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Contributions from research.

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VALUATION AND OUTCOMES IN THE ARCTIC WINTER GAMES 2016

Contributions from research

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We would like to thank the Arctic Winter Games 2016 secretariat and owners for their collaboration and for allowing us to study the planning and execution of the AWG 2016 and undertake several surveys amongst their sponsors, volunteers and the AWG 2016 participants. The collaboration allowed us to collect data in relation to the AWG and hereby to generate a better understanding of event valuation and outcomes for participants, partners, volunteers and the Greenlandic society at large.

Also, we would like to thank Natalia Clausen for her prompt and valuable work with Excel sheets and charts.

DISCLAIMER
Due to the short time since the termination of the event, not all surveys and digital data have been thoroughly computed and analyzed. Further research will be conducted and published in academic journals at a later stage. Any questions regarding the research and data sets can be directed to
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EXECUTIVE SUMMARY

This report explores the Arctic Winter Games (AWG) held in Nuuk in May 2016. It does so from a research perspective with a two-fold focus: 1) on valuation, i.e. on how various stakeholder groups value and identify different benefits from the AWG 2016 event and 2) outcomes outside of the event proper, or what we term 'overflows'. We assess valuation and outcomes in conversation with the three strategic focus areas of the AWG to strengthen social cohesion, branding and upskilling. The report further explores - on a more experimental basis - how digital platforms might provide opportunities for social innovation in regards to these three areas.

A first quantitative analysis uses five surveys to show how participants, sponsors, volunteers, visitors and non-visitors perceive the benefits for themselves and the Greenlandic community on a range of parameters. The analysis displays a high degree of perceived benefits by different stakeholders, surprisingly high with the non-visitor group, showing that a larger Greenlandic community valued AWG beyond the confines of active contributors and Nuuk citizens. However, it also shows how sponsors were the stakeholder group which identifies the least benefit from the event. The chapter concludes with pointing to what can be done to secure more benefits with sponsor outcomes in ongoing work and in future events.

The second part of the report consists of three experimental cases which offer examples of how social media platforms were used as opportunities for community participation, co-creation and engagement. The cases point to how event initiatives have 'spilled over' into society and have fostered alternative values, often overlooked in evaluation with a purely economic and short-term focus.

In conclusion, we discuss how the presented values and outcomes feed into the three focus areas of the AWG 2016 strategy. We provide suggestions as to how ongoing work might help secure and maximize current outcomes within these three areas in particular. Also, the report discusses how future events can build on the gained experiences and skills of AWG 2016.

INTRODUCTION: EVENT OVERFLOWS

This report engages in the discussion of the 'worth' of the Arctic Winter Games hosted in Nuuk in 2016. The question always asked in connection to any event is whether the event was worth hosting. The common simplistic and often misleading answer is that an event is worth hosting, if the economic impact outweighs the initial event cost. Economic impact is based on all the expenditure incurred by the host country that benefit businesses and provide employment, as well as the expenditure by all stakeholders in relation to the Games. For example, the direct economic impact is computed based on transportation, accommodation and actual expenditure at the Games and brand value.

But economic impact does not measure other outcomes such as how stakeholders perceive event values or longer-lasting societal effects. Hence, important results tend to be overlooked in event evaluations and in the media and political debates which often follow. We argue that this is due to the fact that a broader outlook on event valuation and outcomes emerging from the hosting event are impossible to explore through a strictly economic impact analysis.

"Capturing outcomes from the AWG 2016 entails a broad understanding of what constitutes 'values' for the host society and an intricate set of methods to apprehend them"

In this report, we take on the challenge to broaden the understanding of the values and outcomes of the AWG 2016. Our research ambition is **to assess event value for individual and group stakeholders, to identify a number of relevant societal outcomes and to discuss possible longer-lasting effects**. Capturing outcomes from the AWG 2016 entails a broad understanding of what constitutes 'values' for the host society and an intricate set of methods to apprehend them. This report is an attempt to identify, document and assess valuation and outcomes beyond narrow economic calculations.

This seems particular important in the case of the AWG 2016 where the costs of app. 67 million DKK shared between the Greenlandic government, the Municipality of Sermersooq and the Greenlandic business life was never expected to be covered by incurred expenditure. This is due to a number of circumstances:

1) because of Arctic infrastructure and high transportation costs, the event of AWG 2016 was never expected to attract a massive amount of outside tourist, keeping transportation, accommodation and expenditure low.

2) because of the community orientation of AWG, all arrangements apart from the opening and closing ceremonies and two gala shows were free of charge. Therefore, no noteworthy revenue could be expected from entrance fees.

3) because of the focus of the event on youth sports and Circumpolar culture, the event was not expected to attract the attention of international mass media. For that reason, the brand and marketing value was expected to be minimal.

For these reasons in particular, getting a broader understanding of worth is crucial. But also, we argue, does it become crucial to get the most out of the situation and to be explicit about how this must be achieved. In our report, we do not seek to decisively determine how much the AWG 2016 event 'was worth'. Much less do we go into a discussion

or assessment of whether AWG 2016 was 'worth it'. This decision rests with the Greenlandic public, political representatives and business community. Instead, we wish to qualify and inform debates about the AWG by providing figures on how stakeholders valued the event and which outcomes can be identified. Also, we draw attention to how these might be improved in the future by an even closer alignment between how the event is strategized, organized and assessed.

Such work can ultimately help secure and better account for event overflows or more precisely how event-related activities entangle into other spheres and activity zones of society and business life (Petersen & Ren 2015). This enables, as argues by the AWG 2016 secretariat, to understand the AWG as 'much more than a sports event'.

In order to capture the 'much mores' of AWG 2016, we have used a number of different tools to describe how five identified stakeholder groups - sponsors, volunteers, participants, visitors and non-visitors - perceive the games and how they identify a number of benefits, whether for themselves as individuals, for their organization and companies or for society.

Through our work, we hope to direct attention to how event related values can be captured and longer-lasting effects may be secured through initiatives which are currently taking place in the aftermath of the event. For instance, we ask how sponsors may more pro-actively engage in value creation in future sponsorships and how unleashed volunteer capacities might be captured to benefit society in other non-event related contexts. Reflections from AWG 2016 might also be used to inspire work and planning of future events and activities, which in similar ways draw together various parts of society and business, for instance through digital infrastructures which we look into from a more experimental angle.

OUTLINE

In the following, results are presented of how the AWG 2016 was valued by stakeholders. Also, we highlight some of the digital initiatives and activities connected to AWG 2016, which we argue have played a crucial part to help reach the strategic AWG goals. The results were generated through surveys in combination with fieldwork. In the following Project design section, our methods will be briefly presented along with a short introduction to the different research stages. Also, our understanding of events as 'more than' the events proper will be explained as will the concept of valuation.

The Analysis section of the report consists of two parts, which display different central outcomes derived from AWG 2016. The three parts all discuss event outcomes along the three focus areas of the AWG 2016 strategy: **Uniting all of Greenland in the project (cohesion)**, **branding Greenland** and **developing skills in the Greenlandic society**.

A first quantitative analysis shows how sponsors, volunteers, participants, visitors and non-visitors perceive the values and benefits for the Greenlandic community on a range of parameters. The data displays a high degree of valuation by different stakeholders, but also quite surprising fluctuations and unexpected differences in *who values what*.

The second analysis consisting of three accounts which exemplify how digital activities of the AWG was used as a platform to creating social cohesion through online participation, using social media user co-creation in the branding of Greenland and engaging volunteers to develop skills. The cases point to how digital and social innovations can be further integrated.

In conclusion, we discuss how the three strategic focus areas of AWG have been addressed in the event planning phases and how social overspills of the event have fostered alternative values, often

overlooked in evaluation with a purely economic and short-term focus. We provide suggestions as to how ongoing work might help secure and maximize current outcomes. Lastly, we discuss how future events might build on gained experiences and skills and how they might be further strengthened in order to build on the event outcomes secured so far.

PROJECT DESIGN

As mentioned in the introduction, our research ambition is **to assess event value for individual and group stakeholders, to identify a number of relevant societal outcomes and to discuss possible longer-lasting effects**. In the following, we describe how we proceeded in conducting our research and in order to answer the research question.

NARROWING THE SCOPE: COHESION, BRANDING AND DEVELOPING SKILLS

This report draws on recent insight from event studies, which contends that event outcomes cannot be captured solely through standard calculations of economic effects. Rather, a much broader understanding of event outcomes must be deployed to grasp eventual impacts, outcomes and values. From a research perspective, our interest is to look at the overall valuation of the event by probing how different event stakeholders perceive benefits and how different outcomes can be identified based on the more than two year of planning preceding the event.

This report does not cover, or claims to cover, the **totality** of outcomes of the AWG 2016 event as this would have been a difficult task to document and impossible to measure. Instead, we have used the strategic aims of the AWG 2016 host society to direct our inquiry of how to assess the worth of the event. Since the very early stages of the project, the strategic goals have been very clearly communicated (AWG 2016). The three central focus areas guide our identification of relevant values and outcomes and to select prober measurement tools to assess them.

RESEARCHING VALUATION

To probe wider outcomes and values of the AWG 2016 along the three strategic focus areas, the research draws on a range of quantitative and qualitative methods. Below, we introduce these shortly and describe how these were used during the different phases of the research.

