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Creating Three New Bike Tours in Santiago de Chile

Case Study: Huaso Tours & Bike Rental

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2015 Kerava



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The purpose of this Bachelor's thesis was to create new bike tour services for the thesis case company Huaso Tours & Bike Rental, based in Santiago de Chile. The idea for the thesis was perceived from a free time activity of mountain biking in Santiago de Chile's popular tourist attraction San Cristobal hill. This park draws thousands of bikers monthly to enjoy the green areas of the city, however, there is no mountain bike service offered to visit this hill. By conducting a small pre-research of the tourism destination combined to mountain biking, high level of interest to this form of bicycle tourism service was detected.

The thesis consists of theoretical part and empirical research. The theoretical framework contains an introduction to the destination Santiago de Chile as well as to the case company, definitions of tourism product, bicycle tourism and service design, including the standards for providing bike tour services in the destination country. These themes are researched from various literature resources, articles and webpages, such as Chile's National Tourism Service's webpages. The empirical research uses semi-structured theme interview and participant observation, and documentation as research methods. The theme interview was conducted with Hostel Cienfuegos' Front Desk Manager: Carla Ausset. The new bike tours were tested on three different days, and new program presentation sheets were created for the new tours.

Cycling is a fun and ecological way of exploring the city's best destinations. In developing cycling as tourism activity, certain supplementary needs should be taken into account. These requirements include safe, appropriate, and attractive routes in low-traffic roads. In addition, cycling should be already a popular activity in the particular area since this endorses the formation of healthy, bicycle-friendly environment. There has not been much of dialogue concerning the differences of bicycle tourists and other tourists, although it is essential to consider that cycling appeals to all ages and many different target groups.

Keywords: bicycle tourism, tourism product development, cycling service program, Santiago de Chile

Jenni Heino

**Kolmen uuden pyöräkiertoajelun luominen Santiago de Chilessä
Tapaustutkimus: Huaso Tours & Bike Rental**

Vuosi 2015 Sivumäärä 51

Tämän opinnäytetyön tarkoituksena oli luoda uusia pyöräkiertoajeluja Santiago de Chilessä sijaitsevalle tutkimuksen kohdeyritykselle Huaso Tours & Bike Rentalille. Opinnäytetyössä tutkittiin Santiagon kaupungin, sekä paikallisten kohteiden soveltuvuutta pyöräilymatkailulle. Tutkimuksen idea saatiin maastopyöräilyharrastuksesta kaupungin matkailukohteeseen San Cristobal kukkulalle, joka on erityisesti pyöräilijöiden suosima vapaa-ajanviettokohde. Puistossa käy kuukausittain tuhansia pyöräilijöitä, mutta tarjolla ei ole tähän mennessä ollut maastopyöräilypalveluja turisteille. Kyseisen matkailukohteen tarjoamisesta turisteille maastopyöräilyn muodossa tehtiin pieni esitutkimus, jonka mukaan palvelulle havaittiin reilusti kiinnostusta.

Tutkimus sisältää teoriaosuuden ja empiirisen osuuden. Teoreettinen viitekehys sisältää johdannon matkailukohteeseen Santiago de Chileen sekä kohdeyritykseen, määritelmät matkailutuotteelle, pyöräilymatkailulle, palvelujen suunnittelulle sekä standardit pyöräkiertoajelupalveluiden myymiselle kohdemaassa. Tutkimuksessa käytettiin monipuolisesti kirjallisia lähteitä, sekä artikkeleita ja verkkosivuja, kuten Chilen matkailun edistämiskeskuksen julkaisuja. Tutkimuksen empiirisessä osuudessa käytettiin laadullisia tutkimusmenetelmiä puolistrukturoitua teemahaastattelua ja osallistuvaa havainnointia sekä dokumentointia. Tutkimuksen teemahaastattelussa haastateltavana oli Carla Ausset, Hostel Cienfuegos -hostellin Front Desk Manager. Uudet pyöräkiertoajelut testattiin kolmena eri päivänä ja kiertoajeluille luotiin omat ohjelmapalvelu esitteensä.

Pyöräily on hauska ja ympäristöystävällinen tapa nauttia kaupungin parhaista antimista. Kehitettäessä pyöräilyä matkailutoimintana tulisi ottaa huomioon tiettyjä vaatimuksia. Näihin vaatimuksiin kuuluu turvalliset, asianmukaiset ja houkuttelevat reitit vähäliikenteisillä teillä. Lisäksi pyöräilyn pitäisi olla jo suosittua kyseisellä alueella, sillä tämä tukee polkupyörä ystävällisen ympäristön muodostumista. Polkupyörämatkailijoiden ja muiden matkailijatyyppeiden välisistä eroista ei ole ollut olemassa paljon vuoropuhelua. On tärkeää kuitenkin ottaa huomioon, että pyöräily vetoaa kaikenikäisiin matkustajiin ja moniin eri kohderyhmiin.

Asiasanat: pyöräilymatkailu, matkailutuotteen tuotekehitys, pyöräohjelmapalvelu, Santiago de Chile

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1 Introduction

1.1 Thesis Purpose and Goals

This thesis consists of the development process of three new bike tours in Santiago de Chile with the objective of becoming actual services for the tour operator company Huaso Tours & Bike Rental, positioned in Santiago de Chile. The author is the co-founder of this company; she arrived in Chile to realize exchange studies for one year, after what she decided to establish in the country. The author was introduced to the tourism industry of the country during her exchange studies. The knowledge obtained of Santiago's tourism destinations during the exchange studies, as well as of the researcher's free time activity: mountain biking was desired to bond in order to create a tourist product. The purpose of the thesis is to create bicycle tourism products that provide tourists with enjoyable experiences in the form of biking. Furthermore, Santiago de Chile's applicability as bicycle tourism destination, and regulations for the tourism enterprises to provide bicycle tourism services are researched. These themes are researched from various literature resources, articles and webpages, as well as through qualitative interviewing, and participant observation and documentation in the destination. As mentioned, the idea of creating bicycle tourism services in Santiago de Chile started from the founders' free time activity of mountain biking in the city's renowned attraction San Cristobal Hill, located in the Metropolitan Park of Santiago. The park draws thousands of bikers monthly to enjoy the beautiful panoramic views and the green areas of the city, however, there is no mountain bike service created in order to visit this hill. The author discovered when discussing with the Metropolitan Park's tourist information officers that various inquiries of mountain bikes had been concreted in order to explore the San Cristobal hill. This was the first stimulating factor to initiate the bike tour service development process.

Chile has one of the most stable, open and competitive economies in Latin America. The country can be counted as the best evaluated economy in the continent, as well as one of the best estimated emerging economies worldwide. This is due to constant economic growth and social progress, together with governmental changes that are aimed to appeal foreign direct investment. However, for foreign investors it is difficult to navigate its bureaucratic environment, why having local help and know-how positioned in the country is essential. (TMF Group 2015) Santiago de Chile has rather favourable climate around the year what permits bike tour services to be performed throughout the year. As possessing these advantages, the developing of the bike tour service was further encouraged.

1.2 Case Company Introduction: Huaso Tours & Bike Rental

Huaso Tours & Bike Rental is a tour operator founded in June 2015 by the researcher Jenni Heino, and Chilean Mario Jorquera. The company's main operating field is guided bike tours in the capital, Santiago. In addition, the company offers mountain bike rentals, as well as private activity tours to Valparaiso, Viña del Mar and to National Reserve of Altos de Lircay. The tour operator was able to be formed successfully with Jorquera, event professional, possessing the local know-how and connections in terms of founding and running a company. Huaso Tours & Bike Rental is registered in the SERNATUR'S database. SERNATUR is the abbreviation for Chile's National Tourism Service. It is a government department that is dedicated to the promotion and strengthening of tourism in the country.

Huaso Tours & Bike Rental's vision is to provide light-weighted, quality mountain bikes that facilitate the use of bicycle in different terrains; walking or hiking trails, parks, roads, and pavement. Another objective is to transmit Chilean culture in an enjoyable way. This contains the idea of exploring the capital city's typical and local places, while enjoying a relaxed bike ride. The Tour operator's name: Huaso Tour & Bike Rental has a special origin. The word "Huaso" is a Chilean term referring to the national countryman figure, equivalent to a cowboy. This term is evolved through the history of Latin American countries; in fact, every Latin American country has its cowboy figure with particular elements connecting it to the country. For instance Huaso, in Puerto Rico is "jíbaro", in Argentina and Uruguay "gaucho", and in Mexico "charro". Huaso is an important part of the country's folkloric culture, as it showcases the traditional Chilean music and dance "Cueca". The Huaso figure becomes more prominent during the Chilean national week's celebration, when you can see adults and children wearing some of the elements of the Huaso attire. (Speakinglatino.com 2014)



Picture 1: Chilean countryman figure Huaso performing the national dance Cueca. (Educagratis.org 2010)



Picture 2: Huaso Tours & Bike Rental company logo. (Gallardo 2015)

Picture 1 represents the Chilean countryman figure Huaso performing the traditional dance “cueca”. Picture 2 showcases the company logo created based on the Huaso figure, and the company’s service proposition. The logo is designed by graphic designer Alvaro Gallardo.

1.3 Market Research: Existing Bicycle Tourism Services in Santiago

In Chile every company working in the tourism industry is obliged to register its activity in the SERNATUR’s database. However, there exist a number of tour operators and travel agencies that are not registered what makes it more difficult to keep track on all the existing companies. The direct competitors of Huaso Tours & Bike Rental are the tour operators: La Bicicleta Verde and Paseos en Bicicleta. La Bicicleta Verde, freely translated as “The Green Bicycle”, was founded in 2007. The company is the first one in Santiago to offer bike rentals and guided bike tours, and it has gained its firm place in the market. La Bicicleta Verde offers city bike, tandem bike and mountain bike rentals, as well as guided City Bike Tours, and Bike and Wine tours. (La Bicicleta Verde 2013).

The guided bike tours La Bicicleta Verde offers are: Bike and Wine Tour Cousin Macul, Bike and Wine Full Day Tour Santa Rita, Local Life and Markets Morning Tour, and Parks and Politics Afternoon Tour. The tours are realized on urban bikes and the prices range from 36 USD to 200 USD, including the city bike, helmet, lock, guide, and a bottle of water/ice-cream/snack/lunch/wine-tasting, depending on the tour. The tours are offered in English and Spanish, and they are realized in mixed groups. Minimum passenger requirement, however, is one person. In addition, La Bicicleta

Verde realizes walking tours in the capital, and in the port city Valparaiso. However, the company does not offer mountain bike tours. (La Bicicleta Verde 2013) Another direct competitor of Huaso Tours & Bike Rental is Paseos en Bicicleta. This company offers a wide range of guided bike tours, not only in the capital city, but also in different regions in Chile. The guided bike tours this company offers in Santiago are: Old Santiago, Parks and Wines, Santiago by night, and Eat and bike. These tours are realized in small groups, on mountain bike, and the duration of the tours is approximately four hours. The prices range from 86 -134 USD per person, which includes a snack. Minimum passenger requirement for the tours is two people and the tours are offered in English, Spanish and Italian. The company does not offer bike rentals. (Paseos en Bicicleta 2015)

Besides these guided bike services, Santiago has a new public bike rental service called “Bike Santiago” that can be counted also as a competitor to Huaso Tours & Bike Rental. This service is introduced in 2015 to the citizens and visitors of Santiago. Bike Santiago is the first public bike system in Chile, developed and operated by Latam Bicycle in cooperation with Trek International, the leading manufacturer of bicycles in the world. The project was implemented under the sponsorships of Banco Itau, Itau Bank. Bike Santiago is a social enterprise with the aim of making accessible an efficient, safe and sustainable solution for the transportation needs to the people of Santiago. (Bike Santiago 2015) There have been built several bike stations next to metro stations and the most popular public spots where the people can pick up the recognizable orange urban bikes. The bike rental system has a monthly cost and requires a membership that is demonstrated with a special “B-card”. This service has become extremely popular during the previous months not only among the locals, but also the tourists, for whom; however, there is a slightly higher cost of the service.

