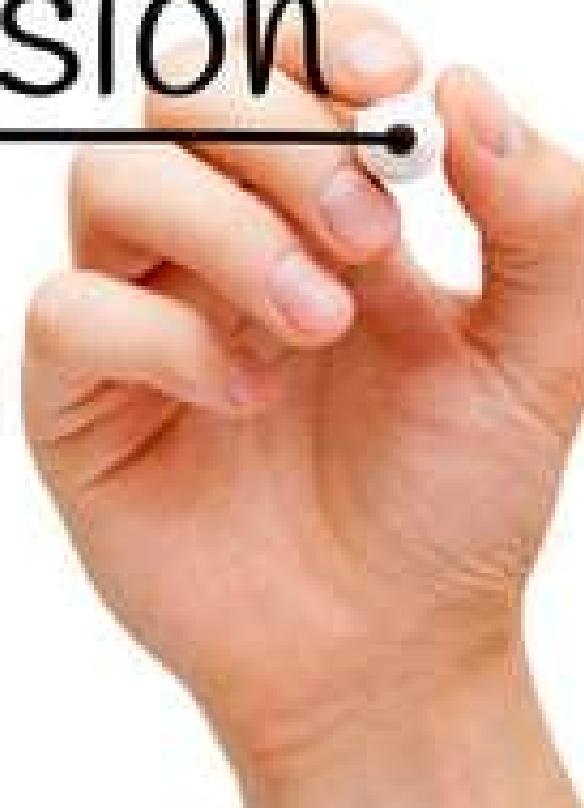
1. What basic need or problem are you addressing? What is your value proposition to the customer?
2. Who is your core customer?
3. Who else is currently addressing (or attempting to address) the opportunity, and how? Why do you think the opportunity is not yet fully exploited?
4. What is your competitive advantage? What is unique about your offering (your “secret sauce”)? What differentiates you in the eyes of customers?

...and last, but
certainly not least...

最後但同樣重要的是

Conclusion

結論



Summary

1. How can you win at the Starting Line?
2. Do you have the right attitude?
3. Do you have killing ideas?
4. Are you filling the market gap?
5. Are your solutions solving the problem?





如何贏在起跑線?

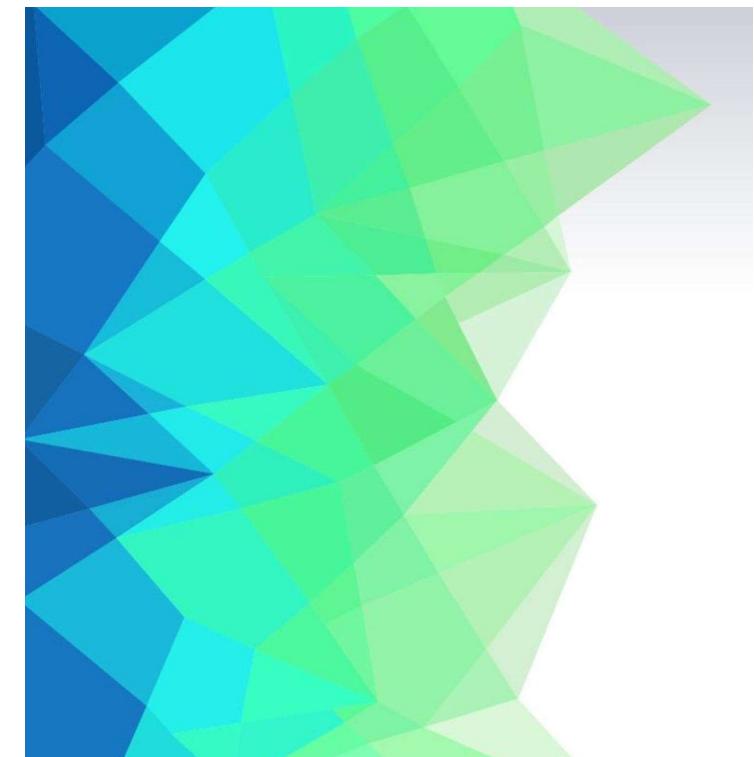
How can you win at the
starting line?

How can you win at the starting line?

1. Build a Strong Team

2. Identify a Strong Idea

- ✓ Market Research: Understand market needs and gaps.
- ✓ Unique Value Proposition: Clearly define what makes your product unique



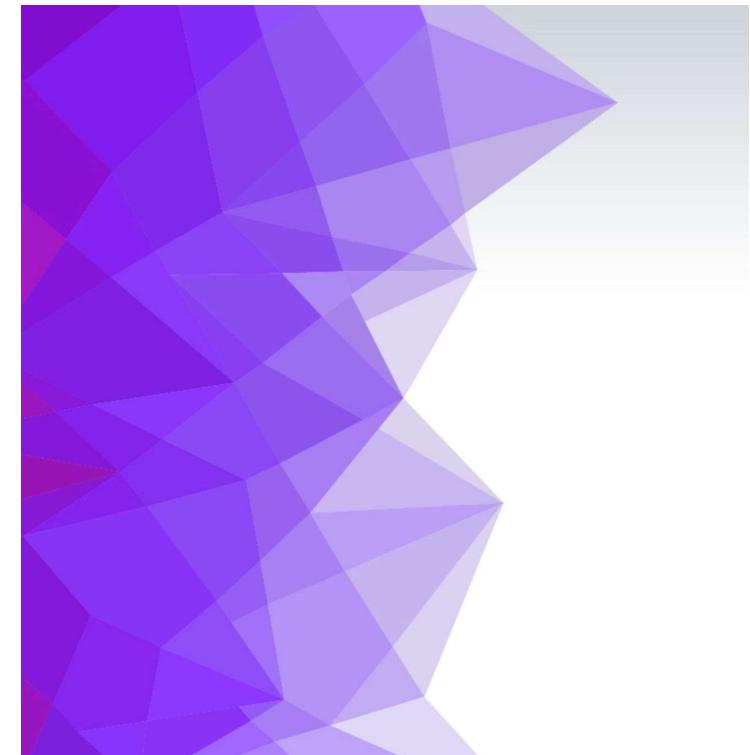
How can you win at the starting line?

3. Develop a Marketing Strategy

- ✓ Target Audience: Define who your customers are and how to reach them.
- ✓ Branding: Create a strong brand identity that resonates with your audience.

4. Leverage Networking

- ✓ Join Startup Communities: Engage with local and online entrepreneurial groups.
- ✓ Mentorship: Seek guidance from experienced entrepreneurs.





PREPARATION
IS THE KEY

準備是關鍵

Remember

Being good at

- What you do well ≠ success
- Smart ≠ success
- ***The best market will always WIN!***



Q&A

Thank
you