"From a research perspective, our interest is to look at the overall valuation of the event by probing how different event stakeholders perceive benefits and how different outcomes can be identified based on the more than two year of planning preceding the event"

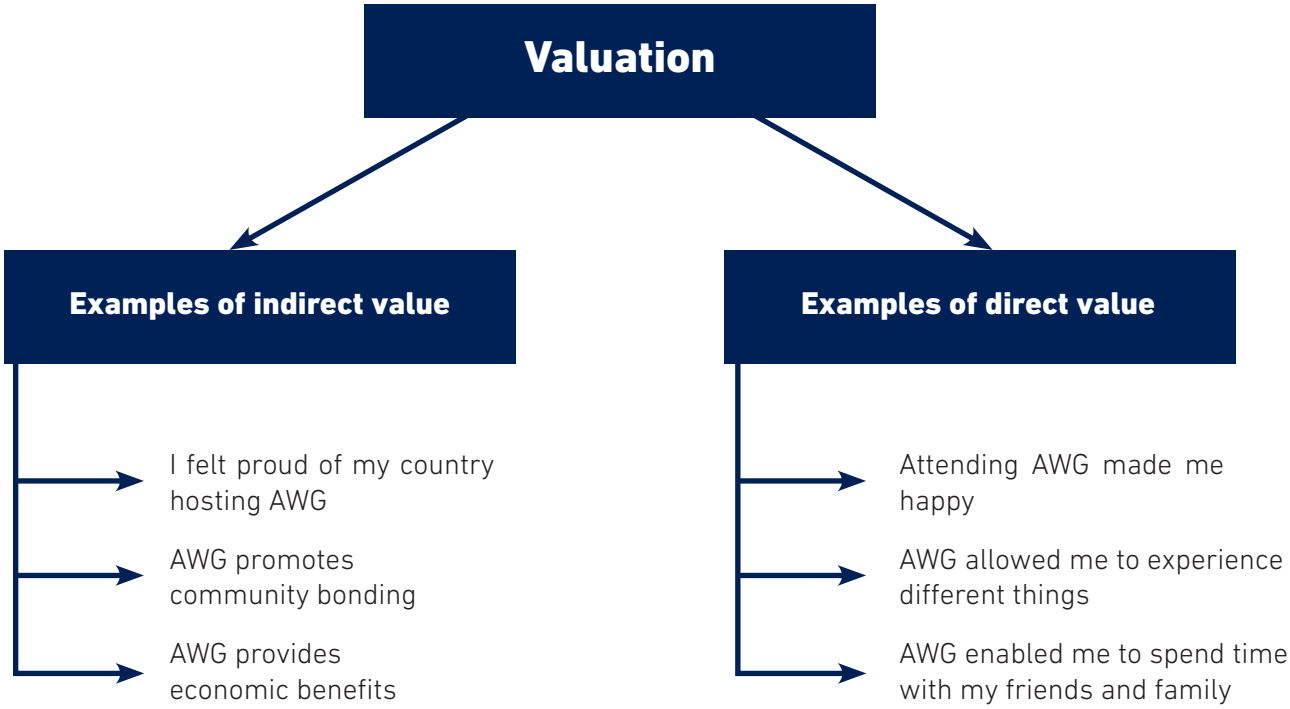
Quantitative methods:

Quantitative methods are useful to provide measurements ("how many", "how much") of how different event actors perceive event outcomes directly and indirectly and provide numerical accounts of how they value the event. In the first stages, a number of AWG 2016 stakeholders were identified: **sponsors, volunteers, participants** (athletes,

coaches, trainers, cultural participants etc.), **visitors** and **non-visitors**. The non-visitors were defined as Greenlandic citizens who did not actively visit or participate in AWG 2016.

Five surveys were set in place to probe relevant areas of valuation and outcomes for the five stakeholder groups. Questions asked were shaped to reflect the focus areas of the AWG 2016 strategy on **societal cohesion, branding** and **upskilling**. Questions were posed about direct benefits (for the company or the individual) and indirect benefits (for society, for the Arctic, for AWG) (see figure 1).

FIGURE 1. CONCEPT OF VALUATION



Targeted questions specific to each group - such as motivation (volunteers) and intentions to return to participate or to volunteer - were added to some of the surveys. Respondents answered questions based on a Likert scale (from 1 to 5). The first three groups were contacted through emails, which directed them to an online survey through a link. Visitors and non-visitors were contacted over telephone through the agency of HS analysis. The participant survey was in English only, while the sponsor and volunteer surveys were in English, Greenlandic and Danish. Interviews based on the visitor and non-visitor surveys were conducted in Greenlandic or Danish depending on the wish of the respondent.

Stakeholders	Number of Respondents
Participants	233
Sponsors	23
Volunteers	722
Visitors	57
Non-visitors	587

The findings of the surveys allow us to explore how these five groups perceive event outcomes, which is described further in the analysis.

Qualitative methods

Qualitative inquiry of the AWG was done using a range of methods through field work. Over the past two years, principal investigator Carina Ren has visited Nuuk and conducted recorded interviews and informal conversations with main stakeholders among the secretariat, the host society, sponsors and partners. She attended several AWG seminars and workshops and was present up to and during the event. The fieldwork allowed us to identify relevant stakeholder groups to further research on valuation. Document studies and participation in meetings related to AWG enabled the identification of strategic aims, which again allowed for a close alignment in the analysis of the social valuation and outcomes and the AWG strategy. Lastly, being familiar with some of the societal, political and economic issues surrounding AWG in Greenland today also helps to qualify the discussions and suggestions related to societal cohesion, branding and upskilling (see Ren & Bjørst 2016).

Digital methods

Finally, an experimental approach using digital methods was deployed to take a closer look at the social method outcomes of the AWG 2016 through an exploration of Twitter and Facebook. For Twitter, a number of relevant hashtags were selected (i.a. #AWG2016, #joinfeeljump, #Greenland) before the holding of the event in order to capture and monitor how Twitter users interacted online. The aim was to see how many people were reached, who users were (profiling) and what and how they shared, liked and otherwise related to non-sport related content. For Facebook, a netnographic approach was used exploring the content and activities of the official AWG page. The aim was to explore user interaction prior to, under and after the event. The method was used to discuss how digital initiatives during AWG have been used as social innovation and could be further activated to further strategic aims.

We have now introduced the need of broadening our understanding of event worth through the concepts of event valuation of looking further into event overspills. We now turn to the results of our inquiries.

STAKEHOLDER VALUATION IN AWG

In this section, we offer insights on how five stakeholder groups value AWG. The analysis is based on five stakeholder surveys, which have been conducted in relation to the AWG 2016 and supplemented by other material. The analysis seeks to broaden the understanding of event worth beyond the narrow confines of economic impact.

We first take a closer look at each stakeholder group: participants, sponsors, volunteers, visitors and non-visitors. For each group, we explore their social valuation by looking at their perceived direct and indirect outcomes and what each stakeholder group get from their involvement in the AWG. Also, a number of particular interests were probed in further depth with each group. Second, we look across the stakeholder groups to compare who value AWG the most and the least. We discuss the underlying reasons for that and offer an assessment of the social valuation of AWG.

"The analysis seeks to broaden the understanding of event worth beyond the narrow confines of economic impact"

PARTICIPANTS

Participants constitute the core of any event. Without participants, there will be no events. In our exploration of the valuation of participants, we were curious to know more about their valuation of the event (through direct and indirect benefits) but also about their overall satisfaction, their willingness to recommend AWG to others and their change in perception of Greenland. So while the attitudes of participants might not be directly related to the two strategic focus points of cohesion and upskilling (in Greenland at least), their branding value was considered as essential as participants as Arctic community members potentially make up the business partners, investors, opinion formers and tourists of the future[1].

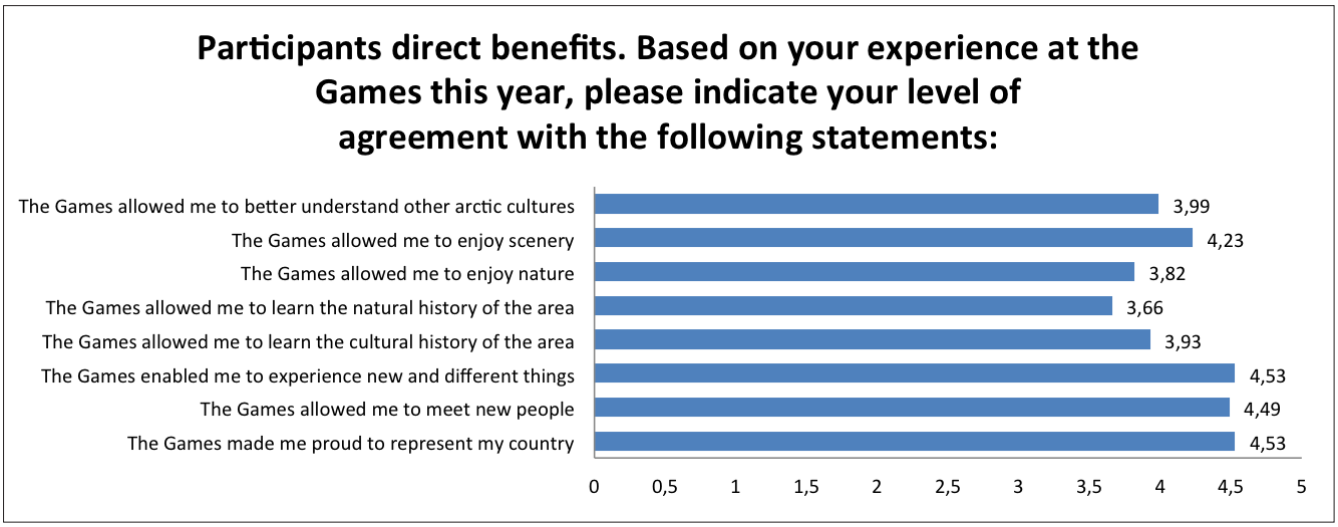
The survey to participants was sent out a week after the event closing. The link to an online survey was distributed through email to athletes, coaches and trainers by the chefs de mission of the nine contingents. A reminder was sent out through the GEMS event management system a week later. The survey was answered by 233 participants.

