

社會企業研究院

2026 夏日研討會

「與 AI 共進，  
不被淘汰」

SERA 2026 SUMMER SEMINAR ---

“ADVANCING WITH AI, RAISING ABOVE OBSOLESCENCE

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主講嘉賓/Keynote Speaker:

**陳家豪教授/PROF. EMIL CHAN**

主持人/Moderator

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# 社會企業研究院 2026 研討會 —— 與陳家豪教授探討「被淘汰倒數的第一年：我該如何與 AI 共進，變得更強大？」

## 一、活動背景

社會企業研究院於 2026 年夏日酒會邀請陳家豪教授主講，題目為「被淘汰倒數的第一年：我該如何與 AI 共進，變得更強大？」。是次分享聚焦人工智能（AI）對職場、行業、教育、金融及香港未來角色的深遠影響。陳教授以深入淺出的方式，從日常生活例子出發，說明 AI 並非遙遠概念，而是已經實際改變工作模式、價值鏈、財富分配與社會結構的關鍵力量。

## 二、陳教授主講內容摘要

### 1. AI 不是泡沫，而是正在發生的革命

陳教授一開始便強調，與其擔心被 AI 取代，不如主動學習如何駕馭 AI。他認為 AI 並不是短暫泡沫，而是一場已經發生、而且不可逆轉的革命。AI 的發展由早期分析型應用一路演化到生成式 AI，再進一步走向代理型 AI，能力已由單純分析資料，擴展到生成內容和執行任務。

他指出，近年尤其是 2023 年後，生成式 AI 令大眾真正感受到 AI 的威力。以前我們只看到電腦「做計算」或「下棋」，但現在 AI 可以直接與人對話，甚至生成文章、圖片、音樂與影片，令整個社會的工作模式與商業模式都開始改變。

### 2. 以攝影與音樂作為 AI 顛覆的例子

為了讓聽眾更容易理解 AI 的影響，陳教授用攝影與音樂作為例子。他提到自己中學時代曾想做攝影師，懂菲林攝影的人後來被數碼攝影取代，而現在數碼攝影又可能被 AI 影像生成與智能拍攝進一步影響。

他舉例說，未來走進一個空間，可能有機器幫你記錄衣服、處理髮型、修整形象，這些都可以由智能系統完成。這說明 AI 不只是改變某一個工具，而是整個行業的運作方式。

音樂方面，他說自己以前家中有幾千隻 **CD**，但現在幾乎不再聽 **CD**，而是透過 **YouTube** 和串流平台聽歌。平台會根據用戶習慣推送內容，令傳統唱片銷售模式被徹底改寫。以前是賣專輯、賣實體碟，現在變成廣告、訂閱制與平台收益主導，這代表音樂行業的價值創造方式完全改變了。

### 3. 影片、新聞與內容生成的變化

陳教授進一步指出，**AI** 現在不只可生成文字，還可以生成圖片、音樂和影片。他提到有些影片可以在短時間內由 **AI** 製作出來，甚至不需要傳統拍攝團隊、演員和大量後期製作。

他亦提到虛擬 **KOL**、**AI** 新聞主播、**AI** 人物等現象，說明 **AI** 已不再只是後台工具，而是逐步進入前台，直接參與資訊傳播與內容生產。這代表未來部分媒體、傳播和公關工作都可能被 **AI** 重塑。

### 4. AI 的三個層次

陳教授將 **AI** 分為三個主要層次：

- 分析型 **AI**：分析過去資料，推測未來趨勢或結果。
- 生成式 **AI**：與人對話，根據指令生成文章、圖片、聲音等內容。
- 代理型 **AI**：不只回答問題，而是可以根據指令執行任務，幫人完成實際操作。

他認為，代理型 **AI** 是最值得關注的發展，因為它不只是提供答案，而是會「做事」。例如在投資場景中，分析型 **AI** 可給出預測，代理型 **AI** 則可以直接執行買賣操作，甚至在用戶睡覺時持續工作。這種能力雖然高效，但同時也伴隨風險，因為一旦授權不當，後果可能由人類承擔。

### 5. AI 會顛覆哪些工作

陳教授明言，**AI** 最容易取代的是重複性高、規則清晰、流程標準化的工作。他認為以下類型的工作風險最高：

- 日常認知工作。
- 標準化分析與報告整理。
- 常規體力勞動。
- 流水線工作。
- 部分行政與文書工作。

他指出，如果一份工作只是重複地整理資料、做總結、寫簡報，**AI** 很可能比人做得更快更好。他也提到，當機械人技術與 **AI** 結合後，搬運、倉儲等工作也會大幅受到影響。

