

Aravind Eye Care Systems - Vision 2020: Stepping Out of the Shadows of a Giant and the Journey Ahead

Teaching Note

(i) Synopsis & Motivation for developing the case: What is unique about the Aravind case?

Why should Aravind Eye Care Systems (AECS) be studied in the context of CSR? Because there is a need to ensure that the “sustainable” social services delivery model envisioned around a ratio of 70:30 – i.e., two indigent non-paying persons being covered by the money collected from one person who could pay – is a model worth being replicated by others all over the world in the field of healthcare and perhaps in other kindred domains. It is perhaps an ultimate manifestation of CSR

What does AECS represent? It represents the **Idea of India**.

Why is this important? AECS represents the unsullied soul of India and is a beacon for any one seeking inspiration on CSR.

The great Indian sage Swami Vivekananda cautioned: “Shall (the idea of) India die... Then from the world all spirituality will be extinct, all moral perfection will be extinct, all ideality will be extinct; and in its place will reign the duality of lust and luxury as the male and female deities, with money as its priest; fraud, force and competition its ceremonies and the human soul its sacrifice. Such a thing can never be.”

Victor E Frankel advised: “Don’t aim for success – the more you aim at it and make it a target, the more you are going to miss it. For success...cannot be pursued; it must ensue, and it only does so as an unintended side-effect of one’s dedication to a cause greater than oneself...You have to let it (success) happen by not caring about it...success will follow you precisely because you had forgotten to think about it.” (emphasis added) Because of people like the late Dr. G Venkataswamy, who conceptualized and operationalized the Aravind Eye Care Systems’ model, and dedicated themselves to “*a cause greater than oneself*,” the Idea of India will not die.

In 1976, Dr. G Venkataswamy, popularly known as Dr.V, retired from Government service as Professor of Ophthalmology in Rajaji Medical College, Madurai. On retirement, he initially spent a few months at the Aurobindo Ashram in Pondicherry. However, on the advise of people in the ashram, and under pressure from his mother and family members, he returned to Madurai to devote himself to the mission of eradicating preventable blindness among the poor in the immediate geographic area, viz., southern

Tamilnadu. He established an 11-bed facility in rented premises - the Aravind Eye Care Clinic, with support from his family members and other well-wishers.

Even earlier, as Professor in a Government hospital, since he was permitted to engage in “private practice” in the evenings, Dr. V had set up a clinic for this purpose. On retirement, he sought to expand its scope and began to engage in his passion on a full time basis, under the aegis of the GOVEL Trust.

For this he needed financial support.

However, the frustration experienced by Dr. V during initial fund raising efforts for setting up an organization to treat preventable blindness, Aravind Eye Care Hospital, so angered him and other family members, they were determined never to be humiliated again. Therefore, they adopted a model that judiciously combined both business and social orientations - in which one paying patient would subsidize TWO free patients. This has resulted in a SUSTAINABLE organization (see attached TN-Exhibit-1), which generates enough surpluses to fund its own expansion activities, with minimal external monetary support. Ironically, this success has legitimized the “social marketing” endeavor and resulted in AECS being showered with many awards and attracting numerous supporters.

In his video, *The Power of Vision*, Joel Barker commands individuals to become active participants rather than just being passive observers. As one of America’s Presidents, Theodore Roosevelt, said: “It is not the critic who counts; not the person who points out how the strong stumbled or where the doer of deeds could have. The credit belongs to those who are actually in the arena, whose face is marred by dust and sweat and blood; who strive valiantly; who err and come short again and again; who know great enthusiasms, the great devotions; who spend themselves in a worthy cause; who at the best, know in the end the triumph of high achievement, and who, at the worst, if they fail, at least fail while DARING GREATLY! So that their place shall never be with those timid souls who know neither victory or defeat.”