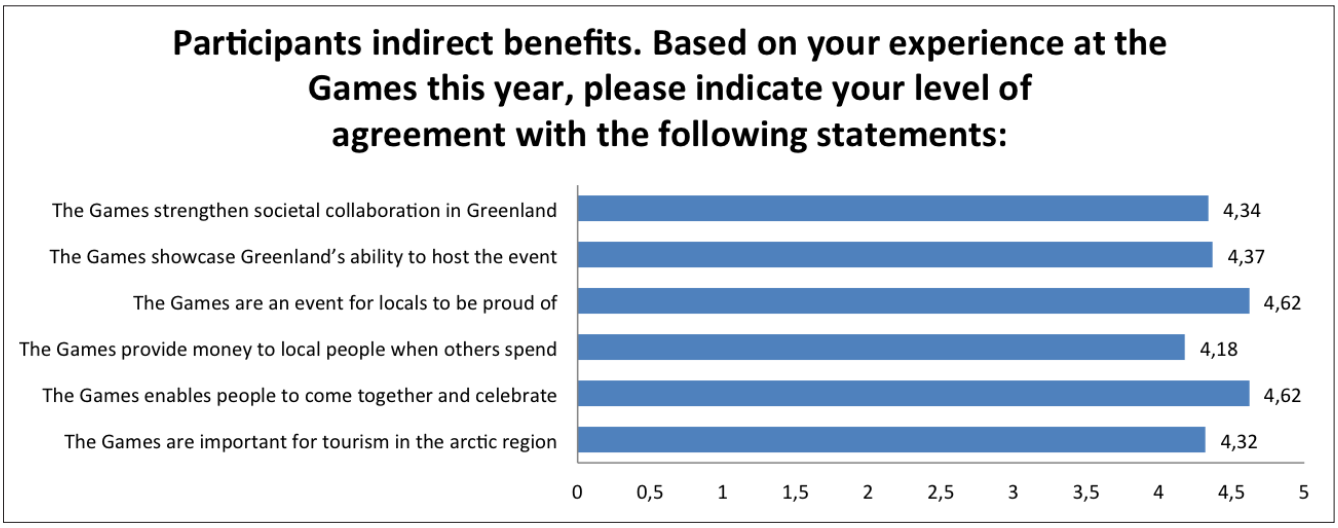
Who are the participants?

The participants who answered the survey were predominantly athletes (49%) and coaches and trainers (26%). Also cultural participants, mission staff, and members of the future host society responded. Generally, the staff and management level is overrepresented in the survey, most probably due to the relatively abstract nature of the survey and the language (English only), which rendered it difficult – or uninteresting – for the youngest participants to answer. Considering the interest of the survey, this was not perceived as a serious bias. Half of the respondents were new to AWG and half had already participated before. 20% had previously been to the games as non-participants.

[1] Cohesion and upskilling could be relevant to explore for Greenlandic participants, but in the current analysis of our survey, we have not distinguished between Greenlandic and foreign participants.

Direct and indirect benefits





Valuation

In terms of direct benefits, participants identify the highest benefits with representing their country, which was considered a source to pride (average 4,53). Also intercultural exchange and learning (meeting new people and experience new and different things) is perceived as benefits, while classic learning (cultural history, natural history) is considered a lesser benefit – perhaps due to weather related delays and subsequent time constraints, which limited very few moments for other activities. This pattern is repeated with nature, where enjoying nature was not perceived as an event benefit, as much as the (far less time consuming) enjoyment of scenery was 3,82 versus 4,23).

Surprisingly, the indirect benefits of the participants are generally higher than the direct, showing that the participants see and attribute much social value to AWG. The two outcomes most prominent identified were community pride (an event for locals to be proud of) and pan-Arctic celebration (AWG 'enables people to come together and celebrate'), both 4,62. These perceived community benefits were supplemented with the AWG´s ability of showcase hospitality (4,37) and societal collaboration in Greenland (4,34). Of least importance – although still high - was the importance for Arctic tourism (4,32) and AWG as a revenue through event expenditure (4,18).

SPONSORS

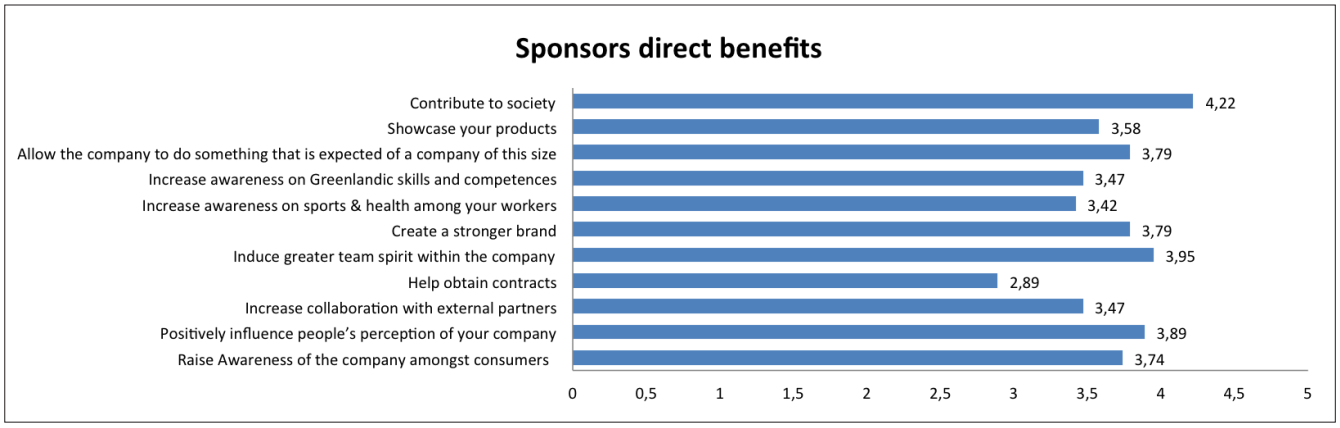
The set-up of the AWG 2016 was cross-sectorial in the sense that the host society was shared between two public actors, the Greenlandic Government and the Municipality of Sermersooq, and one private actor, Greenlandic Business community. One of the ways in which the private partners of the Greenlandic business community could contribute with their 1/3 share of the 67 million DKK budget was through sponsorships. The survey with sponsors was conducted prior to the event, in January 2016. For that reason, any benefits generated during and after the event are not captured in the survey. The surveys were filled out by the employee in the company responsible for the AWG 2016 sponsorship. In order to assess the direct outcomes for companies, the sponsor responsible was asked to answer a number of questions based on a Likert scale. We received 23 answers from the 30 identified sponsors.

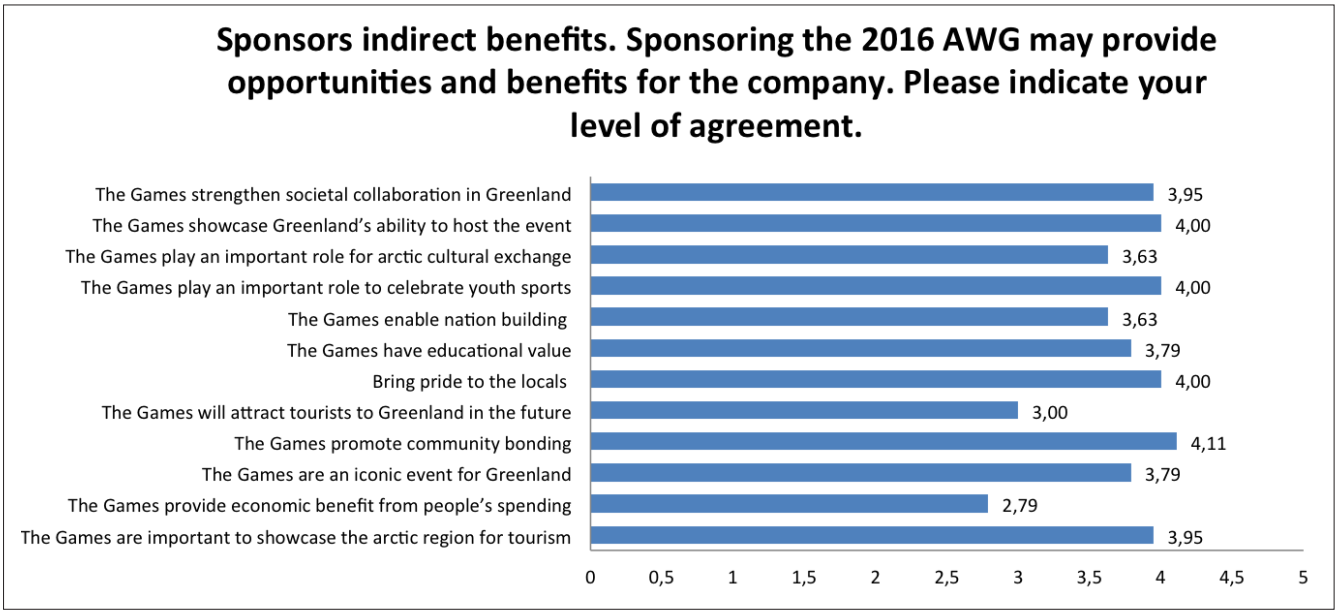
Who are the sponsors?

13 of the companies were main Nanoq sponsors (1 million DKK and above). No Nattoralik (999.000-700.000 DKK) sponsors answered the survey, while 3 Kissaviarsuk (699.000-400.000), 4 Tulugaq (399.000-200.000) and 3 Aqisseq (199.000-75.000) sponsors replied. The sponsors contributed to the event with manpower (17) and/or goods (12) and donations (9). 58% of the sponsors were private companies, 26% were public and 11% were public/private. One sponsor was a charity.

76% of the companies were 'returning' sponsors, meaning that they had also sponsored the AWG 2002 co-hosted by Greenland and Iqaluit. Also, 84% of the companies indicated that they have experience with sponsoring other events. A lesser amount, 50%, have experience with sponsoring event similar to AWG.

Direct and indirect benefits





Valuation

Sponsors most generally agree with the statement that sponsoring contributes to society (4,22). Apart from this, sponsors are less inclined to identify strong opportunities and benefits for their companies. The three most relevant opportunities pointed at were inducing team spirit in the company (3,95), improving people's perception of the company (3,89) and strengthening of the brand (3,79). Also, living up to expectations towards the company was an issue (3,79). In spite of the clear AWG strategic focus areas on upskilling, increasing aware of Greenlandic skills and competences was on a 3,47 average as was 'increasing collaboration with external partners. Sponsoring is not perceived as a help to get contract (2,89).

