



GoldenMena 金美纳

FROM CONSULTING TO EXECUTION

从咨询到执行

COMPANY PROFILE

企业简介

MARKET ENTRY
市场准入

FEASIBILITY
可行性研究

PROJECT MANAGEMENT
项目管理

OPERATIONS & QUALITY
运营与质量

MARKETING
市场营销

GROWTH
增长

Saudi Arabia is the largest projects market in the Middle East and North Africa.

沙特阿拉伯是中东和北非地区最大的工程项目市场。

SAR 2.76 trillion

OF PROJECTS UNDER EXECUTION

在建项目总额

with a further SAR 3.75 trillion in the pipeline — about half of everything under preparation in the Gulf

另有约 3.75 万亿里亚尔项目储备，约占海湾地区储备总量的一半

SAR 735bn

NEW LARGE-PROJECT AWARDS, 2025

2025 年大型项目新签合同额

contracts signed, not announced · 已签约金额，而非公布意向

SAR 122.4bn

NET FDI INFLOWS, 2025

2025 年外商直接投资净流入

up 53% on 2024 — 13th worldwide · 较 2024 年增长 53%，全球第 13

700+

LICENSED REGIONAL HEADQUARTERS

已获批设立的地区总部

the 2030 target of 500, passed early · 已超额完成 2030 年目标

55%

OF REAL GDP IS NON-OIL ACTIVITY

非石油产业占实际 GDP 比重

excluding government activities · 统计口径不含政府部门

EXPO 2030 2030 年世博会

Riyadh hosts · 主办城市利雅得

WORLD CUP 2034 2034 年世界杯

Saudi Arabia hosts · 沙特阿拉伯主办

SAR 3.4tn 3.4 万亿里亚尔

PIF assets under management · 公共投资基金资产

SAR 4.79tn 4.79 万亿里亚尔

GDP — largest Arab economy · 阿拉伯最大经济体

This is the moment the Kingdom is buying capability. The companies that win are the ones that arrive licensed, structured, staffed and able to deliver — not the ones still writing their entry study.

当前，沙特正在大规模采购各类专业能力。真正胜出的企业，是那些抵达时已完成牌照办理、架构搭建与团队组建、具备交付能力的企业，而非仍在撰写市场进入研究报告的企业。

Sources / 资料来源: Kamco Invest, GCC Projects Market Update, April 2026 · MEED Projects, October 2025 · UNCTAD World Investment Report 2026 via the Ministry of Investment, July 2026 (net inflows, balance-of-payments basis) · Ministry of Investment, January 2026 · Vision 2030 Annual Report 2025, published April 2026 (non-oil activities exclude government) · GASTAT national accounts, 2025 · Public Investment Fund Annual Report 2025.

We do both halves of the work.

咨询与执行，我们两者兼做。

GoldenMena is a consulting and delivery firm working across the Middle East and North Africa, with its centre of gravity in Saudi Arabia. We help international companies enter the region — and regional companies build what comes next.

金美纳是一家立足沙特、业务覆盖中东和北非地区的咨询与执行服务公司。我们帮助国际企业进入本地区市场，也协助本地区企业开拓下一阶段的发展。

Most firms stop at the recommendation. We produce the studies and business cases that justify an investment — then manage the projects, stand up the operations, build the quality systems and take the brand to market.

多数咨询公司止步于提出建议。我们不仅出具支撑投资决策的研究报告与商业论证，还负责项目管理、运营落地、质量体系搭建与品牌市场推广。

Our team has led programmes and projects worth more than SAR 10 billion — for government entities and private companies.

我们的团队已主导总值超过 100 亿沙特里亚尔的项目与项目群，服务对象涵盖政府机构与民营企业。

SAR 10bn+

PROGRAMMES & PROJECTS LED

主导的项目与项目群总值

GOVERNMENT

& PRIVATE-SECTOR CLIENTS

与民营企业客户

RIYADH

SAUDI ARABIA · CR 7054884056

沙特阿拉伯 · 商业登记号 7054884056

THE THINKING · 咨询

Consulting 咨询服务

- Market & feasibility studies 市场与可行性研究
- Financial modelling & business cases 财务建模与商业论证
- Entry strategy & structuring 进入策略与架构设计
- Operating model design 运营模式设计



THE DOING · 执行

Execution 执行落地

- Licensing, setup & compliance 牌照、设立与合规
- Project & programme delivery 项目与项目群交付
- Operations, quality & performance 运营、质量与绩效
- Marketing, brand & go-to-market 营销、品牌与市场推广

What we are for.

