

## TITLE OF THE CASE STUDY:

Name of the organisation: Cláritas Turismo



Experiencias Turísticas y Actividades Culturales en  
Almería, Granada y Jaén

Country and sector of the organisation:

**Spain- Tourism sector**

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:

Cláritas Turismo was born from a group of young art historians, experts in heritage, archaeologists and official tourist guides, lovers of history, art and culture. We like to teach people the reason of history, the traces of ancient civilizations, the convulsive and epic history that has been lived.

At Cláritas Turismo we want to transmit their knowledge in a dynamic, entertaining and fun way, creating a cultural experience in our guided tours. We organise guided tours in the cities of Jaén, Granada and Almeria with the aim of making the history and heritage of these Andalusian cities.

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

Like many young people who finish their degree in these specialities, they were a group of young people who ended up working in activities that had nothing to do with our degree. Each of the team members has experienced what it is like to work in something they were not motivated to do, to work in companies where the working environment made going to work a nightmare every day. Some of them suffered from burnout syndrome, and other bad experiences related to an unfavourable working environment. After experience in different jobs where the working environment, lack of motivation and other factors of the working environment were not satisfactory, they decided to leave the companies where they worked and set up the company. They had what was fundamental for setting up the company, which was the personal motivation of each one of them to dedicate themselves to what they were passionate about and they were also clear about what they did not want in the company, based on the bad professional experiences of each one of them. On the basis of this they decided to start with the creation of the company Claritas Turismo.



We organise guided tours in the cities of Jaén, Granada and Almeria with the aim of making the history and heritage of these Andalusian cities known in a dynamic, entertaining and fun way, creating a cultural experience.

Cláritas Turismo values its team. For the Cláritas Turismo team, jobs are no longer just jobs. Now they can grow professionally and personally, and feel fulfilled at work. The Cláritas Turismo team are happy with what they do and enjoy their work activities. At Cláritas Turismo they value what they call "Little Big Rewards" that make it worthwhile to continue working in that job and that, in short, motivate them to continue giving the best of themselves.

Cláritas Turismo is a company affected by the situation that the pandemic is causing in the tourism sector, but the company's team is also clear that to thrive and make the best of this new situation and turn it into an opportunity requires employees to stand together and rise to the challenge. Crises provide opportunities for organisations to recognise and explore what their value is as an organisation and to identify what is important to their leaders and employees.

### Key words:

**Self-motivation. External motivation. Emotional salary. Working environment.**

## BEST PRACTICE PROFILE

### DETAILED DESCRIPTION

In these times of crisis that are being experienced due to the pandemic and that affect the tourism sector more acutely, they asked themselves the following question: what could they do to maintain the motivation of the team, taking into account the crisis in which the company finds itself?

To thrive and make the best of this new situation and turn it into an opportunity they need the team to stick together and rise to the challenge.

The crisis also offers them the opportunity to recognise and explore what their value is as a company and to identify what is important to their employees.

The most important resource of Cláritas turismo was the commitment of all the workers. From the very beginning, all the staff of the company have felt part of a group and an organisation that offered much more than just stability and money.

Cláritas turismo is a company that contributes to the personal purpose of growth and development of each member of the staff.

Cláritas tourism gives the possibility to have freedom in a work context, where the employee feels respected, valued and considered competent.

Cláritas tourism gives the

#### NUESTRO EQUIPO



opportunity at work to experience pleasure and fun and to have relaxed, respectful, trusting and authentic social interactions.

From the very beginning of the creation of the company, a sense of connection with the team and the company was created. The feeling of being recognised, appreciated, valued and identified at work.

There is no doubt that the current situation is difficult for business. These are difficult times and they are facing significant challenges. But this situation also serves to make them more aware of those other non-financial benefits that the company brings to the team and that keeps the Cláritas tourism team united and working hard in this situation despite the challenges they face. At Cláritas Turismo we are convinced that they will not only survive, but will be more likely to thrive.

The feedback with the workers of Cláritas turismo is fundamental, the opinion of each one of them is taken into account at all times to look for alternatives to be able to continue developing the activities to which the company is dedicated in these times of crisis.