In terms of indirect benefits, sponsors are less positive than the rest of the stakeholders (which could be explained by the survey being conducted before the event). The sponsors seem to have a clear idea of the lack of economic impact that this event will have ((2, 79). In comparison, participants rate this to 4,18!) and a neutral view on the impact of the event for future tourism (3). Instead, they point to community bonding (4,11), pride (4), showcasing hospitality (4) and the celebration of youth sports (4) as perceived indirect benefits of the AWG.

Question is why this important and prominent stakeholder group identifies such relatively low benefits with partaking in AWG 2016, the lowest amongst all stakeholders? One of the explanations could be that the stakeholder survey was sent out before the games and that value creation and changed perceptions only take place at a later stage. This could have been examined by sending out a survey after the event, which due to resources was not possible from within this research. Another answer could be, what other have also pointed at, that Greenlandic companies are more closely aligned with societal concerns and take on a greater social role than in many other countries. Lastly, the status as public or public/private companies of some of these firms could also play in to the perception of value – and perhaps a lower degree of involvement and ownership, which the surveys suggest that some sponsors might have felt.

VOLUNTEERS

The volunteer group constitutes a major stakeholder group both in numerical numbers and de facto. To ensure the holding of the AWG 2016, the secretariat was dependent on attracting over 1500 volunteers

(close to 10% of the population of Nuuk). By the registration deadline in January 2016, 1750 volunteers had registered. The AWG would not have been possible without this important group of people. What the volunteer survey is concerned with is how the volunteers value AWG (direct and indirect benefits) but also more specifically, what motivated them. Motivation is relevant to get a better understanding of volunteers also for future initiatives where AWG volunteers might need to be re-activated.

Their perceived experiences provide some interesting insights into the purposes of volunteering which we will be looking at. For instance, how well were their expectations matched? And will they volunteer again if the Games were hosted by Greenland? Even though the AWG is a free event, it is also of interest whether volunteers would consider paying next time if they did not volunteer.

A second interest particular to the volunteers is what these many people took with them from their AWG experience in terms of upskilling. The question of personal learning and outcomes is central in answering how the volunteer activities contributed to a general upskilling effort as pointed to in the AWG strategy.

The survey to volunteers was sent using the GEMS site the week following the event, while the experience was still fresh in mind. While most volunteers answers following an online link, people also had the possibility of filling out a paper survey, which was plotted into the system. In total, we received 772 replies.

Who were the volunteers?

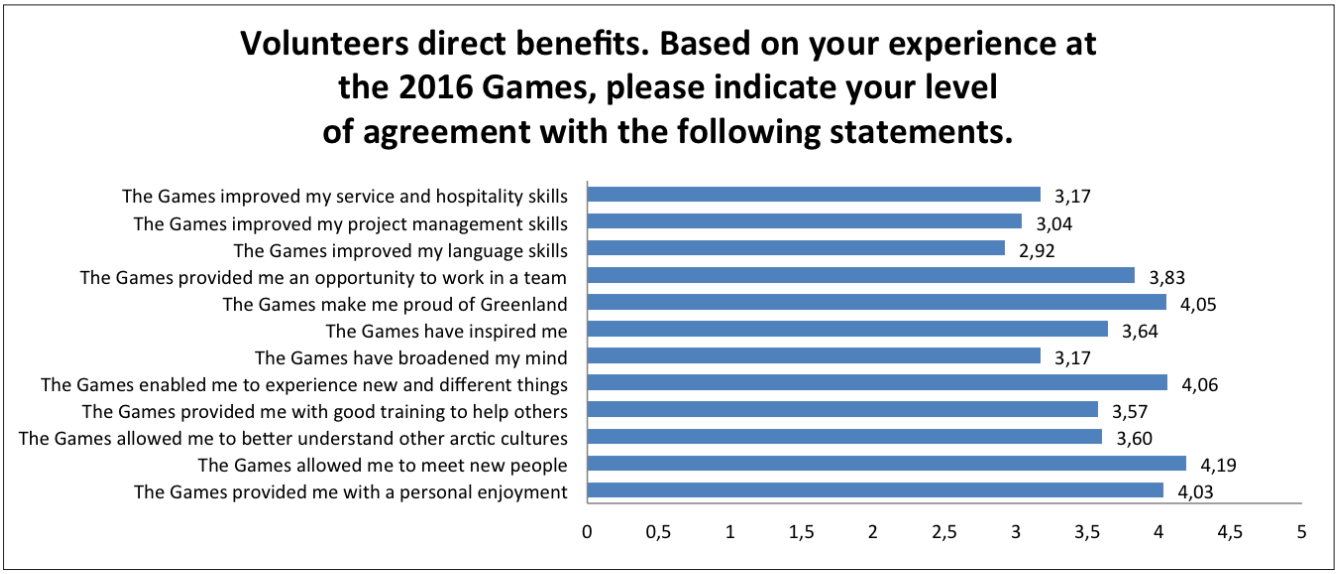
The volunteers were predominantly new to AWG, with 11% 'returning' volunteers from the AWG in 2002. A majority of the volunteers were women (61%). Volunteers were predominantly Nuuk residents (85%), but the event had also attracted volunteers from all over Greenland as well as Canada, Germany, Kenya, United Kingdom, USA, Mexico, Bulgaria and France.

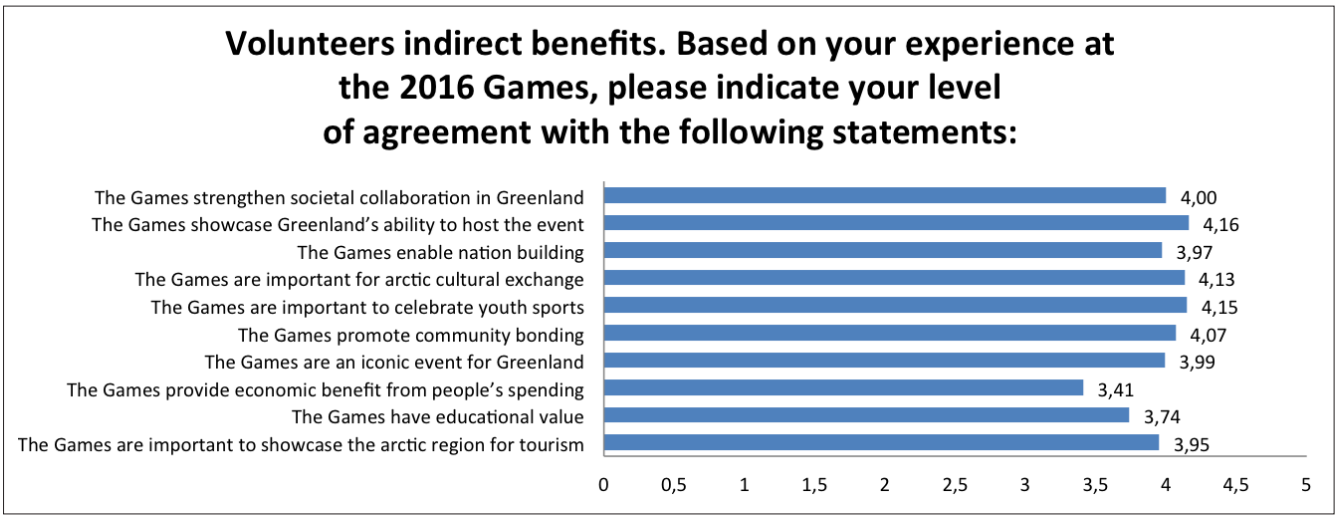
57% of the volunteers had previously been event or community volunteers. While some of these activities go way back, such as the Ladies Circle Conference in Nuuk in 1990, others have regular volunteering functions in school boards, with scouts or in sports clubs. The volunteer work also displays a great variety of volunteer activities in hosting and cooking for homeless people, fundraising or doing other charity work. The volunteers have experience as interpreters and mentors, help out with school work or legal issues and at sports and cultural event and festival in Greenland or abroad. All on all, the 354 examples provided by volunteers display a very broad range of engagements at many intensities (from near-daily to rare involvement) and levels all across society.

The volunteers had become aware of the possibility to volunteer and 'recruited' predominantly through work (32%), advertisement around town (31%) and in the media (25%). Also friends (27%) and social media (24%) are identified as important sources of raising awareness. However, as a comment from a volunteer in the survey also suggests: "It was something that was much talked about". Not knowing that volunteering was an option was simply not possible, at least if living in Nuuk. However, volunteers from many other places also show that news 'travelled'. Although this has not been further probed, social media most probably worked as an efficient tool to propagate the volunteer need beyond the limits of the host city.

Overall, the volunteers are interested in art, culture, music, sports, festivals and events with an average level of 4.06.

