

# 中东考察报告：沙特与阿联酋商业洞察与实践路径

Saudi & UAE Business Insight Report: Strategic Observations and Practical  
Pathways for SMEs

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## 0. 此行初心与价值

### 0. The Purpose and Value of This Journey

作为一名拥有二十余年全球外贸与市场拓展战略落地经验的企业创始人，我过去的出海行程大多以“商业对接”为核心：高密度客户拜访、供应链调研、价格与技术谈判、渠道评估与签约。独行的优势在于效率与专注，但也容易陷入“交易导向”的惯性。

此次随北大光华出行，更像是一场“结伴升维”的修行——放下既有议程，跟随系统化行程，以学习者与观察者的心态，重新理解这片文明交汇的土地。

这次行程的价值，不在于“拜访了多少客户”，而在于“重构了多少认知”。我从政治、历史、宗教、社会与经济五大维度系统梳理中东区域的底层逻辑，将以往“点状接触”的经验，上升为“结构化理解”的知识体系。由此带来的直接收益包括：更稳健的合作节奏、更高质量的伙伴筛选、更具包容性的谈判框架，以及更能抵御不确定性的长期布局。

对于企业创始人而言，把商业合作融入文化交流与思想碰撞，是一种更高层次的竞争力。它不仅能以“产品价值”与“成本效率”赢得合作，更能以“理解与尊重”建立信任，用“共同愿景”凝聚长期关系。这是我此行最重要的收获。

As a founder with over two decades of experience in global trade and strategic market expansion, my past overseas journeys have often centered on *business engagement*: intensive client visits, supply chain research, pricing and technical negotiations, and channel evaluation and contracting. Traveling alone offers efficiency and focus—but it also risks falling into a transactional mindset.

This trip with the **Peking University Guanghai School of Management** represented a shift from *solo execution* to *collective elevation*—a journey of “traveling together to learn.” By setting aside preset agendas and embracing a learner’s and observer’s mindset, I sought to re-understand this land where civilizations converge.

The value of this journey lies not in *how many clients were met*, but in *how many perspectives were reconstructed*. Through five dimensions—political, historical, religious, social, and economic—I systematically reexamined the foundational logic of the Middle East, transforming fragmented experiences into a structured understanding. The outcome: steadier partnership rhythm, higher-quality partner selection, more inclusive negotiation frameworks, and long-term resilience amid uncertainty.

For a founder, integrating business collaboration with cultural dialogue and intellectual exchange creates a higher level of competitiveness. Beyond winning cooperation through *product value* and *cost efficiency*, we build trust through *understanding and respect*, and strengthen long-term relationships through *shared vision*. This, above all, was the most valuable insight of my journey.

## 1. 宏观背景：读懂中东的“多元密码”

### 1. Macro Background: Decoding the Middle East's Diversity

#### 1.1 地理与区域格局——“两洋三洲五海十七国”的地缘枢纽

中东位于亚、欧、非三洲交汇处，毗邻印度洋与大西洋航线，连通地中海、红海、黑海、里海与波斯湾等关键海域。这种地理位置赋予其能源通道与全球贸易中的战略枢纽地位，决定了区域政治长期处于“大国博弈—地区均衡”的动态格局之中。

#### 1.2 宗教与历史脉络——伊斯兰文明的社会秩序与商业伦理

宗教在中东并非“私人领域”，而是塑造公共生活与商业秩序的关键力量。祷告时间、清真规范、斋月节奏、周休安排等，都与商务安排密切相关。历史上部落与城市文明的互动，造就了“重信誉、重关系、重承诺”的经商文化——这与中国“以诚立商”的理念高度同频。

#### 1.3 政策与国家愿景——沙特《2030 愿景》与阿联酋“未来 50 年”

沙特推动经济多元化，从资源依赖走向制造业、文旅、体育与高技术的综合布局；阿联酋以自贸区与全球金融、物流、科技平台为抓手，持续吸引全球资本与人才。两国以不同路径，指向同一目标：建立具有全球竞争力的现代经济体。

#### 1.4 文化特质——“传统与现代、保守与时尚、开放与封闭、宗教与世俗”的统一体

从着装礼仪到城市天际线，从宗教伦理到科技创业，从古老信仰到未来创新，这里处处呈现张力与平衡。餐馆与酒店中来自十余个国家的人群共处一室，形成高密度跨文化交互，这既是商业机会，也是沟通挑战。理解这种张力，是跨文化谈判的第一步。

#### 1.1 Geography and Regional Layout—A Strategic Hub across Two Oceans, Three Continents, Five Seas, and Seventeen Nations

Situated at the intersection of Asia, Europe, and Africa—and adjacent to the Indian and Atlantic maritime routes while connecting the Mediterranean, Red Sea, Black Sea, Caspian Sea, and the Gulf—the Middle East's geography underpins its role as an energy corridor and a global trade nexus, shaping a persistent dynamic of great-power interplay and regional balancing.