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Actualizado 0 de Agosto de 2020 | Cláritas Turismo

¡Ya es oficial! A partir de la fase 3, las empresas de visitas guiadas culturales y los guías oficiales podrán volver a la Nueva Normalidad.

## RATIONALE

As explained before, the Cláritas tourism team had had bad experiences in previous jobs, many of those bad experiences were related to lack of motivation, bad working environment etc.... for this reason they were clear that the strategy of Claritas Turismo was that all the staff felt part of the team. Cláritas Turismo had as a strategy the valuation of the whole team.

In Cláritas Turismo they value what they call "Small Big Rewards" that make it worthwhile to continue working in that job and that, in short, motivate them to continue giving the best of themselves, even in difficult times like the ones that tourism companies are going through due to the situation with Covid 19.

Another of the benefits is the possibility to grow professionally and personally, and to feel fulfilled at work. The Cláritas Turismo team is happy with what they do and enjoys their work activities. All these measures favor the strengthening of the company's staff as a team, creating a favorable work environment even in difficult moments such as those that the company is facing at the moment due to the crisis that the Coronavirus crisis is causing for companies in the tourism sector.

A positive work environment contributes to a better predisposition of the company's employees to face challenges in times of crisis. The recognition of a critical situation due to the way the crisis caused by Covid 19 is affecting tourism companies, the communication of the difficult situation to the employees and the motivation of the employees to look for alternatives that will help to continue the development of the company.

## GOALS

The organization intends that the previous experience in professional terms, lived by the components of the team will be used to create a company where team building, respect among workers, recognition of the team's work will be fostered. The objective of Cláritas Turismo is to create a whole series of variables that do not require an investment of money, but that certainly have an impact on both productivity and job satisfaction. Among those aspects that the company is concerned to take into account are the following:

- Encouraging team building. Activities outside the company's premises will reinforce the idea of teamwork.
- Organization of work, honesty in decision making, effective internal communication, defence of values, participation in the decision-making process, relationship between colleagues.
- That the whole team has a good perception of the company, in which workers can feel professionally fulfilled and that all this has a positive impact on the company.
- To contribute to the personal purpose of growth and development of each member of the staff.
- Training programs to provide employees with the necessary tools to achieve their professional development while performing their functions in the organization.

## IMPACT

Cláritas Turismo allows workers to participate in important decisions, involving them directly and taking their opinion into account. This is essential in the difficult situation we are going through as a tourism company. The construction of corporate strategies in which the workers actively participate in the decision-making process on how to face the difficult times we are going through in the tourism industry due to Covid 19.

This has allowed us to start new ideas, such as activities with schools in the cities where we work. Or with certain associations of elderly people with whom we organize cultural routes and gastronomic experiences, always complying with the regulations to do it safely.

A work environment that has the characteristics described above in another section is the right place to design the best projects, execute the work successfully, work harmoniously as a team and support human talent to exploit their full potential and develop their professional career, recognizing their achievements and promoting them internally. But all this also contributes to involve more staff to face difficult situations such as the one that the tourism sector is currently experiencing.

TripAdvisor has awarded us with the Travellers' Choice 2020 Award. It marks us as one of the best companies in the world providing the service of guided tours. An award that is only given to 10% of the guided tour companies in the world, as a result of the excellent opinions and evaluations of our travellers.



## LESSONS LEARNED

The Cláritas Turismo team has learned that the work environment in an organization must always be responsible, respectful and professional, without preventing a relaxed atmosphere that allows humour and fun, which is ideal to foster good relationships, well-being and satisfaction of employees.

Another lesson that all Cláritas Turismo employees have learned is that the entire team is allowed to participate in decision making, involving them directly and taking into account the opinion of the entire team. The active participation of all the staff in the new challenges and commitments is a way of acting of the company.

We have all learned the importance of a positive work environment, even in the difficult times that our company and all the companies in the tourism sector are facing due to the situation caused by the pandemic. In these difficult times it is even more necessary to have a positive work environment where everyone feels part of a team.

We have learned that it is fundamental that the achievements of the workers are recognized, that the group feels that their efforts are valued. This makes them motivated to meet their goals more effectively.