Today, in 2007, after a prolonged struggle, the institution Dr. V established over three decades ago, has grown by leaps and bounds to become the Aravind Eye Care Systems (AECS), encompassing the Lions Aravind Institute for Community Ophthalmology (LAICO) – the training arm, Aurolabs – the manufacturing entity, and a chain of Aravind Eye Care Hospitals in five South Indian locations in the state of Tamilnadu. Its management and systems has earned AECS accolades from numerous entities all over the world.

The Senior Leadership Team (SLT), which now oversees AECS on the demise of Dr. V in July 2006, is seeking to spread out and establish an all-India presence using the franchise route (managed hospitals), rather than owning its own hospitals.

To rephrase the Indian Noble Laureate Rabindranath Tagore's poem, Gitanjali:

*“Where the mind is without fear and the head held high;
Where knowledge is free;
Where the organization has not been broken up into fragments by narrow departmental
walls;
Where words come out from the depth of truth;
Where tireless striving stretches its arms towards perfection;
Where the clear stream of reason has not lost its way into the dreary desert sand of habit;
Where the mind is led forward into ever-widening thought and action –
Into that heaven of freedom, let our organizations awake.”*

AECS comes closest to representing such an ideal. Indeed it provides a new way that corporations can be structured, to bring CSR into the center-stage, while ensuring sustainability of their operations.

AECS demonstrates the LEGITIMACY of its sustainable model in the social services sector. Others would be encouraged to imitate and adopt AECS' philosophy. This would revolutionize the way “social marketing” organizations function – not just in developing countries but also all over the world.

The case weaves around several core issues of changing environment and therefore need to re-examine the ‘Theory of Business’ of AECS, as well as to develop a vision beyond the shadows of the giant, Dr. V.

(ii) Main Teaching Objectives

The case is set in the backdrop of Aravind Eye Care System, an extraordinary institution founded by an extraordinary individual, Dr. Govindappa Venkataswamy (Dr. V) after his retirement from government service. The entire edifice of Aravind is based on corporate social responsibility (CSR), which in fact determined its structure, style, strategy, systems, shared values, skills and staff. The main teaching objectives through use of the case can be summarized through the following key themes / issues:

1. Every great organization is created to be relevant in a particular environment and is set up to achieve a clear purpose. To achieve its purpose, the organization develops unique competencies. Inevitably the environment is dynamic and changes over time. How does the organization continue to be relevant when the environment changes?
2. How does an organization that has been successful beyond its wildest expectations, founded by a visionary leader, continue to build on its achievements and rise to even greater heights after the passing away of the founder? The passing away of the great founder leader creates a vacuum that is hard to fill. How can such organizations create processes to ensure continued success?
3. How can the new leadership continue to energise the colossal organization with a global footprint that has been left behind by the great founder leader?
4. In organizations that are manned at the leadership level by family members, the presence of the great founder leader provides the glue for cohesion during his active life time. With the passing away of the leader, how can cohesion be ensured and strengthened? In the absence of strong processes to ensure such cohesion, often organizations are torn apart by successors. This is especially true in family-run organizations.
5. When the leadership changes, it is very likely that stakeholders within and outside the organization compare the new leader with the great founder leader, making the task of the new leader truly onerous. Constant comparisons are bound to arise. How can the new leader smoothly fill the void that is left behind?

(iii) Background

The case describes the phenomenal journey of Aravind Eye Care Systems (AECS, Aravind) from its modest beginnings in 1977 to reach spectacular success in terms of its social impact. It was founded with corporate social responsibility as its core purpose. Given the background of the founder Dr. V, and all the handicaps that he had to contend with (no financial resources, starting the organization after his retirement, physical disability caused through a rare form of Rheumatic Arthritis, etc.), few would have given this organization much chance of success during its founding years (1977-1980). The organization was driven by passion, dedication to a larger cause, a clear purpose and discipline. For three decades (1977-2007), the organization focused on ridding the world of one form of human suffering, viz., needless blindness. Its very reason for existence was to discharge corporate social responsibility. Dr. V clearly owned this CSR thrust at Aravind and ensured that other senior leaders, mostly family members of his generation, also enrolled into this vision. Its mission and competencies were appropriate for the prevailing environment of that period.

