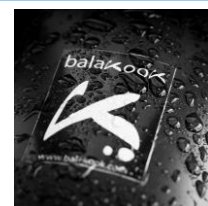


# TITLE OF THE CASE STUDY: BALAKOOK. COVID-19 EMOTIONAL WAGE

Name of the organisation:

**BALAKOOK**

<https://balakook.com/tienda/>



Country and sector of the organisation:

Sport sector. Spain

Type of organisation:

- Business company **X**
- Public organization
- Private organization
- NGO
- Other:

Size of the organisation:

- Small **X**
- medium
- large

Brief description of the organisation:

BALAKOOK is a small company working in the Sport sector in Andalusia based in Granada.

Imagine a place where you can meet and talk about bikes, have a drink, listen to music or watch the best bike videos and all this surrounded by the best atmosphere. This is our dream and now it is a reality. We have taken action and we present you the shop you were waiting for.

Balakook has more than 350 square meters of surface where you can find bicycles and accessories exhibition, as well as extensive facilities dedicated to assembly and repair of bicycles.

In Balakook we are users of the bike world and we know the importance of maintenance and repair of bicycles.

The main activities of BALAKOOK are;

- ✓ sports equipment purchase and sale
- ✓ specialised advice in competition
- ✓ Specifically our sector is the bicycle

Balakook is a young company dedicated to sport, mainly two-wheeled sports in relation to cycling.

Road cycling, mountain biking, touring bikes for all ages and profiles.  
We also offer advice on biomechanics and bicycle mechanics  
We are passionate about bicycles.  
Our team is made up of 5 people dedicated body and soul to our passion, the bicycle.

#### Short description of the case study (500 characters)

Balakook was born 9 years ago with the intention of dedicating ourselves to what we are most passionate about, which is the world of two wheels.

From a hobby was born a way to make a living and we believe that there is nothing more rewarding than working on what you love.

Our original base was in Maracena and we moved 2 years ago to our current location, close to nature, to be able to offer support and assistance to all those who are about to do a road or mountain route.



In Balakook we offer the following services:

- Shop
- Workshop
- Car wash
- Auto workshop
- Changing room
- Bike storage
- Rental
- Bikefitting
- Physiotherapist
- Chiromassage
- Biomechanical studies

In this case study we want to add value to extrinsic motivation and emotional pay.

We have to take into account that Babadook's situation at the beginning of the pandemic was quite complicated. A new business premises with a new investment, moving from the village of Maracena to the city of Granada, and it was in this context that the Covid 19 pandemic hit us.

We had to close to the public and we focused mainly on the workshop and telephone sales.

From this uncertainty we focused on making our business more visible so that people would be aware of how important outdoor sports are in the fight against the virus.

From a situation of weakness and uncertainty we found an opportunity that was made possible because we love what we do and we love the sport of two wheels.

It is easy to spread our passion because we are passionate about the sport.

As soon as we started to sell a lot of bikes and had almost no stock, people started to use bikes not only as a leisure vehicle, but also as a means of transport.

People became aware of the fact that it is a virus-safe, environmentally friendly and accessible to everyone.

We should not forget that in a situation like the current one, fear and uncertainty took hold of all of us, fearing for the health of our loved ones and job uncertainty.

Key words:

**Motivation. Self-motivation. Proactiveness. Working atmosphere.**

## BEST PRACTICE PROFILE

### DETAILED DESCRIPTION

Its manager and owner Santi G. shows us that managing this situation as an entrepreneur has not been easy, and that the entrepreneur must know that he will have to assume risks that he will have to deal with all the time. In this sense, as we have seen, there will always be unexpected events or situations beyond your control that you will have to learn to deal with.

The uncertainty created with the COVID-19 is one of them, but our motivation for the work and the love we have for the sport of two wheels has allowed us to grow as a company and to be able to provide travel and sporting solutions to hundreds of people. In the words of Cristian Jimenez, the shop manager, it has been a great motivation to feel happy at work, to be aware that we were making other people happy with the same passion as us; it is not so much the money earned but the feeling of creating a community united by those we love and, in this way, improving our aspirations to fulfil ourselves professionally and personally.

