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公共政策研究中心
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POLICY BRIEF 政策簡報

A Multifaceted Analysis of Strengthening Stage-specific Support System for Youth Micro-entrepreneurship in Hong Kong

優化香港青少年微型創業階段性支援系統的多方面分析

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Executive Summary

行政摘要

1 Research Background / 研究背景

Youth micro-entrepreneurs are an important but under-supported part of Hong Kong's economy, especially in non-tech sectors such as retail, food and beverage, creative industries, and professional services. This study begins with a comparative policy analysis by examining the existing entrepreneurial policies in London, Beijing and Hong Kong.

青年微型創業者是香港經濟的重要組成部分，但整體支援仍然不足，尤其在非科技行業如零售、餐飲、創意產業及專業服務等更為明顯。本研究以比較政策分析為起點，檢視倫敦、北京及香港現有的創業政策。

Then, based on **25 entrepreneur interviews**, **20 support stakeholder interviews**, and **627 online survey responses from youth micro-entrepreneurs**, this study finds that youth micro-entrepreneurship is stage-specific, non-linear, and shaped by both formal and informal support ecosystems.

然後，根據**25位青年創業者訪談**、**20位支援持份者訪談**及**627位青年微型創業者網上問卷調查結果**，本研究指出青年微型創業具有階段性、非線性，並受正式與非正式支援生態系統共同影響。

2 Key Findings / 主要發現

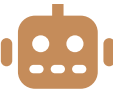
 Capital constraints persist across all stages / 資金限制持續存在

 Strong reliance on informal support / 明顯依賴非正式支援

 Non-linear growth patterns / 非線性成長模式

 Encounter policy gaps in non-technology sectors / 在非科技行業面對政策缺口

 Remain cautious about entering the Greater Bay Area / 對進入大灣區持觀望態度

 Growing use of AI / AI應用日益增長

3 Recommendations / 政策建議

This brief recommends a stage-specific support framework, stronger coordination between formal and informal support, better non-tech support pathways, practical GBA guidance, balanced AI integration, stronger entrepreneurship education, and broader success indicators.

本簡報建議建立分階段支援框架、加強正式與非正式支援協調、完善非科技支援路徑、建立務實的大灣區指引、推動平衡的AI應用、強化創業教育，以及擴闊成功指標。

Objectives of the Study

研究目標

01

Inclusive and Dynamic Understanding

具包容性及動態性的理解

Focus on comprehensively understanding the unique developmental needs of youth micro-entrepreneurs as an adaptive dynamic process throughout their entrepreneurial journey to ensure no youth is left behind, thereby fostering positive youth values and development with government-backed initiatives that address these needs.

聚焦於全面了解青年微型創業者在其創業歷程中獨特的發展需要，並將此視為一個具適應性及動態性的過程，以確保不遺漏任何青年，從而透過政府支持的措施回應其需要，促進青年的正向價值觀及全面發展。

02

Optimizing Stakeholder Contributions

優化持份者的貢獻

Investigate the contributions of stakeholders in the youth micro-entrepreneurship landscape and identify ways to enhance their coordination and collaboration for better support and sustainability of youth micro-entrepreneurs.

探討青年微型創業生態中的各持份者所作出的貢獻，並識別可如何加強彼此之間的協調與合作，以更有效支持青年微型創業者的發展及可持續性。

03

Comprehensive Policy Framework Development

制定全面政策框架

Develop a detailed policy framework that encourages the growth of youth micro-entrepreneurs, incorporating international best practices for multi-stakeholder collaboration. Offer informed recommendations for ideation programmes, grants, training, mentorship, and business advisory programmes, as well as policy initiatives.

建立一套促進青年微型創業者成長的詳細政策框架，並納入國際上多方持份者協作的最佳實踐經驗；同時就創意發想計劃、資助、培訓、師友指導、商業顧問服務及相關政策措施提出具根據的建議。

Why This Matters

研究的重要性

1

Youth micro-entrepreneurs contribute to **innovation, employment, self-reliance, and social mobility**.

青年微型創業者有助推動創新、就業、自力更生及社會流動。

2

Existing support systems often **prioritize tech startups and high-growth ventures**.

現有支援制度往往優先考慮科技初創及高增長項目。

3

This leaves many **youth-led non-tech businesses under-supported**.

這使許多非科技青年微型企業面對支援不足。

4

A more **inclusive and stage-specific policy framework** is needed.

香港需要更具包容性及分階段的政策框架。

? Key Policy Question / 核心政策問題

Whether Hong Kong's support system matches the **real developmental pathways** of youth micro-enterprises.

香港的支援制度是否真正對接青年微型企業的**實際發展路徑**。

Comparative Policy Analysis

比較政策分析

01 Background 背景

This research begins with a comparative policy analysis of youth entrepreneurship. It analyses policy documents, official reports, and legislative papers to establish the institutional context for youth micro-entrepreneurs in Hong Kong. This wider context matters because youth entrepreneurship is shaped not only by support programmes, but also by blueprints, administrative rules, and cross-border frameworks that determine how support is funded, coordinated, and delivered. In Hong Kong, where youth micro-enterprises often face high costs, limited capital, and fragmented opportunities, policy coherence is especially important.

