

VOLUNTEERING AT SPORTS EVENTS

Case BMW IBU World Cup in Kontiolahti

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Organization of a sport event cannot be managed without the help of human resources, or volunteers. Understanding the motives and expectations of volunteers, enable HR managers to fulfill their needs and manage the individuals appropriately. By knowing how to meet the needs of volunteers, providing effective recruitment methods and providing attention to volunteers, the whole process of event co-creation will become easier and convenient for the parties involved.

The commissioner of this thesis was Kontiolahti Sport Club. This organization was responsible for arranging Biathlon World Cup events in North Karelia region. One of the tasks was to hire volunteers for the days of the competition.

The aim of this thesis was to gain information about volunteer persona with the help of Human Resource Management approaches in order to implement volunteer's skills and knowledge in practice. This study was conducted utilizing quantitative research method. Theoretical framework includes topics of understanding the definition of volunteer tourism as an alternative type of tourism, motivational factors of voluntourists, as well as approaches in Human Resource Management. A survey was conducted within the BMW IBU World Cup event in Kontiolahti, and its results served as the primary data.

The results gave good insight into the shaping the image of a potential volunteer, as well as helped the commissioner to better understand event management and gain the balance between good results of performed work and approaches of rewarding the individuals. Main suggestions for improvements included better communication between the parties participating in the organizational process and improving wellbeing of volunteers.

The results of the thesis are useful for Kontiolahti Sports Club for future preparations of international sport events. Theoretical framework may serve as a good supporting material for other volunteer organizations.

Keywords Volunteer tourism, alternative tourism, sport tourism, event, Human Resource management, human resource practises, Kontiolahti

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SYMBOLS AND ABBREVIATIONS

IBU	International Biathlon Union
WC	World Cup
VFI	Volunteer Functions Inventory
HR	Human Resource
VM	Volunteer Management
VSO	Volunteer Sport Organisation

1 INTRODUCTION

This thesis work is dedicated to volunteering in sport. When creating experiences in sport, a lot of human resources involved in this process. Not only professionals stand behind the whole process of creating this “experience”, but also enthusiastic people, or, volunteers. Volunteer travellers’ goal is to create an unforgettable event not only for its participants, athletes, but also for the tourists coming to watch the competitions and volunteers themselves.

Authors studying the problem of volunteering for the past ten years have noted the growing popularity of this type of tourism. Volunteering becomes more popular all over the world therefore this theme is relevant. (Holmes & Smith 2009, 12.) There are many reasons why people volunteer and they are worth researching. In particular, it is important to study what exactly moves people to contribute into a common cause and what attracts them in voluntary activities.

One of the reasons why people engage in volunteering is the possibility to explore the world at an affordable price. According to Daldeniz & Hampton, benefits include an affordable way of travelling by doing something useful during free time of individuals (Daldeniz & Hampton 2010, 2). Usually voluntourists are provided with benefits such as free accommodation and meals. For low budget travellers and students, it is one of the most suitable options to afford travelling. Therefore, volunteer programs stay successful and relevant.

Many volunteers have personal motivations to travel to their destination. Sometimes, financial issue is not the priority factor to become a volunteer tourist. People are eager to work for free to become a part of a big event, join the family of enthusiasts who help creating experiences. (Musick & Wilson 2008.) Volunteering is a cheaper form of travelling but it still requires a person to cover the possible costs during the adventure. As a result, this person has certain expectations, goals and even hopes towards this way of travelling.

Volunteers come to the destination to provide services at no financial compensation to benefit another person or organization. That is why both sides are in a “win-win” situation: the volunteers, receiving an opportunity of budget

travelling and the organization, since volunteering is often a major source of economy in event organization practice (Andersson & Getz 2009, 259).

Organizing sporting event is very expensive for the state or a certain city and it requires a certain budget. The theme of this work is relevant, as it saves a large amount of money for the organization, at the same time giving a chance to people travelling the world. Volunteering tourism is one of the most affordable types of tourism in our time. It is gaining popularity among students, as well as people who do not have a regular income. This type of alternative tourism increases the prestige of the area where sporting events are held, thereby attracting more people to the area. (Volunteering Solutions 2015.)

Every type of event is made up of numerous parts that fit together like pieces of a puzzle (Woodward 2019). All of those pieces ultimately come together to create an event. A sporting event can be considered as successful only when all of the participants are being responsible and fulfil their tasks.

The main objective of this thesis paper is to determine the factors the organizers of the sporting event should consider when working with volunteers to make this event successful. Two main research questions are brought in accordance with the main objective of this work. Determining a portrait of a volunteer willing to contribute into the common cause and studying their motivational factors. Additionally, sub-questions are included in this thesis paper. Firstly, clarifying what leads people to engage with volunteering. Secondly, determining crucial characteristics of an individual to be accepted to volunteer at the sporting event. Also, gaining information towards volunteers' expectations and difficulties they may face during the days spent in Kontiolahti, as well as collecting personal experiences of the volunteers and analyzing what has been done successfully during the BMW IBU World Cup events and what could be improved in the future.

The main developing task of this research is helping the managers of the organising committee of the sport event in Kontiolahti to find volunteers who can improve the organization of this biathlon competition in future. For this purpose, on a basis of gained information within the research of this thesis, a portrait of a

volunteer will be introduced for the HR managers of the BMW IBU World Cup in Kontiolahti to make the process of hiring the individuals easier in future.

2 COMMISSIONING PROJECT – KONTIOLAHTI SPORT CLUB

The commissioner of this thesis is Kontiolahti Sport Club organization. It is represented by the Chief of Volunteers in 2018 Mrs Tiia Boman. Kontiolahti Sport Club is a well-known sport club in Finland. Its skiers and biathletes have been successful lately. The sport club has organized international and national championship competitions. Internationally Kontiolahti has become known for biathlon. Since 1990, many World Cups, European Championships as well as Junior World Championships have been organized at Kontiolahti Biathlon Stadium. Kontiolahti has also hosted the Biathlon World Championships twice, first in 1999 and second time in 2015. Both of the World Championship competitions were televised widely (Kontiolahti Sport Club 2019).

Since a small sport organization does not have enough resources independently to organize the BMW IBU World Cup in Kontiolahti, the club actively cooperates with the municipality of Kontiolahti and the city of Joensuu, and sends the application to host an event formed together with the mentioned above institutions directly to the International Biathlon Union (Boman 2019). When Finnish Biathlon Union is granted with the right to host the competition on the territory of Finland, it delegates authority to Kontiolahti Sport Club. After that, co-creation and co-operation processes begin. The basic function of the Kontiolahti Sport Club is to arrange the whole process of preparation of the World Cup event in the area and ensure a high-quality event experience for each participant.

The idea of choosing this commissioner came naturally, since the author himself took part as a volunteer in World Championship in 2015 and two IBU World Cup events in Kontiolahti in 2017 and 2018. The author realized the relevance of the volunteer tourism within his first volunteer experience and only confirmed his intentions to fulfill this work in future, having already own critical review on the organizational process of the BMW IBU World Cup event in North Karelia. Additionally, Kontiolahti Sport Club is the only organizer having been in touch with volunteers within the whole application process via emails and social

networks. Within many functions for which the commissioner is responsible, one of the most important ones is communication with tourists and building a positive image of the region of North Karelia. Sport tourism has a lot of potential, it attracts tourists from multiple countries. Therefore, after the request to Kontiolahti Sport Club and understanding of importance of this project for both parties, the co-operation began. The commissioner has actively supported the author throughout the process and provided necessary information and data. The parties reached the desired outcome.

3 VOLUNTEER TOURISM AS FRAMEWORK

3.1 Defining Volunteer Tourism

Volunteering is one of the most common types of unpaid work in the world today. At the same time, volunteering has a thousand-year history. According to Alekseeva, the first volunteers simultaneously appeared with the emergence of organized social relations. Most often, the work of volunteers was associated with religion and the institution of the church. The basis of their activities was the desire to comply with the norms of morality. (Alekseeva 2017, 9–7.)

Nowadays volunteer tourism is a rapidly growing phenomenon. Volunteering involves a combination of travel and unpaid work. According to Wearing, “volunteer tourism” applies to those tourists who, for various reasons volunteer in an organized way to spend their holidays and involve the aiding of alleviating the material poverty in society, the restoration of certain environments, or research into aspects of society or environment (Wearing 2001, 1).

Furthermore, “voluntourism”, or so-called volunteer vacations consist of activities that are not undertaken to receive financial reward, carried out on behalf of an own free will, and should benefit someone other than volunteer, although they recognize the benefits to the volunteer as well (UN Volunteers Report 2001).

Volunteering can be divided into two categories. Volunteering can be informal and formal. Informal volunteering consists of working for no financial compensation for family members, friends or neighbors and not through a group, club or organization, while formal including dedication of own time on a free will and skills to organizations or programmes. (Beech, Kaiser & Kaspar 2014, 87; Institute for Volunteering Research 2007, 11.) Additionally, volunteers can be categorized as regular and occasional volunteers. Regular volunteering activities refer to carrying out formal tasks at least once a month within one calendar year. Occasional volunteers refer to formal activities with its

length of less than a month within the past 12 months. (Institute for Volunteering Research 2007, 11.)

3.2 Alternative Types of Tourism

According to Mieczkowski (1995), tourism can be divided into two broad categories (Mieczkowski 1995, 459). Figure 1 shows that tourism consists of Conventional mass tourism and alternative tourism.

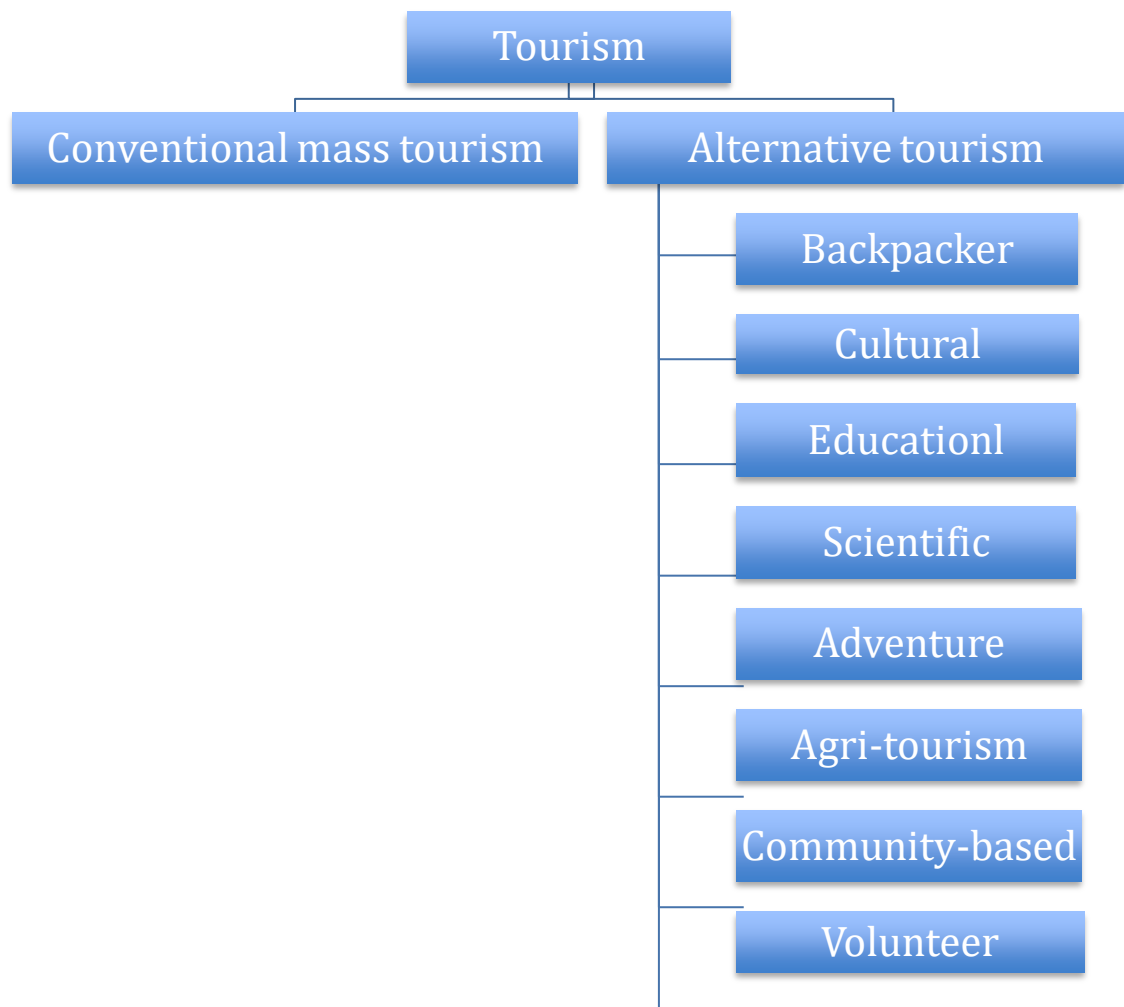


Figure 1. A Conceptual Schema of Alternative Tourism (Mieczkowski 1995, 459)

This schema is provided to understand where volunteer tourism is placed. Alternative tourism is a modality of tourism that pays special attention to environmental and social carrying capacity (Wearing 2002; Lepp 2008). Crucial difference between mass tourism and alternative tourism is explained by no reliance of alternative tourists on tourist infrastructure, utilizing the same accommodation and transport facilities as the local people. Therefore, it can be concluded that alternative tourism is sustainable, since it respects local people and the traveller, cultural heritage and the environment. (UNESCO 2012.)