#### 1.2 Religion and Historical Continuity—Islamic Civilization's Social Order and Business Ethics

In the Middle East, religion is not confined to private life; it organizes public order and business routines. Prayer times, halal standards, Ramadan rhythms, and weekly rest patterns directly affect business schedules. The interplay between tribal and urban traditions forged a culture that prioritizes reputation, relationship, and commitment—remarkably aligned with Chinese

principles of integrity in commerce.

### 1.3 Policy and National Visions—Saudi Vision 2030 and the UAE’ s ‘Next 50 Years’

Saudi Arabia drives diversification from resource dependence toward a comprehensive layout across manufacturing, culture & tourism, sports, and high-tech. The UAE leverages free zones and global platforms in finance, logistics, and technology to attract capital and talent. Different routes, same destination: globally competitive modern economies.

### 1.4 Cultural Paradox—A Unity of Tradition and Modernity, Conservatism and Fashion, Openness and Reserve, Religion and Secularism

From attire to skylines, from religious ethics to technological entrepreneurship, from ancient faith to future innovation, tension and balance are everywhere. In restaurants and hotels, people from a dozen countries share the same space—creating intense cross-cultural exchanges.

Understanding this tension is the first step to cross-cultural negotiation.

## 2. 营商与经济：中小企业的“适配土壤”

### 2. Business and Economy: The Adaptable Ground for SMEs

#### 2.1 区域经济差异与产业机会（沙特 vs 阿联酋）

沙特：在“2030 愿景”推动下，基建、制造与新消费并举，体育与文旅成为形象工程与产业升级的双重抓手；本地化就业与产业链在地化要求提升。阿联酋：迪拜、阿布扎比形成“贸易—金融—创新”三位一体格局，自贸区降低进入门槛，跨国公司总部效应显著，对数字经济与清洁能源高度友好。

#### 2.2 自贸港与税制：简化注册、透明规则与成本优势

自贸区普遍提供外资独资、企业所得税优惠、关税豁免与便利的签证政策；公司注册效率高、合规标准清晰，利于中小企业轻资产启动与快速试错。

#### 2.3 劳工与合规：本地化比例、用工结构与合规红线

沙特强调本国公民就业比例（Saudization），企业需在用工结构与培训投入上做中长期规划；阿联酋用工结构更国际化，但对合同、签证与保险合规要求严格。

#### 2.4 实操观察：中资企业的切入与挑战

优势在于供应链整合能力与成本效率，挑战在于品牌认知、跨文化沟通与本地伙伴选择。建议以“先轻后重”的策略推进，逐步验证市场与团队能力。

## 2.1 Economic Differences and Sectoral Opportunities (Saudi vs. UAE)

Saudi Arabia: Under Vision 2030, infrastructure, manufacturing, and new consumption rise in tandem. Sports and culture & tourism drive both branding and industrial upgrading; localization in jobs and supply chains is accelerating.

UAE: Dubai and Abu Dhabi form an integrated landscape of trade, finance, and innovation. Free zones reduce entry barriers; regional HQ effects are prominent; policies favor digital economy and clean energy.

## 2.2 Free Zones and Tax Regimes: Streamlined Registration, Transparent Rules, and Cost Advantages

Free zones often allow 100% foreign ownership, corporate tax incentives, duty exemptions, and convenient visas. Efficient registration and clear compliance standards enable SMEs to start light and iterate fast.

## 2.3 Labor and Compliance: Localization Ratios, Workforce Mix, and Red Lines

Saudi Arabia emphasizes Saudization, requiring long-term planning in workforce composition and training. The UAE workforce is more international, yet strictly governed by contracts, visas, and insurance compliance.

## 2.4 Field Observation: Entry Paths and Challenges for Chinese Firms

Strengths include supply-chain integration and cost efficiency; challenges lie in brand perception, cross-cultural communication, and partner selection. A ‘light-first, heavy-later’ strategy is recommended to validate market fit and team capability.

