

THE WATUR BOOK

The Convictions That Build a Company with Soul

Founder Edition

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This book was written to preserve and share the principles that inspire Watur's culture.

This book was created to be read, shared, and lived.

If even one of its ideas inspires a more human decision, it will have fulfilled its purpose.

A Watur Publication

Connecting Peru With The World

To everyone who believes it is possible to build a company without sacrificing our humanity.

And especially to my family, for teaching me that before building a company, we must first build a way of life.

Before I learned how to build a company, I learned from them the value of hard work, honesty, gratitude, and respect for others.

If these pages one day help someone make a decision that is more human, more just, or more honorable, then they will have fulfilled their purpose.

This book was not written to preserve the past.

It was written to protect the future.

Juan Carlos Talavera Gonzaga

Introduction

A Company with Soul

Every company has a story.

Most begin with an idea.

Some with an opportunity.

Others with a necessity.

Watur began with a conviction.

Long before there was a room to welcome travelers, a website, or a legally established company, there was a question that stayed with its founder for years.

Is it possible to build a successful company without ceasing to be deeply human?

That question was never answered overnight.

Its answer unfolded over time.

Through mistakes.

Through small victories.

Through difficult decisions.

Above all, through the conviction that principles have value only when we remain faithful to them, even when doing so comes at a cost.

Little by little, we came to understand that a company is not defined only by what it sells.

It is defined by the way it treats people.

By the honesty with which it keeps its promises.

By the respect with which it listens.

By the peace of mind it leaves behind when someone has finished interacting with it.

Companies change.

Products change.

Markets change.

Even the people who lead them change.

The only thing that can endure across generations is the convictions they choose to protect.

That is why this book exists.

It does not seek to teach how to run a company.

Nor does it claim to offer answers for every situation.

Its purpose is far simpler—and, at the same time, far more ambitious.

To preserve a way of understanding work.

To share a way of making decisions.

To pass on a culture that can outlive those who first brought it to life.

We believe that a company with soul is not one that never makes mistakes.

It is one that, even when it does, has the humility to acknowledge them, learn from them, and act once again according to its principles.

That is the company we aspire to build.

And that is the company we hope to leave to those who continue this journey.

Our Conviction

Companies leave a legacy when their principles outlive

the people who gave them life.

Our Commitment

To build an organization where trust matters more than convenience, where people always come first, and where every decision can be remembered with peace of mind and pride.

"A company's greatest asset is not its resources. It is the trust it inspires in people."

To Those Who Will Continue This Journey

If you are holding this book today, it is because, in one way or another, you are part of Watur's story.

Perhaps you have just joined this project.

Perhaps you have been walking alongside us for years.

Or perhaps you are reading these pages from a very different place, searching for a different way to understand work and leadership.

Whoever you are, welcome.

This book was written with people like you in mind.

It was not written to tell you what to think.

It was written to share the convictions that gave birth to this company and that we hope to protect for as long as Watur exists.

The day will come when those of us who founded this project are no longer here.

That day should not be a cause for concern.

Quite the opposite.

Every organization that hopes to endure must begin preparing for that day from the moment it is born.

Truly great companies do not endure because they depend on one person.

They endure because many people embrace the same purpose.

That is why this book does not belong to its author.

It belongs to everyone who chooses to live by these principles.

Our greatest hope is not that you will repeat our decisions exactly.

Every generation will face new challenges.

Technology will change.

Markets will change.

Even the way people travel will be different.

The only thing we hope you never forget is what made

Watur different from the very beginning.
Whenever you must choose between speed and doing
what is right, choose what is right.

Whenever you must choose between immediate gain and
a person's trust, always protect that trust.

Whenever you have the opportunity to serve, remember
that behind every reservation, every phone call, and every
conversation is a person with a story who deserves to be
treated with dignity.

If one day you discover a better way to live out these
principles, do it.

We do not want this book to become an untouchable
document.

We want it to remain alive.

To inspire.

To evolve without losing its essence.

Because true legacy is not about preserving words.

It is about keeping alive the convictions that gave them
meaning.

If, by the time you finish this book, you feel that you too are responsible for protecting this culture, then these pages will have fulfilled their purpose.

Our Conviction

Principles endure only when people choose to make them part of their lives.

Our Commitment

To pass on these convictions through our example, trusting that each new generation will enrich this legacy without losing the essence that gave birth to Watur.

"A company truly ceases to belong to its founder when its principles begin to live on in others."

Why Does This Book Exist?

Every company makes decisions.

Some seem small.

Others change the course of an entire organization.

Over time, we came to understand that the most important decisions are not born from circumstances.

They are born from convictions.

As Watur grew, so did a question.

What will happen when those of us who started this project are no longer here?

How can we ensure that the passing of time does not erase what gave meaning to every decision?

The answer was not to write a book of procedures.

Procedures change.

Systems change.

Tools change.

People change.

What truly needs to endure are the principles.

That is why this book exists.

Not to preserve the past.

But to protect what should never change.

It is not intended to teach people how to run a company.

Its purpose is to remind us why it is worth building a different kind of company.

We know that future generations will face challenges we cannot imagine today.

They will encounter new technologies.

New opportunities.

New problems.

We do not want to limit their creativity.

We want to give them a compass.

Every important decision should be able to answer one simple question.

Is it consistent with the convictions that gave birth to Watur?

If the answer is yes, the path will most likely be the right one.

If the answer is no, it is time to pause and reflect before moving forward.

This book was not written to convince anyone.

Convictions cannot be imposed.

They are discovered.

They are understood.

And, in time, they become our own.

Our greatest hope is not that these pages will be admired.

It is that they will be lived.

Because an organization may survive for many years through a sound strategy.

But it will leave a true legacy only when its principles continue to guide the decisions of people who never knew its founder.

That is the purpose of this book.

To become a bridge between Watur's origins and its future.

Our Conviction

Procedures organize a company.

Principles give it purpose.