However the environment has been changing through these years and there is need for the organization to carve out afresh its purpose, mission and vision for the next two decades. The process has also acquired immediacy due to the passing away of Dr. V in 2006, resulting in a change of leadership. Moreover several members of the next generation of family members have joined the institution in various capacities. There is no guarantee that the commitment to CSR will necessarily be the reason for existence of the organization as was the case earlier.

The case discusses the changes in the environment and the many new challenges facing the organization. It is not obvious that the past success formula will work with equal efficacy in the changed circumstances. The problem gets accentuated in the absence of Dr. V, who as a giant straddled the organization and the world that it impacted, much like a colossus.

The key challenge for the new leader, Dr. Nam, is how to continue to instill the spirit of service and corporate social responsibility, which were the cornerstones of the organisation's very existence during its first three decades of existence. Should the leader signal a relatively low-risk period of consolidation or encourage risk-taking and rapid growth to leverage new challenges crying to be addressed by the organization? For a leader to step into the role of a giant that Dr. V was, is not easy.

Moreover, the family with its dedicated pool of very high caliber resources including administrators, managers, ophthalmologists, etc., has been the mainstay source of support to Dr. V during thick and thin. They had taken up key leadership positions. His overwhelming presence brought instant cohesion. In his absence, how does the new leader tackle potentially divisive forces that are not uncommon in family-centric organizations?

Growth will also infuse new external blood into the organization. How does the new leader inculcate a feeling of belonging to them and ensure that the family does not overshadow these professionals? Unless the signaling in this regard is strong and unequivocal, Aravind will find it hard to attract and retain high caliber talent, that is so essential to sustain its continued growth.

The above are some of the key issues that the case brings out.

The case is ideal for discussion in a course on Strategy in the module on Corporate Social Responsibility. Alternately it can be a pivotal case in a course on Corporate Social Responsibility. The case can be taught in two-year MBA programs, executive MBA programs and short term management / executive education programs. A ninety-minute session would be ideal for comprehensively discussing the case. As a pre-reading, the article titled 'Theory of Business' by Peter Drucker; 'Building Your Company's Vision' by Jim Collins; and the two articles on Blue Ocean Strategy by W. Chan Kim and Renee Mauborgne would be essential, although reading the other two articles listed in Section (vii) will result in a truly stimulating case discussion, as both of them are intimately connected with the context of Aravind.

There is an excellent 30 minute movie titled 'Infinite Vision' on Aravind Eye Care Systems, that can be sourced from AECS. This movie can be screened either at the beginning of the case discussion or in the transition between two parts of the case discussion as described in Section (vi) below, titled 'Notes and Guidance to Teachers.'

(iv) References and Materials Sources

- 1) Interviews with ten key leaders of Aravind Eye Care System over a three day period at Aravind Eye Care System facilities, Madurai
- 2) Activity Reports of Aravind Eye Care System for the years 2003-2004, 2004-2005, 2005-2006 and 2006-2007
- 3) “Aravind Eye Care System: Giving them the most precious gift”; a case prepared by S. Manikutty and Neharika Vohra, Indian Institute of Management Ahmedabad, 2003
- 4) Various documents published by Aravind Eye Care System
- 5) 30-minute movie on Aravind titled ‘Infinite Vision.’
- 6) Case and accompanying teaching note for the case titled: ‘Value Chain Migration at Infosys (A)’, Infosys Technologies Ltd., 2004