## 3. 出海实战：中小企业的“深耕路径”

### 3. Practical Pathways: Deepening SME Engagement

#### 3.1 区分“大企业模式”与“中小企业模式”

大企业往往以资本和产业链整合为导向，采用合资/独资工厂、长期政府项目与大规模基建合作；中小企业更适合以轻资产模式切入，以产品标准化、渠道合作与服务增值建立竞争力。

#### 3.2 三类落地路径与适用场景

(1) 与本地厂商联合开发：依托其渠道、供应链与关系网络，采取“联合开发+利润分成”，适合需本地认证与售后支撑的行业。

- (2) 轻资产本地化：在迪拜等地设代表处或小型运营中心，集中做市场验证、渠道管理与关键客户服务。
- (3) 代理分销与自贸港平台：标准化程度高的产品优先代理制，借助自贸港高效物流与跨境结算能力快速放量。

### 3.3 合作底层逻辑：从“利益”到“欣赏”

我将合作逻辑概括为“三位一体”：欣赏（对文化与愿景的尊重）、温暖（在合作中的真诚与体贴）、利益共享（用机制长期绑定）。当我们对区域的宏观认知超过客户预期时，就能在精神层面建立共鸣，显著提升合作确定性。

### 3.4 案例与方法：以“成就对方价值”为谈判起点

实践中，若与企业所有者沟通，要聚焦“长期价值创造”；与职业经理人沟通，要围绕“如何帮助他达成 KPI”。这一方法论在多次跨国合作中被反复验证。

#### 3.1 Differentiating ‘Enterprise Mode’ from ‘SME Mode’

Large enterprises lean on capital and supply-chain integration—JV/wholly-owned plants, long-term government projects, and mega infrastructure. SMEs should enter with light assets, standardization, channel partnerships, and value-added services.

#### 3.2 Three Landing Paths and Applicable Scenarios

(1) Joint Development with Local Manufacturers: leverage local channels, supply chains, and networks; adopt profit-sharing; suitable for sectors requiring local certification and after-sales support.

(2) Light Localization: representative offices or small ops centers in hubs like Dubai to validate markets, manage channels, and serve key accounts.

(3) Agency & Free-Zone Platforms: for highly standardized products, prioritize distributors and leverage free zones for logistics and cross-border settlement.

#### 3.3 Cooperation Fundamentals: From ‘Interest-Driven’ to ‘Appreciation-Driven’

I summarize the logic as a trinity: appreciation (respect for culture and vision), warmth (sincerity and empathy in collaboration/communication), and shared interests (mechanisms for long-term alignment). When our macro understanding exceeds client expectations, we achieve resonance and increase certainty.

#### 3.4 Cases and Method: Start Negotiations by Enabling the Other Side’s Value

In practice, talk long-term value creation with owners; focus on KPI enablement with managers.  
This method has been repeatedly validated in cross-border collaborations.

#### 4. 跨界启发：商业地产的模式升级（Space→Platform→Ecosystem）

##### 4. Cross-Sector Inspiration: Upgrading Real Estate (Space→Platform→Ecosystem)

在考察沙特本地创新空间（如 **THE GARAGE**）时，我受到启发：企业近年来在商业空间的投资与租赁业务，应进一步升级至“创新共创空间”的建设层面。

这一升级的核心逻辑，是把“商业空间租赁”转化为“创新创业资源共享平台”，把“租赁收益”提升为“生态价值”。

通过打破“物理空间租赁”的传统思维，实现从

**Space（空间租赁） → Platform（资源共享平台） → Ecosystem Resource Share（生态资源共创）**  
的系统性跃升。

这种模式创造了区别于传统单一租赁业务的差异化竞争优势，使商业地产从“出租面积”转向“赋能创新”，实现经济收益与生态价值的双轮驱动。

During my visit to Saudi Arabia's innovation hubs (such as **THE GARAGE**), I was inspired to elevate our company's commercial real estate investments and leasing business toward developing **Innovation Co-Creation Spaces**.

The essence of this transformation is to turn “commercial property leasing” into an “entrepreneurial resource-sharing platform”, and to upgrade “rental income” into “ecosystem value.”

By breaking away from the traditional notion of physical space leasing, we are realizing a systematic upgrade from

**Space (Leasing) → Platform (Resource Sharing) → Ecosystem Resource Share (Collaborative Co-Creation)**.

This model creates a distinct competitive advantage beyond traditional leasing, repositioning commercial real estate from “space provision” to “innovation empowerment”, and achieving dual growth in both economic returns and ecosystem value.

#### 5. 延伸价值：个人与家庭的成长机遇

##### 5. Extended Value: Opportunities for Family and Self

中东的多元文化为下一代提供了极佳的“世界课堂”。相比单一的海外留学路径，我更建议让孩子在当地参与短期大学课程、行业论坛旁听与跨文化训练营，通过“与人同行”的方式理解世界：尊重与信仰、秩序与自由、传统与进步如何在同一社会并置。

对企业家本人而言，这种跨文化沉浸式体验能显著提升“同理心与系统性思维”，在复杂谈判与多方博弈中保持稳定与友好；同时也能为家庭带来更开放的价值观，丰富亲子对话的维度。

The region’s diversity is an excellent ‘global classroom’ for the next generation. Rather than a single-track overseas study plan, I recommend short-term university programs, industry forum attendance, and cross-cultural bootcamps—understanding the world by ‘walking with people’: how respect and faith, order and freedom, tradition and progress coexist within one society.