Volunteer tourism is an alternative form of tourism. Volunteer tourism as a combination of low-cost travelling and unpaid work causes intense interest of young people to experience this type of tourism. The growth of this interest, according to Holmes & Smith explains that volunteers make valuable contributions across tourism. Volunteer tourists travel large distances to contribute to the environment and societies around the world. (Holmes & Smith 2009, 4.) Besides, volunteer tourism is an essential part of sport tourism because they have common characteristics.

Big sport events are impossible to conduct in reality without the participation of volunteers. Accompanying foreign delegations, issuing accreditations, providing necessary information at information desks in hotels and sports facilities, assisting during competitions, ensuring the smooth operation of the transport system make volunteers being involved in the organizational process of huge international sport competitions. Depending on the national characteristics, volunteering at sport events has its features. Thus, in some Olympic capitals, up to 85% of the volunteers were locals. (Alekseeva 2017, 9-17.)

According to Weiler & Hall, sport tourism is a form of travelling for non-commercial reasons, where the visitors come to participate in or observe competitions away from home (Weiler & Hall 1992, 147). In other words, different categories of voluntourists pursue their own goals at certain volunteering event. According to Wearing (2002) and his colleague Lepp (2008), volunteer tourism provides an opportunity for some individuals to engage in an altruistic attempt to explore "self". Volunteer tourism experiences

can be examined differently from other tourism experiences, particularly in terms of the notion of self. Some argue that volunteer experiences cause value and consciousness changes in the individual that will subsequently influence their concept of self, and may even predicate a change in identity. (Wearing 2002; Lepp 2008.)

Voluntourism as well as sport tourism has non-profitable reasons and its main goal is to take part in a sport event. As Wearing & McGehee (2013) mention in their work, volunteering consists of activities that are not undertaken for financial reward, are undertaken on behalf of an individual's own free will, and should benefit someone other than the volunteer (although they recognize the benefits to the volunteer as well). (Wearing & McGehee 2013, 20.) Therefore, the research of this thesis work proves that volunteers contribute not only to the event, but also benefit themselves by stating changes in their personality and values.

According to Holden (1984), alternative tourism is a process which promotes a just form of travel between members of different communities. It seeks to achieve mutual understanding, solidarity and equality amongst participants'. (Holden 1984, 15.) As it can be seen, having a thousand-year history of this phenomenon of volunteering, by the definition of scientific authors, it has certain features and motivational factors that drive volunteers to choose this type of tourism.

3.3 Motivational Factors of Volunteer Tourists

Understanding tourism motivation is important: "It acts as a trigger that sets off all the events involved in travel" (Parrinello 1993, 233). Volunteer motivation is a combination of external and internal driving forces that motivate people to join the volunteer movement. Motivation is based on needs, interests and motives. Behaviour is greatly influenced by one's motivation. It seeks to describe internal psychological factors such as needs, desires and ambitions. (Shinyaeva 2017, 126-132.) These factors can be satisfied and fulfilled by taking an action, or, by personal motivation that drives people to make a performance.

Motivations can be divided into two main types. Intrinsic motivations for an activity are those that produce inherently enjoyable outcomes to the individual, whereas extrinsic motivations are based on separate outcomes or rewards that hold instrumental value. (Ryan & Deci 2000, 68-78.)

The motivations of tourists, or basic visitors are more self-centered than general volunteers and based on push and pull factors (Wearing & McGehee 2013, 74). These factors can be different for every tourist, but they mainly refer to changing the atmosphere and escaping from everyday life in a chosen destination, therefore motivation is based on a person's instinctual drive to undertake something.

Goal-oriented learning has been studied and it was posited that motivation could be based on the final extrinsic reward. People can learn about how to act to receive a desired outcome, which may include some sort of benefit or reward (Wearing & McGehee 2013, 70). Indeed, extrinsic benefit influences behaviour. The main motives for volunteering are: the ability to communicate with people with similar interests, making new friends, the ability to obtain new knowledge, a sense of belonging to a common undertaking, access to information, the ability to gain experience, the possibility of self-realization, the need to help people. To achieve job satisfaction and form real loyalty to the volunteer movement, it is necessary to support and develop the tendency of the main motives. (Shinyaeva 2017, 126-132.)

Sport volunteering is also an opportunity to meet people of different social classes and focus individual and collective energy on contributing to something or someone. This is an important commitment that requires a combination of knowledge and experience. Additionally, volunteers receive benefits that can last a lifetime. They make professional contacts and new friends, undergo exclusive training, and receive memorable gifts and certificates of participation. Volunteering helps to acquire satisfaction from active participation in the high-profile event, as well as it develops personal characteristics of an individual.

3.4 Maslow's Hierarchy of Needs

Taking into consideration mentioned above, internal and external factors influence on behaviour. Therefore, studying importance of affecting human needs on volunteers' choice is important.

Maslow (1970) as one of the most widely cited theorist and humanistic psychologist, was interested in understanding the drive to reach one's full potential, or "self-actualize" by believing that people are motivated to achieve higher order needs (such as esteem, self-actualization) once they have satisfied lower order needs as psychological, safety and belonging (Wearing & McGehee 2013, 71). Figure 2 shows the five levels of Maslow's Hierarchy of Needs.



Figure 2. Maslow's Hierarchy of Needs (Maslow 1970)

The first two levels of the Maslow's Hierarchy of Needs consist of Basic needs such as Psychological (food, water, warmth, rest) and Safety (security). Receiving what is needed can easily fulfill these Basic needs. The next level is the need of intimate relationships and friends and this sector named as Belongingness & love needs. Esteem needs consist of prestige and feeling of

accomplishment. These two levels already require social skills. The very last level is Self-actualisation which is the top stage where achieving full potential, including creative activities take central role (Simkova & Holzner 2014, 661–662).

According to Pearce (1991, 46–52), Maslow (1970), mentions that it is impossible to move up in this hierarchy unless lower needs have been reached, and therefore, it was concluded that only unsatisfied needs influence behaviour (Pearce 1991, 46–52). Drawing a parallel with the motivational forces of volunteers, studying their reasons for choosing such a type of tourism as volunteer tourism, it can be concluded that mutual assistance, the expectation of praise for performed work and the desire to help in organization of the sporting event at its best are equivalent to the last levels in the Maslow's Hierarchy of Needs, which means that volunteers search for the need for self-realization.

The motivations of volunteers have moved beyond altruism to include self-development and personal growth (Wearing & McGehee 2013, 71). It was found out that volunteers seek for satisfaction of one or more needs. The research of Esmond & Dunlop (2004, 7–8) led them to announce ten motivational functions that VFI consists of. These functions are shown in the table below.

Table 1. Motivational Functions of Volunteer Functions Inventory (Esmond & Dunlop 2004)

Values – importance of supporting each other
Reciprocity – “what goes around comes around”
Recognition – a reward for contribution
Understanding – learning about the world
Self-esteem – appreciating own performed skills and knowledge
Reactivity – a need to “heal” and address past or present issues
Social – seeking to conform to normative influences or significant others
Protective – reducing negative feelings

Social Interaction – networking
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Career Development – gaining experience and skills assisting them to find employment

In accordance with the Table 1, the VFI consists of 10 motivational functions. Analysing listed above functions, it can be seen that 9 out of 10 functions are self-centred (besides the Values). The true motivational factors of volunteers are egoistic and they are aimed at self-actualisation. Thinking about the background of these ego-centred functions, it is crucial to mention that gained experience of a volunteer affects firstly himself, and then the others. Contribution to the final result is important but the role of oneself is more appreciated. It is acknowledged that people may have several motivations and they may change within time. (Ferreira, Proenca & Proenca 2012, 17.)

4 HUMAN RESOURCE MANAGEMENT AND APPROACHES OF ORGANIZING SPORTS COMPETITION

4.1 Human Resource Management in Volunteering

Human Resource Management is a strategic approach that regulates the relationship between labor resources (human intelligence) and is characterized by attracting the best staff to provide benefits for further joint achievement of goals. This is accomplished through a distinctive set of integrated employment policies, programmes and practices, embedded in an organisational and societal context. (Osibanjo & Adeniji 2012, 6.)

On very early stages of event planning, HR managers begin to search people who are eager to participate in the occasion on their free will. Human Resource managers are responsible for selecting and supervising volunteers.

The professionalisation of volunteering over the past two decades made organisations to implement HRM practices in the management of their volunteers (Cunningham 2010; Cunningham & James 2009, 189-205). HR manager is a key position in the leveraging the resources, yet the goal of the management of people-resources is to deliver proper strategic objectives. The managers consider recruitment, selection and induction, as well as training, roles and responsibilities within participants.

Strategic and actionable “experience” at sports events tightly connected with Human Resource Management. Finding out volunteers’ motivation factors and reasons of choosing this form of travelling also gives the organizers of events a certain portrait of a volunteer. When the HR department starts the selection process, a built image of a potential volunteer helps managers to choose the right person that is able to take responsibility. The main task of HR managers is to select a candidate that can compile with the duties. Volunteers are the main link in the process of organizing a sports competition. Therefore, the success of this event is primarily depending on the professionalism of managers and their

final decision in selection process. It is clear that proper process of picking a right candidate serves as the main factor of successful organization of this certain event.

4.2 Human Resources Practices in Selection Process

HR practices being implemented within selection process are directed on enhancing volunteers' ability to successfully complete tasks. These ability-enhancing HR practices include recruitment, selection, training, development and leads to succession management, or exit and separation (Taylor & McGraw 2011, 73).



Figure 3. HR Practises in Selection Process (Taylor & McGraw 2011, 73)

According to Randle & Dolnicar, the recruitment and selection of volunteers enables non-profits to meet one of their main challenges – identifying the people who are most likely to volunteer for a specific cause, attracting them, and keeping them loyal (Randle & Dolnicar 2012). This leads to an early notification of the candidates (via email, phonecall or social media) that their application was considered and caused interest by an organizer of the event. This practice shows that these individuals feel the importance and further they more likely will include into the schedule potential participation in the upcoming event.

Selection process is the next step in the process of picking a desired candidate. On one hand, HR processes in volunteering at sport events do not suggest proper one-to-one interview within selection process, since it is very time-consuming. On the other hand, it is crucial for managers to analyze at its maximum information received in the application form. O'Toole and Grey (2016) examined "thick volunteering" at the Royal National Institute of Lifeboat Institution and found out that informal yet highly rigorous selection, then created even more motivation to volunteer, solidarity among the volunteers themselves, and a stronger sense of identity with the organization (O'Toole & Grey 2016).

Volunteers can only perform their tasks effectively if they possess the necessary knowledge and skills. This can be only checked upon the training. This HR practice serves as a supportive element and stands in between pre-selection process and actual performing of a task. At this stage, the responsibility of a manager is to determine actual skills of an individual and do not let loose the interest. Additionally, training and further development lead to higher retention of an individual making him loyal to certain organization.

This directly leads to the next phase – succession management, exit and separation. It is a process that stresses the importance of having skilled employees to replace those who leave the organization. If this phase is done accordingly, both volunteers and employees will tend to continue at these positions. This phase usually concentrates on the critical positions that are harder to replace. (Kuivalainen 2017.)

Newton et al., (2014) found that volunteers with an understanding motive (the motivation to learn something new from volunteering) had higher levels of commitment when they were provided with learning and development opportunities, compared to volunteers with a weaker understanding motive (Newton et al. 2014, 514-530). They also found that volunteers with strong career motives for volunteering reported significantly lower levels of intentions to stay; one explanation for this is that individuals with career motives, looking to gain skills, are likely to move to paid jobs once those skills are gained.

It can be seen that the connection between two first steps in the HR process (recruitment and selection) and two last ones (training and development) is very fragile. There should be a certain understanding of an HR manager to hold the balance and make a potential volunteer with necessary skills a part of the whole event.

The success of a sporting competition depends on successful work in the field of HR management. In this paper, major events are listed where organizing committees demonstrate good results in mentioned above practises. For example, the in recruitment phase within Winter Olympic Games in Sochi 2014, The Sochi 2014 Organizing Committee has formed management teams directly involved in the preparation and holding of the XXII Olympic Winter Games and the XI 2014 Paralympic Winter Games. People of different ages and nationalities, in total of 25,000 helped to organize the Games. Within the process of selecting potential volunteers, candidates with qualities such as responsibility, diligence, tolerance, goodwill, as well as a good team player, flexible and adaptive to rapidly changing condition drew attention of the managers. (Kostyuchenko 2015, 40-43.) Preparations of the volunteers for the Games in Sochi has become an important state project. The unique system of Olympic education and training developed by the Organizing Committee made it possible not only to select the best of the best, it helped to unite the whole country for the Olympic Winter Games.