(v) Questions / Discussion Issues

1. Given the changing environment vis-à-vis what the environment was when Aravind was founded in 1977, what should be the new direction for the organization to take, going forward over the next 20 years? Specifically, what were the core ideology, core purpose, mission and vision during the first thirty years of Aravind's journey? What should the new core ideology, core purpose, mission and vision be for the next 20 years? What new competencies should the organization acquire?
2. Is the focus on CSR that was central to the existence of the organization from 1977 till 2006, still relevant today? Provide a well-reasoned perspective on the way forward regarding this important aspect of Aravind. In short, should Aravind continue to base its existence on corporate social responsibility or jettison this as the basis of its existence for the coming two decades? What other options can be explored? How can these options be evaluated? How can the senior leadership get buy-in on its chosen course of action?
3. What are the key challenges for Dr. Nam, the new leader, after the passing away of Dr. V, its founder and chief source of inspiration? What are the new challenges that the organization has to grapple with?
4. Is the Aravind model sustainable for the next two decades in the light of the changing environment and possible change in core purpose, mission and vision? What are the options and how can they be evaluated? Which option should Aravind choose?
5. How should the new leader fill the void left by the Giant that Dr. V was? How should he manage the family? What is the best way to build bridges between family and non-family professionals in the organization, to strengthen the feeling of inclusion among the latter group?

(vi) Notes and Guidance to Teachers

To do justice to leading the case discussion, the instructor will need to be familiar with the article titled 'Theory of Business' by Peter Drucker; 'Building your Organisation's Vision' by Jim Collins, as well as concepts of 'Blue Ocean Strategy' referenced in Section (vii) of this note. These would be the primary anchors around which the case discussion can revolve. Linking the discussion to the other two articles listed in Section (vii) will greatly strengthen the case discussion and tie up the discussion around the theme of CSR. For the first three decades of its existence, Aravind has been an innovator and pursued a 'blue ocean strategy.' Now that the cataract surgeries have become relatively commonplace, and the world is waiting for Aravind to tackle more complicated eye care ailments, the organization needs to move into new blue oceans, if it has to continue to be a leader in eye care.

The success of Aravind till date can partly be explained by their excellent processes (machine bureaucracy) as well as a powerful vision, injected into the organization by Dr. V. Many organizations with great visions fail at implementation stage due to inadequate implementation skills stemming from weak processes. Many other organisations with great implementation skills based on robust processes fail due to lack of powerful vision. Aravind's success on both these dimensions (excellence in processes backing powerful vision) explains in no small measure its success till date. The challenge on its journey ahead is whether it can continue this magical blend. TN-Exhibit-1 can be used to discuss this idea further.

The sequence of the case discussion can broadly follow the questions presented in Section (v). It can start by tracing the Theory of Business of Aravind during 1977-2007 and then switching to what the Theory of Business should be for the next two decades. Using the framework provided by Jim Collins on 'Building your Company's Vision,' participants can then be asked in small groups to work on the core ideology, core values, mission and vision of Aravind for the next two decades.

To initiate a discussion on Aravind's Theory of Business, the instructor can start with opening comments to suggest that it has been very successful during the last thirty years. On the surface of it, things are going very well for the organization. From the case, it is evident that Aravind's top management is clearly concerned about the continued success of the business model that has worked well for it in the past. This clearly shows the forward-looking nature of the top management, their high degree of professionalism and total involvement and commitment in the growth and well-being of the organisation. The instructor is advised to circulate a copy of the article: "The Theory of Business" by Peter F. Drucker to the participants before the class and have them read it. The reason why Aravind top management is concerned becomes apparent after a critical reading of this article.

The organisation has been built on certain assumptions and the management has to continually examine whether these assumptions continue to be valid. These assumptions

relate to markets, customers, competitors, technology, appropriate values and behavior, organisation's strengths and weaknesses, etc., which together constitute its Theory of Business and shape its behavior, dictate its decisions and actions and determine what it considers as success. The ensuing discussions by the participants are likely to cover a wide scope. It may help for the instructor to ask participants to identify the following, and based on this, lead the discussion forward:

- What are the assumptions relating to the environment of Aravind that were made during the first three decades of its existence and what are they now?
- Likewise, what were the assumptions relating to the mission of the organisation then? What should they be now?
- What core competencies were mandatory for success then and what are the core competencies required for success now?
- Is there a good fit between assumptions made by the organisation in the past, relating to the environment, mission and core competencies, with the emerging reality?
- At the time of its founding and for the next three decades, was there a good fit between the assumptions made relating to the environment, and those relating to the organisation's mission and the assumptions relating to its core competencies? How is the fit between these three sets of assumptions (relating respectively to the environment, mission, and core competencies) now?
- At the time of its founding and for the next three decades, was the Theory of Business well understood and communicated to all concerned in the organization? What is the situation now? Do all key managers in Aravind understand the Theory of Business of Aravind, or is there some haziness in this regard?
- How strong are mechanisms to track major changes in reality, which in turn should trigger re-examination of the Aravind's Theory of Business?