## 6. 行業經驗與人際關係仍然重要

儘管 **AI** 很強，陳教授認為人類仍有不可替代的價值。他強調，真正有競爭力的人，不是單靠技術，而是要懂得：

- 定義問題。
- 跨界整合。
- 建立信任。
- 重視同理心。
- 深耕行業經驗。

他認為，**AI** 可以取代很多標準化工作，但很難完全取代一個人對行業的「隱性知識」、判斷能力與人際網絡。尤其是一些需要情感連結、信任建立和現場判斷的工作，例如餐飲、**Omakase**、顧問、談判等，就不容易完全由 **AI** 取代。

## 7. 把 **AI** 當成「首席練習生」

陳教授提出一個很有代表性的比喻：把 **AI** 當成自己的

他舉例說，自己可以用 **AI** 做出複雜的時間表系統，也可以在很短時間內準備主持活動所需的 **Table Topics** 題目。這些例子說明，**AI** 可以大大提升效率，關鍵在於是否懂得提出好問題、指揮 **AI** 做正確的事。

## 8. **AI** 的風險：黑箱與幻覺

陳教授提醒，**AI** 並非百分之百可靠。它的答案可能出現幻覺，內容看似合理，實際上卻不準確；而且 **AI** 的運作常常像黑箱，使用者未必知道它怎樣得出結論。

因此，他建議大家不要只問一個 **AI**，而應該用不同工具、多種方法重複提問，再對比答案。他強調，人類必須保留最後判斷權，這就是所謂的 **Human in the loop**。**AI** 可以幫忙，但決策不能完全交給機器。

## 9. 香港的定位與機會

陳教授認為，香港不應與中美在 **AI** 上正面競爭，而應繼續扮演橋樑與聯絡人角色。香港的價值在於連接中國與世界，也連接虛擬世界與現實世界。

他指出，香港仍有很多優勢，包括國際金融中心、離岸人民幣交易中心，以及 **web3**、區塊鏈、金融科技等領域的發展空間。如果香港懂得發揮這些特色，就能在新科技浪潮中找到自己的位置。

## 10. 教育制度應作出調整

陳教授亦談及教育問題，指出若大學和學校仍然用舊方法面對 **AI**，將會落後。他認為不應禁止學生使用 **AI**，而應該教學生如何正確使用 **AI**，並改變評核方式。

他指出，現在學生交功課很容易做到很漂亮，但老師難以分辨是真功夫還是 **AI** 代工。因此，教學與評核應更重視學生是否真正理解內容、能否把 **AI** 用於解決問題，以及是否能把所學知識轉化為實際影響。

### 三、楊向杰教授提問與陳教授回應

#### 問題一：**AI** 到底是革命還是泡沫？

楊教授提問：

楊教授指出，現時社會大眾對人工智能（**AI**）普遍存在焦慮，原因在於 **AI** 發展速度極快，並已廣泛應用於影片生成、影視娛樂及其他行業，令不少人開始擔心自身工作及生意是否會受到取代或衝擊。楊教授認為，**AI** 不僅帶來技術層面的變化，更引發社會結構及財富分配的快速轉移，因此有必要先釐清 **AI** 究竟是一場真正的革命，抑或只是一個短暫泡沫。

陳教授回應：

陳教授明確表示，**AI** 並非泡沫，而是一場實質且正在發生的革命。他指出，**AI** 已不再屬於遙遠未來的概念，而是已經成為重塑社會運作模式的重要力量，並持續改變各行各業的運作方式與價值創造模式。

#### 問題二：香港在中美競爭中應如何定位？

楊教授提問：

楊教授指出，目前全球 **AI** 競爭主要由中國及美國主導，而歐洲相對處於較弱位置。在此格局下，他關注香港應如何自處，是否應保持中立，抑或需要有更清晰及具策略性的定位，以應對未來的國際競爭環境。

陳教授回應：

陳教授認為，香港最重要的角色並非與大國正面競爭，而是應繼續發揮中介人、橋樑及聯絡人的功能，善用自身在金融、國際聯繫及人民幣離岸中心等方面的優勢，在虛擬世界與現實世界之間，以及內地與國際市場之間，扮演關鍵連接角色。

### 問題三：工作會否被 **AI** 取代？

楊教授提問：

楊教授亦表達對就業前景的關注，指出不同工種及行業會否因 **AI** 的普及而逐步消失，尤其是銀行交易、翻譯、秘書、教育及創業等範疇。楊教授指出，當 **AI agent** 能夠接手分析及執行工作時，不少從業者自然會擔心自身職位及行業前景是否仍然穩固。

