

# 活出交響樂人生

——專訪新世界發展非執行董事

紀文鳳



在紀文鳳家裡的客廳，掛著一張很大的壁毯，以偌大字體將孟子《三字經》「人之初，性本善」繡在毯子上，她深信人性本善，「我沒有宗教信仰，只信奉做好人做好事。自小體弱多病，因此媽媽吩咐我要透過幫人去積福。因為怕死，所以我更加珍惜生命，經常將時間表排得滿滿，爭取過著個半世人的生。」紀文鳳抱著「At least I try」的精神欣然接受不同階段的人生挑戰，她的生命樂章彷如交響樂的大型管弦樂組曲——與人同樂，熱鬧精彩。



記：記者

紀：紀文鳳

記：首先恭喜你最近榮獲香港大學頒授名譽大學院士銜，可否說說得獎感受？

紀：07 年當我獲香港公開大學頒授榮譽大學院士銜時已感到很高興，我不是一個追求榮譽的人，不過今次由母校香港大學頒此榮譽給我，肯定我過往推動教育事務方面的努力，可謂別具意義！我一向很重視香港青年人才的培訓工作，參與香港大學的「就業輔導委員會」及「港大師友計劃」，就是希望幫助及栽培更多出色的學弟和學妹，為社會培訓更多人才。



紀文鳳（前排左二）用心栽培中港兩地菁英，與他們保持亦師亦友關係  
Ms Ki (Front row, second from left) is keen on nurturing the young generation in Hong Kong and the Mainland.



紀文鳳（前排左二）與其他八位人士獲香港大學頒授名譽大學院士銜，以表揚他們對大學及社會的貢獻  
Ms Ki (Front row, second from left) and other eight individuals received Honorary University Fellowships from the University of Hong Kong for their outstanding contributions to the university and the community



紀文鳳生命力強，除了管理公司、業餘寫作出書，還不忘積極參與教育、公益、社會和慈善事務  
Besides managing company's business and writing books, Ms Ki also actively takes part in education, charity and community work

記：你剛剛被委任為新世界發展第一位女性非執行董事，你人生中得到很多「第一次」，可否分享一下你如何憑著實力和努力得到別人的肯定？

紀：我加入新世界集團已經超過 10 年了，能夠成為一間企業的非執行董事，對我來說是一種信任的肯定。記得 80 年代初，當我成為國際廣告公司 Grey Advertising Group 全球 28 間聯營公司的唯一女性董事以及出版全球第一本中文廣告書《點止廣告咁簡單》時，有些人不相信女性可以做得到。即使是美國這個最早宣傳「女權意識」的國家，也常誤以為我只是男合夥人的太太，不相信我會是女性合夥人！然而，我深信成功要靠實力和時機，廣告和公關同樣需要女性細心而靈活的工作態度，正好為當時的我提供一個發揮空間。人生得到「第一」，成為先行者值得我高興，成為「第一個女性」做到這些卻不值得驚訝，因為我相信人人平等，不應以性別來區分。



記：在很多人眼中，你的人生充滿活力，為何你比別人活得更精彩？

紀：我是在一個重男輕女的潮州家庭長大，排行第三，剛出世時，麻麻看見又是「蝕本貨」，氣得差點將我丟出街。因此，自小我便知道做人要自強不息。特別因為我是潮州女人，別人認為我做不到的，我愈要加倍努力去證明自己的實力，同時肯定個人的存在價值。加上，我自幼體弱多病，四歲時生了一場大病，家人以為我活不了，小棺材也訂製了，後來又奇蹟地痊癒。正因為我有死亡恐懼症，所以更加懂得珍惜一切，懂得安排人生、懂得積福惜福。我經常將時間表排得滿滿，祇希望自己沒有白費在世上的時間。



紀文鳳是廣告及公關界的翹楚。由她創作的廣告口號「點只汽水咁簡單」和「為你做足一百分」等都深入民心，是現時廣告界領導人物的榜樣  
Ms Ki is an expert in advertising and public relations. She has written many popular slogans and won many creative awards



政通人和，新世界中國實業投資公司在北京成立，便得到不少領導官員來到賀  
Many government officials came to celebrate the inauguration of the investment company in Beijing