The learning from this case is that only a proactive approach by Aravind's top management to develop a new Theory of Business will carry it forward over the next many years, while on the face of it, the current Theory of Business is still yielding results. In this manner, well before crisis sets in the organisation due to mismatch of assumptions (relating to environment, mission and core competencies needed to accomplish the organisation's mission) and reality, Aravind would have proactively re-located itself to a different point on the eye care value-chain. This requires very diligent tracking of the changes in the environment as well as the emerging realities. The class may discuss what the triggers should be for such a re-examination to take place. There is plenty of information in the case relating to the trends in eye care, which can facilitate a very lively discussion. It is suggested that the discussions be left reasonably open-ended, with a view to provoke the participants to think deeply about these very important issues concerning Aravind.

The following provides additional inputs on how this part of the case discussions may be directed to facilitate learning.

Every organisation's Theory of Business has three components, viz.:

- Assumptions about the society, structure, market, customer, technology, etc.
- Assumptions about the specific mission of the organization
- Assumptions about core competencies needed to accomplish the organisation's vision

Very clearly, Aravind has seen a clear shift in the environment. No longer would supremacy in the field of cataract surgeries alone be adequate to ensure its continued success, since these skills are getting commoditized.

From the case, it is clear that the management of Aravind is clearly exhibiting flexibility, agility, and humility, while recognizing that the organisation's past success formula may not necessarily guarantee future success.

The vision of Aravind will also need transformation. With the passage of time, Aravind built up credibility due to its track record. It can now boldly dream of a different purpose that is much more challenging and in tune with the changing environment. Aravind's competencies must also evolve to address the new challenges before it.

While recasting of the Theory of Business sounds simple, in the case of a large organization that Aravind is, it takes many years of hard work, deep thinking and experimentation, to arrive at a clear, consistent and valid Theory of Business. However this is the foundation on which any successful organisation rests. Facing up to this reality and the ensuing struggle within the organization is clearly visible in Aravind. According to Drucker, a valid Theory of Business has four specifications:

1. The assumptions about the environment, mission and core competencies must fit reality.
2. The assumptions in all the three areas have to fit one another.
3. The Theory of Business must be known and understood throughout the organization.
4. The Theory of Business has to be tested constantly.

Aravind has clearly embarked on a process of preventive care, rethinking its Theory of Business. This will enable it to take effective action in order to change its policies and practices. In this manner, the organization's behavior can be brought in line with the new realities, with a new definition of its mission, vision and new core competencies. These

can be developed and put in place well before the old Theory of Business has become defunct.

Drucker has given three steps that need to be done to reorient the Theory of Business. Aravind seems to be well on its way on this process.

1. Preventive care:

- Every few years the organization should challenge every product, service, policy, etc., by asking a simple question: “If we were not doing this already, would we be going into it now?” He refers to this as ‘abandonment.’ In the absence of a system of purposive abandonment, the organization will be overtaken by events and will get into a reactive mode of managing crisis. Aravind has clearly taken a proactive stand by asking fundamental questions about its role while things are apparently still going good.
- While being customer-driven is vital, it is not enough. A organisation must also be market driven. This comes by studying non-customers, i.e., those who are currently not being served by Aravind.

2. Early diagnosis

When the organization attains its original objectives, it should be a trigger for new thinking, and for paying attention to warning signs. Rapid growth, unexpected success, or unexpected failure, are all sure signs of crisis in an organization’s Theory of Business. Aravind clearly experienced the first two of these, and hence the timing for reexamining its Theory of Business is right.