Within time and an increased number of sport disciplines presented in the program of events, as well as increased total number of participants, it has become relevant and necessary to begin the recruiting process in advance. Beijing 2022 organizers have announced their plan to launch a volunteer program for the next edition of the Winter Olympics and Paralympics in 2020. Applicants from all over the world will be able to send their applications and help to organize “truly inclusive and open” Games. The exact number of volunteers the organizing committee will need is not yet known. (Etchellis 2018.)

4.3 Approach to Rewarding of Volunteers

Organizational commitment provides a basis for understanding the linkages that develop between volunteers and VSOs, and it is both a factor in the retention of volunteers and, to some extent, their performance. Mowday et al. (1982) defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, it can be categorized by at least three factors: a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; a strong desire to maintain membership in the organization. (Mowday et al 1982.) This endless desire to contribute to the common cause should be supported by the organizers of the sport event, especially after long-lasting recruitment process and successful fulfillment of voluntary obligations. The organizing committee should plan in advance and give a reward to the volunteers in order to support their interest within the event and in the future.

Fallon and Rice (2015) found extrinsic rewards to be important. Support and recognition was a stronger predictor of job satisfaction and intention to stay for volunteers. This "symbolic payment" that volunteers receive for their engagement in tasks may encourage them to remain in the organization and therefore, become more loyal. (Fallon & Rice 2015, 485-500.)

Besides support and recognition, social interaction may serve as an extrinsic reward for volunteers. A positive atmosphere and arrangement of "thank you" events is an approach to building strong partnership between the organizing committee and the volunteers.

Within Soch-2014 Olympics, special conditions were provided for volunteers with a comfortable stay in Sochi: for the first time in Olympic history, volunteers were provided with accommodation and three meals a day. They settled in three villages built especially for volunteers, received accreditation and equipment, studied the facilities where they had to work, and began to prepare for a meeting with guests. (Olympic 2014.)

Another sporting event with a big number of involved volunteers was Winter Universiade 2019 in Krasnoyarsk (Russia). An unusual approach, in terms of event organization of a competition was participation of a President of Russia in meeting with selected volunteers. The involvement of such a high-ranking person is naturally a motivation for a large number of people. Volunteers from 15 regions of Russia, chosen to contribute in the 2019 Winter Universiade, were at the training, which was held in the format of an intellectual game. Russian president read out questions about the sport, which participants had to answer within a minute. In the process of recruiting volunteers, more than 40 thousand applications were received, and finally, a total of five thousand volunteers were involved in the 2019 Krasnoyarsk Winter Universiade from March 2 to 12, 2019. The recruiting center conducted personal and online interviews with potential volunteers every day. (International University Sports Federation 2018.)

The strategy of involving potential volunteers in advance shows great results in the process of co-creation and collaboration with volunteers of previous years. During the announcement of volunteer program within the frameworks of Beijing 2022, many volunteers of the past Olympic Games took part in the event. A volunteer Juntao before the start of the competition gave famous Jamaican athlete Usain Bolt the lucky “smile bracelet” that the sprinter wore to win a gold medal in the 100 meter race and set a world record. Others shared their stories, expressing their pride as volunteers working to strengthen mutual understanding between different cultures and nations. (Etchellis 2018.)

5 QUANTITATIVE RESEARCH METHODOLOGY

5.1 Research Method

In this thesis paper, quantitative research method is used. In the analysis of the majority of the questions of the survey, a more informative way of reading received data is a quantitative research method. The data is shown in numbers and percentages. Several figures are included within this thesis paper for better understanding the numerical data.

The main purpose of a quantitative research is to classify features, count them, and construct statistical models to explain what is observed (USC Libraries 2014). Quantitative approaches to literature represent elements or characteristics of literary texts numerically, applying the powerful, accurate, and widely accepted methods of mathematics to measurement, classification, and analysis. The availability of large numbers of electronic literary texts and huge natural language corpora has increased the attractiveness of quantitative approaches as innovative ways of "reading" amounts of text that would overwhelm traditional modes of reading. Within a quantitative research, collection, analysis and interpretation of numerical data are performed. (Williams 2007.) Numerical data provides receiving useful and reliable information the main goals of the research, but only with strict observance of the rules of measurement. Choosing the most appropriate measuring tool (questionnaire) depends on the situation.

It is worth noting that for the most complete study of the research, it is most advantageous to use given above method. Therefore, further in the work, quantitative reserach method is applied and the data will be presented both in digital and in textual form.

5.2 BMW IBU World Cup Volunteer Persona Survey

It was decided to use survey within this research. According to Brotherton (2008), a structured survey is likely to be the preferred option, especially when individuals are located in different geographical areas and can only be accessed by some kind of remote communication (Brotherton 2008, 134-135). In this case, communication was done through the Internet.

One survey was introduced to the volunteers and managers of the Biathlon World Cup 2017 in Kontiolahti (Appendix 1). The same survey new volunteers received during the World Cup in 2018. The survey was distributed via official e-mail of Kontiolahti Sports Club that was responsible for managing volunteers' tasks. Social media shows great impact on the amount of people answered the questionnaire. The link to the survey was posted on the unofficial community of Kontiolahti Biathlon Volunteers on Facebook. Printed forms were also distributed within volunteers to receive their feedback right after their experience. Also, many foreign volunteers did not have access to the Internet and they preferred to fill out printed questionnaires.

It was obvious that the survey should be not very time-consuming and take maximum 10 minutes. In total, 23 questions were included in the form. In the end, the average time spent to complete the survey was around 12 minutes. All in all, 61 answers were received from the volunteers.

There are such basic types of questions as open and closed. Responding to open question, the respondent has the opportunity to share the ideas in own words without using prepared set of answers.

According to Copeland (2017), closed questions are easier to analyze, people are more likely to answer about sensitive topics, as well as they allow the interpreter to assess guests' prior knowledge base and feelings (Copeland 2017). Nevertheless, closed ended questions can evoke ideas that the respondent would not otherwise have. Additionally, if many response options are offered, it might become confusing for the person and giving wrong answer

is possible and often probable. Most of the questions were compulsory to answer because the answers were needed to be collected to draw a portrait of a volunteer, and they required basic information such as gender, marital status, age, country of origin (Appendix 1).

Regarding the open questions, Copeland (2017) cites that they allow respondents to answer in detail and qualify, and clarify responses, as well as they inspire creativity, self-expression, and richness of detail (Copeland 2017). The disadvantages of open questions consist of incomplete or not even corresponded answers. Also, open questions are time-consuming when the survey is being conducted. In total, 3 questions out of 23 were open-ended to let the volunteers express their feelings.

Within the survey, in questions from 15 to 20, the volunteers had to evaluate provided for them services such as Transportation, Accommodation, Catering, Free time and Communication, as well as Atmosphere in general. It was proposed to evaluating these services by giving grades from 1 (the lowest) to 5 (the highest).

5.3 Data Analysis

The result of the first question of the survey about the gender of volunteers is shown. It can be seen that 64% of the volunteers are women.

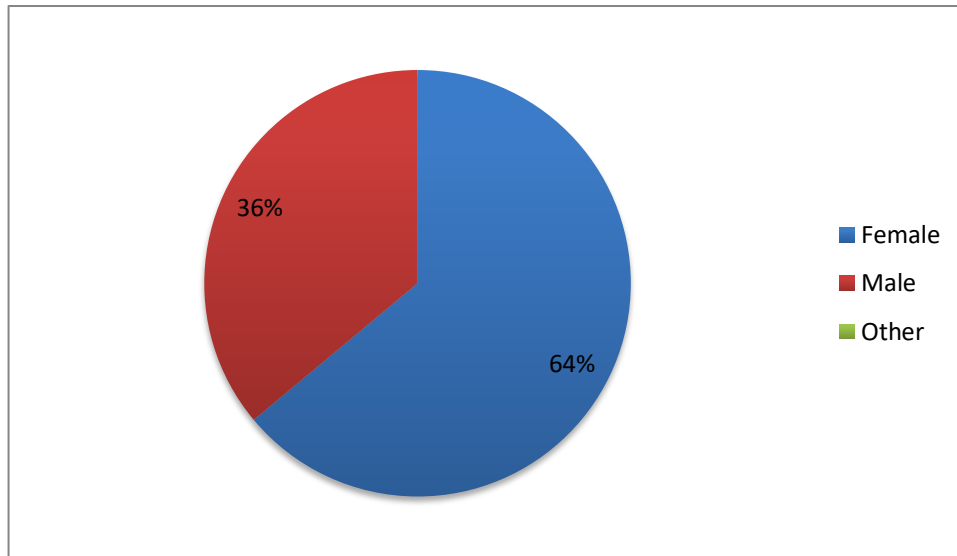


Figure 4. Gender of volunteers (N=61)

Volunteerism is not gender neutral. Applying a gender lens to volunteering for community resilience is critically important, particularly as globally women volunteer more than men. (UN Volunteers 2019.)

Age groups are divided into 5 categories and they go as follows: from 18 to 25 years old (36%), from 26 to 35 years old (18%), from 36 to 45 years old (5%), from 46 to 55 years old (13%), and volunteers more than 56 years old (28%) (Appendix 2). Taking into account marital status of the participants, almost 56% are single (Appendix 3).

Next question in the research is the country of residence of a volunteer (Appendix 4). In this open-ended question, the answer supposed to be a certain location. On the basis of the answers of responders, they are grouped in several countries of residence. The majority of them come from Finland (66%) and Russia (28%).

Volunteering requires people to dedicate own free time for activities. Following question shows the employment status of volunteers.

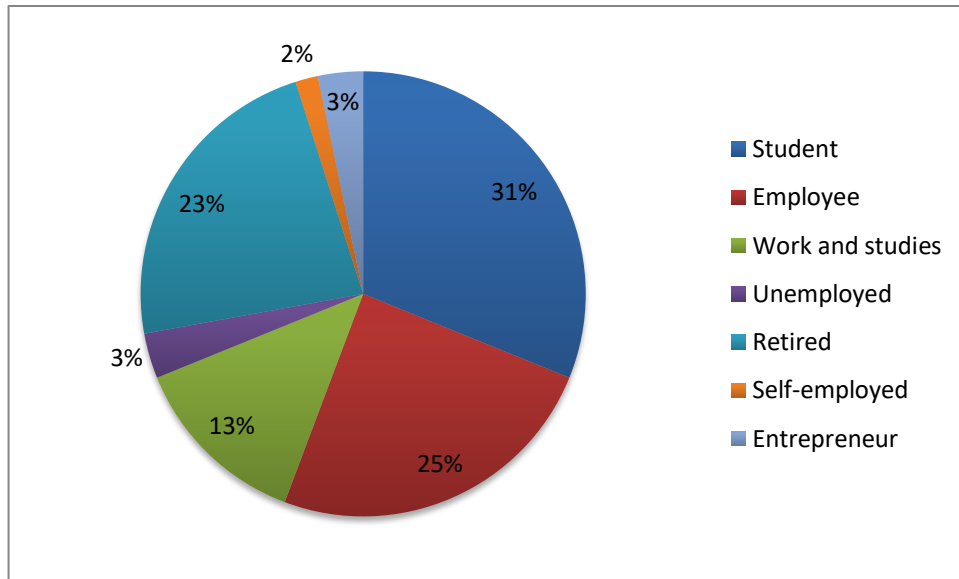


Figure 5. Employment Status of Volunteers (N=61)

According to the pie chart that shows the employment status of volunteers, equal percentage divided between students, employees and retired people. This data shows greater impact on the image of volunteer's persona.

Most of the audience has volunteered before (Appendix 5). Moreover, 90% of the people had positive experience in this field. Nevertheless, some of the respondents have not had any experience in volunteering before.

The next question was aimed to explore the channels through which people learned about the possibility of volunteering in Kontiolahti. This question had both suggested options and an alternative one, where participants could specify how exactly they received information about this certain event.