陳教授回應：

陳教授強調，真正具有競爭力的人，並非抗拒 **AI** 的人，而是懂得運用、訓練及監督 **AI** 的人。他認為，與其擔心被取代，不如主動掌握 **AI**，並透過自身的行業經驗、人脈網絡及跨界整合能力，創造新的價值與優勢，從而由被動應對轉為主動出牌。

## 四、總結

整場分享的核心信息是：**AI** 是一場已經發生的革命，無法迴避。它會改變工作、教育、金融、媒體、創作和社會結構，但也會帶來新的機會。陳教授的態度非常明確：與其恐懼，不如學習；與其被動等待，不如主動擁抱 **AI**，讓自己成為能夠駕馭變局的人。

# **Social Enterprise Research Academy 2026 Seminar — Discussion with Professor Emil Chan on “The First Year of the Countdown to Elimination: How Should I Advance with AI and Become Stronger?”**

## **I. Event Background**

The Social Enterprise Research Academy has invited Professor Emil Chan to speak at the 2026 seminar and the topic was “The First Year of the Countdown to Elimination: How Should I Advance with AI and Become Stronger?” This sharing focused on the profound impact of artificial intelligence (AI) on the workplace, industries, education, finance, and Hong Kong’s future role. Professor Chan explained in an accessible and in-depth manner, starting from everyday life examples, that AI is not a distant concept but a key force that has already practically changed work models, value chains, wealth distribution, and social structures.

## **II. Summary of Professor Chan’s Main Content**

### **1. AI Is Not a Bubble, But a Revolution That Is Already Happening**

Professor Chan began by emphasizing that instead of worrying about being replaced by AI, we should proactively learn how to harness it. He believes AI is not a short-lived bubble but an irreversible revolution that is already happening. AI has evolved from early analytical applications to generative AI, and further toward agentic AI. Its capabilities have expanded from simply analyzing data to generating content and executing tasks.

He noted that, especially after 2023, generative AI has allowed the public to truly feel AI’s power. In the past, we only saw computers “doing calculations” or “playing chess,” but now AI can converse directly with people and generate articles, images, music, and videos, which fundamentally changing societal work and business models.

### **2. Photography and Music as Examples of AI Disruption**

To help the audience understand AI’s impact more easily, Professor Chan used photography and music as examples. He mentioned that in his secondary school days, he wanted to become a photographer. However, those skilled in film photography were later replaced by digital photography, and now digital

photography may be further affected by AI image generation and intelligent shooting.

He suggested that in the future, when entering a space, machines might record your clothing, handle hairstyling, and refine your image—all completed by intelligent systems. This shows that AI is not just a single tool but is transforming the entire industry's operations.

In terms of music, he said that he previously had thousands of CDs at home, but now he hardly listens to CDs anymore. Instead, he listens via YouTube and streaming platforms. Platforms push content based on user habits, completely rewriting the traditional record sales model. Previously, it was about selling albums and physical discs, yet, now it is dominated by advertising, subscriptions, and platform revenue. This represents a complete change in how value is created in the music industry.

### **3. Changes in Video, News, and Content Generation**

Professor Chan further pointed out that AI can now not only generate text but also images, music, and videos. He mentioned that some videos can be produced by AI in a short time, without needing traditional filming crews, actors, or extensive post-production.

He also mentioned phenomena like virtual KOLs, AI news anchors, and AI characters, indicating that AI is no longer just a backend tool but is gradually moving to the forefront, directly participating in information dissemination and content production. This means that parts of media, communication, and PR work may be reshaped by AI in the future.

### **4. The Three Levels of AI**

Professor Chan divided AI into three main levels:

- **Analytical AI:** Analyzes past data to predict future trends or outcomes.
- **Generative AI:** Converses with people and generates articles, images, audio, etc., based on instructions.
- **Agentic AI:** Does not just answer questions but can execute tasks according to instructions to help complete real operations.

He believes agentic AI is the most noteworthy development because it not only provides answers but “does things.” For example, in investment scenarios, analytical AI can give predictions, while agentic AI can directly execute buy or sell operations and even continue working while the user sleeps. This

capability is highly efficient but also carries risks, as improper authorization may lead to consequences borne by humans.

## **5. Which Jobs Will AI Disrupt?**

Professor Chan stated clearly that AI is most likely to replace repetitive, rule-based, and standardized process-driven work. He identified the following types as highest risk: daily cognitive work, standardized analysis and report compilation, routine physical labor, assembly-line work, and some administrative and clerical tasks.

He pointed out that if a job only involves repeatedly organizing data, summarizing, or writing presentations, AI can likely do it faster and better than humans. He also mentioned that when robotics combines with AI, tasks like handling and warehousing will be significantly impacted.

