

# Make A Difference - Orbit Changers:

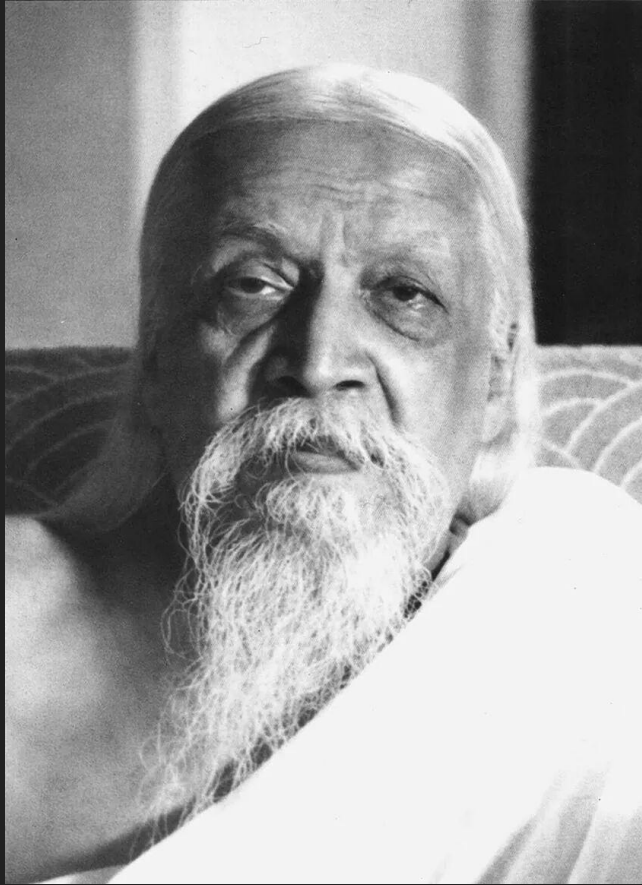
## ARAVIND EYE CARE



Date: 15th Oct'19

Lineup:

Abhishek Arrawatia	16ume002
Dheeraj Agarwal	16ucs059
Diksha Agarwal	16ucs061
Mansi Vijay	16ucs101
Udish Nagpal(wk)	16ucs202
Ujjawal Agarwal	16ucs203



“True knowledge is not attained by thinking, it is what you are, it is what you become.”

- Sri Aurobindo

# From 'BHARAT' to 'INDIA'

- In the current context, India maybe divided into 2 prominent parts
- The first being 'Bharat' or the rural part of India (70%)
- And 'India' or The urban and more developed(30%)
- Less Developed have more room for improvement
- They can be seen as 'Potential Markets'
- Can aid them to get developed by use of Innovation

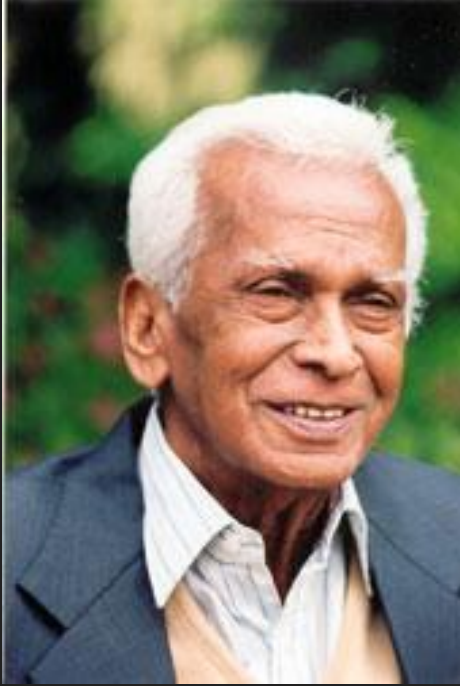
# Who are the 'Orbital Shifters'?

- The one who **dream big**.
- They refuse to '**accept the reality**'.
- They take up seemingly '**impossible**' tasks.
- They combat adversity and bend the situation to their will.

# What to Expect today?

- We look at one such example of 'Orbital-Shifters'- The Aravind Eye Care Foundation.
- The Vision of Dr. Venkataswamy - 'Eliminating Unnecessary Blindness from India'
- From the 24 million people who are blind, 8 million of them have unnecessary blindness, which can be treated

# How it all started?



- Began with a DREAM - to eliminate unnecessary blindness in India
- Dr. Govindappa Venkataswamy started as a gynaecologist
- Ended up opening a world denting institution - Aravind Eye Hospital

# Challenges faced

- Suffered from **rheumatoid arthritis**
- Crippled fingers

# Overcoming challenges

- Devised instruments for himself
- Changed speciality - took up **ophthalmology**
- After graduation, became a professor

# Driving Factor

- **Passion** to treat unnecessary blindness
- Orbit shifters like Dr. V actively **combat adversity**
- Refusal to accept reality - **magic** happens
- One thing that differentiates radical innovators - they **dream big**



# Initial Hurdles

- ❖ Dr. V, Natchiar and Nam **needed funding**
- ❖ Potential lenders were **not willing for a hearing**
- ❖ Embarrassed by a bank clerk, they decided **not to ask for help**
- ❖ Started with **eleven bed hospital** in their house
- ❖ Each day's earning were ploughed back to the hospital for **construction or salaries**