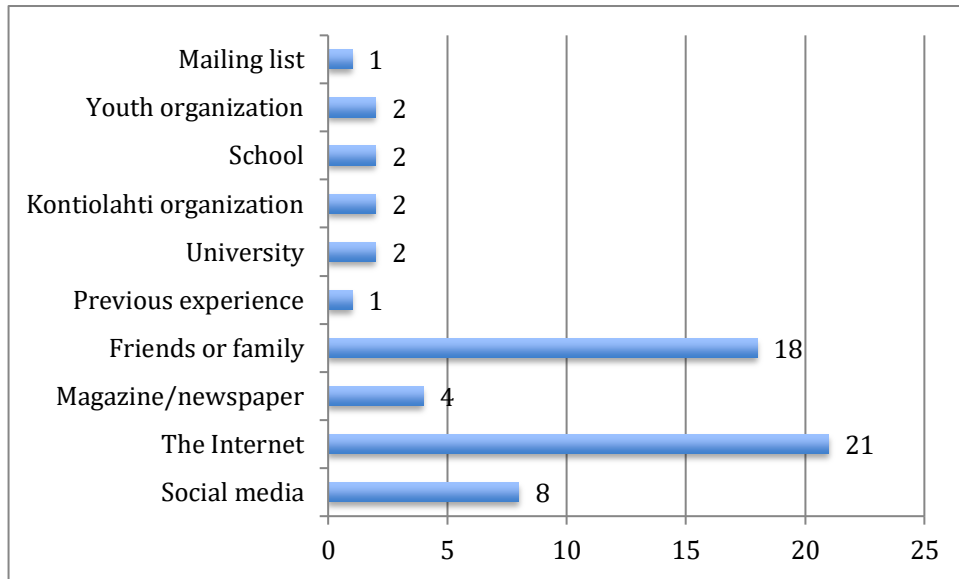


Figure 6. Effectiveness of Communication Channels of the Audience (N=61)

As can be seen from the Figure 6, the majority of respondents stated that they found out about the possibility of volunteering in the Internet and from a friend or a relative. Nevertheless, these answers needed to be rearranged in order to perceive the data clearly. Based on received responses, they can be divided into 6 subgroups: Friends and family, Traditional media (newspaper), Digital channels (the Internet, social media, e-mails), Volunteering experiences when people already knew about the upcoming sport event, Public organizations, Educational organizations (university, school).

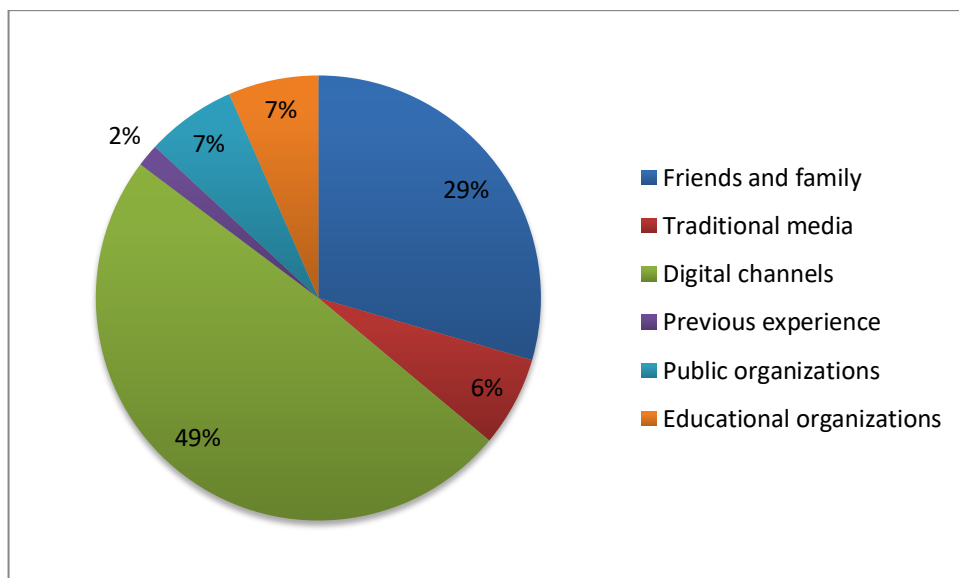


Figure 7. Information Channels (N=61)

After ranking the data, the results differ. According to the pie chart, 49% of the respondents learned about the event from digital channels such as social media and the Internet. This circle graph demonstrates that 29% of the volunteers answered the question learned about World Cup in Kontiolahti from friends and relatives.

Following question of the research was about the reasons of coming to volunteer in Kontiolahti (Appendix 6). Most of applicants, with exact percentage of 49%, chose this destination due to close location of this town to their place of residence. It is very clear that for several people Kontiolahti was the only place where their application for participation in the Biathlon World Cup as a volunteer was approved.

Within the process of application period, the candidates could choose several positions they wish to work. These are: Stadium Crew (taking care of competition venues and facilities), Antidoping (delivering athletes to the laboratory for a doping test), Start and Finish area (inspecting the equipment and clothing of competitors prior to the start and after the finish), Shooting range (being responsible for shooting lane), Parking and security stewards (helping the guests at parking slots), Ceremonies (organizing the medal ceremony and deliver flowers to athletes), Catering and cleaning (offering meals and ensuring the cleanness of stadium area and facilities), Transportation (drivers responsible for transportation of officials, media representatives and spectators), Communication and media (novice journalists that cover the sport events in press), First Aid and Course group (maintaining and keeping the course in perfect condition). It was important to know volunteers' preferences and their desire to volunteer on a certain position. In this question people could have chosen from 1 to 3 options from above mentioned positions.

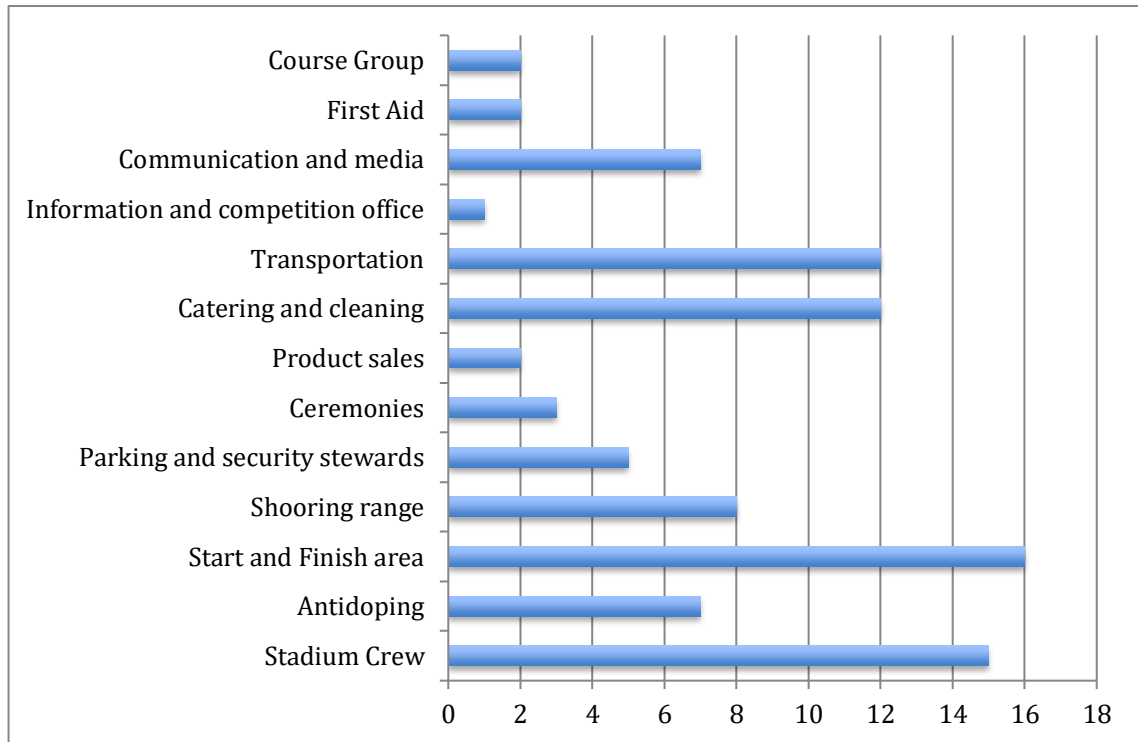


Figure 8. Volunteer Positions (N=92)

According to the bar chart, 16 participants applied for the position “Start and Finish area” and 15 for “Stadium Crew”. These numbers show that these two positions are the most desirable. The least popular positions are “Transportation” and “First Aid”.

The next question was aimed to know the percentage of volunteers gained the position they were counting on. Absolute majority, as of 92% of volunteers were accepted to the positions they wished to contribute the most (Appendix 7).

In order to handle activities, each volunteer should have certain traits of a character that will help this person to implement the skills in practice. Once again it was suggested to choose up to 3 answer options out of the list of important traits of a character (Appendix 8). In total, 45 answers convinced that a volunteer should be responsible. Not surprisingly, a large number of participants (in total of 31 answers) think that a volunteer should be a team player in order to achieve greater results.

Volunteering always brings new insights on life and it is certainly a challenging experience for people, especially for those who never done it before. People who took part in World Cup in Kontiolahti marked challenges they encountered the most (Appendix 9). Impressive number of volunteers has not met any problems within their volunteer work in Kontiolahti. Obstacles volunteers faced during this event can be divided into two groups: Organizational problems and Communicative (language) skills. Great number of volunteers faced organizational problems (18 answers). According to Appendix 9, quite many people mentioned that their work was time-consuming and their tasks were not divided equally (Appendix 9). At the same time, international volunteers were not able to communicate with locals in Finnish language, which caused misunderstanding and deterioration in service quality (13 answers). Changing weather conditions brought another problem – volunteers felt cold and they were not well equipped.

For a deeper analysis, it was needed to clarify the difficulties. In order to understand true reasons of volunteers' challenges and threats, they could tick a few listed below options showed in Figure 8.

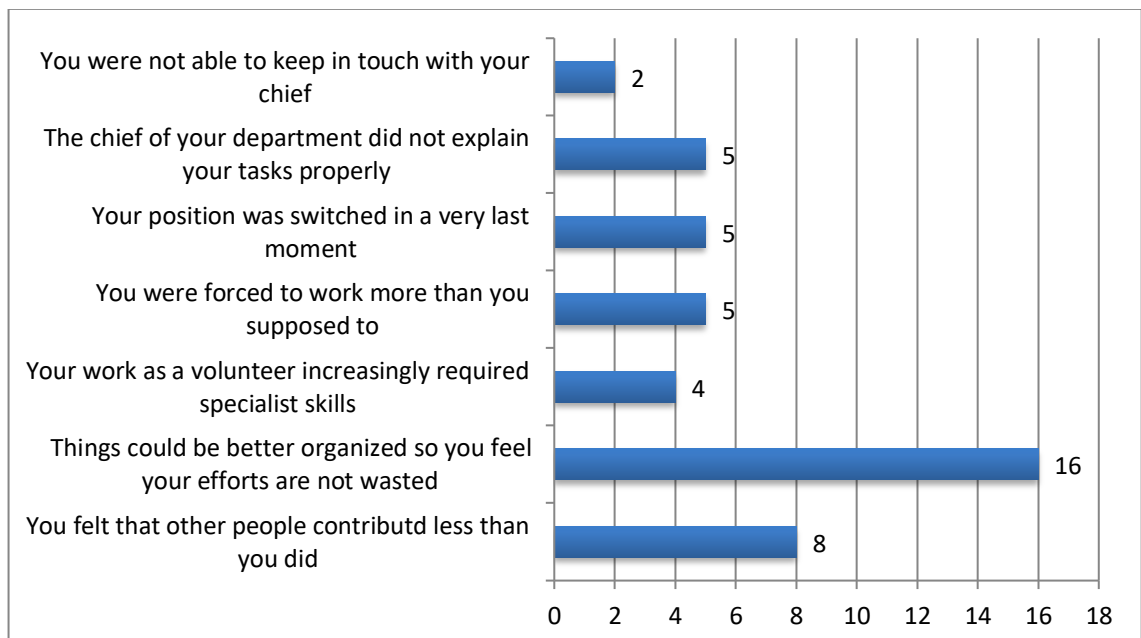


Figure 9. Volunteers' Challenges and Threats (N=45)

According to the bar chart, it can be seen that the majority of volunteers, in total of 16 answers felt that organization could be better. Working time was not fairly divided and volunteers lacked recognition of their efforts.

In following groups of questions, where people were evaluating provided services, such as Transportation, Accommodation, Catering, Free time and Communication, received data is explained. Travelling as a volunteer is almost never financially profitable. Nevertheless, the organizational committee organized free transportation for volunteers from the nearest big town Joensuu to Kontiolahti stadium, provided accommodation for a discount price for other volunteers from Finland and abroad, as well as one hot meal and coffee/tee were provided on a daily basis.