本研究以青年創業政策的比較分析為起點，通過分析政策文件、官方報告及立法文件，建立香港青年微型創業者所處的制度背景。這種較廣泛的制度環境之所以重要，是因為青年創業並不僅僅受支援計劃影響，亦受到政策藍圖、行政規則及跨境政策框架所塑造，而這些因素共同決定支援如何獲得資助、協調及落實。在香港，青年微型企業往往面對營運成本高、資本有限及發展機會分散等問題，因此政策的一致性尤為重要。

02 Comparative Case Study 比較個案研究

London 倫敦

Globally leading startup ecosystem
全球領先的創業生態系統之一

Beijing 北京

State-coordinated model with strong administrative support
國家協調型模式，具有強大的行政支持

London and Beijing are useful benchmark cases because both offer strong but contrasting policy environments. London represents a globally leading startup ecosystem, while Beijing represents a more state-coordinated model with strong administrative support. Comparing these cases makes it possible to examine not only programmes, but also the official policy texts that shape implementation.

倫敦與北京是合適的比較案例，因為兩者都提供了強而有力但性質不同的政策環境。倫敦代表全球領先的初創生態系統，而北京則代表一種由國家更強力統籌、行政支持較明顯的模式。比較這兩個案例，不僅有助分析支援計劃本身，也能檢視支撐其實施的官方政策文本。

03 Hong Kong's Support Environment 香港的青年創業支持環境

Hong Kong's support environment is built around government policy statements, funding schemes, and GBA cooperation mechanisms. The 2024 Legislative Council paper on youth development identifies **the Youth Development Fund (YDF) as a key mechanism** for supporting entrepreneurship and explains that NGOs receive subsidies to run projects, provide matching start-up capital, and deliver services such as mentoring, legal and accounting advice, market support, and settlement assistance in mainland GBA cities. Official government platforms further show that the YDF, We Venture, the Space Sharing Scheme for Youth, and the Alliance of Hong Kong Youth Innovation and Entrepreneurial Bases in the GBA are intended to create a broader support ecosystem. However, while Hong Kong has a visible support structure, **coordination and accessibility remain uneven**, especially for non-tech micro-enterprises.

香港的青年創業支援環境由政府政策聲明、資助計劃及大灣區合作機制所組成。2024年有關青年發展的立法會文件指出，**青年發展基金是支援創業的重要機制**，並說明非政府機構可獲資助推行相關項目，提供配對形式的創業資金，以及導師輔導、法律與會計諮詢、市場支援及前往內地大灣區城市發展的落地協助等服務。官方政策平台亦顯示，青年發展基金、「We Venture」、青年共享空間計劃，以及大灣區香港青年創新創業基地聯盟，均旨在建構更廣泛的創業支援生態。然而，雖然香港已建立起一套可見的支援架構，但在**協調性與可及性方面仍有不足**，尤其對非科技類微型企業而言更為明顯。

Empirical Research Scope and Method

實證研究範圍與方法

Research Scope / 研究範圍

This empirical study focuses on youth entrepreneurs aged **18–35** operating micro-enterprises with **fewer than 10 employees**. It pays special attention to non-tech sectors such as retail, food services, creative industries, freelance work, and professional services.

本實證研究聚焦**18至35歲**、**僱員少於10人**的青年微型企業，特別關注零售、飲食、創意產業、自由職業及專業服務等非科技行業。

Mixed-methods Design / 混合研究方法

25

In-depth interviews with youth micro-entrepreneurs

青年微型創業者深度訪談

20

Interviews with formal and informal support stakeholders

正式及非正式支援持份者訪談

627

Online survey responses from youth micro-entrepreneurs

青年微型創業者網上問卷調查

Two Broad Entrepreneur Types / 兩類主要創業者

Scheme-based (SBE) 計劃導向型

Lanuch ventures with initial funding from startup schemes organised by government, NGOs, or businesses

在政府、非政府組織或企業舉辦的創業計劃提供的初始資金支持下開展業務

Self-initiated (SIE) 自發型

Establish ventures with funding other than start-up schemes

以非創業計劃的資金成立業務

Theme 1: Stage-specific Needs and Challenges

主題一：階段性需求與挑戰

Quantitative Data Analysis / 量化數據分析

Survey findings show that **access to capital is the most persistent challenge** across start-up, current operation, and future development. As presented in Table 1, 68.7% of respondents identified capital access as a major challenge at the start-up stage, making it the highest among the three stages. This challenge remained substantial during current operation, where 54.1% of respondents reported difficulties in securing capital, and continued into future development, where 45.0% still regarded it as a major issue. When comparing the two groups, scheme-based entrepreneurs reported slightly greater difficulty than self-initiated entrepreneurs at the start-up stage (71.2% vs. 67.9%) and in future development (45.9% vs. 44.7%), whereas self-initiated entrepreneurs reported a higher level of difficulty during current operation (55.5% vs. 49.3%). These findings suggest that capital access remains a persistent concern throughout the entrepreneurial journey, although its intensity varies slightly by stage and entrepreneur type.

問卷結果顯示，**資金獲取是貫穿各個業務發展階段最重要的挑戰**。表1顯示，有 68.7% 的受訪者認為資金獲取是初創階段的主要挑戰，為三個階段中比例最高；到了現階段營運，仍有 54.1% 的受訪者表示面對資金困難；而在未來發展階段，亦有 45.0% 的受訪者認為資金獲取仍是主要問題。若比較兩類創業者，計劃導向型創業者在初創階段（71.2% 對 67.9%）以及未來發展階段（45.9% 對 44.7%）均較工作經驗導向型創業者更常表示面對資金獲取困難；相反，在現階段營運中，工作經驗導向型創業者的比例較高（55.5% 對 49.3%）。這些結果說明，資金獲取是創業歷程中持續存在的核心問題，只是在不同階段及不同類型創業者之間，其程度略有差異。