我们为何而存在。

01 VISION · 愿景

To be the partner international businesses trust to enter MENA, and that regional businesses trust to build what comes next.

成为国际企业进入中东与北非市场时所信赖的伙伴，也成为本地区企业开拓未来时信赖的伙伴。

02 MISSION · 使命

To carry a client from the first study to a full-scale operation, pairing rigorous analysis with the capability to deliver it.

陪伴客户从最初的研究走向全面运营，将严谨的分析与切实的交付能力结合在一起。

VALUES · 价值观

Evidence before opinion 用证据说话 · Ownership of the outcome, not just the advice 对结果负责，而不止于提供建议 · Discretion as standard 恪守保密 · One quality bar, in every market 各市场统一的质量标准

SIX CAPABILITIES, ONE PARTNER · 六项服务，一个伙伴

Each is a full practice in its own right — most clients start with one and end up using four. 每一项都是独立的专业条线；多数客户从其中一项开始，最终会用到四项。

01

**Market Entry &
Corporate Setup**

市场准入与公司设立

02

**Business &
Feasibility Studies**

商业与可行性研究

03

**Project & Programme
Management**

项目与项目群管理

04

**Operations
& Quality**

运营与质量管理

05

**Marketing
& Brand**

市场营销与品牌

06

**Growth, Partnerships
& Investment**

增长、合作与投资

Four reasons clients *stay*.

客户长期与我们合作的四个理由。

01 We finish what we advise

我们对所提建议负责到底

Most consultancies hand over a strategy and leave. We hold the mandate through delivery — licensing, construction, hiring, systems, launch. Advice and execution sit in the same team.

多数咨询公司交付战略后即告结束。我们的职责贯穿整个交付过程：牌照、施工、招聘、体系与上线。咨询与执行由同一团队承担，对同一结果负责。

02 One partner, the whole journey

一个伙伴，全程陪伴

Feasibility, setup, project management, operations, quality and marketing under one roof. No stitching five vendors together, and no gaps between them — which is where projects quietly fail.

可行性研究、公司设立、项目管理、运营、质量与营销，全部由一家机构提供。无需拼凑五家供应商，也不会出现衔接空隙——项目往往正是在空隙中悄然失败。

03 Local truth, global standard

本地实情，国际标准

We work to international methodology and report the way a head office expects. But we tell you what the market is actually like on the ground, including what a desk study will never surface.

我们采用国际方法论，并按总部期望的方式汇报；同时如实反映本地市场的真实情况，包括案头研究永远无法揭示的部分。

04 Senior people on your file

资深人员亲自负责

The people who win the work are the people who do it. You get decision-makers in the room and a named senior lead on the file — not a pyramid of juniors learning at your expense.

争取到项目的人，就是执行项目的人。出现在会议室的是决策者，项目由指定的资深负责人牵头，而不是让初级顾问以您的成本积累经验。

From first step to *full-scale growth*.

从第一步，到全面增长。

01

DECIDE 决策

Is this worth doing?

这件事值得做吗？

- Market & demand study
市场与需求研究
- Competitive landscape
竞争格局分析
- Financial modelling & case
财务建模与论证
- Entry mode & risk assessment
进入方式与风险评估

OUTCOME · 成果

A defensible go / no-go

有据可依的可行性结论

02

ESTABLISH 设立

Make it legal and real.

依法设立，落地成型。

- MISA licence & registration
MISA 牌照与工商注册
- Legal structure & governance
法律架构与治理
- Banking, visas & Saudization
银行、签证与沙特化
- Premises, permits & fit-out
场地、许可与装修

OUTCOME · 成果

A compliant entity, trading

可合规经营的实体

03

OPERATE 运营

Make it run properly.