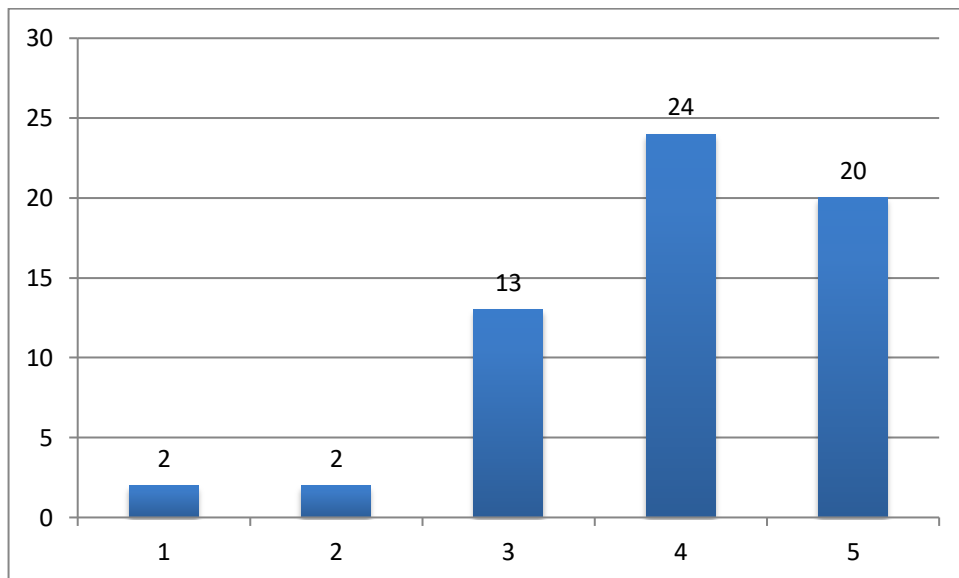


Figure 10. Evaluation of Provided Services: Transportation (N=61)

According to the bar graph, 60% of volunteers appreciated provided free transportation from Joensuu to the stadium and back, in accordance with given grades 4 and 5, few respondents gave an average rate for the provided services, and only 7% of volunteers were not satisfied with the possibility of coming back to the town free of charge after the competitions.

As far as the price for accommodation was only 5 euro per night, many volunteers gave positive grade to the provided premises within their stay in North Karelia region (Appendix 10). Positive feedback reflected in gaining 51%

out of total responses of the volunteers satisfied with their stay at the hostel, when the most popular answer (39%) was an average grade.

Warm meals were offered to each volunteer daily on the stadium. Organizing committee paid attention to the most common special diets (vegetarian, lactose-free, gluten-free). Tea and coffee were also offered full time.

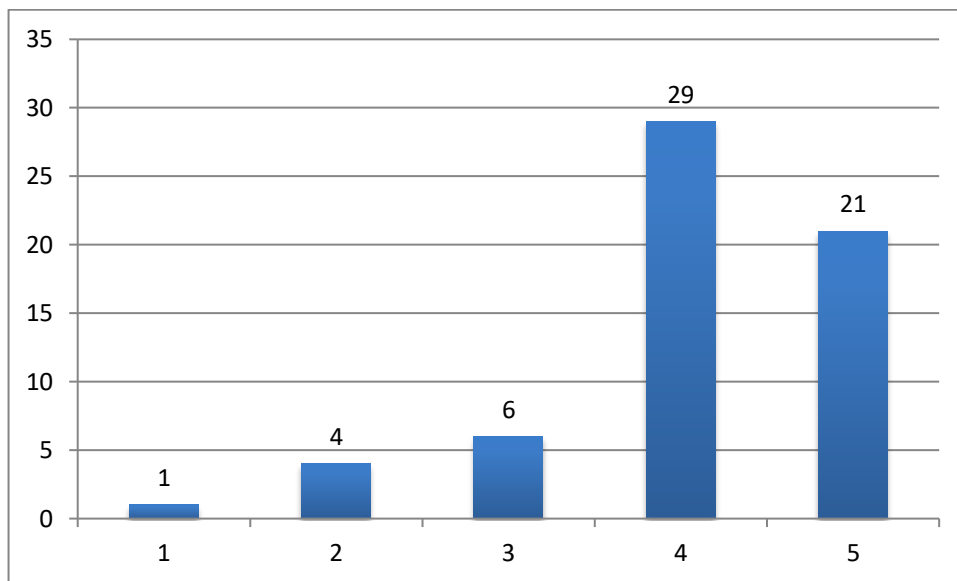


Figure 11. Evaluation of Provided Services: Catering (N=61)

According to the Figure 11, where the level of the provided catering service is shown, absolute majority of the respondents in total of 50 answers gave solid feedback and were satisfied with the food. Some volunteers could not enjoy the meals but it shows only a very little number of them.

Volunteering not only is about helping of organizing biathlon sport event, but it also unites people with similar interests. Having opportunity to rest is important to distract from work and enjoy free time. In Appendix 11, it is shown that 75% of people had enough free time during their volunteering experience. Nonetheless, the rest 25% of these participants doubted enough spare time that was given to them. (Appendix 11.)

Understanding responsibilities and having ongoing dialogue with the coordinator of a position plays a crucial role in successful team building with people involved in the process of the event.

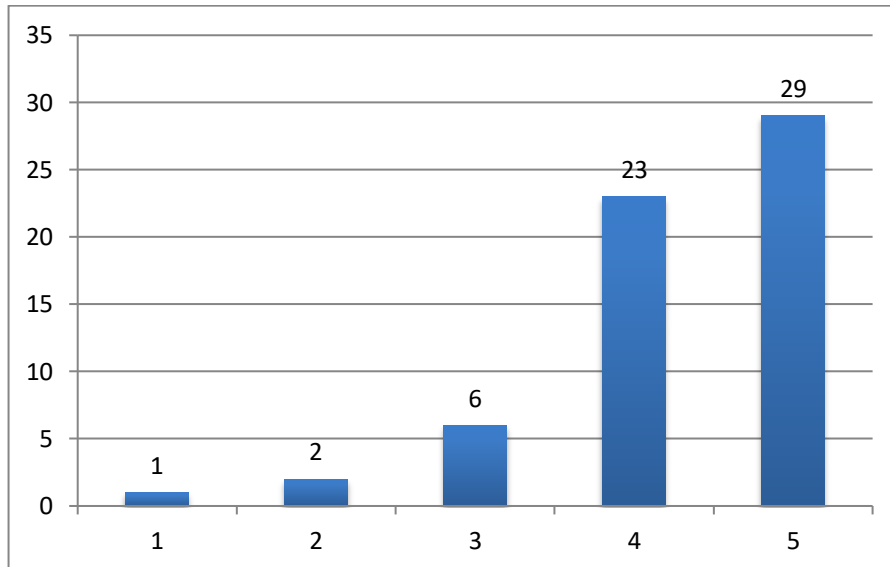


Figure 12. Evaluation of Provided Services: Communication (N=61)

According to the bar chart, 52 people (85%) were satisfied with cooperation with their managers and other volunteers. Only 15% of the volunteers did not have proper communication and experienced difficulties.

All the grades that were given to provided services for volunteers are reflected in general report of satisfaction (Appendix 12). It can be seen that in total of 93% participants were pleased with the atmosphere at this event in general.

Taking into account level of satisfaction shown above in this paper, further analysis was made. A high percentage of people satisfied with the organization of the Biathlon World Cup reflect the desire of potential volunteers to come to these competitions next time.

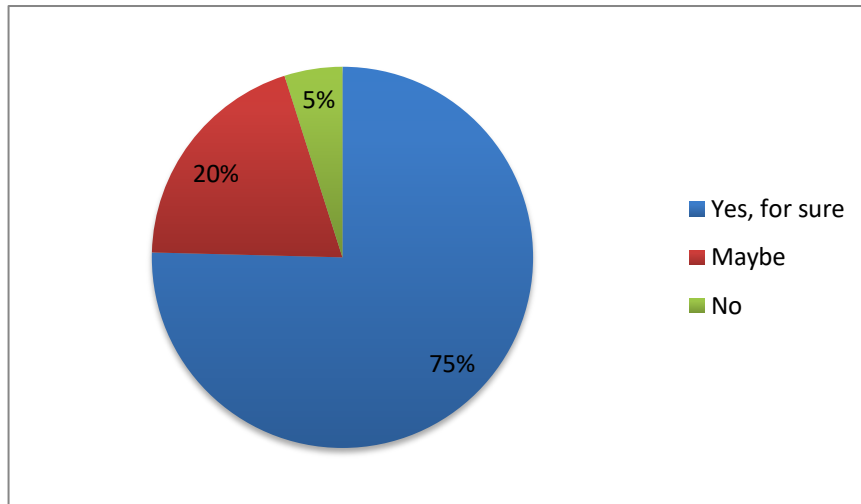


Figure 13. Possibility of Volunteering in Kontiolahti in Future (N=61)

According to the pie chart, nearly 75% are sure about their participation in the role of volunteer at IBU Biathlon World Cup in future. This indicator creates confidence that the organizational issues of attracting new volunteers will become less problematic. Almost 20% consider this possibility to come to the region of North Karelia again, small percentage of people shows that they do not review to perform this work in future.

Next open-ended question was created to find out the reasons of coming to this sport event again. Main reasons of volunteering in upcoming event in Kontiolahti consist of meeting friends, seeing athletes in person and contribution to organization of the Biathlon World Cup. There are two answers that contain doubting of visiting Kontiolahti again. One person mentioned that next trip will depend on the funds, the other one answered that this will depend on free time. Only two people explained the reasons of not coming to volunteer in Kontiolahti in future. These reasons include different country of current residence and old age. (Appendix 13.)

The last question in this questionnaire of volunteers' experience at IBU World Cup in Kontiolahti suggests volunteers to bring their insights on improvements and well being of volunteers in future. It was suggested to volunteers to share their impressions and write feedback about their experience. This was not compulsory, however, according to volunteer's feedback, some of them wished for additional transfers, opportunity to watch competitions in free time, arranging

a meeting with athletes. Additionally, voluntourists required flexible shifts and more interaction with the chief (Appendix 14).

Received data helps to receive a full portrayal of the “right” volunteer and shows suggestions for improvement in volunteers’ well being. Taking into account volunteers’ feedback, the relationship between volunteers and organizers is generally good. In the next chapter ways improvements will be suggested.

6 CONCLUSION

In this work, the author is concentrated on occasional volunteers participated in formal volunteering, since BMW IBU World Cup event volunteers do not spend more than 14 days in Kontiolahti within one calendar year. The purpose of the survey was to find out characteristics and personal qualities of a person who is able to bring maximum benefit in the process of organizing a sporting event. Based on the results of the survey, it was managed to determine the collective image of a volunteer, which is described in this chapter. Additionally, on the basis of the research, improvements for organizational committee are suggested.

According to the survey results, both men and women may become a volunteer at the Biathlon World Cup in Kontiolahti. In Europe, there is no overall gender difference in volunteering (Gaskin & Smith 1997, 29). The organizing committee needs both genders to take part in the Biathlon World Cup as a volunteer. Some typically male-dominated occupations, such drivers, technicians at the shooting range, safeguards require skills and strength and most likely will be given to male applicants. Often women considered as better cooks and more customer-oriented. However, taking into account ethical reasons for positions in anti-doping committee, both men and women should be present in equal numbers, when working with athletes. Gender absolutely cannot be a priority when applying for volunteering; hence it is supported by a EU directive of equal treatment of men and women in employment (Burri & Prechal 2008, 9).

It is known that a substantial proportion of volunteers are retirees, many of whom simply had no time for "good deeds" while they were gainfully employed (Goss 1999). College students are another major source of adult volunteers. However, nonretirees and nonstudents who spend no or little time on market work also have greater propensity for volunteering. Persons who were unemployed may have more time for nonmarket activities; however, they may not be well posed to care about the welfare of others if they are concerned about how to make a living for themselves. (Putnam 2000.) Employed or self-employed people strongly depend on time frameworks of competitions.

Therefore, it is not possible to count on this target audience. The percentage of employed people shown in Figure 5 may differ each time. It concludes that senior citizens more than 56 years old and students in the age of 18 to 25 years old usually have more free time. These categories of volunteers most probably could be seen volunteering in Kontiolahti. It is important to mention that marital status is not significant. In practice, both single and married volunteers participate in such projects in equal proportions.

Kontiolahti is a small village situated near to the Finnish-Russian border. The closest town is Joensuu, which has developed infrastructure with railroads to main Finnish cities and highway to Russia. Additionally, Joensuu airport arranges regular flights to Helsinki, the capital of Finland. For these reasons, during the days of the Biathlon World Cup, overwhelming majority of fans come from neighboring Russia. It strongly affects that almost a third of volunteers coming from this country. Knowledge of Russian language is an advantage when applying for the positions for volunteering. Although, 66% of games makers are Finnish citizens, mostly coming from nearest towns and regions of the country.

Depending on a sport, volunteers usually complete preliminary training and receive knowledge and obtain skills to a particular sport. Some of them might even become long-term volunteers and therefore being very important for VSOs. (Kuivalainen 2017.) Having an impressive experience of volunteering, the candidate will be certainly chosen to take part in the project. Nevertheless, possessing exceptional traits of a character such as responsibility and team spirit opens the way for anyone to try their hand at organizing a sporting event. Through volunteering a person can acquire vital transferable skills in e.g. creativity, problem solving, listening to others and communication.

Within the research, it was found out that a volunteer receives information about IBU World Cup event in Kontiolahti through digital channels such as social media and the Internet. According to Leeflang et al., (2014) there has been an increasing use of digital media tools in marketing, which has in turn allowed to

have a better interaction with customers, to obtain data and insights from the market, and to expand the target market (Leeflang et al. 2014, 3).

No doubts that the majority of nowadays' young people receive information from the Internet, therefore gained information of senior of 56 years old or even more actively using digital channels is surprising. Due to this trend, it can be concluded that an elderly volunteer has an active life position and is trying to learn as much as possible. A volunteer is a modern person remains up-to-date with evolving technologies. Volunteering as a lifestyle encourages people to broaden the horizons.

