



## ADRIÁN EDELMAN

BUSINESS SCHOOL, UNIVERSIDAD DE  
MONTEVIDEO

Professor of Operations IEEM Management  
at the IEEM Business School

### CEIBAL PLAN, “ONE LAPTOP PER CHILD” IN URUGUAY

In less than three years, the Ceibal Plan had achieved what many had considered impossible: delivering a laptop to every schoolchild and every teacher in the country. By October 13th, 2009, the last of the 380,000 laptops was delivered. The execution was a success, but huge challenges remained: it was still needed to make sure all laptops kept on working, to guarantee the survival of the initiative, and principally, to confront the weakest and most criticized aspects of the plan: the poor involvement of the teachers and the educational proposal. The objectives of the case are to stimulate a broad discussion on the aspects of initiatives with large scale social impact: from the conception, the sponsorship, leadership, management, monitoring every detail, up to assessment of the governance configuration, depending on the strategy. The case examines a debate on how to introduce efficiency in State-run organizations.



Adrian Edelman is a professor of Operations Management at IEEM Business School, University of Montevideo. He teaches in the MBA and executive development programs, and is currently the MBA director and head of the Operations Management area. He has lectured at business schools in Argentina, Brazil, Colombia, Dominican Republic, Ecuador, Spain, and the United Kingdom.

His research interests include service management and operations, service quality, customer satisfaction, and excellence in execution.

In addition to teaching and research, he is engaged in consulting in a wide array of topics related to Operations Management: process improvement initiatives, service operations design and management, service quality, logistics and supply chain management, and project management.

He has served as an operations manager in several service companies, including utilities, financial services, and a brief experience at dot-com. He has also participated as an assessor for the National Quality Award in Uruguay. He contributes regularly as an honorary mentor at Endeavor Uruguay.

Adrián Edelman holds an MBA from Universidad de Montevideo; an Industrial Engineering degree from Universidad de la República; and a Master of Research in Management (Cranfield University).