Table 1: Capital Access as a Major Challenge

表1：資金獲取作為主要挑戰

Business Stages 業務階段	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Start-up (Existence) 初創階段	71.2%	67.9%	68.7%
Current operation (Survival, Success) 現階段營運（生存、穩定）	49.3%	55.5%	54.1%
Future development (Take-off, Maturity) 未來發展（起飛、成熟）	45.9%	44.7%	45.0%

Theme 1: Stage-specific Needs and Challenges

主題一：階段性需求與挑戰

Quantitative Data Analysis / 量化數據分析

Beyond financing, the survey also indicates that entrepreneurs face different sets of challenges at different stages of development. According to Table 2, at the **start-up stage**, the major issues included age-related credibility, technology issues, and market access, suggesting that new entrepreneurs not only struggle with funding but also with gaining trust, acquiring technical capability, and entering the market. During **current operation**, the main challenges shifted to market access and insufficient revenue, reflecting the difficulty of sustaining business performance and generating stable returns. In the **future development stage**, the key issues were market access and work-life balance, indicating that even as businesses move toward take-off or maturity, entrepreneurs must continue to address growth opportunities while managing personal well-being. Overall, the findings highlight that while capital access is the most consistent challenge, other problems evolve across the business lifecycle.

除了資金問題外，問卷亦顯示，創業者在不同發展階段會面對不同類型的主要挑戰。根據表2，在**初創階段**，主要問題包括與年齡相關的可信性、技術問題及市場進入，反映創業者不僅要解決資金問題，亦需要建立信任、提升技術能力及開拓市場。到了**現階段營運**，主要挑戰轉為市場進入及收入不足，顯示企業在持續營運過程中，仍需面對業務拓展及穩定收益的壓力。而在**未來發展階段**，主要問題則為市場進入及工作與生活平衡，說明即使企業邁向起飛或成熟階段，創業者仍需同時處理成長機會與個人生活之間的平衡。整體而言，研究結果突顯了資金獲取雖然是最持續的挑戰，但其他問題會隨業務生命週期而有所轉變。

Table 2: Other Major Challenges by Stages

表2：各階段其他主要挑戰

Business Stages 業務階段	Key Issues 主要問題
Start-up (Existence) 初創階段	Age-related credibility (15.0%), technology issues (17.7%), market access (17.5%) 與年齡相關的可信性 (15.0%)、技術問題 (17.7%)、市場進入 (17.5%)
Current operation (Survival, Success) 現階段營運（生存、穩定）	Market access (12.9%), insufficient revenue (13%) 進入市場 (12.9%)、收入不足 (13%)
Future development (Take-off, Maturity) 未來發展（起飛、成熟）	Market access (10.7%), work-life balance (13%) 進入市場 (10.7%)、工作與生活平衡 (13%)

Theme 1: Stage-specific Needs and Challenges

主題一：階段性需求與挑戰

Qualitative Data Analysis / 質性數據分析

Interview data shows that youth micro-entrepreneurship is a **stage-based process** rather than a simple linear journey. Entrepreneurs experience different challenges at each stage of business development.

訪談資料顯示，青年微型創業是一個按**階段發展的過程**，而非單一線性歷程。



Table 3: Qualitative Summary of Theme 1 / 表3：主題一質性摘要

Needs differ across stages 不同階段需求不同	Support should be stage-specific 支援應按階段設計
Cash flow and admin burdens are decisive 現金流與行政負擔影響重大	Funding and procedures should be simplified 應簡化資助及行政程序
Informal support fills practical gaps 非正式支援填補實務缺口	Policy should recognize support ecology 政策應重視支援生態

Theme 2: Formal vs. Informal Support Networks

主題二：正式與非正式支援網絡

Quantitative Data Analysis / 量化數據分析

The survey findings reveal that respondents show a preference for **informal support over formal institutional support**. As indicated in Table 4, 46.9% of entrepreneurs mainly relied on informal support, compared with only 18.2% who mainly relied on formal support. Meanwhile, 28.9% reported receiving both formal and informal support, and 6.0% relied on neither. These results suggest that informal networks play a more central role in supporting entrepreneurs than formal systems.

問卷結果顯示，受訪者**較依賴非正式支援，多於正式制度性支援**。表4指出，46.9%的創業者主要依賴非正式支援，而主要依賴正式支援者只有18.2%。另外，28.9%的受訪者表示會同時獲得正式與非正式支援，另有6.0%表示兩者皆無。這些結果反映出，與正式制度相比，非正式網絡在創業支援中扮演更核心的角色。

A closer look at the two groups shows that self-initiated entrepreneurs were much more likely to depend mainly on **informal support**, accounting for 60.9%, compared with only 0.7% among scheme-based entrepreneurs. By contrast, scheme-based entrepreneurs were more likely to rely mainly on formal support (65.1%) than self-initiated entrepreneurs (3.7%). In addition, 28.9% of respondents indicated that they balanced both types of support, showing that while informal support is dominant, some entrepreneurs still combine it with formal resources.

進一步比較兩類創業者可見，工作經驗導向型創業者明顯更傾向主要依賴**非正式支援**，其比例為60.9%，而計劃導向型創業者則只有0.7%。相反，計劃導向型創業者較多主要依賴正式支援，比例為65.1%，高於工作經驗導向型創業者的3.7%。此外，28.9%的受訪者表示會平衡使用正式與非正式兩類支援，顯示雖然非正式支援佔主導地位，但部分創業者仍會結合正式資源加以運用。

Theme 2: Formal vs. Informal Support Networks

主題二：正式與非正式支援網絡

The findings on financing sources further reinforce **the importance of informal support**, especially at the start-up stage. As shown in Table 5, the most common source of start-up capital was personal savings (94.7%), followed by family contribution (62.7%). In comparison, more formal sources were less frequently used, including cash prizes and seed funding from entrepreneurship competitions (22.5%), bank loans (20.6%), and grants or subsidies from the Government, incubators, or NGOs (13.4%). Overall, the results indicate that informal networks are particularly important for both entrepreneurial financing and practical day-to-day support.