# The Cavalry Arrives

- ❖ The pool of doctors **grew to five** when Dr. Nam's sister and her husband joined
- ❖ Dr. V's brother, G Srinivasan, an **engineer took charge** of the construction and finances
- ❖ With this Aravind began its **journey of constant growth**
- ❖ And the rest they say is history

# Breaking the norm

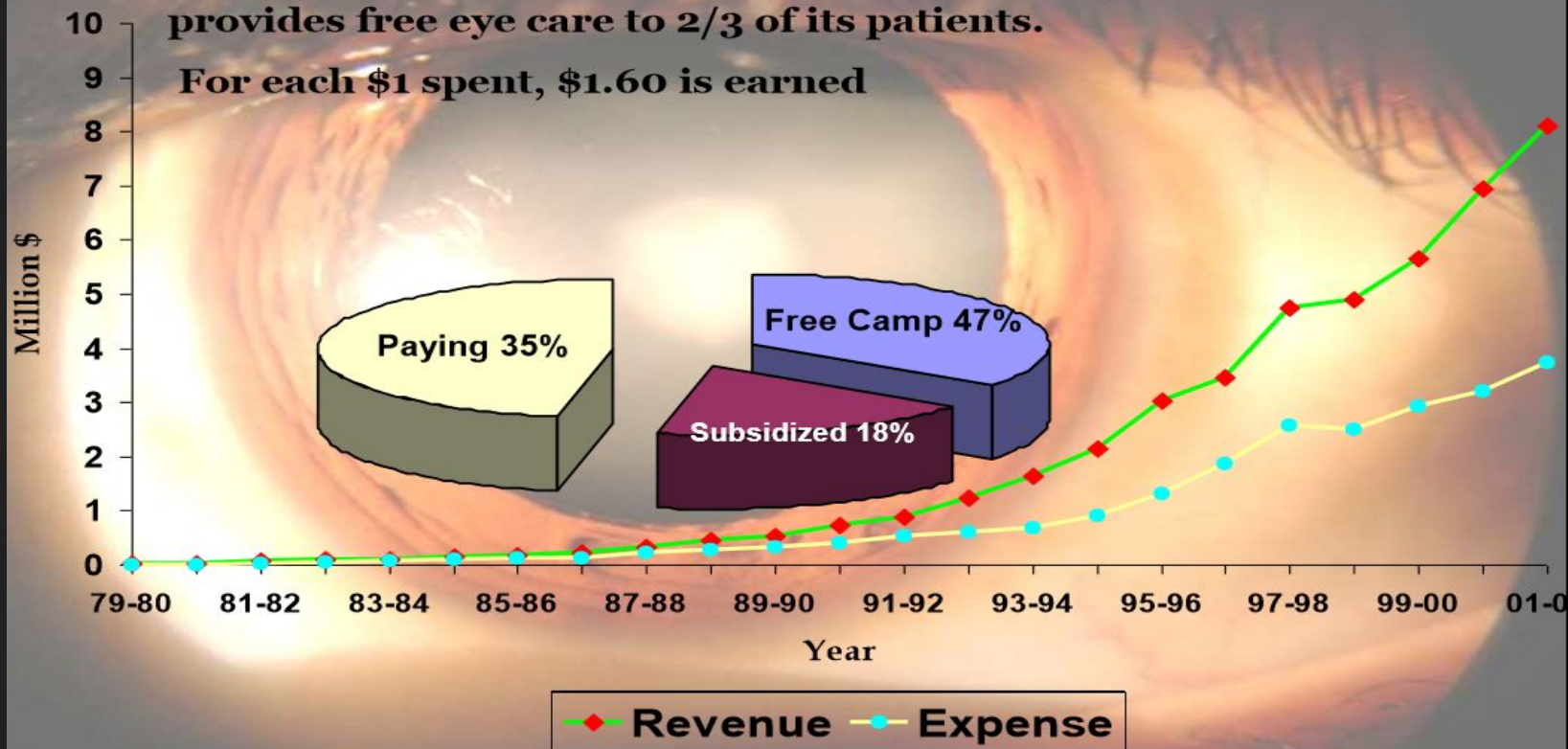
- ❖ Lack of resources forced them to think differently
- ❖ Reducing costs and standardization was the way to go
- ❖ Had a huge impact as Aravind was operating at one fifth the cost
- ❖ Proved money is not necessary for quality
- ❖ Provided Quality with low price

“Content is more important than the container. The right time is right now and the best team is the one you already have.”

- Dr. Natchiar

**Through a unique fee system & effective management, Aravind provides free eye care to 2/3 of its patients.**

**For each \$1 spent, \$1.60 is earned**





# Aravind Recruitment Process

*“We don’t look for intelligence, we look for common sense.”*

- Backbone of Aravind
- 10<sup>th</sup> passed girls
- Oientation programme
- Trained for 2 years.