Direct and indirect benefits





Valuation

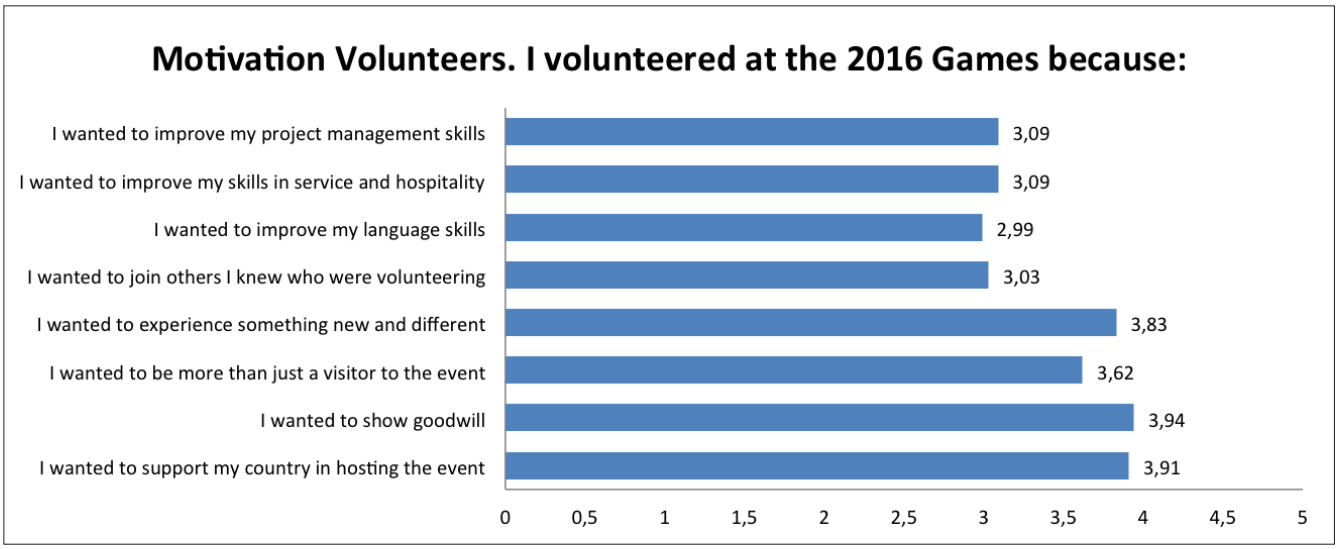
Exploring direct benefits in relation to volunteers is essential to see whether some of the upskilling initiatives connected to the AWG activities (see Ren & Bjørst 2016) were also recongnized and acknowledged as benefits by the volunteers. The volunteers do not seem to have experienced any language improvement (2,92). Nor do they feel an improvement in project management skills (3,04). This is perhaps because a minority of the volunteers were delegated managerial tasks. The survey does not show whether people saw this a something positive or negative. The average for agreement in the motivational chart (see below) does not indicate a huge incongruence with what people were initially after in terms of language and management skills, but it does rasie awareness about the need to better aligning strategic aims and delegated volunteer tasks more clearly with expectations, motivational factors and personal goals for the future. What people take with them from this event is the perception of having meet new people (4,19), having had new experiences (4,06) and simply of personal enjoyment (4,03). Also pride (4,05) and team work is highlighted (3,83).

In terms of indirect benefits, volunteers value the showcasing of hospitality (4,16), not surprisingly

as it links closely to most volunteer activities. The volunteers identify youth sports (4,15) and arctic cultural exchange (4,13), the core themes of AWG as central. Community bonding (4,07) and societal collaboration (4) are also valued, again aligning with common volunteering activities. Economic benefits is the least valued outcome (3,41).

Motivation

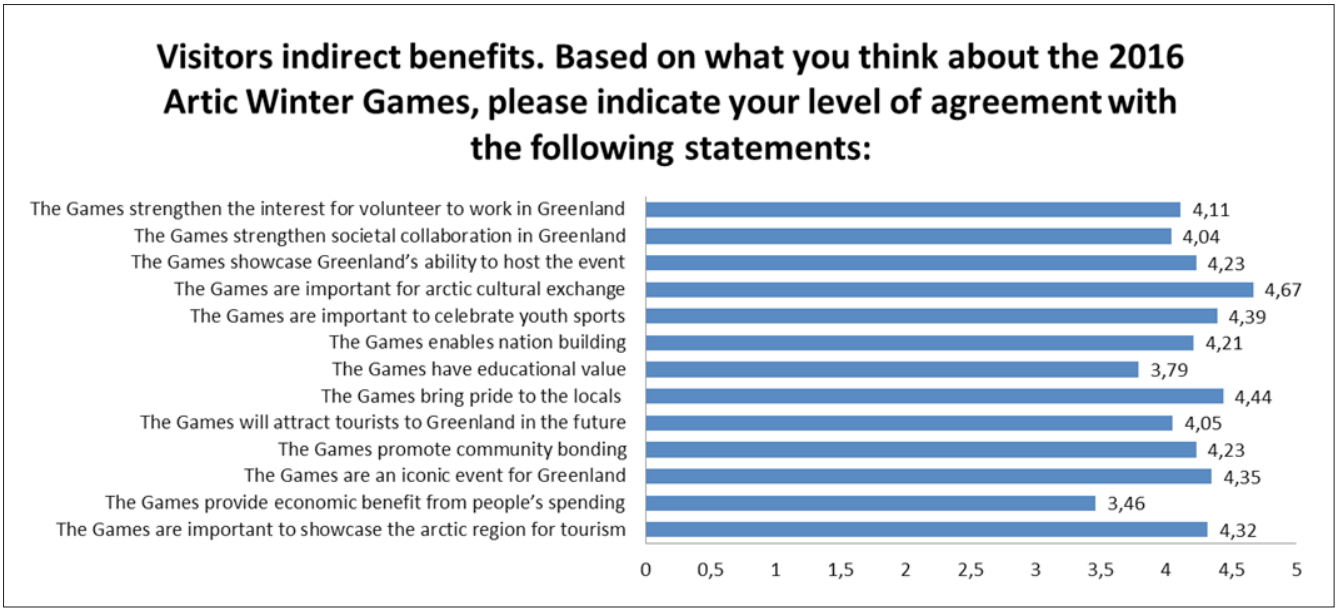
In terms of motivation, explicit skills such as language acquisition (2,99) and heightened project management and hospitality skills (both 3,09) were not considered important for joining as a volunteer. 'Peer pressure' was not an issue either (joining others, 3,03). Of importance was showing goodwill (3,94), support the host society (3,91), experience something new (3,83) and deeper involvement in the event (3,62). Such knowledge can be used for future reference when seeking volunteers, for instance by highlighting the possibility of deeper 'immersion' into community events.



VISITORS

Perhaps due to unrestricted and free access to the different sport venues, the interest in the event visitors is not explicitly addressed by the AWG 2016 owners. This could indicate that even though AWG is seen as a community event, the community activities valued are those which take place through participation, sponsoring or volunteering. While this might be important and relevant, focusing on visitors to understand their valuation and perceived outcomes might also be of interest to understand how less involved local citizens value AWG. In order to assess whether the AWG is also considered valuable to those only 'looking', visitors were targeted through a round of telephone interview conducted by HS analysis. Unfortunately, finding respondents who had been present at the events (sports venues, gala shows, opening and closing) but not actively participated or volunteered proved difficult and only 57 respondents could be identified, all of which were from Nuuk. Although the number of respondents is low and far from representative, we still offer some attention to this 'invisible' group. For practical and economic reasons, only indirect benefits were interrogated with visitors and non-visitors.

Indirect benefits



Valuation

Although not actively taking part as participants or volunteers, this group of locals had engaged as spectators and/or guests at AWG-related shows. What they perceive as valuable is arctic cultural exchange (4,67), local pride (4,44), the celebration of youth culture (4,39) and iconicity (4,35). As the lowest average is 3,46 (perceived economic benefit), the visitors are generally enthusiastic in identifying outcomes of the event.

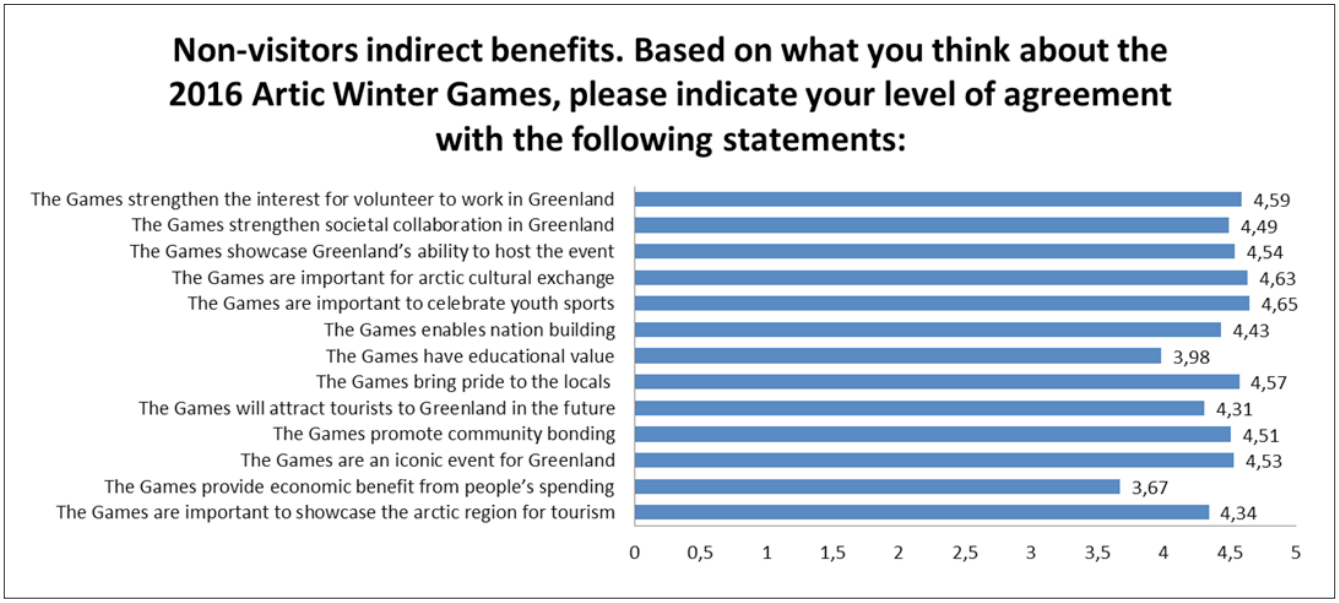
NON-VISITORS

For obvious reasons, non-visitors are often overlooked when assessing the valuation of an event. Since they are not actively partaking in the process, why should they be considered in assessing its worth? In the case of AWG 2016, there are a number of reasons for this. Primarily, the opinion of non-visitors is important since they are contributing as financiers of the event through their tax bill. Also, a strategic aim of the AWG 2016 was to use the event to unite all of Greenland. So while social coherence is difficult to measure in itself (and an event-induced increase in cohesion even more so), exploring the perceptions of non-visitors are key to understand whether the parts of the Greenlandic community disinclined or unable to attend AWG, still value this event.