有關創業資金來源的結果，亦進一步印證了**非正式支援的重要性**，特別是在初創階段。從表5可見，最常見的創業資金來源是個人儲蓄（94.7%），其次是家人的資助（62.7%）。相比之下，較正式的資金來源使用比例明顯較低，包括創業比賽的現金獎和種子基金（22.5%）、銀行貸款（20.6%），以及政府、孵化器或非政府組織的補助和津貼（13.4%）。整體而言，結果顯示非正式網絡不僅在創業融資上至關重要，在日常實務支援方面亦發揮關鍵作用。

Table 4: Main Support Reliance

表4：主要支援依賴來源

Indicators 指標	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Mainly rely on informal support 主要依賴非正式支援	0.7%	60.9%	46.9%
Mainly rely on formal support 主要依賴正式支援	65.1%	3.7%	18.2%
Balance both types 正式與非正式並重	34.2%	27.5%	28.9%
Neither both 兩者皆無	0.0%	7.9%	6.0%

Theme 2: Formal vs. Informal Support Networks

主題二：正式與非正式支援網絡

Quantitative Data Analysis / 量化數據分析

The survey findings reveal that respondents show a clear preference for **informal support over formal institutional support**. As indicated in Table 4, 46.9% of entrepreneurs mainly relied on informal support, compared with only 18.2% who mainly relied on formal support. Meanwhile, 28.9% reported receiving both formal and informal support, and 6.0% relied on neither. These results suggest that informal networks play a more central role in supporting entrepreneurs than formal systems.

問卷結果顯示，受訪者明顯**較依賴非正式支援，多於正式制度性支援**。表4指出，46.9% 的創業者主要依賴非正式支援，而主要依賴正式支援者只有 18.2%。另外，28.9% 的受訪者表示會同時獲得正式與非正式支援，另有 6.0% 表示兩者皆無。這些結果反映出，與正式制度相比，非正式網絡在創業支援中扮演更核心的角色。

Table 5: Financing Sources

表5：創業資金來源*

Personal savings / 個人儲蓄	94.7%
Family contribution / 家人資助	62.7%
Cash prize and seed fund from entrepreneurship competitions / 創業比賽的現金獎和種子基金	22.5%
Bank loan / 銀行貸款	20.6%
Grants and subsidies from the Government, incubators or NGOs / 政府、孵化器或非政府組織的補助和津貼	13.4%
Angel investment / 天使投資	1.1%

*Multiple options 可多選

Theme 2: Formal vs. Informal Support Networks

主題二：正式與非正式支援網絡

Qualitative Data Analysis / 質性數據分析

Interview data shows that formal and informal support systems play **different but connected roles**. Scheme-based entrepreneurs rely more on institutional legitimacy, grants, and incubators. self-initiated entrepreneurs rely more on former employers, personal reputation, and industry contacts.

訪談資料顯示，正式與非正式支援系統扮演**不同但相互連結的角色**。計劃導向型創業者較依賴制度認受性、資助及孵化器；工作經驗導向型創業者則較依賴前僱主、個人聲譽以及行業人脈。



Formal Support / 正式支援



Provides Funding
提供資金



Structure
制度



Legitimacy
認受性



Informal Support / 非正式支援



Emotional Resilience
情緒韌性



Practical Labor
實際人力



Administrative Translation
行政翻譯



Trusted Advice
可信賴建議

Table 6: Qualitative Summary of Theme 2 / 表6：主題二質性摘要

Formal support offers legitimacy
正式支援提供認受性

Maintain institutional access
保留制度性支援入口

Informal support offers survival support
非正式支援支撐日常生存

Recognize peer and family roles
承認同儕與家庭角色

Integration improves effectiveness
整合可提升成效

Create hybrid support models
建立混合支援模式

Theme 3: Non-linear Growth and Diverse Aspirations

主題三：非線性成長與多元目標

Quantitative Data Analysis / 量化數據分析

The findings show that youth micro-entrepreneurship does **not follow a single or fully linear growth trajectory**, although stable growth remains the most common pattern. As shown in Table 7, 57.4% of respondents reported a linear or stable growth path, while 26.5% experienced growth that was stable but accompanied by fluctuations. At the same time, 14.0% described their business trajectory as unstable, and 2.1% reported a declining pattern. A comparison between the two groups reveals notable differences. self-initiated entrepreneurs were more likely to report linear or stable growth (59.7%) than scheme-based entrepreneurs (51.0%), and they were also more likely to experience stable growth with fluctuations (29.3% vs. 15.1%). In contrast, scheme-based entrepreneurs were much more likely to report unstable growth (33.9%) compared with 8.3% among self-initiated entrepreneurs. These results suggest that while **a majority of young micro-entrepreneurs experience some degree of stability, growth patterns vary considerably across different entrepreneurial backgrounds.**