2 Destination Description

2.1 Chile as Tourism Destination



Picture 3: Chile and Santiago de Chile on the map. (Gestión de Operaciones 2015)

As picture 3 showcases, Chile is a country located in the Western South-America bordering with Argentina, Bolivia and Peru. The country has a very special natural feature as it exceeds to a longitude of 4200 kilometers, but to latitude of only 440 kilometers, which contains different types of climate and geography. Chile's diverse territory includes the recognized Atacama Desert, Easter Island, Southern Patagonia, as well as part of Antarctica. The Northern Region consists largely of the Atacama Desert, the most arid and driest desert on the planet. The Central Region, on the contrary, contains two dominant mountain ranges, the Cordillera de la Costa and the Andes, generating a series of valleys and rivers. Chile's Southern Region Patagonia is acknowledged for its beautiful lakes, forests and snow-capped volcanoes. In addition, as the country lies on the western coast of South-America, Chile has a long coastal line of the Pacific Ocean. (Servicio Nacional de Turismo Chile 2014)

Tourism sector in Chile is fairly new compared to countries with longer history of tourism industry, such as France, United States or Spain. Chile was under Augusto Pinochet's military government from 1973 until 1989, which had its affect in the tourism sector progress. A desired progress for tourism industry in Chile is showcased in an article written by Joe Hinchliffe, published in Merco Press. The article indicates Tourism to be only 5% of Chile's GDP in year 2011. Nevertheless, Chile perceives to develop its tourism industry in the following ten years by targeting this industry to stand as the 3rd largest sector by year 2020. "The tourism industry has been built on Chile's diversity of natural landscapes -- from the moon-scape deserts of Atacama to the fjords of the Patagonia -- which have lent it a reputation as a premier adventure destination". (Hinchliffe 2011) Furthermore, the Adventure Travel Development Index of 2011 ranks Chile as the third best developing country for adventure tourism in the world. Chile gets the highest score of all developing countries in the categories of sustainable development, safety, natural resources and image as an adventure tourism destination. Chile is classified to obtain more natural resources than Canada, and more adventure resources than New Zealand. (Adventure Travel Development Index 2011, 7-8) Besides these surveys, statistics of incoming tourists indicate Chile to experience a 30% increase in the tourist arrivals from 2010 to 2013. (Nacional La Tercera 2013). In fact, in 2012 The South American Hotel & Tourism Investment Conference (SAHIC) identified Chile as the fastest growing tourism destination in South America (This is Chile 2012). A more recent significant grow is discovered in January 2015 where an increase of 10, 9% in the tourist arrivals compared to the previous year is experienced. (Intolerancia Diario 2015)

NACIONALIDAD	Total 2014	Variación año completo (%)		
		11/10	12/11	13/12
Total general	3.672.803	12,0	13,3	0,6
AFRICA	3.840	4,8	4,5	-5,9
AMERICA CENTRAL	16.392	11,5	14,4	3,9
AMERICA DEL NORTE	233.972	8,5	3,7	-2,8
CANADA	30.690	5,9	2,8	-12,8
EEUU	162.356	6,7	4,0	-2,7
MEXICO	40.926	20,5	3,6	6,4
O. AMERICA DEL NORTE	0	23,1	-43,8	-100,0
AMERICA DEL SUR	2.691.241	14,5	15,5	0,3
ARGENTINA	1.324.135	11,8	23,1	-1,1
BOLIVIA	395.334	4,6	10,7	7,9
BRASIL	407.731	41,5	15,2	-3,1
COLOMBIA	89.084	29,3	20,7	4,6
ECUADOR	28.520	18,2	2,5	-1,3
GUYANA	63	31,8	24,1	-25,0
PARAGUAY	29.976	6,2	-3,5	1,5
PERU	343.767	9,8	-0,3	-2,0
SURINAME	86	125,0	72,2	-25,8
URUGUAY	39.363	20,5	-3,4	1,9
VENEZUELA	33.182	30,6	7,9	38,9
O. AMERICA DEL SUR	0	-100,0	N/A	-100,0
CARIBE	8.554	29,5	2,6	-15,4
ASIA	49.734	17,8	17,2	-2,2
EUROPA	405.689	3,4	4,2	2,7
ALBANIA	77	17,6	-5,0	-10,5
ALEMANIA	70.612	0,5	8,1	1,2
ANDORRA	119	12,4	29,0	-14,0
ARMENIA	47	-34,8	46,7	-4,5
AUSTRIA	7.678	-1,2	5,4	-0,0
AZERBAIJAN	19	77,8	-25,0	16,7
BELGICA	9.988	5,3	4,2	-2,9
BIELORRUSIA	170	N/A	N/A	N/A
BOSNIA-HERZEGOVINA	79	2,5	46,3	-26,7
BULGARIA	758	8,5	37,2	-15,0
CHIPRE	104	7,5	-23,3	27,3
CIUDAD DEL VATICANO	4	-50,0	200,0	-33,3
CROACIA	492	-1,7	-5,0	-8,7
DINAMARCA	4.832	2,9	3,6	-1,6
ESCOCIA	10	-25,7	-16,4	-84,8
ESLOVAQUIA	938	21,7	8,6	25,3
ESLOVENIA	724	7,7	-8,2	-14,7
ESPAÑA	75.171	7,3	12,6	13,6
ESTONIA	297	35,8	61,8	-26,3
FEDERACION RUSA	6.580	65,2	33,3	8,7
FINLANDIA	3.206	9,6	-1,1	7,2
FRANCIA	66.611	1,5	-1,3	1,1

Table 1: Incoming tourist arrivals in Chile in 2014 according to nationalities (Servicio Nacional de Turismo Chile 2015, 10, modified by Heino)

Table 1 indicates the total amount of tourist arrivals in Chile during the year 2014, including the annual variation since 2010. Table 1 is an extract from a table titled “Llegada de turistas extranjeros al país según nacionalidad”. The left-side section indicates the country to receive a total number of 3627803 tourists in 2014. The biggest segments come from South-America (2691241 tourists) and from Europe (405689 tourists). The right-side section “ Variación año completo %”, showcases the total annual changes in percentages, from 2010 to 2013. (Servicio Nacional de Turismo Chile 2015, 10)

2.2 Chile's Main Historical Events

Today, the great majority of Chile's population is concentrated in the Central Valley, where the capital city lies. Nevertheless, the Central Valley of Chile remained undiscovered until the mid-15th century, when the Incas started their great conquests. The Inca army crossed the extremely dry and gigantic Atacama Desert, moving towards the south from oasis to oasis, until encountering with the Mapuche, one of the three Araucanian indigenous groups occupying the region. However, the Incas soon discovered that the Mapuche were unlikely to be conquered as they decisively defeated the Inca army's attempt to cross over the Rio Maule. Even though the Incas could not proceed with the conquer they established a stable presence in the territory they had gained. The next army to attempt the same conquer was the Spanish army, less than a century later. In 1541, the Spaniard Pedro de Valdivia crossed into the Chile's central valley and founded the city of Santiago. Soon after, he proceeded further south into Mapuche territory where he established strongholds.

The Spanish maintained power in the Central Valley for the following four hundred years, until year 1817 when Chile gained its independence after seven years of warfare. Only the Mapuche territory in the south stayed independent of the Spanish rule. In fact, the Mapuche resisted the new Chilean government and succeeded in preserving their autonomy until the mid-19th century. (Geographia.com 2010) In 1970 the country faces presidential election, being one of Chile's closest results in the history. Salvador Allende the Marxist candidate receives 36% of the vote, against the National Party's 35%. Therefore, Allende becomes the world's first democratically elected Marxist president. His government consists of socialist, communist and radical parties disagreeing on the objectives. Allende's economic program included the state to take over many private enterprises and massive income redistribution expecting to bring the country out of recession by increasing government spending. Allende is defeated when an opposition Congress party, a suspicious US government, as well as right-wing extremists reach for power. On September 11, 1973 Augusto Pinochet, the right-wing extremist releases a brutal military coup that overthrows the government causing Allende's and thousands of his supporters death. The military detains thousands of leftists, suspected leftists and supporters, urging hundreds of thousands of Chileans into exile. Since the year 1990, when Chile recuperates a democratically elected leader, the wounds of the dictatorship have been diminishing gradually. (Lonely Planet 2015) Today Chile's population consists primarily of mestizos, descendants of the marriages between the Spanish colonizers and the indigenous people. Although, the country is home to a number of immigrant minority populations coming from nearly every European country. The Aymara in the North and the Mapuche in the South represent as the remaining indigenous groups in Chile. (Geographia.com 2010)

2.3 Santiago: the Chilean Capital

Santiago de Chile, better known as “Santiago” to the Chileans, represents as the fifth largest city of South America. Today Santiago can be counted as one of the continent’s most modern cities. The city is considered as the commercial centre of the country. It is home to nearly five million inhabitants, to more than a third of all Chileans. Santiago is located in the central part of the country, in the Metropolitan Region. This metropolitan city has a favorable location as only 60 kilometers away are situated the main South American ski centers, and only an hour’s drive away towards the west lies the coastal line of Pacific Ocean. Furthermore, the Maipo Valley, representing as one of the world’s most valued wine producing regions, is situated in southern Santiago. The city itself is divided into 37 different municipalities that are intersected by the Rio Mapocho, a river that marks the northern border of the city center. The west and the south are defined by the streets: Via Norte Sur and the Avenida Libertador Bernardo. Within this sector all the major museums, monuments, and architectural sights are situated. The heart of the historical Santiago is Plaza de Armas, where the Santiago Cathedral is located. The city contains plenty of European heritages, such as the Forestal Park, designed by a French landscaper on the model of Parisian parks. (Geographia.com 2010)

In the late 19th century, when Benjamín Vicuña Mackenna becomes mayor, Santiago is transformed remarkably. Vicuña Mackenna, by using forced labor, transforms Santa Lucía hill into a beautifully landscaped public park what it represents today. He also directs the canalization of the Mapocho River and the construction of the impressive Teatro Municipal, the Municipal Theatre of Santiago. Today the Chilean capital can be described as a gigantic urban sprawl with rather extreme class contrasts between the eastern wealthy suburbs of Las Condes, Vitacura and La Reina, and the poor suburbs of the south such as La Pintana. The metropolitan city’s problems congestion and pollution are gradually improving, although, the social inequalities seem to remain for some time at least. (Lonely Planet 2015) Picture 4 is a panoramic photo of Santiago showcasing a bit of the city structure and the Andes mountain range.



Picture 4: Panoramic picture of Santiago and the Andes (MQLTV.com. 2015)

3 Development Process of a Tourism Product

3.1 Tourism Product Definition

Tourism industry consists of transporting people temporarily to other places outside their usual environment to indulge in a range of recreations before returning home. Since going on vacation is expensive and the tourists have a habit of getting relatively anxious about visiting new locations, the difficulty for hospitality and tourism businesses is to be capable of providing these anxious travellers with enjoyable and satisfying experiences. (Laws 2004, 32) Many tourism products possess a mix of both tangible and intangible features why the essence of these products can be difficult to unravel. A tourism product can be anything presented to the market for attention, acquisition, use or consumption with the purpose of satisfying a want or a need. It consists of physical objects, services, places, organizations and ideas. (Williams & Buswell 2003, 12) Services can be defined as applications with specialized skills and knowledge that are realized through actions and processes for the benefit of a new entity or the entity itself. (Solnet & Cooper 2011, 4)

Manufacturing characteristic	Meaning	Service characteristic	Service feature
Tangibility	Customer can test-drive a car	Intangibility	The customer cannot sample a service before purchasing it
Separability	Customer is not involved in manufacturing the car	Inseparability	The customer is part of the service and interacts directly with the organization and its staff during the service
Homogeneity	Each car is identical to others produced to a given specification	Heterogeneity	A particular service may be experienced differently by each client
Storability	Most new cars are stored for weeks or months prior to sale and delivery	Perishability	The organization cannot put an unsold service into storage

Table 2: Differences between manufacturing and services (Laws 2004, 16)

Table 2 represents the traditionally characterized differences between services and manufactured products. Services differ from manufacturing in four features, firstly, services possess intangibility, referring to the fact that services cannot be seen, touched or felt. Services can be rather described as performances than objects. Another quality of services is inseparability; services are generally produced and consumed at the same time, while products are produced, sold and then consumed. The third distinctive fact of services is heterogeneity. This feature means that services and people are generally inseparably linked as people possess a critical role in the service delivery. The fourth feature of services is perishability. This means that services cannot be stored nor sold again. (Solnet & Cooper 2011, 4)

In recent years the conceptualisation of tourism products has directed the literature to focus on the tourists as consumers or users. All tourism experiences require a complete network of services, infrastructures, and components of biophysical and socio-cultural heritage. Therefore, tourism product-consumption is unavoidably linked to these elements. Services, applied to the tourism sector, can be categorized into four different segments, regarding the volume of intangibility/tangibility possessed. The first category contains "Pure services", which consist mainly of intangible products; services that have very few or none tangible goods needed in order to provide the service. These types of services can be, for instance, tour guide services. The second category includes the services that are accompanied by minor goods. In this case, the core offering is intangible, but large amounts of support goods are included. These can be services that include concentrated use of tangible equipment, such as cable cars, airlines, taxis and hotels. The client, therefore, participates in the consumption of minor tangible goods. (Díaz-Perez 2010 1,6) This category applies to the thesis subject: bicycle tourism service, where the bicycles represent as tangible equipment that is accompanied by the tour service. The third category according the theory consists of services that are accompanied by major goods, that is to say, a tangible good is accompanied by low level of services. This case represents, for instance, purchasing vehicle that has maintenance or user instructions. The final category: "Pure goods" offers purely a tangible good that does not include any kind of service provision. Since no organization is able to offer purely intangible products without the support of tangible goods, the differences between service and industrial products are becoming gradually smaller. It can even be said that a tangible product alone is of no use because the accompanying service is what creates the consumption and the physical possession, transformed into useful in order to meet actual needs. Nevertheless, in supplying major or minor tangible components, the competences lie in the service delivery and quality. Intangible elements; services, increase competitiveness why product based enterprises are more and more becoming also service enterprises. (Díaz-Perez 2010, 6-7)