Since the non-visitors had not directly taken part in the planning or holding of the AWG, the questions only centered on indirect benefits. The indirect benefits of non-visitors are almost always ignored in valuation exercises, thereby underestimating the total worth of the event. One of the aims of targeting non-visitors as event stakeholders was to explore the relationship between these 'passive' (but paying) stakeholders and any perceived benefits. Surprisingly, the non-visitors identified great value and do to a large extent consider the event 'worth it' in spite of their non-attendance.

Non-visitors were targeted through a representative sampling of the Greenlandic population. They were contacted and interviewed over the telephone by HS analysis (like the above visitors). In total we received 587 answers.

Indirect benefits



Valuation

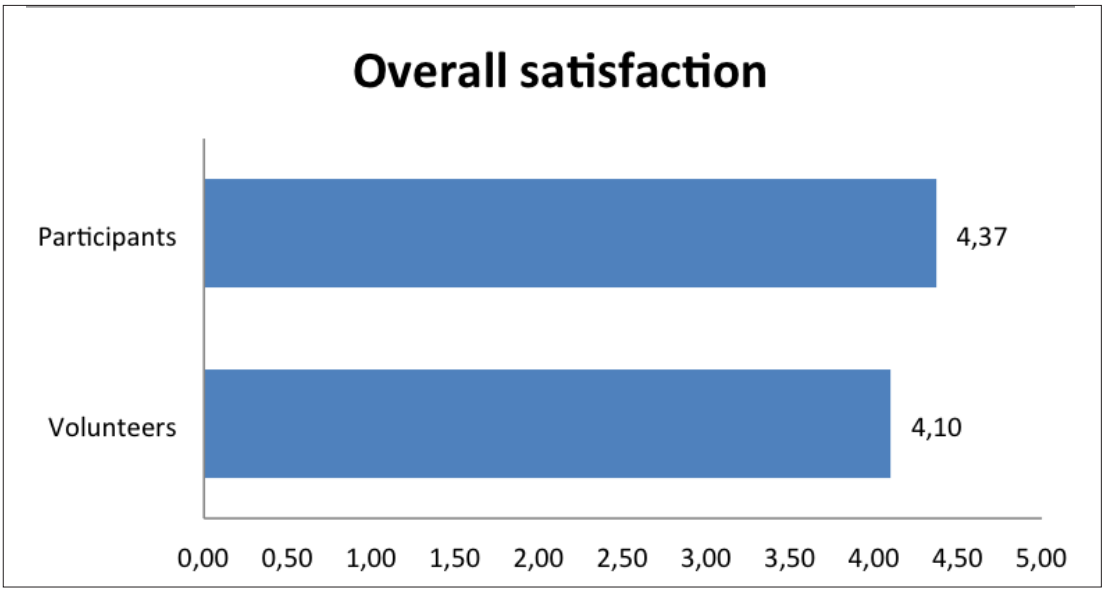
Non-visitors value the AWG. A lot, and more than many other of the stakeholder groups. As with all others, the economic outcomes of the event are rated the lowest (3,67). Instead, they ascribe high value to the celebration of youth sports (4,65), arctic cultural exchange (4,63) and in the strengthening of volunteering (4,59), local pride (4,57) and hospitality (4,54). Lastly, they see AWG as icon for Greenland (4,53).

The survey cannot answer why this event became one which – at least in the Excel sheets of this survey – united rather than divided the country over high expenditures or a 'capital bias'. The survey findings seem to indicate that Greenlandic citizens, at all ages, in bith towns and settlements, embraced the AWG and its values. In the following analysis on digital platforms, we discuss how social media (as well as TV and newspapers) might have played a role herein and how this role might be strengthened in the future for societal cohesion purposes. Before proceeding to this, we shortly compare and discuss a few outcomes across stakeholder groups in our final section.

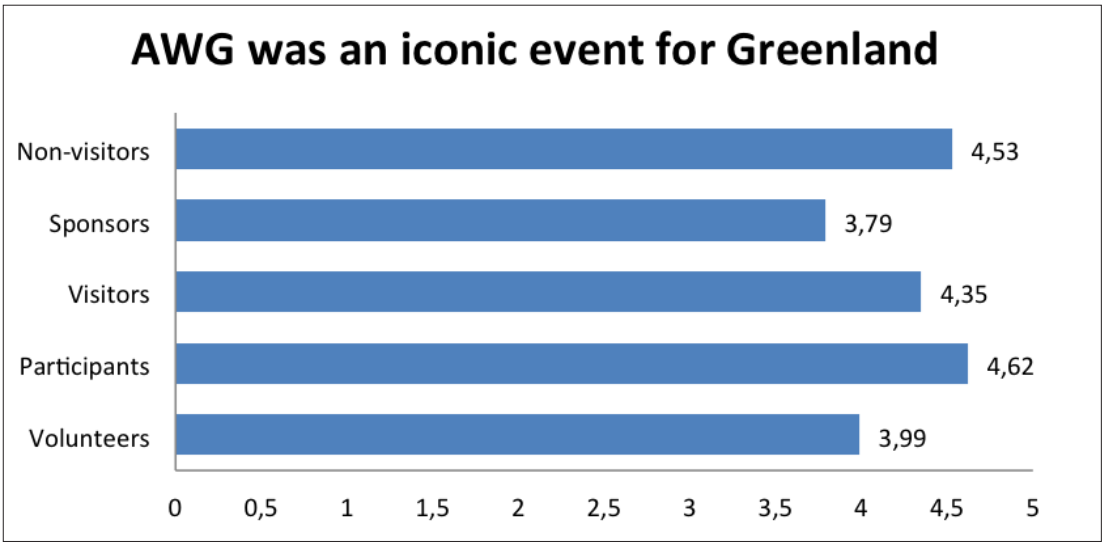
SATISFACTION, ICONICITY, INTENTIONS TO RE-ENGAGE

In this section, we grab a hold of the stakeholders once more in order to compare the groups on the parameters of, their perception of overall satisfaction, AWG as an iconic event for Greenland and their interest to return. Probing these issues can shed light on whether the event, apart from its perceived value interrogated in the above section, was also relevant to stakeholders in other ways than through direct and indirect benefits. In other ways, they offer other ways to address the 'worth' of the event for stakeholders.

The overall satisfaction of the event was explored with two main stakeholder groups, participants and volunteers. Satisfaction is important in terms of revisitation to the event or the event destination. Not surprisingly to people familiar with the AWG concept, the participants are a very enthusiastic group of stakeholders, showing an overall perceived benefit of 4,37. Also, volunteers were satisfied (4,10) with the event, although room is left for improvement.

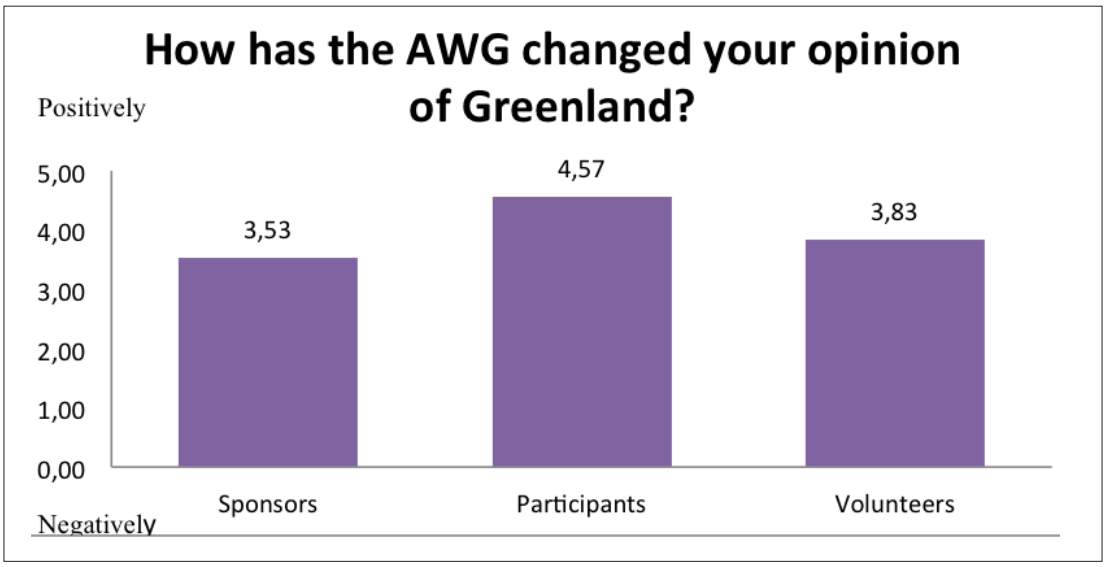


The participants are also the group of stakeholders who feel the most that the AWG was an iconic event for Greenland (4,62), which follows in line with their general enthusiasm. Surprisingly, non-visitors are almost just as unanimous (4,53), which as previous pointed to display great enthusiasm in the Greenlandic community at large in relation to the games. Visitors are only slightly less convinced of the iconicity (4,35) while the volunteer simply agree (4,00). Again, the sponsors are the less reluctant to identify AWG as iconic (3,79), which as previously notes could relate to the survey as carried out before the holding of the event.



In order to understand how AWG affect peoples' understanding of Greenland, sponsors, participants and volunteers were asked how their opinion had changed through their participation. Participants indicate a major change (4,57), aligning well with their overall satisfaction. Other explanations could also be that many foreign participants might not have had a lot of preconceptions or knowledge of Greenland before their travels and that little was needed to make a great change.