3. Care

There is no magic wand to establish, maintain, or regenerate a Theory of Business. It does not require genius. It requires hard work, perseverance, and being conscientious, on the part of the leadership team. It starts with diagnosis and analysis. This is precisely what Aravind management has embarked upon, as described in the case.

After a thorough discussion of Aravind’s Theory of Business, both past and future, the class discussion can focus on developing the core ideology, core purpose, big hairy audacious goals (BHAG or mission) and vision for Aravind for the next 20 years. There may be some overlap with the existing core ideology, core purpose, big hairy audacious goals and vision. The framework presented by Jim Collins in his article, ‘Building your Company’s Vision’ can be a good trigger to get participants to think through this visioning exercise. Here, it will be useful for participants to explore ‘blue oceans’ that

Aravind should focus on, in order that it continues to be perceived as a global leader in eye care.

The above discussion relating to Theory of Business, Visioning and Blue Ocean Strategy completes the first and very important part of the case discussion.

The instructor may use Annexure-I to plan his/her own navigation of the class during this very important part of case discussion.

In the second part of the class discussion, the instructor can switch to the challenges before Dr. Nam as the new leader, addressing the host of inter-connected challenges that have been posed in the form of case preparation questions.

While the first part of the class discussion could be more structured, using the frameworks on Peter Drucker, Jim Collins and the idea of Blue Ocean Strategy, the second part is likely to be a lot more open-ended in that the participants should be encouraged to come up with creative solutions to the complex challenges being faced by Dr. Nam.

The last ten minutes can be used by the instructor to draw out lessons from the case, which are relevant to organizations facing similar situations. For instance, what happens when a leader in an organization who strongly believes in Corporate Social Responsibility is replaced for whatever reason by another who does not necessarily feel so passionately about CSR? How does a new leader step into the shoes of a giant (in stature) who preceded him and manage expectations, thus successfully enabling the organization to step out of the shadow of the giant? In a growing organization, how can cohesion be brought between family members who have been the mainstay of the organization? How can effective bridges be built between family and non-family members in a rapidly expanding organisation? Many other poignant issues are likely to emerge from the case discussion, which can be well summarized by the instructor in terms of general applicability.

The instructor is advised to pre-view the 30 minute movie on Aravind, titled 'Infinite Vision.' Ideally it can be used at the beginning of the class, to set a powerful classroom atmosphere for the case discussion. Alternately the instructor can opt to use it as a good transition between the first and second parts of the case discussion, described above. However if the movie is used in full in the class, time management in a 90-minute session could pose significant challenge. In this case, the instructor is advised to pick a few of the questions presented in Section (v) above.

Time permitting, the instructor may also opt to screen the popular 30-minute video, 'Power of Vision' by Joel Barker (unless the participants have already seen it in another course/program). However the screening of this movie will be appropriate only if several hours are available to discuss this case. It is not obviously possible to screen it in a 90-minute session generally available to the instructor for discussing the case.

One final piece of advise is that the power of the case can best be leveraged if it can be used in a session of about four hours, where after watching the movie, 'Infinite Vision,' participants in small groups of 4-6 each can do the visioning and think through the various questions for discussion raised in Section (v) of this note. One or more groups can be asked to present their output, after which the class can be opened up for about 90 minutes for a wrap-up case discussion. This method will perhaps require a full day however. This will give participants deep insights into the various issues that the case deals with. However success in using this format of pedagogy will depend on thorough preparation, in terms of reading the case and the six articles suggested as background reading for this case.