As we have indicated above, the key act that has enabled us to overcome the vicissitudes has been resilience.

From the moment all non-essential commerce was closed, we had faith in the belief that through cycling we could create a safe environment for commuting. And it was on that belief that we based our communication on social media, we had to make our customers aware that we were there for them and we took all the necessary safety measures to make our shop a free-Covid place.

- **Teamwork.** Santi and Cristian Jiménez explain to us the change in perspective in teamwork, we have had to be more precise and optimize time. It has been very positive that we were all able to carry out all the tasks, from picking up the telephone, attending a buyer, riding a bicycle or helping in the workshop. What has been tried to do is that the team feels that they have contributed something positive, that they feel satisfied with the effort that I have made.
- **Personal recognition.** The team has always felt very united and they have always been recognized as a valuable resource of the company, which also aroused that intrinsic motivation in them, since it was not a matter of giving them material recognition, but congratulations on the recognition of a job well done.
- **Promote achievements.** BalaKook tried to increase intrinsic motivation by reminding employees of their positive achievements through Facebook posts and doing joint activities, such as bike rides with the whole team. In short, to make the most of the intrinsic motivation of each employee, we tried to achieve the connection and balance between satisfying the personal needs of each employee with the general or common benefit of the company.
- **Delegate and give more responsibility.** According to Santi, the owner of Balakook, it is positive for the team to offer them the opportunity to assume more important functions, which imply greater responsibility, make them participate in strategic decisions and consult them since they also have an interest in the improvement of the company; this, in turn, inspires them to bring out the best in themselves and their talents. It is not about having more responsibility within the company, in order to earn more money, but about enhancing your aspirations for professional and personal fulfilment.

## RATIONALE

The Babadook team together with their manager Santi had experience as sales advisors and consultants within the two-wheeler sector, and so far everything had been positive. But the situation resulting from COVID-19 left us



with a reality of uncertainty, in which the only way to deal with it was to be aware that our job was to provide people with happiness in their free time. In this sense we are not sellers of bicycles, we are sellers of moments of happiness together with a bicycle; and that is priceless.

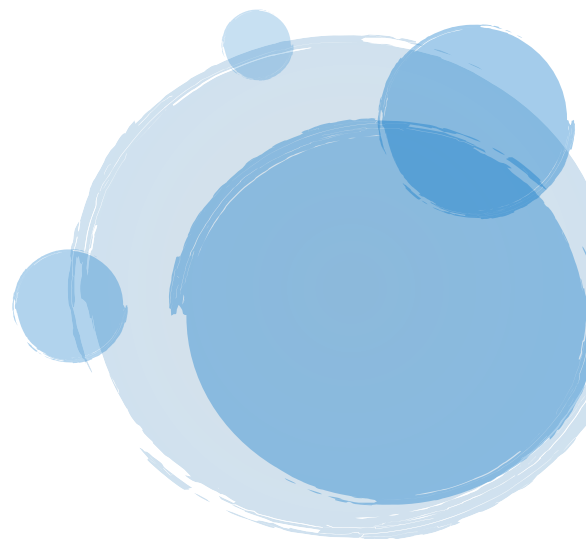
The lesson we would like to show is that it is easier to get out of a bad situation when you love the work you do. And in this sense the manager must promote that all the workers feel part of the team, besides the self-motivation and the emotional salary of each worker. The company must make them participate and be part of the team. That is why we have highlighted this competence above. This requires that the company cares about the employee: if the company's policy does not care about

the well-being of its employees, about creating a good working environment, about recognising its employees, all of this ends up having a negative influence on even the most self-motivated worker. During the whole time of the pandemic, our team has been a hand in hand, helping each other and being present and attentive to the lives and families of all employees, including our customers.

There are many bicycle companies and service providers, but our employees are at the disposal of our customers and in many cases, there is a friendly relationship. This is because we care about the customer's happiness, because it is part of our happiness.