Our Commitment

To preserve the convictions that gave birth to Watur and pass them on with clarity, so that each new generation can make decisions without losing the essence of this project.

"Principles are the only map that remains useful even when the world has completely changed."

How to Read This Book

This is not a book to be read in a hurry.

Nor was it written to be finished in a few days and then forgotten on a bookshelf.

It was written to accompany you for many years.

Some pages will speak to you immediately.

Others will reveal their meaning only when life places you before a difficult decision.

And some will speak to you differently each time you return to them.

That is only natural.

Principles mature alongside the people who choose to live by them.

Do not expect to find answers here for every situation.

No book can offer them.

What we do hope is that you will find questions that help

you make wiser decisions.

Each chapter is born from a conviction.

And every conviction calls for action.

So, at the end of each principle, take a moment to ask yourself:

How can I live out this idea in my work, in my relationships, and in my decisions?

If a single page helps you act with greater honesty, greater respect, or greater humanity, then this book will already have fulfilled its purpose.

We also invite you to read these pages with a questioning mind.

Not because we doubt them.

But because we believe that deep convictions are not born from obedience.

They are born from understanding.

Question.

Reflect.

Discuss.

Write your own notes in the margins.

Share these ideas with others.

Let this book become a conversation, not a monologue.

If one day you discover a better way to live one of these principles, you will not feel that you have contradicted this book.

You will feel that you have helped it continue to grow.

Because the purpose of a legacy is not to preserve words.

It is to preserve what made those words possible.

When you close the final page, you will not have finished the book.

The real book will begin when you face the next important decision of your life.

That will be the moment when these pages reveal whether they have truly found a place within you.

Our Conviction

The best books do not change the way we think only while we are reading them.

They change the way we live long after we have closed them.

Our Commitment

To read these pages with humility, to live them with integrity, and to pass them on by example, remembering that every culture endures when its convictions are passed from one generation to the next.

"This book ends with its pages. Its true purpose begins with your decisions."

PART I

Our Identity

Every organization must, sooner or later, answer a question that no one else can answer for it.

Who are we?

It is not enough to write a mission statement on a wall.

It is not enough to publish a vision on a website.

It is not enough to repeat a set of values during a meeting.

Our true identity is revealed when circumstances force us to choose between what is easy and what is right.

Every decision reveals what we truly believe.

Organizations are not remembered for the words they use to describe themselves.

They are remembered for the way they act when no one is watching.

That is why this first part is not about business strategies.
It is not about sales.

It is not about growth.

It is about the foundation on which we want to build
everything else.

Because a company can change its services.

It can change its size.

It can change its technology.

It can even change its leaders.

But if it loses its identity, it will eventually become an
organization without direction.

Identity is what remains when everything else changes.

It is the answer we give, again and again, to the most
important question of all.

Who do we want to be?

The principles you will find in the following pages do not
describe a perfect company.

They describe a company that strives to remain true to its convictions, even when doing so requires greater effort.

They are not promises.

They are commitments.

They are not goals already achieved.

They are a direction we seek to follow every single day.

We hope that, by the time you finish this first part, you will not only know Watur better.

We also hope it gives you the opportunity to reflect on the identity you want to build in your own life.

Because every company is born twice.

First, in the character of the people who build it.

Then, in the decisions those people make every day.

"Identity is not declared. It is demonstrated."

Principle I

A Company with a Soul

Before there was a company, there was a conviction.

Before there was a service, there was a way of understanding work.

And before Watur existed, there was a question.

Is it possible to build a business without compromising your principles?

For a long time, that question had no answer.

There was only the desire to build something that would create a positive impact and could grow without sacrificing what truly mattered.

Like many entrepreneurs, the journey began long before the first customer.

There were ideas that never took shape.

Projects that fell short of the hoped-for outcome.

Moments when giving up seemed easier than moving

forward.

Yet every attempt left behind a lesson.

Over the years, we came to understand that a company is not born when it earns its first dollar.

It is born when someone decides that there are certain things they will never be willing to compromise.

For us, those convictions were clear from the very beginning.

Respect for people.

Integrity.

Trust.

Service.

Continuous improvement.

Living by those convictions has not always been easy.

There are times when standing by a principle means walking away from an opportunity.

Other times, it means moving more slowly than everyone

else.

But we believe that growth achieved by abandoning our values is, in the end, another form of failure.

That is why we speak of a company with a soul.

Not because we believe we are different from others.

But because we want to remind ourselves, every day, that the purpose of a company should never be reduced to producing results alone.

Results matter.

They make growth possible.

They create opportunities.

They make investment possible.

They drive innovation.

But they should never become the sole reason an organization exists.

A company finds its true greatness when it improves the lives of the people it encounters.

That is the kind of company we aspire to build.

And that will always be the commitment we hope to pass on to those who continue this story.

Our Conviction

A company's true success begins when its principles are worth more than any immediate result.

Our Commitment

To make decisions that honor the dignity of every person, protect the trust that others place in us, and remember each day that the soul of a company grows stronger through the consistency between what it believes and what it does.

"A company ceases to be just a business when its principles begin to become a legacy."

Principle II

People First

Every company exists because of people.

That statement seems obvious.

Yet over time, many organizations begin to act as though the most important things are metrics, processes, or results.

They forget that behind every number there is a story.

A guest who trusted us to rest after a long journey.

A team member who dedicates their time and talent to making a shared vision possible.

A supplier who chooses to build a relationship founded on trust.

A family hoping to return home with a lasting memory.

When we stop seeing people and begin to see only customers, employees, or suppliers, we risk forgetting what gives meaning to our work.

At Watur, we choose to see the person first.

Then the service.

We believe the best decisions are made when we remember that every interaction has a human impact.

A kind response can change someone's day.

A promise kept strengthens trust.

A sincere apology can repair a mistake.

And a small act of generosity can become a memory that lasts for years.

People rarely remember every detail of a service.

But they almost never forget how they were treated.