Considering the results of the survey, there are two main types of volunteers at IBU World Cup in Kontiolahti. Volunteer persona 1 can be a young student of 18 to 25 years old with a floating schedule who appreciates sport, speaks several languages besides the native one, and receives information from social media. This person is responsible, understands tasks well, and fulfill them in a good faith. Alternatively, Volunteer persona 2 can be a senior person in years from Finland, with solid background and experience in volunteering who is currently retired and has plenty of free time. This volunteer is eager to make the event as good as possible and will perform with this work immaculately.

Taking into account received in the research data, primary motives for the tourist volunteering at IBU World Cup in Kontiolahti can be found. They are shown in the Figure 14 and explained below.



Figure 14. Primary Motives for Volunteer Tourists in Kontiolahti

Volunteer tourist in Kontiolahti is motivated to come because of following factors such as Altruism, Travel, Adventure, Social Interaction, Self-development, Professional Development, Cultural Immersion, Right Time and Right Place. These factors explained in the table below.

Table 2. Motivational Factors of Volunteering in Kontiolahti

Altruism – helping in organizational process of a sports event
Travel – visiting Finland as a tourist destination, spending time with friends and relatives living in the region of North Karelia
Adventure – a lifetime experience of participation in the BMW IBU World Cup in Kontiolahti
Social Interaction – communication with other volunteers through “building bridges”
Self-development – opportunity of improving skills of an individual
Professional Development – learning something new and applying this knowledge in practice in real life (work)

Cultural Immersion – cultural exchange (e.g. traditions) with other participants and understanding the local culture better

Right Time and Right Place – opportunity to plan the trip in advance

According to the Table 2, volunteers come to Kontiolahti to challenge themselves, improve their skills to perform better in real life situations. Additionally, volunteering may be combined with visiting friends and family, as well as with cultural tourism.

Nevertheless, even an experienced volunteer with required skills may face challenges. In continuation of this chapter, identified difficulties will be discussed and suggestions of overcoming them. It is crucial that the key to a successful event is a high level of satisfaction among people involved in the process of creation of the sports event.

One of the most important factors is volunteer satisfaction. This has been found to be positively associated with time spent volunteering, longevity of service and intention to continue volunteering. Farrel, Johnston & Twynam (1998) explained such positive effect on people's volunteering behavior in terms of volunteer motivation: the sense of satisfaction gained in previous volunteering experiences could serve as a motivational force for future voluntary activities (Farrel et al. 1998).

According to the results of research where volunteers were evaluating provided services, conclusions have been made. A volunteer as a young person perceives participation in this World Cup event as a lifetime experience. Besides obvious altruistic reasons of volunteering, there is also an egoistic one. It can be a traditional interest of experiencing new destination and true Finnish lifestyle. Some volunteers were not satisfied with organization of transfers between the stadium in Kontiolahti and Joensuu.

According to the bus schedule (Appendix 16), it can be seen that only two buses a day were provided for volunteers at certain time from Joensuu to the Stadium. As the nearest big town, the city of Joensuu has to offer nightlife,

shopping malls and offers other opportunities of entertainment. When working until late, transfer was not organized anymore, while the very last bus was leaving from the Stadium to the city earlier than volunteers were done with their obligations. This forced people to stay at their accommodation. Due to different time of beginning of the shifts of volunteers, this schedule should be improved in future.

As a suggestion, a few morning buses could be added in the schedule, so volunteers would not need to wait the beginning of work. For international volunteers who are eager to experience nightlife in Joensuu, a night transfer from the city back to the accommodation could be arranged on the weekends. Improved schedule of the buses is shown in the Appendix 16 of this thesis work. It is important to mention that this schedule strictly depends on start time of the competition. For certain positions, such as doping control, transfer was always organized, but it is more an exception due to specific procedure that might take long time. Moreover, international volunteers usually stay at SportBed accommodation which is situated 1,5 km away from the stadium. In late evenings, the unlit road causes difficulties on the way back. Large number of volunteers specified that transfers from volunteer's accommodation could be organized.

When volunteers come back they feel empowered, knowing they have been able to make a difference. They feel a lot more confident in their ideas and beliefs and that they can contribute to society. Volunteers coming to contribute to the sporting event in Kontiolahti share same interests, and appreciation of biathlon as a sport discipline. Therefore, volunteers are eager not only to make the event better, but please themselves with the experience they are living together within certain period of time. The positive effect of these relationships can be explained in terms of the building of a sense of community, in which people have a feeling of belonging to others and the organizational process itself. Quite a big number of volunteers appealed in the open-ended questions to organize meetings with their favourite athletes. An organized autograph session or open discussion with the leaders of this sport would help to level the

slightest flaws in the organizational process. Each person lives with impressions and emotions that will motivate the volunteer to perform better.

7 DISCUSSION

Volunteer sport tourism may be described as one of alternative types of tourism which shows instant growth in nowadays' tourism industry. This type of tourism relates to certain social and economical factors. This is further witnessed by leisure travellers desiring to connect with locals and their culture in order to stimulate and fulfil their need of cultural immersion by combining travel, adventure and service. (Brown & Morrison 2003, 73–82.) Volunteer sport tourism affects several categories of people and their process of picking a tourism destination. Besides having an opportunity of visiting a new destination and being in touch with locals and their culture, it requires less financial expenses and satisfies tourists who cherish sport activities.

The termin “volunteer” itself refers to own will of a person to contribute to a common cause. However, it is important to investigate how these tourists able to combine leisure and demonstrate their professional skills to make the sport event successful? As for Kontiolahti Sport Club it is crucial to receive support and contribution from the participants, volunteers, learn in advance with the help of HR managers their abilities, but also provide them unforgettable experience of their stay in Kontiolahti within the period of the competitions.

A new, previously never used study is aimed at finding the right candidates. The most accurate characteristics of the potential unpaid employees, as well as their desires and capabilities are aimed at facilitating and improving the selection process of volunteers. This case, the attraction element for volunteers is their most likely favourite type of a sport in exchange for their efforts, so-called barter exchange. Limitations, such as dissatisfaction of certain volunteers of the schedule of the transfers and living conditions were mentioned in the research results and should be considered more in future BMW IBU World Cup events in Kontiolahti.

At a very early stage of the whole process of the thesis started with developing the research question. The author had high interest of this particular topic, as well as the commissioner found it relevant for future improvements. Additionally,

this question has to be related to the degree program of the study unit. Both qualitative and quantitative research methods were used in this thesis work, since both of them provided with informative and readable results. Working with numbers, as well as with open-ended questions give broader imagination of received data. The research and its output remain relevant for future studies and potential improvements.

The research was done in order to provide the organizers of BMW IBU World Cup in Kontiolahti necessary volunteer's persona portrait to make the process of picking a candidate less time-consuming and more efficient. The research was relevant to conduct since it had not been implemented earlier due to lack of interest. The results demonstrate what the primary characteristics a volunteer should have to perform the duties at his best. Also, the results show what should be made for volunteers to attract more of them and raise their interest within application period. Providing more interaction between athletes and volunteers, improving their well-being would cause the desire of people to come back once again to volunteer in North Karelia.

Overall, after choosing the topic and constant discussion within the process, the thesis flowed fluently. In the end, the results were found satisfying for the author and gave good insight on the matter discussed. The topic was relevant both for nowadays development and rapid growth of alternative tourism, as well as for the author which helped gathering theoretical framework and develop the research questions, as well as implement the research. The author hopes the results will help the commissioner to implement the received concept of volunteer's persona portrait in future for further successful event creation. Furthermore, supervisors and the commissioner were helpful and supporting throughout the process. The volunteers answered the questionnaire were responsible and helpful. To conclude, the research gave good results and the thesis process was rewarding in the end.

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APPENDICES

Appendix 1.	Survey
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Appendix 1 1(5). Survey

1. Please specify your gender
 - a) Male
 - b) Female
 - c) Other
2. How old are you?
 - a) 18-25
 - b) 26-35
 - c) 36-45
 - d) 46-55
 - e) older than 56
3. Please choose your marital status
 - a) I am single
 - b) I am married
 - c) I am divorced / separated
4. Where are you from?
5. What is your employment status?
 - a) I am a student
 - b) I am employed
 - c) I combine studies and work
 - d) I am unemployed
 - e) I am retired
 - f) Other (Please, specify)
6. Have you ever volunteered before?
 - a) Yes and it was a positive experience
 - b) Yes and it was a negative experience
 - c) No

Appendix 1 2(5).

7. How did you find out about volunteering at IBU World Cup Biathlon in Kontiolahti?
 - a) On social media
 - b) The Internet
 - c) In a magazine / newspaper
 - d) From a friend / relative
 - e) Other (Please, specify)
8. Why did you come to volunteer in Kontiolahti?
 - a) It was the nearest from me destination
 - b) I have never visited this place before
 - c) It was the only IBU World Cup destination where I was accepted to volunteer
 - d) Other (Please, specify)
9. Which positions have you applied for? (You may choose 1 to 3 options)

- a) Stadium Crew

- b) Antidoping

Appendix 1 3(6).

- c) Start and Finish area

- d) Shooting range

- e) Parking and security stewards

- f) Ceremonies

- g) Product sales including food sale

- h) Catering and cleaning

- i) Information and competition office

- j) Transportation

- k) Communication and media

- l) First Aid

Appendix 1 3(5).

m) Course Group

10. Were you accepted to volunteer at the position you wished for?

- a) Yes
- b) No, I got another position

11. In your opinion, what are the most important traits of a character a volunteer should have? (You may choose max. 3 answers)

- a) Hard-working
- b) Responsible
- c) Punctual
- d) Open-minded
- e) Energetic

Appendix 1 4(6).

- f) Flexible
- g) Selfless
- h) Team-player
- i) Other (Please, specify)

12. Please name the most important reasons for volunteering

13. What was the most challenging during your volunteering experience?

14. Volunteers' challenges. If you had any, please tick all that important to you

- a) You felt that other people contributed less than you did
- b) Things could be better organized so you feel your efforts are not wasted
- c) Your work as a volunteer increasingly requires specialist skills
- d) You were forced to work more than you supposed to
- e) Your position was switched in a very last moment
- f) The chief of your department did not explain your tasks properly
- g) You were not able to keep in touch with your chief

Appendix 1 4(5).

Volunteers' facilities. Using a scale from 1 (the lowest) to 5 (the highest), please assess the amenities provided for volunteers during the IBU World Cup Biathlon in Kontiolahti

15. Accommodation

a) 1

b) 2

Appendix 1 5(6).

c) 3

d) 4

e) 5

16. Catering

a) 1

b) 2

c) 3

d) 4

e) 5

17. Transportation

a) 1

b) 2

c) 3

d) 4

e) 5

18. Free time

a) 1

b) 2

c) 3

d) 4

Appendix 1 5(5).