## **6. Industry Experience and Interpersonal Relationships Remain Important**

Despite AI's strength, Professor Chan believes humans still have irreplaceable value. He emphasized that truly competitive people do not rely solely on technology but know how to define problems, integrate across domains, build trust, value empathy, and deeply cultivate industry experience.

He believes AI can replace many standardized tasks but struggles to fully replace a person's "tacit knowledge," judgment, and interpersonal networks in an industry. Work requiring emotional connection, trust-building, and on-site judgment (e.g., dining, Omakase, consulting, negotiation) is particularly difficult for AI to fully replace.

## **7. Treat AI as Your "Chief Intern"**

Professor Chan offered a vivid metaphor: Treat AI as your "chief intern." He gave examples of using AI to create complex scheduling systems or quickly prepare Table Topics for hosting events. These illustrate that AI can greatly improve efficiency—the key is knowing how to ask good questions and direct AI to do the right things.

## **8. AI's Risks: Black Box and Hallucinations**

Professor Chan reminded everyone that AI is not 100% reliable. It can hallucinate, and its operations often resemble a black box. Therefore, he suggested querying different tools multiple times and comparing answers. Humans must retain final judgment (Human in the loop). AI can help, but

decision-making cannot be fully handed over to machines.

## **9. Hong Kong's Positioning and Opportunities**

Professor Chan believes Hong Kong should not compete head-on with the US and China in AI but should continue playing a bridging and connector role. Hong Kong's value lies in connecting China with the world, and the virtual world with the real world. He pointed out that Hong Kong still has many advantages, including being an international financial center, an offshore RMB trading center, and development space in web3, blockchain, and financial technology. If Hong Kong leverages these strengths, it can find its position in the new technology wave.

## **10. Education System Should Be Adjusted**

Professor Chan also discussed education, pointing out that if universities and schools continue using old methods to face AI, they will fall behind. He believes students should not be prohibited from using AI; instead, they should be taught how to use it correctly, and assessment methods should be changed.

He noted that students can now easily submit very polished assignments, making it difficult for teachers to distinguish real effort from AI-generated work. Therefore, teaching and assessment should focus more on whether students truly understand the content, can use AI to solve problems, and can transform learned knowledge into real impact.

## **III. Questions from Professor Raymond Yeung and Professor Emil Chan's Responses**

### **Question 1: Is AI a Revolution or a Bubble?**

**Professor Yeung's Question:** Professor Yeung stated that, nowadays general public is still worried about Artificial Intelligence (AI). This is due to the rapid development of AI and it is commonly used in generating videos and the entertainment industry. People are worried about whether their job will be replaced or their business will be disrupted. Professor Yeung believed that AI not only brings about technological changes but also triggers a rapid shift in social structure and wealth distribution. Therefore, it is necessary to first clarify whether AI is a true revolution or just a short-lived bubble.

**Professor Chan's Response:** AI is not a bubble but a real and ongoing revolution. Prof Chan stated that AI is not a far-fetched concept anymore, but it has become an important force reshaping the way society operates.

## **Question 2: How Should Hong Kong Position Itself in the Sino-American Competition?**

**Professor Yeung's Question:** Currently, AI is mainly dominated by China and the US, while Europe is staying at a weaker position. Under these circumstances, Professor Yeung questioned how Hong Kong should position itself – whether it should remain neutral or whether it needs a clearer and more strategic positioning to cope with the future international competition.

**Professor Chan's Response:** Hong Kong's most important role is to serve as an intermediary, bridge, and connector, leveraging its strengths in finance, international connections, and offshore RMB center to play a key linking role between the virtual and real worlds, and between the mainland and international markets.

## **Question 3: Will Jobs Be Replaced by AI?**

**Professor Yeung's Question:** Professor Yeung also expressed its concerns about employment prospects, pointing out whether different jobs and industries will gradually disappear due to the popularization of AI, especially in fields such as banking transactions, translation, secretarial work, education, and entrepreneurship. Professor Yeung noted that when AI Agents are able to take over analysis and execution tasks, many practitioners will naturally worry about whether their positions and industry prospects will remain stable.

**Professor Chan's Response:** Professor Chan emphasizes that, people who are truly competitive know how to use, train, and supervise AI. Instead of fearing replacement, one should proactively master AI and create new value and advantages through industry experience, personal networks, and cross-domain integration capabilities.

## **IV. Conclusion**

The core message of the entire sharing is: AI is a revolution that has already occurred and cannot be avoided. It will change work, education, finance, media, creation, and social structures, but it will also bring new opportunities. Professor Chan's attitude is very clear: Instead of fearing it, learn it; instead of passively waiting, proactively embrace AI and become someone who can navigate the changes.