That is why we want respect to be independent of someone's position, language, country of origin, or the financial value of the relationship.

Every person deserves to be treated with the same dignity.

That principle never changes.

Nor does it change when circumstances become difficult.

It is precisely in moments of pressure that an organization reveals whether it truly believes in what it claims to stand for.

Choosing people over convenience will not always be the easiest path.

But we are convinced it will always be the right one.

And in time, it will also be the one that builds stronger relationships and a more enduring reputation.

A company may provide outstanding service.

But only a company that puts people at the center leaves a positive mark on the lives of those it serves.

That will always be one of Watur's greatest aspirations.

Our Conviction

People are never a means to an end.

They are the reason the goal is worth pursuing.

Our Commitment

To listen before responding.

To understand before judging.

To serve before demanding.

And to remember, in every decision, that behind every business opportunity is a person who deserves to be treated with respect, integrity, and humanity.

"When a company learns to see people before customers, it begins to build a legacy that no strategy can ever replace."

Principle III

Principles Before Circumstances

Circumstances change.

Principles determine whether we change with them or remain faithful to who we are.

Every organization experiences seasons of abundance and seasons of difficulty.

There will be times of growth.

There will be times of uncertainty.

Opportunities will appear that seem too good to pass up.

There will also be moments when doing the right thing means giving up an immediate gain.

It is precisely in those moments that a company discovers its true identity.

When everything is going well, it is easy to talk about

values.

It is easy to promise integrity.

It is easy to say that people come first.

The real test comes when living by those principles carries a cost.

At Watur, we believe principles were not created for the easy days.

They were created for the difficult ones.

When a decision feels difficult, we do not begin by asking what is most profitable.

We ask which decision we will be able to look back on with peace of mind many years from now.

Circumstances are constantly changing.

Market pressures change.

Expectations change.

Customers' needs change.

If we allow every change to reshape our principles, there

will come a time when we no longer know who we are.

An organization without principles eventually makes decisions based only on convenience.

And convenience changes far too quickly to become a trustworthy guide.

Our principles do not exist to limit our freedom.

They exist to protect what we value most when circumstances try to persuade us to forget it.

That does not mean being inflexible.

It means knowing the difference between what can adapt and what should never be compromised.

Processes can improve.

Strategies can change.

Even the way we work will continue to evolve over time.

But respect for people, integrity, trust, and service will remain the foundation of every decision.

Because we believe true leadership is not about doing what is easiest.

It is about doing what is right, especially when doing so requires greater effort.

That will always be the path we choose to follow.

Not because it is the shortest.

But because it is the only one that allows us to grow without losing sight of who we are along the way.

Our Conviction

Circumstances test our principles; they should never replace them.

Our Commitment

To make decisions that can be upheld not only by their results but also by the integrity with which they were made, remembering that no opportunity is worth sacrificing what gives meaning to our purpose.

"Circumstances may change the landscape. Principles keep us on course."

PART II

Our Way of Thinking

Every company eventually becomes a reflection of the way its people think.

Processes can be copied.

Technology can be purchased.

Products can improve over time.

But the way an organization thinks is shaped slowly, becoming one of the few advantages that no one else can imitate.

That is why this second part is not about business strategies.

It is about the convictions that shape the way we understand success, failure, service, and the future.

These convictions were not born in a boardroom.

They were born from experience.

From projects that did not succeed.

From difficult decisions.

From conversations.

From mistakes that compelled us to change.

And from the hope that gave us the courage to begin once again.

We believe a company learns in much the same way a person does.

Through experience.

That is why we do not want to hide our mistakes.

We want to turn them into part of our wisdom.

The pages that follow describe the way we aspire to think.

Because before transforming an organization, we must first transform the way we see the world.

"Actions build a company. The way we think determines what kind of company we will build."

Principle IV

The Value of Failure

When I was very young, I began my entrepreneurial journey with a purpose that remains unchanged to this day.

I wanted to build something that would make a positive impact on society.

I believed that good ideas and a willingness to work hard would be enough.

Reality proved otherwise.

There were projects that never took off.

Ideas that seemed promising but eventually disappeared.

Moments when every effort seemed to produce no results at all.

At the time, every failure felt like a defeat.

Over the years, I came to realize that I had been looking at the problem from the wrong perspective.

Failure was not the end of the journey.

It was part of the journey.

Every attempt left behind something that did not exist before.

More experience.

More patience.

More humility.

A greater ability to listen.

I discovered that life's deepest lessons rarely arrive during moments of success.

They come when things do not turn out as we expected.

Because failure has an extraordinary ability to reveal what pride often hides.

It reminds us that we still have more to learn.

That we can still improve.

That there is always another way forward.

At Watur, we do not admire those who never make mistakes.

We admire those who have the courage to acknowledge a mistake, learn from it, and try again with greater wisdom.

A company that punishes every mistake eventually creates people who are afraid to innovate.

A company that learns from its mistakes builds a culture where growth is possible.

That does not mean settling for failure.

Our goal will always be to do things well.

But when mistakes happen, we want to use them as opportunities to grow rather than allowing them to stop us.

Because true failure is not falling.

It is choosing to stop learning.

And as long as we remain willing to learn, there will always be an opportunity to begin again.

Our Conviction

Failure ceases to be an enemy when we choose to make it our teacher.

Our Commitment

To accept our mistakes with humility, learn from every experience, and remember that a person's worth is never measured by how many times they fall, but by the way they choose to rise again.

"It was not our successes that shaped our character. It was the lessons we chose never to forget."

Principle V

Hope

Every meaningful endeavor goes through seasons of uncertainty.

There will be days when our efforts seem to produce no results.

Days when the path we have chosen raises more questions than answers.

Days when giving up appears to be a reasonable option.

In those moments, hope ceases to be an emotion.

It becomes a decision.

We often confuse hope with optimism.

We assume that hope means believing everything will turn out well.

Our experience has taught us something different.

Hope is not about passively waiting for a good outcome.