研究結果顯示，青年微型創業並**不存在單一或完全線性的成長軌跡**，儘管穩定成長仍然是最常見的模式。從表7可見，57.4% 的受訪者表示其業務成長屬於線性/穩定，另有 26.5% 表示屬於穩定但有波動。與此同時，14.0% 的受訪者認為其業務發展屬於不穩定，另有 2.1% 表示呈現逐步下降的情況。比較兩類創業者可見明顯差異：工作經驗導向型創業者較多報告其成長模式為線性/穩定（59.7%），高於計劃導向型創業者的 51.0%；在穩定但有波動方面，工作經驗導向型創業者的比例亦較高（29.3% 對 15.1%）。相反，計劃導向型創業者明顯較多表示其成長軌跡屬於不穩定（33.9%），遠高於工作經驗導向型創業者的 8.3%。這些結果反映，**大多數青年微型創業者的發展雖具一定穩定性，但不同創業背景之間的成長模式仍存在顯著差異。**

Table 7: Growth Trajectories

表7：成長軌跡

Growth Pattern 成長模式	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Linear / stable 線性/穩定	51.0%	59.7%	57.4%
Stable with fluctuations 穩定但有波動	15.1%	29.3%	26.5%
Unstable 不穩定	33.9%	8.3%	14.0%
Declining 逐步下降	0.0%	2.7%	2.1%

Theme 3: Non-linear Growth and Diverse Aspirations

主題三：非線性成長與多元目標

The data also indicates that success is understood in **multiple ways**, reflecting a diversity of entrepreneurial aspirations. According to Table 8, the most commonly reported aspiration was business expansion (39.0%), followed by stable income (28.6%) and work-life balance (20.8%). Smaller proportions of respondents identified social impact (7.5%) and self-actualization (4.1%) as their main goals. Differences between the two groups are also evident. Scheme-based entrepreneurs were more likely to prioritize stable income (43.8%) than business expansion (30.8%), whereas self-initiated entrepreneurs were more strongly oriented toward business expansion (41.4%) than stable income (24.0%). In addition, work-life balance was more frequently emphasized by self-initiated entrepreneurs (23.4%) than by scheme-based entrepreneurs (12.3%). Overall, the findings highlight that **youth micro-entrepreneurs define success not only in terms of growth, but also through financial security, personal well-being, and broader social values.**

數據亦顯示，成功的定義具有**多元性**，反映青年微型創業者在目標追求上的差異。表8指出，受訪者最主要的目標是業務擴展（39.0%），其次為穩定收入（28.6%）及工作與生活平衡（20.8%）；較少比例的受訪者則以社會影響（7.5%）及自我實現（4.1%）作為主要目標。若比較兩類創業者，計劃導向型創業者較傾向重視穩定收入（43.8%），高於其對業務擴展的重視（30.8%）；相反，工作經驗導向型創業者則更重視業務擴展（41.4%），高於穩定收入（24.0%）。此外，工作與生活平衡在工作經驗導向型創業者中亦較受重視（23.4%），高於計劃導向型創業者的（12.3%）。整體而言，研究結果說明，**青年微型創業者對成功的理解不僅限於企業成長，也涵蓋財務穩定、個人福祉，以及更廣泛的社會價值。**

Table 8: Main Aspirations

表8：主要目標

Aspirations 追求目標	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Business expansion 業務擴展	30.8%	41.4%	39.0%
Stable income 穩定收入	43.8%	24.0%	28.6%
Work-life balance 工作與生活平衡	12.3%	23.4%	20.8%
Social impact 社會影響	9.6%	6.8%	7.5%
Self-actualization 自我實現	3.5%	4.4%	4.1%

Theme 4: Support Gaps in Non-tech Sectors

主題四：非科技行業支援缺口

Quantitative Data Analysis / 量化數據分析

The findings suggest that respondents generally regarded existing entrepreneurial policies and support measures as at least somewhat sufficient, although clear reservations remained. As shown in Table 10, 61.1% of respondents considered current policies somewhat sufficient, while only 9.1% regarded them as fully sufficient. In contrast, 12.1% believed existing support was insufficient, and 17.7% were unsure. Differences between the two groups are also evident. Scheme-based entrepreneurs were more likely to view current policies positively, with 17.1% rating them as fully sufficient and 62.3% as somewhat sufficient, compared with 6.6% and 60.5% respectively among self-initiated entrepreneurs. Meanwhile, self-initiated entrepreneurs were more likely to consider policies insufficient (13.7% vs. 6.8%) or to be unsure (19.2% vs. 13.7%). These results indicate that **although most respondents acknowledged some degree of policy support, many did not see it as fully adequate.**

研究結果顯示，受訪者普遍認為現有創業政策及支援措施至少在某程度上是足夠的，但同時亦反映出明顯的保留態度。從表10可見，61.1% 的受訪者認為現行政策屬於某程度足夠，只有 9.1% 認為完全足夠。相對而言，12.1% 的受訪者認為政策不足夠，另有 17.7% 表示不確定。兩類創業者之間亦存在差異：計劃導向型創業者較傾向對現有政策持正面看法，其中 17.1% 認為完全足夠，62.3% 認為某程度足夠；相比之下，工作經驗導向型創業者只有 6.6% 認為完全足夠，60.5% 認為某程度足夠。另一方面，工作經驗導向型創業者較多認為政策不足夠（13.7% 對 6.8%），亦較多表示不確定（19.2% 對 13.7%）。這些結果說明，**雖然大部分受訪者承認現有政策具有一定支持作用，但仍有不少人認為其成效未達完全充分。**

Table 10: Perceptions of Policy Sufficiency

表10：對政策足夠性的看法

Indicators 指標	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Fully sufficient 完全足夠	17.1%	6.6%	9.1%
Somewhat sufficient 某程度足夠	62.3%	60.5%	61.1%
Insufficient 不足夠	6.8%	13.7%	12.1%
Unsure 不確定	13.7%	19.2%	17.7%