(vii) Further Suggested Readings for Teachers

- 1) Peter F. Drucker, “The Theory of the Business”, *Harvard Business Review*, September 1994.
- 2) James C. Collins, Jerry I. Porras , “Building Your Company's Vision”, *Harvard Business Review*, September 1996.
- 3) W. Chan Kim, Renee Mauborgne, “Value Innovation: The Strategic Logic of High Growth”, *Harvard Business Review*, August 2004.
- 4) W. Chan Kim, Renee Mauborgne, “Blue Ocean Strategy”, *Harvard Business Review*, October 2004.
- 5) Prahalad C.K., Hammond Allen, “Serving the World’s Poor, Profitably”, *Harvard Business Review*, September 2002
- 6) Christensen, Clayton M. et al, “Disruptive Innovation for Social Change”, *Harvard Business Review*, December 2006

Annexure-I

Guidance for instructor to navigate through the discussion on Aravind's Theory of Business (Past, present and future)

Assumptions about Environment: Past

- Community:
 - Lack of eye care facilities
 - Difficulties in access and affordability
 - Major socio economic problem
 - Total lack of awareness about need of eye care and treatment
 - Market was provider driven and not existing in terms of low awareness
 - We have to educate the customers
 - Providers very few
 - Eye care not seen as a priority by provider nor customers
- Technology
 - Technology very poor
 - Technology development was very poor especially in developing world
- Providers:
 - INGOs working in eye care very less
 - Government was doing work mainly in Tamil Nadu
- No attention given to eye care in general
- Hardly anything was happening related to improve service delivery or treatment
- Skilled human resource whether doctors or paramedicals

Assumptions about Mission: Past

- Make eye care accessible and affordable to all
- Creating an infrastructure to provide eye care service delivery both in the community and in the hospital
- We have to deliver high quality eye care to all including appropriate changes in technology where necessary
- There is not enough trained eye care people readily available so start internal training
- We have to rely on ourselves so we have to be sustainable including the financial viability

Assumptions about Core competence –Past

- Foresight towards need for high volume eye care need : Vision
- Right people at right time Multidisciplinary team to lead the hospital
- Capacity to understand and work with community
- Be open to learning to fast track our development
- Capacity to do high volume high quality surgeries
- Openness to change
- Compassionate
- Capacity to train
- Ability to innovate to overcome constraints
- Cost control
- Commitment

Assumptions about Environment Present :

- Eye care service providers increasing and services improving so market becoming competitive –for secondary facility. Primary eye care better because of involvement of several INGOS
- Secondary eye care better because of several NGO hospitals
- Specialty care not fully developed market
- Liberalized economy leading to better paying capacity for patients Technology-constantly changing and which is expense to keep updating
- Increasing awareness among customers
- Increasing ability to choose
- Market still provider driven
- We saw opportunity to provide training

Assumptions about Mission: Present

- Adapt to proven/ mature technology and acceptable to community
- Evidence based treatment through clinical research
- Relevant to developing countries low cost drugs and a appropriate service delivery model

Assumptions about Core Competence: Present

- Innovation through basic research
- Train human resource for external and internal needs
- Capacity building across eye care facilities
- Transparency in Sharing
- Global perspective
- Meeting eye care consumable needs
- Capacity to do basic research
- In tune with IT

Assumptions about Environment :Future

- Customer more informed demanding and more aware
- More specialized eye care providers as well as community who require it
- Society and structure will change
- Litigious society
- Technology driven
- Availability of treatment will increase
- Competitions among competing technology
- Stakeholder in eye care totally change
- Service delivery mode changing : Home care /day care increasing
- Service contract to ensure follow up customers
- Payment modes will change: credit card/insurance/
- Tele diagnostics
- Provider will change in open market with foreign provider coming to Indian market
- Type of community we serve will change with medical tourism