It is about continuing to do what is right even when we cannot yet see the results.

Watur was not born from a story of immediate success.

It was born after years of attempts, lessons learned, and new beginnings.

Every previous project left behind a lesson.

Every difficulty strengthened a conviction.

Every step prepared us for the next.

Looking back, we now understand that many of the things that seem obvious today were only possible because, at some point, we chose not to give up.

Hope has a quiet strength.

It allows us to see beyond the circumstances of the present.

It reminds us that a seed needs time before it becomes a tree.

That relationships require patience before they can grow into trust.

And that the most meaningful achievements are rarely

built in haste.

That is why we want to cultivate a steady hope.

Not a naïve hope.

A hope that works.

That learns.

That perseveres.

That embraces difficult seasons without losing sight of its purpose.

We believe every company needs strategy.

It needs planning.

It needs discipline.

But it also needs hope.

Because there will be decisions that can only be sustained when there are still no guarantees of success.

In those moments, hope reminds us why we began this journey.

And as long as the purpose remains worthy, there will

always be a reason to continue.

Our Conviction

Hope does not change our circumstances.

It changes the way we choose to face them.

Our Commitment

To work with perseverance, remain steadfast in times of uncertainty, and remember that the works that endure are often the result of countless small efforts sustained with patience.

"Hope does not remove life's difficulties. It gives them a meaning that makes it possible to keep moving forward."

Principle VI

The Privilege of Serving

There are many ways to think about work.

For some, it is simply a source of income.

For others, it is an obligation.

For us, work finds its greatest meaning when it becomes an opportunity to serve.

The word service is often associated with a function or a task.

Yet we believe its meaning goes far deeper.

To serve is to recognize that our work has the power to improve another person's life.

It is to understand that behind every interaction is someone who has placed their trust in us.

At Watur, we welcome travelers.

Many arrive after long hours of flying.
Some are visiting Peru for the first time.

Others return hoping to relive a cherished memory.

Each one arrives with expectations, concerns, and dreams that often remain unseen.

Our responsibility goes far beyond providing a clean room or offering useful information.

We have the opportunity to offer peace of mind.

Hospitality.

Trust.

And, at times, the first smile someone encounters upon arriving in an unfamiliar country.

That moment should never be treated as routine.

It is a privilege.

Over time, we have discovered that service has an unexpected effect.

It transforms not only the person who receives it.

It also transforms the one who offers it.

It makes us more attentive.

More patient.

More humble.

It reminds us that true greatness is rarely found at the center of the stage.

More often, it is found in the small acts that make another person's journey a little easier.

Opening a door.

Listening with genuine attention.

Solving a problem before someone has to ask for help.

Walking alongside a person when they feel lost.

These are simple acts.

Yet they are often the ones people remember many years later.

In a world that values speed more than ever, we want to remember the importance of slowing down to serve with care.

Because we believe service ceases to be an obligation once we understand the privilege it represents. Every person who places their trust in us offers a unique opportunity.

The opportunity to show who we truly are.

And no marketing strategy can ever replace the value of that human encounter.

That is why, when we speak of service, we are not thinking only about doing our job well.

We are thinking about honoring the trust that someone chose to place in us.

That will always be one of the greatest privileges of being part of Watur.

Our Conviction

Serving does not diminish the one who serves.

It elevates them.

Our Commitment

To welcome every person with respect, listen with genuine attention, act with generosity, and remember that true service begins long before we provide a solution—it begins when we recognize the dignity of the person standing before us.

"The greatest privilege of our work is that each day someone gives us the opportunity to make their life, even if only a little, better."

Principle VII

The Art of Cultivating

We live in an age that admires speed.

We want immediate results.

Instant answers.

Visible success.

Yet nature reminds us of a truth we often forget.

Everything that is truly worthwhile takes time to grow.

No tree appears the same day it is planted.

First comes the seed.

Then the care.

The water.

The patience.

The sunny days.

The rainy nights.

Only much later do the fruits appear.

Companies are no different.

Trust is not built in a single conversation.

A reputation is not earned through one good deed.

A united team is not created in a single meeting.

Everything must be cultivated.

At Watur, we understand that much of our work is about planting seeds.

We plant trust when we keep a promise.

We plant respect when we listen with genuine attention.

We plant peace of mind when someone discovers they can rely on us.

Many of those seeds will not produce immediate results.

Some will take years.

Others we may never live to see.

But that does not change our responsibility to plant them.

We often think success is about harvesting the fruits.

Our experience has taught us something different.

True growth begins when we learn to enjoy the act of cultivating.

Those who become obsessed only with the harvest eventually miss the beauty of the process.

Those who learn to cultivate understand that every small act has value in itself, even before it produces visible results.

That is how Watur came to be.

It did not appear overnight.

It was the result of many years of learning, mistakes, new opportunities, and countless small decisions made with perseverance.

Every previous project prepared the way for the next.

Every conversation opened a new possibility.

Every person left behind a lesson.

Looking back, we now understand that nothing was wasted. Everything was part of the cultivation.

That is why we believe a company should think like a gardener.

With patience.

With discipline.

With hope.

And with the quiet confidence that the finest harvests never arrive before their time.

We want to build relationships that last for years.

Not sales that last for a day.

We want to inspire trust.

Not merely satisfy an immediate need.

Because we know that whatever is cultivated with dedication eventually develops deep roots.

And it is those roots that allow us to remain steadfast when difficult seasons come.

Our Conviction

The works that endure are never born from haste.

They are born from the patience with which someone chose to cultivate them.

Our Commitment

To plant trust before expecting recognition, cultivate relationships before pursuing results, and work each day with the patience of those who understand that the most valuable harvests always require time.

"Those who learn to cultivate stop obsessing over the harvest and begin to appreciate the privilege of planting."

Principle VIII

True Success

From a very young age, we learn to measure success.

Grades.

Awards.

Titles.

The possessions a person owns.

The positions they achieve.

