

Reverse Innovation

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Our purpose

Sauder School of Business, UBC

Transformative discovery

UBC MBA program

Creating leaders with the courage to make a positive impact on the world

One vehicle

MBA Global Immersion

Understand how context shapes innovation

India and Madurai

The Aravind Eye Hospital

The Aravind Story



Aravind Eye Hospital

To eliminate needless blindness

1976

11 bed hospital in Madurai, Tamil Nadu
Dr. G. Venkataswamy

2013

7 branches in Tamil Nadu
3.3 million outpatients
315,00 cataract surgeries
500,000 spectacles dispensed
50% free/deeply subsidized

Some milestones

1992: Aurolab

1996: LAICO

1998: Eyebank

2004: First Primary Eye Examination Center

2014: 42 Primary care centers covering 3 million population

2020: 140 centers; 10 million coverage

The model

High volume

Low cost

High quality

EYE SURGERY COSTS



**Additional \$150
for the lens**

A hand is holding a white paper tag with this text, positioned below the USA map.

The ingredients

Demand generation model

Eye-camps & community outreach

Segmentation & differentiation

Demand forecasting

The ingredients

Operations model

Focused factory
(efficiency, metrics, learning)

The ingredients

Vision & Leadership

Dr. V

Culture

Step back

Vision and purpose as a source of innovation

Access & compassion

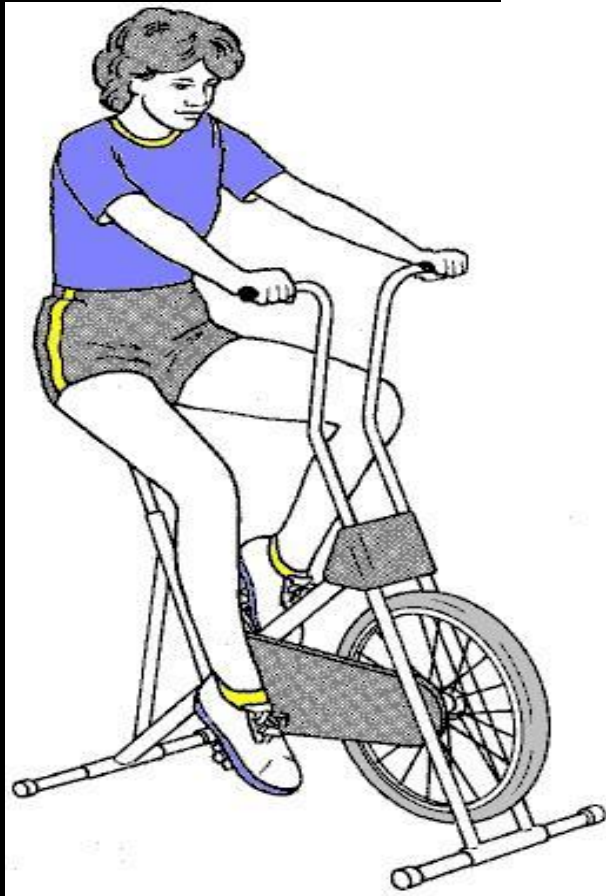
Customer satisfaction

Employee satisfaction

We went to Madurai to learn about how
context shapes innovation, strategy and
performance

**We discovered the value of leadership and
purpose-driven living**

What do these items have in common?



They all have had something *subtracted*