让它高效有序运转。

- Project & programme delivery
项目与项目群交付
- Operating model & SOPs
运营模式与作业程序
- Quality systems & audit
质量体系与审核
- KPIs, reporting & controls
关键指标、汇报与管控

OUTCOME · 成果

A business that performs

业绩可兑现的企业

04

SCALE 增长

Make it compound.

让成果持续放大。

- Brand & go-to-market
品牌与市场推广
- Partnerships, JVs & M&A
合作、合资与并购
- New cities & GCC expansion
新城市与海湾市场拓展
- Capital raising & investors
融资与投资者关系

OUTCOME · 成果

Durable market position

稳固的市场地位

01

CAPABILITY 01 · 服务 01

Market Entry & Corporate Setup

市场准入与公司设立

Everything between the decision to enter and the day you legally trade.

从决定进入市场，到合法开展经营活动，中间的全部工作。

OUTCOME · 成果

A licensed, staffed and compliant Saudi entity — open for business.

一家持牌、配备团队、合规运营的沙特实体。

Entry strategy & mode

进入策略与方式

Wholly-owned, joint venture, branch, agency or distributor — modelled and compared before you commit.
独资、合资、分公司、代理或经销：在决策前完成建模与比较。

Legal structure & governance

法律架构与治理

Articles of Association, shareholding, board composition and delegation-of-authority design.

公司章程、股权结构、董事会组成与授权体系设计。

Visas, Iqama & Saudization

签证、居留与沙特化

Work visas, residency, HRSD quotas and a nationalisation plan that survives audit.

工作签证、居留许可、人社部配额，以及经得起审核的用工本地化方案。

Licensing & registration

牌照与注册

MISA investment licence, Commercial Registration, Chamber of Commerce, ZATCA, GOSI, Qiwa and Muqeem.
MISA 投资牌照、商业登记、商会、ZATCA、GOSI、Qiwa 与 Muqeem。

Banking & capital

银行与资本

Corporate account opening, capital injection, treasury structure and payment rails.

对公账户开立、注资、资金管理架构与支付通道。

Premises & permits

场地与许可

Site search, lease negotiation, Balady municipal licences and sector approvals.

选址、租赁谈判、Balady 市政牌照与行业专项审批。

02 Business & Feasibility Studies

商业与可行性研究

CAPABILITY 02 · 服务 02

The evidence you need before you commit capital — and the case that convinces your board, your bank and the regulator.

在投入资本之前所需的依据，以及足以说服董事会、银行与监管机构的论证。

01 Market & demand study 市场与需求研究

Sizing, segmentation, demand drivers and price benchmarking, with primary research in-market.

市场规模测算、细分、需求驱动因素与价格对标，并在当地开展一手调研。

02 Regulatory & competitive map 监管与竞争格局

Who you will face, which licences bind you, and where the real barriers to entry sit.

您将面对哪些竞争者、受哪些牌照约束，以及真正的进入壁垒所在。

03 Technical feasibility 技术可行性

Capacity, siting, utilities, technology selection, and a capex and opex build-up you can defend.

产能、选址、公用工程、技术选型，以及经得起推敲的资本与运营支出测算。

04 Financial modelling 财务建模

Three-statement models, IRR, NPV, payback, break-even, plus sensitivity and scenario analysis.

三表模型、内部收益率、净现值、回收期、盈亏平衡，以及敏感性与情景分析。

05 Bankable business plan 可融资商业计划书

The document lenders, investment committees and MISA actually accept — not a slide deck.

贷款机构、投资委员会与 MISA 真正认可的文件，而不是一份幻灯片。

06 Investment decision support 投资决策支持

A clear go / no-go, a phasing option, and the specific risks that would change the answer.

明确的可行与否结论、分期实施方案，以及可能改变结论的具体风险。

OUTCOME · 成果 **A decision your board, your bank and the regulator can act on. 董事会、银行与监管机构都能据以行动的决策。**

03 Project & Programme Management

项目与项目群管理

CAPABILITY 03

Plans become plants, buildings and launches — on scope, on schedule, on budget.