As time passes, we continue to use similar measures to evaluate companies.

Revenue.

Growth.

Market share.

Profitability.

All of these matter.

It would be a mistake to claim otherwise.

A company must be sustainable if it is to fulfill its purpose.

Yet there is a question we rarely ask ourselves.

What kind of people are we becoming as we pursue success?

We believe that question is even more important than the results themselves.

Because success achieved at the expense of integrity, trust, or human dignity always comes at too high a price.

At Watur, we want to grow.

We want to improve.

We want to innovate.

We want to build a strong and sustainable organization.

But we never want to achieve those things by forgetting what gave birth to this project.

True success is not simply about reaching a goal.

It is about arriving there without losing what made the journey worthwhile.

A company may become the leader in its industry while failing in its responsibility to people.

The opposite can also be true.

A small company can profoundly transform the lives of those who work with it and those who place their trust in its services.

Which one has truly been more successful?

Our answer is simple.

True success is measured not only by what a company achieves.

It is also measured by what it leaves behind.

The trust it inspires.

The culture it builds.

The opportunities it creates.

The peace of mind that comes from looking back and knowing it remained faithful to its principles.

In time, results change.

Markets evolve.

Recognition fades.

The only thing that endures is the impact we leave on

people's lives.

That will always be Watur's most important measure of success.

Because we believe a truly successful company is not the one that accumulates the most resources.

It is the one that improves the lives of those who find in it a place to grow, to serve, and to trust.

That is the success we choose to pursue.

And the only kind of success worth preserving.

Our Conviction

True success is not simply about going farther.

It is about being able to look back with pride on the path we have taken.

Our Commitment

To pursue excellence in every decision without allowing the pursuit of results to make us forget the dignity of people, the integrity that guides us, and the purpose that gave birth to Watur.

"Success loses its value when it demands that we abandon what gave it meaning in the first place."

Principle IX

The Value of Doubt

We live in a culture that often admires those who always seem to have an answer.

We confuse confidence with wisdom.

We assume that a good leader is someone who never doubts.

Our experience has taught us exactly the opposite.

People who stop asking questions also stop learning.

When it springs from humility rather than fear, doubt becomes one of the greatest sources of growth.

It compels us to listen.

To observe more carefully.

To recognize that there is still much we do not know.

Every great advance in human history began with a question.

Every discovery was born because someone dared to question what seemed obvious.

Organizations also grow when they preserve that same willingness to ask whether there might be a better way.

At Watur, we are not looking for people who always appear to be right.

We are looking for people who have the integrity to admit when they do not know an answer, and the willingness to seek it.

We believe a good question can prevent a costly mistake.

It can open the door to a new opportunity.

It can strengthen a relationship.

It can completely change the way we understand a problem.

Doubt also protects organizations from pride.

When we believe there is nothing left to learn, we stop listening.

And when we stop listening, we slowly begin to drift away from the very people we hope to serve.
That does not mean living in constant indecision.

Doubt is not a place to remain.

It is a bridge to deeper understanding.

There comes a moment when every organization must decide.

And when that moment arrives, we want to do so after listening, reflecting, and learning.

Trust is not built by pretending to be certain.

It is built by acting responsibly.

That is why we value those who ask questions with respect.

Those who challenge ideas with thoughtful reasoning.

Those who help improve a decision before it is too late.

Because we believe that the sincere pursuit of truth is far more valuable than the desire to prove ourselves right.

A company that stops questioning itself slowly begins to stop growing.

We want to avoid that risk.

We want to preserve the humility to keep learning,

always.

That will remain one of our greatest strengths.

Our Conviction

The best decisions are not made by those who believe they know everything, but by those who never stop learning.

Our Commitment

To listen before reaching conclusions, ask before making assumptions, and maintain a lifelong commitment to learning, convinced that intellectual humility strengthens both people and organizations.

"The moment we stop asking questions, we begin—often without realizing it—to drift away from the truth."

PART III

Our Way of Acting

Convictions have meaning only when they are put into action.

It is easy to admire principles.

It is far more difficult to live by them.

An organization does not build its culture through what it writes in a document.

It builds it through what it chooses to practice every day.

Small decisions ultimately shape the character of a company.

A phone call answered with patience.

A promise kept.

A mistake acknowledged without making excuses.

A problem resolved with integrity.

None of these actions usually appears in a performance

report.

Yet they are precisely the actions people remember.

Trust is never built through a single inspiring speech.

It is built through hundreds of small, consistent actions.

That is why this part of the book is about behavior.

Not theory.

Because we believe Watur's legacy will depend far less on the ideas we share and far more on the way we choose to live them.

"Convictions inspire. Actions persuade."

Principle X

Integrity in Action

There is a difference between saying the right thing and doing the right thing.

The first requires words.

The second requires character.

People hear what a company says.

But they believe, above all, what they see.

That is why consistency is one of the most valuable assets an organization can build.

When our actions align with our words, trust is born.

When they contradict one another, even the best intentions lose their credibility.

At Watur, we want our decisions to speak before our words do.

We do not aspire to be perfect.

We aspire to be consistent.

That means acknowledging our mistakes when they occur.

Keeping the promises we make.

Accepting the consequences of our decisions.

And acting the same way whether someone is watching or no one is.

Consistency also requires patience.

A reputation is not built overnight.

Every decision strengthens or weakens the image people form of us.

Over time, the accumulation of those small decisions defines who we are.

Many organizations devote great effort to protecting their image.

We would rather protect our character.

Because a positive image can be created through advertising.

A strong reputation can only be built through consistency.

We also know there will be times when we fall short of

our own principles.

When that happens, we will not try to justify the mistake.

We will acknowledge it.

We will learn from it.

And we will return to acting in accordance with what we believe.

Because consistency does not mean never making mistakes.

It means never stopping our journey in the same direction.

That will always be our commitment.

Our Conviction

Trust grows when our actions confirm our words.