Reversely, the low degree of perceived change (3,53) with sponsors could indicate that these already have a fixed opinion on Greenland. Although one must assume that volunteers, at least those from Greenland (the majority) would have a similar prefabricated opinion of Greenland. Still, volunteers identified a greater change in opinion (3,83). Also, when linking this figure with the low perceived values of sponsors, it is again fair to ask how sponsors could have gotten more out of their engagement with AWG, not only in terms of perceived value, but also in revisiting their opinion on Greenland. Having said that, a survey conducted after the event could have shown more positive figures.



Would you like to be involved in the AWG next time?

In the surveys, 96% of the participants would recommend others to attend the AWG and 98,7% would participate themselves at a later occasion. The interest in reengaging with an event is also important for volunteers, and in the survey 92,6% of volunteers are interested in taking part again as volunteers in the AWG. While this was not further pursued in the survey, it does point to the AWG volunteers as an interesting group to engage with for actors involved in community activities in need of volunteers. In the next chapter, we discuss the possibilities and potentials of engaging with volunteers, but also with other parts of the Greenlandic community and emerging 'conversation partners' through digital platforms.

FUTURE EVENT OVERFLOWS. EXPERIMENTING WITH DIGITAL PLATFORMS

In the above, the survey findings have shown the valuation of AWG of five stakeholder groups. The findings capture outcomes beyond the confines to strict economic calculation. We now follow this line of thought into the digital field and explore how AWG overflows have been generated through social media and how digital platforms connected to AWG offer an opportunity to explore the potentials of digital infrastructures.

We focus our inquiry using the three strategic areas of the AWG 2016: cohesion, branding and upskilling and provide three accounts of how digital platforms were used to create community participation, branding co-creation and volunteer engagement. The aim here is not to make firm assertions or measure outputs, but rather to point at alternative areas of value and to raise questions on how digital platforms and tools can be used to advance social innovation within the three strategic areas.

COHESION THROUGH DIGITAL PARTICIPATION

11.134. This is the amount of likes received by the official AWG 2016 Facebook page (Arctic Winter Games Nuuk 2016) at the time of writing. The number is roughly 1/5 of the Greenlandic population. Looking at the content and activities of the AWG 2016 page since it was established in 2014, its purpose can roughly be divided into two: external and internal. Externally, the Facebook page was used as a platform for creating attention and later, during the execution of the event, to offer information to participants, volunteers, media and others. Internally, Facebook has worked from very early on in the event planning phase as a platform to communicate to and engagement with a Greenlandic public by spreading information on volunteer and community events, courses and activities in Nuuk and around Greenland. It is the second, internal scope and potentiality of social media as a stage for offering participation, which we discuss here.

One of the surprising findings in the non-visitor survey was how this less 'visible' stakeholder group attached high value to AWG. One might ask why people living outside of Nuuk and hence being unable to attend the event, ascribe such high perceived indirect benefits to the AWG. And yet, that is the case. A partial explanation for this could be attributed to social media (in combination with many other event related activities organized by AWG, sports associations etc. and other media reports by KNR, AG etc.).

For more than two years, the page has been posting regular stories about activities in Nuuk and in other towns in Greenland, sharing media stories, songs, interviews, testimonials and video and allowing people to like, share and comment on AWG related activities. As an example are 45 video posted on the site. Looking into these, only a handful has direct relation to the content of the event (interviews with participants and clips from competitions) while most others relate to pre-event activities ('launch event', '6 months to go', 'rehearsing the national anthem', 'guides for volunteers' etc.). The 45 videos have been viewed between 200 and over 7000 times, which signals not only a very broad interest from the Greenlandic public, but also displays the ability for geographically remote publics to engage.

The AWG 2016 Facebook page displays how a massive amount of material and information has been sent out to and captured by up to 11.000 people, predominantly Greenlandic[2], over a period of over two years, and how it has fostered a site for digital participation. Together, all of these activities have succeeded to digitally mediate a sense of cohesion. Based on the idea that social media has been influential not only in communicating to and activating volunteers and participants but also non-visitors, the extended question is: *how can social media be used more intensely to create cohesion (social unity) in Greenlandic society today?* The AWG offers inspiration as to how social media and a digital infrastructure can link and bring interested publics closer together around national events, initiatives and activities.

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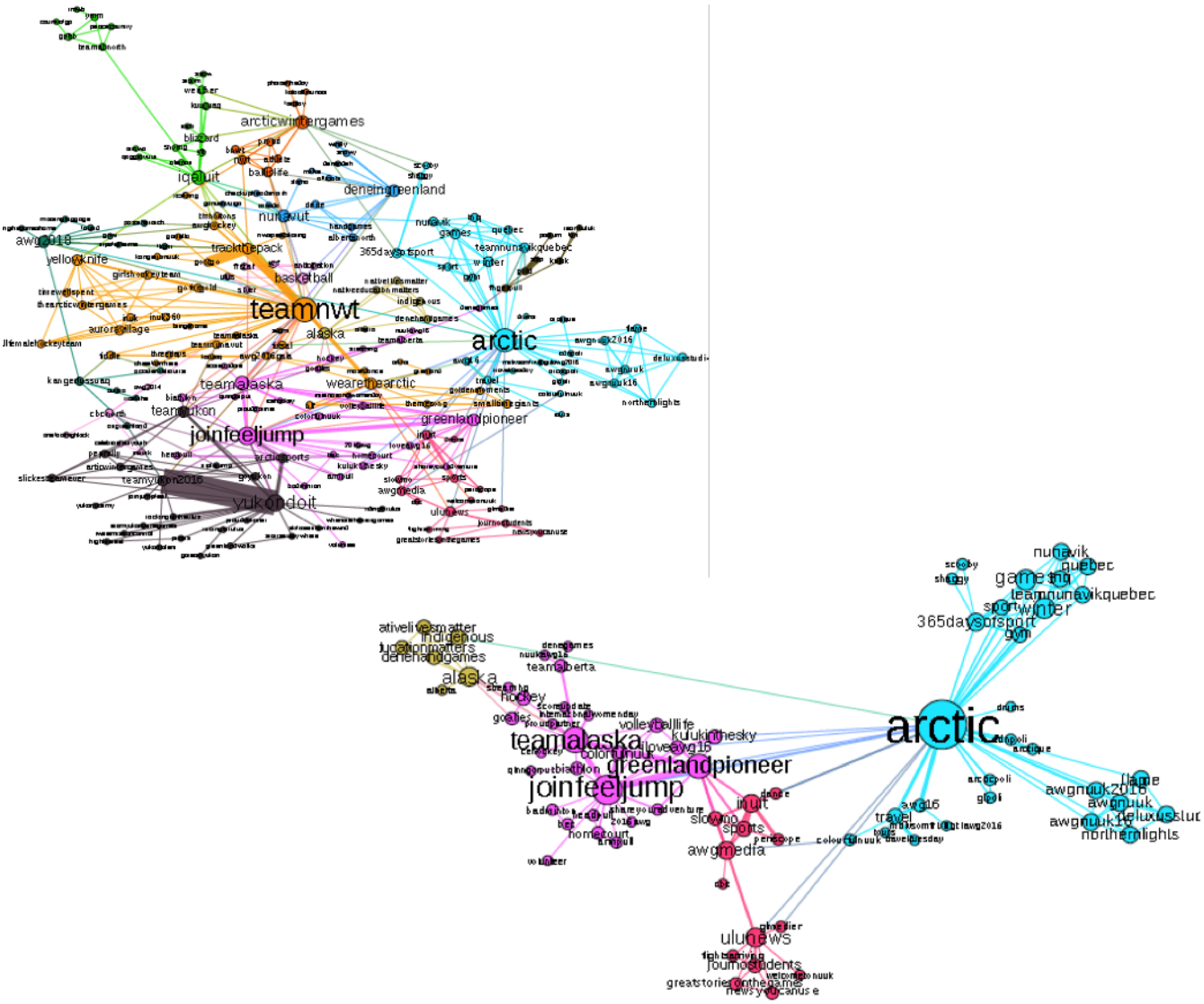
[2] Facebook analytics does not allow to check for nationality or other indications of belonging, but considering the nature of the event, it is assumed that most are members of the Greenlandic society.

SOCIAL MEDIA BRANDING – CO-CREATING STORIES AND PROFILES

Unlike Facebook, the AWG 2016 Twitter account @AWG2016 (495 followers) was not actively used well ahead of the opening of the AWG 2016 in March. The messages posted by the AWG secretariat were predominantly sports related and used to either communicate results or direct attention to the Facebook page, when new picture etc. had been posted. However, if we looked closer at some of the hashtags promoted during AWG by other users, we are able to pursue non-sports related activities around the event. The relationships are visualized in figure 2 and 3.

FIGURE 2 AND 3



What we were interested in in our exploration of AWGs Twitter activities is to look at how Twitter users caught on to (or more specifically retweeted) non-sports related stories about Nuuk and Greenland during the AWG 2016. We wanted to discover whether Twitter could be a site for exploring new types of stories about Greenland to new social media audiences and hence, as stipulated in the strategic goals, whether and how the social media side of AWG 2016 managed to create "global attention" and link "to a larger forward-looking and positive presentation of Greenland' in new ways" (AWG 2014).

To do so, we decided on a number of relevant hashtags that we used to extract tweets and metadata through the tool DMI-TCAT. More specifically, we captured all tweets between March 2nd and March 15th including one of the following tags and phrases: 'arctic winter games' OR #awg OR AWG2016 OR vinterlege OR atleter OR kronprins OR joinfeeljump OR nuuk OR nuuk2016 OR ulunews.

The maps in figure 2 and 3 consist of nodes and links. The nodes represent hashtags used between March 2nd and March 15th by the users in our dataset. If two nodes have a link to each other, the two hashtags co-occurred in the same tweet. If the link is thick, it means that they have co-occurred many times. In figure 2 this is, for instance, the case with #teamNWT and #trackthepck. Nodes with thick links will be drawn close to each other. This means that hashtags/nodes appearing close on the map are strongly associated with each other. Nodes are furthermore sized according to the amount of other hashtags they have been co-occurring with. Again, #teamNWT is big because it is used in combination with a broad selection of other hashtags (all the nodes it has links to).

