



Institute of Supply Chain Innovation
香港大學供應鏈創新研究院

HKU Institute of Supply Chain Innovation

Workshop Newsletter #2

香港大學供應鏈創新研究院

專題研討會回顧 #2

“Seamless Cyber-Physical Interweaving in Global Trade AI”

賽博與物理的無縫交織：尋找全球貿易 AI 的“智能履約體”

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Overview | 概览

At the start of the new academic semester on 14 September 2026, the HKU Institute of Supply Chain Innovation (ISCI) hosted its second workshop at Inno Wing Two. Professor Zhixi Wan, Deputy Director of ISCI, moderated the session, which brought together HKU faculty members, doctoral researchers and industry practitioners to discuss how agentic AI may reshape cross-border logistics operations and corporate strategy.

新学期伊始，香港大学供应链创新研究院（ISCI）于 2026 年 9 月 14 日在香港大学谭荣芬创科翼二期成功举办了第二期专题研讨会。ISCI 执行院长万智玺教授主持了本次会议。活动汇聚了港大的教研人员、博士研究生及业界专家，共同探讨了“AI 智能体（Agentic AI）”将如何重塑跨境物流运营与企业战略。



Professor Zhixi Wan

Deputy Director

HKU Institute of Supply Chain Innovation

Continuing the discussion from the inaugural workshop, the session featured Mr Sean Feng, Vice President of Business Development at Eastrong International Logistics Co., Ltd. and an outstanding alumnus of HKU's IMBA programme. Established more than 20 years ago, Eastrong serves direct B2B clients and overseas agents in cross-border freight forwarding. Mr Feng brought practical business challenges to the workshop and expressed a strong interest in co-developing AI solutions with academia.

作为创院专题研讨会的延续，本次主讲嘉宾为上海东志国际货物运输代理有限公司（东志国际）商务拓展副总裁、港大 IMBA 项目优秀校友封迪先生。东志国际成立 20 余年，专注服务 B2B 直客与海外代理。封先生结合企业面对的实际挑战，表达了与学术界共同开发 AI 解决方案的强烈意愿。

Industry Challenge | 行业痛点



Mr Sean Feng

*Vice President of Business Development
Eastrong International Logistics Co., Ltd.*

Mr Feng observed a growing disconnect in global trade. AI platforms are increasingly automating supplier and buyer matching and market analysis at the front end, while physical fulfilment remains fragmented. Traditional international freight forwarding still relies heavily on manual coordination, isolated data and the tacit knowledge of a limited number of experienced practitioners. To close this gap, Eastrong is developing what it calls an intelligent fulfilment embodiment for global trade AI.

封先生指出，当前全球贸易的前端正迅速应用 AI 自动匹配供需并开展市场分析，但后端的物理履约仍然高度碎片化。传统国际货代依赖大量人工协同，数据孤岛问题突出，也受限于资深从业者的隐性知识。为弥合这一差距，东志国际正致力于打造全球贸易 AI 的“智能履约体”。

He identified three structural challenges:

他概括了三项结构性痛点：

1. Each additional logistics node causes cross-border coordination costs to rise multiplicatively rather than additively.

每增加一个物流节点，跨境协同成本便呈乘数级而非加数级上升。

2. The volume of AI-generated enquiries from front-end trade platforms has overwhelmed manual screening, while identifying high-value orders still depends on human experience.

前端贸易平台产生的大量 AI 询盘压垮了人工筛选系统，而识别高价值订单仍依赖人类经验。

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3. Years of structured operational data stored in systems such as CargoWise remain dormant and need to be activated as a strategic asset.

沉淀在 CargoWise 等系统中的多年真实结构化业务数据，仍有待激活为战略资产。

“Adding more people cannot solve the underlying problem. More people increase communication and management costs and can make data inconsistency worse. The answer must lie in AI.” Mr Feng said.

封先生强调：“这是一个靠‘堆人’解决不了的问题。人员越多，沟通成本和管理成本就越高，数据不一致的问题反而会更加严重。答案一定是归结在 AI 上面。”

Three Phase AI Strategy | 三步走 AI 演进战略

To support Eastrong's transition from a traditional freight forwarder to an AI-enabled logistics provider, Mr Feng outlined a practical three-phase strategy

为推动东志国际从传统货代向 AI 货代转型，封先生提出了一套务实的三步走战略。

Phase 1 Internal Capability and Data Foundation | 第一阶段 内功修炼与数据底座

Drawing on more than 20 years of high-quality operational data, Eastrong is building an internal foundation model with logistics business judgement. The planned applications include dynamic customer profiling, intelligent sailing-schedule queries and freight-pricing models, together with staff training. The goal is to turn the tacit expertise of senior logistics practitioners into reusable digital assets.