e) 5

19. Communication (with your chief, other volunteers)

a) 1

b) 2

c) 3

d) 4

e) 5

20. Atmosphere in general

a) 1

b) 2

c) 3

d) 4

e) 5

21. Would you come back to volunteer at BMW IBU World Cup Biathlon in Kontiolahti in future?

a) Yes, for sure

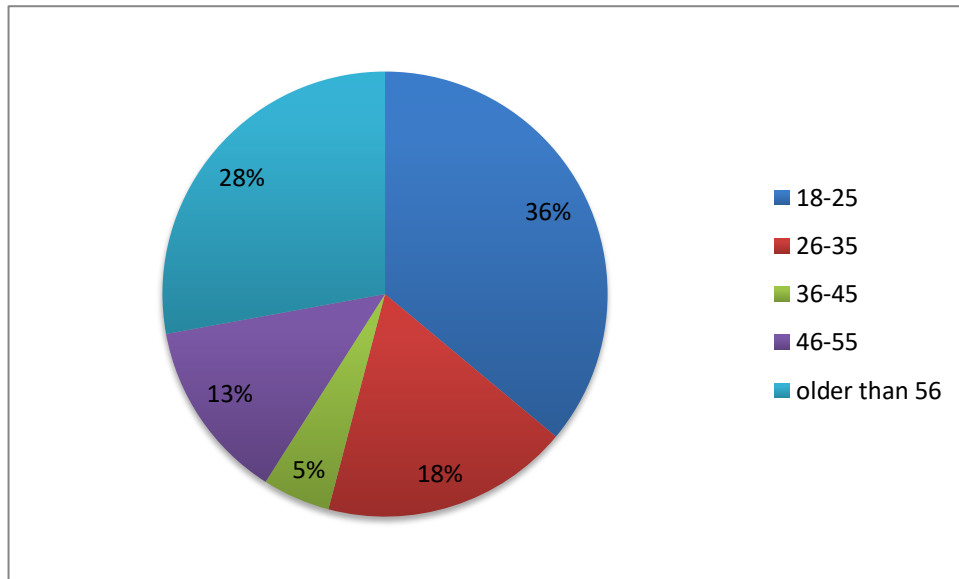
b) Maybe

c) No

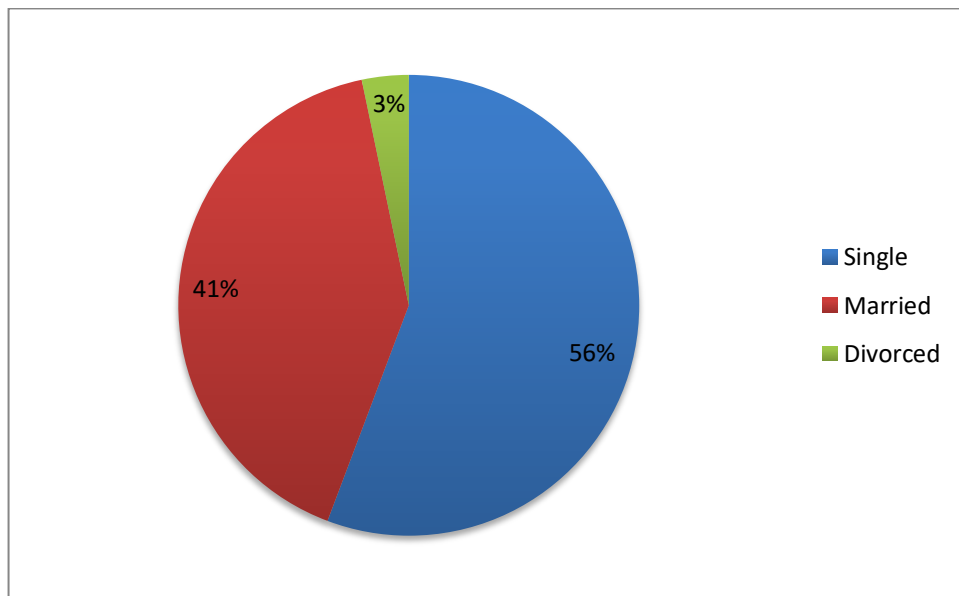
22. Why would you come or not to volunteer at BMW IBU World Cup in Kontiolahti in future?

23. How would you improve volunteers' conditions and well being?

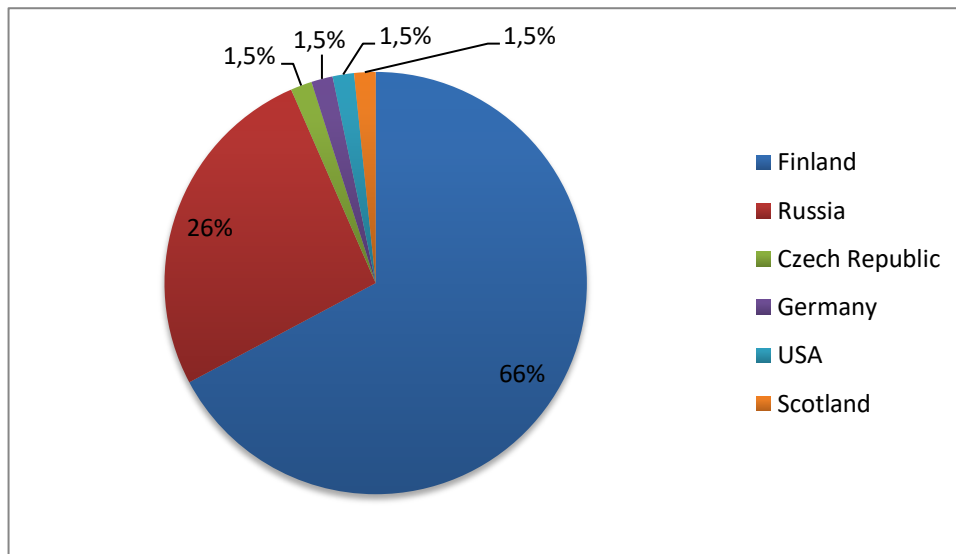
Appendix 2. Age Categories of Respondents (N=61)



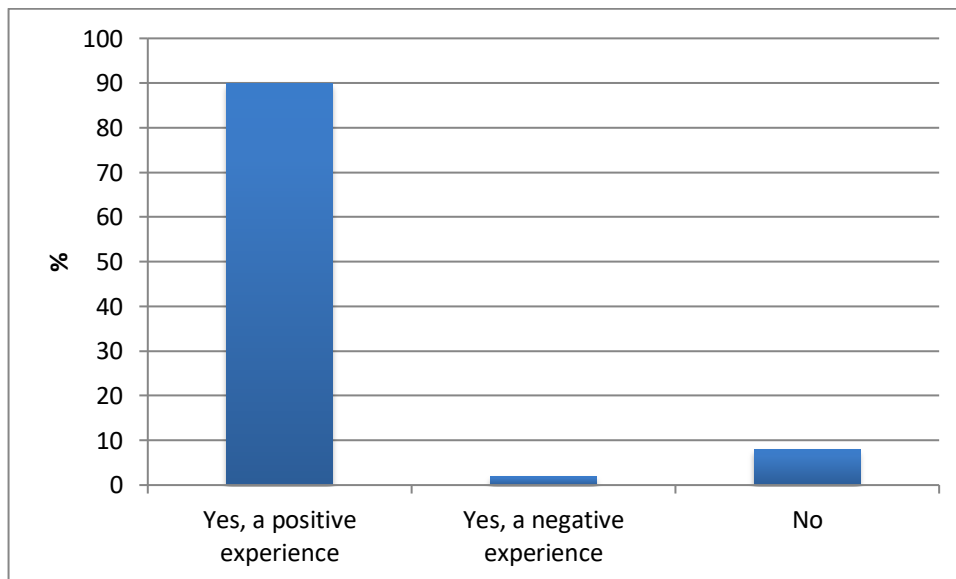
Appendix 3. Marital Status of Participants (N=61)



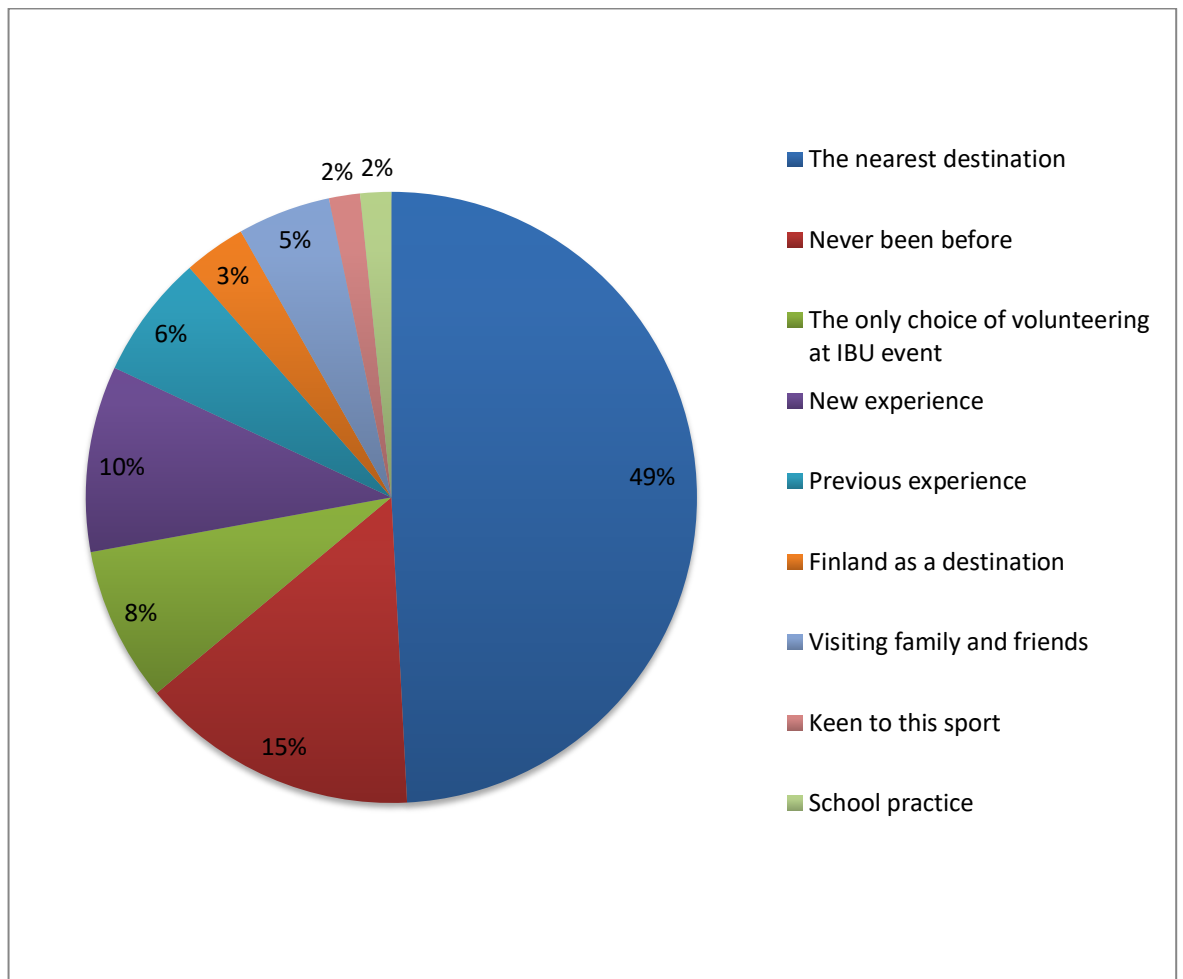
Appendix 4. Country of Residence (N=61)



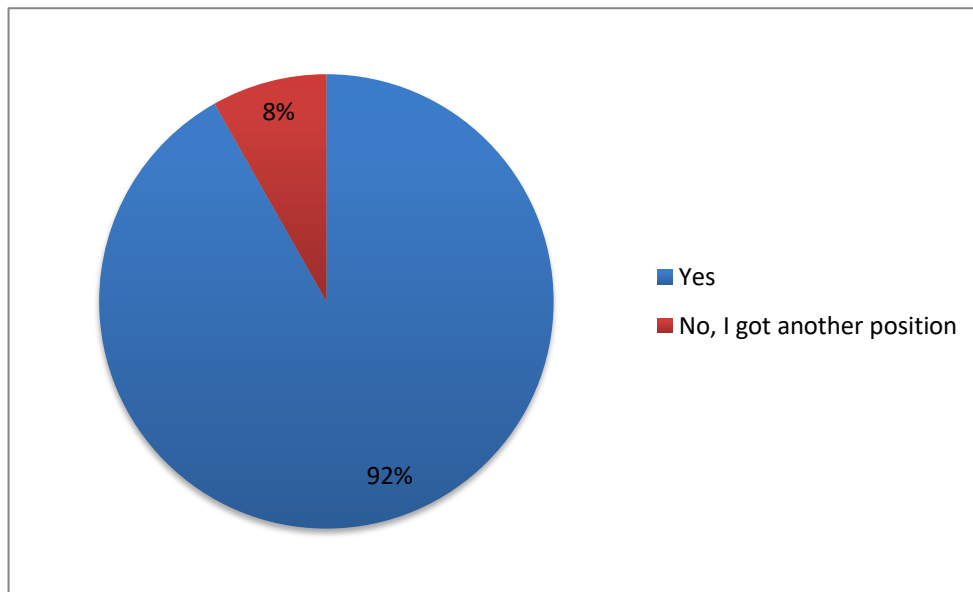
Appendix 5. Previous Volunteering Experience



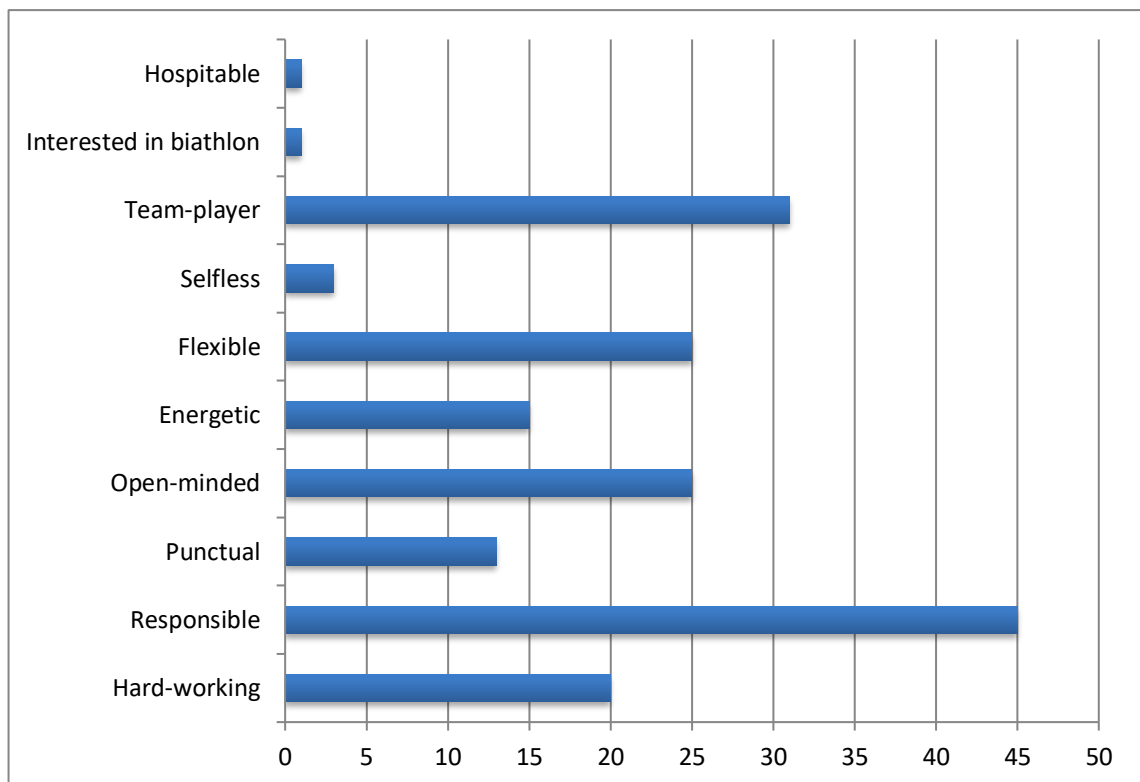
Appendix 6. Reasons of Volunteering in Kontiolahti (N=61)