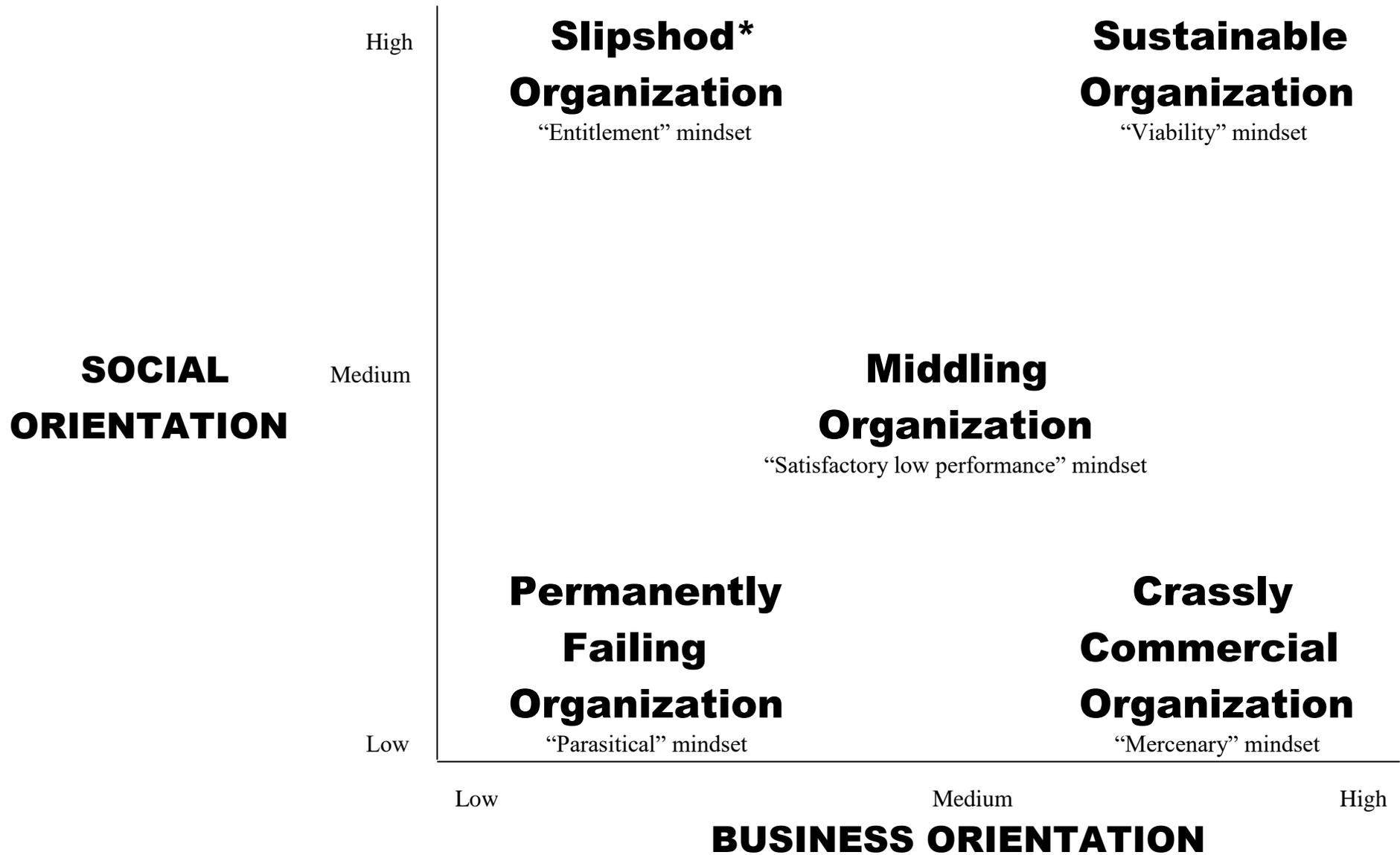
Assumptions about Mission: Future

- Serve the underserved market; extend the boundary beyond immediate neighbourhood to think much more broader
- Devise strategies to attract non customers :
- Research to influence policy and practice
- Basic and clinical research , as well as management
- Develop capacity or training of global eye care audience
- Proactive collaboration for testing of new products-devices/drugs
- Lead efforts in eye care accreditation centers
- Become leader in eye care education

Assumptions about Core Competencies: Future

- Large workforce
- Availability of advanced specialty
- Leadership open very strong
- Capacity to do large volume research, training and dissemination
- Brand equity very high

TN – Exhibit -1
Organisation typology based on social and business orientation



* Inefficiently or sloppily run by very dedicated individuals with little or no aptitude for management