3.2 the Service Encounter Factor

The essence of service management paradigm is the idea that all decisions made by the company are made with the customer at the central point. Therefore, customer centricity, or even obsession requires being dominant in the service management model. Actually, it can be said that it is the customer who eventually decides business's essence and direction. Because the nature of most tourism businesses involves high customer contact, customer centricity should always be at the heart of the tourism business's strategy. (Solnet & Cooper 2011, 14) Because service is largely provided in an interaction between employees and customers, an important factor to service developing arises: the interaction between a tourist and the service provider, which is called service encounter. The service encounter can be defined as the stage of the service process when the consumer engages or interacts not only with staff, but also with systems, procedures, information or even the organizational culture. (Williams & Buswell 2003, 71)

There exist features that influence to the outcomes of the service encounter, such as skills, knowledge, personality, behavior, and performance of the employees. Successful and effective service encounters lead to many positive results, for instance, to the satisfaction and loyalty of the client, and to positive word-of-mouth recommendation. It is therefore essential for the tourism companies to comprehend how to manage the critical service encounters. This is why personal appearance, attitudes and behavior of the service employees should be taken carefully into account. (Solnet & Cooper 2011, 15) In more complex services when not just the main organization's staff provides services to clients, but also the subcontracting organizations have direct contact with the client, the customer faces various organizations that affect to the service experience. In the case of tour operators, clients are attended by various suppliers; transport companies, hotels, restaurants, including a variety of tourist attractions. A client who experiences the service of each of these organizations may, therefore, experience varying styles and qualities of service during the holiday. (Laws 2004, 22)

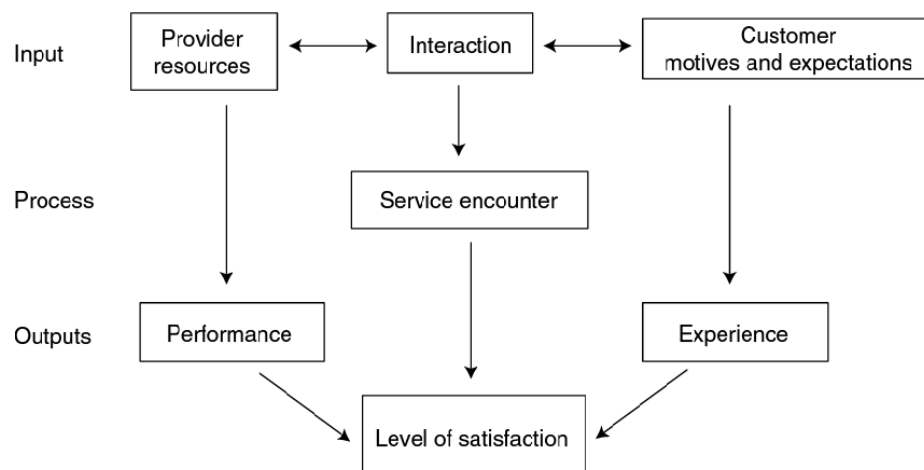


Figure 1: Service Encounter (Williams & Buswell 2003, 71)

Figure 1 represents the factors influencing to the service encounter process. Service encounter is the process of customer motives and expectations meeting with the provider resources that result in interaction between the customer and the personnel. The outcome of this process is the level of satisfaction, which is measured by the performance of the provider resources and the experience of the customer. As showcased in the figure, the service encounter may encompass outcomes of satisfaction or dissatisfaction by the customer who realizes a post transaction evaluation of the service performance.

3.3 the Service Design Process

In many contexts of service design the customer is regarded as a co-producer. Service design contains the transformation of ideas, solutions and intentions into an explicit arrangement of equipment, space and other resources. The process of service design allows the essential systematic planning to take place, especially when service design tools and techniques are used. The test in all operations, however, is to accomplish balance between maximizing customer satisfaction and the optimal use of resources. Good service design guarantees an effective distribution of resources, and that this happens within a cross-functional and integrated approach. Genuine understanding and responsiveness to customer requirements of the organization should motivate the service design and delivery, rather than the organization's functions or an overemphasis on the tangible features of the service. (Williams & Buswell 2003, 94-96) Service design has the capacity to contribute to the effectiveness of a service up to "hard" factors, such as positive economic results, successful operations, or favorable policy outcomes. (Polaine, Løvlie & Reason 2013, 131-132)

The blueprint tool has a purpose of showcasing the essential parts of the service ecology in order to track different user journeys through presenting amount of “What if?” scenarios. This method allows all participants involved in the project to clarify all the “If . . . then” scenarios that will define the service proposition and experience. At this stage of the service design the real design occurs, in terms of brainstorming as part of the design process. Blueprint based visions enable the service design team to link the visions to the business goals and strategy, including designing a coherent experience. An important subject in blueprinting is to choose where to focus; to choose specific touch points. As every project has limited resources, manpower, time, and money that may limit the scope of a project, selecting certain touch points where to concentrate the efforts becomes essential. Even though it would be nice to design each touch point perfectly, this is normally not possible. Selecting a few key touch points that define the core of the service is beneficial in innovating new services as well as in improving existing ones. (Polaine, Løvlie & Reason 2013, 117) Appendix 1 showcases the service blueprint the author created for the bike tours in relation to the thesis subject.

3.4 the Service Quality Components

As seen from Figure 1, the tourist’s experience is influenced by various factors. Actually, this experience is dependent on countless component parts, many of which occur already before the tourist arrives in the destination. The tourism industry is influenced as much or more, as any industry by the increasing customer requirements and expectations, and the tourism experience can be dependent yet on an advertisement on television, on internet, or in a newspaper of the tourism destination. For instance, the experience of flying with Singapore Airlines influences to the country image gained by the tourist before arriving in the destination. (Solnet & Cooper 2011, 5) Because experience is something that occurs inside the people’s minds and bodies, some argue whether experiences can be designed. Even though service designers cannot really dictate customers’ precise experiences, experiences can be created in people by other people, for instance, when attempting to make someone laugh. Therefore, it is possible to create the conditions for an experience. Positive service experiences that are gained through meeting or exceeding customer’s expectations eventually promote the particular services. The service experience plays a significant role, as positive word of mouth from customers to others can help the service provider to identify opportunities for innovation and development, or help to describe future experiences as a method of communicating designs. Successful service experience means gaining customer loyalty, which guarantees the customer to stay with the company. (Polaine, Løvlie & Reason 2013, 131-132)

The tourism industry has focused considerably its attention to service quality already for decades, and this emphasis on service quality has impacted also the consumers in making them more sophisticated and demanding. The customer experience contains a chain of server interactions at the point of service. Every party, the customer and the clients, has different

expectations of the service encounter, including the service value for money. These expectations of service quality generate from culture and prior socialization, and attempts to develop service quality may be compounded by cross-cultural service encounters. Service quality is the key sign for customer satisfaction what has a promotional cost-effectiveness tool that results in return visits and word of mouth publicity. (Jones & Haven-Tang 2005, 5)

There exist ten initial elements for service quality: Reliability, which means consistency of act, Responsiveness, meaning willingness of employees to deliver service, Competence, signifying the possession of the required skills to carry out the service, Access, implying approachability and ease of contact, Courtesy-politeness, meaning respect, consideration, and friendliness of contact personnel. The final features: Communication, signifies that customers are informed in a language they can understand, Credibility, means trustworthiness, believability, and honesty of the employees, Security, includes safety from danger, risk or doubt, Understanding/knowing, means that the customer is making effort to understand the customer's needs, and Tangibles, implies the physical proof of the service. (Solnet & Cooper 2011, 12)

When analyzing service quality, both parties' customer and employee perceptions should be examined. In case employees and customers have the same values, the service quality expectations ought to meet. Service quality contains a more holistic evaluation of the complete experience than merely the concept of satisfaction. "Satisfaction is a psychological outcome emerging from an experience, whereas service quality is concerned with the attributes of the service itself." (Williams & Buswell 2003, 59) The fundamental feature to consider, therefore, is the holistic character of the consumer act. The consumer analyzes the whole holiday experience, even though a multitude of individual service encounters are experienced, he/she knows how to evaluate the essential qualities. This is why an overall service quality may be sensed as acceptable, even if one particular matter was unsatisfactory. The essential aspect in delivering quality is to ensure the expected service, and to confirm the customers understand that they are allowed to influence service quality; the focus should be not so much provider and receiver as a partnership in the general service experience. (Jones & Haven-Tang 2005, 6)

4 Bicycle Tourism

4.1 Bicycle Types

In order to develop bicycle tourism services, it is necessary to familiarize with the most common bicycle types and their characteristics in order to choose the correct bicycle for the service. Perhaps the most recognized bicycle categories are mountain bikes, road bikes and hybrid bikes. Road bikes and mountain bikes differ in shape, tires, weight and suspension. Road

bikes are, actually, designed merely for smooth pavement, and to be ridden fast. These bikes have smooth and skinny tires, and as they are designed for speed, they generally position the rider much closer to the top tube and the pedals. Mountain bikes, on the contrary, have thicker tires and they are designed for riding off-road trails. Thicker tires help the rider retain control of the bicycle when riding down the hill. Moreover, most mountain bikes have some type of shock absorbers or suspension that helps the rider to control the bike in difficult terrains. The hybrid bikes, on the contrary, generally have large, padded seats. These bikes provide a comfortable riding position and are designed for casual riding in the neighborhood or in bike paths. The hybrid bikes can be ridden on paved roads, although compared to road bikes, they are not as effective or lightweight. These bikes are not appropriate for rougher off-road mountain bike trails. (Century Cycles 2015) Mountain bikes are chosen for Huaso Tours & Bike Rentals tour services, because of their characteristics that enable the user to ride the bike in different terrains. Because these bikes are more light-weighted than most bikes, it is easier to ride up hill long distances without the rider getting too exhausted.

Mountain bikes, furthermore, can be divided into five different categories: cross country bikes, trail bikes, downhill bikes, free ride bike, and dirt jump bikes. Each of these types is designed to resist different kinds of terrain and obstacles. When choosing the correct mountain bike it is important to know the terrain where the bike will be ridden and the kinds of obstacles to be faced. The cross country mountain bikes, also known as XC bikes, are designed for off-road trails consisting of up to a moderate level of obstacles. In addition, these bikes can be used for climbs and descents. The XC bikes are the lightest weighted bikes enabling the rider to go as fast as possible in all environments. These bikes are generally more rigid compared to other mountain bikes. There are two sub-types of XC bikes: hard trail bikes, which are bikes without rear suspension integrated into the frame, and full-suspension bikes. The second type of mountain bikes mentioned, trail bikes, are upgraded XC bikes. These bikes are also known as all mountain bikes, and they are ideal for riding downward sloping terrain, as well as performing climbing and over jumps. This is the best bike for any mountain biker riding a full day through uphill and downhill terrains. Downhill mountain bikes, on the contrary, are efficient for speedy mountain descents due to bigger tires and heavier weight. The downhill bikes, however, are ideal only for downhill riding in trails due to the heavy bike frame. The fourth category, free ride mountain bikes can be used for a wide range of activities from racing to jumping. These bikes are even much heavier due to the suspension. The main characteristic of a free ride bike is the aluminum frame including rear suspension and fork. The final category, dirt jump bikes, contains a system that permits the biker to ride over obstacles. These bikes have hardly any rear suspension and they have a smaller main frame. These bikes are preferred when tricks are performed, as they provoke a smoother impact of the crash. (ABC-of- Mountain Biking 2010)



Picture 5: Trek 3900 Disc 2014 cross country bike (Evans Cycles 2015)

Picture 5 introduces the Trek 3900 Disc 2014 model bikes that were chosen as the mountain bikes for the new tours. These bikes are hard trail cross country bikes. The decision was made based on the fact that these bikes are the lightest weighted mountain bikes enabling the rider to go as fast as possible in all terrains. The bikes have rear suspension and disc brakes. This bike model is mainly directed for the male customers; however, the smaller frame sizes are applicable for female use.



Picture 6: Mongoose switchback sport fem 2014 cross country bike (Mongoose 2015)

Picture 6 showcases the Mongoose switchback sport lady 2014 year model that was chosen for the female customers. This mountain bike belongs to the cross country hard trail bikes,

similar to the trek 3900 bikes. The main frame is designed for female use, facilitating the use of bicycle.