For entrepreneurs, immersive cross-cultural experience enhances empathy and systems thinking—key to staying composed and constructive in complex negotiations and multi-party games—while also enriching family conversations with more open values.

6. 核心 Takeaway：思想升维与行动指引

6. Key Takeaways: Strategic Insights and Actions

- (1) 认知升级：从“商业点位”走向“系统生态”  
将政治、宗教、社会与经济的多维信息编织成整体图景，才能在不确定性中做出稳定决策。
- (2) 路径选择：轻模式，高适配  
以最小可行单元进入，快速验证产品、渠道与团队，逐步迭代为“轻重结合”的本地化体系。
- (3) 合作逻辑：先成就对方价值  
与所有者谈“长期价值创造”，与经理人谈“KPI 实现路径”，以共赢机制绑定长期关系。
- (4) 组织能力：跨文化心智 + 数字化运营  
跨文化心智提供“理解力”，数字化提供“穿透力”。用数据驱动产品与供应链迭代，用文化力驱动品牌与信任积累。
- (5) 企业出海开疆拓土的“5 心”人才模型：  
基于本次活动中分享嘉宾之一、前极兔中东副总裁 万凤安 的观点——她总结出哪些企业适合来沙特的“三心原则”：有信心（Confidence）、有决心（Determination）、有耐心（Patience）。  
在此基础上，我进一步延伸思考，提出 SPARK 五心模型，以定义企业出海人才的核心特质与心智结构。

| 字母 | 核心品质 | 内涵阐释 |
|----|------|------|
|----|------|------|

| 字母                                                                             | 核心品质 | 内涵阐释                 |
|--------------------------------------------------------------------------------|------|----------------------|
| S - Self-belief                                                                | （信念） | 拥有坚定自信，相信使命、团队与未来。   |
| P - Perseverance                                                               | （毅力） | 具备在不确定中坚持的韧性与耐心。     |
| A - Ambition                                                                   | （雄心） | 胸怀格局，敢于突破边界，追求卓越。    |
| R - Resilience                                                                 | （热情） | 以积极与热忱面对挑战，激发创造与行动力。 |
| K - Kindness                                                                   | （善意） | 以共情、信任与协作为纽带，构建共赢团队。 |
| ✦ SPARK 五心模型——以信念为火种，以毅力为燃料，以雄心为方向，以热情为温度，以善意为力量；<br>让人才在全球化征程中点燃自我、成就团队、完成使命。 |      |                      |

- (1) Cognitive Elevation: From ‘Points’ to ‘Ecosystems’  
Weave politics, religion, society, and economy into a coherent map to decide steadily amid uncertainty.
- (2) Strategic Path: Light Mode, High Adaptation  
Enter with the minimum viable unit; validate product, channel, and team fast; evolve toward a light-heavy hybrid localization system.
- (3) Cooperation Logic: Enable the Other’s Value First  
Discuss long-term value with owners and KPI paths with managers; align long-term relations through win-win mechanisms.
- (4) Organizational Capability: Cross-Cultural Mindset + Digital Operations  
Culture grants understanding; data grants penetration. Use data to drive product and supply-chain iteration; use cultural strength to build brand and trust.
- (5) Based on insights shared by Ms. Wan Feng’an, former Vice President of J&T Express Middle East, who summarized the “Three-Heart Principles” that define which companies are best suited to enter Saudi Arabia—Confidence, Determination, and Patience—I further expanded this into the S.P.A.R.K. Model, a framework that defines the essential traits and mindset of global expansion talents.

- S - Self-belief Having firm confidence—believing in the mission, the team, and the future.
- P - Perseverance Demonstrating endurance and patience amid uncertainty.
- A - Ambition Thinking boldly, breaking boundaries, and striving for excellence.
- R - Resilience Facing challenges with positivity and enthusiasm, fueling creativity and action.
- K - Kindness Building win-win relationships through empathy, trust, and collaboration.

✦ The S.P.A.R.K. Model—the fire of belief, the fuel of perseverance, the compass of ambition, the warmth of passion, and the strength of kindness—empowers global talents to **ignite themselves, inspire their teams, and fulfill their mission**, becoming the true driving force behind international expansion and sustainable success.