Our Commitment

To act with integrity in every circumstance, keep our promises, and remember that every decision strengthens or weakens the culture we are building.

"A company's culture is not written. It is demonstrated every single day."

Principle XI

The Joy of Serving

There is a difference between completing a task and doing it with joy.

The task ends when it is finished.

Joy remains long after the work is done.

At Watur, we believe service should never feel like an obligation.

It should become a natural expression of who we are.

Not because every day is easy.

Not because we are always in good spirits.

But because we understand the meaning behind what we do.

Every person who comes to us has chosen to place their trust in us.

That trust deserves far more than efficiency.

It deserves warmth.

It deserves respect.

It deserves an attitude that makes every guest feel that they truly matter.

The joy of serving is not about smiling all the time.

It is about carrying out every task with the satisfaction of knowing it has a purpose.

Preparing a room.

Answering a question.

Resolving a problem.

Guiding a traveler who has just arrived.

These may seem like simple actions.

Yet for the person receiving them, they can make the difference between an ordinary experience and an unforgettable memory.

People often forget material details.

But they remember with remarkable clarity how they

were made to feel.

That is why our greatest aspiration is not simply to provide excellent service.

We want those who pass through Watur to remember that they encountered people who genuinely enjoyed helping others.

Joy also transforms teams.

Working alongside people who serve with enthusiasm builds trust.

It makes challenges easier to face.

It strengthens relationships.

And it turns everyday work into a shared experience.

When service is offered with joy, it ceases to be a burden.

It becomes an opportunity to express gratitude for the privilege of contributing to someone else's well-being.

That attitude does not depend on circumstances.

It depends on the decision we make each morning as we

begin our work.

We choose that attitude again and again.

Because we know that true service begins in the heart long before it becomes an action.

And we believe that an organization where people find joy in serving is an organization capable of bringing hope even through life's simplest moments.

That will always be one of the qualities we seek to preserve.

Our Conviction

True joy is born when we discover that serving transforms not only those we serve, but also ourselves.

Our Commitment

To work with gratitude, welcome every person with an open heart, and remember that every encounter is an opportunity to leave a positive mark on someone's life.

"The finest welcome is not a forced smile; it is the genuine joy of making someone feel they have arrived in the right place."

Principle XII

Trust

Trust is one of the most valuable gifts a person can offer.

It is also one of the hardest things to restore once it has been lost.

It does not appear overnight.

It cannot be bought.

It cannot be demanded.

It is built slowly, one decision at a time.

One word at a time.

One action at a time.

At Watur, we believe trust is not the result of success.

It is the foundation that makes lasting success possible.

Every person who books a room, asks for a recommendation, or seeks our help is making an act of trust.

Even without saying a word, they are telling us:

"I believe you will do what you promise."

That trust is a responsibility.

Not an entitlement.

That is why we strive to care for every detail.

To respond with honesty.

To acknowledge what we can do—and what we cannot.

To honor every commitment we make.

And when we make a mistake, to own it with transparency.

People understand that no one is perfect.

What they rarely forgive is deception, excuses, or indifference.

Trust is also built within an organization.

Between those who work together.

Between those who collaborate.

Between those who support one another in pursuit of a shared purpose.

A team where people do not trust one another ends up spending much of its energy protecting itself.

A team built on trust devotes that same energy to creating, learning, and serving.

Over the years, we have come to realize that trust possesses an extraordinary quality.

It creates freedom.

When people trust one another, relationships become simpler.

Decisions are made more quickly.

Collaboration arises naturally.

And work regains a deeper sense of purpose.

That is why we do not want to build a company based only on controls.

We want to build a company where trust makes more human and more responsible relationships possible.

We know that protecting trust will sometimes require giving up immediate gains.

But we also know that no opportunity is worth the cost

of losing our credibility.

Because trust takes years to build.

And only a moment to destroy.

That will always remain one of our greatest commitments.

Never to do anything that would cause people to question whether they can trust our word.

Our Conviction

Trust is not the reward we receive at the end of the journey.

It is the path upon which everything else is built.

Our Commitment

To act with transparency, keep our promises, and protect the trust of others as Watur's most valuable asset, remembering that every decision has the power to strengthen it—or weaken it.

"Trust is built slowly, demonstrated every day, and protected for a lifetime."

PART IV

The Legacy We Will Leave

Every meaningful endeavor eventually faces a question.

Not how much it achieved.

But what it will leave behind when those who began it are no longer here.

Companies are born.

They grow.

They change.

Some disappear.

Others endure for generations.

The difference rarely depends only on the resources they possess.

It depends on what they choose to preserve.

Some organizations pass on knowledge.

Others pass on processes.

We want to pass on convictions.

Because we believe an organization can reinvent its products, adapt its strategy, and continue to evolve over time.

What it should never lose is the reason it exists.

A company's legacy is not measured by the number of buildings it constructed.

Nor by the sales it achieved.

Not even by the years it remained in business.

Its true legacy is found in people.

In the trust it inspired.

In the opportunities it created.

In the example it left behind.

That is why we wrote this book.

Not to preserve the past.

But to offer a compass to those who will build the future.

We hope future generations will accomplish things greater than we ever did.

That they will discover new solutions.

That they will develop new ideas.

That they will take Watur far beyond anything we imagined.

But we also hope that, no matter how much the world changes, they will never forget what gave birth to this project.

Because principles do not belong to a particular era.

They belong to the people who choose to live by them.

And as long as there is someone willing to do so, Watur will always preserve its soul.

"A legacy is not about leaving instructions. It is about leaving convictions capable of inspiring future generations."

Principle XIII

The Seed

Every forest began as a seed.

Small.

Quiet.

Easy to overlook.

Yet within it already existed the potential to become something far greater.

Organizations are born in much the same way.

They do not begin with buildings.

They do not begin with recognition.

They do not even begin with customers.

They begin with an idea.

And above all, with a conviction.

When Watur was born, no one could know what its future would hold.