4.2 Cycling as Tourism Product

Bicycle tourism can be defined as recreational overnight or day visits away from home, which contain leisure cycling as an essential part of the trip. The definition covers various practices of cycle tourism, such as mountain biking and daytrip-cycling. (Pratte 2006, 63) In the 1890s bicycle represented as means of independent transport for most social classes before the era of motor vehicle mass-production. Until the 1920s, cycling was up to exceptionally popular before cars became reasonably priced, and after, this means of transport fell gradually. However, this “bicycle boom” left its legacy as touring organizations, such as the Cyclists’ Touring Club in the United Kingdom, continues to campaign for high standard cycling infrastructure and augmented bicycle use. Developing an infrastructure that supports leisure and recreational cycling while stimulating tourism has become gradually predominant since planners and policy-makers recognise the potential for cycling to contribute to economic renewal, particularly in rural communities. All in all, there has not been much of dialogue concerning the differences of bicycle tourists and other tourists. The outcome of this is rather problematic concerning the measuring of the size of the bicycle tourism market, as well as potentially inaccurate statistical measuring of this tourism activity. (Lamoont 2009, 1, 3)

Nevertheless, there have been several market-segment studies made that have created a description of the typical cycle tourists as middle-aged well educated and well paid people, perhaps already retired. These ages cover the “baby-boomer” and “grey market” segments why the bicycle market may potentially represent a profitable idea for many industries. Despite of this theory, it is essential to consider that cycling appeals to all ages and many different target groups. Bicycle tourists do not represent a homogenous group; they come from all age groups, even families with children belong to this group. (Pratte 2006, 63)

There are plenty of advantages of cycling as a tourism product. Bicycle tourism is an ecological form of tourism involving minimum effect on the local community and environment. Developing bicycle tourism stimulates new investment and brings enormous benefits into the diverse infrastructure that involves cycling infrastructure. (Rotar 2012, 15) Because several forms of cycling exist, various types of experiences are stimulated. It is necessary to know particular features of the different cycling types, including their expectations and necessities, when developing bicycle tourism. This helps in providing satisfactory tourist services. (Rotar 2012, 1) As mentioned earlier, in average, cyclists may be described as highly educated and paid. Cyclists tend to travel in groups, of friends or family, and they are generally interested in local sights and diverse factors of particular areas from others. These can be plac-

es, such as historical locations, museums, peculiar shops, wine cellars, restaurants, natural features.

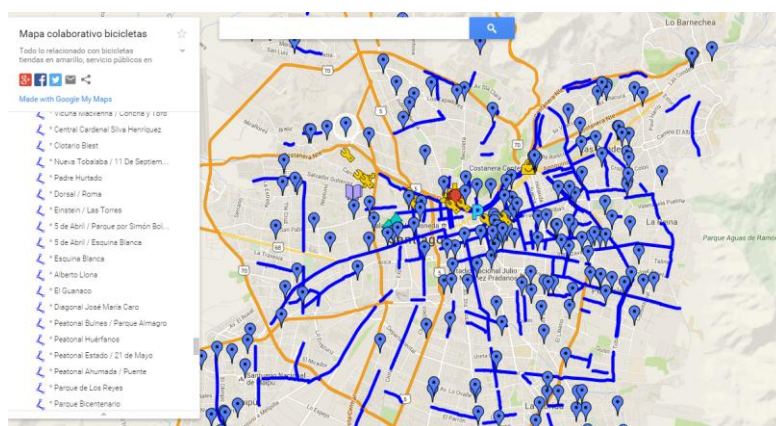
One of the key factors to take into consideration is that cyclists, as other tourists, are similarly consumers. There are certain specific and supplementary needs concerning the routes that need to be taken into account in developing cycling as a tourism activity. These requirements include safe, appropriate, and attractive routes that are low-traffic roads or off-road trails, directed solely for non-motorized use. One of the key factors in developing bicycle tourism is that cycling should be a popular activity in the area. This includes the idea that the motorists should feel comfortable sharing the road with cyclists. A healthy, bicycle-friendly environment can be created with a solid presence of bicycle advocacy. Furthermore, if the particular area is already a popular location for the local bikers, it might attract bicycle tourists without further promotion. It seems that with determined effort, bicycle tourism may become viable for the industry of the area. When reaching to draw bicycle tourists to a particular area, alliances become one of the key factors. Collaboration between tourism sponsors, cycling enthusiasts, tour operators, and government officials is crucial considering advertising, construction of bicycle paths, or setting standards for cyclist-friendly area. (Pratte 2006, 64-65)

4.3 Santiago's Cycling Culture

As mentioned, Chile has a favorable climate and privileged natural spaces that enable a wide range of physical activities. Moreover, Chileans are active sports people; every weekend there are thousands of Chileans jogging or riding their bicycles through the parks and squares of Santiago. During the last few years there have been various studies made on the use of bicycle and bike paths throughout the country. The Origin Destination survey, that is carried out every 10 years by the Ministry of Transport, has revealed that cycling in Santiago has doubled since the year 2001 by the number of trips realized on bicycle, from 329 000 trips in 2001, to 748900 trips in 2014. The figure represents an annual growth of 6.8 %. Moreover, the amount of bikeways in the city has quadrupled by kilometers, from 20 km to 230km, signifying an annual growth of 24.9%. (Mery 2015) Another survey "Medicion de Transportes", freely translates as "Measurement of Transport", realized by the Vive la Bici Association, and the Furious Cyclist movement, reveals that, indeed, bicycle is the fastest medium of transport to move within the city of Santiago, compared to other mediums: walking, bus, metro, and car. (The Clinic Online 2015)

Additionally, Santiago has the second highest figure of daily trips by bicycle of the Southern American countries, 510 569 trips, surpassed only by Bogotá in Colombia. The data the study delivers is evidence of the growth of the use of bicycles in Chile. Furthermore, Santiago ranks as fourth in the quality of infrastructure of bikeways. The study has helped to define a base

line level of the Latin American urban cycling participation, extending the local perspective to generate an overview of this phenomenon. (Inostroza 2015) Picture 7 presents a Google maps based cycling map Mapa Colaborativo Bicicletas, freely translated as: “Collaborative bicycle map” published on internet indicating all the cycle paths in the capital city. This application shows the transport’s direction regarding the cycle paths, as well as bicycle repair shops located on each cycle path.



Picture 7: Mapa Colaborativo Bicicletas, “Collaborative bicycle map” (Google Maps 2015)

Another detail representing the cycling culture of the city is the Ciclo Recreo Vía event, freely translated as “Recreational cycle path”. This phenomenon is a weekly held recreational event for the citizens. Every Sunday of the year, between 9.00 and 14.00 hours, tens of kilometers of avenues in major cities of Chile are transformed into cycle paths, free and open to the citizens to reunion, recreate and play. The event liberates the streets from cars every week in order to offer them to pedestrians, cyclists, children, skaters, and people in wheel chair. Ciclo Recreo Vía is assigned to anyone who wants to enjoy and explore the motor-free spaces of the city. The streets fill with families, groups of friends and athletes, and the event has already become part of the street view of the city. Ciclo Recreo Vía exists already in 16 districts of Santiago, in nearly a third of the city’s municipalities. The event provides field staff of over 200 people who work restricting the entrance of cars with different security elements and traffic signs. All Ciclo Recreo Vía circuits are implemented on the basis of a technical project previously approved by each municipality, and authorized by the Regional Ministry of Transport. All the circuits can be found on Ciclo Recreo Vía’s webpages. Picture 8 represents citizens of Santiago taking part in the Ciclo Recreo Vía activity. (Ciclo Recreo Vía 2015)



Picture 8: Citizens of Santiago participating in the Ciclo Recreo Vía event (Ciclo Recreo Vía 2015)

4.4 SERNATUR's Standards for Bicycle Tourism

The standards for providing bicycle tourism activities in Chile are gathered under the Adventure Tourism standards, indicated by SERNATUR. These regulations are called “Normas de Calidad turística”, freely translated as “Standards for Quality Tourism”. In these standards, there are 24 adventure tourism activities listed, such as horseback riding, surfing, trekking, mountaineering, rafting, sand boarding and diving, which all have their particular standards to follow. (Servicio Nacional de Turismo 2011) When a Chilean tourism enterprise offers adventure tourism activities, it is obligatory to comprehend and fulfil the given standards indicated for each activity, as this is controlled by SERNATUR. In order to create a bicycle tourism product, it is necessary to familiarize with SERNATUR's bicycle tourism standards.

SERNATUR defines bicycle tourism as recreational tourism activity that contains realizing tours with adequate bicycles, in urban or rural areas, roads or highways, or because of environmental, cultural or scenic interest, in the forms of road bike, city bike, mountain bike, and others. Considering the organizational standards, every legal person that offers guided cycle tourism services in Chile is obligated to have an organization that at minimum characterizes by possessing a physical address where the services can be purchased and where the staff and the office can be situated. The regulations for cycling tour programs require filling out an appropriate registration form for every client before realizing the activity or program. This registration form must include at least the following information: name, age, passport number/ID- number, nationality of the participant, the activity to be realized, the date and place for the activity, contact number in case of emergency, customer's experience in relation to the activity, health declaration (allergies, use of medication, special diet, recent medical operations, pregnancy), name of the guide responsible for the activity, and customer

signature. (Insituto Nacional de Normalizacion 2007, 1-4) Appendix 2 presents the registration & acceptance form that the author created according to the SERNATUR's guidelines for the bike tour services of Huaso Tours & Bike Rental. Every client needs to fill out this form before participating in the tour.

According the SERNATUR's standards, the bicycle tourism activities must be realized in groups of no more than 12 customers, per one guide. Every tourism company offering guided cycling services must provide their customers and guides with appropriate technical clothing and equipment, considering at least the following details: applicable helmet for the activity, applicable gloves for the activity (on customer request), means of communication, first aid kit, and appropriate clothing concerning the weather conditions. Furthermore, the company must have prior knowledge of the places and routes used in the tour program, as well as prior knowledge of an alternative emergency location contemplating free and secure roads. The activity must be realized with complete respect for the cultural areas, or areas of historical importance, together with respecting the flora and fauna, as well as the indigenous communities living in areas where the tours take place. In addition, a client's acceptance to the possible risks involved in the activity is required. The customer and the guide names need to be recorded together with the starting and ending hour of the activity. The service must provide the necessary replacement parts for the bicycle components and the required tools for repairing the bicycles on-site. Furthermore, the customer must be provided with adequate water for the activity. Regarding the equipment, the SERNATUR standard states that the customer must be provided with a bicycle that is in good condition in terms of functioning. In fact, the whole equipment used for the bicycle tourism activity must be checked before, during and after the tour service. The guide's responsibility, therefore, is to guarantee the perfect mechanical condition and maintenance of the bicycles, including brake system, main frame, tires, pedals, lights and reflectors. Another guide's obligation is to inform the participants beforehand of the activity contents, the duration of the tour, the necessary equipment, the basic visual signals and the procedures to be followed when facing a problem or an emergency. The guide must check over the equipment properly before the customer use, and she/he should not allow a client who is not able to perform the activity to participate the tour (customer with inadequate physical condition, unstable health, high level of stress etc.). (Insituto Nacional de Normalizacion 2007, 8-10) Appendix 3 "Declaración de cumplimiento de estándares de seguridad", freely translated as "Compliance statement regarding security standards", represents the security statement created by SERNATUR, which is obligatory to be filled out for every adventure tourism activity a tourism company provides. By filling out this form, the company guarantees to comply with SERNATUR's security standards for the particular adventure tourism activity.