*"It's not the education that counts... it's the attitude, the training and the trust you put in."*

- Multitask
- Easy and fast access to services.
- Affordable and dedicated manpower
- Good job and **respect in society**



# Aurolab - A Dent In The Universe

*“It must be both quality **and** low price.”*

Intraocular lens (IOL)

- Expensive (\$100 each)
- Team decided to manufacture them in-house. - **Root of Aurolab**
- Aurolab with the help of Seva foundation and others:
  - Price for Non-Profit Organisations : **\$4**
  - Price for Profit Organisations : **\$8**

# Impact on Global Market

- 1.2 million lenses/year.
- 85 countries.
- 1/10<sup>th</sup> of the users of IOL uses Aurolab's Lenses.
- Sutures use in eye surgery cut down price by 75%

# The Aravind Way of Life

“Always lead with an example”

- Aravind way of life is open for all but it is very hard to replicate.
- According to Dr. Natchiar it is the **inner spirit** and the **attitude** that is very hard to copy.
- The tangible hardware is picked up but not the software.

## Continued..

- Aravind team is full of paradoxes.
- Gentle people but **slave drivers** who lead by an example.
- They care very deeply for their team members but they push them to their limits and further.
- They tend to stretch people to **achieve impossible** goals.



THE WALL STREET JOURNAL.  
ONLINE

From.....  
...McDonald's.....  
.....To.....  
.....Mc. Surgery

"A blind person is a mouth with no hands,"  
is an Indian saying that Dr. V liked to quote.

- In 1961 Dr. V and his team started his eye camps in rural areas of Tamil Nadu
- But due to lack of manpower the impact was small.
- He got the idea of **assembly line** during his visit to the USA from a McDonald's outlet.
- Marriage of surgery and burger.
- Upto 2000 surgeries per year.



# The Dynamics of Next-Horizon Thinking

1. Leaders willing to take it to the next Horizon
2. Want to **increase surgeries**
  - a. 28,600 per year to the mark of a million
3. Next 10 year goal
  - a. Eradicate Diabetes - related blindness
  - b. India has 42 million diabetic patients
  - c. 20% of (42 m) = **8 million !!!**
4. Use the **internet** to bring in more patients
5. Ambition to reach a **billion people**



# Lions Aravind Institute of Community Ophthalmology (LAICO) (1992)

1. Groups joined
  - a. to learn Aravind's replicable model of mass-eye care.
2. Objective : Global Improvement
  - a. planning, efficiency, and effectiveness around the world.
3. Special focus on **Developing Countries**
4. Offers courses
  - a. Long Term : Hospital Management
  - b. Short Term : community outreach


# What causes this next Horizon Thinking?

1. The size of the mission
  - ❖ Eradicate unnecessary blindness
  - ❖ Irrespective of any constraint
2. Mission back rather than resource forward
  - ❖ Work for the cause not resources
3. Mindset of fluidity and Expansion
  - ❖ Think of what needs to be done more

# Conclusion..

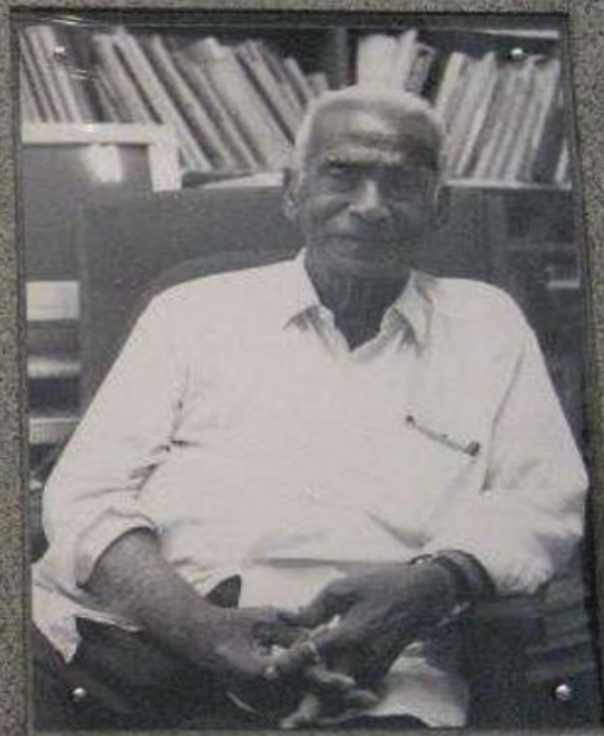
- We don't really need high quality education to bring a dent in the universe
- All we need is the will to make a **change** and **contribute**
- Whatever we possess is enough
- Also, we need to **DREAM BIG!!!**

“कोशिश करने वालों की कभी हार नहीं होती ।”



*Intelligence and capability  
are not enough. There  
must be the joy of doing  
something beautiful.*

*- Dr. G. Venkataswamy*



Dedicated to Dr. Govindappa Venkataswamy



# References

- <https://www.aravind.org/>
- <https://www.goodreads.com/book/show/6590721-making-breakthrough-innovations-happen>
- [https://www.slideshare.net/sumammishra/arvind-eye-care-hospital?from\\_action=save](https://www.slideshare.net/sumammishra/arvind-eye-care-hospital?from_action=save)