All that existed was the decision to build a company where people would always come first.

That was the first seed.

In time, others followed.

Trust.

Service.

Hope.

Integrity.

Every principle was planted long before it became a visible reality.

Today, we understand that planting a seed is one of the most generous acts a person can perform.

Those who plant accept that they may never be the ones who fully enjoy the harvest.

And yet they choose to plant anyway.

Because they understand that one day, someone will find shade beneath that tree.

The same is true of a company's culture.

Every conversation.

Every decision.

Every example.

Every act of integrity.

Every opportunity to serve.

Each one represents another seed.

Some will grow quickly.

Others will take years.

And some will bear fruit that we may never live to see.

But that does not diminish their value.

On the contrary.

It gives them even greater meaning.

We want everyone who becomes part of Watur to understand that they, too, are sowers.

Not only of results.

But of trust.

Of respect.

Of humanity.

Because the future of an organization will never depend on its strategies alone.

It will depend on the seeds each generation chooses to plant for the next.

That will always remain our greatest commitment.

To plant today what others will be grateful for tomorrow.

Our Conviction

Every lasting transformation begins with a small seed nurtured with patience.

Our Commitment

To plant principles before interests, nurture our culture before choosing comfort, and remember that every decision we make today shapes the forest future generations will one day inherit.

"We do not inherit the future. We cultivate it with every seed we choose to plant today."

Principle XIV

Before Building a Company

We often think a company begins the day its name is registered, an office is opened, or the first customer arrives.

Our experience has been different.

A company begins much earlier.

It begins in the character of the person who chooses to build it.

Before learning to lead others, we must first learn to lead ourselves.

Before managing resources, we must learn to manage our decisions.

Before expecting others to trust us, we must become people worthy of that trust.

Looking back, we realize that Watur was not born on the day it welcomed its first guest.

It was born many years earlier.

It was born in every attempt that failed.

In every mistake that forced us to begin again.

In every moment we chose to remain faithful to our principles, even when it seemed easier to abandon them.

Those years were not a time of waiting.

They were a time of preparation.

Without realizing it, we were building something far more important than a company.

We were building the character required to sustain it.

In time, we discovered that every organization eventually comes to resemble the people who lead it.

If its leaders act with integrity, that integrity becomes part of the culture.

If they live with consistency, consistency becomes a habit.

If they place people above immediate interests, the organization learns to do the same.

On the other hand, when leaders accept small

Inconsistencies believing that no one will notice, those small compromises eventually become part of the company's identity.

Culture is never born from speeches.

It is born from example.

That is why we believe the greatest investment an organization can make is not merely in technology, infrastructure, or financial growth.

Its greatest investment will always be the human development of the people who make it possible.

A strong company can overcome a crisis.

A person of integrity can rebuild a company.

But no company can preserve its true essence if those who lead it stop cultivating their own character.

That is why this principle holds such an important place in this book.

Because before building an extraordinary organization, we must strive to become people of extraordinary integrity.

Everything else will follow.

Our Conviction

The quality of a company will never exceed the human quality of the people who build it.

Our Commitment

To invest every day in our own growth, care for our character with the same dedication we give to our projects, and remember that leadership always begins with example.

"The first company every person must build is their own character."

Principle XV

The Compass

There will come a day when this book will not provide the exact answer to a particular decision.

Not because it is incomplete.

But because the future will always present situations no one can foresee.

There will be new technologies.

New ways of working.

New challenges.

New opportunities.

Circumstances will change again and again.

That is why we never wanted to write a book filled with rules.

Rules grow outdated.

Principles endure.

The most valuable thing we can leave behind is not a collection of answers.

It is a compass.

A compass does not choose the path for us.

It helps us stay on course.

After many years of building businesses, we came to realize that nearly every important decision could begin by answering three questions.

They do not eliminate uncertainty.

But they illuminate the way.

The First Question

Does this decision respect the dignity of every person?

If a decision requires treating someone merely as a means to achieve an end, we have probably already begun to drift away from what we believe.

People must never become just another resource.

They are the reason our work exists.

The Second Question

Does this decision strengthen trust?

Trust takes years to build.

It can be lost in a single moment.

Before we act, we should ask whether what we are about to do will strengthen or weaken the trust others have placed in us.

If the answer is no, we should stop.

The Third Question

Will I be proud of this decision ten years from now?

The short term often exerts enormous pressure.

Some decisions seem convenient today.

Only time reveals whether they were also the right ones.

This question compels us to look beyond immediate gain.

It reminds us that character is built with the long term in mind.

These three questions do not replace wisdom.

They do not replace dialogue.

They do not eliminate the need to keep learning.

But they provide a starting point for every important decision.

Each generation will face different challenges.

Yet as long as these questions continue to guide our decisions, we believe Watur will remain faithful to the direction that inspired its beginning.

Because a true legacy is never about leaving a path completely mapped out.

It is about leaving a compass so that others can find their own way.

And if one day this book no longer exists, yet these three questions continue to live on in the decisions people make, then we will have achieved exactly what we set out to accomplish from the very beginning.

Our Conviction

Principles do not limit our freedom.

They give it direction.

Our Commitment

To pause before every important decision, remember these three questions, and act in a way that allows us to look toward the future with peace of mind, knowing we chose the right path even when it was not the easiest one.

"When you are unsure which path to take, let your principles be the compass that guides your steps."

The Watur Creed

We believe that success never justifies the loss of our principles.

We believe that principles are what give true meaning to success.

We believe that every person deserves to be treated with dignity, regardless of their background, their language, their profession, or the circumstances that brought them to us.

We believe that trust is built slowly, and that every decision has the power either to strengthen it or to destroy it.

We believe that serving is a privilege.

Because every person who places their trust in us gives us the opportunity to leave a positive mark on their life.

We believe that integrity allows no exceptions.

That consistency is worth more than any speech.

And that actions will always speak more powerfully than words.

We believe that failure can become a teacher when we have the humility to learn.