5 Research Approach and Methods

5.1 Qualitative Research Approach

Qualitative research is about understanding phenomena, exploring issues and answering questions by analysing and making sense of unstructured data. Qualitative research is conducted because a complex, detailed understanding of the issue is needed, which would be challenging to measure quantitatively. This type of detail can only be established by talking directly with people. Qualitative research consists of the quality or nature of human experiences and what these kinds of phenomena mean to individuals. Qualitative research normally starts with questions ‘what’, ‘how’, rather than ‘how much’ or ‘how many’. (Draper 2004, 642) The results of qualitative research tend to be descriptive rather than predictive. “In qualitative inquiry, initial curiosities for research often come from real-world observations, emerging from the interplay of the researcher’s direct experience, tacit theories, political commitments, interests in practice and growing scholarly interests.” (Marshall & Rossman 1999, 25) Validity and reliability are the key factors in all research. Particular attention to these two aspects may mark the difference between good and poor research. Validity in research means the accurateness and truthfulness of research findings. A study that is conducted with the nature of validity should show the actual existent of the matter, a valid instrument or measure must measure the materials that are supposed to be measured. (Brink 1993, 35)

5.2 Interviewing and Participant Observation

Interviewing is necessary when we cannot observe behaviour, feelings, or how people interpret the world around them. Interviews in qualitative research can be used to explore the views, experiences, beliefs and motivations of individual participants. The first thing to remember in interviewing is that interviews are more than conversations; they are conversations with a purpose. Interviews are particularly useful for getting the story behind a participant’s experiences. (Ritchie, Burns & Palmer 2005, 105)

<i>Highly Structured/ Standardized</i>	<i>Semistructured</i>	<i>Unstructured/Informal</i>
<ul style="list-style-type: none"> • Wording of questions is predetermined • Order of questions is predetermined • Interview is oral form of a written survey • In qualitative studies, usually used to obtain demographic data (age, gender, ethnicity, education, etc.) • Examples: U.S. Census Bureau survey, marketing surveys 	<ul style="list-style-type: none"> • Interview guide includes a mix of more and less structured questions • All questions used flexibly • Usually specific data required from all respondents • Largest part of interview guided by list of questions or issues to be explored • No predetermined wording or order 	<ul style="list-style-type: none"> • Open-ended questions • Flexible, exploratory • More like a conversation • Used when researcher does not know enough about phenomenon to ask relevant questions • Goal is learning from this interview to formulate questions for later interviews • Used primarily in ethnography, participant observation, and case study

Table 3: Interview structure continuum (Merriam 2014, 89)

Table 3 presents the three different qualitative interviewing approaches: highly structured interview, semi structured interview, and unstructured interview. As the table showcases, in highly structured interview the interview questions and their order are already determined before conducting the interview. The problem highly structured interview has in qualitative study is that due to rigid predetermined questions the interviewer may not be able to access participants' complete perspectives of the world. Generally, qualitative interviewing is mostly open-ended and less structured. The semi structured interview is in the middle of the two other approaches, between structured and unstructured interviewing. In this case, all of the questions are flexibly expressed, or the interview can be a mixture of more and less structured questions. However, the main part of the interview is conducted with the help of a list of questions or issues. The final type of interview, unstructured interview, is normally conducted when the interviewer does not possess enough information about a particular phenomenon in order to ask related questions. Therefore, in this interviewing type there are no predetermined questions or order and the interview is basically exploratory. One of the goals of this type of interview may be to learn adequately about the situation in order to express questions for the consequent interviews. (Merriam 2014, 89-91) When conducting interviews, the interviewer needs to listen at least on three levels. The first level is active listening, which means listening with full attention to the interviewee, interacting and engaging with him/her, and giving feedback. The second required level of listening is interpretive listening. This level seeks for clarification of concepts, such as 'the experience was interesting', requir-

ing to understand the further meaning of ‘interesting’. The third level presents the concept of process listening, which means checking the timing, stage and direction of the interview. (Ritchie & al. 2005, 105-106)

Observation is fundamental in the process of discovering the world around us. Observation methods are useful to researchers in various ways. They provide researchers with methods to access nonverbal expression of feelings, determine who interacts with whom, grasp how participants communicate with each other, and identify how much time is spent on various activities. As a method of qualitative data collection, observation is more than merely looking or listening. Systematic observation demands detailed planning of the desired object of observation. In order for the information to be analysed and interpreted, it must be recorded in some way. Participant observation, on the other hand, is a qualitative method that has an objective to help researchers study the perceptions of the study group. In this type of observation, the researcher becomes a participant in the social process being studied. Participant observation is considered a staple in anthropological studies, especially in ethnographic studies, and it has been used as a data collection method for over a century. Participant observation is useful in acquiring an understanding of the physical, social, cultural, and economic circumstances of the relationships between people, contexts, ideas, norms, people’s behaviours. (Family Health International 2010, 13- 14) Participant observation in the location Santiago de Chile was used as one of the qualitative methods of this thesis. The purpose was to research the circumstances (physical, social, cultural, economic) of the location in relation to the study subject. The observations were captured by photographing these elements in the destination.

5.3 Interview Analysis

A semi structured theme interview was conducted in researching the thesis subject. This type of interview was chosen because the author desired to get answers to particular questions and themes already determined. Furthermore, the semi structured interview gives space to the interviewee to respond more freely, as these types of questions are open-ended. The interviewee of this interview was Carla Ausset, the front desk manager of Hostel Cienfuegos in Santiago, one of the chain hostels of Hostelling International. Ausset was chosen as interviewee regarding her close relationship to the tourism products offered in Santiago. Besides her experience as front desk manager, Ausset has experience in the sales department, as well as, as a tour guide in the destination. Working in one of Santiago’s popular hostels collaborating with various tour operators, Ausset is in touch with a variety of tourism products, including bike tour services that are sold in the hostel. Moreover, Ausset perceives direct feedback from the clients experiencing these tourism products. The interview took place in Ausset’s personal office in Hostel Cienfuegos in Santiago, on the 20th of July in 2015. The interview questions were created regarding the following topics: Santiago’s tourism attractions, exist-

ing bike tour services and incoming tourists' behaviour. Even though the author has conducted participant observation and field research in the destination, more complete perspective needed to be obtained with the help of this interview. The interview was conducted in Spanish, detailed notes were made during the interview and after the interview these notes were translated to English.

Firstly, the author wanted to get a better picture of the tourists' needs and requests while visiting Santiago. Ausset comments to have detected that Plaza de Armas, the Central Market, Patronato, San Cristobal Hill, Concha y Toro vineyard, as well as outlets are the primary destinations the tourists visit in the city. She continues explaining that these sites offer entertainment to all types of travellers. The downtown sites offer culture and historical experiences, Patronato and outlets, on the contrary, attract the shopping addicts. Concha y Toro has a fantastic location inside the city and it has gained its position as the most typical and recognized vineyard for the tourists. San Cristobal Hill, due to the beautiful views as well as green areas and opportunities for a variety of physical activities, it has become popular not only with the tourists, but also among the local people. Moreover, the Metropolitan Park, where the hill is located, has an UNESCO World Heritage site: the funicular elevator that is extremely popular destination for the tourists. (Ausset 2015)

Secondly, the author wanted to identify what type of bike services are offered by this hostel and how requested these bike services are. Regarding to bike tour services, Hostel Cienfuegos is working currently with La Bicicleta Verde offering the following tours: Bike and Wine Tour Cousin Macul, Bike and Wine Full Day Tour Santa Rita, Local Life and Markets Morning Tour, and Parks and Politics Afternoon Tour. Ausset says that according to her experience, these bike tours are actually among the most requested tour services, after the free walking tours. The walking tours are informative and they work based on tips (no fixed price is set), which is attractive to many clients. (Ausset 2015) The hostel counts with flyers and posters that market these tours, what needs to be taken into account in analysing the results. Regarding the perceived customer experiences of the bike services, Ausset comments that in general the customers have had great experiences with this type of service, since Santiago has plenty of cycle ways in nearly every part of the city. The author makes a further question regarding Santiago's applicability as bicycle tourism destination, and Ausset continues by saying that the infrastructure of the developed cycle paths is a great advantage that permits the tourists to take the time they want in exploring the city by bike. The cycle paths of Santiago are well designed to reach and connect the most popular destinations. As, unfortunately, the public transport system of Santiago is not among the best transport systems, the citizens have adopted this sustainable mean of transport, which has encouraged also the tourists to engage in this activity. Bike tour as a mean of exploring the destination, in fact, is mostly chosen over tours including transportation by vehicle, concludes Ausset. (Ausset 2015)

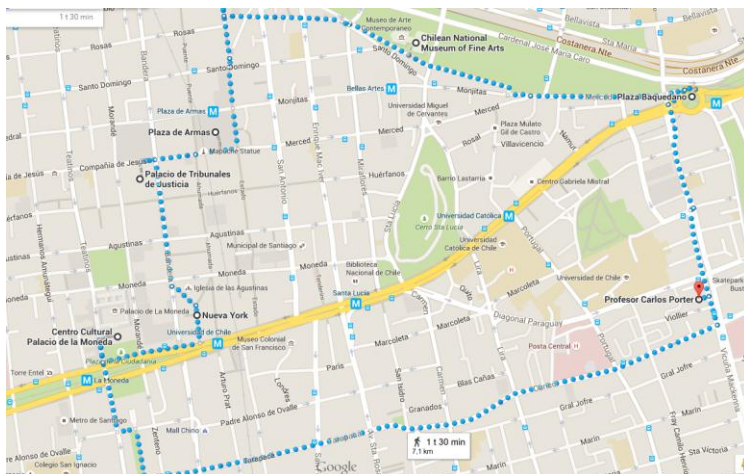
Consequently, the author desired to know the average customer profile requesting the bike tour services in the hostel. Ausset states that bike tour services are the most requested by solo travellers or couples. After these segments, families and groups of friends up to four members are the most interested in bike tour services. The final customer segment, with less interest than the previous segments, would be groups that have carefully planned their stay already beforehand. Ausset was introduced with Huaso Tours & Bike Rental's service proposition of three types of mountain bike tours: cultural city tour, panoramic tour, tour to San Cristobal hill, as well as their pre-designed destinations. Ausset comments that the service idea of the company is innovative, and even though the tours partly include attractions that already are present in some of the existing bike tour services, the tours have added new routes and places what makes them certainly attractive. Ausset continues explaining that she has not heard of other bike tour service offering tours to San Cristobal hill, what seems really innovative. She, once more, highlights that guided bike tours are a great way to get to know the city and to discover the beauty it has to offer. (Ausset 2015)

As the final part of the interview, Ausset was asked to suggest attractive destinations to include to a bike tour service in Santiago. She starts with explaining that many tourism companies start with including to their tours the most commune places of the city, although in this way they are not able to advantage to maximum all the resources and destinations the city has to offer. She would recommend including "La Chimba" area to one of the bike tour service. This area consists of Barrio Brazil, Barrio Yungay and Concha y Toro. This tour could work under culture & food theme. Ausset says that La Chimba is known as the most antique part of Santiago, where the politics used to reside. The area is filled with cafés and cultural centers where you can enjoy live music. In conclusion, Ausset was asked about the current state of the tourism services offered in Santiago. She comments that even though the tourism companies are renewing their services according to the client demand, it would be ideal to offer new and innovative services, or to modify existing services to make them more unique. (Ausset 2015).

The author was pleased to get answers to all of the pre-determined interview questions. The interview helped the author to get a more precise picture of the tourists' behaviours and customs during their visit in the city. The author considers that Ausset was able to give complete answers, actually more complete than the author had previously assumed. The pre-researched customer segments interested in bicycle tourism were confirmed, as well as the most appreciated tourism attractions in the city by the visitors. All in all, the semi structured interview was a good tool supporting in the service development process.

6 Results: New Bike Tours

6.1 Cultural Santiago Tour



Picture 9: Route for the Cultural Santiago Tour (Heino 2015)

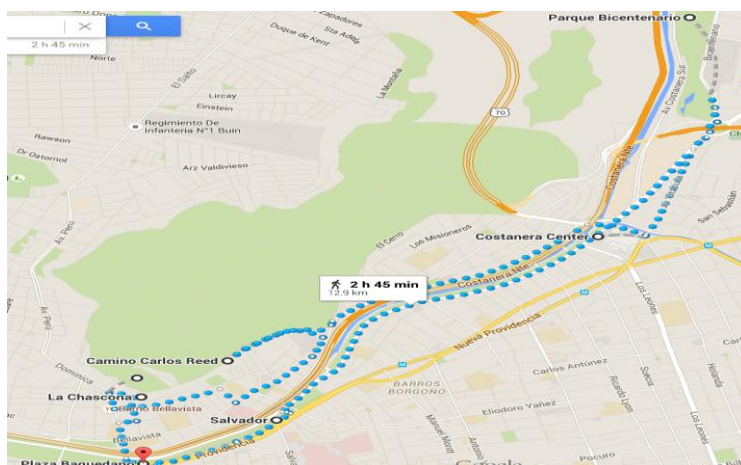
The new tours are developed in order to offer three different themes, as well as three different levels of cycling knowledge. All the tours are created to be realized as personalized tours, conducted in small-groups no more than five people, in this way permitting the customers to interact and express their wishes regarding the tour. This way enables the customers to participate in creating the service experience. All the tours are designed to have duration of three hours. The first tour: Cultural Santiago Tour is designed to attract the cultural travelers seeking for historical and cultural information of the destination. The tour visits the typical and most visited destinations in downtown Santiago, although a few more hidden attractions are included to this route. A special idea for this Cultural Santiago Tour is to permit the customers to visit the museums, churches and cultural centres located along the route. The tour is suitable for every ages and the route is designed to represent of low difficult level. Picture 9 showcases the designed route the author made on the Google maps application to present the 7, 1 kilometre tour and its stops. The route is designed to go along the bike paths and park paths of the city centre in order to ensure security and low-traffic nature during the tour.