依托公司 20 余年积累的高质量业务数据，东志国际正在构建具备“物流商业 Sense”的大模型底座，用于动态客户画像、船期智能查询、运费定价模型及组织培训。本阶段旨在将资深物流从业者的隐性专业知识转化为可复用的数字资产，在 AI 模型中形成物流业务判断力。

Phase 2 AI Virtual Branches | 第二阶段 建立 AI 虚拟分公司

To reduce the physical and cultural barriers to overseas expansion, Eastrong plans to deploy AI-driven virtual branches in new markets. These agents would handle local compliance, real-time pricing and supplier screening, while an AI boss would consolidate market intelligence and make recommendations to headquarters. Human teams could take over once the groundwork is complete. As Mr Feng put it, AI would handle the initial move from zero to one, while people would lead the expansion from one to one hundred.

为打破全球扩张中的物理与文化壁垒，东志国际计划在新市场部署由 AI 驱动的虚拟分公司。这些智能体将负责当地合规、实时定价与供应商筛选，并由“AI Boss”汇总市



场情报、向总部提出决策建议。待基础工作就绪后，再由人类团队接管。正如封先生所说，AI 负责从 0 到 1 的初期市场进入，人类则接手从 1 到 100 的扩张阶段。

Phase 3 A2A Intelligent Fulfilment | 第三阶段 对接 A2A 智能履约

For the third phase, Mr Feng described an Agent-to-Agent (A2A) ecosystem in which Eaststrong's logistics intelligence would connect directly with front-end trade agents. Citing Accio as an example, he said such agents had generated 18 million trade orders in three months and could eventually produce thousands of orders per second. A logistics AI agent would screen, price and fulfil enquiries at comparable speed, leaving people to make the final decision on a short list, such as the top ten orders selected from thousands.

第三阶段将迈向 Agent-to-Agent (A2A) 模式，由东志国际的物流大脑直接对接前端贸易智能体。封先生以 Accio 为例，指出此类智能体在三个月内催生了 1,800 万单真实贸易需求，未来甚至可能每秒产生数千份订单。物流 AI 智能体将以相应速度完成筛选、定价与履约，再把从上千份订单中筛选出的少量高价值订单交由人工作最终决策。

Strategic Choices | 战略抉择

During the discussion, Professor Wan asked whether logistics companies should build their own AI capabilities or purchase solutions from major software-as-a-service platforms such as CargoWise. Mr Feng noted that CargoWise is one of the world's largest logistics systems and performs strongly in paperless processing and digital integration, but in his view it does not provide the business judgement required for complex logistics operations. He argued that effective AI agents must be developed by industry participants who understand the sector's specific pain points.

在问答环节，万教授抛出了一个核心探讨方向：企业应自建 AI，还是购买 CargoWise 等大型软件即服务平台的解决方案。封先生指出，CargoWise 是全球大型物流系统之一，擅长无纸化处理与数字化集成，但在他看来，尚不足以提供复杂物流运营所需的业务判断力。他认为，真正切合行业痛点的 AI 智能体，需要由深入理解物流业务的行业参与者共同打造。

Industry Academia Collaboration | 产学研合作

The workshop concluded with a discussion of potential collaboration between industry and academia. Eaststrong can offer what Mr Feng called a perfect AI research sandbox: 20 years of structured operational data and demanding fulfilment scenarios, including pharmaceutical cold chains and special cargo. HKU ISCI can contribute advanced AI models, evaluation frameworks for multi-agent collaboration and approaches to governing complex systems.

研讨会最后围绕产学研合作展开讨论。东志国际可为学术界提供如封先生所说的“完美 AI 研究沙盘”，其中包括 20 年真实结构化业务数据，以及医药冷链、特种货等高

难度履约场景。ISCI 则可提供前沿 AI 理论模型、多智能体协同评估框架与复杂系统治理方法。

Both sides expressed interest in combining these strengths while protecting sensitive information through compliant data anonymisation. The proposed collaboration would support rigorous academic research and practical development of next-generation digital logistics infrastructure.

双方期待在确保数据脱敏合规的前提下发挥各自优势，推动严谨的学术研究，并探索下一代数字物流基础设施的实际建设路径。



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