That doubt can become a source of wisdom when it springs from a sincere desire to understand.

And that hope is the decision to keep doing what is right even when we cannot yet see the results.

We believe that great companies are not built on strategy alone.

They are built on character.

On patience.

On trust.

And on people who understand that the common good always deserves a place in every decision.

We believe that no organization will ever be better than the people who build it.

That is why we begin by working on ourselves.

Because we know that culture begins with example.

We believe that every generation receives a seed.

And that its responsibility is not merely to preserve it, but to pass it on stronger to those who come after.

We believe that true success is not simply about going farther.

It is about arriving without ever ceasing to be who we chose to become.

That is why we choose people before results.

Trust before convenience.

Integrity before immediate gain.

Service before recognition.

The long term before temporary reward.

We do not seek to become the biggest company.

We seek to become a company we can be proud of.

A company that inspires trust.

That creates opportunities.

That serves with joy.

And that leaves the world, even if only a little, better than it found it.

This is the path we have chosen.

This is the legacy we want to build.

This is the spirit we hope to pass on.

This is our commitment.

This is the Watur Creed.

Epilogue

When I began this journey, I believed I was building a company.

Over the years, I came to realize that I was building something far more important.

I was building a way of doing things.

A way of relating to people.

A way of understanding success.

And above all, a way of remembering that no goal has real value if achieving it requires us to stop being who we chose to become.

Watur will change.

That is only natural.

New people will come.

New ideas.

New projects.

New challenges.

I hope all of that happens.

It will be a sign that the company is alive.

The only thing I hope never changes is what gave birth to this project.

Respect for people.

Integrity.

Trust.

Service.

Hope.

Consistency.

If those principles endure, everything else can evolve without losing its essence.

If one day this book finds its way into your hands many years after it was written, I would like to ask you one favor.

Do not read it as a book of rules.

Read it as a conversation between generations.

We received wisdom from those who walked before us.

Now it is our turn to pass on what we have learned.

Not so that you will repeat it exactly.

But so that you may build something even better.

That will be this book's greatest success.

Not that its words remain unchanged.

But that its convictions remain alive.

If you ever face a difficult decision, remember one simple truth.

Circumstances change.

Principles endure.

And when you cannot find an immediate answer, return to the question that inspired the birth of Watur.

Which decision best honors the dignity of people and the legacy we hope to leave behind?

If you answer that question honestly, you will probably already know the way forward.

Thank you for giving your time to these pages.

Thank you for choosing to continue this story.

And above all, thank you for proving that it is still possible to build companies where success and humanity walk side by side.

The future of Watur no longer belongs only to those of us who founded it.

It belongs to everyone who, from this day forward, chooses to live by these principles.

Protect them.

Strengthen them.

Pass them on.

And one day, entrust them to those who continue this journey after you.

That will be the moment when this book has truly fulfilled its purpose.

Juan Carlos Talavera Gonzaga

Founder of Watur

*"Companies can change the world. But only those that preserve
their soul can also change people's lives."*

The Voice of Thought

When I first began talking with an artificial intelligence, I thought I had found a tool for answering questions. I never imagined I would find a space where my thoughts could begin to take shape.

For many years, I carried ideas, dreams, and reflections that lived only in my mind. I knew they were there, but I struggled to organize them and express them clearly. More than once, a good idea was lost simply because I could not find the words to share it.

Then something unexpected happened.

Artificial intelligence did not place new ideas in my mind.

It did not live my experiences.

Nor did it write my story.

What it did was listen, ask questions, bring order to my thoughts, and help me discover that many of the answers were already within me.

That process gave birth to The Watur Book.

Without this tool, the book would probably never have existed. Not because the ideas were missing, but because I had not yet found a way to shape them into a book.

I came to understand that artificial intelligence can be much more than a source of information. It can become a mirror in which we see our own thoughts more clearly. It can help us connect ideas, discover relationships we had never noticed before, and give voice to what had remained unspoken for years.

It is like a companion on the journey of learning. It does not walk the path for us, but it illuminates paths we might never have explored on our own.

I also discovered something about myself. I used to believe I was not capable of writing a book. Today I understand that the ability was always there; what I lacked was a tool to help me organize it and give it a voice.

Artificial intelligence does not replace human creativity.

Nor does it replace experience, values, or purpose.

All of those still belong to the individual.

What it does is expand our ability to communicate what we carry within us.

We are living in an extraordinary moment. For the first time in history, millions of people have access to a companion capable of teaching, questioning, inspiring, and helping them create. Like every powerful tool, its true value depends on how we choose to use it.

My hope is that we will use it not only to work faster, but to think more deeply, learn more, serve more generously, and leave a positive mark on the world.

Because every great work begins in the human heart.

Artificial intelligence can simply help it find its voice.

"Artificial intelligence did not give me new convictions. It helped me discover that they were already there."

If any of these pages leave a mark on you, here you will find the way back to them.

PART I • OUR IDENTITY	20
A Company with a Soul	23
People First	27
Principles Before Circumstances	31
PART II • OUR WAY OF THINKING	35
The Value of Failure	37
Hope	41
The Privilege of Serving	45
The Art of Cultivating	49
True Success	53
The Value of Doubt	57
PART III • OUR WAY OF ACTING	61
Integrity in Action	63
The Joy of Serving	66
Trust	70
PART IV • THE LEGACY WE WILL LEAVE	74
The Seed	77
Before Building a Company	81
The Compass	85
 The Watur Creed	 90
Epilogue	93
The Voice of Thought	97

The Journey Continues

If any of its ideas inspired you, sparked a reflection, or offered a new perspective, I would love to hear from you.

Your feedback will help this project continue to grow and reach more people.

Scan the QR code to:

Share your thoughts and feedback.

Learn about new Watur initiatives.

Discover different ways to support this project, including the option to make a voluntary donation.

Every comment, every idea, and every act of support plants a new seed for the future of Watur.

Thank you for being part of this journey.