The tour starts by a short introduction to the correct use of the mountain bikes. The first stop of this tour is La Moneda Palace where Chile's presidential offices are located. The building was designed by Italian architect Joaquín Toesca in the late 18th century and the palace represents ornate neoclassical style. The building's inner courtyards can be visited. The north frontage of the palace was severely damaged the missile attacks of the 1973 military coup. The President Salvador Allende, refused to leave the building, was overthrown there. Cur-

rently, there is a monument honouring this president standing next to the Palace, in Plaza de la Constitución. (Lonely planet 2015) Across the street is situated the New York Street, which is the second stop of the tour. This street belongs to the Barrio La Bolsa, Santiago's stock exchange neighbourhood that has elegant and vertiginous buildings, commercial premises and numbers of busy office workers walking fast along the street. One of the most recognized buildings of this street is the Union Club, created in 1864; a place for the Chilean elite of politicians, diplomats, professionals, businessmen and industrialists to organize relaxed social gatherings. The place is a busy commercial centre and there are countless shops and stalls offering generally clothes of the season, biscuits, snacks, watches, accessories and a variety of devices. In addition, the street has buildings that are valuable examples of the 20th century's classical influence on the city's architecture, why in 1989 the Stock Exchange district was declared a typical zone. (Plataforma Networks 2012) From this point, the tour continues towards the Palace of Justice and the former National Congress. This Palace has not changed its original functions since it was built between 1905 and 1930 and designed by the French architect Emilio Doyere, representing neoclassical style. In fact, the oldest Supreme Court in Latin America was installed in this building, and it was declared a national monument in 1976. (Ministerio de Educación 2013)

While continuing the tour, the group will be heading towards Plaza de Armas: Santiago's main square, which used to be the principal civic centre of the city when the Spaniards found the city in the 16th century. In Colony times, the square was used for popular activities, such as fairs and civil ceremonies as well as commercial activities. Plaza de Armas marks the zero kilometre point from where all the distances in the country are referred to. In addition, the plaza has the nation's finest architecture, fountains, sculptures, palm trees and theatrical spectacles. There used to be an aqueduct that linked the square with the river bringing fresh water to the residents. Since it was founded, the square has been the point for a number of key buildings of the capital; city halls, courts, old jails, the Municipality buildings, and the Cathedral. (Allsantiago.com 2011) During this stop the group will have a chance to visit the Santiago cathedral, National History Museum, and the Santiago's Central Post Office. Next, the tour leads to Santiago's Central Market, an internationally renowned market for its gastronomy. In this market it is possible to appreciate the fresh seafood of the fish market, offered by the Chilean Sea, as well as bakeries, typical restaurants, among others. After this visit, the tour proceeds through Parque Forestal, the Forestal Park, home to the Chilean Fine Arts Museum representing as one of the major centres for Chilean art. The museum was inaugurated in 1910 and it was designed by the Chilean - French architect Emile Jecquier. The museum contains collections of Chilean art from Colonial times to the present day, as well as works made by foreign artist, ranging from the 16th to the 20th century. (BarrioLasterria.com 2015) This tour will end in Plaza Baquedano, the oval shaped square that is the starting point of the Panoramic Santiago Tour.

6.2 Panoramic Santiago Tour



Picture 10: Route for the Panoramic Santiago Tour (Heino 2015)

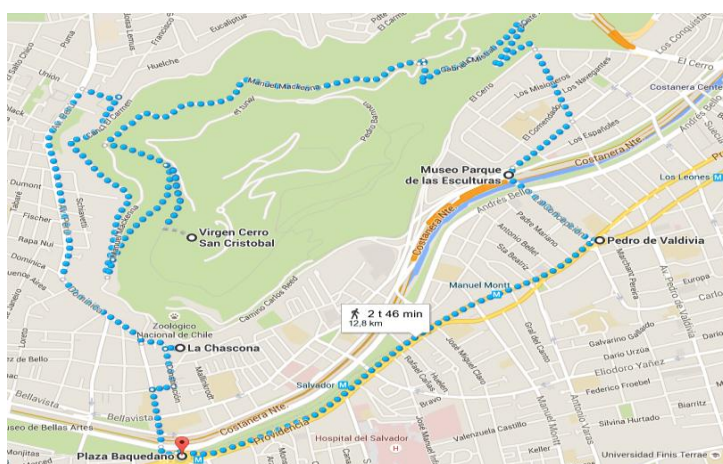
The second tour: Panoramic Santiago Tour is designed to introduce the principal parks and green areas of Providencia, Santiago Centro and Vitacura districts. This tour is designed to appeal the travellers who enjoy the environment and exploring the city's green areas. However, the tour includes partly cultural attractions. The route is completely new compared to the existing bike tour services, and the route is of difficult level: low-medium. The tour is suitable for all ages, and for casual or more frequent bikers. Picture 10 represents the designed route made by the author on the Google maps application to present the tour contents. This tour has a length of 12, 9 kilometres.

The tour starts from Plaza Baquedano, better known as Plaza Italia, where the group will have a short introduction to the correct use of the mountain bikes. The plaza is a traditional venue for celebrations and important social events of Santiago. This oval formed plaza plays an important role in the city because it marks the borders of the three municipalities: Santiago centre, Recoleta and Providencia. The name Plaza Italia dates back to the year 1910 when the Government of Italy gave a statue of an angel and a lion as a gift to the city. This work was installed in the square, from where the name originates. (Web Metro de Santiago 2009) Next, the tour continues along the Bellavista district, renowned as one of the most picturesque neighbourhoods in Santiago, as well as the centre for nightlife. This neighbourhood is located between the Mapocho River and San Cristóbal hill. Actually, Bellavista used to be home to Chile's elite class up to recently, what still can be seen partly in its urban architecture. The neighborhood has the perfect combination of fine food, arts and entertainment, including cultural heritage, such as Casa Museo La Chascona, the former house of the national

poet Pablo Neruda. (Servicio Nacional de Turismo 2010). After visiting La Chascona, the tour continues uphill until arriving outside the national zoo from where it is possible to admire a beautiful view over the city. This zoo, as well as the San Cristobal hill is situated inside the Metropolitan Park, which offers a wide range of walking, trekking and biking trails. The tour's next stop is the Sculpture Park, Parque de las Esculturas, an open air museum consisting of a variety of sculpture arts. The park is said to be one of the best places to enjoy the city. This park opened in 1986 and it was built based on the designs of the architect Germain Bannen and landscaper Jorge Oyarzun. "Pachamama" a piece of art designed by sculptor Marta Colvin, was the first work installed in the park. Today there are more than 20 art pieces featuring artists such as Sergio Castillo, Raul Valdivieso, Juan Federico Assler Egenau. (Plataforma Networks 2012)

After this visit, the tour proceeds towards Parque Bicentenario, Bicentennial Park that has become one of the most attractive green areas of the city, with around 24 000 monthly visitors. The park is located within the Vitacura neighborhood. Today the park consist of 30 hectares of green areas, lagoons and animals such as flamingos, black-necked swans and koi fish swimming among lotus flowers. The park contains more than 4,000 trees, of which 1,300 correspond to native species. The park is ideal for a variety of sport activities, with multiple circuits for jogging, biking or walking. (Plataforma Networks 2012) After visiting this park, the route starts its way back towards the starting point, on the way visiting Plaza de la Aviacion, The Aviation Plaza. This square is named after the architectural monument created by René Orellana and Beatriz Silva. The art piece was installed in 1980, and it is made of steel, representing an aircraft on flight. Next to this monument, there is an imposing fountain, built to celebrate the Bicentennial of Chile. The fountain has a lights show that run from 19:00 hours, every day of the year. (Web Metro de Santiago 2009)

6.3 San Cristobal Hill Tour



Picture 11: Route for the San Cristobal Hill Tour (Heino 2015)

The third tour: San Cristobal hill tour is designed for medium-advanced level of bikers with good physical fitness. The tour consists of ascending to 880 meters at the summit of the hill, and returning by riding downhill either on pavement or on more difficult terrain. The tour is directed to passionate mountain bikers. Picture 11 showcases the designed route the author realized for the San Cristobal Hill Tour on the Google maps application. This tour has a length of 12, 8 kilometres, and the San Cristobal Hill tour is of difficulty level medium-high. The hill includes various route possibilities of different terrains, and the route can be modified according to the prior knowledge of mountain biking of the participants. The tour starts in Plaza Baquedano from where the group will bike through the Bellavista neighbourhood until arriving in the Metropolitan Park entrance. This park contains an UNESCO world heritage site: the San Cristobal hill funicular train that takes the visitors up the hill. The group will first visit this site, and after they will have a quick warm-up exercise and instructions to the correct use and ride of the mountain bikes. The route starts from 520 meters, and reaches up to the summit at 880 meters.

The Metropolitan Park is divided within four districts of the city: Huechuraba, Providencia, Recoleta and Vitacura. Since the colonial times, the San Cristobal Hill is recognized as geographic landmark that guides travellers and offers a full view of the valley. During that time, the Indigenous people called the hill “Tupahue”. After the city was found, the hill was renamed San Cristobal, referring to the Holiness of the hill that leads the travellers and carries the Christ on “his shoulders” carrying the sins of the world. For a long time San Cristobal hill was rather undeveloped, deforested and with few paths. Finally, in 1917 due to the expropriation law of private hills, the San Cristobal hill and two surrounding hills created a formation of gigantic public park, which was named Metropolitan Park of Santiago. (Ministerio de Vivienda y Urbanismo 2014) As biking up the hill, it is possible to appreciate the vegetation, parks and squares around from excellent viewpoints to every part of the city. Once reaching the summit and the viewpoint Mirador Terraza Bellavista, the group will have a chance to step away from the bikes and climb up to the Virgin of the Immaculate Conception, the most recognized landmark of the hill, or enjoy a delicious “mote con huesillos” (traditional Chilean beverage) and “empanadas” (Chilean pies). The way down will be realized towards Pedro de Valdivia’s side of park entrance, after what the group will return to the starting point Plaza Baquedano through the principal parks of the sector: Balmaceda Park and Uruguay Park. Picture 12 is a picture taken by the researcher, on the way to the San Cristobal Hill top.



Picture 12: Viewpoint on the way to San Cristobal hill's summit (Heino 2015)

6.4 Testing the New Bike Tours

When asking people to imagine a new service, they have a habit of turning into analytical and problem-oriented. On the contrary, when they are given the opportunity to experience a working prototype that holds the fundamental elements of the touch points and service interactions, it is rather probable to receive a reaction than to the abstract concept. Large amounts of time and money can be saved in developing a service if the experience is designed and tested before spending resources on designing the necessary processes and technology. Hence, it is essential to create an environment where real people can try the service as early as possible in the development process. What may seem like small problems could have a vast influence on the customer experience. For instance, vague instructions or erratic language can result in not deliberate problems. (Løvlie, Polaine, Reason 2013, 139-140)

The three bike tours were tested between the 24th and 26th of July in 2015. The tours were realized on three different days. The goal for the testing was to try to catch participants representing from the different researched bicycle tourism customer segments (couples, solo travellers, groups of friends or families). Moreover, the objective was to realize the tours in English and in Spanish. As the maximum tour participant number for the tours is five people, the goal was to gain as many participants close to this figure. However, this resulted to be difficult and in conclusion the tours were held in groups from two to three members. The first day, two tours were tested since the participants desired to participate in two different tours. These tours were the San Cristobal Hill Tour and the Panoramic Tour, which were held for two solo travellers: one male adult from Costa-Rica, and one young female adult from Peru. This "combination tour" was held in English. The second day's tour was the Panoramic Tour, which was realized together with a group of three adult travellers from Brazil. This Panoramic Tour was conducted in Spanish. The third tour: Cultural Tour was held for a middle-aged couple from Brazil. This tour was conducted in Spanish. All in all, two of the tours

were held in English and the other two were conducted in Spanish. The idea for the testing was to work as team: the author would guide the tours in English, while the co-founder Jorquera would work as assistant guide, responsible of observation and photographing of the tour. For the tour in Spanish, these roles were swapped.

Before starting the tours, the tour participants are informed of the full activity contents, of the duration and the necessary equipment, as well as of the basic visual signals to be used during the tour. The guides will possess the necessary replacement parts for the bicycle components, and the required tools (mini pump, chain tool) in case on-site reparation is required. The equipment: mountain bike and the component parts, helmet, lights, first aid kit and replacement parts are checked before, during and after the tour service. Every participant is provided with mountain bike, helmet, security lights, and bottled water.



Picture 13: Testing the Panoramic Santiago Tour (Jorquera 2015)



Picture 14: Brazilian couple attending the cultural tour gets photographed with local police officer (Heino 2015)

Pictures 13 and 14 present two of the pictures taken during the tour testing by both of the guides. After finishing the tested tours, casual discussion on the tour contents and the service experiences is realized. All participants explain to have enjoyed the experience, and to have felt satisfied about the tour contents. The participants are kindly asked to leave feedback and reference to the company's recently founded Trip Advisor page. Four different feedbacks were received, one of them is written in English, by the participant from Costa-Rica, and the three others, by the Brazilian participants, are written in Portuguese. The feedback that is written originally in Portuguese is freely translated by the author and presented as follows. All the four original feedback appearing on the Trip Advisor page can be found in Appendix 5.