让规划变成工厂、建筑与上线成果：范围可控、按期完成、不超预算。

01

PMO setup & governance PMO 搭建与治理

Stage gates, decision rights, reporting cadence and escalation paths, stood up in weeks not months.

阶段关口、决策权限、汇报节奏与升级路径，数周内即可建立。

02

Planning & scheduling 计划与进度

Work breakdown, critical path, resource loading, baseline discipline and formal change control.

工作分解、关键路径、资源加载、基线管理与正式变更控制。

03

Cost & commercial control 成本与商务管控

Budget ownership, earned-value reporting, variation and claims management.

预算归口、挣值汇报、变更与索赔管理。

04

Procurement & contracts 采购与合同

Tendering, bid evaluation, FIDIC and local contract forms, vendor onboarding and performance.

招标、评标、FIDIC 与本地合同范本、供应商准入与绩效管理。

05

Risk & interface management 风险与接口管理

Live risk register with named owners, plus stakeholder and authority interface management.

责任到人的动态风险清单，以及相关方与主管部门的接口管理。

06

Commissioning & handover 调试与移交

Readiness reviews, snagging, as-builts, warranty administration and O&M transition.

就绪评审、缺陷整改、竣工资料、质保管理与运维移交。

OUTCOME · 成果 Assets and programmes delivered to scope, schedule and budget. 按范围、进度与预算交付的资产与项目群。

04

CAPABILITY 04 · 服务 04

Operations & Quality

运营与质量管理

A business that runs the same way on its worst day as on its best.

无论顺境逆境，企业都能以同一标准运转。

OUTCOME · 成果

An operation that performs predictably, without heroics.

无需临时救火、绩效可预期的运营体系。

Operating model design

运营模式设计

Structure, roles, spans and layers, and decision rights that hold when the founder is not in the room.

组织架构、岗位职责、管理幅度与层级，以及创始人不在场时依然有效的决策权限。

Process architecture & SOPs

流程架构与作业程序

End-to-end process mapping and written procedures your team will actually follow.

端到端流程梳理，以及团队真正会执行的书面作业程序。

Quality management systems

质量管理体系

ISO 9001, 14001 and 45001 readiness, internal audit programmes and corrective action.

ISO 9001、14001 与 45001 认证准备、内审计划与纠正措施管理。

Performance management

绩效管理

KPI trees, dashboards, and the management routines that make review a habit, not an event.

指标树、管理看板，以及让复盘成为习惯而非事件的管理例会。

Productivity & cost

效率与成本

Waste elimination, throughput improvement, working capital and cost-to-serve reduction.

消除浪费、提升产出、优化营运资金与服务成本。

Supply chain & vendors

供应链与供应商

Sourcing strategy, logistics design, service-level agreements and supplier development.

采购策略、物流设计、服务水平协议与供应商培育。

05 Marketing & Brand

市场营销与品牌

CAPABILITY 05 · 服务 05

Being present in a market is not the same as being chosen in it.

进入一个市场，并不等于被这个市场选择。

01

Brand strategy & positioning

品牌战略与定位

Proposition, brand architecture, and a clear answer to why a Saudi buyer should pick you.

价值主张、品牌架构，以及沙特客户为何选择您的明确答案。

02

Identity & creative

视觉识别与创意

Naming, visual identity, bilingual guidelines, collateral and brand film production.

命名、视觉识别、双语规范、宣传物料与品牌影片制作。

03

Arabic-first localisation

阿拉伯语本地化

Messaging and cultural adaptation that reads as native, not as something translated last week.

让信息表达与文化适配读来如本地原创，而非仓促翻译之作。

04

Go-to-market

市场推广

Channel strategy, pricing, partner and distributor selection, and a sequenced launch plan.

渠道策略、定价、合作方与经销商选择，以及分步上市计划。

05

Digital & performance

数字与效果营销

Website, Arabic SEO, paid media and the platforms Saudi audiences genuinely use.