The colors on the maps represent thematic 'regions'. These regions have been identified through the use of the algorithm 'modularity class' in Gephi. This algorithm identifies well-connected sub-regions of the overall map. Hashtags/nodes belong to a region because they are often used in combination with each other and less so in combination with the other hashtags/nodes in the map. This suggests that nodes sharing colors also share some sort of thematic focus.

After closing down the harvester, we reduced our data set to eliminate 'highjacked' stories[3]. Furthermore, we focused our analysis on non-sports events. We explore user statistics (number of tweets, mentions, profiles of the most active tweeters) and patterns

[3] Stories, which use other hashtags to mobilize agendas (spam, conspiracy theories, etc.).During AWG 2016, most of those stories related to Islamic terrorism (!).

for engaging with AWG2016. We were interested in looking at links - which articles were retweeted, and in digging into the content of these links - what they were about.. We explored full tweets (who made them, when, what did they say, where were they posted). Lastly, we took a closer look at some of the Twitter users, which engaged in these particular stories for profiling purposes. Hence, we were able to look at the spaces which surround tweets and receive particular attention.

The pictures below (figure 4-7) are all examples of unlikely social media narratives, posted by author and travel writer Andrew Evans (@WheresAndrew, 34.000 + followers), which we identified in the Twitter network related to AWG as they were liked, commented, retweeted and liked on other social media platforms (Instagram and Facebook).

FIGURE 4 AND 5

FIGURE 6 AND 7

The 'unexpected stories' show a number of seemingly mundane pictures which caught on as part of the AWG social media landscape. What can this interest in unexpected stories tell us about possible new Greenlandic narratives? How might further research bring a better understanding of the profiles of the users who engage with such stories? More generally, how does it point to new directions which the branding of Greenland could (also) pursue? While we do not go into detail in our analysis and only suggest the potentiality of future work here, diving into social media indicate two things:

- that social media allows for the exploration of 'unexpected stories' of Greenland: Of safety (baby tweet), of 'everydayness' (walking the children/bus stop tweets), of Arctic fast food (mux ox hotdog).

- that social media exploration enables to profile and reach new users (and potential

tourism markets) in new ways by further digging into which users retweeted what and from where - and perhaps to go further into what their other preferences are. This allows carrying out exploratory online activity based demographics or profiling, which challenge usual tourism demographics.

The Twitter analysis allows us to sidetrack all assumptions about what people relate to and which people favor what kinds of stories in relation to Greenland. Second, it permits us to take a closer look at a relatively new platform and an unusual group of users who 'interfere with' Greenland. Lastly, it offers new profiles of potential social media conversations partners. The digital analysis of Twitter shows how new, unexpected and seemingly mundane areas emerge as interesting. Based on this initial and exploratory inquiry, the extended question is: *how can social media be used to engage with new users and co-create new stories to brand Greenland in innovative ways?*

VOLUNTEER PLATFORMS AND ENGAGEMENT

In this section we explore a major strategic focus area of the AWG 2016, which has had an impact on a lot of pre-event activities, namely upskilling through volunteering. Through the strategy and in the planning work of the secretariat, the AWG have been framed as an occasion to engage with community upskilling, for instance through courses tailored to the individual profile of the volunteers. The table below shows the final counting of upskilling activities under the AWG secretariat.

Courses	**Participants, strategic goal**	**Participants, actual goal**
English courses 15 hours	50	74
Arctic first aid, 16 hours	-	88
First aid courses, intro, 4 hours	150	147
Workshops for committee, project management	300 (all project management courses)	98
Service course, 8 hours	150	51
Intro meeting for all volunteers 1 1/5 hours	-	1550
Basic firefighting, 3 hours	-	60
GEMS intro course	-	50
Security Lead course, 8 hours	-	53
Basic hygiene, 2 hours	-	69
Project management course, secretariat (Prince 2 foundation)	-	12

There are many ways to explore the outcomes of the volunteer upskilling initiatives, for instance by comparing the strategic goals with the actual results, as exemplified by the table. It could also be discussed how the resources channeled into upskilling initiatives have been well spent considering the motivation and perceived benefits of the volunteers. From the survey, volunteers indicate a predominant indifference with obtaining project management skills (3,09), service and hospitality skills (3,09) and language skills (2,99) as a motivational factor. However, as we also saw, the volunteers were generally satisfied with their experience (4,10) and overwhelmingly indicated a wish to become involved again (92,6%).

So while upskilling might not have been a motivational factor or a perceived benefit (project management: (3,04); service and hospitality skills (3,17); language skills (2,92)) volunteers express a commitment, also towards future activities. In the following, we probe how digital platforms have been used – and may be further developed - for upskilling opportunities in engaging with volunteers.

As shown in the section on *Cohesion through digital participation*, the Greenlandic

community digitally participated in AWG activities through Facebook and other digital platforms long before the actual event. Volunteers identified social media as a crucial recruitment platform (25%) and also during research, we experiences how the digital GEMS system proved valuable to distribute the online surveys to volunteers and to remind them to fill it out. Digital platforms make it possible to smoothly communicate event related content and information to volunteers. But also, as we suggest here, it makes it possible to share other content to inspire and reactivate volunteers for other future purposes.

A way to share individual outcomes can take place through testimonies of volunteers and participants. Such were regularly posted on the AWG website, on the official AWG Facebook profile and on Youtube. An example was the 'Christmas calendar' in December 2015, which featured posts of volunteers and their personal accounts. On December 4, Uiloq wrote:

> "By being a volunteer for AWG2016 I have gained new skills in areas I have not worked with before and my local network has been expanded with cozy and professional people" (www.facebook.com).

Testimonies display the impact which an event such as AWG can have on individuals. Upskilling is addressed in some of these, but also other benefits retrieved in the surveys, such as seeing things in new ways, socializing, gaining a new perspective on one's own abilities and achieving new things.

Capturing the overflow

The current challenge is to capture and redirect the interest and commitment displayed by these testimonies of upskilling (and more). One opportunity is a municipal initiative of channeling new volunteers from AWG to other public projects through a database. This has been a strategic goal from the onset. In an interview, Marie Fleischer from Sermersooq municipality contends: "We are currently looking at how to make use of these volunteer resources, which is a real strong source of development for our citizens[4]".

While volunteering in Greenland primarily unfolds in the area of sports at this moment - as was also evident from the survey comments from volunteers, the hope is to expand volunteering activities to other social spheres. Fleischer continues: "We have initiated a

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[3] Stories, which use other hashtags to mobilize agendas (spam, conspiracy theories, etc.).During AWG 2016, most of those stories related to Islamic terrorism (!).

process where we open up old people's homes, kindergartens etc., informing about the possibility of joining as a visitor or play bingo with the elders on Sunday, distribute food or go for a walk. So it has provided an opportunity to talk more about volunteering."

The last question from our inquiry stipulates: *How may digital platforms be used to engage with and further activate volunteer upskilling?* Whether the municipality will capture the opportunities and whether the database initiative will succeed to broaden volunteering potential beyond the confines of the event proper is too early to say. However, the activation of AWG volunteers has created an opportunities at the municipal level to work with volunteer culture and to engage with them through digital platforms. Once again, the - at least potential - opportunities of overflow display how the AWG expand beyond the confines of the event proper.

CONCLUDING REMARKS

This report provides a deeper understanding of the valuation and outcomes of the AWG 2016. The aim has been to explore the social overflows of the AWG 2016 event and discuss possible longer-lasting effects. This aim was pursued through the analysis of a number of surveys on stakeholder valuation and by pointing to a range of digital possibilities, which AWG helped to discern along the strategic focus areas of social cohesion, branding and upskilling.

In our research, we have explored the valuation of AWG of central stakeholder groups. While a fixed identification of 'worth' is impossible to measure, the surveys provide indications of the perceived values, outcomes and experiences held by five different stakeholder groups: sponsors, volunteers, participants and visitors and Greenlandic non-visitors. The survey findings show that these groups recognize different kind of direct and indirect benefits – different 'worths' from the event.

According to surveys, the sponsors are the ones who ascribe the less value to the event, although they have been the ones most directly and clearly contributing in terms of resources. So while these stakeholders invested directly into the AWG, they were less able to identify direct benefits of the AWG. This mismatch would be relevant to further explore in more in-depth studies and to keep in mind for both organizers and sponsors when organizing similar future events. Even though many of the sponsors see their AWG role as 'contributing to society' (4,22)' or as simply 'expected' (3,79), this does not preclude getting more out of the collaboration. A higher valuation would entail being more explicit and strategic about outcomes.

In contrast to the sponsors, the non-visitor survey clearly shows that this stakeholder group identifies value and recognizes the iconicity and worth of the event – also from places outside the host city of Nuuk. This displays the capacity of social overflows generated by the AWG

The second analytical part specifically explored digital initiatives and link them to the strategic goals of the AWG. We first show how social media offer new digital platforms to create and enhance participation and a sense of cohesion across geographical space. Second, we provided examples of how unexpected stories emerged organically on social media during AWG and how these found new online audiences. This fulfilled the strategic goal to cultivate positive Greenlandic brand narratives. Lastly, digital platforms were identified as crucial in attracting and recruiting volunteers and in communicating their value, for instance in sharing testimonies. A digital infrastructure seems necessary to secure the future value of committed volunteers also for other areas of society.

The digital initiatives display how AWG-related online activities were able to activate the Greenlandic community, social media and volunteers. More generally, they show how events such as AWG can be used to test innovative organizational set-ups (Petersen & Ren 2015).

In conclusion, the AWG display examples of societal overflow, where perceived values travel beyond the location and duration of the event in line with the strategic aim of fostering unity across the Greenlandic community. However, in order to capture valuable outcomes and creating long-lasting effects, more attention can be directed to how various types of value creation can be made more explicit and integrated in future large scale projects, event-related or not.

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