Appendix 7. Acceptance of Volunteering at Desired Position (N=61)



Appendix 8. Important Traits of a Character (N=179)



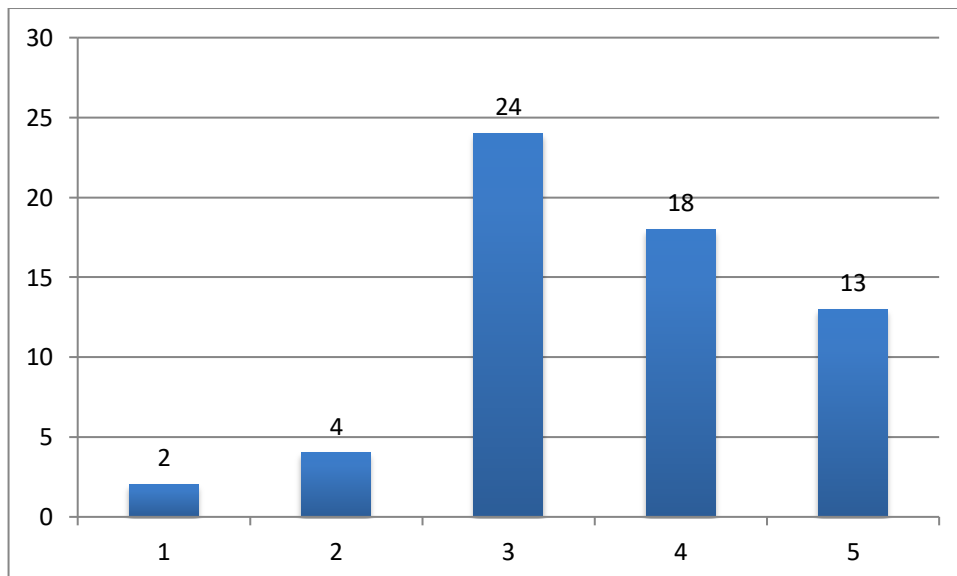
Appendix 9 1(2). Volunteer's Challenges at BMW IBU World Cup (N=31)

Organizational problems 58% (=18)	Communicative problems 42% (=13)
Transportation to the city	Communication with people, switching languages. I don't speak Finnish, but I had to (as I thought).
Change the position	Speaking Finnish language, I am not perfect in it
The abundance of multiple tasks and lack of time.	To manage difficult situations caused by customers / spectators successfully
Long shifts	Communicating with non-English speaking people
To find some people (lost co-workers or chief)	Spectators
To get enough volunteers to my job (I was a boss)	Internationality
The days were quite long, so it was challenging not to show how tired I was.	Asiakkaat, jotka tulevat keskustelemaan kielellä jota ei itse ymmärrä, eikä aina löydy sitä yhteistä kieltä.
Travelling to the destination	Meeting new people
All the duties during the race	Drunk people
We got just very basic information how the cash register works. Timetable was bit challenging as the distance from home to Kontiolahti is more than an hour by a car. There were no decent place (or safe one) to reload battery of the phone during the World Cup weekend.	Stay energetic and friendly to all the people and not to be bored of your position during all the days of the competition

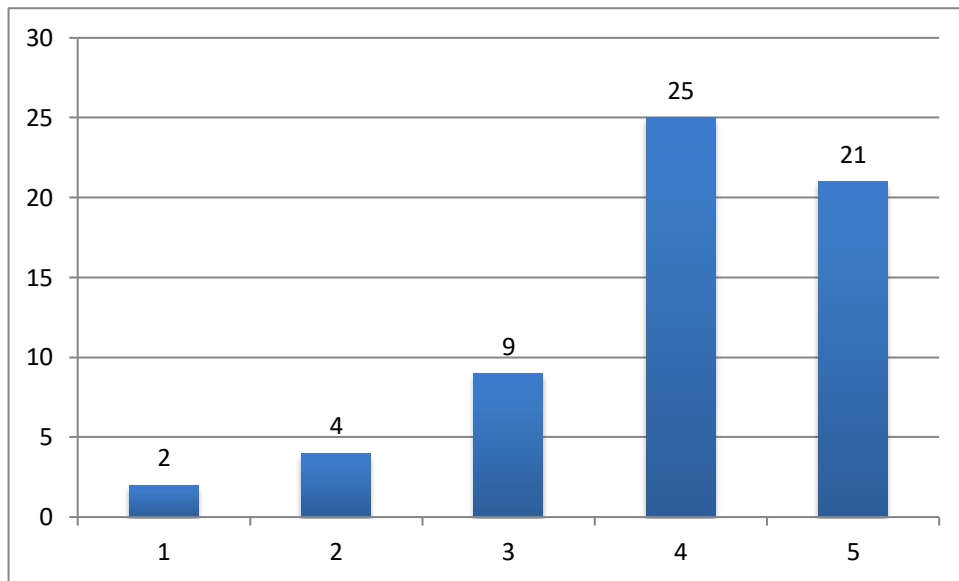
Appendix 9 2(2).

To get to know every detail you need	Rude and drunk people
To have enough people during preparation and dismantling phases	Difficult to speak Finnish as I am not good in it
Fully booked VIP on Friday evening	Drunk people
Oma tarkkuus ja nopeus tilanteissa	
Sometimes there wasn't so much to do, the place I worked at was booked quite full	
Find the athlete and bring her to the doping test	
Accommodation	

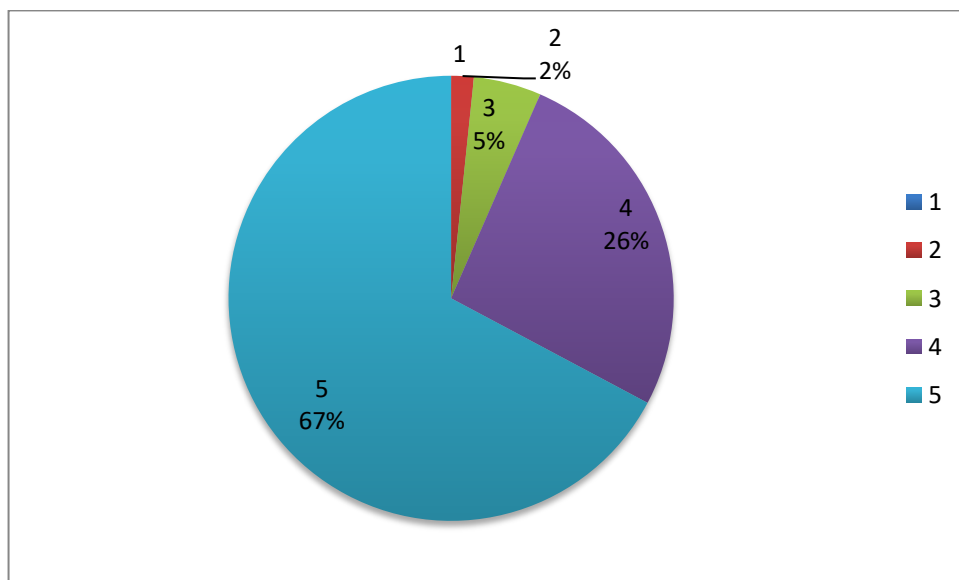
Appendix 10. Evaluation of Provided Services: Accommodation (N=61)



Appendix 11. Evaluation of Provided Services: Free Time (N=61)



Appendix 12. Atmosphere in General (N=61)



Appendix 13. Reasons of Volunteering in Kontiolahti in Future (N=28)

1. I was there twice. It's a kind of nostalgia for me, especially meeting with other volunteers from different parts of the world. Perhaps I won't come because I'll be in Czech Republic this time
2. it's important for me. It's my lifestyle. I liked being a volunteer in Kontiolahti
3. To see the sportsmen, to feel the atmosphere
4. I would like to stay professional and help to make this World Cup successful
5. To meet some people I met there this year, to see the last races of favourite biathletes, to visit Finland again
6. I had a great time volunteering and enjoyed the people I met
7. I just love it!
8. To meet good friends again
9. I like biathlon and this is the chance to see biathletes not on the TV screen but in 5 meters distance
10. Because of the atmosphere and people
11. It is an awesome experience
12. Best team and chief ever in VIP tent
13. It is interesting and very positive experience to be a part of that event
14. The time that I spent there was nice and it was interesting to see the athletes from near
15. I enjoy biathlon and volunteering at WC is an easy way to get to the competitions and spend time with my great friend who also has volunteered at previous biathlon competitions at Kontiolahti stadium
16. It became a good habit
17. It was wonderful experience both the IBU cup and world cup and Tiia is the best chief
18. I want to improve my skills as a volunteer (getting new duties perhaps)
19. I want to take part that great happening and give my help.
20. The atmosphere is so unique among volunteers. It is always a pleasure to contribute in these sports events.
21. It is already a habit
22. To assist making a good game
23. It's nice to be a part of the team making the WC possible.
24. I would like to become a part of this event again because it is an opportunity to see how is everything done in reality and I can use this experience in my organization
25. I liked the atmosphere, the way I could use my energy and skills, working in my team
26. It depends on my personal funds
27. If I have leisure time at that moment I will come
28. I am very old (80 years)

Appendix 14. Improvements Suggested by Volunteers (N=10)

1. Transfer. Better to arrange buses for volunteers to have an opportunity to buy something is needed in the city
2. I think that it would be great if volunteers can watch the competition when they are free. This year we were not allowed to do it.
3. More interaction with the chief. I would like to know about the place and time for volunteers my function when I will arrive at the event.
4. Safe and easy way to reload phone batteries
5. Suitable working hours (not till the late night) for the volunteers who are not having accommodation in Joensuu region
6. "meet-and-greet" possibilities with athletes
7. Listening more, not changing jobs that are given beforehand, not treating volunteers in different ways (friends first others after)
8. Keep on recruiting to get more volunteers especially to smaller events. That would decrease the workload for some volunteers who participate more actively.
9. Providing bus from volunteer's home to the stadium
10. Provide free uniform for all volunteers

Appendix 15. Bus Schedule From Joensuu to Kontiolahti Stadium

Date: every day (09.03-12.03)	Bus 1.
Time	Stops.
07:00	Joensuu City Centre, Siltakatu bus stop
07:15	Lehmo K-supermarket, bus stop
07:25	Lehmo S-market
07:45	Kontiolahti Biathlon Stadium
Date: 09.03	Bus 2.
Time	Stops.
13:00	Joensuu City Centre, Siltakatu bus stop
13:15	Lehmo K-supermarket, bus stop
13:25	Lehmo S-market
13:45	Kontiolahti Biathlon Stadium
Date: 10.03	Bus 2.
Time	Stops.
13:15	Joensuu City Centre, Siltakatu bus stop
13:30	Lehmo K-supermarket, bus stop
13:40	Lehmo S-market
14:00	Kontiolahti Biathlon Stadium
Date: 11.03	Bus 2.
Time	Stops.
13:15	Joensuu City Centre, Siltakatu bus stop
13:30	Lehmo K-supermarket, bus stop
13:40	Lehmo S-market
14:00	Kontiolahti Biathlon Stadium
Date: 12.03	Bus 2.
Time	Stops.
11:00	Joensuu City Centre, Siltakatu bus stop
11:15	Lehmo K-supermarket, bus stop
11:25	Lehmo S-market
11:45	Kontiolahti Biathlon Stadium

Appendix 16. Bus Schedule From Kontiolahti Stadium to Joensuu

Date: 09.03 Time	Bus. Stops.
14:15	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
20:00	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
Date: 10.03 Time	Bus. Stops.
15:30	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
22:40	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
Date: 11.03 Time	Bus. Stops.
15:30	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
20:40	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
Date: 12.03 Time	Bus 2. Stops.
15:30	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop
21:40	Kontiolahti Biathlon Stadium
	Joensuu City Centre, Siltakatu bus stop