南華早報周刊 *Sunday Morning Post Magazine* 早年以「Leonie Ki Superwoman and Girl Next Door」為題，為紀文鳳作專訪  
An interview with Ms Ki – “Leonie Ki Superwoman and Girl Next Door” appeared in *Sunday Morning Post Magazine*

記：可否分享一下你如何在政界、商界、文化界和教育界建立有效的人脈網絡？

紀：I am a people's person! 我天生正義感重，又樂於助人，別人叫我幫忙我從不會說不，久而久之，便結識了很多不同界別的朋友。年少時，我從不知道有「Networking」這個名詞，冥冥之中，原來我不知不覺間正在建立人際網絡。助人不求回報，自然有人願意成為你的朋友，廣結善緣善事，當你突然有需要時，朋友便會主動施以援手。多年來這份對人的信任也曾令我吃虧，不過，只要將這些令人失望的名字「Delete」，又可以快樂過每一天。

記：可否分享兩件目前你最感自豪的成就？

紀：我很高興為香港完成兩件大事：第一，1997 年我出任「香港明天更好基金」行政總裁，擔任「香港九七萬丈光芒慶回歸」創意及執行總監，用三個月籌備當日的活動，現在看來是不可能的任務，但完成了；第二，2008 年我與來自香港各界的代表共同發起「全民紅衣迎聖火——中國加油」活動，籌備時間不足五天，可幸順利完成了。每次面對這些「不可能的任務」，我一面做一面擔心，戰戰兢兢，但又忍不住接受挑戰。或許這解釋了為何我的人生總是比別人忙碌，比別人熱鬧，因為我總是抱著「Just do it!」的精神，全力以赴，一心一意，希望為國家、為香港做點事！

## Live Life to the Full and Play It Like a Symphony

### Interview with Ki Man-Fung, Leonie, Non-Executive Director of NWD

After serving NWD for over 10 years, Ki Man-Fung, Leonie, has recently been appointed as its first-ever female Non-executive Director. In fact, back in the 80's, she was the first female Partner in an international advertising agency, Grey Advertising Group, and the first publisher of a best-selling advertising book in Chinese. As a trailblazer, Leonie believes that capability and opportunity are the keys to achievement and that one's success should not be determined by gender.

In the eyes of many, Leonie is an easy-going person who lives her life to the fullest. Raised in a Chaozhou family where women were belittled, Leonie learnt to work hard to prove herself when others doubted her ability. At the age of four, she was so ill that her family even ordered a casket for her. Having battled with the specter of death, Leonie treasures her life and always tries to do good. Her schedule is often packed as she does not want to waste any part of her life. In fact, with an “at least I try” and “just do it” mentality, Leonie has accepted every challenge at different stages of her life and loves to share her joy and enthusiasm with others as if playing in a symphony orchestra.

Leonie is a people person with a strong belief in justice. Her helpful character has also gained her friendships in different circles through the years and an extensive and powerful network has developed unknowingly. Recently, Ms Ki was awarded an Honorary University Fellowship from the University of Hong Kong for her contribution to education. “Receiving such an honor from my alma mater means a lot to me as it is recognition for my devotion to building a better generation.”

Leonie was the creative and executive director of the “Hong Kong 97 Spectacular” and the mastermind behind the “Hong Kong Welcomes the Torch” event held last year. Having completed these challenging events within limited timeframes and making them her heartfelt contribution to Hong Kong and China, they are definitely two great accomplishments to be proud of!



紀文鳳深信教學相長，樂於與大學生分享自己寶貴的人生經驗。相片攝於香港中文大學工商管理學院「Heart to Heart」講座後  
Ms Ki believes learning through teaching and likes sharing with University's students her valuable experience. Photo of “Heart to Heart Talk” which was organized by Faculty of Business Administration in The Chinese University of Hong Kong



紀文鳳以心待人，以誠處世，一路走來，每一個收集的心都正好代表一個好事的紀錄  
Ms Ki always treats others wholeheartedly, so as her love of heart-shape decorative items



2008 年香港特別行政區行政長官曾蔭權（左二）出席由紀文鳳（左三）及各界代表策劃之「全民紅衣迎聖火——中國加油」活動  
HKSAR Chief Executive Tsang Yam-kuen, Donald (Second from left) and Ms Ki (Third from left) in “Hong Kong Welcomes the Torch”