Aravind, the McDonald’s of Health Organizations studies Lean Practices in the service industry. Specifically, in an eye-care organization. Through interactive graphs, videos and the help of a process simulation the comprehension of certain concepts such as process capacity or system variability is much easier.

The multimedia case study includes two interactive exercises:

- A process analysis exercise to fully understand the impact of process capacity in a system.
- A simulation that shows how variability affects a lean system.
The case offers a concept map of the company through videos and pictures to help the student understand the company, its vision, its mission and the services they provide and which target customers they do treat.
The facilities of the company have to be carefully thought to enhance the Lean practices. The distribution of the different processes is described over the map. This makes the understanding much more visual.

**Patient process**
1. Registration
2. Vision test
3. Refraction check
4. Preliminary Examination
5. Blood Pressure/Eye Tension/Sugar Test
6. Dilatation
7. Final Examination

Inaugurated in 1976, Aravind Eye Hospital, Madurai has grown to accommodate 280 paying patients and 1,100 free patients. It has full-fledged super-specialty clinics including, Retina and Vitreous, Cornea, Glaucoma, IOL, Paediatric Ophthalmology, Neuro-ophthalmology, Uvea and Orbit and Oculoplasty, manned by highly-qualified specialists.

Aravind Eye Hospital, Madurai, is the headquarters for the Madurai Eye Bank Association, which receives eyeball donations from various institutions in India and from the USA. Madurai handled 775,383 outpatient visits and performed 107,197 surgeries from March 2007 - April 2008.

Registration
On arrival the patients will be asked to fill in a registration card, give the complete permanent address with telephone number. They will be asked to take a seat until the receptionist accompanies them for the vision test. If the patient is under 15 years he will be taken direct to the Paediatric Ophthalmology.
One of the main exercises is helping the students understand the process analysis. Calculate capacities, detecting bottlenecks and designing flow diagrams are part of the knowledge that students can pick up from this case.

All the processes are easily presented to the student so they can all have a fair understanding of the processes almost at first sight.
Once most of the concepts are clear the student will be able to not only understand but also see through the simulation how during different scenarios variability affects the result of the performance of the lean processes. After that, the user will be able to run the simulation with their own variables.