Theme 4: Support Gaps in Non-tech Sectors

主題四：非科技行業支援缺口

The survey also identifies a clear pattern in the types of support entrepreneurs most wanted. According to Table 11, the most frequently selected need was more accessible funding or subsidies, chosen by 80.5% of respondents, making it the most prominent demand across both groups. This was followed by simpler application procedures (44.3%), marketing support (43.7%), and mentorship or advisory services (37.3%). Group differences are again notable. self-initiated entrepreneurs expressed a stronger demand for accessible funding/subsidies (82.1%) than scheme-based entrepreneurs (75.3%), while scheme-based entrepreneurs showed greater demand for simpler applications (57.5% vs. 40.4%), mentorship/advisory services (50.0% vs. 33.4%), and slightly more for marketing support (47.9% vs. 42.4%). Overall, the findings suggest that **respondents did not necessarily reject existing policies, but they strongly emphasized the need for more practical, accessible, and user-friendly forms of support.**

問卷亦清楚顯示了創業者最希望獲得的支援類型。根據表11，受訪者最常選擇的支援為更易取得的資金/補貼，比例高達 80.5%，是兩組受訪者中最突出的需求。其次為簡化申請程序（44.3%）、市場推廣支援（43.7%），以及導師/諮詢服務（37.3%）。兩組之間的差異同樣明顯：工作經驗導向型創業者對更易取得的資金補貼需求更高（82.1%），高於計劃導向型創業者的 75.3%；而計劃導向型創業者則對簡化申請程序（57.2% 對 40.4%）、導師/諮詢服務（50.0% 對 33.4%），以及稍高程度的市場推廣支援（47.9% 對 42.4%）有更大需求。整體而言，研究結果顯示，**受訪者並非完全否定現有政策，而是更強烈地反映出對更實際、更易接觸及更方便使用的支援形式的需求。**

Table 11: Most Wanted Support

表11：最需要的支援

Indicators 指標	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Accessible funding / subsidies 更易取得的資金/補貼	75.3%	82.1%	80.5%
Simpler applications 簡化申請程序	57.5%	40.4%	44.3%
Marketing support 市場推廣支援	47.9%	42.4%	43.7%
Mentorship / advisory services 導師諮詢服務	50.0%	33.4%	37.3%

* Multiple options 可多選

Theme 4: Support Gaps in Non-tech Sectors

主題四：非科技行業支援缺口

🗨️ Qualitative Data Analysis / 質性數據分析

Interview data shows that both entrepreneurs and support stakeholders perceive a **strong bias toward AI, deep-tech, and innovation-labelled ventures** . Non-tech businesses in retail, food, education, fashion, and community services often feel excluded from current support systems.

訪談資料顯示，創業者與支援持份者普遍認為現行制度**明顯偏向人工智能、深科技及標榜創新的項目**。零售、飲食、教育、時裝及社區服務等非科技業務常感到被現有支援制度排除在外。

⚠️ Common Concerns / 常見問題

🧩 **Fragmented information**
資訊零散

📄 **Burdensome reporting**
繁重申報

📋 **Unsuitable KPIs**
不合適的績效指標

📌 **Weak sector-specific guidance**
缺乏行業專屬指導

These gaps are especially harmful for **micro-enterprises with small teams** .
這些缺口對**小型團隊的微型企業**尤其不利。

Table 12: Qualitative Summary of Theme 4 / 表12：主題四質性摘要

Tech bias is widely perceived 普遍感到科技偏向	Create dedicated non-tech pathways 建立非科技專屬支援路徑
Admin burden weakens support value 行政負擔削弱支援成效	Simplify reporting and procedures 簡化申報及程序
Tailored guidance is lacking 缺乏針對性指導	Expand sector-specific support 擴展行業專屬支援

Theme 5: GBA Intentions and Barriers

主題五：大灣區意向與障礙

Quantitative Data Analysis / 量化數據分析

The findings show that most respondents displayed **strategic hesitation** toward developing their business in the Greater Bay Area (GBA). As shown in Table 13, 66.2% of respondents fell into this category, far exceeding those who did not intend to enter (22.5%) or had already expanded / planned to enter (11.3%). This pattern was similar across both groups: 66.4% of scheme-based entrepreneurs and 66.1% of self-initiated entrepreneurs expressed strategic hesitation. Here, strategic hesitation does not simply mean uncertainty; rather, it suggests a cautious and deliberate attitude in which youth micro-entrepreneurs recognize the potential of the GBA but remain reluctant to commit before conditions become clearer or more manageable.

研究結果顯示，大多數受訪者對於是否進入大灣區發展表現出**策略性猶豫**。根據表13，66.2% 的受訪者屬於這一類別，明顯高於不打算進入（22.5%）及已拓展/計劃進入（11.3%）的比例。這一情況在兩組創業者之間亦相當接近：66.4% 的計劃導向型及 66.1% 的工作經驗導向型創業者都表現出策略性猶豫。這裡的「策略性猶豫」並不只是單純的不確定，而是反映青年微型創業者雖然意識到大灣區可能帶來機遇，但在條件未夠清晰或未具備足夠準備之前，傾向保持審慎觀望，而非貿然進入。

Table 13: GBA Intention

表13：大灣區發展意向

Indicators 指標	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Unsure 不確定	66.4%	66.1%	66.2%
Do not intend to enter 不打算進入	19.9%	23.3%	22.5%
Already expanded / Plan to enter 已拓展/計劃進入	13.7%	10.6%	11.3%

Theme 3: Non-linear Growth and Diverse Aspirations

主題三：非線性成長與多元目標

Qualitative Data Analysis / 質性數據分析

Interview findings show that many youth entrepreneurs **do not pursue aggressive scaling**. They often prioritize stability, autonomy, quality, sustainability, and mission. Entrepreneurship is described as a learning journey involving pivots, interruptions, and intentional plateaus rather than a simple upward curve.