网站、阿拉伯语 SEO、付费媒体，以及沙特受众真正使用的平台。

06

PR, events & stakeholders

公关、活动与相关方

Exhibitions, press, and the government-facing presence that opens institutional doors.

展会、媒体，以及能够打开机构大门的政府关系呈现。

OUTCOME · 成果 **A brand a Saudi buyer recognises — and chooses.** 沙特客户认得出、也选得上的品牌。

06 Growth, Partnerships & Investment

增长、合作与投资

CAPABILITY 06

Once you are established, the work becomes compounding what you built.

站稳脚跟之后，工作的重点是让已有成果持续放大。



Expansion strategy 扩张战略

- 01 New cities, new segments, and the adjacent GCC markets that make sense from a Saudi base.
新城市、新细分市场，以及以沙特为基地可辐射的海湾邻近市场。

Partnerships & joint ventures 合作与合资

- 02 Partner search, commercial diligence, structuring and negotiation support.
伙伴寻找、商务尽职调查、架构设计与谈判支持。

Capital raising 融资

- 03 Information memoranda, data room preparation, investor targeting and process management.
信息备忘录、数据室准备、投资者筛选与流程管理。

M&A support 并购支持

- 04 Target screening, commercial due diligence, valuation and post-deal integration planning.
标的筛选、商务尽职调查、估值与交割后整合规划。

Government & institutional relations 政府与机构关系

- 05 MISA, ministries, authorities and sector regulators — represented properly and consistently.
MISA、各部委、主管机构与行业监管方：得体且一致的对接。

Local content & Saudization 本地含量与沙特化

- 06 Local-content scoring, supply-chain localisation, and workforce nationalisation that holds up.
本地含量评分、供应链本地化，以及经得起检验的用工本地化。

OUTCOME · 成果 **A compounding position, not a beachhead.** 持续放大的市场地位，而非一个滩头阵地。

Four ways to *work with us*.

四种与我们合作的方式。

The scope, deliverables, team and fee are agreed in writing before we start. 工作范围、交付物、团队与费用，均在启动前以书面形式确认。

Advisory retainer

顾问聘用

A standing senior team your leadership can call on, with an agreed monthly commitment.

为管理层配备可随时调用的常驻资深团队，按约定的月度投入。

Defined project

项目制

Fixed scope, deliverables, timeline and price. The most common way clients begin.

固定范围、交付物、周期与价格。这是客户最常见的合作起点。

Embedded team

驻场团队

Our people working inside your operation for a defined period, reporting to your management.

我方人员在约定期限内进驻您的运营现场，向您的管理层汇报。

Outcome-linked

成果挂钩

A share of our fee tied to results agreed in writing before the work begins.

部分费用与启动前书面约定的成果挂钩。

HOW AN ENGAGEMENT STARTS · 合作流程

01

Discovery conversation 初步沟通

A senior conversation to understand the objective, the constraints and what success looks like.

由资深人员沟通，了解目标、约束条件，以及何为成功。

02

Scope & proposal 方案与报价

A written scope, deliverables, named team and fee — agreed before any work begins.

书面的工作范围、交付物、指定团队与费用，在任何工作开始前确认。

03

Mobilisation 团队进场

The team starts, with a reporting rhythm and a single point of contact set at the outset.

团队启动工作，并在一开始就确定汇报节奏与唯一对接人。



Let's build your position in *Saudi Arabia*.

携手打造您在沙特的市场地位。

FROM CONSULTING TO EXECUTION

从咨询到执行

Reach us whichever way suits you. Our team works in Chinese, English and Arabic.

欢迎以您习惯的任何方式与我们联系。我们的团队以中文、英文和阿拉伯语提供服务。

CALL · 电话

+966 55 609 7122

EMAIL · 邮箱

info@goldenmena.sa

WEB · 网站

goldenmena.sa

VISIT · 地址

Riyadh, Saudi Arabia

沙特阿拉伯 · 利雅得



WhatsApp

Scan to talk to us · 扫码洽谈



WeChat

Scan to add us · 扫码添加

SCAN TO REACH US DIRECTLY · 扫码直接联系我们