Feedback from Aires, Brazilian male participant:

“Excellent Tour”

“It was by chance that I got to know the staff of Huaso. This was one of the best days in Santiago. I have done bicycle tourism in Peru, USA, Europe; in Paris and Amsterdam. Santiago surprised me positively. The staff of Huaso gets note 10, the bikes are perfect. Five stars.”

Feedback from Elissa, Brazilian female participant:

“Very recommended, planning to go back!”

“I'm from Rio and travelled to Chile alone on vacation. Arriving at the Hostel, I discovered the option to get to know the city of Santiago by bike and as good “Carioca” (person born and raised in Rio), I wanted to advantage my time to the fullest, and so I went for the tour. Undoubtedly, Huaso Tours & Bike Rental exceeded all my expectations with the cultural and historical tours and of course without losing the good humour. We visited plazas and viewpoints of Santiago. Result: fell in love with Santiago!!! The team scores note thousand, I really recommend this! Kisses from Brazil, Huaso Tours & Bike Rental! Have success in the cycling!”

Feedback from Luiz, Brazilian male participant:

“Best experience to get to know Santiago from other angles!”

“I really enjoyed the bike ride I did. I got to know the Bicentennial Park and the San Cristobal Hill, it is great to ride around the city that is so well organized. The sense of freedom goes racing. It was worth it. The guides are super attentive and explain well about the city and of its attractions. Thank you Huaso Tours!

7 Conclusions and Reflection on the Thesis Process

The author considers that the thesis process was successful. The aim for the thesis was to answer to the research question: What kind of bike tour services would be enjoyable for the tourists arriving in Santiago? The result of the thesis process is the development of three bike tours consisting of three different themes to attract diverse customer segments. The author considers to have succeeded in creating three diverse and attractive bicycle tourism products. The comments of the tested new tour services were positive and encouraging. The tour contents and the used mountain bikes were referred as excellent. The thesis project consisted of researching two sub-questions: Is Santiago de Chile applicable as bicycle tourism destination? What kinds of standards exist for the tourism enterprises to provide bicycle tourism services in Santiago de Chile? These two sub-questions were researched through literature and webpage resources, as well as through the conducted semi structured interview. All research questions were provided with answers at the end of the thesis process. The regulations for the tourism companies to provide bike tour services were researched from the SERNATUR's database and these standards were used as the baseline for the bike tour services.

Regarding the interview, the author was content with the interview results; she got answers to all the pre-determined questions, as well as insight to more topics that arose during the conversation. With the help of the interview, the author was able to get a more complete picture of the incoming tourists' needs and requirements that supported in the service development process. Furthermore, the pre-research material from different webpages and articles, as well as the interview with Ausset states that Santiago is more than applicable as bicycle tourism destination. The author reflects that Ausset had great innovative ideas concerning the bike tours. Although, the recommended tour destination La Chimba could not be included to the final tour program due to long distance to the office location, however, the author will have this destination on her mind for the future. A more wide perspective of the existing bike tour services and tourism products might have been succeeded with conducting more interviews. Another opinion would have been a useful tool in the development process, offering more broaden ideas for the bike tour services.

All in all, the thesis project was exceptionally useful to the case company. There were three new bike tours created that will eventually become actual tour services. The created program sheets for the thesis work will be useful in marketing the bike tour services. Moreover, the thesis project was very educational as the theoretical framework was needed in order to provide bicycle tourism services in Santiago. The researcher oriented herself to the legislation and standards for offering bicycle tourism services, as well as to Santiago's city infrastructure. Own professional knowledge was developed enormously. However, the thesis process was time-consuming; a big amount of the resources were published only in Spanish, as well as

the documents of safety standards, which were required to be translated into English. In addition, the conducted theme interview was realized in Spanish. Although, as the thesis work consisted of the researcher's interest: mountain biking, the research part was motivating. Conducting the thesis work was interesting and definitely supportive for the future.

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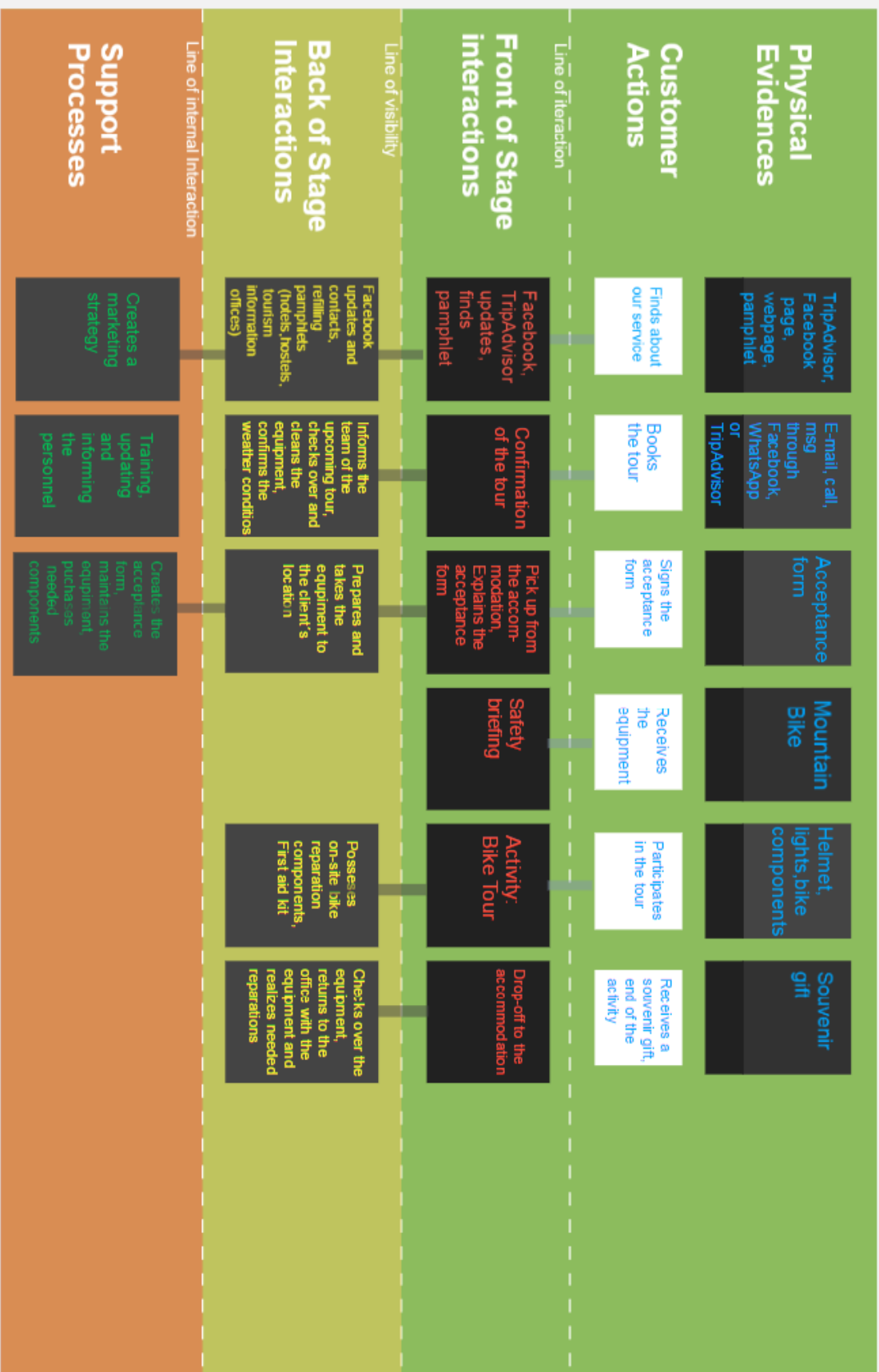
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Appendix 7: Service blueprinting a bike tour

Service Blueprinting A Bike Tour



Appendix 8: Registration and acceptance form for the new bike tours



GUIDED BIKE TOURS- REGISTRATION & ACCEPTANCE FORM

FULL NAME: _____

PASSPORT / ID NUMBER: _____

AGE: _____

COUNTRY OF RESIDENCE: _____

PLACE OF RESIDENCE IN SANTIAGO: _____

CONTACT NUMBER IN CASE OF EMERGENCY: _____

E-MAIL: _____

DATE: _____

EXPERIENCE OF THE ACTIVITY: _____

HEALTH DECLARATION: _____

STARTING HOUR:

--	--

ENDING HOUR:

--	--

NAME OF THE GUIDE: _____

IN CASE OF DAMAGE, LOSS, OR THEFT OF THE BICYCLE, AND/OR ACCIDENT, I ACKNOWLEDGE TO BE RESPONSIBLE OF THE TOTAL VALUE OF THE BICYCLE TO BE REMUNERATED NO LATER THAN 3 DAYS AFTER THE TOUR SERVICE.

TOTAL VALUE OF MOUNTAIN BIKE: \$399.000 CLP / € 560 EUROS / \$640 DOLARS.

ANY DAMAGE OF THE BICYCLE COMPONENTS CAUSED BY THE USER OR BY THIRD- PARTY, MUST BE PAID AT THE MOMENT OF THE DELIVERY. EXCLUDED: BUCKLED WHEEL, CHAIN BREAK

HUASO TOURS & BIKE RENTAL E.I.R.L IS NOT RESPONSIBLE OF ACCIDENTS AND/OR INJURIES DURING THE GUIDED TOURS.

GUIDED BIKE TOUR PRICE: 20.000CLP

CLIENT SIGNATURE

Appendix 9: SERNATUR- Declaración de cumplimiento de estándares de seguridad

**DECLARACIÓN DE CUMPLIMIENTO DE ESTÁNDARES DE SEGURIDAD
PRESTADORES SERVICIOS DE TURISMO AVENTURA**

Yo _____, representante legal del Servicio de Turismo Aventura _____ (nombre fantasía / razón social), declaro lo siguiente;

- 1) Contar con el personal debidamente capacitado para el desarrollo de la actividad de turismo aventura _____ (indicar nombre de la actividad).

- 2) Cumplir con los siguientes requisitos mínimos, relativos al equipamiento:
 - a) Cuento con una adecuada planificación, selección y exigencia de ropa, equipos y materiales técnicos necesarios para la actividad o programa.
 - b) Tengo a disposición de cada participante, equipos en buen estado de funcionamiento y operatividad.
 - c) Cuando los participantes deseen utilizar su propio material o equipamiento, éste deberá ser aprobado por el guía a cargo de la actividad, antes que ésta comience, y el participante deberá eximir a la empresa de responsabilidades en este aspecto.
 - d) Realizo una verificación o revisión de todo el equipo a utilizar en la actividad, antes, durante y después de su ejecución, de acuerdo a la normativa aplicable. Esta labor es cumplida por el guía a cargo de la actividad.
 - e) Verifico y/o reviso el estado de todo el equipo no utilizado por un tiempo prolongado, o que sea objeto de algún transporte (mudanza, entrega u otro).
 - f) Retiro los equipos que han cumplido su vida útil, así como los equipos defectuosos, los que deberán ser inutilizados y/o eliminados para evitar su posterior uso.

Nota: En relación al punto "C", el prestador deberá disponer para él o los participantes que así lo requieran, una declaración para cuando los participantes deseen utilizar su propio material o equipamiento. Esta declaración, deberá llevar, además, la firma (aprobación) del guía a cargo de la actividad, antes que ésta comience, y el participante deberá firmarla eximiendo al prestador de las responsabilidades en este aspecto.

3) Cumplir con la obligación de Mantenimiento de Equipos en los siguientes puntos:

- a) Cuento con procedimientos, instrucciones o guía de uso y mantenimiento, los cuales se entregaran a los participantes y guías, según corresponda.
- b) Cumplo con la periodicidad o frecuencia con que debe hacer el mantenimiento de los equipos.
- c) Cumplo con la normativa que se aplica para el mantenimiento de los equipos, cuando corresponda.

4) Conocer y cumplir con los estándares de seguridad obligatorios establecidos en los puntos 4.6 y 4.7 (según corresponda) de la norma técnica:

Norma Chilena NCh	Año

NOMBRE Y FIRMA DEL REPRESENTANTE LEGAL

FECHA

RUT: _____ - _____

Appendix 10: "Statement of compliance with the security standards" translated version of Appendix 3

I _____, legal representative of the Adventure Tourism Service _____ (fantasy name / business name), declare as follows;

- 1) Having properly trained the personnel for the development of the adventure tourism activity _____ (specify name of the activity).
- 2) I possess the following minimum requirements relating to the equipment:
 - a) Proper planning and selection of required clothing, equipment and technical materials necessary for the activity or program.
 - b) Equipment in good state of functioning and operation for every participant.
 - c) If participants wish to use their own material or equipment, it must be approved by the guide in charge of the activity before the beginning of the activity, and the participant shall release the company from responsibility regarding this.
 - d) I have conducted verification or checking of all equipment used: before, during and after the activity, according to the applicable regulations. This task is realized by the guide in charge of the activity.
 - e) I verify and / or check the status of all equipment that has not been in use for a long time, or has been part of some type of transportation (moving, delivery or other).
 - f) I remove from use equipment that is defective or can no longer be used; they must be removed to prevent further use.