訪談資料顯示，許多青年創業者並不**追求激進擴張**，而是更重視穩定、自主、品質、可持續性及使命。創業常被描述為一段包含轉型、中斷及有意停留的平台期的學習旅程，而非單一向上的曲線。

Formal Stakeholders / 正式持份者

Often see entrepreneurship as **resilience-building**.

正式支援持份者往往視創業為建立**韌性的過程**。

Informal Stakeholders / 非正式持份者

Emphasize **emotional burden**, personal sacrifice, and the importance of human-centered management.

非正式持份者則更強調情緒負擔、個人犧牲，以及以人為本管理的重要性。

Table 9: Qualitative Summary of Theme 3 / 表9：主題三質性摘要

Growth is often non-linear 成長往往並非線性	Avoid uniform growth metrics 避免單一增長指標
Many value stability over scale 許多人重視穩定多於規模	Broaden success definition 擴闊成功定義
Learning and resilience matter 學習與韌性同樣重要	Support experimentation and continuity 支援嘗試與持續發展

Theme 5: GBA Intentions and Barriers

主題五：大灣區意向與障礙

The barriers reported in Table 14 help explain this **strategic hesitation**. The most common obstacles were cost of entry (57.9%) and limited market knowledge (56.5%), followed by regulatory differences (48.3%), lack of local contacts (44.0%), and language/cultural barriers (35.3%). Only 1.1% reported no barriers. These findings suggest that respondents’ hesitation is not passive indecision, but a practical response to perceived risks and limited preparedness. In other words, many youth micro-entrepreneurs appear to be **adopting a wait-and-see approach**, holding back from GBA expansion until they have greater market knowledge, stronger networks, and more accessible conditions for entry.

表14所反映的障礙進一步解釋了這種**策略性猶豫**。受訪者最常提及的障礙包括進入成本高（57.9%）、市場知識不足（56.5%）、監管差異（48.3%）、缺乏當地人脈（44.0%）及語言/文化障礙（35.3%），只有 1.1% 表示沒有障礙。這說明，受訪者的猶豫並非被動的遲疑，而是基於現實限制與風險判斷所作出的審慎回應。換言之，不少青年微型創業者並非完全拒絕進入大灣區，而是在市場資訊、人脈網絡及進入條件更成熟之前，**採取觀望和保留的策略**。

Table 14: Main GBA barriers

表14：大灣區主要障礙

Barrier 障礙	SBE 計劃導向型 (N=146)	SIE 自發型 (N=481)	總計 百分比 (%) (N=627)
Cost of entry 進入成本	57.5%	58.0%	57.9%
Limited market knowledge 市場知識不足	60.0%	55.3%	56.5%
Regulatory differences 監管差異	52.7%	47.0%	48.3%
Lack of local contacts 缺乏當地人脈	52.1%	41.6%	44.0%
Language/cultural barriers 語言/文化障礙	39.0%	34.0%	35.3%
No barriers 沒有障礙	0.7%	1.2%	1.1%

* Respondents can choose up to 3 options 最多可選3項

Theme 5: GBA Intentions and Barriers

主題五：大灣區意向與障礙

Qualitative Data Analysis / 質性數據分析

Interview data shows that the GBA is seen as both a **major opportunity and a high-risk environment**. Entrepreneurs and support stakeholders agree that most youth do not need more promotion alone—they need practical bridges, trusted local guidance, compliance support, and network matching.

訪談顯示，大灣區被視為**重要機遇與高風險並存的環境**。創業者與支援持份者均認為，青年創業者需要的不只是更多宣傳，而是實務橋樑、可靠的當地指引、合規支援及人脈配對。

Table 15: Theme 5 Qualitative Summary / 表15：主題五質性摘要

GBA is high-potential but high-risk 大灣區高潛力但高風險	Reduce uncertainty through practical support 以實務支援降低不確定性
Trusted local bridges are needed 需要可靠的當地橋樑	Build city-specific pathways 建立按城市分類的支援路徑

Theme 6: AI and Youth Micro-entrepreneurship

主題六：人工智能與青年微型創業

Quantitative Data Analysis / 量化數據分析

Survey findings show that artificial intelligence (AI) is **increasingly integrated** into the everyday practices of youth micro-entrepreneurs. Respondents reported using AI in areas such as business planning, administrative work, content creation, and decision support.

問卷調查顯示，人工智能（AI）正**愈來愈多地融入**青年微型創業者的日常實踐之中。受訪者表示，AI主要應用於商業規劃、行政工作、內容創作及決策支援等範疇。整體而言，受訪者對AI持正面看法，尤其認同其在提升效率、增強信心及提高獨立性方面的作用。

60.3%

AI improves task effectiveness

AI提升工作效能

57.5%

Increases confidence

增加經營信心

56.4%

Work more independently

提升工作獨立性

Qualitative Data Analysis / 質性數據分析

Interview data provides a deeper understanding of how AI functions in the daily lives of young entrepreneurs. Many described AI as an “**invisible colleague**” that supports idea generation, writing, organization, and routine problem-solving. For entrepreneurs with limited manpower or financial resources, AI was often seen as a low-cost supplement that helps compensate for gaps in staffing, expertise, or emotional resilience.

