



# Following in my daughter's footsteps all the way to CEIBS

■ By May Ji

In 1994, Wang Baozhong embarked on the road of entrepreneurship and started a company specialising in the application of ultrasonic medical technology. Wang Baozhong's daughter, Wang Qin, was only seven when he started his business. As time went by, with Wang Baozhong busy focusing on his work, Wang Qin was busy growing up. In 2010, she completed a trainee programme at a major European company. However, with the ambition of building a great national brand, she passed on a job opportunity in Europe and instead joined her father's company in China.

Working together, father and daughter

started Suzhou Leapmed Healthcare, focusing on the R&D and application of puncture needle holders for ultrasonic probes. As President, Wang Baozhong oversees product and R&D, while his daughter is responsible for commercial and marketing functions. Some friction between the two generations – an old school SOE veteran and Gen-Xer vs a fresh overseas graduate and millennial – is inevitable, however. The older generation tends to go more conservatively, step-by-step, while the younger generation are more adventurers. Wang Baozhong is keen on maintaining steady growth and mitigating risk. Wang Qin, on the other hand, holds that too much prudence could

mean missing key opportunities and impede future growth.

“During the first few years of our collaboration, we were always disagreeing with each other,” Wang Qin recalls.

## Following my daughter back to school

In order to expand her horizons and learn about more advanced management ideas, Wang Qin enrolled in the CEIBS EMBA programme in 2018. Seeing how his daughter was benefiting from studying, Wang Baozhong realised his management knowledge could no longer live up to managing a new



generation of talent. As a result, he made up his mind and chose to go back to school as well.

In 2020, at 56 years old, Wang Baozhong realised his dream and joined the CEIBS Hospitality EMBA (HEMBA) programme. Upon receiving his admissions letter, all of the pressures of the entrance exam disappeared, leaving only the excitement of being part of CEIBS and the prospect of absorbing new knowledge.

One day, Wang Baozhong came across his daughter on campus. They took a photo together, just as schoolmates, arm in arm, smiling. The photo is now displayed in a special spot in his office.

“After class that day, we talked at home, exploring how to be more innovative with our products and applications in order to stand out from our competitors. At that moment, I was not a father, but my daughter’s junior fellow student,” Wang Baozhong recalls.

“When we were taking the photo, my classmates asked me who the handsome man was, and I replied, full of pride, ‘That’s my dad!’,” Wang Qin says.

**“She’s my business partner. We fight together.”**

During the first five years of working together, Wang Baozhong served as

a mentor, guiding his daughter in the healthcare industry. Now, he is gratified to see his daughter growing into a veteran.

**“At that moment, I was not a father, but my daughter’s junior fellow student.”**

“I have switched my role, from someone looking down to someone working side-by-side. She’s my business partner. We fight together,” he says.

More recently, the company has enjoyed a few remarkable achievements. Products such as independently developed puncture needle holders and tumour biopsy needles, for example, have broken decades of monopolies by European and American brands both in and outside of China.

The father and the daughter now have

a shared vision to grow the company into a global leader in ultrasonography equipment and to transform Leaped into a flagship Chinese brand.

“We often experience happiness as a family, and I now realise that my father is my backing force. I can work with him to strive for our shared dream with full confidence,” Wang Qin says.

Finally, as a father, Wang Baozhong tries to remind his daughter to strive for work-life balance and to remember that one’s job is not all there is to life.

“If I were a time traveller, I’d reallocate my time. Part of it would be used to pursue my dream in starting a business. But, the rest of the time, I’d spend time with my family, especially on raising my children, because it only happens once in your life,” he says.