To be noted: Regarding the point "c)", the provider must possess a statement form for the case when participants wish to use their own material or equipment. This declaration must be signed also by the guide in charge before the beginning of the activity, and the participant must sign to release the provider from responsibilities regarding this.

- 3) I comply with the obligations for the maintenance of the equipment in the following points:
 - a) I realize procedures, instructions or guidance for the use and maintenance of the equipment, delivered to the guides and the participants when necessary.
 - b) I realize maintenance of the equipment according to the given frequency.
 - c) I comply with the regulations applied for maintenance of the equipment, when required.
- 4) I comprehend and meet the terms of the mandatory safety standards, established in Sections 4.6 and 4.7 (as required) of the technical regulation:

Number of the Chilean regulation - Year

Name and signature of the legal representative

Date

ID-Number _____ - _____

Appendix 11: Created tour program presentation sheets for the new bike tours

CULTURAL SANTIAGO TOUR

This Bike Tour will take you to see the cultural highlights of Santiago Center.

We will start our tour with instructions to the correct use and ride of the mountain bikes, after what we will bike along a cycle path until we reach the Bulnes promenade, and La Moneda Palace –the Presidential Palace- that hides stories through the years of the military coup in Chile. Next we will bike across to New York Street, where we will see particular cultural heritage buildings and streets that hide the magic of Ancient Chile, as few buildings have survived after the intense earthquakes the country has suffered over the decades. We will be stopping by the Palace of Justice and the Ex National Congress on our way. While continuing the tour, we will be heading towards Plaza de Armas- a typical meeting place for locals- where we can appreciate the Mapuche monument, Santiago Cathedral, the Post office, and Municipality of Santiago. You will also have the opportunity to visit the Museum of National History.

After we will head towards the Central Market, which is an internationally renowned market for its gastronomy. You will be able to appreciate the fresh seafood, offered by the Chilean Sea, as well as bakeries, typical restaurants, among others. We will continue our tour towards the East, through Parque Forestal; home to the Chilean National Museum of Fine Arts (Museo Nacional de Bellas Artes), representing as one of the major centers for Chilean art. Before ending our tour in Parque Bustamante, we will have an optional visit to La



\$20.000 P/P
DIFFICULTY LEVEL: LOW
3 HOURS APPROX.
DAILY DEPARTURES AT: 10:00 & 15:00
 ITINERARY POINTS OF INTERES
➤ CYCLE PATH RANCAGUA - TARAPACA
➤ BULNES AVENUE
➤ PRESIDENTIAL PALACE LA MONEDA
➤ NEW YORK STREET VISIT TO HISTORICAL CENTER AND SANTIAGO'S STOCK EXCHANGE
➤ PALACE OF JUSTICE NATIONAL EX CONGRESS
➤ PLAZA DE ARMAS: MAPUCHE MONUMENT, CATHEDRAL AND SANTIAGO'S POST OFFICE, NATIONAL HISTORY MUSEUM
➤ CENTRAL MARKET
➤ BELLAS ARTES MUSEUM (MUSEUM OF FINE AIRTS)
➤ PARQUE FORESTAL
➤ PLAZA BAQUEDANO
➤ PARQUE BUSTAMANTE
➤ ARRIVAL IN THE OFFICE: HUASO TOURS & BIKE RENTAL METRO BAQUEDANO - PARQUE BUSTAMANTE
ESTIMATED ITINERARY: SOME ROUTES/ POINTS OF INTERES MAY CHANGE ACCORDING TO THE TRAFFIC CONDITIONS.
INCLUDED
* MOUNTAIN BIKE TREK 39000 AND/OR MONGOOSE * HELMET & LED SECURITY LIGHTS * BILINGUAL GUIDE
NOT INCLUDED
*OPTIONAL TIPS TO THE GUIDE

PANORAMIC SANTIAGO TOUR

We will start this panoramic tour in Plaza Italia-in the heart of Santiago- where we will first give instructions to the correct use and ride of the mountain bikes. The route will take us through the main streets, parks and landmarks of Santiago. We will bike along the renowned Bellavista zone, and after a few blocks we will find the museum La Chascona, known as the house of our national poet Pablo Neruda. After biking uphill a small part of San Cristobal Hill, we will enter the metropolitan park and get away from the noisy Santiago.

As we continuer our ride along the long road bordering the San Cristobal Hill, we get to see the Providencia district from a privileged viewpoint. Next, we will continue downhill towards Parque de las Esculturas (Providencia), the famous open-air museum for Chilean sculpture arts. After biking a few more blocks, we will arrive in the Bicentenary Park, opened in honor of the 200 years of independence, where you will find 30 hectares of green areas, lagoons and animals such as flamingos, black-necked swans and lofi fish swimming among lotus flowers. After this visit, we will start our way back to Plaza Baquedano through the principal parks of the district.



\$20.000 P/P
DIFIFICULTY LEVEL: LOW-MEDIUM
3-4 HOURS APPROX.
DAILY DEPARTURES AT: 10:00 & 15:00
 ITINERARY POINTS OF INTERES
➤ PLAZA BAQUEDANO
➤ BELLAVISTA NEIGHBORHOOD
➤ MUSEUM LA CHASCONA (PABLO NERUDA)
➤ ENTRANCE TO THE METROPOLITAN PARK (PIO NOÑO)
➤ TOUR IN THE METROPOLITAN PARK TRAIL (SANTIAGO ZOO)
➤ SCULPTURE PARK
➤ COSTANERA CENTER AND SANTIAGO'S FINANCIAL DISTRICT (CYCLE PATH)
➤ BICENTENARY PARK VITACURA
➤ RETURNING WATERFRONT THROUGH PARKS AND CYCLE PATHS
➤ PLAZA DE LA AVIACION
➤ URUGUAY PARK- BALMACEDA PARK
➤ ARRIVAL IN THE OFFICE: HIJASO TOURS & BIKE RENTAL METRO BAQUEDANO - PARQUE BUSTAMANTE
ESTIMATED ITINERARY: SOME ROUTES/POINTS OF INTERES MAY CHANGE ACCORDING TO THE PHYSICAL CONDITION OF THE PARTICIPANTS.
INCLUDED
* MOUNTAIN BIKE TREK 3900 AND/OR MONGOOSE * HELMET & LED SECURITY LIGHTS * BILINGUAL GUIDE
NOT INCLUDED
*ENTRANCE FEE TO MUSEUM LA CHASCONA *OPTIONAL TIPS TO THE GUIDE


SAN CRISTOBAL HILL TOUR

We will start the tour in Plaza Baquedano, from where we will first bike through the renowned Bellavista neighborhood. After arriving in the Metropolitan Park, we will have a quick warm-up exercise including instructions to the correct use and ride of the mountain bikes. Once our bikes and bodies are in best shapes, we will visit the San Cristobal's Funicular; a famous UNESCO World Heritage site. We will start to bike uphill towards San Cristobal's hill top, starting from 520 meters, and reaching to the summit at 890 meters.

The Metropolitan Park (home to the San Cristobal Hill) is divided within four districts of the city: Huechuraba, Providencia, Recoleta and Vitacura, and it enable us to admire a full 360° view over Santiago. As we bike up, we will appreciate the vegetation, parks and squares around us, from excellent viewpoints to every part of the city. Once we will reach the hill top by the viewpoint: Mirador Terraza Bellavista, we will step away from our bikes, in that way giving us a chance to climb up to the Virgin of the Immaculate Conception, or enjoy a delicious Mote con Huesillos (traditional Chilean beverage) and empanadas (Chilean pies).

We will start our ride downhill towards Pedro de Valdivia's side of the park, and return to our starting point through the principal parks of the city.



\$20.000 P/P
DIFFICULTY LEVEL: MEDIUM-HIGH
3-4 HOURS APPROX.
DAILY DEPARTURES AT: 10:00 & 15:00
 ITINERARY POINTS OF INTERES
➤ PLAZA BAQUEDANO
➤ BELLAVISTA NEIGHBORHOOD
➤ MUSEUM CASA LA CHASCONA (PABLO NERUDA)
➤ METROPOLITAN PARK ENTRANCE (PIO NOÑO)
➤ ASCENDING INSIDE THE METROPOLITAN PARK 1-2 HOURS APPROX
➤ VIEWPOINT EL HUNDIMIENTO: (VIEW TO THE ANDES, PROVIDENCIA DISTRICT AND THE COSTANERA CENTER)
➤ ARRIVAL IN THE SAN CRISTOBAL HILL TOP MIRADOR & TERRAZA BELLAVISTA
➤ DESCENDING TOWARDS PEDRO DE VALDIVIA ENTRANCE
➤ SCULPTURE PARK
➤ RETURNING WATERFRONT URUGUAY PARK - BALMACEDA PARK
➤ PLAZA DE LA AVIACION
➤ ARRIVAL IN THE OFFICE: HUASO TOURS & BIKE RENTAL METRO BAQUEDANO - PARQUE BUSTAMANTE
ESTIMATED ITINERARY: SOME ROUTES / POINTS OF INTERES MAY CHANGE ACCORDING TO THE PHYSICAL FITNESS OF THE PARTICIPANTS
INCLUDED
* MOUNTAIN BIKE TREK 3900 AND/OR MONGOOSE * HELMET & LED SECURITY LIGHTS * BILINGUAL GUIDE
NOT INCLUDED
*ENTRANCE FEE TO MUSEO/CASA LA CHASCONA *OPTIONAL TIPS TO THE GUIDE

Appendix 12: Feedback from the tour testing published on TripAdvisor



Alberto M
Province of Cartago, Costa Rica
2 reviews
2 helpful votes

“Best way to explore Santiago”
★★★★★ Reviewed July 27, 2015

Took the "Cerro San Cristobal" tour and a Santiago parks tour and I got to say, they've been the best city tours so far. Company personnel are eager to give a good experience in the tour; they know the city and want you to have a personalized experience. Took lots of pics and went to a lot of places and had a great day.

Visited July 2015

Was this review helpful? **Yes** 2 [Report](#)

[Ask Alberto M about Huaso Tours & Bike Rental -Day Tours](#)

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.



Aires B
3 votos útiles

“Excelente Tour ”
★★★★★ Escribió una opinión el 27 julio 2015

[Google Traductor](#)

Estava por acaso e conheci o pessoal do tour Huaso.
Um dos meus melhores dias em Santiago.
Já fiz cicloturismo no Peru, nos EUA e na Europa, em Paris e Amsterdam.
Santiago me surpreendeu positivamente.
E os pessoal do Huaso é nota 10, as bicicletas são perfeitas.
Cinco estrelas

Visitado el julio de 2015

¿Te sirvió esta opinión? **Sí** 3 [Denunciar](#)

[Pregunta a Aires B sobre Huaso Tours & Bike Rental -Day Tours](#)



Elissa R

Level **2** Contributor

2 reviews



3 helpful votes

“Recomendadíssimo e pretendo voltar!”

★★★★★ Reviewed July 27, 2015

[Google Translation](#)

Sou do Rio e viajei ao Chile sozinha de férias. Chegando ao Hostel, encontrei a opção de conhecer a cidade de Santiago de bike e como boa carioca, fui à saga. Sem dúvidas, o Huaso Tours & Bike Rental superou todas as minhas expectativas com os passeios culturais e históricos, claro que sem perder o bom humor. Fizemos passeios pelas praças e mirantes de Santiago. Resultado: me apaixonei por Santiago!!! Equipe nota mil e super recomendo! Beijinhos desde o Brasil, Huaso Tours & Bike Rental! Sucesso nas pedaladas!

Visited July 2015

Was this review helpful? [Yes](#) 2[Report](#)[Ask Elissa R about Huaso Tours & Bike Rental -Day Tours](#)

Luiz Feli...



3 helpful votes

“Melhor experiencia para conhecer santiago por outros angulos !”

★★★★★ Reviewed July 27, 2015

[Google Translation](#)

Gostei muito do passeio que fiz. Conheci o Parque Bicentenario e o Cerro San Cristoban é muito bom pedalar pela cidade que bem organizada. A sensação de liberdade vai a mil. Valeu a pena. Os guías são super atenciosos e explicam bem sobre a cidade e suas curiosidades. Obrigado Huaso Tours!

Visited July 2015

Was this review helpful? [Yes](#) 3[Report](#)[Ask Luiz Felipe V about Huaso Tours & Bike Rental -Day Tours](#)

This review is the subjective opinion of a TripAdvisor member and not of TripAdvisor LLC.