訪談資料進一步說明AI如何在青年創業者的日常生活中發揮作用。許多受訪者形容AI像一位「**隱形同事**」，可協助構思點子、撰寫內容、整理資訊，以及處理日常問題。對於人手有限或資源不足的創業者而言，AI通常被視為一種低成本補充工具，有助彌補人力、專業知識或情緒承受能力上的不足。

At the same time, informants consistently emphasized that AI has clear limitations. While it can assist with information processing and productivity, **it cannot replace human judgment, emotional support, or authentic interpersonal relationships**. Respondents noted that trust-building, contextual decision-making, and encouragement during difficult periods still depend heavily on real people. The findings therefore suggest that AI should be understood as a complementary support system rather than a substitute for human networks.

然而，受訪者亦一致強調AI有其明確局限。儘管AI可在資訊處理與工作效率方面提供協助，但它**無法取代人類判斷、情緒支持及真實人際關係**。受訪者指出，信任建立、情境判斷，以及在困難時期提供鼓勵與同行，仍然高度依賴真實的人際互動。由此可見，AI應被理解為對人類支援系統的補充，而非替代。

Policy Recommendations

政策建議

1

Develop a stage-specific support framework

制定分階段支援框架

Support measures should match the changing needs of youth entrepreneurs at different stages of development.

支援措施應配合青年創業者在不同發展階段的實際需要，涵蓋由初創、生存到成長及穩定發展等不同歷程。

2

Coordinate formal and informal support

協調正式與非正式支援

Policy should recognize the role of family, peers, mentors, and create ways for formal programmes to work with informal sources.

政策應更充分肯定家庭、同儕、導師及個人網絡的重要作用，並促進正式支援計劃與這些非正式支援來源之間的協作。

3

Close support gaps in non-tech sectors

填補非科技行業支援缺口

More inclusive policies are needed to ensure non-tech youth-led businesses can access funding, advice, and development opportunities.

政策應更具包容性，以確保零售、飲食、創意產業及其他非科技行業的青年創業者同樣能獲得資金、專業意見及發展機會。

4

Create practical GBA pathways

建立務實的大灣區發展路徑

Support should provide city-specific information, trusted local contacts, compliance guidance, and market-entry pathways.

支援不應只停留於宣傳層面，而應提供按城市分類的資訊、可靠的當地聯繫、合規指引及市場進入路徑等具體協助。

5

Build a balanced AI approach

建立平衡的人工智能方針

AI should be promoted as a useful tool while emphasizing its limits and the continuing importance of human judgment and mentoring.

政策應將人工智能視為提升效率與獨立性的有用工具，同時須強調其局限，以及人類判斷、指導與情緒支持仍然不可取代。

6

Reform entrepreneurship education

改革創業教育

Entrepreneurship Education should move beyond theory to cultivate an entrepreneurial mindset with practical skills, risk management, and digital tools.

創業教育應超越理論層面，培養創業思維，同時更加重視實務商業技能、風險管理、數位工具運用、問題解決能力，以及經營小型企業的日常實況——並且甚至應被考慮納入高等教育的必修課程。

7

Broaden success indicators

擴闊成功指標

Policy and support programmes should adopt wider definitions of entrepreneurial success that include not only business expansion, but also stable income, work-life balance, sustainability, and social value.

政策及支援計劃應採用更廣闊的創業成功定義，不僅重視業務擴張，也涵蓋穩定收入、工作與生活平衡、可持續性及社會價值。

Summary of Recommendations & Conclusion

建議摘要與結語

Table 16: Summary of Policy Recommendations / 表16：政策建議摘要

1 Stage-specific framework 分階段框架 Needs vary across stages 各階段需求不同	5 Balanced AI approach 平衡AI方針 AI helps but cannot replace human support AI有助支援但不能取代人類支援
2 Integrated support 整合支援 Informal support is essential 非正式支援不可或缺	
3 Non-tech pathway 非科技路徑 Existing support is tech-biased 現有制度偏向科技	6 Entrepreneurship education reform 創業教育改革 Entrepreneurial mindset should start early 創業思維需及早培養
4 Practical GBA support 務實大灣區支援 Entrepreneurs face strategic hesitation 創業者存在策略性猶豫	7 Broader success indicators 擴闊成功指標 Success is not only about scaling 成功不只等於擴張



Conclusion / 結語

Youth micro-entrepreneurship is an important part of Hong Kong's economic and social future. The evidence suggests that effective policy must move beyond a **one-size-fits-all, tech-biased model** and toward a more **adaptive, stage-specific, and ecosystem-based framework**.

青年微型創業是香港經濟與社會未來的重要部分。研究證據顯示，有效的政策必須超越單一模式及科技偏向框架，轉向更具適應性、分階段及以生態系統為本的支援模式。

Key Statistics at a Glance

主要統計數據一覽

Research Participants / 研究參與者

627

Survey responses
問卷回應

25

Youth entrepreneur interviews
青年創業者訪談

20

Support stakeholder interviews
支援持份者訪談

29.1

Average age
平均年齡

51.7%

Male 男

46.6%

Female 女

63.0%

Bachelor's degree
or above
大學學歷或以上

49.0%

Initial Start-up Fund
啟動基金 (HK\$100,001-
HK\$250,000)

Selected Survey Responses / 精選問卷調查回應

Mainly rely on informal support
主要依賴非正式支援

46.9%

Linear/stable growth
線性/穩定成長

57.4%

Want accessible funding
希望更易獲得資金

80.5%

AI improves task effectiveness
AI提升工作效能

60.3%

Capital challenge at startup
初創期資金挑戰

69.4%

Policies fully sufficient
認為政策完全足夠

9.1%

Unsure about entering GBA
對進入大灣區不確定

66.2%



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