The immediate situation of COVID-19 was a challenge for us, we had to make people see how important outdoor sport is, and that despite the difficulties, life goes on. In this environment we all have to help each other and promote local commerce.

That has been the success of our work and of our company, teamwork, job recognition and emotional salary as well as intrinsic motivation.



## GOALS

Balakook company and organisation aimed to get out of the existing situation during the period of confinement with the guarantee of being able to keep the jobs of our employees and to avoid bankruptcy of the company.

The success of our company after the pandemic confinement is mainly based on the following pillars:

- **Teamwork**
- **Safety measures**
- **Promotion of unity among the employees by involving them in the situation.**
- **Flexible working environment**
- **Promotion of social networks; all our employees have been working as "Community Managers" publishing excursions and routes and making visible the leisure of the two wheels...**

All this is based on improving the commitment and involvement of employees in the company. .

Creating a good working environment for employees is the key to boosting the motivation and performance of the company's team.

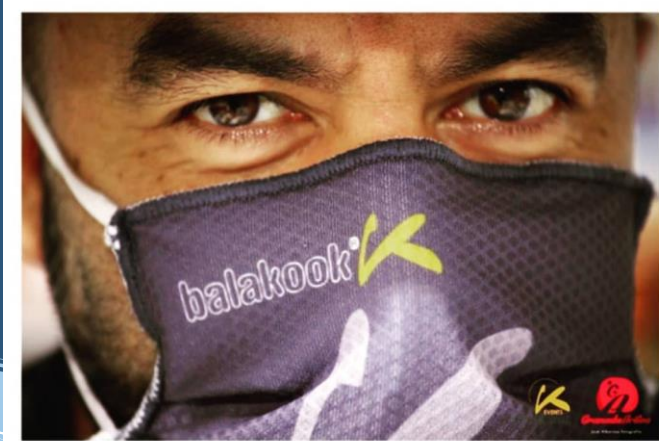
## IMPACT

Santiago has tried to create a balance between the self-motivation of each employee to grow and fulfil themselves and the support of the company by creating a team to counteract the external factors that can have a more negative influence on reinforcing this motivation, such as the uncertainty of the pandemic with the period of confinement. To this end, the key factors we found were:

- **Employees work harder when they see that the company's management is interested in their well-being and team building.**
- **When an employee is given responsibility and decision-making, they develop a sense of belonging to the company and feel motivated at work, they will perform better.**
- **A "family" work environment so that the employee feels at ease**
- **Encouragement for employees to want to achieve their development goals and to comply with a strategy in which they feel involved.**
- **Self-realisation and personal growth of employees at BALAKOOK.**

## LESSONS LEARNED

Javier Gil learned that **organisational motivation plays a fundamental role** because it allows to increase the potential of each worker, allowing to satisfy their personal goals and at the same time that of the company.



When there is **no good motivation, it can be reflected in the behaviour of workers**, causing in some cases work stress, which in turn affects the company itself, leading to poor work performance and affecting the goals of the

From all this COVID-19 experience, it is clear that **motivation within the company plays a fundamental role** because it allows not only to increase the potential of each worker, allowing them to satisfy their personal goals and at the same time those of the company, but also to be able to fight against adverse elements such as those we have encountered with the closure of the business.

When there is **no good motivation, any difficulty is a world, especially if there is job uncertainty, if the worker's motivation is not only economic**, but is produced by his emotional salary, it is easier for the worker to support more uncertain situations. This can be reflected in the behaviour of workers, causing in some cases work stress, which in turn affects the company itself, causing low job performance and affecting the objectives of the organisation. On the other hand, if there is good motivation, there will be more positive results, better labour relations, greater efficiency, among other positive effects. Therefore, BALAKOOK is committed to the motivation of its employees, which together with the personal motivation of each of them has a great impact on the creation of a working environment favourable to the personal objectives of each employee and the company.

Another lesson that he has learned and that he tries to apply in BALAKOOK is to encourage Teambuilding



MATERIAL



Sales assistant Cristian Jimenez



BALAKOOK TEAM