

## THE “CASETA” AT THE SEVILLE FAIR<sup>1 2</sup>

*“It’s amazing, Marcos”.* That is how Manolo greeted his colleague on the morning of March 18.

*“Good morning, Manolo, what’s so amazing?”*

*“The caseta! It’s ours!”*

One week earlier, at one of their Friday meetings after preparing case studies, Marcos had suggested it would be a good idea for the members of group 3 of the PIDE (Intensive Business Management Programme)<sup>3</sup> to share a *caseta* (marquee tents) at the Seville Fair.

Although nobody thought this was possible because the official inauguration of the Fair (when the fair lights are turned on) was little more than a month away, Manolo mentioned that he had some contacts and could try.

His efforts, and influences let it be said, bore fruit and 20 working days before the inauguration of the Fair, he was awarded a *caseta* (marquee tent) whose rights had not been renewed by the previous members.

*“What do you say if we make some phone calls and start organizing things? We only have 20 days and the initial € 1,500 that we collected among ourselves, and there’s still a lot of work to be done”,* said Manolo.

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<sup>1</sup> Case Study prepared by the Research Division of Instituto Internacional San Telmo, Spain. Prepared by Professors Raimundo Gómez del Sol and Enrique Garrido Martínez of Instituto Internacional San Telmo, based on work carried out by Team III of the Intensive Business Management Programme (PIDE) “PIDE Sevilla Enero 08”, for use in the classroom and not as an example of the correct or incorrect management of a specific situation.

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<sup>2</sup> The Seville Fair is a very popular local festivity among Seville’s citizens. The *casetas* (marquee tents) at the Fair are ephemeral places where members and their guests meet to enjoy this extremely popular festive occasion. The number of *casetas* is limited by the space available at the fair ground and there is always more demand than there are *casetas* available, with long waiting lists of people hoping to be awarded a *caseta* each year by Seville City Council.

<sup>3</sup> Instituto Internacional San Telmo’s Intensive Business Management Programme (PIDE).

*"Don't worry; if we organize ourselves properly we'll get everything done on time. I'll call Blanca right away and tell her to start working on the project",* Marco suggested.

*"That way we save the 500 euros we'd have to pay any engineer at such short notice".*

Blanca said she would have the project ready in two days to present to the Official Association. A standard certificate could be obtained in three days, or they could opt for an urgent certificate, which could be obtained in a day.

Once the project had been authorised, she offered to apply for and obtain the license, and spent a day at the City Planning Department, where she had many contacts.

*"With the license in hand, we can pay the fees. That'll take me one day, but I don't think there'll be enough money left over from the initial contribution. By that time we should ask the members to contribute",* said Blanca.

All they had to do now was apply for electricity and water connections to the *caseta*, which would take one day to arrange and would be granted twelve days later. These connections would have to be paid in advance.

Marco had already mentioned that until these connections were authorized he would be unable to set up the catering equipment. He estimated that this work would take three days, although Antonio's cousin, who was studying vocational training, could help out in exchange for 100 euros in tickets to the *caseta*; that way they would be able to set up the catering equipment in just one day.

Marco was worried that the equipment would take thirteen days to be delivered and did not want to order this until they had hired the kitchen staff. He knew the company and, for an extra cost, they could reduce the delivery time to five days (see Appendix 1).

Meanwhile, Manolo called David. They had to order and set up the structure of the *caseta*. David was very busy at work and they agreed that Antonio and Juan could dedicate two days to requesting estimates, as soon as the project had been defined.

David offered to supervise the assembly of the *caseta*, but he could not place the order until the new members had paid their fees (the members again!). *"You know the sector's having a very tough time,"* he repeated. They felt that ten days was a reasonable time but they believed they could complete the work in six days if they hired an extra team (see cost in Appendix 1). *"By the way, I won't be able to place the order until we get the license,"* said David.

Manolo had offered to find someone to do the construction work. Isabel told him she would help him. That way, in three days, and provided the project had been defined properly, they would have enough information to make a decision.

Oscar said that although he had a lot of work at the office, he would place the order and supervise the work once the structure had been completed, and, like David, he

said he could not place any orders without money. He knew from experience that he would need five days, but if they hired an extra crew with a foreman and labourer, the work could be completed in two days (see cost in Appendix 1). *"I think it's time we talked about the new members because we should also ask them to contribute to cover this expense,"* suggested Manolo.

Mariluz, revealing her business acumen, suggested that the most important thing to do was for each of them to dedicate one day to looking for members. *"Only after capturing new members will we be able to hold a meeting with them, which will take one day, and give them two days to pay their fees".*

*"Antonio, you have to prepare a budget as soon as possible to present to prospective members,"* said Manolo. *"Don't worry, I've already prepared it. I've been gathering information and I'm just waiting for Marco to tell me how much the people from the kitchen company who work for Paco would charge for each day saved in delivering the kitchen".* *"Paco told me they charged him about 350 euros when they installed the kitchen at his restaurant,"* said Marco. *"It's a good job we know Paco because he'll get us a discount",* said Blanca.

*"We'll need a basic budget of 16,600 euros. The maximum extraordinary expenses to shorten completion times amount to 4,070 euros. According to my estimates, we'll have to incur 40% of these costs to complete everything in 20 days. So, we should add 1,628 euros to the basic budget,"* said Manolo.

Mariluz, who was passing by, asked, almost indifferently, *"And what about resource constraints? It seems you haven't been paying attention."* *"Constraints with nine members?"* asked Antonio. *"Until we have a chart of tasks and resources we cannot rule out the possibility of overlapping resources, which may force us to outsource some work,"* added Mariluz. *"You're right; I'll include 5% for unforeseen expenses in the basic budget."* The budget calculated in this way is attached as Appendix 1.

Two team members had to choose the decorations, and that would take them one day. Isabel and Antonio, who did not work in the afternoons, were the only ones who could do this. *"Anyway, I think that at the members' meeting we should at least agree on the style of the caseta,"* said Mariluz. *"On the other hand, the assembly work may be tricky: the canvases, the "tablao" (stage or dancefloor for dancing flamenco or "Sevillanas"), furniture, music equipment and 500 lanterns won't get set up by themselves. And everything has to be perfect for the "pescaito" (fried fish), and we can't start until the construction work has been completed,"* answered Isa. *"Don't worry, if we all work hard we'll finish everything in about five days and if we see that we're struggling, for about 100 euros a day we could get help to finish the work in three days".*

*"We still have to deal with the matter of the caseta staff,"* argued Manolo. Marco said he was used to selecting staff and that in five days he could find and select personnel. *"Nevertheless, we should listen to what all the members have to say about the number of waiters to hire",* continued Manolo.